



# Comprehensive Budget

**For the Fiscal Year  
Beginning July 1, 2019 and Ending June 30, 2020**



Approved by the Board of Commissioners on June 19, 2019

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## Executive Summary

To the Board of Commissioners:

I am pleased to present Atlanta Housing's FY 2020 Comprehensive Budget Book. This document includes critical information regarding AH's proposed FY 2020 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 President and CEO of AH, who served for three years in this capacity in addition to eight years as Chief Real Estate Officer, I am proud to have the opportunity to continue the AH's 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.
- Entered into a Memorandum of Understanding (MOU) for \$30 million in a co-investment opportunity with Atlanta Beltline as well as a MOU for up to \$60 million in co-investments with 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. Procured two developers for the redevelopment Englewood Manor, approximately 30 acres.
- Selection of developers for Magnolia's 30 scattered sites.
- Under HUD's RAD program, conversion 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 and process improvement.

## FY 2020 Proposed Budget

The enclosed FY 2020 Budget was developed to support the activities and initiatives outlined in our FY 2020 MTW Implementation Plan and, ultimately, to achieve our Vision 2022 and MTW Statutory Goals.

Our budget projects sources of funds at \$363.7 million from the following:

- \$322.1 million in MTW funds provided by HUD, of which \$85.7 million to be drawn from funds held at HUD.<sup>1</sup>
- \$13.5 million from the Choice Neighborhoods Grant.
- \$14.0 million from Replacement Housing Factor Grants.
- \$3.4 million primarily from development-related income earned from deals expected to close during FY 2020.
- \$10.7 million consisting of tenant dwelling income, interest on surplus cash, public improvement funds and other revenue from ancillary sources.

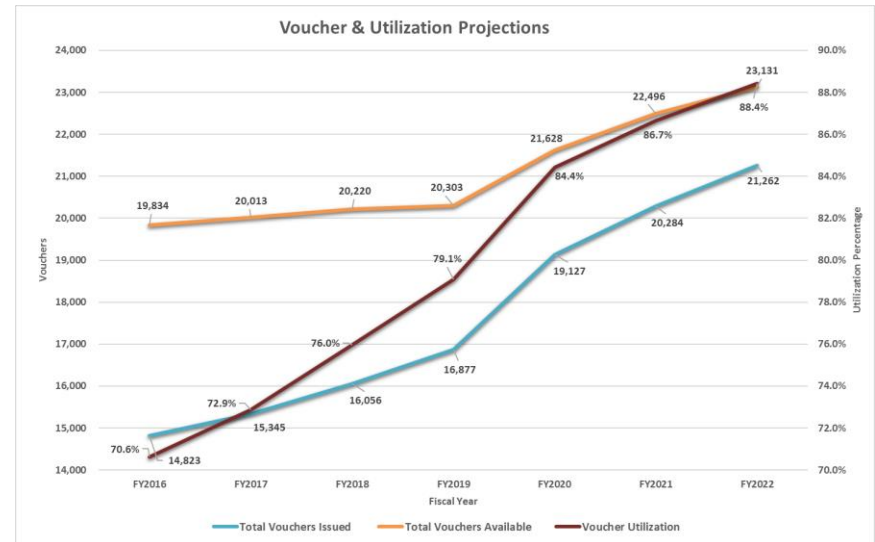
Projected uses of these funds will total \$356.7 million<sup>2</sup>, primarily for the following:

**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 2020 to reach over 84 percent from less than 70 percent in FY 2015. AH's goal is to increase this rate to 90 percent.

<sup>1</sup> 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.

<sup>2</sup> Please note, this will result in a \$7.0 million excess of funds which will be held primarily in AH's program income and non-federal cash reserves.

## The Housing Authority of the City of Atlanta, Georgia



As planned, AH reopened its Housing Choice Voucher waitlist in 2017, 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 \$169.6 million in housing assistance and public subsidy payments, an increase of \$11.8 million over the FY 2019 Budget, due to a projected 2,250 gain, net of attrition, in Tenant- and Project-Based (HomeFlex) vouchers, as depicted in the chart below. Please note the units converted under HUD's Rental Assistance Demonstration (RAD) Program do not represent an overall increase in households served.



## FY 2020 Proposed 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	(636)	522
2018 A	1,012	308	207	(816)	711
2019 F	1,107	447	66	(799)	821
2020 B	1,160	609	1,325	(844)	2,250

### ***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 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 2020, we plan to invest a total of \$3.3 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 2020 Budget provides for \$121.2 million of development and revitalization expenditures, primarily comprised of the following initiatives:

- \$35.6 million for the redevelopment of former public housing sites and acquisitions, primarily at Herndon and Englewood sites, including a projected \$7.3 million primarily for site remediation at former Bowen Homes.
- \$31.8 million in co-investment and new initiatives for the creation and rehabilitation of affordable housing in the City of Atlanta.
- \$25.0 million towards the University Choice Neighborhood's four components, including \$13.6 million for housing.
- \$9.3 million towards the conversion of Peachtree Road and Marietta Road high-rises from Public Housing-funded (Section 9) to Housing Choice-funded (Section 8) under HUD's RAD Program as well as Hightower Manor Highrise and thirteen MIXED communities, planned for either subsidy or rehabilitation conversion in FY 2020.
- \$4.8 million in homeownership down payment assistance for first-time homebuyers at or below 80 percent AMI.
- \$14.7 million in other expenditures, of which \$6.8 million for the development of 30 scattered sites in the Magnolia Perimeter area, \$3.4 million for the repayment of the EPC Capital Lease and the remainder to be spent for public improvement work at Centennial and real estate consulting services in preparation for future site development.

## FY 2020 Proposed Budget

***THRIVE – Continuation of effective and efficient agency administration.*** To accomplish the FY 2020 Budget activities, AH intends to add fifteen (15) new full time positions (detailed below) over current existing positions. The cost impact of these new positions, combined with a 3 percent pay increase and an expected 3 percent inflation increase in the AH-provided medical plan, as well as increased consulting and professional services to assist with our various initiatives, results in higher budgeted Operating Divisions and Corporate Support expenses of \$0.1 million and \$2.8 million, respectively, in FY 2020 over FY 2019. In addition to the costs related to increased corporate support headcount, is higher outside legal counsel expense (\$1.2 million), as well as a contingency for potential compensation market

<b><i>Real Estate Group (3)</i></b>	<b><i>Corporate Finance (1)</i></b>
Property Analyst (2)	Senior Accountant, Real Estate
VP, Asset Management	<b><i>Information Management (3)</i></b>
<b><i>Choice Neighborhoods (1)</i></b>	HelpDesk Technician
CN Education Case Manager	Solutions Architect
<b><i>Contracts &amp; Procurement (4)</i></b>	Software Solutions Developer
Acquisition Services Analyst	<b><i>Strategy, Policy &amp; Regulatory Affairs (1)</i></b>
Administrative Assitant	RE Compliance & Strategy Director
Assistant Director, Diversity and Inclusion	<b><i>Government, External Affairs and HDS (1)</i></b>
Supplier Diversity Analyst	Program Manager, Partnerships
<b><i>Communications, Marketing &amp; Public Engagement (1)</i></b>	
Communications Manager	

## The Housing Authority of the City of Atlanta, Georgia

adjustments (\$0.5 million) that may result from the comprehensive compensation study.

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 families and the community.



Joy Fitzgerald

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, 2018**

*Christopher P. Morill*

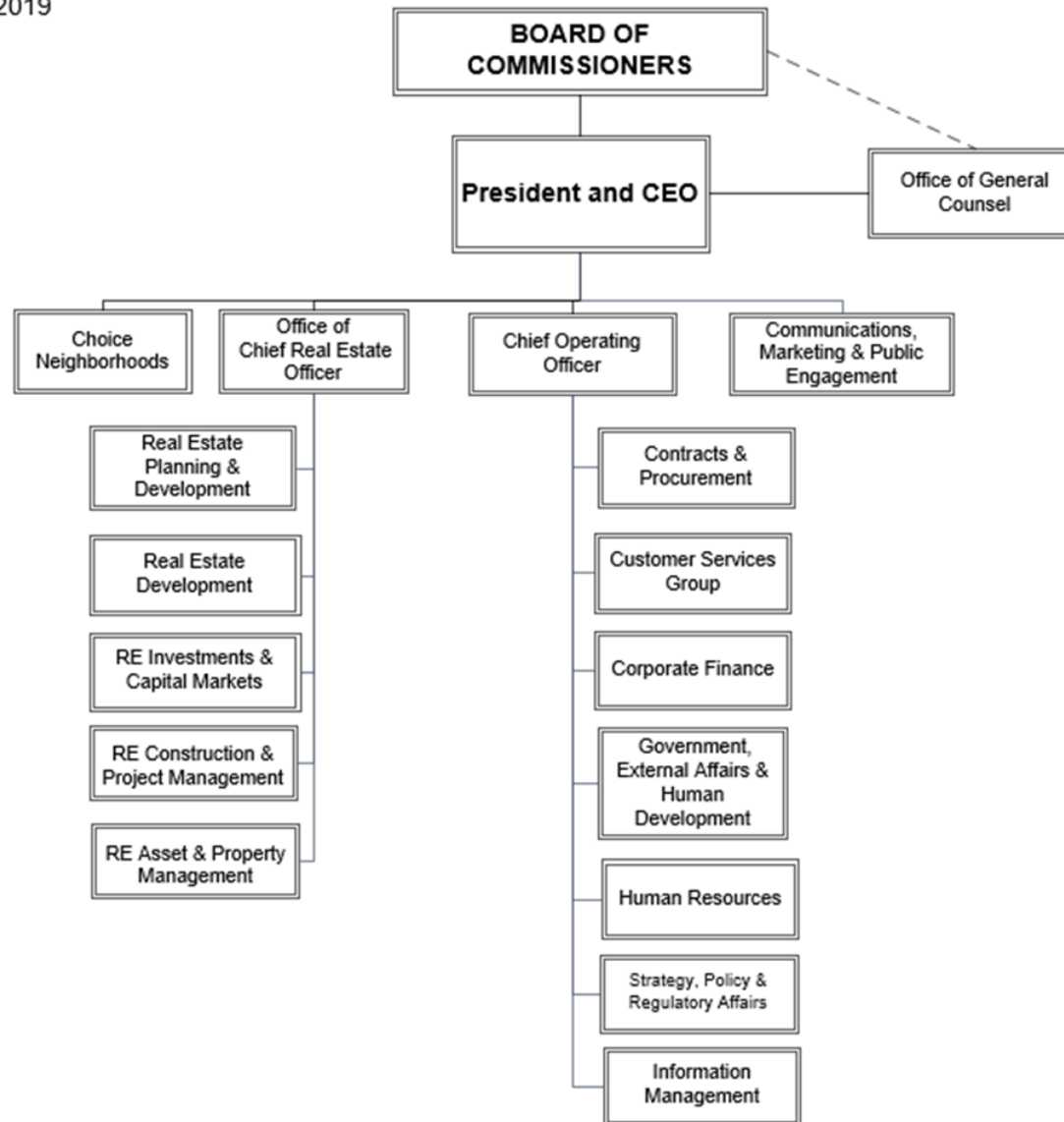
Executive Director

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, 2018**. 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 2019





### Five-Year Plan and FY 2020 Priorities

On March 27, 2019, the Board of Commissioners (Board) of Atlanta Housing (“AH”) approved a resolution to adopt and submit the Fiscal Year 2020 MTW Annual Plan (“MTW Plan”) to the U.S Department of Housing and Urban Development (HUD). The MTW Plan provided the priorities for FY 2020 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/2019/05/FY2020-MTW-Annual-Plan-Board.pdf> . The following provides highlights of the plan.

#### MISSION

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

**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.

#### THE CHALLENGE:

##### *Preserving Affordable Housing in a Growing Market*

Atlanta is growing rapidly. Between 2012 and 2017, Atlanta experienced a 15.8 percent population growth, and according to the United States Census Bureau, Atlanta’s 2018 population exceeds 490,000 people. Atlanta ranks 10th in the nation economically. Yet, as the City grows financially and internationally, 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. The City of Atlanta’s 2016 Comprehensive Development Plan acknowledges that the number and type of housing units constructed are major factors affecting population growth. Affordable housing and equity are top priorities for the City. Other high-ranking needs identified in the plan include:

- Working to attract a diverse population at all income levels.
- Promoting 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.

Very low- and extremely low-income families experience extreme competition for rental units with market-rate renters. Renters and homeowners demand 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.

AH’s five-year strategic plan **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:

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

- **Finances.** AH will streamline its service delivery approach by updating financial policies and protocols, continuing to reduce operational overhead, and identifying areas to preserve and increase quality affordable housing in the City of Atlanta.

AH believes that people, not buildings, are the heartbeat of a community. Thus, as we strive to increase access to quality housing for all, we also consider the needs of those we serve and ways in which we can improve their lives and their surroundings. This is the core of VISION 2022 - A strategy about people and community—people living well and working toward total self-reliance in communities that thrive.

### *Why is this important?*

*Because better living is the gateway to a better life. At AH, we believe everyone deserves a chance at a better life.*

### **THE PLAN: Stronger Communities, Brighter Futures**

To meet the challenges facing affordable housing in Atlanta's vigorous market, AH plans to pursue, aggressively, opportunities that allow it to build affordable, healthy, mixed-income communities that will benefit low-income families. As part of a 10-year Real Estate strategy and implementation of the Atlanta Model 2.0, AH will deploy its capacity, resources and land to accelerate and innovate new development and to identify new opportunities to expand its vision throughout the City of Atlanta.

This approach will create economic mobility for residents, and attract new partnerships and sources of capital to our developments. In addition, this approach allows us 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.

### **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**



### FY 2020 Priorities

AH has identified priorities for its FY 2020 Budget aligned under the strategy identified below and described in further detail in AH's FY 2020 MTW Annual Plan. In addition, each of AH's Departmental goals and initiatives is linked to the overall priorities and identified in Appendices – Department Information - Operating and Corporate Support.

Atlanta Housing (AH) holistically operates the entire agency under the Moving-to-Work (MTW) concept. Under its MTW authority, the agency is required to design local flexibilities that achieve at least one of the three MTW Statutory Objectives:

- **Statutory Objective #1:** Reduce costs and achieve greater cost effectiveness in Federal expenditures.
- **Statutory Objective #2:** Give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.
- **Statutory Objective #3:** Increase housing choices for low-income families.

From this mandated framework, AH developed VISION 2022, which outlines how AH will utilize its MTW flexibilities to leverage administrative, financial, human, and other resources at its disposal to administer, implement, monitor, and modify existing, new, and planned MTW activities and non-MTW initiatives.

FY 2020 continues to focus on the following AH priorities:

- Creating modern, distinctive, quality communities
- Creating an entryway to independence
- Keeping our finances in check

#### 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 AH-Sponsored Mixed Use, Mixed-Income developments on former public housing sites.

During FY 2020, AH will continue to exercise its full MTW flexibility to aggressively pursue innovative ideas and continue its focus on implementing major initiatives that further availability of and access to affordable housing and supportive services. AH aligns its priorities with the MTW statutory objectives. Other ongoing activities approved by HUD and being administered by AH are further described in the Appendices of AH's FY 2020 MTW Annual Plan.

AH will continue to focus on current and future priorities that align with AH goals and objectives and address unique local challenges.

### Agency Goal #1:

**Increase the number of affordable housing units and households served by developing new units, preserving existing units, and optimizing voucher utilization.**

Under VISION 2022, using a people centered, affordable housing real estate development model, AH will build on the prior years' planning and due diligence, prioritizing properties for development, investment protocols and financial feasibility for new construction and rehabilitation. This approach will consider the type of opportunity, the partnership structure, and an assessment of the returns both economic and for the public good.

In FY 2020, the goal of accelerated housing production will continue to dominate while AH continues to refine and enhance its ability to develop, finance, own, operate and manage real estate assets and to further its affordable housing mission with the following Agency Goal #1 Objectives:

- Create or preserve 2,700 affordable housing units
- Increase total households served by 1,100 households
- Increase voucher utilization to 84% of authorized vouchers
- Advance affordable housing plans, projects, and policies in support of real estate development

AH will be stepping up to meet the need for quality, affordable housing with an accelerated development program. Efforts to address the growing need includes:

- **Development and Revitalization.** AH will continue developing partnerships to leverage capital and jump start new construction in areas of opportunity in the City of Atlanta.

- **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 the 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 2020 focusing on veterans and those transitioning from supportive housing or facing homelessness due to short-term challenges.
- **AH-Owned and MIXED Communities.** 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 2020 from Public Housing to HomeFlex.
- **Down Payment Assistance.** AH will also continue to provide homeownership down payment assistance at West Highlands and other areas within the City of Atlanta.

### Agency Goal #2:

**Using housing as a platform, improve the quality of life of households through economic, educational and wellness opportunities.**

While quality, affordable housing remains the core mission for Atlanta Housing, we recognize that real community development

must also incorporate resources that support residents' self-reliance. AH maintains strategies that promote self-sufficiency, active aging, life-long learning and community engagement, while seeking to improve quality of life for participants served.

AH's Agency Goal 2 recognizes the pervasiveness of income inequality in Atlanta. To stabilize families and foster advancement, affordable housing assistance must be coupled with incentives and economic, educational and wellness opportunities. Through cradle-to-college education strategies, workforce development and wellness programming, AH continues to facilitate family progress toward self-reliance and active, healthy lives. To enable service delivery, AH acknowledges the importance of collaboration with stakeholders, governments, community organizations and private sector entities to leverage resources and maximize impact.

AH has established the following Agency Goal #2 Objectives for FY 2020:

- Achieve 78% Work/Program compliance
- Empower households by providing access to employment, education, job training and other supportive programs
- Enhance the quality of life of senior and disabled households by providing access to high-quality supportive services
- Support youth enrichment through access to educational opportunities, training and support services
- Connect people to opportunities through development of amenity-rich communities
- Provide opportunities for gainful employment through the Section 3 Program

AH acknowledges that it cannot achieve these objectives alone. Consequently, AH embraces collaboration with government agencies, community organizations, private sector entities, and others to facilitate service delivery, leverage resources to maximize impact, and deliver a coordinated service approach. These efforts comprise a defined Service Delivery Model that allows residents to have access to services that are responsive, efficient and impactful, which guides the collective efforts.

### AH's Service Delivery Model

**1. RESPONSIVE.** PROVIDE TIMELY AND APPROPRIATE SERVICES THAT SUPPORT FAMILY'S ABILITY TO PROGRESS TOWARD SELF-SUFFICIENCY. THE SERVICES, GROUNDED IN A STANDARDIZED ASSESSMENT, IDENTIFY AND EVALUATE A PARTICIPANT'S STRENGTHS, RESOURCES, GOALS, BARRIERS AND NEEDS TO DEVELOP AN INDIVIDUALIZED SERVICE PLAN.

**2. EFFICIENT.** IMPLEMENT A DEFINED, CONSISTENT SERVICE PRACTICE BY STAFF AND SERVICE PROVIDERS TO ENSURE THAT ALL RESIDENTS HAVE AN OPPORTUNITY TO DEVELOP AND REACH THEIR FULL POTENTIAL.

**3. IMPACTFUL.** MONITOR AND EVALUATE SERVICE OUTCOMES REGULARLY TO ASSESS PERFORMANCE, ANALYZE THE IMPACT OF INVESTMENTS, AND IDENTIFY INNOVATIONS THAT CREATE OR ENHANCE AREAS OF OPPORTUNITY.

### Agency Goal #3:

**Act as good stewards of resources by maximizing operating efficiencies, partnerships and inclusion opportunities, and leveraging resources.**

As an MTW agency, Atlanta Housing has uniquely positioned itself to use innovative strategies to ensure its long-term financial sustainability. AH's financial management practices



enable the use of its MTW Single Fund fungibility for investment opportunities in multiple areas that provide affordable housing solutions, strengthen community partnerships, and support neighborhood stabilization. AH's MTW designation also affords AH the fiduciary responsibility to actively seek and pursue conventional and non-conventional sources of revenue, including competitive grant and entrepreneurial opportunities.

AH will continue to reduce operational overhead, streamline its service delivery approaches, and update financial policies and protocols. To secure financial longevity, AH will proactively identify and rigorously manage its investments to create opportunities for financial returns that can be reinvested in the mission in accordance with applicable HUD regulations, housing laws and state and federal requirements.

AH has established the following Agency Goal #3 Objectives for FY 2020:

- Improve and document operational processes for maximum efficiency and output
- Increase opportunities for employee growth and development
- Establish business continuity plans
- Maximize the use of federal funds available, while developing a strategic plan to increase sources of non-federal funds
- Increase utilization of M/W/SBE partners
- Effectively conduct key corporate administrative activities to support all aspects of agency operations

- Deliver a competitive and responsible operating and overhead cost structure

### 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 included 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.

- **Development and Revitalization.** Based on the Strategic Real Estate Plan, commitments, opportunities, and fund availability, AH develops a project-based Development and Revitalization plan.
- **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.

### 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.

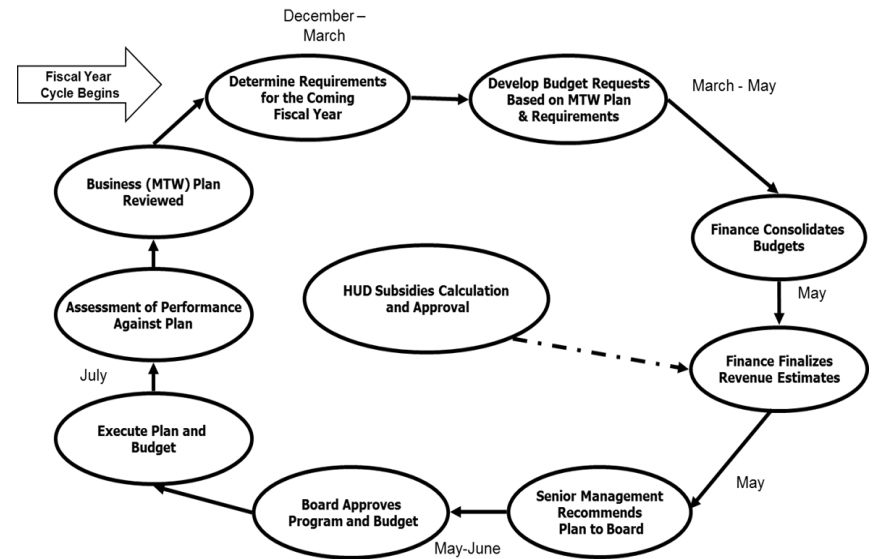
### Finance Estimates Revenues

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

### Finance Confirms Budget Internal Integrity

Finance ensures revenues and expenditures are properly aligned. This is especially important in incorporating HUD's Rental Assistance Demonstration (RAD) impact on sources of funds and programs funded as communities transfer from Section 9 Public Housing funding to Section 8 Housing Choice funding.

## AHA's Budget Process



### 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.

### 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 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.

The Senior Vice President, Finance Operations provides quarterly financial reports to the Board of Commissioners on the status of revenues and expenditures against the Budget, with explanations of significant variances, as well as the financial position of the Agency, including funding availability.

### **Amendments to the Annual Comprehensive Operating and Capital Budget**

In their approval of the Annual Comprehensive Operating and Capital Budget, the Board authorizes 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."

As far as reallocations within the budget, the Board resolution states that: "Further, the President and Chief Executive Officer and the Senior Vice President, Financial Operations are hereby authorized to make reallocations between funding sources, business lines, departments and accounts, as necessary, to execute the FY 2020 MTW Annual Implementation Plan as long as AH remains within the FY 2020 Budget use of funds authority

approved in this resolution."

If unbudgeted expenditures are required, the CEO or the SVP, Finance Operations will authorize the spending in accordance with this guidance. The Board-approved budget will not necessarily be modified to reflect any transfer of budget.

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. The 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 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 has 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 vendors 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 2020 Budget. The Budget Resolution provides for quarterly reports to the Board of Commissioners on actual expenditures against Strategic Contract budgeted spending.

### 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 February 15, 2019, the President signed the Consolidated Appropriations Act 2019 (2019 Appropriations Act), which includes the funds HUD will provide to public housing agencies for calendar year 2019, which is HUD's Funding Year 2019.

AH's fiscal year begins July 1 and ends June 30. The AH FY 2020 Budget, therefore, includes six months (July–December 2019) that will be funded based on HUD's Funding Year 2019. Based on the provisions of the 2019 Appropriations Act, HUD has established Voucher Program and Capital Fund Program funding levels for public housing agencies for calendar year 2019. HUD required that each public housing authority (PHA) submit their operating subsidy calculations for Calendar Year 2019. HUD's review of the requested calculations is continuing and, although HUD has disbursed funds in 2019 based on estimates, the approved funding levels are anticipated later this year.

The last six months of AH's FY 2020 Budget (January–June 2020) is based on HUD's Funding Year 2020. On March 11, 2019, the President submitted his Budget to Congress and included substantial cuts in several HUD programs including Public Housing and Capital Fund Program.

Comparison of AH's Fiscal Year to the Federal Fiscal Year and HUD's Funding Year																							
Calendar Year 2019												Calendar Year 2020											
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 2018 <- Federal Fiscal Year 2019									Federal Fiscal Year 2020												FFY 2021 ->		
HUD Funding Year 2019												HUD Funding Year 2020											
<- AH Fiscal Year (FY) 2019						AHA Fiscal Year (FY) 2020												AH Fiscal Year (FY) 2021->					



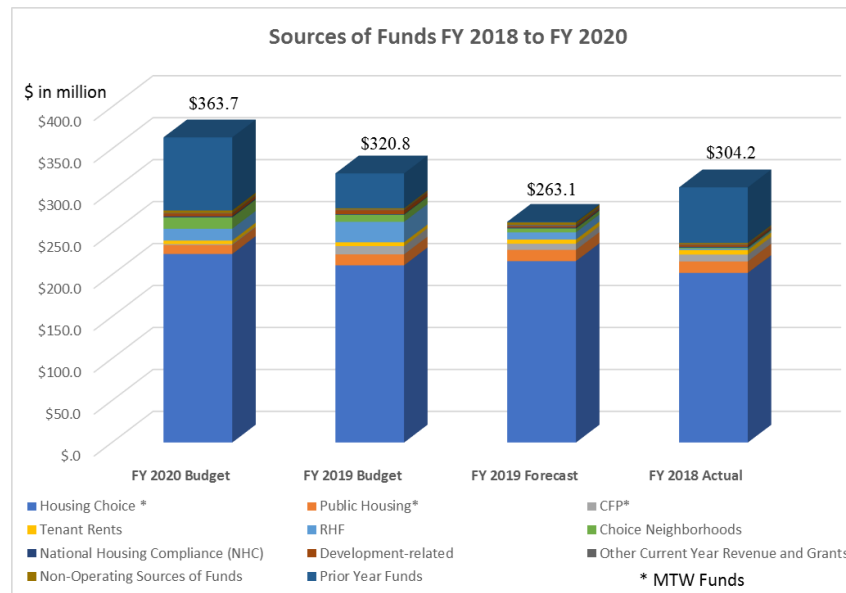
The Congressional Federal Fiscal Year 2020 appropriations process, however, has just begun, and it is expected that many of the President's cuts will not survive into the final appropriations act. With considerable negotiations expected, the appropriations process may not be finalized until late fall or winter. Therefore, AH's FY 2020 Budget is based on HUD's Funding Year 2019 levels on the assumption that these will be repeated for HUD's Funding Year 2020.

## BUDGET OVERVIEW

### Comprehensive Budget – Three-Year Comparison

FY 2020 marks the seventeenth year of AH's participation in HUD's Moving-to-Work (MTW) Demonstration Program. AH continues to employ the flexibility afforded by its MTW Agreement with HUD.

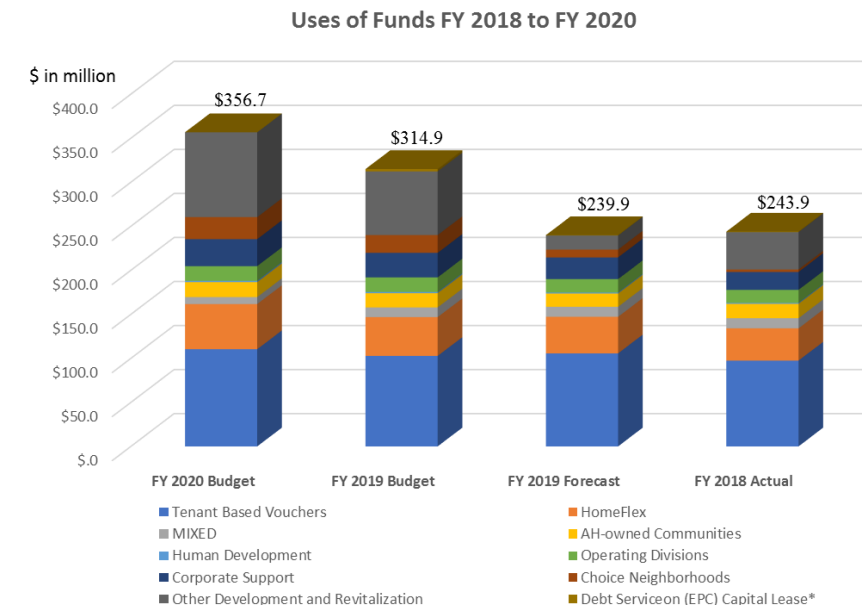
Consistent with its Vision 2022 and FY 2020 Priorities, AH will continue to pursue the three statutory objectives of the MTW Program.



On a combined basis, total uses of funds in the FY 2020 Budget are projected to amount to \$356.7 million, which is \$41.8 million greater than the FY 2019 Budget. The Budget provides for total sources of \$363.7 million, an increase of \$42.9 million over last year's Budget. Sources include drawing down \$87.1 million of

funds accumulated in prior years, an increase of \$45.5 million over the FY 2019 Budget.

The increase in uses of funds is primarily due to higher spending in development activities and housing assistance payments, as well as increases in AH headquarters department spending.

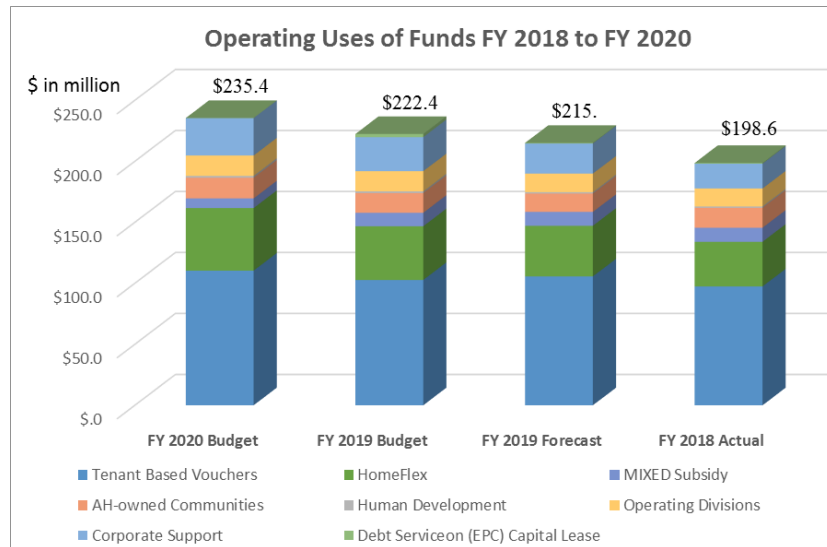


Although AH's MTW Annual Plan is comprehensive in nature and presented on a combined basis, the FY 2020 Budget is presented in two components: a FY 2020 Operating Budget and a FY 2020 Development and Revitalization Budget. The former focuses on the annual operations and related funding of AH, while the latter represents a twelve-month projection of the expenses and funding of multi-year development and revitalization projects.

## FY 2020 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

### FY 2020 Operating Budget Overview



AH expects to receive \$244.2 million in operating funds in FY 2020 and expend \$235.41 million for operating activities. The \$8.8 million in excess funding is comprised of unspent obligated (authorized) Housing Choice funds, as well as National Housing Compliance (NHC) 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 2020. This annual 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 2020, AH is focused on increasing the number of total households served 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:

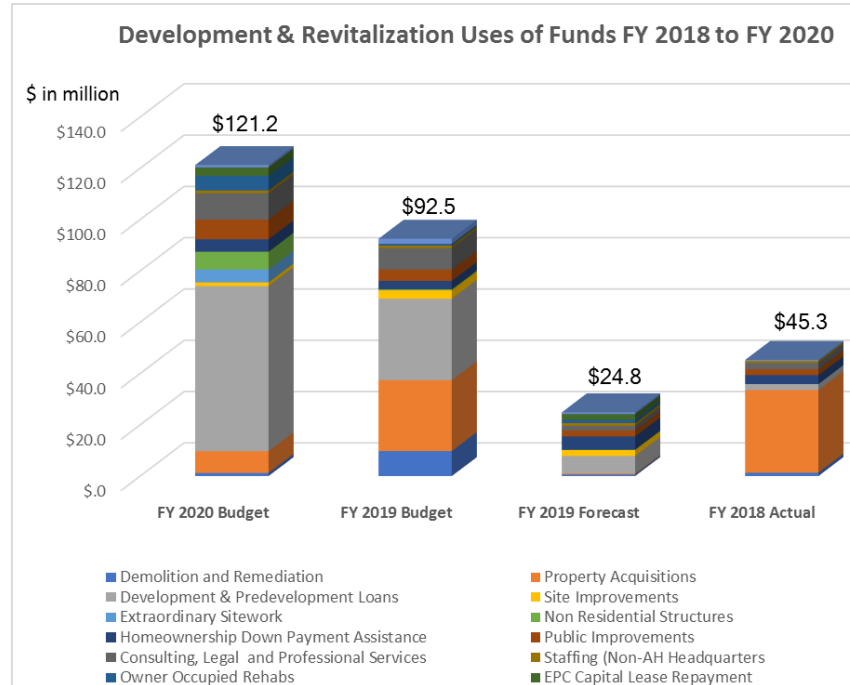
- \$110.4 million to cover the costs of over 10,950 Tenant-Based and related fees to support additional marketing and advertising efforts to attract additional landlords to the Voucher program.
- \$51.3 million in total HomeFlex rental assistance to fund over 8,100 affordable rental units, including 1,747 units which have already converted or plan to convert to HomeFlex under RAD during FY 2020.
- \$7.9 million in operating subsidy to its partners to support 2,155 public housing units at MIXED Communities, which will decrease by 871 units once MIXED communities convert to HomeFlex under RAD during FY 2020.

The FY 2020 Budget provides \$17.0 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, Marietta Road and Hightower Manor high-rises, totaling 454 units, planned for RAD conversion during FY 2020.

AH plans to spend \$1.5 million (contracted services) for Human Development Supportive Housing Services and Community Relations, in addition to \$0.8 million for AH's Human Development staff and \$1.0 million in human development services at the eleven AH-owned communities.

The Budget provides \$16.7 million for staffing and operations of its Operating Divisions and \$30.7 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, regulatory compliance and process improvement.

## FY 2020 Development and Revitalization Budget Overview



In line with AH's **Agency Goal 1: *Increase the number of affordable housing units and households served by developing new units, preserving existing units, and optimizing voucher utilization.*** The Budget includes \$121.2 million in real estate development and revitalization activities, which will be primarily funded from AH's HUD-held reserve, the Choice Neighborhoods grant and Replacement Housing Factor funds.

As part of a multi-year plan, the Budget provides \$35.6 million for redevelopment of two of eleven former public housing communities, Herndon Homes and Englewood Manor, which AH closed and demolished in the last decade, as well as assess and start remediation work at Bowen Homes and other sites.

Having adopted a co-investment framework and committed to new initiatives to expand affordable housing in the City of Atlanta, AH has entered into partnership agreements (MOU) with Invest Atlanta and Atlanta Beltline, Inc., where AH committed to contribute up to \$60 million and \$30 million, respectively, in funds to co-investment projects benefitting affordable housing. The Budget includes \$31.8 million for new acquisitions, affordable housing development financing and owner-occupied rehabilitation, which allows AH to work with its partners to optimize and leverage the use of its funds held at HUD. AH anticipates funds not used in FY 2020 will remain available in FY 2021, although HUD does not guarantee this. See page 46 for the discussion on budget risks.

The FY 2020 Budget provides \$25.0 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. During FY 2020, the first phase of Ashley at Scholars Landing is expected to be completed with the creation of 135 units, including 108 affordable of which 54 AH-assisted. In addition, Ashley IC is expected to be launched with 50 units, of which 25 AH-assisted affordable.

The Budget provides \$9.3 million to convert properties under the RAD program, primarily at three of the 11 remaining AH-owned high-rises and 14 of its MIXED communities.

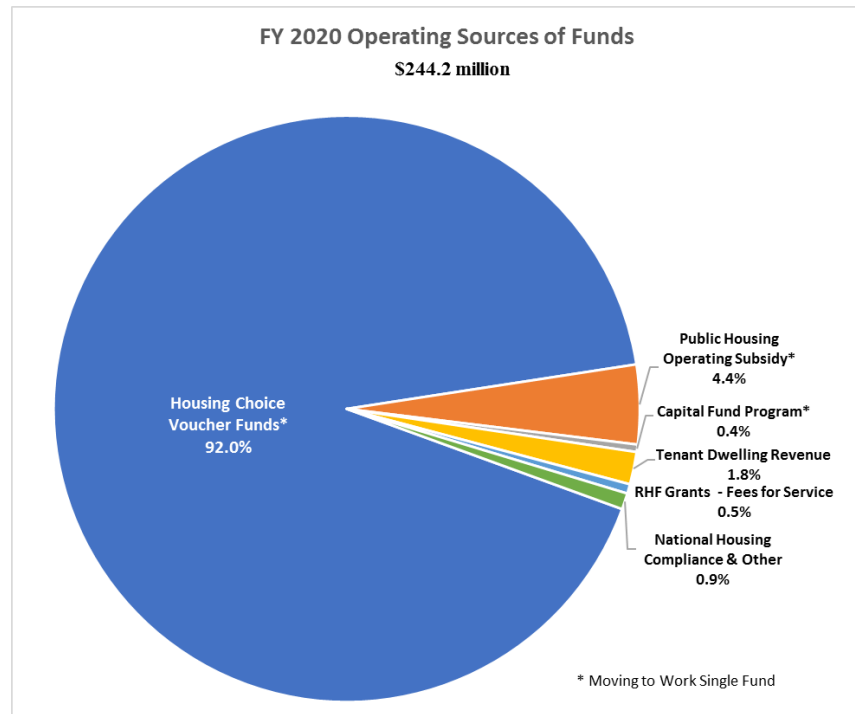
AH's FY 2020 Budget provides \$19.5 million for other development activities, of which \$6.8 million will support construction at various sites in the Magnolia Perimeter area, and \$4.8 million for an estimated 224 new mortgages under its Down Payment Assistance (DPA) program to qualified homeowners. It also includes \$7.9 million for the EPC loan repayment, public improvements and consulting services expenditures.

**OPERATING BUDGET – SOURCES AND USES**

Operating	FY 2020		FY 2020B		FY 2020B	
	FY 2020 Budget	FY 2019 Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Sources of Funds</b>						
Housing Choice Voucher Funds Authorized	\$ 224,740,845	\$ 211,264,109	\$ 13,476,736	\$ 216,264,108	\$ 8,476,737	
Public Housing Operating Subsidy	10,674,766	13,002,385	(2,327,619)	13,337,708	(2,662,942)	
Capital Funds Program (CFP)	1,000,000	9,927,060	(8,927,060)	7,402,485	(6,402,485)	
Total MTW Single Fund	236,415,612	234,193,554	2,222,058	237,004,301	(588,690)	
Tenant Dwelling Revenue	4,370,026	4,490,244	(120,218)	4,930,290	(560,264)	
Replacement Housing Factor (RHF) Grants - Fees for Service	1,274,785	2,170,495	(895,710)	781,471	493,313	
National Housing Compliance (NHC)	1,194,909	720,000	474,909	1,199,091	(4,182)	
Other Current Year Revenue and Grants	497,095	828,441	(331,346)	1,401,938	(904,843)	
Non-Operating Sources of Funds	484,179	490,628	(6,449)	250,000	234,179	
<b>Total Operating Sources of Funds</b>	<b>\$ 244,236,606</b>	<b>\$ 242,893,362</b>	<b>\$ 1,343,243</b>	<b>\$ 245,567,092</b>	<b>\$ (1,330,486)</b>	
<b>Uses of Funds</b>						
Housing Assistance and Operating Subsidy Payments						
Tenant-Based and Homeownership Vouchers	\$ 110,371,607	\$ 102,732,866	\$ 7,638,741	\$ 105,641,475	\$ 4,730,132	
HomeFlex Rental Assistance (formally PBRA)	51,268,066	44,025,199	7,242,867	41,492,084	9,775,982	
Mixed Income Operating Subsidy	7,913,052	11,031,454	(3,118,402)	11,371,851	(3,458,799)	
Total Housing Assistance and Operating Subsidy Payments	169,552,725	157,789,519	11,763,206	158,505,410	11,047,315	
Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,831,591	13,687,080	144,511	14,157,878	(326,288)	
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	3,107,237	2,484,910	622,327	868,481	2,238,756	
Human Development, Supportive Housing Services and Community Relations	1,545,572	1,372,421	173,151	1,146,006	399,566	
Operating Divisions	16,660,788	16,549,310	111,478	15,244,361	1,416,427	
Corporate Support	30,680,598	27,896,646	2,783,952	24,680,116	6,000,482	
Debt Service on Energy Performance Contract (EPC) Capital Lease	71,158	2,591,258	(2,520,100)	441,257	(370,099)	
Total Other Operating Activities	65,896,944	64,581,624	1,315,319	56,538,098	9,358,845	
<b>Total Operating Uses of Funds</b>	<b>\$ 235,449,669</b>	<b>\$ 222,371,143</b>	<b>\$ 13,078,526</b>	<b>\$ 215,043,508</b>	<b>\$ 20,406,161</b>	
<b>Excess of Sources over Uses of Funds</b>	<b>\$ 8,786,937</b>	<b>\$ 20,522,220</b>	<b>\$ (11,735,283)</b>	<b>\$ 30,523,584</b>	<b>\$ (21,736,647)</b>	



## FY 2020 OPERATING SOURCES OF FUNDS



AH projects \$244.2 million in funding sources from HUD and other external sources to support its FY 2020 operations, a \$1.3 million increase from the FY 2019 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 \$236.4 million of FY 2020 MTW funding from its three funding sources, which are as follows:

### **Housing Choice Voucher Program Funds**

AH's FY 2020 Budget includes \$224.7 million in Voucher Program funds, which represents an increase of \$13.5 million from the FY 2019 Budget primarily due to an inflation factor of 4.85% applied in CY 2019, while proration remained essentially the same at 99.5%. The \$224.7 million Voucher Program funds are comprised of the following:

- \$208.8 million for 19,069 authorized **MTW-qualified vouchers**, into which administrative fees are bundled. Although HUD applied a 4.85% inflation factor and a 99.5% proration for CY 2019, AH used a more conservative approach for CY 2020 appropriations (second half of AH FY 2020) in assuming no inflation and a 99% proration.
- \$8.8 million for 812 **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.

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 (67). Such vouchers, by virtue of the related authorization and appropriations language, will never be eligible for inclusion in

## FY 2020 Proposed Budget

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.

- \$5.7 million for 1,590 **RAD vouchers**, corresponding to 12 months of Housing Choice RAD funding for Juniper & Tenth (149 units) and Piedmont Road (207 units) high-rises, and Villages at Castleberry I (66 units); and six months of funding for the 14 properties scheduled to convert under RAD before December 2019. AH will not start receiving RAD subsidy from HUD for the 14 properties until January 2020, although AH will start making HomeFlex payments for those units following each of the financial closings.
- Unlike MTW voucher funding, HUD provides an administrative fee for each month a voucher is under a HAP contract for the non-MTW special-purpose and RAD vouchers. AH forecasts that HUD will provide \$1.4 million in Housing Choice Administration Fee, which assumes an 80% proration based on current HUD estimates.

### Public Housing Operating Subsidy (Operating Subsidy)

During FY 2020, AH projects that HUD will provide \$10.7 million in Operating Subsidy, a decrease of \$2.3 million from the FY 2019 Budget due primarily to the conversion of 14 properties under RAD. Properties converted before December 1 of each year continue to receive Public Housing Operating Subsidy until December 31 and then begin receiving Housing Choice funds.

HUD currently uses a preliminary proration of 88.7% for CY 2019, although it is expected to be greater than 90% based on recent experience. AH believes it is prudent to assume a similar proration will occur in CY 2020 and is using 90% for its entire fiscal year.

## The Housing Authority of the City of Atlanta, Georgia

### 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 Public Housing 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 FY 2020, AH plans to draw \$1.0 million in Capital Fund Program funds awarded previously to meet statutory requirements.

HUD is expected to award a new 2020 Capital Fund Program grant to AH during FY 2020, but these funds will not be used in FY 2020 and will remain available for future spending. The table below provides funds awarded under this program and deadlines.

Capital Fund Program Grant (at May 31, 2019)							
Grant #	FFY	To be obligated by	To be drawn by	Authorized	Obligated	Total Disbursed	Available Balance
GA06P006501-16	2016	4/12/2018	4/12/2020	\$ 6,135,319	\$ 6,135,319	\$ (2,333,258)	\$ 3,802,061
GA01P006501-17	2017	8/15/2019	8/15/2021	10,408,220	10,408,220	(958,026)	9,450,194
GA01P006501-18	2018	5/24/2020	5/24/2022	16,140,505	0	0	16,140,505
GA01P006501-19	2019	4/15/2021	4/15/2023	16,309,023	0	0	16,309,023
Total				\$ 54,420,127	\$ 11,562,379	\$ (8,718,344)	\$ 45,701,783

### Tenant Dwelling Revenue

AH projects it will receive \$4.4 million in Tenant Dwelling Revenue from the remaining 11 AH-owned residential communities during FY 2020. This amount reflects a \$0.1 million decrease from the FY 2019 Budget primarily because Marietta Road and Peachtree Road high-rises were already projected to convert under RAD in FY 2019 but, due to delays, are now projected to close in FY 2020. Tenant rents are not included as

revenue after the properties convert to HomeFlex. 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. This fee for services is used to fund AH overhead expenses.

### **National Housing Compliance (NHC)**

During FY 2020, AH projects it will receive \$1.2 million in contributions as one of the 11 members of NHC, \$0.5 million higher than budgeted in FY 2019, and reflecting current forecasts by NHC.

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 is expected to do so again during AH's FY 2020. The outcome of such solicitation is not expected to affect the

amount of non-federal funds AH receives from NHC during FY 2020 based on NHC's current contract with HUD.

### **Other Current Year Revenue and Grants**

During FY 2020, AH anticipates it will receive \$0.5 million from various sources, including \$0.2 million in HUD ROSS Grant funding for Family Self Sufficiency Program Coordinators, as well as revenues from cell tower leases, non-dwelling rents and other miscellaneous revenue earned at the AH-owned communities, totaling \$0.3 million.

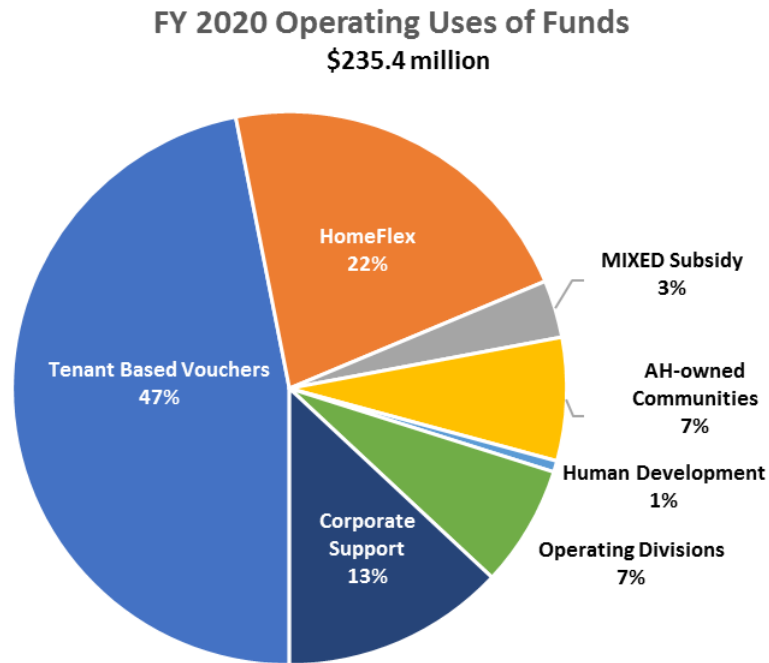
### **Non-Operating Sources of Funds**

AH estimates it will earn \$0.5 million in interest income during FY 2020 from investments of the surplus cash from its NHC – non-federal reserve and its Public Housing operating reserve.

## FY 2020 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

### FY 2020 OPERATING USES OF FUNDS



AH projects it will use \$235.4 million to support its FY 2020 Operating Budget, representing a \$13.1 million increase over the FY 2019 Budget, primarily due to increased housing assistance payments and corporate support.

### Housing Assistance and Operating Subsidy Payments

During FY 2020, AH projects it will provide Housing Assistance and Operating Subsidy Payments totaling \$169.6 million to various Owner Entities, landlords, tenants and other housing authorities, representing an \$11.8 million increase over the FY 2019 Budget.

### Tenant-Based and Homeownership Vouchers

The Budget includes \$110.4 million to support AH's Housing Choice Tenant-Based and Homeownership Voucher Program and other related programs, a \$7.6 million increase over the FY 2019 Budget, corresponding primarily to costs associated with the increased lease up activities during FY 2020 to support AH's FY 2020 MTW Plan families served target.

Housing Assistance & Operating Subsidy Payments	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Tenant-Based Vouchers	\$ 107,822,583	\$ 100,284,901	\$ 7,537,682	\$ 102,833,670	\$ 4,988,913
Voucher Portability Administration Fees	962,112	1,084,053	(121,941)	1,006,871	(44,759)
Short-Term Housing Assistance	450,000	240,000	210,000	399,948	50,052
Case Management and Administration of Supportive Housing Initiatives	106,000	125,000	(19,000)	118,416	(12,416)
Leasing Incentive Fee	685,000	788,000	(103,000)	995,815	(310,815)
Homeownership Vouchers	165,912	165,912	-	143,786	22,126
Relocation Expense	30,000	-	30,000	-	30,000
Property Damages	150,000	45,000	105,000	142,968	7,032
Tenant-Based and Homeownership Vouchers	110,371,607	102,732,866	7,638,741	105,641,475	4,730,132
HomeFlex Rental Assistance (formerly PBRA)	51,268,066	44,025,199	7,242,867	41,492,084	9,775,982
Mixed Communities Operating Subsidy for AH-Assisted Units	7,913,052	11,031,454	(3,118,402)	11,371,851	(3,458,799)
<b>Total</b>	<b>\$169,552,725</b>	<b>\$157,789,519</b>	<b>\$ 11,763,206</b>	<b>\$158,505,410</b>	<b>\$ 11,047,315</b>

The total tenant-based and homeownership voucher payment is comprised of the following:

- Contracts providing rent assistance for 10,950 Housing Choice participant households by the end of FY 2020, a net increase of 320 vouchers, from the 10,630 vouchers projected to be leased-up by the end of FY 2019. Included in FY 2020 projected vouchers are 9,438 households (\$94.1 million) within AH's jurisdiction and 1,512 households (\$13.7 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 \$1.0 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers.
- In order to ensure AH accomplishes its goals and meets its five-year plan, AH intends to issue **800** vouchers to new eligible households drawn from its 2019 Housing Choice waiting list and also projects to absorb **121** additional participants who "port in" to Atlanta from other PHAs. These increases will be offset by an expected annual attrition of 840 vouchers due to program terminations for a variety of reasons.
- AH will continue the implementation of two existing local programs by providing an additional **114** 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 **25** additional MTW vouchers to be used in support of AH's Next Step program for young adults transitioning from foster care in FY 2020, Atlanta Public Schools homeless students and relocations.

In addition to the existing supportive housing programs, AH's FY 2020 Budget includes support for the RISE-II Program which is a partnership with Partners for HOME (the Atlanta Continuum of Care) and CaringWorks, Inc., a CoC service agency and sub-grantee. The RISE-II program will serve **20** chronically homeless men and women with mental illness and/or substance abuse disorders. Using AH MTW Vouchers, the program will employ a Housing First model with harm reduction to provide stable housing with intensive wrap-around supportive services. The Budget also includes **32** vouchers for Integrated Care for Permanent Supportive Housing (ICPSH), A Health and Housing Collaborative pilot that aims to develop and demonstrate the effectiveness of an improved coordination and service delivery model to house chronically homeless individuals with complex medical and behavioral health needs and reduce avoidable utilization of emergency, criminal justice and homeless services in the City of Atlanta.

Included in the Budget is \$0.5 million to continue Short-term Housing Assistance 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).

This Budget will continue to support 20 Homeownership Vouchers for \$0.2 million, which provides payments to eligible homeowners to assist them in making their monthly mortgage payments. AH is no more issuing vouchers for this program.

The Budget also includes \$0.7 million for Leasing Incentive Fees and \$0.2 million for property damage reimbursements, 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.



## HomeFlex (See Budget Financial Schedule II.A in Section III of this budget book 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 2020 Budget includes \$51.3 million in projected HomeFlex payments, a \$7.2 million increase over the FY 2019 Budget, to support over 8,100 AH-assisted households (projected available units at end of FY 2020) at 85 participating MIXED and supportive housing (HAVEN) communities.

The Budget includes a total of 609 units in new communities projected to be added throughout FY 2020 to AH HomeFlex Program as well as 1,325 units expected to be converted under HUD's RAD Program, which are listed in the table on the right. It should be noted that except for Marietta Road, Peachtree Road and Hightower Manor high-rises and Columbia Village, all other RAD conversions will be subsidy conversion only, which will not involve rehabilitation of the community.

The HomeFlex Budget also includes \$0.2 million in contingency funds for potential rent increases community owners are allowed to request under the HomeFlex agreement.

Please note that the Homeflex Future of \$0.9 million in the financial Schedule II.A in Section III includes the housing assistance payments for Legacy at Vine City, Springview Apartments and Quest Holly.

New HomeFlex Properties	Units
Sterling at Candler Village	170
Manor at DeKalb Medical	175
Ashley I at Scholars Landing	54
Legacy at Vine City	105
Springview Apartments	24
Quest Holly	40
Magnolia Scattered Sites	20
HomeFlex - Choice Area	21
<b>Total New HomeFlex</b>	<b>609</b>

New RAD HomeFlex Communities	Units
<b>AH-Owned Communities</b>	
Marietta Road Highrise	196
Peachtree Road Highrise	129
Hightower Manor Highrise	129
	<b>454</b>
<b>MIXED Communities</b>	
Villages of East Lake I & II	271
Columbia Village	30
Columbia Estates	50
Columbia Park Citi	61
Columbia Commons	48
Columbia Creste	61
Columbia Grove	56
Columbia Mechanicsville Apartments	62
Columbia Senior Residences at Mechanicsville	54
Mechanicsville Crossing	68
Mechanicsville Station	63
Parkside at Mechanicsville VI	47
	<b>871</b>
<b>Total New RAD HomeFlex</b>	<b>1,325</b>

## MIXED Communities Operating Subsidy for AH-Assisted Units (See Budget Financial Schedule II.B in Section III of this budget book for budgets by community)

Each AH-sponsored MIXED 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 \$7.9 million in operating subsidy payments to support up to 2,155 households during FY 2020 at 33 AH-sponsored MIXED communities. It is projected that 871 units at 13 communities, listed on the previous page, will convert to RAD HomeFlex subsidy during FY 2020.

Included in the FY 2020 Budget are operating and capital reserve contingencies totaling \$0.4 million to support potential subsidy “true-ups” and capital expenditure requests from community owners.

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

AH projects to spend \$10.9 million to operate AH-owned residential communities, essentially the same spending level as FY 2019 Budget, as the conversion of Marietta Road and Peachtree Road high-rises to RAD HomeFlex were originally scheduled to convert in FY 2019. Hightower Manor is expected to convert towards the end of FY 2020 explaining the minimal impact on the

AH-Owned Residential Communities & Other AH Properties	FY 2020 Budget	FY 2019 Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F
<b>AH-Owned Residential Communities</b>					
Barge Road Highrise	\$ 1,037,393	\$ 945,794	\$ 91,599	\$ 916,475	\$ 120,918
Cheshire Bridge Road Highrise	1,341,930	1,277,089	64,841	1,307,818	34,112
Cosby Spear Highrise	2,133,326	2,185,310	(51,983)	2,069,560	63,766
East Lake Highrise	1,043,175	1,041,112	2,063	1,033,168	10,007
Georgia Avenue Highrise	823,136	760,341	62,794	727,431	95,704
Hightower Manor Highrise	952,869	937,564	15,305	1,004,501	(51,632)
Marian Road Highrise	1,635,214	1,585,263	49,951	1,615,332	19,882
Marietta Road Highrise	397,177	544,426	(147,249)	782,068	(384,891)
Martin Street Plaza	661,581	639,278	22,304	642,079	19,502
Peachtree Road Highrise	573,733	794,082	(220,349)	1,085,532	(511,800)
Westminster	311,210	301,215	9,995	280,152	31,058
<b>Total AH-Owned Residential Communities</b>	<b>10,910,743</b>	<b>11,011,473</b>	<b>(100,730)</b>	<b>11,464,117</b>	<b>(553,374)</b>
<b>Other AH Properties</b>					
AH Headquarters Building	1,311,800	1,294,970	16,830	1,433,835	(122,035)
Zell Miller Center	192,961	152,481	40,480	154,007	38,954
Civic Center	507,286	473,937	33,349	305,553	201,733
PILOT and Other AH Properties	908,801	754,219	154,582	800,367	108,435
<b>Total Other AH Properties</b>	<b>2,920,848</b>	<b>2,675,607</b>	<b>245,241</b>	<b>2,693,762</b>	<b>227,086</b>
<b>Total</b>	<b>\$ 13,831,591</b>	<b>\$ 13,687,080</b>	<b>\$ 144,511</b>	<b>\$ 14,157,878</b>	<b>\$ (326,288)</b>

## FY 2020 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

year-over-year budget.

In addition, the Budget provides for a total of \$2.9 million to maintain other AH properties, including Payments in Lieu of Taxes (PILOT), property maintenance and protective services at AH Headquarters and vacant properties. Budgets are basically at the same level as the FY 2019 Budget, with the exception of an increase in contract ground expenses on AH vacant land and the inclusion of tax form preparation cost for AH component units formerly included in the Finance department budget.

### **Capital Expenditures for AH-Owned Residential Communities and AH Headquarters**

AH projects it will spend \$1.8 million in FY 2020 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 2019 Budget to address health, safety and emergency work at certain communities.

The Budget includes \$0.1 million for renovations at the Zell Miller center, where AH human development support team provides its services to families we serve.

AH also projects it will spend \$1.2 million on other capital expenditures during FY 2020 for various technology investments to maintain and optimize AH's enterprise-wide operations, new vehicles, and for improvements to the AH's headquarters building.

Capital Expenditures for Modernization of AH-Owned Residential Communities & AH Headquarters	FY 2020 Budget	FY 2019 Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F
<b>AH-Owned Residential Communities</b>					
Barge Road Highrise	\$ -	\$ 308,000	\$ (308,000)	\$ -	\$ -
Cheshire Bridge Road Highrise	544,700	179,850	364,850	80,708	463,992
Cosby Spear Highrise	273,189	505,450	(232,261)	257,073	16,116
East Lake Highrise	17,029	71,500	(54,471)	34,916	(17,887)
Georgia Avenue Highrise	28,435	38,500	(10,065)	-	28,435
Hightower Manor Highrise	-	115,860	(115,860)	31,479	(31,479)
Marian Road Highrise	466,004	249,150	216,854	-	466,004
Martin Street Plaza	125,400	-	125,400	15,836	109,564
Westminster	370,480	17,600	352,880	-	370,480
<b>Total AH-Owned Residential Communities</b>	<b>1,825,237</b>	<b>1,485,910</b>	<b>339,327</b>	<b>420,012</b>	<b>1,405,225</b>
<b>Zell Miller</b>	<b>125,000</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>125,000</b>
<b>AH Headquarters</b>					
Technology Investments	585,000	579,000	6,000	448,469	136,531
Vehicles	105,000	-	105,000	-	105,000
Building Improvements and Equipment	467,000	420,000	47,000	-	467,000
<b>Total AH Headquarters</b>	<b>1,157,000</b>	<b>999,000</b>	<b>158,000</b>	<b>448,469</b>	<b>708,531</b>
<b>Total</b>	<b>\$ 3,107,237</b>	<b>\$ 2,484,910</b>	<b>\$ 622,327</b>	<b>\$ 868,481</b>	<b>\$ 2,238,756</b>

## FY 2020 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

### 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 the conversions to RAD HomeFlex.

### Human Development, Supportive Housing Services and Community Relations

The FY 2020 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 \$1.5 million, a \$0.2 million increase from the FY 2019 Budget. These services are in addition to those provided directly by private management and development

companies at AH-owned residential communities and by AH's Human Development department.

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

Human Development, Supportive Housing Services and Community Relations		FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Description	Managed by					
Human Development Support Professional Services	Human Development	\$ 1,344,572	\$ 1,192,921	\$ 151,651	\$ 977,650	\$ 366,922
Supportive Services at Gardens at CollegeTown	Real Estate Group	82,500	82,500	-	75,365	7,135
Quality Living Services for Seniors	Real Estate Group	7,000	7,000	-	20,692	(13,692)
Community Relations - MTW funds	Governmental and External Affairs	67,000	57,000	10,000	31,164	35,836
Community Relations - Non-federal funds	Governmental and External Affairs	24,500	18,000	6,500	22,526	1,974
Corporate Match for AH Scholarship Fund - Non-federal funds	Governmental and External Affairs	20,000	15,000	5,000	18,608	1,392
<b>Total</b>		<b>\$ 1,545,572</b>	<b>\$ 1,372,421</b>	<b>\$ 173,151</b>	<b>\$ 1,146,006</b>	<b>\$ 399,566</b>

## Operating Divisions Expense

The Budget includes \$16.7 million for AH's Operating Divisions, about the same as the FY 2019 Budget, despite of the restructuring of the Real Estate Group, which explains the large variances between the Real Estate 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 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Customer Services Group</b>					
Customer Services	\$ 1,192,942	\$ 1,285,542	\$ (92,600)	\$ 1,228,709	\$ (35,767)
Housing Services	4,897,698	5,138,585	(240,887)	5,036,119	(138,421)
Inspections Services	2,056,451	2,034,708	21,743	1,984,281	72,170
<b>Total Customer Services Group</b>	<b>8,147,091</b>	<b>8,458,835</b>	<b>(311,745)</b>	<b>8,249,109</b>	<b>(102,018)</b>
<b>Real Estate Group</b>					
Office of the Chief Real Estate Officer	687,197	398,605	288,591	303,717	383,480
Real Estate Asset & Property Management	1,991,162	880,217	1,110,945	853,109	1,138,053
Real Estate Development	1,722,531	1,429,438	293,093	1,325,631	396,900
Construction, Program & Project Management	1,893,636	1,708,716	184,919	1,432,526	461,110
Real Estate Planning & Development	671,080	897,664	(226,585)	708,859	(37,780)
Real Estate Investments & Capital Markets	1,104,920	2,423,785	(1,318,865)	2,036,443	(931,523)
<b>Total Real Estate Group</b>	<b>8,070,525</b>	<b>7,738,426</b>	<b>332,099</b>	<b>6,660,285</b>	<b>1,410,240</b>
<b>Choice Neighborhoods-HQ Administrative</b>	<b>443,173</b>	<b>352,049</b>	<b>91,124</b>	<b>334,967</b>	<b>108,205</b>
<b>Total</b>	<b>\$ 16,660,788</b>	<b>\$ 16,549,310</b>	<b>\$ 111,478</b>	<b>\$ 15,244,361</b>	<b>\$ 1,416,427</b>
<b>Personnel</b>	<b>\$ 15,138,499</b>	<b>\$ 15,651,525</b>	<b>\$ (513,026)</b>	<b>\$ 14,471,022</b>	<b>\$ 667,476</b>
<b>Non-Personnel</b>	<b>1,522,289</b>	<b>897,785</b>	<b>624,504</b>	<b>773,338</b>	<b>748,951</b>
<b>Total</b>	<b>\$ 16,660,788</b>	<b>\$ 16,549,310</b>	<b>\$ 111,478</b>	<b>\$ 15,244,361</b>	<b>\$ 1,416,427</b>



## Corporate Support Expense

The Budget provides \$30.7 million for Corporate Support Expense, a \$2.8 million increase from the FY 2019 Budget, primarily due to increased headcount to support increased activities in procurement and information management, succession planning, and a \$1.2 million increase in the Office of General Counsel essentially to provide support for continuing litigations. Also provided in the FY 2020 Budget, is a contingency for compensation market

adjustments of \$0.5 million and a projected \$1.0 million cash contribution to the Defined Benefit Pension Plan.

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 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Executive Office	\$ 822,402	\$ 1,015,502	\$ (193,100)	\$ 1,328,546	\$ (506,144)
Office of Chief Operating Officer	1,023,180	943,095	80,085	1,052,154	(28,974)
Office of General Counsel	5,400,264	4,189,626	1,210,638	3,738,341	1,661,923
Corporate Finance	2,634,586	2,002,260	632,325	1,952,649	681,936
Information Management (including RIM)	9,212,882	8,289,031	923,850	7,786,264	1,426,617
Strategy, Policy & Regulatory Affairs (including PMO)	2,878,461	2,006,638	871,822	1,375,088	1,503,373
Governmental and External Affairs (including HDS)	2,076,995	2,158,921	(81,927)	1,807,334	269,660
Communications, Marketing and Public Engagement	1,032,995	984,995	48,000	859,893	173,102
Contracts and Procurement	1,730,532	1,184,114	546,418	1,000,567	729,965
Human Resources Operations	2,044,929	1,961,202	83,727	1,422,268	622,660
Activities Managed by Human Resources:					
Severance & Related Expenses	110,000	57,000	53,000	215,588	(105,588)
Agency-wide Temporary Services	213,375	404,261	(190,886)	291,424	(78,049)
HRIS Replacement	-	1,200,000	(1,200,000)	600,000	(600,000)
Compensation Market Adjustments	500,000	500,000	-	250,000	250,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
<b>Total</b>	<b>\$ 30,680,598</b>	<b>\$ 27,896,646</b>	<b>\$ 2,783,952</b>	<b>\$ 24,680,116</b>	<b>\$ 6,000,482</b>
<b>Personnel</b>	<b>\$ 19,185,418</b>	<b>\$ 16,933,339</b>	<b>\$ 2,252,078</b>	<b>\$ 15,695,210</b>	<b>\$ 3,490,207</b>
<b>Non-Personnel</b>	<b>11,495,181</b>	<b>10,963,307</b>	<b>531,874</b>	<b>8,984,906</b>	<b>2,510,275</b>
<b>Total</b>	<b>\$ 30,680,598</b>	<b>\$ 27,896,646</b>	<b>\$ 2,783,952</b>	<b>\$ 24,680,116</b>	<b>\$ 6,000,482</b>

## FY 2020 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

### FY 2020 Staffing Budget

The FY 2020 Budget includes salaries and benefits for 326 full time employees, thirty seven (37) more positions than the current headcount of 289 (FY 2019 Forecast), due to twenty two (22) vacant positions, which are currently being either filled or evaluated for replacement. A few positions were also eliminated in the FY 2020 Budget but offset by partial resources to assure succession planning. AH also has 13 temporary and intern positions on its staff to provide the management flexibility it needs. The fifteen (15) additional positions planned for FY 2020 over prior year budget will augment AH's Real Estate Teams (3), Finance (1), Information Management (3), Office of Strategy, Policy and Regulatory Affairs (1), Government, External Affairs and Human Development Support (1), Communications, Marketing and Public Engagement (1), Contracts & Procurement (4) and Choice Neighborhoods (project) (1).

The Budget assumes an average combined merit and inflation increase of 3% for full time employees, effective July 1, 2019, 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 2019 and a projected 3% increase in major health care plan costs during the last six months of FY 2020 based on expected inflation and estimated 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 \$166,500

### Year Over Year Full Time Employees

	FY2020 Budget	FY2019 Budget	FY2019 Forecast*	FY 2018 Actual*
<b>Operating Divisions</b>				
<b>Customer Services Group</b>				
Customer Services	13	12	12	11
Housing Services	64	67	63	67
Inspections Services	24	24	24	24
<b>Total Customer Services Group</b>	<b>101</b>	<b>103</b>	<b>99</b>	<b>102</b>
<b>Real Estate Group</b>				
Office of Chief Real Estate Officer	3	3	1	1
Real Estate Asset & Property Management	17	8	10	10
Real Estate Development	12	10	10	10
Real Estate Construction & Project Mgmt	13	15	10	9
Real Estate Planning & Development	5	6	5	5
Real Estate Investments & Capital Markets	9	20	6	12
<b>Total Real Estate Group</b>	<b>59</b>	<b>62</b>	<b>42</b>	<b>47</b>
<b>Choice Neighborhoods HQ Administrative</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total Operating Divisions</b>	<b>162</b>	<b>167</b>	<b>143</b>	<b>151</b>
<b>Corporate Support</b>				
Executive Office	3	5	3	5
Office of Chief Operating Officer	2	2	2	2
Office of General Counsel	13	14	12	12
Corporate Finance	19	15	17	14
Information Management	45	41	40	41
Strategy, Policy & Regulatory Affairs	21	11	20	8
Government, External Affairs and Human Development	21	21	21	16
Communications, Marketing & Public Engagement	7	6	6	6
Contracts and Procurement	15	11	12	10
Human Resources	7	8	4	5
<b>Total Corporate Support</b>	<b>153</b>	<b>134</b>	<b>137</b>	<b>119</b>
<b>Choice Neighborhoods (project)</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>7</b>
<b>Grand Total</b>	<b>326</b>	<b>311</b>	<b>289</b>	<b>277</b>

\* Headcount at June 30, 2018 (FY 2018 Actual) and at June 6, 2019 (FY 2019 Forecast) represent the number of full time employees on AH payroll while FY 2020 and FY 2019 Budget represent the total number of positions including vacant.

annually. AH projects it will pay approximately \$0.4 million during FY 2020 in excess of the Congressional limit in connection with salaries paid during calendar year 2019. In accordance with the guidance from HUD, AH will continue to pay this excess compensation from non-federal sources.

## 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.

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, in FY 2018 Piedmont Road was paid off and in FY 2019 loans for Peachtree Road and Marietta Road high-rises were paid off. During FY 2020, in preparation for remaining RAD conversions, AH anticipates paying off the entire balance of the EPC Capital Lease for an estimated amount of \$3.4 million, which is included in

development and revitalization budget.

The FY 2020 Operating Budget includes \$0.1 million to cover interest until the anticipated principal repayment.

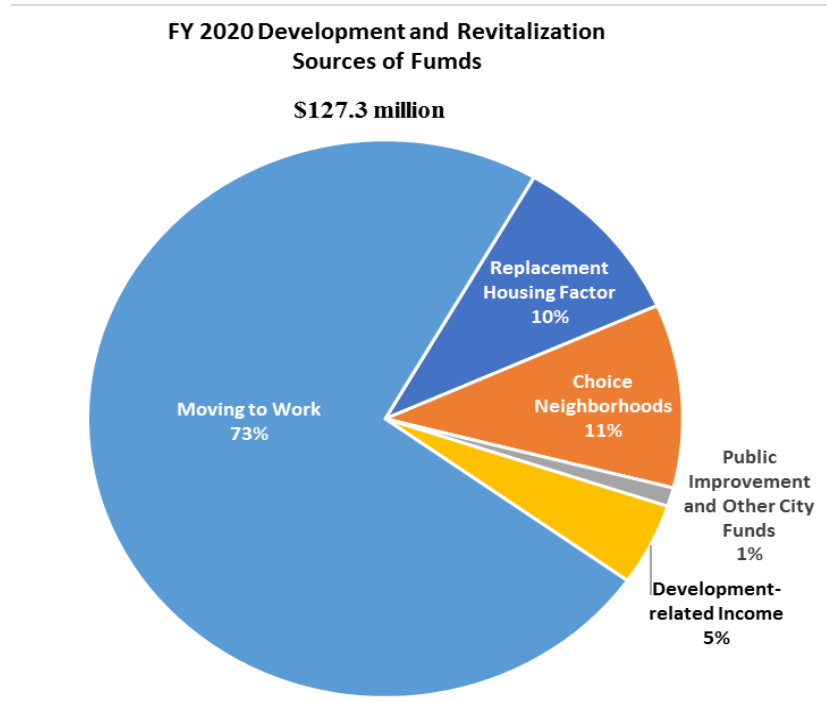
The EPC capital lease bears interest at 4.98% and has a term of 20 years. The outstanding balance as well as expected payments under the EPC Capital Lease for the remaining 9 AH-owned communities is presented below.

EPC Loan - Expected Payments*				
Payment Date	Payment	Interest	Principal	Outstanding
2/28/2019	441,257.19	240,105.88	201,151.31	3,405,109.58
2/28/2020	284,631.31	169,574.48	115,056.83	3,290,052.75
2/28/2021	301,608.08	163,844.65	137,763.43	3,152,289.32
2/28/2022	319,094.57	156,984.03	162,110.54	2,990,178.78
2/28/2023	337,105.85	148,910.93	188,194.92	2,801,983.86
2/28/2024	351,575.72	139,538.82	212,036.90	2,589,946.96
2/28/2025	338,036.51	128,979.38	209,057.13	2,380,889.83
2/28/2026	357,717.51	118,568.33	239,149.18	2,141,740.65
2/28/2027	359,217.33	106,658.70	252,558.63	1,889,182.02
2/28/2028	380,096.36	94,081.28	286,015.08	1,603,166.94
2/28/2029	401,602.35	79,837.73	321,764.62	1,281,402.32
2/28/2030	423,754.21	63,813.85	359,940.36	921,461.96
2/28/2031	446,569.80	45,888.81	400,680.99	520,780.97
8/30/2031	533,748.48	12,967.45	520,781.03	-
* This schedule reflects principal and interest payments if all loans remain to maturity.				

**DEVELOPMENT AND REVITALIZATION BUDGET – SOURCES AND USES**

Development and Revitalization	FY 2020	FY 2019	FY 2020B	FY 2019	FY 2020B
	Budget*	Budget	Over (Under)	Forecast	Over (Under)
			FY 2019B		FY 2019F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ 12,747,846	\$ 22,183,446	\$ (9,435,600)	\$ 7,814,214	\$ 4,933,632
Choice Neighborhoods Implementation Grant (CNIG)	13,544,029	8,405,200	5,138,829	4,555,577	8,988,452
Drawdown of Program Income and Other Funds	32,500	41,750	(9,250)	668,511	(636,011)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,392,132	1,525,328	(133,196)	85,260	1,306,872
Development-related Income	6,076,502	5,660,790	415,712	4,394,532	1,681,970
MTW Funds used for Revitalization	93,517,338	60,354,129	33,163,209	11,724,377	81,792,961
Total Sources of Funds	\$ 127,310,347	\$ 98,170,644	\$ 29,139,704	\$ 29,242,471	\$ 98,067,876
Development and Revitalization Expenditures					
Demolition and Remediation	\$ 1,225,000	\$ 9,739,500	\$ (8,514,500)	\$ 640,773	\$ 584,227
Property Acquisitions	8,453,000	27,625,000	(19,172,000)	361,000	8,092,000
Predevelopment Loans	7,079,627	2,814,272	4,265,355	1,066,912	6,012,715
Developer Loan Draws	57,225,711	28,931,936	28,293,775	5,756,840	51,468,871
Site Improvements	1,525,000	3,297,400	(1,772,400)	2,321,142	(796,142)
Extraordinary Sitework	5,000,000	-	5,000,000	-	5,000,000
Extraordinary Maintenance	-	-	-	-	-
Non Residential Structures	6,935,325	355,000	6,580,325	100,000	6,835,325
Homeownership Down Payment Assistance	4,838,400	3,330,000	1,508,400	5,190,705	(352,305)
Public Improvements	7,680,947	4,375,874	3,305,073	2,335,744	5,345,203
Consulting and Professional Services	8,138,619	6,780,714	1,357,905	1,159,864	6,978,755
Outside Legal Counsel	2,127,000	1,630,000	497,000	640,708	1,486,292
Administrative Staffing	1,087,147	468,505	618,641	610,822	476,325
Tenant Services Staffing	-	503,746	(503,746)	457,369	(457,369)
Meeting Expense	23,200	18,750	4,450	13,734	9,466
Community Outreach	46,000	64,300	(18,300)	19,195	26,805
Modular Office Expenses	137,404	182,256	(44,852)	131,406	5,998
Urban Farming	35,000	20,000	15,000	250	34,750
Owner Occupied Rehabs	5,690,000	660,000	5,030,000	1,250,000	4,440,000
Relocation Expense	30,000	-	30,000	-	30,000
EPC Capital Lease Repayment	3,352,602	-	3,352,602	2,300,000	1,052,602
Micro-Grants and Cash Donations	580,500	1,677,500	(1,097,000)	470,454	110,046
Other Expenses	23,364	35,100	(11,736)	21,023	2,341
Total Development and Revitalization Expenditures	\$ 121,233,845	\$ 92,509,854	\$ 28,723,992	\$ 24,847,939	\$ 96,385,906
Excess of Sources over Development and Revitalization Expenditures	\$ 6,076,502	\$ 5,660,790	\$ 415,712	\$ 4,394,532	\$ 1,681,970

## **FY 2020 DEVELOPMENT AND REVITALIZATION** **SOURCES OF FUNDS**



AH plans to continue to use a combination of MTW funds, Replacement Housing Factor Grants, 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 reach \$122.0 million by the end of FY 2019, remain on account at HUD and can be drawn down by AH when future qualifying expenditures exceed the annual obligations.

AH's FY 2020 development and revitalization program is expected to necessitate \$93.5 million in MTW funds of which \$85.7 million is projected to be drawn from the \$122.0 million held at HUD.

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

Replacement Housing Factor Grants are used to fund activities under AH's Development & 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 2020, AH projects it will use and HUD will disburse \$12.7 million in RHF funds in FY 2020. In addition, AH is expected to draw \$1.3 million in fees for services, or 10% of RHF grants used for eligible development activities. The fees for services are presented in the Operating Sources and Uses of Funds as they will be used to cover administrative expenses.

AH plans to fully obligate the RHF grants available during FY 2020 in order to meet the statutory deadline of October 29, 2019. The \$12.7 million in RHF funds is planned to be used primarily as follows: \$6.7 million to support the RAD conversion of



Peachtree Road and Marietta Road high-rises and \$5.3 million for public improvements at Herndon Homes.

### **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 before 2022 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 2020, 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 2020 through 2022.

AH projects to use \$13.5 million of the CNIG to fund part of the \$25.0 million total expenditures planned for this project in FY 2020, the remaining being funded by a combination of MTW, RHF and non-federal funds.

### **Development - Related Income**

During FY 2020, AH projects to earn a total of \$6.1 million in development and other related income, an increase of \$0.4 million from FY 2019 Budget, primarily due to the number of closings and related fees earned. FY 2020 development and other related

income is comprised of the following:

- Developer and transaction fees totaling \$1.9 million from AH’s participation in property development during FY 2020. 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 closing of Herndon Homes Senior.
- Asset management fees of \$0.4 million and ground lease income of \$0.3 million.
- Profit participation and share appreciation of \$0.7 million related to home and land sales on former AH West Highlands (Perry) property and other communities.
- Interest income of \$2.4 million on surplus cash investments and loans and miscellaneous revenues totaling \$0.5 million.

### **Other Funding Sources**

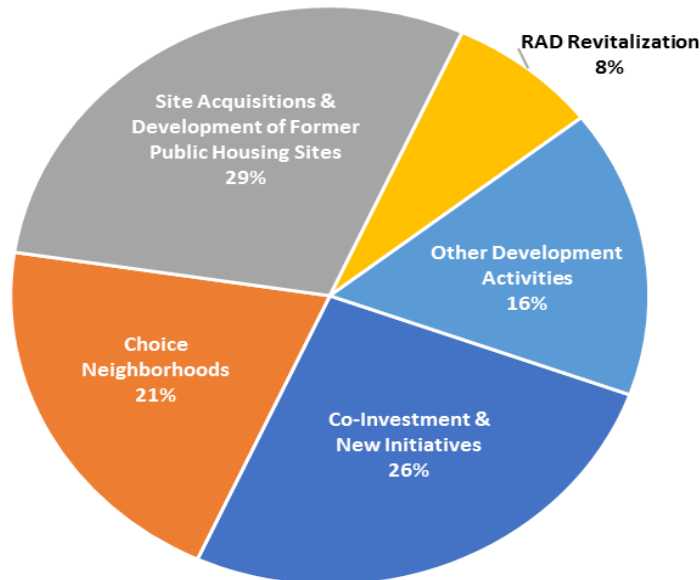
In prior years, the City of Atlanta and Other City Agencies have issued bonds or otherwise raised money and provided these funds to AH for public improvements at AH revitalization properties. These funds are typically restricted to specific properties, and are used as circumstances permit. In FY 2020, AH will use \$1.4 million of these funds for public improvements at Centennial Place.

**DEVELOPMENT AND REVITALIZATION USES OF FUNDS**

	Co-investment and New Initiatives			Choice Neighborhoods	RAD Revitalization	Site Acquisitions and Development		Other Development	Total FY 2020 Budget			
Development and Revitalization Expenditures												
Demolition and Remediation	\$	-	\$	75,000	\$	-	\$	800,000	\$	350,000	\$	1,225,000
Property Acquisitions		1,000,000		225,000		-		7,228,000		-		8,453,000
Predevelopment Loans		-		840,000		896,386		4,743,241		600,000		7,079,627
Developer Loan Draws		25,268,243		11,242,815		7,398,997		7,205,625		6,110,031		57,225,711
Site Improvements		-		750,000		-		-		775,000		1,525,000
Extraordinary Sitework		-		-		-		5,000,000		-		5,000,000
Non Residential Structures		-		6,935,325		-		-		-		6,935,325
Homeownership Down Payment Assistance		-		-		-		-		4,838,400		4,838,400
Public Improvements		-		710,000		-		5,358,815		1,612,132		7,680,947
Consulting and Professional Services		38,575		2,059,444		-		5,053,000		987,600		8,138,619
Outside Legal Counsel		480,000		63,000		969,000		255,000		360,000		2,127,000
Administrative Staffing		-		1,087,147		-		-		-		1,087,147
Meeting Expense		-		23,200		-		-		-		23,200
Community Outreach		-		-		-		-		46,000		46,000
Modular Office Expenses		-		137,404		-		-		-		137,404
Urban Farming		-		35,000		-		-		-		35,000
Owner Occupied Rehabs		5,040,000		650,000		-		-		-		5,690,000
Relocation Expense		-		30,000		-		-		-		30,000
EPC Capital Lease Repayment		-		-		-		-		3,352,602		3,352,602
Micro-Grants and Cash Donations		-		80,500		-		-		500,000		580,500
Other Expenses		-		23,364		-		-		-		23,364
Total Development and Revitalization Expenditures	\$	31,826,818	\$	24,967,198	\$	9,264,383	\$	35,643,681	\$	19,531,765	\$	121,233,845

### **FY 2020 DEVELOPMENT AND REVITALIZATION USES OF FUNDS**

**FY 2020 Development and Revitalization  
Uses of Funds  
\$121.2 million**



AH projects it will spend \$121.2 million on development and revitalization initiatives in FY 2020, a \$28.7 million increase over the FY 2019 Budget. The main components of the FY 2020 Budget are comprised of the following activities.

- **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 \$31.8 million in co-investment and new initiatives, of which \$29.6 million is for co-investment with Invest Atlanta for the development or rehabilitation of communities in the City of Atlanta and \$2.2 million for a property acquisition and development loan under the Atlanta Beltline co-investment.

- **Choice Neighborhoods** activities are budgeted at \$25.0 million. In addition to CNIG funds, AH intends to expend a combination of MTW funds, Replacement Housing Factor funds, and non-federal funds towards the transformation of University Choice Neighborhoods and towards the accomplishment of the housing, people and neighborhood strategies and cover project-related administrative activities.

Project Component	People	Admin & Evaluation	Housing	Neighborhood	Total All Components
<b>Funding Source</b>					
Choice Neighborhoods Grant	\$ 1,548,414	\$ 192,800	\$ 11,242,815	\$ 560,000	\$ 13,544,029
MTW Funds	153,000	772,244	1,780,000	8,115,425	10,820,669
Non-Federal Funds	20,500	12,000	-	-	32,500
Replacement Housing Factor	-	-	570,000	-	570,000
	<b>\$1,721,914</b>	<b>\$ 977,044</b>	<b>\$13,592,815</b>	<b>\$ 8,675,425</b>	<b>\$ 24,967,198</b>

The FY 2020 Housing Component Budget contemplates the completion of Ashley I construction by the end of CY 2019 and leasing of 135 units in the spring of 2020. It also includes developer loans for the vertical construction of Ashley Phase IC as well as predevelopment loans for the Phase II of Ashley.

Included in the Neighborhood Component are the Roosevelt Hall building renovations and owner-occupied rehabilitation for qualifying homeowners with income of less than 80% AMI.

The People Component funds various human development and support programs in partnership with the Urban League and United Way, among others.

- **RAD Conversions.** The Budget provides \$9.3 million, detailed below by community, for predevelopment loans, development loans and related legal outside counsel expenses 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. The Columbia Portfolio includes the following communities:

- Columbia Grove
- Columbia Estates
- Columbia Park Citi
- Columbia Creste
- Columbia Commons
- Columbia Village
- Mechanicsville Crossing
- Mechanicsville Station
- Mechanicsville Apartments
- Columbia Senior at Mechanicsville and
- Parkside at Mechanicsville

Rental Assistance Demonstration (RAD)	Columbia Portfolio	Hightower Manor Highrise	Marietta Road Highrise	Peachtree Road Highrise	Villages of Eastlake I & II	FY 2020 Budget
<b>Development and Revitalization Expenditures</b>						
Predevelopment Loans	\$ -	\$ 594,102	\$ -	\$ 302,284	\$ -	\$ 896,386
Developer Loan Draws	698,997	-	3,600,000	3,100,000	-	7,398,997
Outside Legal Counsel	715,000	-	75,000	75,000	104,000	969,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 1,413,997</b>	<b>\$ 594,102</b>	<b>\$ 3,675,000</b>	<b>\$ 3,477,284</b>	<b>\$ 104,000</b>	<b>\$ 9,264,383</b>

- Site Acquisitions and Development.** The Budget includes \$35.6 million for the development of former AH public housing or acquired sites. The Budget particularly focuses on the redevelopment of two of eleven former public housing communities, Herndon Homes and Englewood Manor, which AH closed and demolished in the last decade. A comprehensive environmental study will be conducted on the former Bowen Homes site to determine the most responsible approach to address the site contamination.

The Budget also funds the advancement and/or completion of master planning, including surveys, traffic study, rezoning, ecology and sustainability study and environmental review. It also funds the demolition and abatement work at Civic Center acquired in FY 2018.

The following table provides budget details by property.

Site Acquisitions and Development of Former Public Housing Sites	Civic Center	Bankhead Homes	Bowen Homes	Palmer House	Englewood Manor	Herndon Homes	North Avenue U-Rescue	Hollywood Courts	Total FY 2020 Budget
<b>Sources of Funds</b>									
Replacement Housing Factor (RHF) Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,349,815	\$ -	\$ -	\$ 5,349,815
MTW Funds Used for Revitalization	1,271,500	653,000	7,260,000	925,000	10,538,616	8,651,750	924,000	70,000	30,293,866
<b>Total Sources of Funds</b>	<b>\$ 1,271,500</b>	<b>\$ 653,000</b>	<b>\$ 7,260,000</b>	<b>\$ 925,000</b>	<b>\$ 10,538,616</b>	<b>\$ 14,001,565</b>	<b>\$ 924,000</b>	<b>\$ 70,000</b>	<b>\$ 35,643,681</b>
<b>Development and Revitalization Expenditures</b>									
Demolition and Remediation	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
Property Acquisitions	-	-	1,000,000	-	6,228,000	-	-	-	7,228,000
Predevelopment Loans	-	-	-	750,000	1,950,116	1,293,125	750,000	-	4,743,241
Developer Loan Draws	-	-	-	-	-	7,205,625	-	-	7,205,625
Extraordinary Sitework	-	-	5,000,000	-	-	-	-	-	5,000,000
Public Improvements	-	-	-	-	24,000	5,334,815	-	-	5,358,815
Consulting and Professional Services	406,500	648,000	1,220,000	135,000	2,336,500	73,000	164,000	70,000	5,053,000
Outside Legal Counsel	65,000	5,000	40,000	40,000	-	95,000	10,000	-	255,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 1,271,500</b>	<b>\$ 653,000</b>	<b>\$ 7,260,000</b>	<b>\$ 925,000</b>	<b>\$ 10,538,616</b>	<b>\$ 14,001,565</b>	<b>\$ 924,000</b>	<b>\$ 70,000</b>	<b>\$ 35,643,681</b>

- **Other Development Activities**

- **Magnolia Perimeter**

This site includes 30 land parcels for which AH issued a request for proposal (RFP) in FY 2019 to potential developers to either purchase and/or develop the properties to include affordable housing. The Budget includes \$6.8 million primarily in pre- and development loans to support development activities.

- **Centennial Place**

The FY 2020 Budget has \$1.5 million for public improvements at Centennial North and for the completion of the rehabilitation work of Centennial Place IV.

- **West Highlands**

The FY 2020 Budget includes \$1.9 million for the former Perry Homes site. This includes \$1.0 million for demolition, remediation, and public improvements to prepare for dedication of streets to the City of Atlanta, retention pond repairs and park improvements. In addition, AH plans to give a \$500,000 donation towards the construction of the West Atlanta Charter School located adjacent to the West Highlands.

- **Other AH Development and Revitalization Activities** include the following:

Other Development Activities	Magnolia Perimeter	Centennial Place	West Highlands	Other	FY 2020 Budget
<b>Sources of Funds</b>					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 128,031	\$ -	\$ -	\$ 128,031
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,392,132	-	-	1,392,132
MTW Funds Used for Revitalization	6,779,000	-	1,852,200	9,380,402	18,011,602
<b>Total Sources of Funds</b>	<b>\$ 6,779,000</b>	<b>\$ 1,520,163</b>	<b>\$ 1,852,200</b>	<b>\$ 9,380,402</b>	<b>\$ 19,531,765</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000
Predevelopment Loans	600,000	-	-	-	600,000
Developer Loan Draws	6,000,000	110,031	-	-	6,110,031
Site Improvements	-	-	775,000	-	775,000
Homeownership Down Payment Assistance	-	-	259,200	4,579,200	4,838,400
Public Improvements	-	1,362,132	250,000	-	1,612,132
Consulting and Professional Services	99,000	18,000	18,000	852,600	987,600
Outside Legal Counsel	80,000	30,000	50,000	200,000	360,000
Community Outreach	-	-	-	46,000	46,000
EPC Capital Lease Repayment	-	-	-	3,352,602	3,352,602
Micro-Grants and Cash Donations	-	-	500,000	-	500,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 6,779,000</b>	<b>\$ 1,520,163</b>	<b>\$ 1,852,200</b>	<b>\$ 9,380,402</b>	<b>\$ 19,531,765</b>



Homeownership Down Payment Assistance where AH budgeted \$4.8 million to continue its Homeownership Down Payment Assistance Program. Under this Program, AH provides eligible first-time homebuyers that earn 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 224 new homebuyers in FY 2020 assuming a \$21,600 average down payment assistance.

AH and the Fulton County District Attorney's office have been developing a program to transfer ownership of properties that have been seized in conjunction with criminal activities to AH. AH has budgeted \$1.3 million towards this program's administrative, legal, demolition and rehabilitation expenses.

AH has also budgeted \$3.4 million, included in Other Development, to repay the balance of the EPC loan on its remaining AH-owned high-rises. As AH converted properties with EPC-funded improvements to HomeFlex under HUD's RAD program, it paid 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, paid off Piedmont Road in FY 2018 and in FY 2019 loans for Peachtree Road and Marietta Road high-rises were paid off.

### 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 2020:

- **Co-investments and New Initiatives.** Projects presented so far under co-investments and forecasted for FY 2020 are not expected to impact future operating budgets, except for one project with Atlanta Beltline, where AH was asked to provide HomeFlex. In addition, there is a possibility that AH may be asked to provide HomeFlex subsidies in future deals.
- **Choice Neighborhoods.** Choice Neighborhoods expenditures in FY 2020 will include furthering the construction and/or development of three rental communities, Ashley I, Ashley IC and Ashley II. AH projects to eventually provide annual HomeFlex payment assistance estimated at \$1.4 million for approximately 169 affordable units out of 397 units expected to be created at these three rental communities
- **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 the amount 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.** Since most of the projects funded in this section include redevelopment of former public housing sites, they are expected to have an impact on future budgets as AH will provide rental assistance or HomeFlex at various points in time in the future. In the case of the Senior Phase of Herndon Homes, 97 affordable units are planned to be online for FY 2021 at an estimated annual cost of \$0.8 million.
- **Other Development Activities.** Projects funded under this section are not expected to have an impact on future operating budgets, with the exception of Magnolia Perimeter where rental assistance for about 60 affordable units will be provided at an estimated annual cost of \$0.5 million, 20 of which is expected to be online by the end of FY 2020.
- AH has approximately \$118 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 congress 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 2020, spending over budgeted amounts for FY 2020 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 1,160 new Tenant-Based Housing Choice vouchers in FY 2020, 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 2018 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.

### Budget Risk Analysis

The FY 2020 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 96% of AH's funding provided by HUD, 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 2020 essentially at the same levels as Federal Fiscal Year 2019 with a 99% 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.

## 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 25 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 before the end of 2022 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. This fund also includes 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, 2019 and June 30, 2020 by type of programs as well as expected changes in fund balances from AH operating and development and revitalization activities budgeted for FY 2020. The fund balances presented below include funds held by AH in local accounts, either in cash or investments, 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 Funds at June 30, 2019	FY 2020 Sources/Awards	FY 2020 Uses/Drawdown	Estimated Available Funds at June 30, 2020	Estimated Available Funds Net Change
<b>Held on account at HUD</b>					
Capital Fund Program*	\$ 29,392,760	\$ 16,309,023	\$ 1,000,000	\$ 44,701,783	
Replacement Housing Factor Grants	15,900,000	-	14,022,631	1,877,369	
Resident Opportunity & Self Sufficiency	-	249,382	249,382	-	
Choice Neighborhoods Grant**	27,000,000	-	13,544,029	13,455,971	
Housing Choice Voucher Program	122,000,000	-	85,664,859	36,335,141	
	<b>\$ 194,292,760</b>	<b>\$ 16,558,405</b>	<b>\$ 114,480,901</b>	<b>\$ 96,370,264</b>	<b>\$ (97,922,496)</b>
<b>Held locally by AH</b>					
MTW - Housing Choice Voucher Program	\$ 31,100,000	\$ 317,780,068	\$ 316,355,436	\$ 32,524,632	
RHF, CN and ROSS Grants***	-	27,816,041	27,816,041	-	
Public Housing Operating Subsidy****	11,700,000	10,674,766	10,674,766	11,700,000	
Program Income	81,000,000	6,076,502	-	87,076,502	
Entrepreneurial Income (non-federal)	9,000,000	1,347,097	445,139	9,901,958	
Public Improvement funds provided by the City of Atlanta	5,629,353	-	1,392,132	4,237,221	
Component Units	7,370,000	-	-	7,370,000	
	<b>\$ 145,799,353</b>	<b>\$ 363,694,474</b>	<b>\$ 356,683,514</b>	<b>\$ 152,810,313</b>	<b>\$ 7,010,960</b>
<b>Total</b>	<b>\$ 340,092,113</b>			<b>\$ 249,180,577</b>	<b>\$ (90,911,536)</b>

\* FY 2020 Sources/Awards includes 2019 CFP award which was received in April 2019.

\*\* Choice Neighborhoods Grant balance at June 30, 2019 include \$4.1 million which was incurred and paid with MTW funds but has yet to be reimbursed by HUD.

\*\*\* For reporting purposes, RHF, CN and ROSS Grant drawdowns are presented on a combined basis, as well as sources with corresponding funded expenditures (uses), since funds drawn are for immediate uses.

\*\*\*\* Includes working capital funds locally held at AH.

### FINANCIAL POLICIES

#### **Basis of Accounting**

As provided under Generally Accepted Accounting Principles, AH 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 only disburses funds 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 to the budget. More detailed reports are provided to AH management on a monthly basis.

#### **Balanced Budget**

AH develops its annual budget ensuring 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 insurance premiums, software licenses and service contracts. AH budgets only the amount that will be expensed during the fiscal 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 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 the 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. These 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, 2019, 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 9 high-rise) and families (in 2 small family), managed by property management/ development firms hired by AH and referred to as PMDs, are under Section 9 ACC contracts.
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 \$74,800 in 2019.
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 Vouchers issued by HUD to enable families to rent affordable housing for whom the lack of affordable housing is a primary factor in, (1) the separation of children from their families or (2) the prevention of reunifying the children with their families.
Federal Fiscal Year (FFY)	A 12-month accounting cycle for the federal government which begins on October 1 of each year and ends on September 30 of each year.
FLOW	The City of Atlanta tenant-based supportive housing pilot referral program which provides vouchers for individuals and families that successfully "graduate" from a permanent supportive housing or transitional housing community into stable housing with light-touch supportive services.
HAVEN	AH's collective term for various programs and communities that are focused on the needs of families that are homeless or at risk of homelessness.
HomeFlex	Funding provided to the Owner Entity of a community to subsidize unit rent in accordance with a HomeFlex (formerly called 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 <sup>st</sup> .
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 AH 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.
M/W/SBE partners	Minority-owned, women-owned, and small business enterprises with which AH contracts to provide goods and services.
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 were awarded to PHAs for the sole purpose of developing new public housing units in place of units removed from inventory.
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 3 Program	Refers to Section 3 of the United States Department of Housing and Urban Development (HUD) Act of 1968 which requires that, to the greatest extent feasible recipients of HUD funding, will provide job training, employment and contracting opportunities to low and very low income individuals.
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 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.
Work/Program Requirements	AH’s work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly non-disabled adults maintain work or participation in a combination of school job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

## Acronyms

AH	Atlanta Housing
AMI	Area Median Income
CFP	Capital Fund Program
CSG	Customer Services Group
FSS	Family Self Sufficiency Program
FFY	Federal Fiscal Year
DDTF	Demolition or Disposition Transitional Funding
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
M/W/SBE	Minority-owned/Women-owned/Small Business Enterprises
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
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 (actuals as of June 30)**

Community & Program Type	Type of Assistance <sup>(5)</sup>	Household Totals*		
		Actual End of FY 2017	Planned, End of FY 2018	Actual End of FY 2018
AH-Owned Communities <sup>(1)</sup>	PH	1,793	1,260	1,586
MIXED Communities <sup>(1)</sup> (Mixed-Income Communities)	PH	2,221	2,155	2,155
	RAD PBV	0	682	423
	HF <sup>(6)</sup>	1,775	1,921	1,543
	LIHTC-only <sup>(6)</sup>	1,171	1,105	1,131
HomeFlex <sup>(1)</sup> (MTW-PBRA Communities)	HF <sup>(6)</sup>	3,364	4,195	4,012
	LIHTC-only <sup>(6)</sup>	1,525	1,684	1,595
Housing Choice Tenant-Based <sup>(1)(2)</sup>	HCV	8,381	9,002	8,608
Housing Choice Ports <sup>(3)</sup>	HCV	2,086	1,858	2,029
Housing Choice Homeownership	HCV	25	26	23
Homeownership - Other <sup>(4)</sup>	Down-payment Assistance	553	655	724
Supportive Housing <sup>(7)</sup>	MTW	199	20	215
<b>TOTAL <sup>(1)</sup></b>		<b>23,093</b>	<b>24,563</b>	<b>24,044</b>

**NOTES:** PH = Public Housing (ACC-assisted), HF= HomeFlex (AHA's Project Based Rental Assistance or PBRA), LIHTC-only = Low-Income Housing Tax Credits only, HCV= Housing Choice Voucher

Sources: FY 2018 MTW Annual Report.

**Notes**

(1) Overall AH realized increases in households served in the Housing Choice Voucher Program to include new Supportive Housing pilots, additional units in HomeFlex Communities and a slight decrease in PH units due to commencement of the RAD conversions at AH-Owned and MIXED Communities. Some planned HomeFlex units were delayed during the fiscal year. The FY2018 projected total for Housing Choice did not include projected attrition of approximately 600 households.

(2) Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, 270 HUD-VASH vouchers and port-ins from other PHAs.

(3) Changes in Housing Choice Ports are due to absorption of vouchers by other PHAs and households with AH vouchers that return to AH's jurisdiction, as well as new pilots that allow port at admission.

(4) Homeownership - Other category includes AH's Down Payment Assistance Programs, or through other revitalization initiatives.

(5) AH does not have 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).

(6) Variances in HomeFlex and LIHTC-only are due to added units and units anticipated for FY 2018 but not on the program as planned. Starting FY 2017 also includes 28 Scattered-site LIHTC Units.

(7) Supportive Housing reflects households assisted via AH's pilot rental housing assistance program for homelessness prevention.

## 2. Households Characteristics (actuals as of June 30, 2018)

	Number of Households									
Community & Program Type	by Family Size					by Income Group percent of Area Median Income (AMI)				
	0/1	2	3	4	5+	<30%	31-50%	51-80%	>80%	Total
AH-owned Communities	1,395	104	17	15	18	1,348	177	19	5	1,549
MIXED Communities	2,029	715	505	247	149	2,459	943	223	20	3,645
RAD-PBV Conversions	288	32	13	2	1	274	52	9	1	336
HomeFlex Communities	2,482	640	214	99	51	2,570	773	139	4	3,486
Housing Choice Tenant-based	2,459	2,023	1,741	1,218	1,167	7,599	897	110	2	8,608
Housing Choice Port-outs	861	465	535	144	24	1,501	411	108	9	2,029
<b>Total</b>	<b>9,514</b>	<b>3,979</b>	<b>3,025</b>	<b>1,725</b>	<b>1,410</b>	<b>15,751</b>	<b>3,253</b>	<b>608</b>	<b>41</b>	<b>19,653</b>

Notes: AH does not capture household characteristics for LIHTC-only units within MIXED and HomeFlex Communities.



The U.S. Department of Housing and Urban Development published a comprehensive housing market analysis as of August 1, 2018 with a focus on Fulton and DeKalb Counties, GA, which encompasses the majority of Atlanta Housing’s jurisdiction. The following provides excerpts from this analysis. (Table numbers reflect the original document)

## Housing Market Analysis Summary

The Fulton and DeKalb Counties Housing Market Area (HMA) is part of the 29-county Atlanta- Sandy Springs-Roswell Metropolitan Statistical Area (hereafter, Atlanta MSA). The HMA, which includes the City of Atlanta, is centrally located within the MSA and is an international hub for logistics, education, health care, and trade.

### **Economy**

Economic conditions in the Fulton and DeKalb Counties HMA are currently strong. Job growth slowed during the most recent 12 months but has exceeded the national rate since 2011. During the 12 months ending July 2018, nonfarm payrolls in the MSA increased by 51,200 jobs, or 1.9 percent. By comparison, nonfarm payrolls in the nation expanded by 1.6 percent during the 12 months ending July 2018. During the 3-year forecast period, nonfarm payrolls in the MSA are expected to increase an average of 1.8 percent a year, partly supported by economic expansions in the HMA.

### **Sales Market**

The sales market in the HMA is currently balanced with reduced levels of home construction and increased net in-migration contributing to the absorption of excess inventory since the early 2010s. As of August 1, 2018, the overall sales vacancy rate was estimated at 2.1 percent, down from 4.6 percent in April 2010. During the 3-year forecast period, demand is estimated for 14,100 new homes, accounting for 19 percent of total demand in the Atlanta MSA (Table 1). Demand is expected to be relatively stable in the HMA during the period. The 3,475 homes currently under construction will satisfy some of the forecast demand.

### **Rental Market**

The rental housing market in the HMA is currently balanced with an estimated vacancy rate of 6.0 percent, down from 13.4 percent in April 2010. Strong growth in renter households has generally outpaced construction of rental units and the conversion of sales units to rental use since 2010. During the next 3 years, demand in the HMA is expected for 19,450 new market-rate rental units, representing 64 percent of demand in the Atlanta MSA (Table 1). The 13,150 rental units currently under construction and the 4,025 additional units expected to be completed during the next 2 years will satisfy most of the demand.

**Table 1. Housing Demand in the Atlanta MSA\* and Fulton and DeKalb Counties HMA During the Forecast Period**

	Atlanta MSA*		Fulton and DeKalb Counties HMA	
	Sales Units	Rental Units	Sales Units	Rental Units
Total demand	74,150	30,350	14,100	19,450
Under construction	14,175	15,950	3,475	13,150

\*Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area

Notes: Total demand represents estimated production necessary to achieve a balanced market at the end of the forecast period. Units under construction as of August 1, 2018. The forecast period is August 1, 2018, to August 1, 2021.

Source: Estimates by analyst

## Economic Conditions

The Fulton and DeKalb Counties HMA is the primary economic core of the Atlanta MSA. The HMA currently accounts for approximately 46 percent of all jobs in the MSA, a figure which has generally trended upwards during the current period of economic expansion after averaging 43 percent in 2009. Job growth in the MSA slowed during the most recent 12 months, but economic conditions remain strong with the rate of growth exceeding the national rate since 2011. During the 12 months ending July 2018, nonfarm payrolls in the MSA averaged 2.75 million jobs, an increase of 51,200 jobs, or 1.9 percent, from the previous 12 months (Table 2). That rate of job growth was down from an increase of 71,900 jobs, or 2.7 percent, during the 12 months ending July 2017, but was higher than the 1.6-percent rate for the nation. AT&T, Inc., which moved several hundred jobs from Atlanta to other locations within the nation in early 2018, contributed to the slowed rate of growth during the most recent 12 months, as the information sector declined by 2,300 jobs, or 2.4 percent. The education and health services sector added the most jobs, expanding by 10,500 jobs, or 3.1 percent, due in part to the completion of a new 84- bed patient tower at Northside Hospital Atlanta, which opened in early 2018.

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

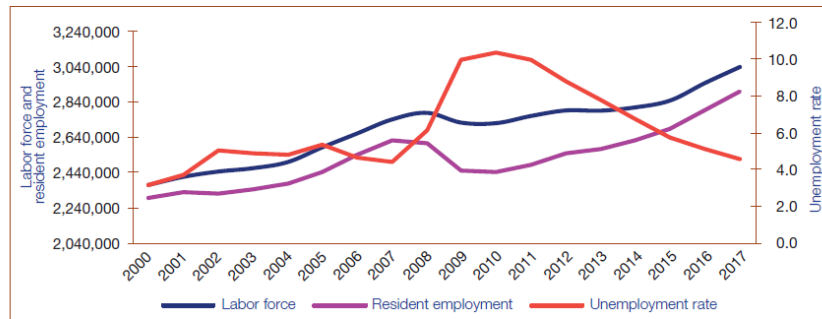
	12 Months Ending		Absolute Change	Percent Change
	July 2017	July 2018		
Total nonfarm payroll jobs	2,701,700	2,752,900	51,200	1.9
Goods-producing sectors	286,600	295,400	8,800	3.1
Mining, logging, and construction	120,800	126,900	6,100	5.0
Manufacturing	165,800	168,500	2,700	1.6
Service-providing sectors	2,415,100	2,457,500	42,400	1.8
Wholesale and retail trade	449,400	454,900	5,500	1.2
Transportation and utilities	149,300	158,400	9,100	6.1
Information	97,800	95,500	-2,300	-2.4
Financial activities	169,000	170,100	1,100	0.7
Professional and business services	496,600	500,200	3,600	0.7
Education and health services	337,600	348,100	10,500	3.1
Leisure and hospitality	287,200	296,300	9,100	3.2
Other services	98,700	99,800	1,100	1.1
Government	329,500	334,300	4,800	1.5

\*Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area

Notes: Based on 12-month averages through July 2017 and July 2018. Numbers may not add to totals because of rounding.

Source: U.S. Bureau of Labor Statistics

**Figure 1. Trends in Labor Force, Resident Employment, and Unemployment Rate in the Atlanta MSA\*, 2000 Through 2017**



\*Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area

Source: U.S. Bureau of Labor Statistics

The economic downturn in the late 2000s affected the HMA relatively severely, with nonfarm payrolls in the MSA declining by an average of 61,300 jobs, or 2.6 percent a year from 2008 through 2010, when nonfarm payrolls in the nation declined by an average of only 1.9 percent, annually. From 2011 through 2016, the MSA added an average of 64,700 jobs, or 2.7 percent, a year, as compared with average growth of only 1.7 percent a year for the nation. Due to the strong job growth that began in 2011, the number of nonfarm payrolls in the MSA is currently 11.8 percent greater than the prerecession high of 2.46 million in 2007. The unemployment rates for both the MSA and the HMA have declined significantly since the early 2010s, and are generally comparable to the rate for Georgia, but remain slightly higher than the rate for the nation. Figure 1 shows trends in the labor force, resident employment, and the average unemployment rate in the MSA from 2000 through 2017.

The Atlanta MSA is an international hub for logistics, education, health care, and trade. The presence of Hartsfield- Jackson Atlanta International Airport, the busiest airport in the world since 2000 (Airports Council International), and the educated MSA workforce, including graduates from Emory University, Georgia Institute of Technology, (Georgia Tech) and Georgia State University, make the MSA an attractive location for corporations. The headquarters of 28 Fortune 1,000 companies are located in the MSA, including Delta Air Lines, Inc., The Home Depot, Inc., AT&T, Inc., United Parcel Service (UPS), and The Coca-Cola Company, which are in the HMA (Table 3). As a result, the professional and business services sector—which includes the management of companies and enterprises and the administrative, support, and waste management industries—is currently the largest sector in the MSA sector recorded only 2 years of job losses during the economic downturn and began adding jobs a year sooner than most sectors in the HMA.

The education and health services sector has been the fastest growing sector in the MSA since 2000 (Figure 3) and is the only sector to have added jobs each year during the period. Anchored by Emory University/Emory Healthcare, which is the second largest employer in both the MSA and the HMA, with 26,050 employees, the sector added more jobs than any other sector during the most recent 24 months. During the 12 months ending July 2018, the number of jobs in the sector averaged 348,100 jobs, an increase of 10,500 jobs, or 3.1 percent, following an increase of 9,800 jobs, or 3.0 percent, during the 12 months ending July 2017. From the end of 2000 through 2016, the sector expanded by an average of 9,400 jobs, or 3.8 percent, annually, due in part to increased demand for health care caused by population growth.

**Table 3. Major Employers in the Fulton and DeKalb Counties HMA**

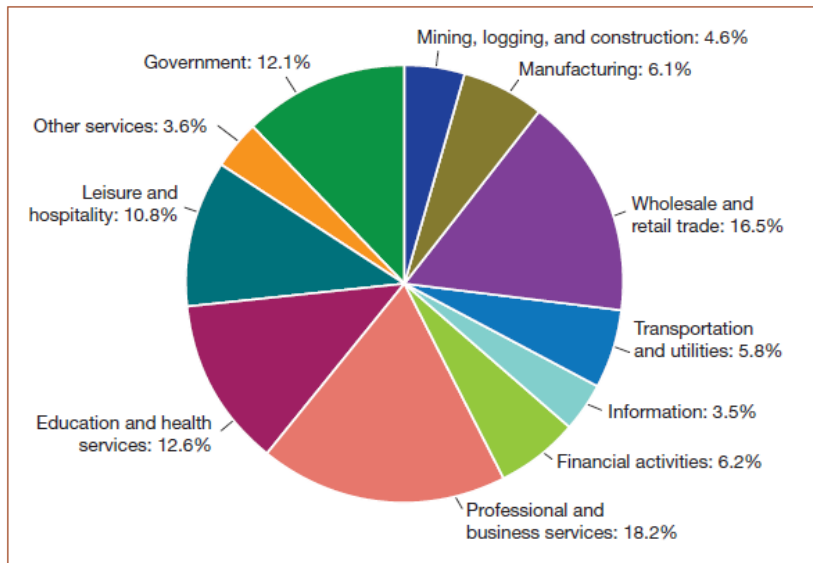
Name of Employer	Nonfarm Payroll Sector	Number of Employees
Delta Air Lines, Inc.	Transportation & utilities	31,700
Emory University/Emory Healthcare	Education & health services	26,050
The Home Depot, Inc.	Wholesale & retail trade	25,000
WellStar Health System	Education & health services	20,000
AT&T, Inc.	Information	17,000
United Parcel Service (UPS)	Transportation & utilities	16,250
Piedmont Healthcare	Education & health services	12,900
Georgia State University	Government	9,425
Center for Disease Control and Prevention (CDC)	Government	9,150
Cox Enterprises	Information	8,275

*Note: Excludes local school districts.*

*Source: Metro Atlanta Chamber of Commerce*

The healthcare and social assistance industry has accounted for more than 60 percent of the job growth in the sector since 2000, partly because of several notable hospital openings and expansions within the HMA. Emory University Healthcare completed a \$270 million redevelopment of Emory Crawford Long Hospital (now Emory University Hospital Midtown) in 2002, and Children’s Healthcare of Atlanta completed a \$344 million project that expanded the Egleston and Scottish Rite facilities in 2007. More recently, Emory University opened a new 210-bed medical tower at the Clifton Campus in early 2017. Spending generated by jobs in the HMA, particularly in the professional and business services and the education and health services sectors,

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



\*Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area

Note: Based on 12-month averages through July 2018.

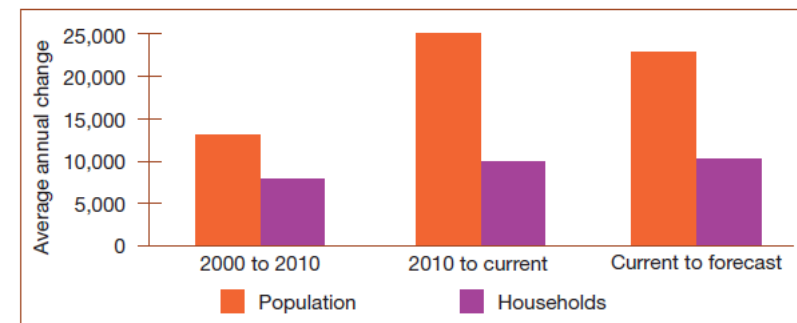
Source: U.S. Bureau of Labor Statistics

business services and the education and health services sectors expected to indirectly support gains in the wholesale and retail trade, the mining, logging, and construction, and the leisure and hospitality sectors. Inspire Brands, the parent company of Arby’s, Buffalo Wild Wings, and Rusty Taco, recently announced an expansion of its headquarters in the HMA City of Sandy Springs, which will create as many as 1,100 jobs beginning in 2019. Healthcare insurer Anthem, Inc. recently broke ground on the Anthem Technology Tower, a \$150-million, 21-story skyscraper in the

contributes significantly to the wholesale and retail trade sector, the largest sector in the MSA from 2000 to 2011. During the 12 months ending July 2018, nonfarm payrolls in the sector averaged 454,900 jobs, an increase of 5,500 jobs, or 1.2 percent, from the previous 12-month period. The sector increased by an average of 8,400 jobs, or 2.0 percent, a year from 2011 through 2016 after declining by an average of 15,200 jobs, or 3.6 percent, a year from 2008 through 2010. The retail trade subsector accounted for 73 percent of the job growth in the sector from 2011 through 2016 after accounting for 65 percent of the jobs lost during the decline. The HMA represents only 35 percent of all wholesale and retail trade jobs in the MSA, with many large retail centers in suburban counties outside the HMA.

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 are expected in most sectors, with growth in the professional and

**Figure 4. Population and Household Growth in the Fulton and DeKalb Counties HMA, 2000 to Forecast**



Notes: The current date is August 1, 2018. The forecast date is August 1, 2021.

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

Midtown neighborhood in the City of Atlanta, which will eventually house as many as 3,000 employees, including 1,800 IT workers, when it is completed in 2020.

### **Population and Households**

As of August 1, 2018, the population of the Fulton and DeKalb Counties HMA is estimated at 1.82 million, or approximately 30 percent of the total population of the Atlanta MSA, which is currently estimated at 5.98 million. Population growth in the HMA has accelerated since 2010 with strong job growth contributing to net in-migration, particularly to the highly urbanized areas within Interstate 285, which encircles the economic core of the MSA. The population of the HMA has increased by an average of 24,900, or 1.5 percent, annually, since 2010, nearly double the average growth rate of 0.8 percent, annually, from 2000 to 2010 (Figure 4). By comparison, the population of the MSA has expanded an average of 1.5 percent a year since 2010, after increasing an average of 2.2 percent, a year from 2000 to 2010.

Net in-migration to the HMA has averaged 11,800 people a year and accounted for 48 percent of total population growth since 2010 after net out-migration from the HMA averaged 1,600 people a year from 2000 to 2010. Weak economic conditions limited net in-migration in both the early and late 2000s. In addition, during the economic expansion in the middle of the decade, a surge in new housing developments in areas outside the HMA, particularly of larger homes, attracted HMA homebuyers to those less densely populated parts of the MSA.

The City of Atlanta, which is on the border between Fulton and DeKalb Counties, is the economic center of the HMA and currently encompasses about 27 percent of the HMA population. The City has accounted for approximately 35 percent of population growth in the HMA since 2010, however, because tighter lending requirements have limited homeownership since the late 2000s, decreasing the incentive for many residents to commute from outlying parts of the HMA. Significant redevelopment efforts such as the Atlanta Beltline, which received an \$18 million federal grant in 2013, have also made the City a more attractive location for residents. As of 2016, the population of the City was 472,506, representing an average annual increase of 1.9 percent, from 2010 (American Community Survey 1-year data). By comparison, from 2000 to 2010, population growth was much faster in the suburban parts of the HMA, particularly along the Georgia State Route 400 corridor to the north of Interstate 285. The cities of Sandy Springs, Roswell, Johns Creek, and Alpharetta combined to account for 43 percent of total population growth in the HMA during the period whereas the City of Atlanta accounted for only 3 percent.

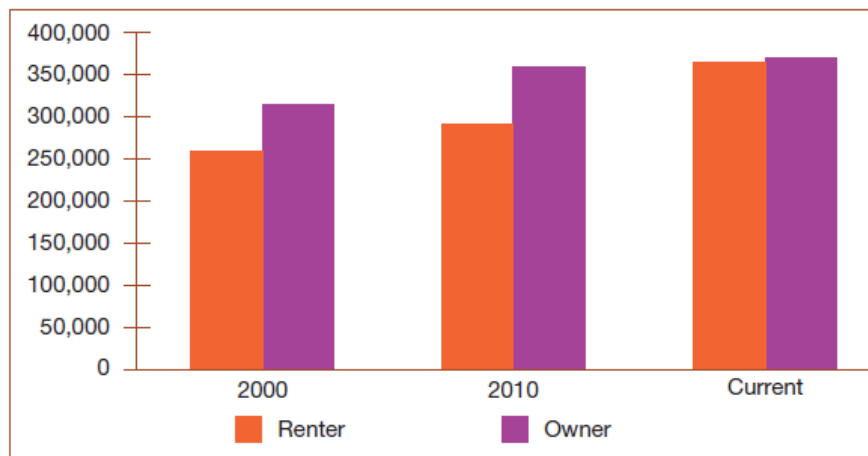
Household growth in the HMA has accelerated since 2010, but less dramatically than population growth because a relatively high proportion of the recent net in-migration consisted of families. The number of households in the HMA is estimated at 731,100 as of August 1, 2018, an average annual increase of 9,950, or 1.5 percent, since 2010. By comparison, from 2000 to 2010, the number of households in the HMA increased by an average of 7,750, or 1.3 percent, annually. The average household size in the HMA was 2.41 in 2010, down from 2.52 in 2000. That figure is estimated to have increased to 2.42 as of August 1, 2018. The HMA is highly urbanized and was affected by the housing market downturn in the late 2000s, with very high foreclosure rates continuing into the early 2010s. As a result, the homeownership rate has declined since 2010 and remains well below the respective rates for both the MSA and the nation. As of August 1, 2018, the homeownership rate in the HMA is estimated at 50.4 percent, down from 55.1 percent in April 2010. The homeownership rate for the MSA is currently estimated at 60.1 percent, down from 66.1 percent in April 2010 (Table DP-1 at the end of this report). By comparison, the rate for the nation was 64.3 percent as of the second quarter of 2018, down from 66.9 percent during the second



quarter of 2010.

During the forecast period, population growth in the HMA is expected to moderate as economic conditions continue to strengthen because higher housing costs in the HMA are expected to increase the incentive for jobholders, particularly those with families, to commute from less expensive parts of the MSA. Household growth is also expected to slow, but less dramatically than population growth with the average household size expected to trend downwards. The population of the HMA is expected to increase an average of 1.2 percent, annually, during the next 3 years, whereas the number of households is expected to increase 1.4 percent, annually. Population and household growth in the MSA are expected to increase averages of 1.4 and 1.5 percent, a year, respectively, during the period. Despite drastically reduced foreclosure rates from the 2010 to current period, the homeownership rate in the HMA is expected to continue to decline during the next 3 years as home prices continue to rise and prospective homebuyers target less expensive parts of the MSA. The rate of decline is expected to be much slower than that since 2010, however, with homeownership declining only 1.0 percentage point by the end of the forecast period. Figure 6 shows the number of households by tenure from 2000 through the current period.

**Figure 6: Number of Households by Tenure in the Fulton and DeKalb Counties HMA, 2000 to Current**



*Note: The current date is August 1, 2018.*

*Sources: 2000 and 2010—2000 Census and 2010 Census; current—estimates by analyst*

## Housing Market Trends

### **Sales Market**

The sales housing market in the Fulton and DeKalb Counties HMA is currently balanced. Demand for homes has generally increased faster than the available supply since the early 2010s, contributing to absorption of inventory, declining sales vacancy rates, and rising home prices. As of August 1, 2018, the overall sales vacancy rate was estimated at 2.1 percent, down from 4.6 percent in April 2010 (Table DP-2 at the end of this report). The inventory of available homes in the HMA in June 2018 was an estimated 2.9-month supply, down from a 3.1-month supply during June 2017 and significantly less than the 9.5-month supply during April 2010 (CoreLogic, Inc.).

Existing home sales in the HMA peaked at 43,500 homes sold in 2005 but declined during each of the next 6 years to a low of only 19,050 in 2011 because of weakening economic conditions and tightened lending standards (CoreLogic, Inc., with adjustments by the analyst). As existing home sales declined, the volume of real estate owned (REO) sales increased significantly.

As of June 2018, 1.9 percent of home loans in the HMA were seriously delinquent (90 or more days delinquent or in foreclosure) or had transitioned into REO status, down from 2.9 percent in June 2017 and equal to the national rate of 1.9 percent. The current percentage of seriously delinquent loans

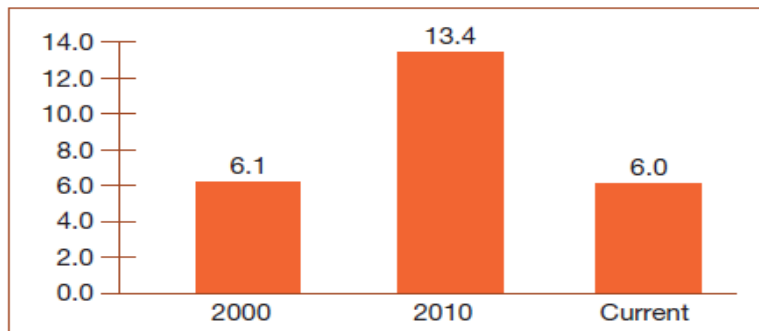


and REO properties in the HMA represents a significant improvement from a high of 11.0 percent in February 2010, when the national rate was 8.6 percent.

New home sales in the HMA have increased each year since 2011 but remain well below the levels of the mid-2000s housing boom. Average sales prices for new homes remain near all-time highs, but have moderated during the most recent 24 months, with development restarting in some of the more affordable parts of the HMA, particularly the southwestern part of Fulton County. During the 12 months ending June 2018, the number of new homes sold in the HMA increased 6 percent to 4,325, whereas the average sales price of a new home decreased 5 percent, to \$403,500.

Condominium construction in the HMA declined significantly in the late 2000s and remains subdued although sharply rising home prices have recently increased demand for smaller homes, and some notable new developments are underway in the City of Atlanta. From 2005 through 2007, before the housing crisis, an average of 1,600 new condominium units sold annually in the HMA, accounting for 12 percent of all new home sales (Metro study, A Hanley Wood Company).

**Figure 8. Rental Vacancy Rates in the Fulton and DeKalb Counties HMA, 2000 to Current**



*Note: The current date is August 1, 2018.*

*Sources: 2000 and 2010—2000 Census and 2010 Census; current—estimates by analyst*

Single-family home construction increased in both 2010 and 2011, but remained at very low levels, averaging only 1,200 homes a year during the period. Rapid absorption of available existing inventory contributed to more significant increases beginning in 2012, however. From 2012 through 2016, the number of single-family homes permitted in the HMA increased an average of 30 percent, annually, to 4,700. During the 12 months ending July 2018, 5,650 single-family homes were permitted in the HMA, a slight decrease from the 5,675 homes permitted during the previous 12 months (preliminary data).

During the 3-year forecast period, demand is expected for an estimated 14,100 new homes in the HMA, which accounts for 19 percent of the estimated

**Table 4: Estimated Demand for New Market-Rate Sales Housing in the Fulton and DeKalb Counties HMA During the Forecast Period**

Price Range (\$)		Units of Demand	Percent of Total
From	To		
180,000	279,999	2,825	20.0
280,000	379,999	4,225	30.0
380,000	479,999	3,525	25.0
480,000	579,999	1,400	10.0
580,000	679,999	1,400	10.0
680,000	and higher	710	5.0

*Notes: Numbers may not add to totals because of rounding. The 3,475 homes currently under construction in the submarket will likely satisfy some of the forecast demand.*

*Source: Estimates by analyst*

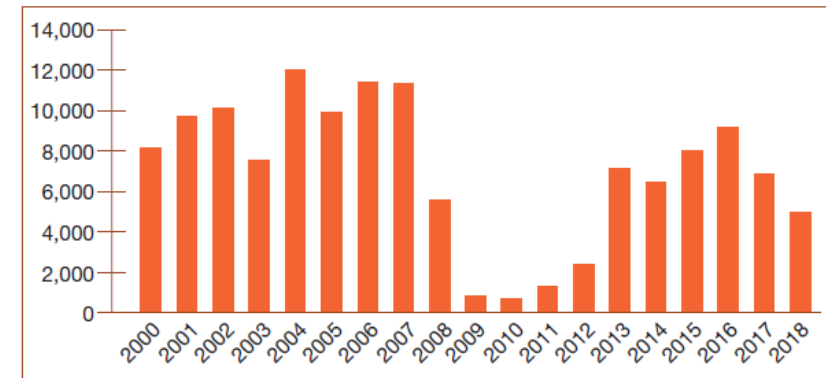
demand for 74,150 new homes in the MSA. The 3,475 new homes currently under construction in the HMA, which represent 25 percent of the 14,175 new homes currently under construction in the MSA, will meet some of that demand. Demand for new homes will be relatively stable in the HMA during the forecast period with household growth expected to moderate slightly. Demand is expected to be greatest in the \$280,000-to-\$479,999 price range. Notable demand is also expected in the \$180,000-to-\$279,999 price range, particularly for smaller homes and townhomes in the southern part of the HMA, and for homes with prices more than \$579,999, particularly larger single-family homes in the northern part of the HMA. Table 4 shows the estimated demand for new market-rate sales housing by price range.

## **Rental Market**

The overall rental market in the Fulton and DeKalb Counties HMA is currently balanced with strong rental household growth and relatively low levels of multifamily construction contributing to declining vacancy rates and strong rent growth since the early 2010s. As of August 1, 2018, the overall rental vacancy rate is estimated at 6.0 percent, down from 13.4 percent in April 2018 (Figure 8).

The apartment market in the HMA, which includes about 53 percent of all apartment units in the MSA, is also balanced with a vacancy rate of 5.9 percent during the second quarter of 2018, down slightly from 6.0 percent a year ago and well below the recent second quarter high of 11.8 percent during 2009 (Real Page, Inc., with adjustments by the analyst). Vacancy rates declined in 13 of the 21 Real Page-defined market areas in the HMA during second quarter of 2018 but increased in some market areas within the City of Atlanta due to significant numbers of new apartment completions. The lowest vacancy rate in the HMA was in the Doraville market area, where the vacancy rate declined to 4.3 percent, down from 5.0 percent a year ago. The highest rates, 7.7 and 7.5 percent, were in the Northeast Atlanta and West Atlanta market areas, respectively, where the vacancy rates were 6.2 and 6.0 percent, respectively, a year ago. During the past year, 530 apartment units were completed in the Northeast Atlanta market area, and 900 new units were completed in the West Atlanta market area. Those figures represent 3- and 5-percent increases of the respective apartment inventories. Consistent with declining vacancy rates, rent growth in the HMA has been strong since the early 2010s. The average rent in the HMA was \$1,229 during the second quarter of 2018, up 4 percent from a year ago, and 39 percent higher than the average of \$883 during the second quarter of 2013. By comparison, the average rent for the nation was \$1,329 during the second quarter of 2018, up 3 percent from a year ago, and 20 percent higher than \$1,105 during the second quarter of 2013. The City of Atlanta, where approximately 44 percent of apartments in the HMA are, encompasses the three most expensive market areas. The Midtown Atlanta, Buckhead, and Northeast Atlanta market areas had average rents of \$1,734, \$1,617, and \$1,532, respectively, during the second quarter of 2018, increases of 6, 1, and 2 percent, respectively, from the second quarter of 2017. Rent growth was fastest in the Decatur market area, however, where the average rent was \$1,318 during the second quarter of 2018, a

**Figure 9. Multifamily Units Permitted in the Fulton and DeKalb Counties HMA, 2000 to Current**



Notes: Excludes townhomes. Current includes data through July 2018.

Sources: U.S. Census Bureau, Building Permits Survey; 2000–2016 final data and analyst estimates; 2017 preliminary data and analyst estimates

9-percent increase from a year ago. Rents are generally more affordable in the southern part of the HMA with the lowest average rents during the second quarter of 2018, \$819 and \$822, in the South Atlanta and South DeKalb County market areas, respectively.

Builders have responded to the general trend of decreasing vacancy rates and strong rent growth in the HMA with rising levels of multifamily construction since the early 2010s (Figure 9). The HMA has accounted for more than 70 percent of the multifamily units permitted in the MSA since 2013 although the increased vacancy rates in some parts of the City of Atlanta resulted in a reduction in apartment development activity during the most recent 24 months.

Recent apartment construction has generally been concentrated in the City of Atlanta, which has accounted for approximately 64 percent of all apartments completed in the HMA during the past 3 years. Significant apartment development has also occurred in the northern part of the HMA, including the cities of Alpharetta and Sandy Springs. During the past 3 years, nearly 15,400 new apartment units have been completed in the City of Atlanta, with a combined 11,200 of those units located in the Midtown, Buckhead, and Northeast Atlanta market areas, which are to the north of downtown, and an additional 2,350 in the West Atlanta market area.

During the 3-year forecast period, demand is expected for 19,450 new rental units in the HMA, which represents 64 percent of the forecast rental demand for the MSA. Demand is expected to moderate slightly during the period as rental household growth slows. Demand will be strongest for two-bedroom units with monthly rents ranging from \$1,400 to \$1,599, but also will be notable for one-bedroom units with rents ranging from \$950 to \$1,349 (Table 5). The 13,150 new rental units under construction and an estimated 4,025 additional units currently in the pipeline will likely satisfy much of the demand during the next 2 years.

**Table 5. Estimated Demand for New Market-Rate Rental Housing in the Fulton and DeKalb Counties HMA During the Forecast Period**

Zero Bedrooms		One Bedroom		Two Bedrooms		Three or More Bedrooms	
Monthly Rent (\$)	Units of Demand	Monthly Rent (\$)	Units of Demand	Monthly Rent (\$)	Units of Demand	Monthly Rent (\$)	Units of Demand
700 to 899	630	950 to 1,149	2,050	1,200 to 1,399	1,350	1,450 to 1,649	490
900 to 1,099	190	1,150 to 1,349	2,050	1,400 to 1,599	2,375	1,650 to 1,849	970
1,100 or more	150	1,350 to 1,549	1,350	1,600 to 1,799	1,350	1,850 to 2,049	1,450
		1,550 to 1,749	1,025	1,800 to 1,999	1,025	2,050 to 2,249	1,225
		1,750 or more	340	2,000 or more	680	2,250 to 2,449	490
						2,450 or more	240
<b>Total</b>	<b>970</b>	<b>Total</b>	<b>6,800</b>	<b>Total</b>	<b>6,800</b>	<b>Total</b>	<b>4,850</b>

*Notes: Monthly rent does not include utilities or concessions. Numbers may not add to totals because of rounding. The 13,150 units currently under construction will likely satisfy some of the estimated demand.*

*Source: Estimates by analyst*

<https://www.huduser.gov/portal/publications/pdf/Fulton-DeKalb-GA-CHMA.pdf>



### METRO ATLANTA KEY FIGURES (2009-2018)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Population<sup>1</sup></b>	5,240,828	5,286,728	5,366,252	5,444,763	5,511,323	5,594,545	5,688,284	5,790,280	5,874,249	5,949,951
Annual Net Population Gain	70,729	45,900	79,524	78,511	66,560	83,222	93,739	101,996	83,969	75,702
Annual Growth Rate	1.40%	0.90%	1.50%	1.50%	1.20%	1.50%	1.70%	1.80%	1.50%	1.30%
<b>Labor Force<sup>2</sup></b>	2,722,616	2,720,044	2,760,194	2,791,002	2,789,870	2,800,382	2,839,002	2,941,617	3,035,596	3,071,570
<b>Employment<sup>2</sup></b>	2,452,057	2,440,037	2,486,895	2,545,474	2,572,589	2,611,988	2,677,148	2,791,452	2,898,961	2,955,581
<b>Unemployment Rate<sup>2</sup></b>	9.90%	10.30%	9.90%	8.80%	7.80%	6.70%	5.70%	5.10%	4.50%	3.80%
<b>Nonagricultural Employment<sup>2</sup></b>	2,296,900	2,276,000	2,311,700	2,354,200	2,414,300	2,503,200	2,582,200	2,664,800	2,727,500	2,785,900
Annual Net Job Creation <sup>2</sup>	-136,500	-20,900	35,700	42,500	60,100	88,900	79,000	82,600	62,700	58,400
Annual Growth Rate	-5.60%	-0.90%	1.60%	1.80%	2.60%	3.70%	3.20%	3.20%	2.40%	2.10%
<b>Gross Domestic Product (billions)<sup>3</sup></b>	\$269.60	\$272.30	\$280.70	\$291.50	\$307.70	\$326.50	\$347.60	\$369.80	\$385.50	tbd
<b>Total Personal Income (billions)<sup>3</sup></b>	\$199.40	\$203.50	\$219.70	\$225.90	\$229.70	\$248.80	\$264.80	\$277.70	\$292.20	tbd
<b>Per Capita Personal Income<sup>3</sup></b>	\$38,040	\$38,380	\$40,892	\$41,448	\$41,640	\$44,397	\$46,444	\$47,920	\$49,657	tbd
<b>Total Housing Units Authorized by Building Permits<sup>4</sup></b>	6,533	7,575	8,634	14,380	24,297	26,683	30,342	36,357	33,832	39,132
Single Family	5,421	6,384	6,214	9,167	14,824	16,984	19,995	23,100	24,973	26,097
Multi-Family & Apartments	1,112	1,191	2,420	5,213	9,473	9,699	10,347	13,257	8,859	13,035
<b>Hartsfield-Jackson International Airport<sup>5</sup></b>										
Total Operations (takeoffs & landings)	970,235	950,119	923,996	930,310	911,074	868,359	882,497	898,356	880,342	895,682
Total Passengers	88,001,381	89,331,662	92,389,023	95,513,828	94,431,224	96,178,899	101,491,106	104,171,935	103,934,717	107,394,029
International Passengers	8,832,195	9,139,022	9,856,954	9,854,343	10,258,133	10,784,219	11,233,303	11,475,615	12,501,023	12,065,290
Total Freight (metric tons)	554,888	643,502	663,162	654,013	616,365	601,270	626,201	648,595	691,269	693,790

#### NOTES:

1: Population figures for 2001-2009 and 2011-2018 are annual estimates by the U.S. Census Bureau between decennial Censuses; figure for 2010 is decennial Census count; all population figures based on 29-county Atlanta MSA delineation

2: Georgia Department of Labor; U.S. Bureau of Labor Statistics, not seasonally adjusted

3: U.S. Bureau of Economic Analysis, current dollars

4: U.S. Census Bureau, Manufacturing & Construction Division

5: Hartsfield-Jackson Atlanta International Airport

[https://www.metroatlantachamber.com/assets/key\\_figures\\_2001\\_to\\_2018\\_5\\_15\\_19\\_717xw26.pdf](https://www.metroatlantachamber.com/assets/key_figures_2001_to_2018_5_15_19_717xw26.pdf)

## **II. Department Information – Operating Divisions and Corporate Support**

## **Department Information – Operating Divisions**



**Department Information – Operating Divisions****Table of Contents**

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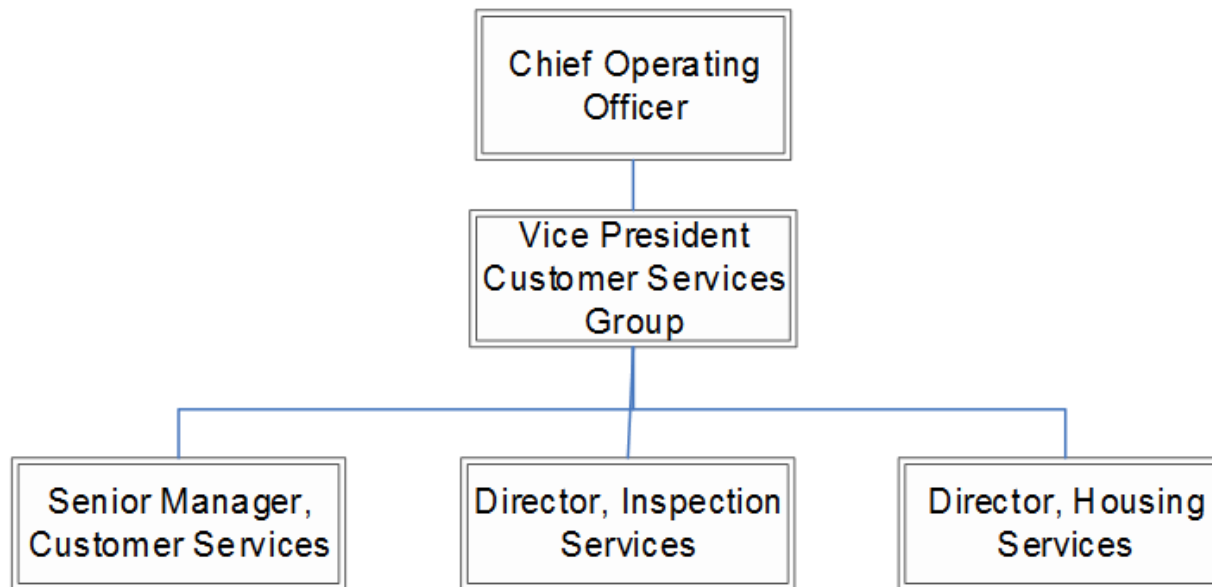
**NOTE:**

The numbering of department goals in this section is based on the following combination:

AH Goal.AH Objective.Department Objective (of all AH Department Objectives tied to this AH Objective).

For example, Real Estate Development's objective 1.1.12 is the twelfth department objective which supports AH Goal 1, Objective 1.

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 AH. 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, recertifications, 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

#### **Inspection Services**

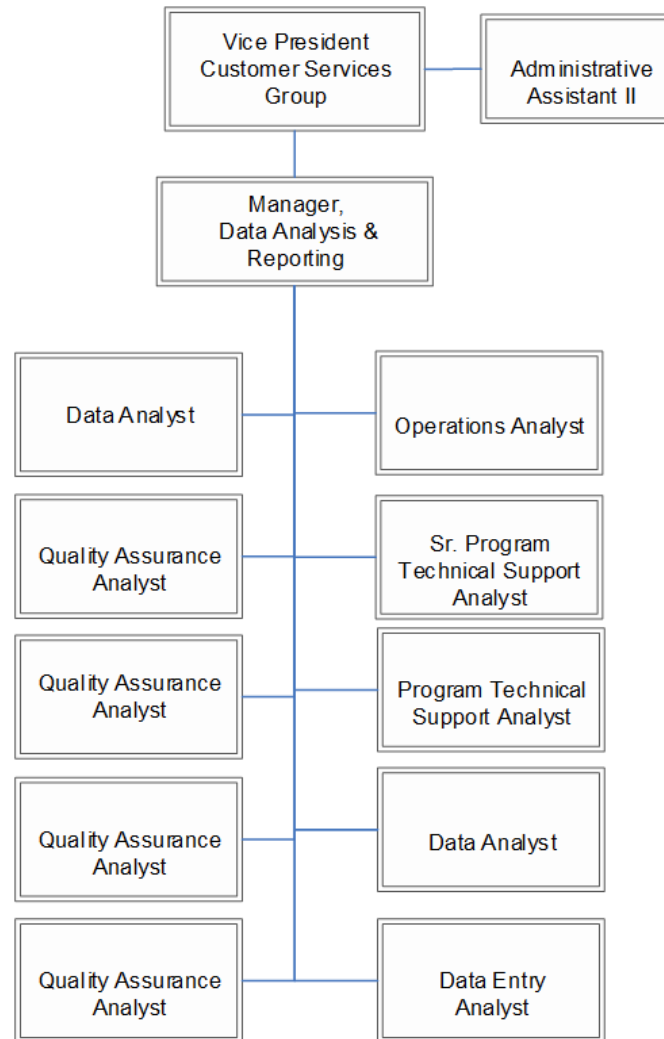
- Inspections - initial, annual, special, quality, HomeFlex, community property assessments
- Landlord Services - eligibility, Requests for Tenancy Approval (RTAs), changes in ownership, foreclosures, rent increase requests, landlord overpayments, lease violations

## Department FY 2020 Goals and Objectives

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▾	Department Goal ▾	Department Objective ▾
1.1.5	House an additional 1,160 families through the Tenant-based Housing Choice Voucher Program by June 30, 2020.	Utilizing the following sources: via the following sources: (1) HCVP waiting list; (2) VASH eligible referrals from the Veterans' Administration; (3) FUP/FUP-Y eligible households/youth referred to AH by the Fulton County Department of Family & Children Services; (4) Tenant-based Supportive Housing Program (FLOW); (5) vouchers porting into AHA's jurisdiction; (6) relocation of continuously assisted households from AH Owned communities as part of the RAD renovation project; and (7) other special voucher programs
1.2.5		Meet the MTW Inspections Benchmark of completing at least 1.4% Quality Control Inspections by June 30, 2020. Based on 9,300 households, this would equate to 130 inspections.
1.2.7		Maintain a RTA cycle time of 24 days for single family units.
1.2.8		Maintain a RTA cycle time of 7 days for multi-family units.
1.3.1	Increase households served through the Tenant-based Housing Choice Voucher Program to 10,850 by June 30, 2020.	Increase households served through the Tenant-based Housing Choice Voucher Program to 10,850 by June 30, 2020.
2.1.1	In collaboration with Human Development Services Department, implement a seamless cross-departmental processes by July 31, 2019.	Increase CSG's Work/Program Participation Compliance to 73% by June 30, 2020.
3.1.35	Successfully re-engineer Housing Choice processes to improve and achieve cycle times and other KPIs by June 30, 2020 Successful Performance will be measured based upon achievement of the stated objectives.	Achieve agreed-upon CSG's Key Performance Indicators including improved cycle time goals for FY 2020, by June 30, 2020
3.1.36		Implement Landlord Services and RTA Case Management to ensure that all staff and processes are streamlined and fully transitioned by December 31, 2020.
3.1.37		Optimized Admissions and Recertifications Case Management transition to ensure team adaptation of process and continued delivery of training of Housing Services Administrators resulting in achievement and sustainability of an overall quality assurance accuracy rate of 90 % or greater on quality assurance file review.
3.1.38		Implement and stabilize a new Quality Assurance protocol by utilizing an automated system as a tool to help efficiently manage the QA process and related staff performance

3.1.39	Successfully re-engineer Housing Choice processes to improve and achieve cycle times and other KPIs by June 30, 2020 Successful	Achieve stabilization of the CSG Operation to Yardi Cloud in accordance with approved methodologies, deliverables, milestones and schedules
3.1.40	Performance will be measured based upon achievement of the stated objectives.	Maintain a monthly Answer Rate Goal of 90% or greater of calls answered by the Contact Center
3.1.41		Implement real-time surveys for participants and landlords and trend analysis report by December 2019
3.1.42		Assist with containing landlord overpayments to less than \$75,000 annually as of June 30, 2020 by monitoring overpayments caused by landlord and inspection related processes. Train team where appropriate on overpayments caused by these processes.
3.2.19	Successfully implement a customer centric business model that results in customer focused leadership. Successful Performance will be measured based upon achievement of the stated objectives	Conduct three (3) quarterly VP Roundtable Sessions beginning in September 2019, to measure employee morale, process improvement needs, staff growth, success or failures within the departments.
3.2.20		Establish Employee Expectations by July 30, 2019.
3.2.21		Retrain both Staff and Managers on operational processes to ensure consistency in work and messaging by December 31, 2019.
3.2.22		Establish online training modules that is readily accessible to staff by June 30, 2020.
3.2.23		Empower staff by establishing employee lead committees that establishes process initiatives within CSG.
3.2.24		Reduce visitor acknowledgement time by the front desk by 20% (from an average of 10 minutes to 8 minutes)
3.2.25		Establish routine recognition programs for all staff.
3.6.41	Successfully optimize Housing Choice Voucher Program administration processes across all applicable dimensions on schedule and within budget, utilizing effective project management, prioritization and scheduling of projects through CSG process. Successful Performance will be measured based upon achievement of the stated objectives	Enhance the Digital Connectivity solution that allows visitors to electronically sign-in to receive notification of scheduled appointment for participants and Housing Services Administrators.
3.6.42		Develop and implement a Customer Self-Services solution for document submissions and determination of required process
3.6.43		Maintain CSG's budget utilization 95% across all operational departments.

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 AH. 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 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 1,225,179	\$ 1,265,841	\$ (40,662)	\$ 1,201,416	\$ 23,763
<b>Non-Personnel</b>	35,535	19,701	15,834	27,292	8,243
<b>Total</b>	\$ 1,260,714	\$ 1,285,542	\$ (24,828)	\$ 1,228,709	\$ 32,005

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Customer Services transferred positions to Strategy, Policy & Regulatory Affairs and realigned its staff. It is requesting one more additional position in FY 2020 than authorized in FY 2019. The requested position is another Data Analyst.
Administrative Assistant II	1	1	1	1	
Data Analyst	2	1	2	1	
Data Entry Analyst	1	0	1	0	
Director, Training & Program Compliance	0	1	0	1	
Manager, Data Analysis & Reporting	1	1	1	1	
Operations Analyst	1	1	1	1	
Program Technical Support Analyst	1	1	1	1	
Quality Assurance Analyst	4	4	3	4	
Sr Program Technical Support Analyst	1	1	1	0	
Vice President, Customer Services Group	1	1	1	1	
	<b>13</b>	<b>12</b>	<b>12</b>	<b>11</b>	



### Housing Services

This department consists of two sections: Housing Services and Customer Services & Contact Center.

#### **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 & 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 (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 Description**

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

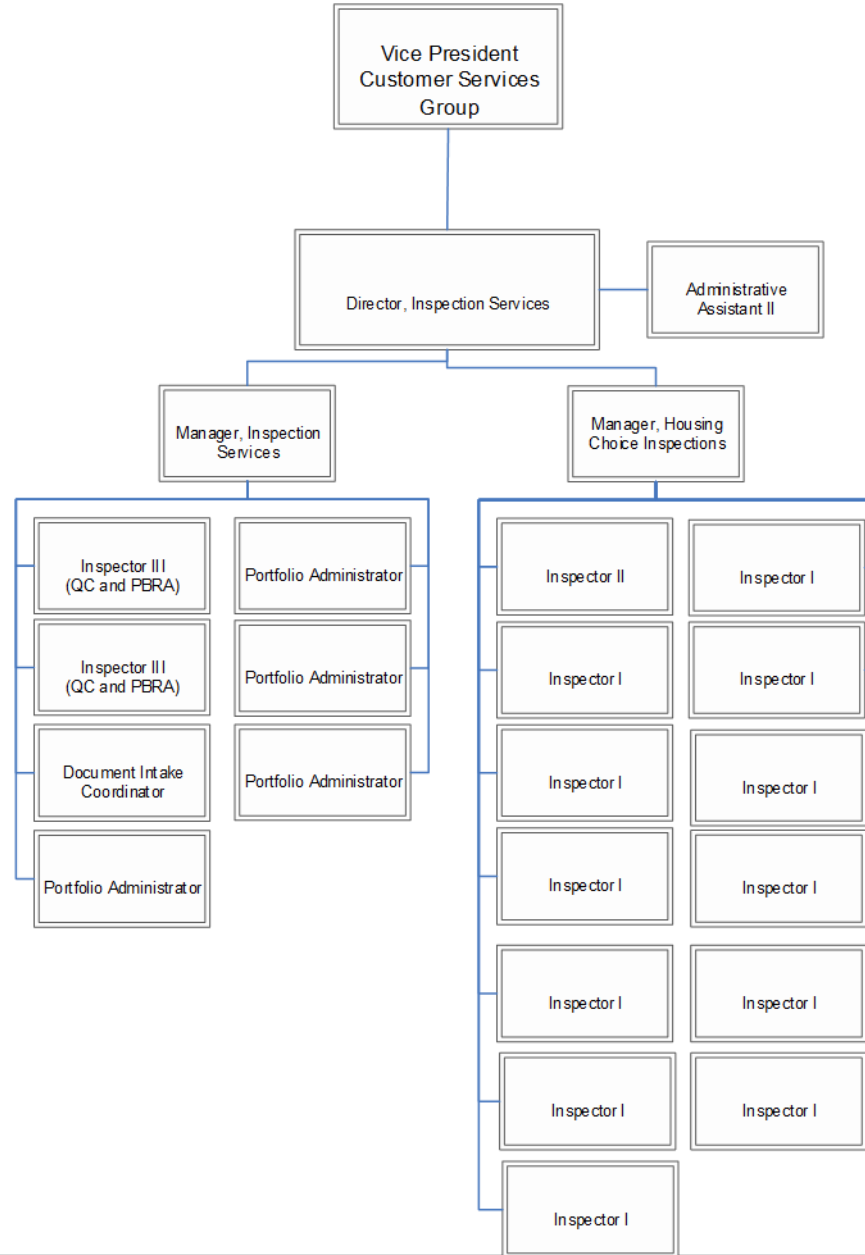
as Veterans Affairs Supportive Housing (VASH) and Family Unification Program (FUP) customers.

Housing Services	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 4,665,944	\$ 4,892,753	\$ (226,809)	\$ 4,775,253	\$ (109,309)
<b>Non-Personnel</b>	163,982	245,832	(81,850)	260,866	(96,884)
<b>Total</b>	\$ 4,829,926	\$ 5,138,585	\$ (308,659)	\$ 5,036,119	\$ (206,193)

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	
Compliance Analyst	4	6	6	6	Housing Services is decreasing the number of positions in FY 2020 as authorized in FY 2019 by eliminating (1) Compliance Analyst and (2) Housing Services Administrator. These positions were transferred to Customer Services to backfill positions that were moved to the Office of Strategy, Policy & Regulatory Affairs.
Compliance Specialist	1	1	1	1	
Customer Service Rep I	14	14	14	14	
Customer Service Rep II	3	3	2	3	
Customer Services Team Lead	1	1	0	1	
Director, Housing Services	1	1	1	1	
Document Intake Coordinator	2	2	2	2	
Housing Services Administrator	26	28	28	28	
Housing Services Counselor	3	3	3	3	
Housing Services Team Lead	2	2	2	2	
Manager, Compliance	1	1	1	1	
Manager, Housing Services	2	1	1	1	
Portability Administrator	2	2	1	2	
Sr Manager Customer Services	1	1	0	1	
TPA Compliance Analyst	1	1	1	1	
	<b>64</b>	<b>67</b>	<b>63</b>	<b>67</b>	

## Inspection Services





## Inspection Services

### Mission Statement

The primary mission of the Inspection Services team is to ensure that all units participating on the Housing Choice Voucher Program (HCVP) and HomeFlex program meet AH's Enhanced Inspection Standards. Inspection Services also manages AH'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 Description

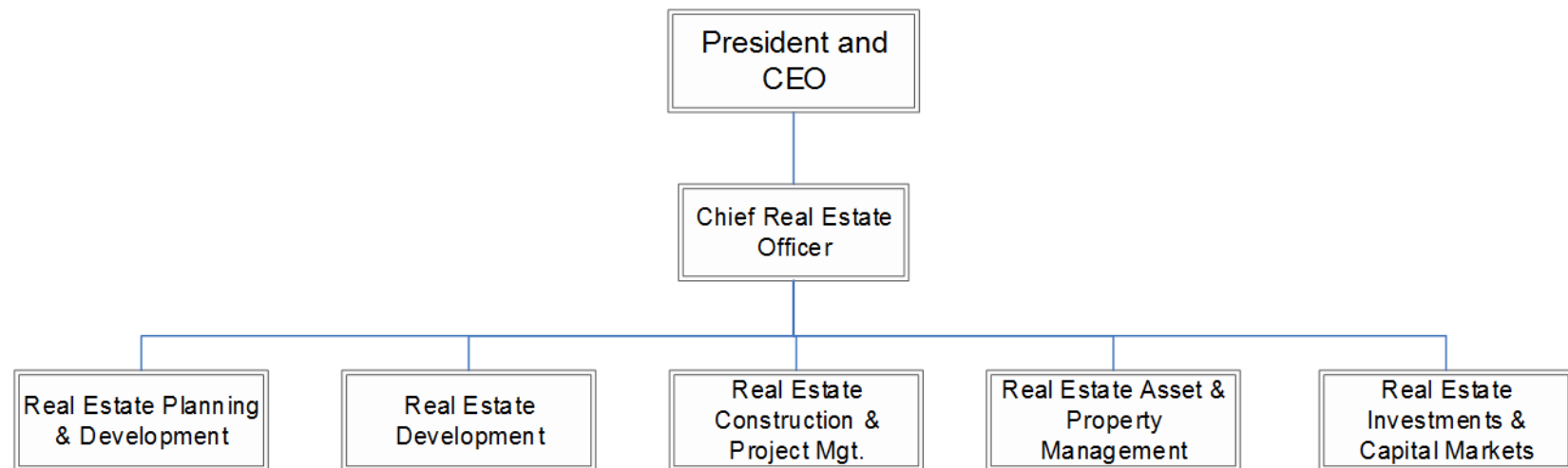
Inspectors conduct various inspection types on a daily basis to ensure units meet AH's Enhanced Inspection Standards. The Landlord Services team manages landlord relationships through bi-weekly Landlord Briefings and a Landlord Advisory Group made up of landlords who own or manage Multi-family and Single-family 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 requests 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 multifamily communities.

Inspection Services	FY 2020 Budget	FY 2019 Budget	FY 2020B		FY 2020B	
			Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Personnel</b>	\$ 1,960,049	\$ 1,947,894	\$ 12,155	\$ 1,905,356	\$ 54,693	
<b>Non-Personnel</b>	96,402	86,814	9,588	78,926	17,476	
<b>Total</b>	\$ 2,056,451	\$ 2,034,708	\$ 21,743	\$ 1,984,281	\$ 72,170	

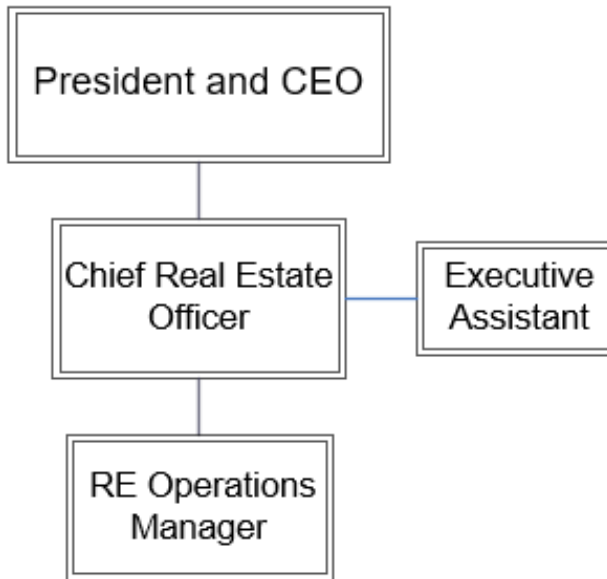
### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Inspections Services is requesting the same number of positions in FY 2020 as authorized in FY 2019.
Administrative Assistant II	1	1	1	1	
Director, Inspections Services	1	1	1	1	
Document Intake Coordinator	1	1	1	1	
Inspector I	12	12	12	12	
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	4	4	4	4	
	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	

Real Estate Group



Office of Chief Real Estate Officer



Office of the Chief Real Estate Officer	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 431,287	\$ 373,605	\$ 57,681	\$ 267,792	\$ 163,494
<b>Non-Personnel</b>	255,910	25,000	230,910	35,924	219,986
<b>Total</b>	\$ 687,197	\$ 398,605	\$ 288,591	\$ 303,717	\$ 383,480

## Staffing

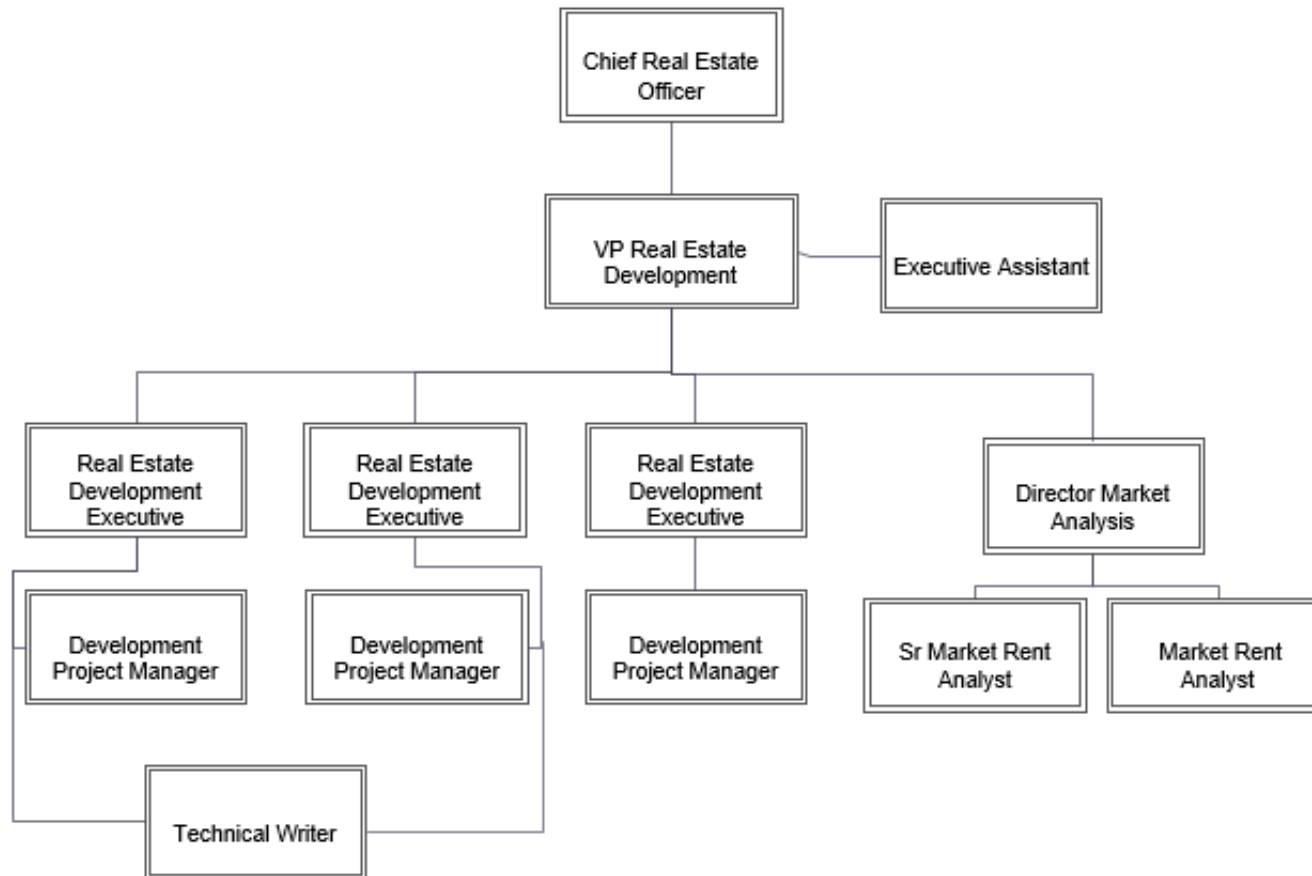
### Authorized Positions

Chief Real Estate Officer  
Executive Assistant  
Real Estate Operations Manager  
Senior Advisor Real Estate

FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
1	1	0	0
1	1	0	0
1	0	1	0
0	1	0	1
<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>

The Office of the Chief Real Estate Officer is requesting the same number of positions in FY 2020 as authorized in FY 2019.

## Real Estate Development



## Real Estate Development

### Mission Statement

Assess, develop, and execute real estate development strategies supporting the creation or preservation of quality mixed-income and mixed-use communities for residents earning up to 80% area median income.

### Primary Functions

- Lead the real estate development process for all Atlanta Housing vacant sites.
- Engage the real estate and business community to access potential opportunities that will expand the opportunity to create mixed income and mixed use communities.

- Develop and maintain relationships with stakeholders (Internal and External).
- 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

- Business Development
- Engagement (community, lender, developer, civic, and business)
- Portfolio Development Management
- Strategic Acquisitions/Dispositions
- Preliminary Market and Industry Feasibility, Analyses, and Due Diligence
- GIS analysis & Asset Mapping
- Rent determinations
- Utility Allowances and Data Collection

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.1.9	Advance AH's Development Program	Close on Atlanta Beltline CoInvestment Property (70 affordable + 46 HomeFlex)
1.1.10		Close on Herndon Square Senior Phase (97 new units)
1.1.18		Provide analyses and development of current asset portfolio, HUD / real estate advisory services, and coordinate development activities with other REG departments.
1.1.19		Initiate and support the implementation of all real estate development efforts including Choice Neighborhoods, Project Shield, and site vicinity properties.
1.1.20		Perform property, site, and neighborhood analyses to determine development feasibility of AH-owned land.
1.1.21		Support RFPs for Palmer and North Avenue.



1.1.22	Advance AH's Development Program (Continued)	Submit HUD memorandums, mixed-finance proposals, and applications for review and approval.
1.1.23		Provide development services from predevelopment through construction completion to further the production of affordable housing in mixed-income communities in alignment with AH initiatives and COA Housing Affordability Framework and Action Plan.
1.4.19	Increase New Housing Unit Production Of For-rent and For-sale Mix Communities	Establish innovative approaches to the development of affordable housing related to (i) design, (ii) alternative construction techniques, (iii) sustainability, (iv) technology, and (v) zoning and entitlements in alignment with COA Housing Affordability Framework and Action Plan.
1.4.20		Partner with developers with tax credit certifications and mixed-use and commercial development experience.
1.4.21		Participate as AH representative in COA Housing Affordability Innovation Work Group, and in the AH Modular Housing Innovation Task Force.
1.4.22		Issue a Request for Qualifications for Development Partners and vet respondents to establish a bench of specified expertise.
2.5.8		Support strategic development and implementation of city-wide affordable housing production plan for inclusion in the COA Housing Affordability Framework and Action Plan
3.1.45		Finalize workflow processes and the roles of each of the REG departments in AH's and real estate development processes.
3.2.26		In collaboration with all REG departments and the Executive Office, establish an internal professional planning, development and education, and real estate development practices that mirror the private sector in innovation, creativity, and efficiency.
3.3.2	Comply With Federal Regulations and Performance Achievement Standards With US Department of Housing and Urban Development (HUD)	In partnership with REG, Strategy, Policy and Regulatory Affairs (SPRA), Legal and Executive Office, provide RE Development services in support of REG developments and AH operations ensuring compliance with HUD, Georgia EPD, US EPA, State Historic Preservation Divisions, and all other federal regulations.
3.4.5		Support other REG departments and SPRA in tracking development activities and compliance requirements.
3.5.5	Preserve Current Housing Stock By Program Type (Mixed Communities, HomeFlex, Haven, AH-Owned)	Working with development partners, master planning efforts, housing production plans, innovative development practices, capital sources and uses, co-investment strategy and financial closing.

Real Estate Development	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Personnel</b>	\$ 1,521,768	\$ 1,400,063	\$ 121,705	\$ 1,279,852	\$ 241,916
<b>Non-Personnel</b>	200,763	29,375	171,388	45,779	154,984
<b>Total</b>	\$ 1,722,531	\$ 1,429,438	\$ 293,093	\$ 1,325,631	\$ 396,900

## Staffing

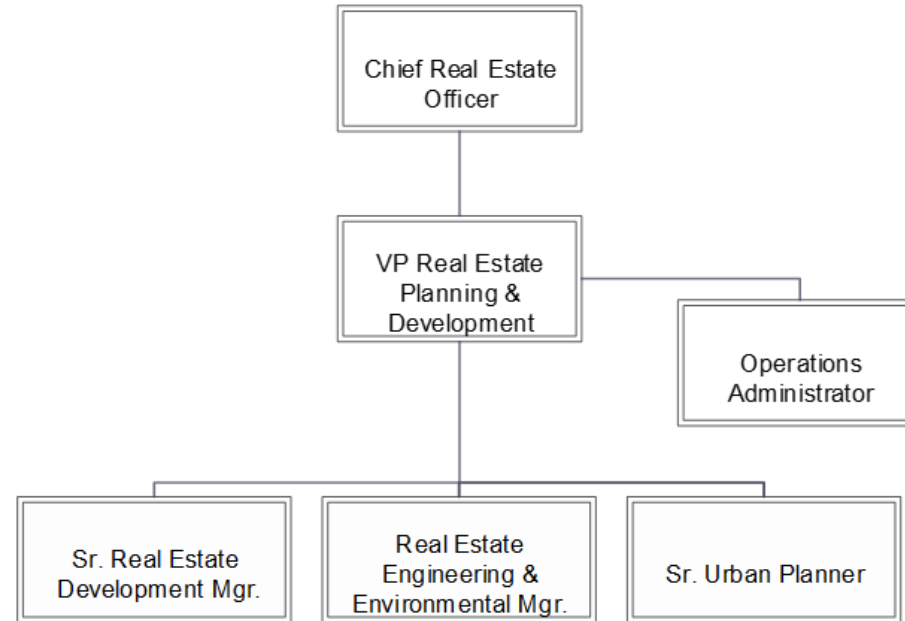
### Authorized Positions

Assistant VP, RE Development  
Development Project Manager  
Director, Market Analysis  
Executive Assistant  
Market Rent Analyst  
Real Estate Development Executive  
Senior Market Analyst  
Technical Writer  
VP, Real Estate Development

FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
0	1	0	1
3	2	2	2
1	0	1	1
1	2	1	1
1	0	1	0
3	4	3	3
1	0	1	1
1	0	0	0
1	1	1	1
<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>

Real Estate Development reorganized late FY 2019 with positions moved between Real Estate Asset & Property Management, Real Estate Construction & Project Management, and Real Estate Investments & Capital Markets. The reorganization resulted in a total increase of two positions.

Real Estate Planning and Development



### Real Estate Planning and Development

#### Mission Statement

The mission of the Real Estate Planning and Development Department (REPD) is to generate a collaborative development vision and plan to create diverse, affordable and healthy 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 communities.

#### Primary Functions

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

- Development Feasibility Assessment
- Master Planning / Architectural Design
- Site Development
- Environmental Management
- Public Improvements

#### Service Description

The REPD team members work collectively as subject matter experts to success in developing the new communities.

- Development Feasibility Assessment
- Zoning / Land Use Analysis
- GIS Analysis / Mapping
- Site Context Analysis
- Concept Site Development Planning
- Master Planning / Architectural Design
  - Site and Building Design and Planning
  - Green Development
  - Community Development / Neighborhood Revitalization / Economic Development
  - Community Visioning / Engagement
- Site Development
  - Site Planning / Entitlements
  - Due Diligence
  - Storm water Management
- Environmental Management
  - Testing
  - Remediation
  - Compliance
- Public Improvements
  - Design and Installation

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.1.13	Advance AH's Development Program	Close on 20 affordable for-sale and 20 affordable rental homes (AH ground lease) with procured development partners and if land trust concept is viable, apply to the for-sale homes.
1.4.1	Accelerate affordable housing development through completion of pre-development activities and master plans (MP) identified in AH FY 2020 budget	Prepare due diligence assessments identified in FY 2020 budget including survey (boundary, topo, tree), ecology study, hydrology study, sustainability analysis, economic development study, traffic/noise study, submission of Development of Regional Impact study (DRI) to Atlanta Regional Commission and City of Atlanta where required, and securing of entitlements.
1.4.2		Finalize Englewood MP and secure Board authorization to move forward.
1.4.3		Finalize North Avenue MP and secure Board authorization to move forward.
1.4.4		Finalize Bowen MP and secure Board authorization to move forward.
1.4.5		Complete environmental testing and compliance as identified in FY 2020 budget or remediation at CN and Bowen.
1.4.6		Review storm water management requirements at AH properties and developments and develop plan for storm water management compliance and reporting to COA for AH and its development partners.
1.4.9	Create demonstration program for the creation of a permanent affordable housing for-sale model (land trust) through demonstration program with the development of the Westside Properties (Magnolia Perimeter)	Establish written policies and procedures to operationalize program and secure Board approval.
1.4.10		Establish partnership with Atlanta Land Trust and/or other providers to operationalize the program.
1.4.11	Through design charettes and project specific community engagement, secure community buy-in for development plans and establish partnerships within community (working with RED and Government, External Affairs & Human Development Department)	Develop and execute written plan for community engagement for Englewood development planning.
1.4.12		Develop and execute written plan for community engagement for North Avenue & Palmer development planning.
1.4.13		Develop and execute written plan for community engagement for Civic Center development planning.
1.4.14		Procure and implement community survey tool to support project community engagement activities as well as other AH purposes (with CRGA).

1.4.15	Provide support to the development activities identified in the FY 2020 budget (depending on scope may require additional resources)	Manage HUD CN planning and HUD CN Housing Plan activities in compliance with grant requirements.
1.4.16		Provide design and development for Roosevelt Administration building.
1.4.17		Provide planning and development support for Project Shield.
1.4.18		Provide planning and development support for Invest Atlanta Co-Investment fund.
1.4.7	Contract with civil engineer to prepare concept plan and begin CD drawings for infrastructure development based on street framework / master plan to advance site development at Engelwood and Bowen.	Contract with civil engineer to develop concept plans for infrastructure development at Bankhead, Civic Center, North Avenue, Palmer based on initial street framework plans and concept master plans in order to complete due diligence and develop cost estimate.
1.4.8		Develop written infrastructure plan projecting costs and needs to be used to secure funding frontage City of Atlanta and other potential funders to support infrastructure request.
2.5.2	Provide design and visual materials to establish and communicate development vision and strategies to internal and external teams, stakeholders and community.	Develop visual real estate prospectus of site and project information and vision for development to be included in RFPs for North Avenue, Palmer and Bowen.
2.5.3		Establish design standard framework for Englewood and North Avenue.
2.5.4	Perform research and develop white-papers to support policy, procedures and operations to develop place-based and healthy communities: 1. Elements of place-based development and cost-benefit; 2. Best practices implementing Healthy Homes design standards and benefits to residents	Working with develop Sustainability Framework Plan for AH facilities and new developments.
2.5.5		Working with Real Estate Development, research and prepare White Paper on new technologies and approaches to affordable housing development (i.e. timber frame construction, tiny houses - that may be applicable to AH development.
2.5.6		Working with Strategy, Policy and Regulatory Affairs, develop measurement index of community assets to baseline and gauge changes to the development as a result of redevelopment.
2.5.7		With information developed, prepare collateral material to be utilized to attract partners and funders to leverage AH resources.

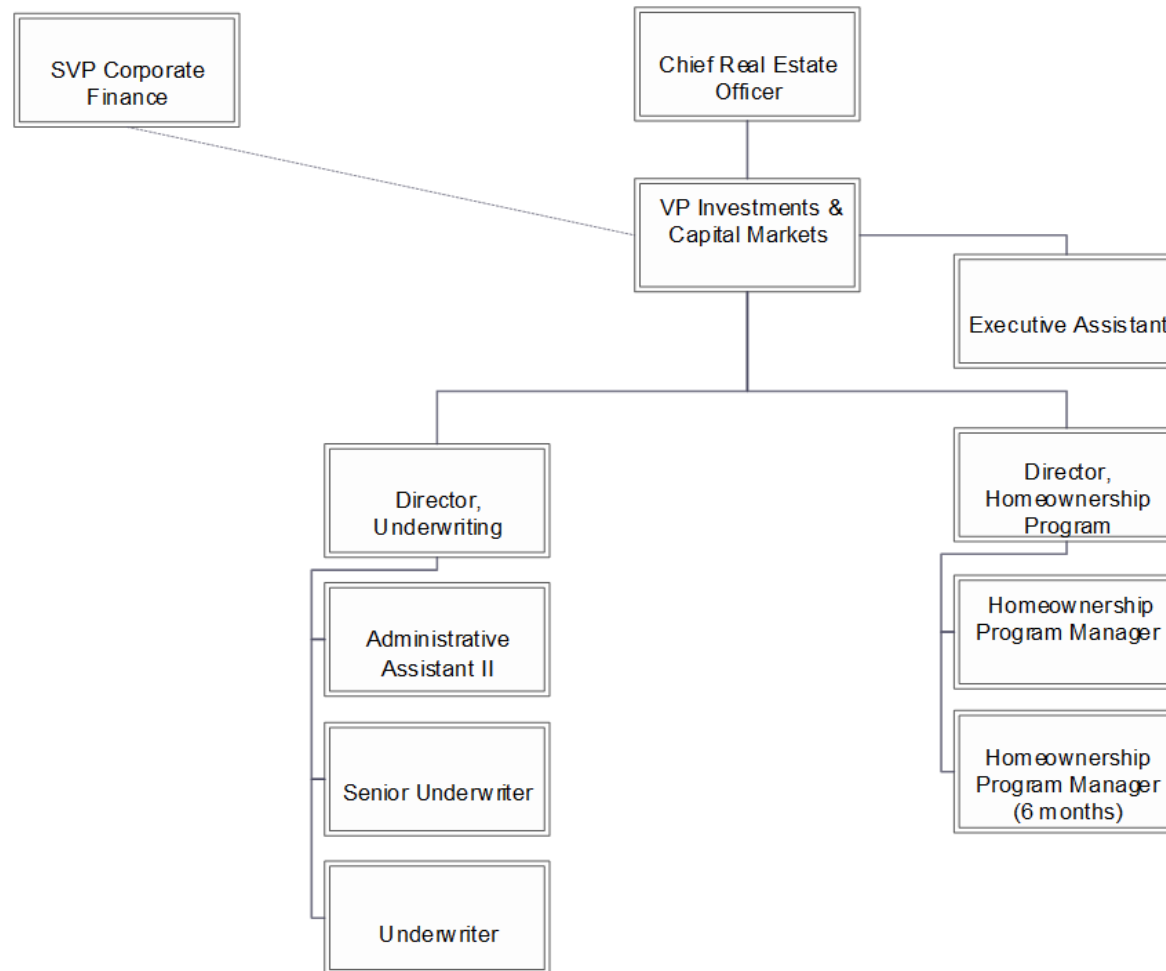


Real Estate Planning & Development	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Personnel	\$ 628,770	\$ 792,259	\$ (163,490)	\$ 661,334	\$ (32,565)
Non-Personnel	42,310	105,405	(63,095)	47,525	(5,215)
Total	\$ 671,080	\$ 897,664	\$ (226,585)	\$ 708,859	\$ (37,780)

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Real Estate Planning & Development decreased the number of positions by one in FY 2020 by eliminating the Senior Engineer.
Operations Administrator	1	1	1	1	
RE Engineering & Environmental Manager	1	1	1	1	
Senior Engineer	0	1	0	0	
Senior Real Estate Development Manager	1	1	1	1	
Senior Urban Planner	1	1	1	1	
VP, Real Estate Planning & Development	1	1	1	1	
	5	6	5	5	

Real Estate Investments & Capital Markets



## 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 Deal Underwriting and Model
- Real Estate Financial Structuring
- Transaction Performance Monitoring
- Long-Term Capital Requirements
- Down Payment Assistance Program

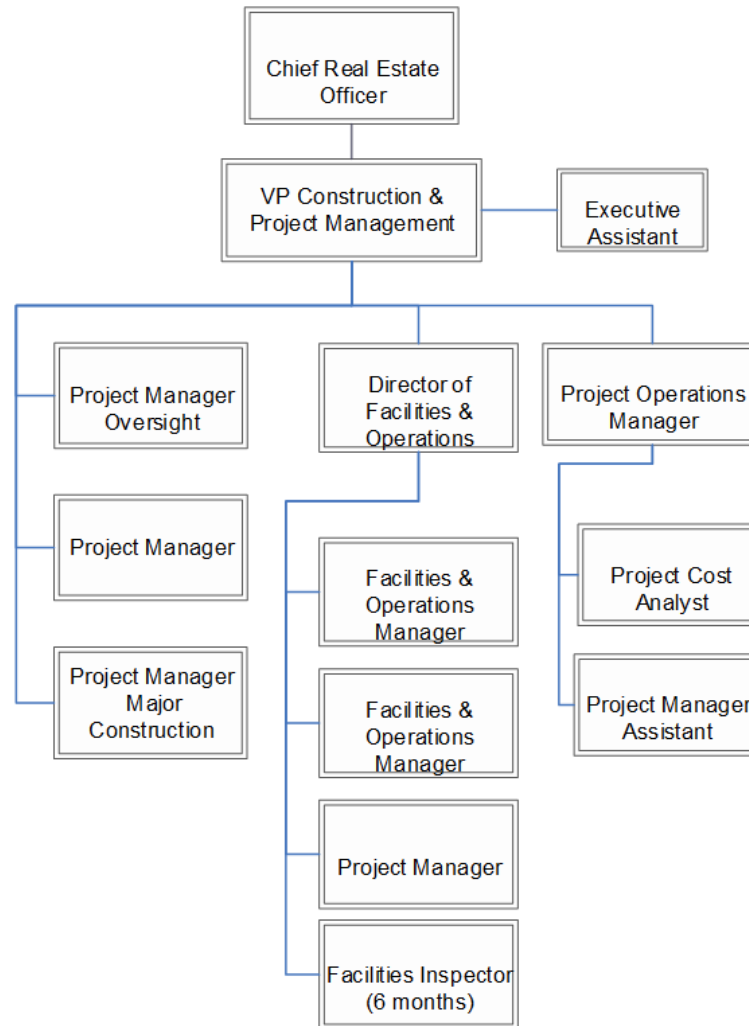
Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.1.2	Underwrite/support closings of 1,100 rental units by June 30, 2020.	Underwrite/support closings of 350 rental units through new construction by June 30, 2020.
1.1.3		Underwrite/support closings of 750 rental units through RAD conversions by June 30, 2020.
1.1.6	Advance AH's Development Program	Conduct or participate in 12 homeownership outreach sessions by June 30, 2020
1.1.7		Interview/counsel 250 DPA prospects by June 30, 2020
1.2.2		Close 224 downpayment assistance homes by June 30, 2020
1.4.31	Update/refresh DPA program guidelines to meet current market conditions by December 30, 2019.	Propose updates to DPA program guidelines by September 1, 2019.
1.4.32		Secure consensus from homeownership program committee by September 30, 2019.
1.4.33		Secure Real Estate Committee support by October 30, 2019.
1.4.34		Secure Investment Committee approval by November 30, 2019.

Real Estate Investments & Capital Markets	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Personnel</b>	\$ 1,016,191	\$ 2,232,277	\$ (1,216,087)	\$ 1,920,099	\$ (903,909)
<b>Non-Personnel</b>	88,730	191,508	(102,778)	116,344	(27,614)
<b>Total</b>	\$ 1,104,920	\$ 2,423,785	\$ (1,318,865)	\$ 2,036,443	\$ (931,523)

### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Real Estate Investments & Capital Markets reorganized late FY 2019 with positions eliminated or moved to Real Estate Asset & Property Management, Real Estate Construction & Project Management, Real Estate Development and Corporate Finance. The reorganization resulted in a total decrease of eleven positions, of which three positions were transferred to Corporate Finance.
Administrative Assistant II	1	1	1	1	
Affordable Housing Finance Project Manager	0	2	0	0	
Assistant VP, Capital Markets	0	1	0	0	
Assistant VP, Investments	0	1	0	0	
Director, Homeownership Program	1	1	1	1	
Director Underwriting	1	0	0	1	
Director, Financial Analysis	0	1	0	1	
Director, RAD	0	1	0	0	
Director, RE Development Finance	0	1	0	0	
Director, Research Analytics	0	1	0	0	
Executive Assistant	1	1	1	1	
Finance Project Manager	0	0	0	1	
Financial Analyst I	0	1	0	1	
Homeownership Program Manager	2	2	1	2	
Market Rent Analyst	0	1	0	0	
Senior RE Investment Manager	0	1	0	1	
Senior Underwriter	1	1	1	1	
Underwriter	1	2	0	0	
VP Investments & Capital Markets	1	1	1	1	
	<b>9</b>	<b>20</b>	<b>6</b>	<b>12</b>	

## Real Estate Construction and Project Management



## Real Estate Construction and Project Management

### Mission Statement

To provide project management, construction oversight and review of all construction documents to include the Scope of Work, Plans and Specifications of all AH construction projects.

### Primary Functions

The team monitors all AH minor and major construction projects to include Choice, Rental Access Demonstrations (RAD) and HomeFlex by:

- Reviewing deal structures, scopes of work, plans and specifications in order to prevent or minimize change order requests
- Conducting weekly Construction Update Briefs in order to actively track the status of projects and monitor the overall construction progress to ensure a seamless transition to Asset Management
- Attending monthly construction meetings with the General Contractors to thoroughly review pay applications and to address any concern
- 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 AH-owned properties
- Manage resident services contracts, work with resident associations and support resident initiatives.

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▾	Department Goal ▾	Department Objective ▾
3.1.24	Preserve and improve existing affordable housing units by providing direct and accountable oversight of the PMDs and proactively managing the Operational and Capital Improvements	100% execution of the Capital Improvements Board-Approved FY 2020 Budget by effectively managing all approved projects from the development of the scope of work to project completion
3.1.25		Conduct weekly department Construction Update Briefs in order to effectively manage the progress of Capital Improvements Projects, current/future operations and contracts performance statuses

1.4.26	Yield new affordable and quality housing units through engaged construction/project management and oversight of all AH Construction Projects.	Articulate (and adjust/communicate) the prioritized needs of the department to HR in support of their recruitment strategies to fill vacant positions; this is critical to engaged and proactive management of all active projects
1.4.27		In collaboration with the Executive Office and the Real Estate Staff, review deal structures, scopes, plans and specifications to prevent and/or minimize change order requests
1.4.28		Conduct weekly department Construction Update Briefs in order to disseminate valuable agency information and to receive section updates regarding the status of active projects
1.4.29		Track the progress of all active construction projects (i.e. Major, Choice, HomeFlex, RAD, and Partner) to ensure projects remain on schedule, timely completion, and a seamless transition to Asset Management
1.4.30		Advance the Agency's Section 3 Initiative by working in concert with the General Contractors and Subcontractors to encourage participation in the Agency-sponsored (Choice) job fairs and tracking the number of Section 3 hires for each project
3.1.27	Preserve and improve existing affordable housing units by providing direct and accountable oversight of the PMDs and proactively managing the Capital Improvements Budget.	Implement a Key System Initiative to standardize the key access/tracking for all AH Caretaker properties
3.1.28		Develop a sustainability program for all AH-owned facilities to include performing UPCS Plus Life Safety Inspections and 100% inspections of all units
3.1.30	Act as good stewards of resources by maximizing operating efficiencies, partnerships and inclusion opportunities, and leveraging resources.	Ensure operational processes, policies and standard operating procedures are clearly established and documented for continuity purposes and standardization within the department
3.1.31		Foster professional growth and development opportunities by conducting monthly coaching sessions, encouraging open and constructive communication/feedback, and identifying valuable training opportunities that yield a return on investment for both the employee and the department/agency
3.1.32		Conduct quarterly budget reviews with the REG Financial Analyst Director/Budget
3.1.33		Promote the utilization of M/W/SBE partners by exercising the General Construction Contractors and Construction Management Firms Contracts
3.1.34		Comprehensively review and manage all revenue-generating contracts and agreements in concert with applicable departments and external entities

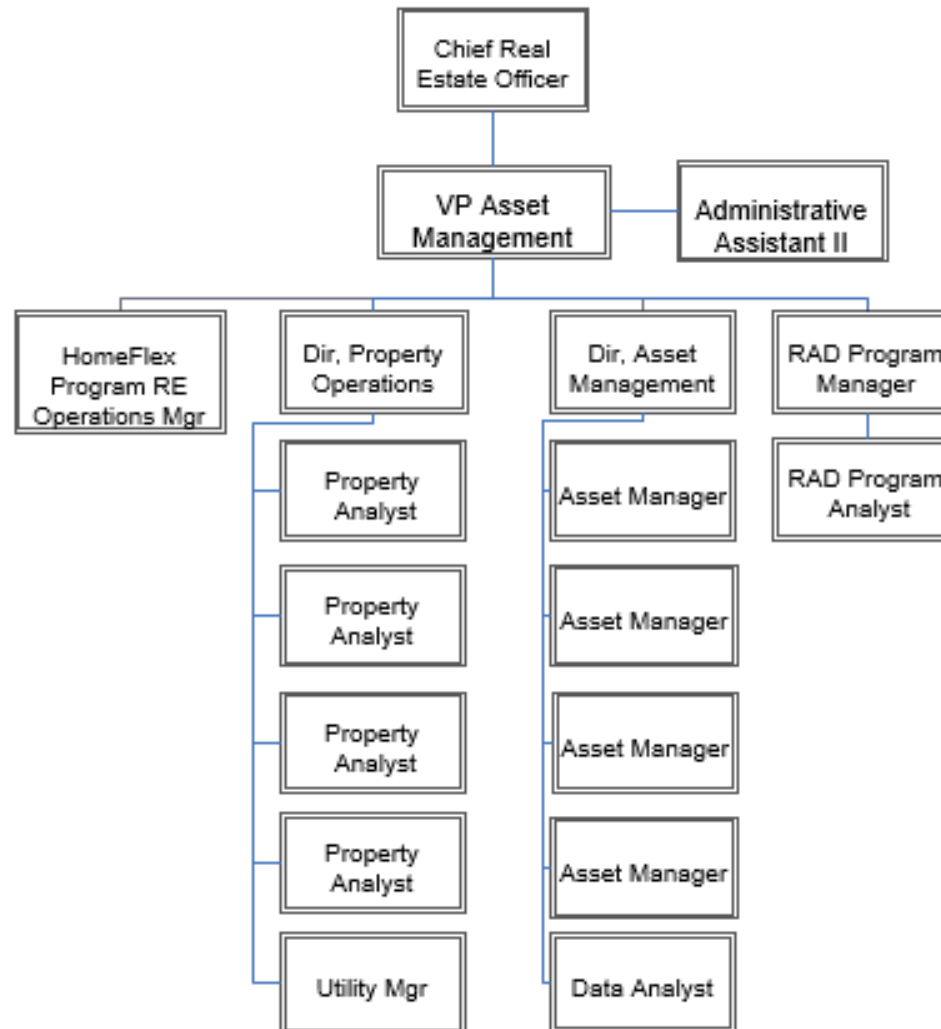


Construction & Project Management	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Personnel	\$ 1,346,401	\$ 1,574,566	\$ (228,166)	\$ 1,307,082	\$ 39,318
Non-Personnel	547,235	134,150	413,085	125,444	421,792
Total	\$ 1,893,636	\$ 1,708,716	\$ 184,919	\$ 1,432,526	\$ 461,110

### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Real Estate Construction & Project Management reorganized late FY 2019 with positions moved between Real Estate Asset & Property Management, Real Estate Development, and Real Estate Investments & Capital Markets. The reorganization resulted in a total decrease of two positions in FY 2020 compared to FY 2019.
Accessibility Compliance Manager	0	1	0	1	
Compliance Analyst	0	3	0	3	
Construction Manager	0	1	0	0	
Data Analyst	0	1	0	0	
Director, Compliance, QA & Reporting	0	1	0	0	
Director, Facilities & Operations	1	0	0	0	
Executive Assistant	1	1	1	1	
Facilities & Operations Manager	2	2	3	2	
Facilities Inspector	1	0	0	0	
Mgr, Accessibility Compliance & Resident Initiatives Oversight	0	1	0	1	
Project Cost Analyst	1	0	0	0	
Project Manager Assistant	1	0	1	0	
Project Manager	4	0	3	0	
Project Manager, RAD	0	1	0	0	
Project Operations Manager	1	0	1	0	
Property Compliance Analyst	0	2	0	0	
VP, Construction Program & Project Management	1	1	1	1	
	13	15	10	9	

## Real Estate Assets & Property Management



### Real Estate Asset and Property Management

#### **AH-Owned Property Oversight**

##### **Mission Statement**

To provide guidance, oversight, and feedback to the Property Manager-Developers (PMD) focused on property management operations and reporting, and resident services 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, the team monitors the PMDs' performance and provides feedback to them relative to AH-owned properties by:

- Reviewing and analyzing PMD reporting for MTW benchmarks and performance on tenant file audits Business Process Reviews (BPR).
- Conducting site visits and administering a quality assurance program
- Facilitating resolution of resident issues, facilitating a resident survey and conducting Community Conversations with residents

#### **AH-Sponsored Communities - MIXED and HomeFlex 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 throughout the real estate life cycle, which include the assessment of the communities' long-term financial viability; operational efficiency; ongoing physical maintenance; and compliance with HUD regulations and AH policies.

##### **Primary Functions**

The team assesses and reports the AH-Sponsored Communities' performances; manages the private development partner relationships; and manages the agency's RAD Program, which include the following activities:

- Analyzing monthly and annual financial statements
- Calculating and collecting annual net cash flow payments, asset management fees, and transaction fees
- Reviewing and approving annual operating budgets
- Quarterly asset management performance reporting
- Contract administration - annual renewals; rent increase requests; and change in ownership
- Compiling and reviewing monthly MTW benchmark reports
- Processing monthly payment applications

- Timely and accurate submission of 50058s
- Facilitating and tracking HomeFlex inspections, Business Process Reviews (PBR), and REAC inspections
- Conducting routine site visits
- Facilitating resolution of resident issues

- On-Boarding new communities and training staff
- Managing the agency's RAD conversion activities
- Utility Administration – payment and reporting of utilities for the AH-Owned properties.
- Facilitating quarterly Owners meetings

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.1.1	Facilitate the financial closings on RAD conversions for sixteen (16) properties with 1,325 units by June 30, 2020.	Properties include Peachtree Road Highrise, Marietta Road Highrise, Villages of East Lake, Hightower Manor, Columbia Village, Barge Road, Columbia Commons, Mechanicsville Apts, Mechanicsville Station, Mechanicsville Crossing, Mechanicsville at Parkside, Columbia Creste, Columbia Grove, Columbia Estates, Columbia Senior Residences at Mechanicsville, and Columbia Park Citi.
1.1.17		Assess and report the performance of the agency's real estate portfolio on a quarterly basis to include recommendations for improvements and transition of properties as needed.
1.1.4	Administer the on-boarding of seven (7) new HomeFlex properties with 535 total units by June 30, 2020.	Properties include Sterling at Candler Village (170), Manor at DeKalb Medical (175), Legacy at Vine City (105), Springview Apts (24), Westside Future Fund (15), Westside Future Fund (6), and Quest Holly Apartments (40).
1.2.1		Properties include Sterling at Candler Village (170), Manor at DeKalb Medical (175), Legacy at Vine City (105), Springview Apts (24), Westside Future Fund (15), Westside Future Fund (6), and Quest Holly Apartments (40).
1.3.2	Increase households served through the HomeFlex Program to 6,678 by June 30, 2020.	Increase households served through the HomeFlex Program to 6,678 by June 30, 2020.

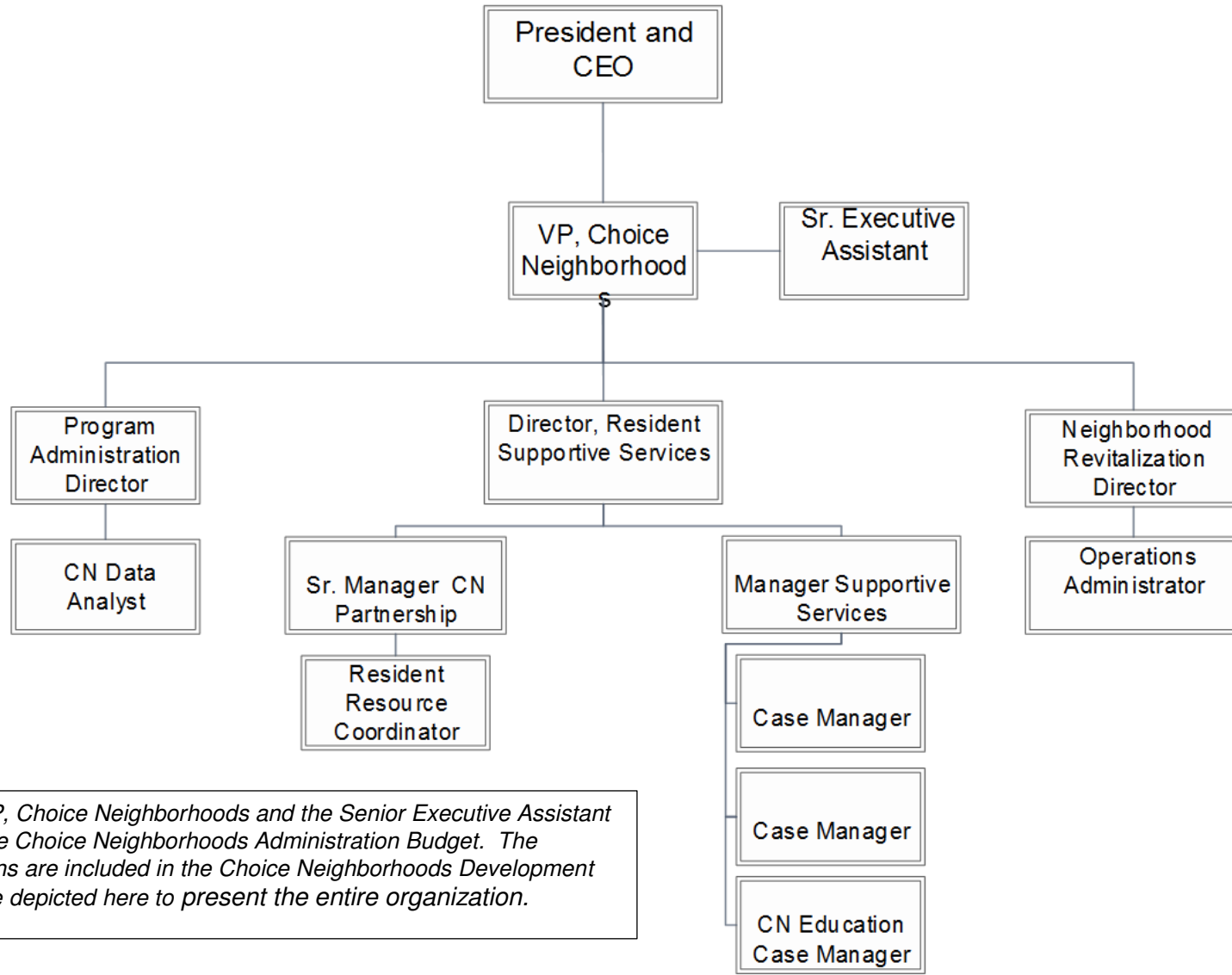
2.1.2	Work with the Development Partners to achieve an overall goal of 90% work compliance across all the AH-Owned, Mixed, and HomeFlex properties by June 30, 2020.	<b>AH-Owned-</b> Develop and implement a new process for gathering work program compliance data for the AH-Owned, Mixed, and HomeFlex properties through the 50058 submissions by October 31, 2019.
2.1.3		<b>HomeFlex-</b> Develop and implement a new process for gathering work program compliance data for the AH-Owned, Mixed, and HomeFlex properties through the 50058 submissions by October 31, 2019.
2.1.4		<b>Mixed-HomeFlex-</b> Develop and implement a new process for gathering work program compliance data for the AH-Owned, Mixed, and HomeFlex properties through the 50058 submissions by October 31, 2019.
2.1.5		<b>Mixed-PH-</b> Develop and implement a new process for gathering work program compliance data for the AH-Owned, Mixed, and HomeFlex properties through the 50058 submissions by October 31, 2019.
2.1.6		<b>RAD PBV-</b> Develop and implement a new process for gathering work program compliance data for the AH-Owned, Mixed, and HomeFlex properties through the 50058 submissions by October 31, 2019.

Real Estate Asset & Property Management	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 1,954,518	\$ 858,517	\$ 1,096,001	\$ 837,148	\$ 1,117,370
<b>Non-Personnel</b>	36,644	21,700	14,944	15,961	20,683
<b>Total</b>	\$ 1,991,162	\$ 880,217	\$ 1,110,945	\$ 853,109	\$ 1,138,053

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Real Estate Asset & Property Management (REAM) reorganized late FY 2019 with positions moved between Real Estate Development, Real Estate Construction & Project Management, and Real Estate Investments & Capital Markets. The reorganization resulted in a total increase of six positions. REAM is also requesting two Property Analyst positions and VP, Asset Management resulting in an overall increase of nine positions over the FY 2019 Budget.
Administrative Assistant II	1	1	1	1	
Asset Manager	4	5	3	4	
Data Analyst	1	0	1	1	
Director Property Operations	1	0	0	0	
Director Asset Management	1	1	1	1	
HomeFlex Program RE Ops Manager	1	0	0	0	
Project Manager, RE Operations	0	1	0	0	
Property Analyst	4	0	2	2	
RAD Program Manager	1	0	1	1	
RAD Program Analyst	1	0	0	0	
Utility Manager	1	0	0	0	
VP, Asset Management	1	0	1	0	
	17	8	10	10	

## Choice Neighborhoods Administration



*Note: Only the VP, Choice Neighborhoods and the Senior Executive Assistant are included in the Choice Neighborhoods Administration Budget. The remaining positions are included in the Choice Neighborhoods Development Budget. They are depicted here to present the entire organization.*

### Choice Neighborhoods Administration

#### Mission Statement

Mission Statement: The primary mission of Choice Neighborhoods (CN) is to revitalize the former University Homes public housing site and promote self-sufficiency for residents.

#### Primary Functions

Working within the three targeted neighborhoods of Atlanta University Center, Ashview Heights and Vine City, this department works to deliver 490 new housing units and improve the lives of former residents of University Homes and residents in the surrounding neighborhoods.

#### Service Description

Utilizing \$30 million in Choice Neighborhoods Implementation Grant funding from HUD and leveraging over \$400 million in other public, private and philanthropic

dollars, the Choice Team has responsibility for the following:

- Create 490 units of mixed income housing at Scholars Landing;
- Revitalize the surrounding neighborhoods by eliminating blight through demolition and acquisition of dilapidated parcels and beautification enhancements;
- Promote public safety through installation of surveillance cameras and increased police presence;
- Provide owner-occupied rehabilitation loans to existing residents;
- Improve the economic, education and health outcomes of former residents of University Homes, the new residents of Scholars Landing, and residents within the CN footprint through delivery of wraparound services and active case management;
- Develop and implement projects to commemorate and preserve the rich cultural history of these three historic African American neighborhoods;
- Create and implement a plan for the adaptive reuse of historic Roosevelt Hall Administration building.



Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▾	Department Goal ▾	Department Objective ▾
1.1.12	Advance AH's Development Program	Close on Ashley IC and begin construction of 50 units of mixed income housing
1.1.14		Close 10 owner occupied rehabilitation loans
1.1.15		Acquire two properties in Ashview Heights and AUC
1.1.16		Identify and implement two place-making enhancements projects
1.1.8		Complete construction of Ashley Scholars Landing I creating 135 units of mixed income housing
1.2.3		Serve 54 new affordable households with lease up of Ashley I
2.2.1	Drive resident self-sufficiency through implementation of a robust service delivery strategy	Manage contract and insure completion of two training cohorts by Urban League that lead to career path and/or employment
2.2.2		Complete redesign and rehabilitation of Roosevelt Hall; relocate Choice Neighborhood offices
2.2.3		Manage Morehouse School of Medicine contract and increase by 3% the number of residents connected to health services and securing health insurance
2.2.4		Provide ongoing Case Management and service coordination by touching 90% of former residents quarterly
2.2.5		Oversee United Way contract and increase by 5% the percentage of former University Homes students ranked at or above grade level in 3-12 grades
2.2.6		Hold one CN Implementation Advisory Committee/Partner Retreat
3.1.2	Improve operational efficiency for reporting and/or service delivery	Implement one operational efficiency activity
3.2.5	Increase opportunities for employee growth and development	Develop individualized growth and development plans for each team member
3.2.6		Research and identify workshops and conferences relevant to team member goals
3.4.1	Grow HUD relationship through accurate on-time reporting and maximizing use of federal funds	Achieve 60% attainment of Choice leverage dollars goal.
3.4.2		Convene effective and efficient monthly calls with HUD CN Team
3.4.3		Identify one new leverage activity/resource

Choice Neighborhoods-HQ Administrative	FY 2020 Budget	FY 2019 Budget	FY 2020B		FY 2020B	
			Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
Personnel	\$ 388,394	\$ 313,749	\$ 74,645	\$ 315,690	\$ 72,703	
Non-Personnel	54,779	38,300	16,479	19,277	35,502	
Total	\$ 443,173	\$ 352,049	\$ 91,124	\$ 334,967	\$ 108,205	

## Staffing

### Authorized Positions

Sr. Executive Assistant  
VP, Choice Neighborhoods

FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
1	1	1	1
1	1	1	1
2	2	2	2

Choice Neighborhoods HQ Administrative is requesting the same number of positions in FY 2020 as authorized in FY 2019.

## **Department Information – Corporate Support**

**Department Information – Corporate Support****Table of Contents**

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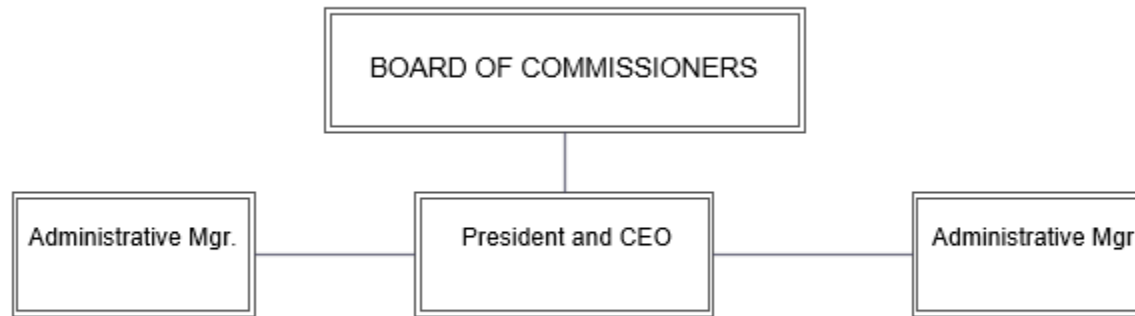
**NOTE:**

*The numbering of department goals in this section is based on the following combination:*

*AH Goal. AH Objective. Department Objective (of all AH Department Objectives tied to this AH Objective).*

*For example, Real Estate Development's objective 1.1.12 is the twelfth department objective which supports AH Goal 1, Objective 1.*

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.

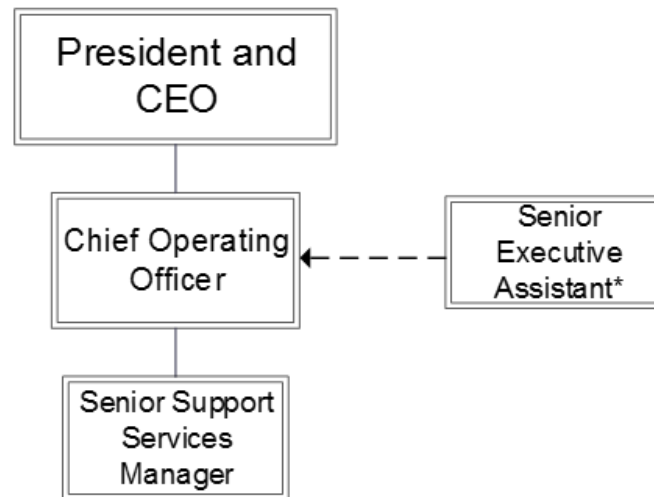
Executive Office			FY 2020B		FY 2020B	
	FY 2020	FY 2019	Over (Under)	FY 2019	Over (Under)	
	Budget	Budget	FY 2019B	Forecast	FY 2019F	
Personnel	\$ 639,637	\$ 734,854	\$ (95,217)	\$ 1,003,721	\$ (364,084)	
Non-Personnel	182,765	280,648	(97,883)	324,825	(142,060)	
Total	\$ 822,402	\$ 1,015,502	\$ (193,100)	\$ 1,328,546	\$ (506,144)	

### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
Administrative Manager I	2	1	2	1
Chief of Staff	0	1	0	1
Interim President & CEO	0	1	1	1
President & CEO	1	1	0	1
Sr. Executive Assistant	0	1	0	1
	<b>3</b>	<b>5</b>	<b>3</b>	<b>5</b>

The Executive Office decreased staffing in FY 2020 by eliminating the Chief of Staff position.

## Office of the Chief Operating Officer



\* Shared with VP, Choice Neighborhoods



## 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 Resources; Contracts and Procurement; Corporate Finance, Information Management; Government, External Affairs & Human Development; Strategy, Policy & Regulatory Affairs; as well as Fleet Management, Environmental Management, Risk Management and other various support needs within the agency.

### Service Description

- Oversee operations at the AH Headquarters facility and the Zell Miller Center.
- Management and oversight of AH fleet vehicles.
- Management and monitoring of the response, remediation, and regulatory liaison activities for all environmental issues that arise during the course of development, construction, renovation, site work, or as reported by residents, staff or public, including areas of soil/water contamination, lead, asbestos, mold, and indoor air quality.
- Development and administration of various risk management programs, plans and procedures that meet the agency's needs for compliance, loss prevention and control, and cost savings.

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
3.1.43	Document HR Processes and Protocols relating to recruiting, hiring, leave, benefits, and other core functions.	Improve and recruiting process and reassess involvement of hiring managers throughout process.
3.1.44		Update employee handbook
3.6.40	Re-procure AH insurance brokerage contract.	Re-procure AH insurance brokerage contract.
3.6.44	Re-program and re-initiate employee onboarding and training (formerly known as Blueprint for Success).	Re-program and re-initiate employee onboarding and training (formerly known as Blueprint for Success).
3.6.45	Implement and manage an employee evaluation process for all employees.	Implement and manage an employee evaluation process for all employees.

3.7.2	Identify and implement opportunities to reduce agency's carbon footprint and lower costs.	Improve efficiency of AH fleet for new vehicles.
3.7.3		Replace fixtures and equipment at end of useful life with more efficient alternatives.
3.7.4		Explore the feasibility of deploying solar panels at AH headquarters.
3.7.5	Procure and implement the transition to third-party fleet management.	Procure and implement the transition to third-party fleet management.
3.7.6	Drive completion and implementation of AH Compensation Study recommendations for all employees.*	Coordinate the review and, if necessary, revision of all employee job descriptions to drive Compensation Study.
3.7.7		Manage contractor to drive timely completion of Compensation Study.
3.7.8		Implement study recommendations in coordination with Finance and Executive Office.

Office of Chief Operating Officer	FY 2020		FY 2020B		FY 2020B	
	Budget		Over (Under)		Over (Under)	
	FY 2019		FY 2019B		FY 2019 Forecast	
<b>Personnel</b>	\$	429,082	\$	459,003	\$	(29,921)
<b>Non-Personnel</b>		594,098		484,092		110,006
<b>Total</b>	\$	1,023,180	\$	943,095	\$	80,085
					\$	1,052,154
					\$	(28,974)

### Staffing

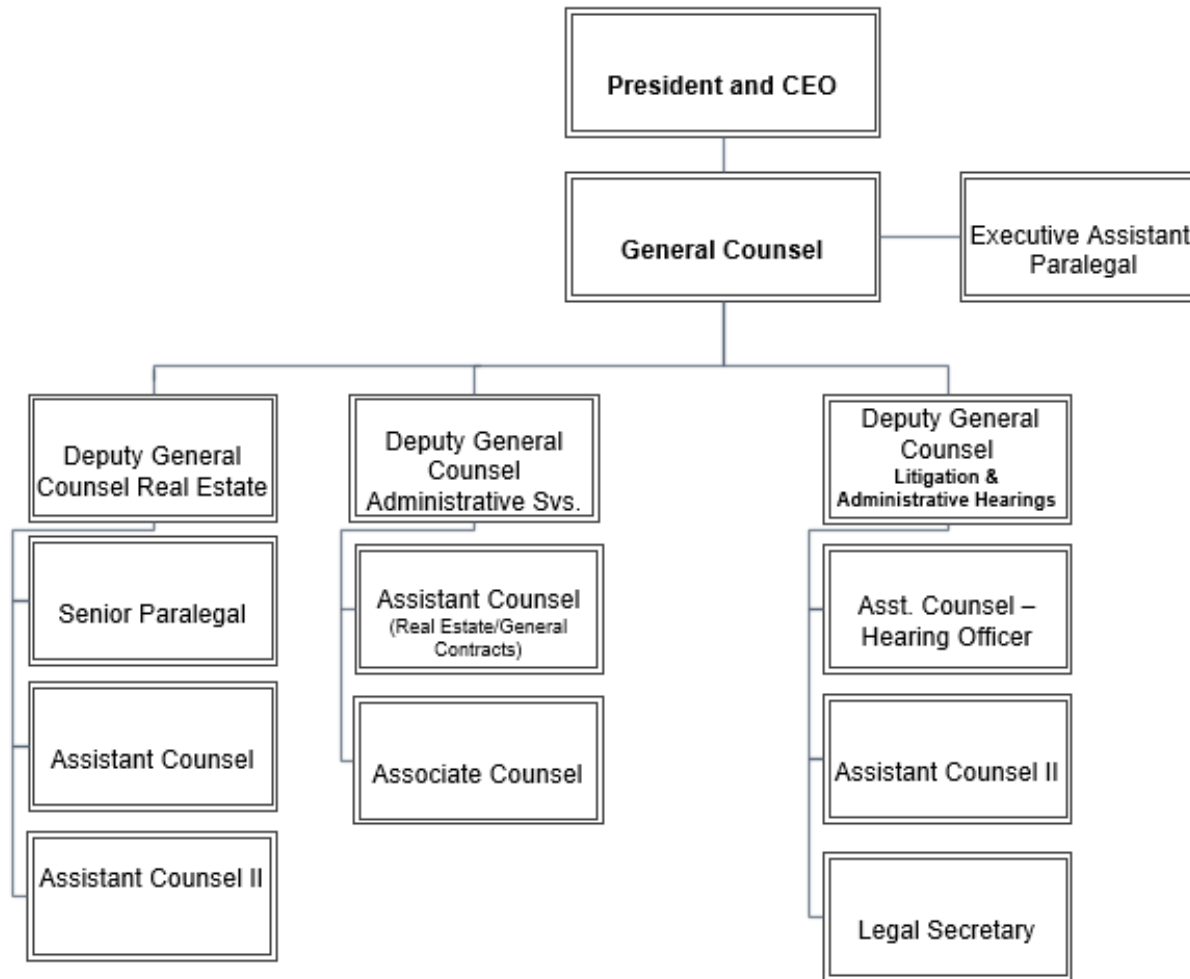
#### Authorized Positions

Chief Operating Officer  
Sr. Support Services Manager

FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
1	1	1	1
1	1	1	1
2	2	2	2

The Office of Chief Operating Officer is requesting the same number of positions in FY 2020 as authorized in FY 2019.

## Office of General Counsel



## Office of General Counsel

### Mission Statement

The Office of General Counsel (“OGC”) serving as the Legal Department for The Housing Authority of the City of Atlanta, Georgia (“AH”), serves 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 provided by attorneys in the OGC and outside counsel
- 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

#### Real Estate Development, Construction, Asset Management and Operations

- Draft legal documents and provide legal advice and guidance in connection with the acquisition, sale, swap, development, construction and financing of real estate for affordable housing
- Conduct closings for the new construction or rehabilitation of mixed-finance, mixed-income multifamily developments, including HUD Rental Assistance Demonstration (RAD) conversions
- Conduct closings for down payment assistance financing and single family homeownership development
- Draft and amend HomeFlex Agreements

- Draft contracts related to real estate including master development agreements, leases, licenses, construction management agreements, public improvement agreements and easements

#### Contracts and Procurement

- Assist in drafting complex solicitation documents
- Draft and negotiate contracts for services, intergovernmental agreements, and memoranda of understanding
- 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
- Advise regarding corporate matters
- Assist with the review of year-end financial audit reports

#### Ethics and Conflict of Interests

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

### Fair Housing

- Counsel all departments on disability laws
- 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 investigation

### Legislative Advocacy

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

### Operations

- Assist with the preparation of liability insurance applications and year end claims reporting
- Advise IT on data security issues

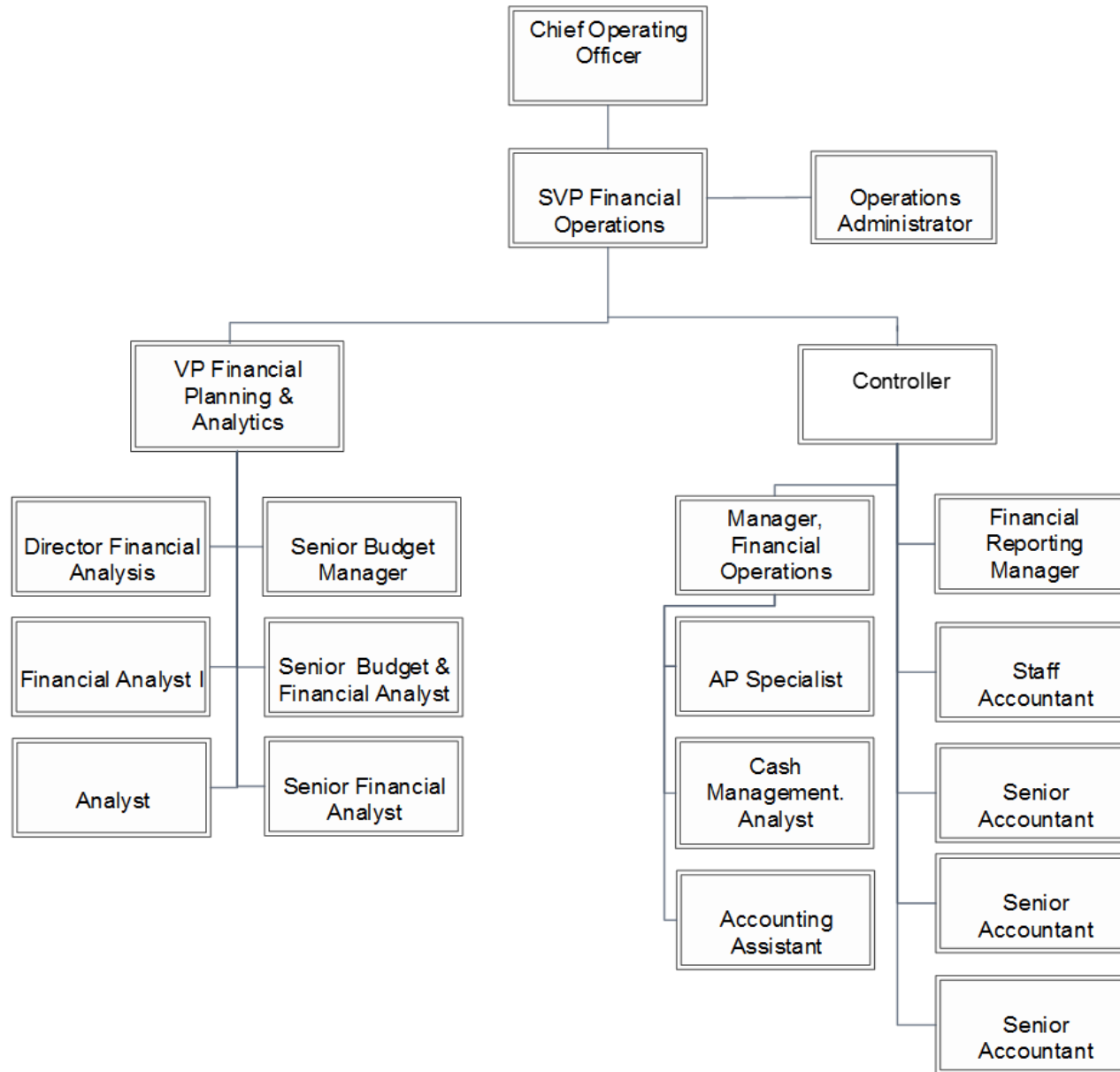
Dept Goal ID (See Note)	Department Goal	Department Objective
1.2.1	Provide timely legal support to preserve current housing stock	Process Down Payment Assistance (DPA) within 4 business days
1.2.2		Prepare HomeFlex agreements consistent with the Business Unit timelines
1.3.1	Provide timely legal support for acquisition and development of affordable housing in amenity-rich environments.	Assign attorney within 48 hours
1.3.2		Close transactions based on Business Unit timeline
2.5.1	Support the use of community benefit agreements (CBA) with external partners to memorialize Community Contributions and Section 3/Inclusion terms	Assist in drafting the CBA
2.5.2		Provide legal support, as needed
3.1.1	Create operational efficiency through increased automation	Increase utilization of legal templates
3.1.2		Maintain legal documents in web-based library for ease of access and sharing with internal clients
3.6.1	Support organizational integrity and fiscal responsibility.	Conduct reviews and investigations, as appropriate, to confirm ethical and fiscally responsible conduct
3.6.2		Provide training to Board of Commissioners and staff no less than quarterly.
3.6.3		Provide training and incorporate mediation methodology into HCVP compliance review process
3.6.4	Support contract and procurement activities	Review contracts/procurement documents within 5 business days of receipt
3.6.5		Advise during negotiations
3.6.6		Provide legal support, as needed

Office of General Counsel	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
Personnel	\$ 1,870,963	\$ 1,948,020	\$ (77,058)	\$ 1,727,789	\$ 143,174
Non-Personnel	3,529,302	2,241,606	1,287,696	2,010,552	1,518,749
Total	\$ 5,400,264	\$ 4,189,626	\$ 1,210,638	\$ 3,738,341	\$ 1,661,923

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	The Office of General Counsel decreased the number of positions by one in FY 2020 by eliminating the Contract Administrator position.
Assistant Counsel	2	2	1	2	
Assistant Counsel - Hearing Officer	1	1	1	1	
Assistant Counsel II	2	2	2	2	
Associate Counsel	1	1	1	1	
Contract Administrator	0	1	0	0	
Deputy General Counsel	3	3	3	3	
Executive Assistant / Paralegal	1	1	1	0	
General Counsel	1	1	1	1	
Legal Secretary	1	1	1	1	
Senior Paralegal	1	1	1	1	
	13	14	12	12	

## Corporate Finance





## Corporate Finance

### 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:

- Provides petty cash services.
- Issues checks and processes electronic and wire transfers to pay vendors.
- Issues checks and processes electronic and wire transfers to pay landlords and participants as part of the Housing Choice program.
- Issues travel advances and makes reimbursement payments.
- Processes purchase orders.
- Manages development of AH budgets and long-term plans.
- Manages AH's financial investments.
- Submits required documentation required by HUD to provide funds (except for grant application).
- Optimizes uses of cash and grants available 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 component units.
- 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.

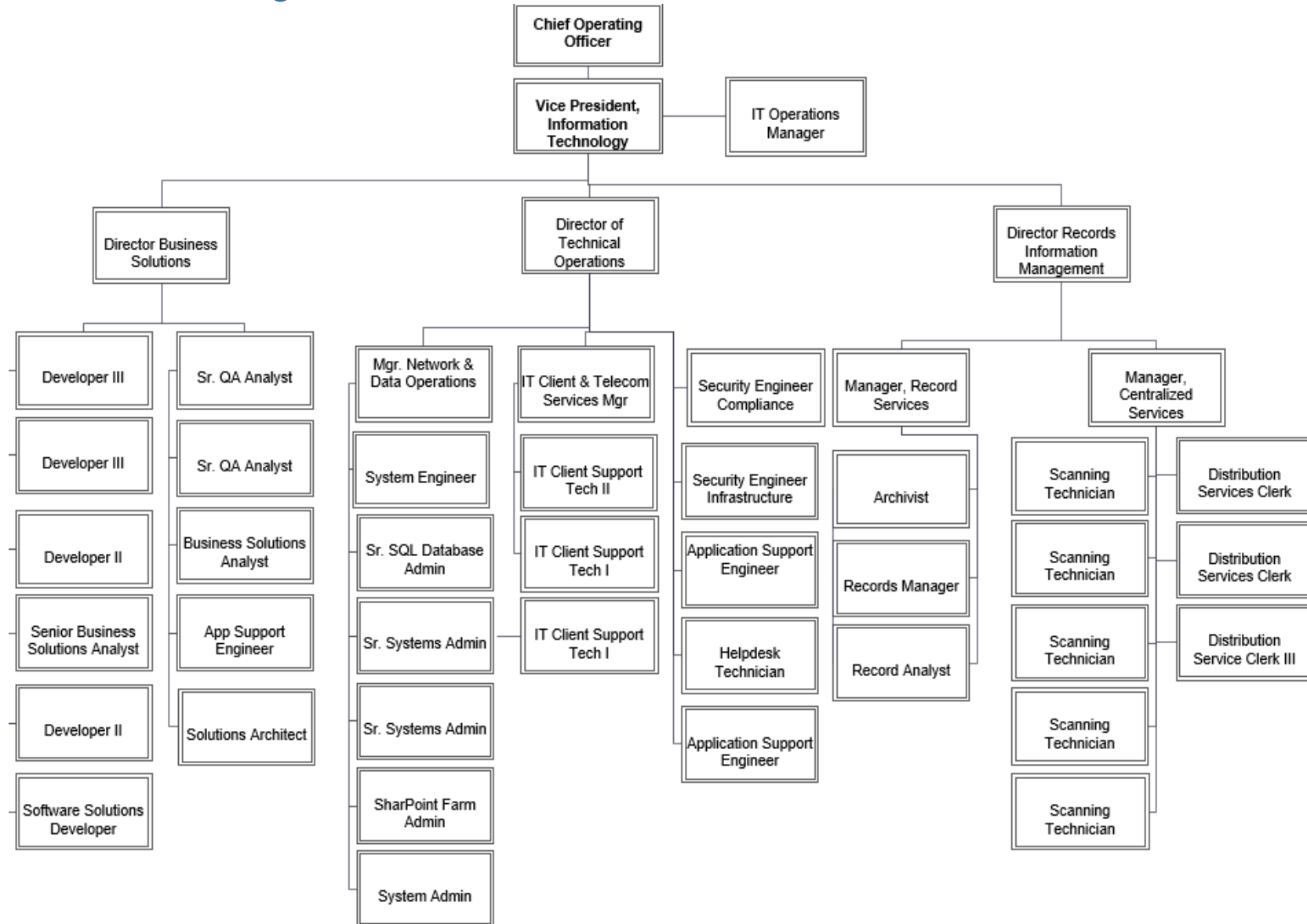
Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.3.3	Maintain the 10 Year Financial Model to ensure the fiscal viability/affordability of the Real Estate plan and Voucher	Institute a process to collect and update Real Estate data in the 10 year plan
1.3.4		Semi-annually provide updated forecast report
1.3.5		Provide monthly actual vs budget Real estate project report
1.3.6		Enhance report by using Prophix capabilities
3.1.3	Improve Departmental and project forecasting through the use of Prophix and development of new forecasting process	Develop a new forecasting process supported by Prophix
3.1.4	Train and communicate the Finance Policies that impact other departments	Identify the policies and develop the training program
3.1.5		Conduct training sessions with impacted departments
3.2.10	Provide training and professional growth opportunities for each departmental employee	Identify appropriate training opportunities for department staff
3.2.11		Schedule training
3.4.4	Ensure available funding is used by statutory deadline	Produce a monthly report with grant obligation and spending deadlines - RHF, CNG, CFP and Ross

Corporate Finance	FY 2020		FY 2020B		FY 2020B	
	Budget	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Personnel</b>	\$ 2,378,966	\$ 1,711,700	\$ 667,265	\$ 1,667,567	\$ 711,399	
<b>Non-Personnel</b>	255,620	290,560	(34,940)	285,082	(29,462)	
<b>Total</b>	\$ 2,634,586	\$ 2,002,260	\$ 632,325	\$ 1,952,649	\$ 681,936	

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	
Accounting Assistant	1	1	1	1	Corporate Finance is requesting a new Senior Accountant to assist with the transfer of the accounting responsibilities from the Real Estate department. In addition, the Financial Analysis Director and (2) Financial Analysts were transferred from the Real Estate Investments & Capital Markets.
Accounts Payable Specialist	1	1	1	1	
Cash Management Analyst	1	1	1	1	
Controller	1	1	1	1	
Executive Assistant	0	1	0	1	
Financial Analysis Director	1	0	1	0	
Financial Analyst I	2	0	1	0	
Financial Reporting Manager	1	1	1	1	
Manager, Financial Operations	1	1	1	1	
Operations Administrator	1	0	1	0	
Senior Accountant	3	2	2	2	
Senior Budget & Financial Analyst	1	1	1	1	
Senior Budget Manager	1	1	1	1	
Senior Financial Analyst	1	1	1	0	
Staff Accountant	1	1	1	1	
SVP, Financial Operations	1	1	1	1	
VP, Financial Planning & Analytics	1	1	1	1	
	19	15	17	14	

## Information Management



## Information Management

### Mission Statement

The mission of the Information Management Department is to implement, develop, secure, and maintain sustainable Information Technology solutions that allow the agency to effectively achieve its missions and goals while providing outstanding customer service to employees, participants, property owners, and partners.

### Primary Functions

The Information Management provides the following core functions:

- Infrastructure Services - Maintains, supports, and implements all Data Center Systems and Hardware, including License/Asset Management
- Client Support Services - Provides 2nd Level Desktop/Application Support, including installation, configuration and troubleshooting of desktop devices
- Telecomm Services - Maintains, supports and implements all Telephony and Contact Center Systems
- Application Support - Provides technical and functional Production Support for Enterprise Applications
- Security Services - Maintains, supports, and implements all Security services, including integration with other IT Systems and Security Services Vendor Management
- Software Development/Implementation/Process Automation/Support - Develops proprietary, configures and supports licensed software, and implements and configures Software as a Service (SaaS)
- Business Analysis Services - Review, recommend, research, and documentation of processes and other services

- Records Services - Electronic/Hard Copy Records Management – Manage and implement all document related activities including document migration, retention, and storage of documents.
- Centralized Services/Distribution Center – Manage and produce marketing and presentation materials including mailing/postal services, copying, and shredding.
- AH Archives - Preserve and provide permanent and historical materials that will assist in the operations of AH; to promote knowledge, research and understanding of the origins, functions, programs, and goals of AH; and to collect archival materials that tell the AH story

### Service Description

The Information Management offers the following services:

- Implementation, maintenance, and support of all Data Center Systems and hardware
- Implementation, maintenance, and support of all database and SharePoint services, including integration with other software systems
- License and asset management
- Desktop and application support, including installation, configuration, and troubleshooting of hardware and application software
- Implementation, maintenance, and support of all telephony and contact center systems
- First point of contact for all inquiries on incidents and other requests for Information Technology goods and services
- Implementation, maintenance, and support of all security services including integration with other software systems
- Security services vendor management

- Development of proprietary software and implementation and configuration of purchased software solutions
- Review, recommend, research, and documentation of processes and other business services
- Records management (electronic records and hardcopy records)
- Records disposition
- 

- SharePoint team site administration
- Plain language review
- Management and maintenance of archival materials
- Management of couriers, copiers, mailing and postage systems, and copier supplies
- Scanning of agency documents

### **Goals and Objectives for Information Technology**

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
3.1.14	Assess and update, as appropriate, IT security systems/services to enhance agency security posture.	Modernize and upgrade our systems to provide enhanced functionality and increased security by assessing and updating, as appropriate, IT security systems and services to enhance agency security posture by June 30, 2020
3.6.11	In coordination with the business units, provide system enhancements and increased security while improving support of new and legacy systems.	Work with all IT Groups and other impacted departments to configure and deploy a new IT Service Management (ITSM) Ticket system to replace Service Now by December 31, 2019
3.6.12		Upgrade our Yardi System to version 7s to provide new and enhanced features to the agency by January 31, 2020
3.6.13		Develop an interface to transition the payments to participants for utility reimbursement payments from Wells Fargo to First Data by December 31, 2019.
3.6.14		Modernize and upgrade our systems to provide enhanced functionality and increased security working with the business units to identify opportunities to increase efficiencies and refine systems by researching and identifying a new document management system to replace our current fragmented system by June 30, 2020
3.6.17		Modernize the agency's phone system by upgrading the main phone switch and handsets by December 31, 2019
3.6.18		Replace our core network switch by December 31, 2019
3.6.20	Assess and update, as appropriate, IT security systems/services to enhance agency security posture.	Modernize and upgrade our systems to provide enhanced functionality and increased security by assessing and updating, as appropriate, IT security systems and services to enhance agency security posture by June 30, 2020

<b><u>Goals and Objectives for Records and Information Management</u></b>
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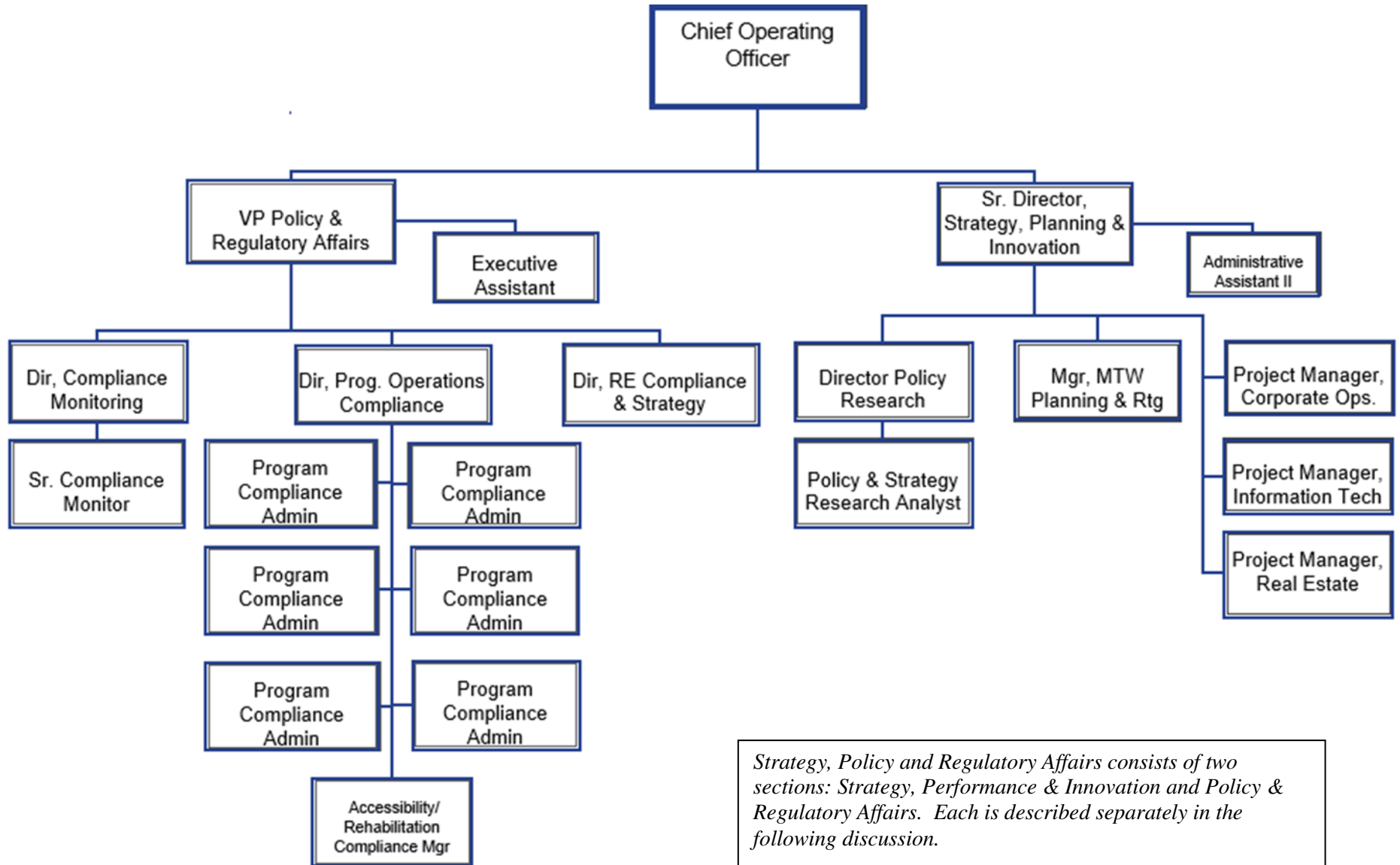
Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▼	Department Goal ▼	Department Objective ▼
3.1.10	Assess, develop, and implement a strategic plan and streamlined process for maintaining back-file scanning	Implement monthly assessments to ensure that participant files are scanned with 96% accuracy or better by June 30, 2020
3.1.11		Create a procedure to ensure 100% verification and quality control of images by June 30, 2020
3.1.12		Review, update, and communicate all SOPs, quick references and guides for RIM Centralized Services mailing, production and scanning processes throughout the agency by December 31, 2019.
3.1.6	Review and update RIM business processes	Review, update, create RIM business processes for Records Services, Scanning Center, Distribution Center, and the Archives by June 30, 2020
3.1.7		Analyze current records management system (Versatile) and explore other applications to maximize efficiencies and user acceptance by June 30, 2020
3.1.8		Establish a strategy to automate record retention by June 30, 2020
3.1.9	Assess, develop, and implement a strategic plan and streamlined process for maintaining back-file scanning	Develop and implement a Strategic plan for maintaining back-file scanning with a 45-day SLA by June 30, 2020
3.1.13		Consistently (12 months) close 98% of RIM Centralized Services requests/incidents in Samanage within their agreed upon SLA by June 30, 2020
3.6.19	Continue to identify, preserve and provide permanent and historical materials that will assist in the operations of AH to promote knowledge, research and understanding of the origins, functions, programs, and goals of AH	Restructure the Archives files by June 30, 2020
3.7.1	Manage enterprise-wide supplies, printing, mail and equipment within budget and at business approved SLAs	Reduce agency-wide toner usage by 5% by June 30, 2020

Information Management	FY 2020		FY 2020B		FY 2020B	
	Budget	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Personnel</b>	\$ 4,888,407	\$ 4,479,262	\$ 409,144	\$ 4,264,612	\$ 623,794	
<b>Non-Personnel</b>	4,324,475	3,809,769	514,706	3,521,652	802,823	
<b>Total</b>	\$ 9,212,882	\$ 8,289,031	\$ 923,850	\$ 7,786,264	\$ 1,426,617	

**Staffing**

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Information Management is requesting additional positions in FY 2020 than authorized in FY 2019 to support current needs.. The requested positions are: IT Operations Manager, Helpdesk Technician, Software Solutions Developer and Solutions Architect.
Application Support Engineer	3	3	3	3	
Archivist	1	1	1	1	
Business Solutions Analyst	1	1	1	1	
Chief Information Technology	0	1	0	1	
Client Technologies Technician I	2	1	2	1	
Client Technologies Technician II	1	1	1	1	
Developer II	2	2	2	2	
Developer III	2	2	2	2	
Director, Records & Information Mgmt	1	1	0	1	
Director, Tech Ops	1	1	1	1	
Director, Business Solutions	1	1	1	1	
Distribution Svcs Clerk	2	2	2	2	
Distribution Svcs Clerk III	1	1	1	1	
Executive Assistant	0	1	0	1	
Helpdesk Technician	1	0	0	0	
IT Operations Manager	1	0	1	1	
Manager, Centralized Services	1	1	1	1	
Manager, IT Client & Telecom Services	1	1	1	1	
Manager, Network & Data Operations	1	1	1	1	
Manager, Records Services	1	1	1	1	
Manager, Records Management	1	1	1	1	
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	
Software Solutions Developer	1	0	0	0	
Solutions Architect	1	0	0	0	
Sr SQL Database Administrator	1	1	1	1	
Sr. Systems Administrator	2	2	2	2	
Systems Administrator	1	1	1	1	
Systems Engineer	1	1	1	1	
VP, Information Technology	1	0	0	0	
	<b>45</b>	<b>41</b>	<b>40</b>	<b>41</b>	

## Strategy, Policy and Regulatory Affairs





## Strategy, Performance and Innovation

### Mission Statement

The Office of Strategy, Performance and Innovation (OSPI) drives strategy, performance, problem-solving, policy development and implementation in support of AH's mission. OSPI oversees the administration and implementation of AH's MTW efforts, ensures reporting and program planning and performance tracking. OSPRA uses these functions to develop and deliver better housing services, market intelligence, timely and impactful research, leading-edge innovations and well-informed strategies that entice partnerships and maximize efficiencies to create opportunities for our residents, and enhance the communities in which they live.

The 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

- **Strategic planning and reporting**, including oversight of AH's Moving to Work (MTW) program;
- **Strategic Project management and implementation**, in particular innovation and entrepreneurial activities;
- **Evaluation Research**
- **Strategic external partnerships**, such as other quasi-public mission-related policy and development organizations, other public housing authorities and related associations.

### Service Description

#### Strategic planning and reporting

The department supports the Agency's annual strategic planning process, from Agency-level goals and benchmarks to cascading alignments of department goals and objectives. This is closely coordinated with the annual MTW planning and reporting process, including goal-setting, performance tracking, feedback and updates. The use and creation of data and market indicators as a result of this responsibility helps to inform strategy within the agency, and coordinate with key external partnerships, such as the city of Atlanta's planning department, and Georgia Institute of Technology.

#### Strategic project management and implementation

To support AH as an enterprise and each of its business units, OSPI supports 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, OSPI 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 Agency-wide Yardi upgrades, a pilot market intelligence dashboard and development of a pilot green development program.

#### Entrepreneurial Activities

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, OSPI can test the potential and feasibility of new businesses without distracting or competing for resources from the daily business operations. Examples include the piloting of an economic impact analyses tool with which to make the case for more effective leveraging of real estate activities.

### Strategic external partnerships

The city of Atlanta hosts a deep network of agencies and organizations dedicated to affordable housing and community revitalization, including the Atlanta Beltline, Invest Atlanta, the Regional Housing Forum, the Westside Future Fund and the city of Atlanta's housing commission. As appropriate, senior leadership engages and collaborates with these entities and internal AH departments, to help inform and develop strategies to create and preserve affordable housing in the city of Atlanta.

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▼	Department Goal ▼	Department Objective ▼
3.1.18	Develop research and policies to inform Agency-wide decision-making and operating efficiencies.	Disseminate and present education study findings, internally and externally
3.1.19		Complete economic impact analyses working with Real Estate Group and engage consultant, if required
3.1.20		Work with Emory University to complete MTW 2019 Benchmarking Study and 2020 study (updated report)
3.1.21		Update and manage Corporate Policies and Procedures on AH Insider Page and/or SharePoint
3.1.22		Work with Information Technology Department to ensure policies and procedures are updated/developed to ensure data security and compliance
3.1.23		RA placeholder: Review and Approve Regulatory Affairs Department Policies and Procedures

3.2.13	Build department leadership through opportunities in industry and local housing events and thought leadership	Submit two articles for publication
3.2.14		Attend and actively contribute to industry conferences
3.2.15		Contribute substantively to Atlanta housing initiatives, with other city departments and stakeholders
3.2.16	Upgrade skills to strengthen unit's ability to support the Agency in FY2020	Incorporate change management techniques and approaches into project management
3.2.17		Improve understanding and knowledge of the real estate development process
3.2.18		Expand skills of data management, modeling analyses and visualization
3.6.21	Create and update MTW activities that support and meet MTW objectives	Oversee timely completion of MTW annual plan, and acceptance by HUD
3.6.22		Oversee timely completion of MTW annual report, and acceptance by HUD
3.6.23		Implement three process innovations that reduce the length of time, or number of pages or attachments
3.6.24	Provide subject matter and technical expertise in the monitoring and oversight of HUD-approved MTW activities	Document the MTW planning and reporting process within the Agency
3.6.25		Develop and implement an Agency-wide MTW tracking tool
3.6.26		Assist in AH-staff through provision of MTW overview training
3.6.27		Participate and/or lead in industry related conferences
3.6.28		Confer with MTW colleagues to employ best practices
3.6.29		Identify opportunities to warehouse data collection
3.6.30		Work closely with Business Units to develop/improve 1 MTW innovation annually
3.6.31	Plan and manage implementation of business systems and processes	Complete support of YARDI upgrade
3.6.32		Support Workday replacement
3.6.33		Partner with IT to create a plan for Agency data management
3.6.34		Support projects as needed [i.e., department goals]
3.6.35		Draft Agency goal tracking tool
3.6.36		Ensure alignment between Agency program procedures and Corporate Policies and Procedures
3.6.37	Pilot three new business innovations to inform decision-making, track performance and solve problems	Disseminate and present education study findings, internally and externally
3.6.38		Complete economic impact analyses
3.6.39		Complete MTW 2019 benchmarking study and MTW bi-annual report

## Policy & Regulatory Affairs

### Mission Statement

In support of the Atlanta Housing (AH) mission to provide quality affordable housing for the citizens of the City of Atlanta, the Policy & Regulatory Affairs Department (PRAD) 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 Planning, Performance and Innovation, 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.

### Primary Functions

The Policy & Regulatory Affairs Department is an independent monitoring and self-evaluation function within AH with a dual reporting relationship to the Chief Operating Officer and Executive Leadership team. PRAD serves as a resource throughout the AH operation to support their

responsibilities by providing independent assessments of program compliance and performance of their operation.

The PRAD 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 AH program activities. The CMD will develop an annual evaluation plan and recommend programs to be assessed based on PRAD 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.

In addition, PRAD will coordinate with SLT and OPS to ensure optimum compliance and performance is maintained to support AH's mission.

### Service Description

PRAD will provide the following services:

- Evaluate AH Departments and programs as determined to be necessary based on internal monitoring and direction of the COO 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.
- Help Departments develop corrective action plans that respond to findings.
- Post-Monitoring Corrective Action Plans. Undertake follow-up actions to ensure compliance and operational challenges are mitigated.
- Submits required documentation required by HUD to provide funds (except for grant application)
- Monitoring and conducts objective analysis for departments.
- Monitor and review external audit findings to ensure findings are addressed by all AH Divisions.
- Produce ad hoc performance reports determined to be necessary.

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note) ▼	Department Goal ▼	Department Objective ▼
1.4.23	Provide advisory compliance, strategic planning and due diligence recommendations and corrective actions to ensure compliance and solid performance in the AH operation in accordance with HUD regulations, local laws, and AH's policies & operating procedures.	Provide on-going regulatory advice and guidance collaboratively to AH departments and external partners to support the development of innovative policies and strategies to enhance capital investment decision-making, financial management, forecasting and HCV utilization.
1.4.24		Establish SOPs to enhance the delivery of advisory services and compliance and performance monitoring used to evaluate CSG, conduct automated BPRs and the agency's overall performance as is determined to be necessary by 12/31/2019.
1.4.25		Provide advice to develop monitoring protocols, SOPs, KPIs, and key controls to evaluate achievement of AH MTW benchmarks and goals.
2.5.1	To improve Atlanta Housing program performance and reporting involving connecting people to amenity rich communities in AH developments and AH housing programs.	Provide quarterly advisory services to enhance capacity of AH departments in the areas of Human Development Services Work Program Compliance Resident Service Activities Wellness for the Elderly Services for the Youth Program Compliance Technical S
3.1.15	Establish and implement an effective and cost efficient enterprise-wide automated quality control/quality assurance software system for the CSG and AH-owned/Mixed Communities and global agency performance.	Develop and Implement a comprehensive, automated compliance software tool, using (forecasting and trends analysis) techniques and performance metrics to manage agency compliance and performance risks by 12/31/2019.
3.1.16		Develop testing modules with comprehensive reports, quality assurance and corrective action plans to monitor and mitigate performance, compliance and financial risks through quarterly assessments for CSG operations and routine Business Process Reviews and RIM audits for AH assets as determined to be necessary.
3.1.17		Coordinate performance improvement projects and provide education and advisory services based on system generated key performance indicator reports.

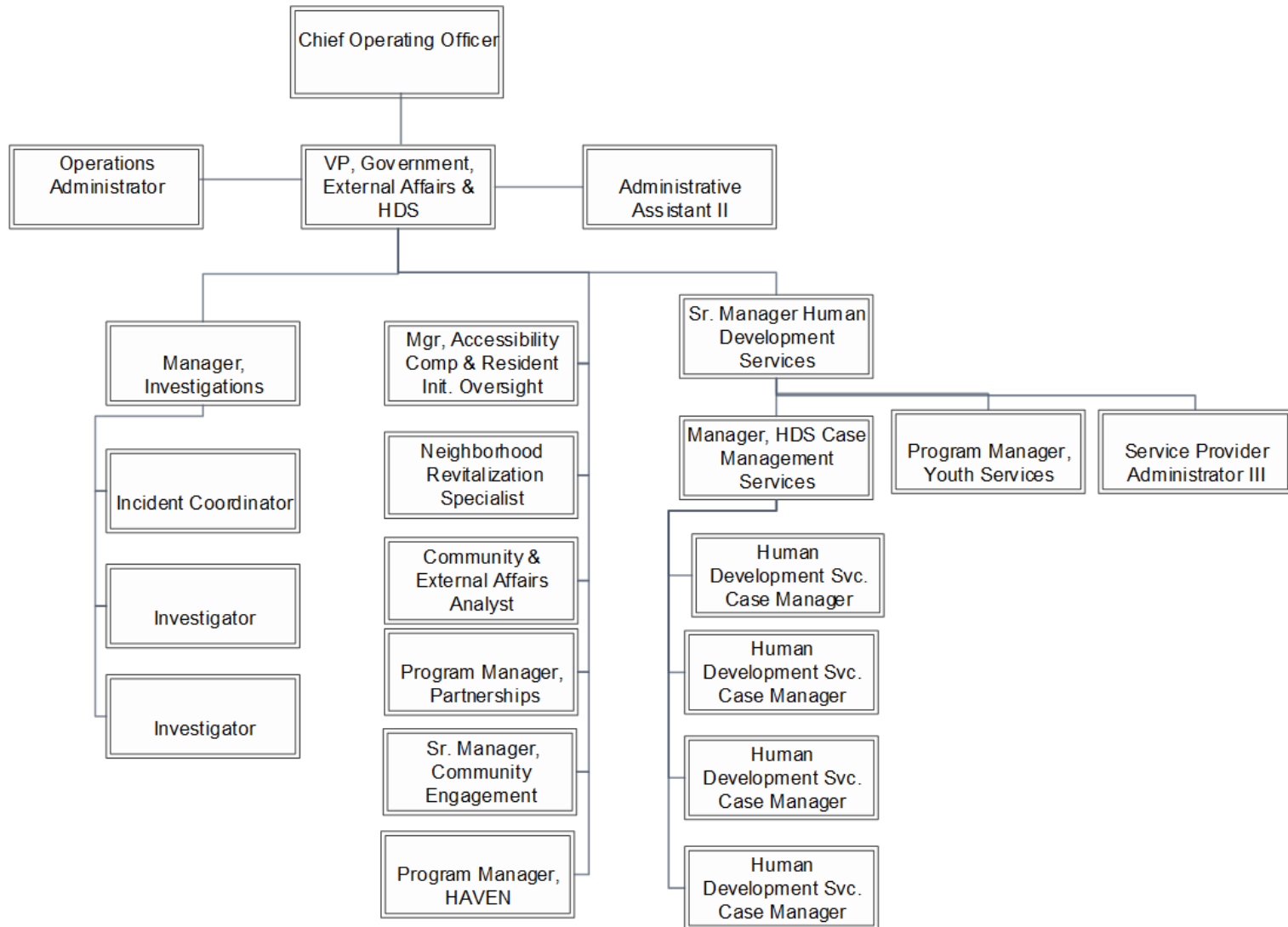
Strategy, Policy & Regulatory Affairs	FY 2020		FY 2020B		FY 2020B	
	Budget	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Personnel</b>	\$ 2,411,497	\$ 1,468,057	\$ 943,439	\$ 1,085,759	\$ 1,325,738	
<b>Non-Personnel</b>	466,964	538,581	(71,617)	289,329	177,635	
<b>Total</b>	\$ 2,878,461	\$ 2,006,638	\$ 871,822	\$ 1,375,088	\$ 1,503,373	

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
Accessibility Rehabilitation Compliance Manager	1	0	1	0
Administrative Assistant II	1	1	1	1
Executive Assistant	1	0	1	0
Director, Compliance Monitoring	1	1	1	0
Director, Program Operations Compliance	1	0	1	0
Manager, MTW Planning & Reporting	1	0	1	0
Policy & Strategy Research Analyst	1	0	0	0
Policy Research Director	1	1	1	1
Program Compliance Admin	6	0	6	0
Project Coordinator	0	1	0	1
Project Manager II	3	3	3	3
Real Estate Compliance & Strategy Director	1	0	1	0
Sr. Compliance Monitor	1	2	1	0
Sr. Director, Strategy, Planning & Innovation	1	0	1	0
SVP, Policy, Strategy & Business Development	0	1	0	1
VP, Policy & Regulatory Affairs	1	1	1	1
	<b>21</b>	<b>11</b>	<b>20</b>	<b>8</b>

During late FY 2019, the Office of Policy & Strategy merged with the Office of Compliance and Program Management Office. The new department name is the Office of Strategy, Policy & Regulatory Affairs. In addition, the new department absorbed the Quality Assurance role from the Customer Services Group. The new department is requesting one more position in FY 2020 than FY 2019. The requested position is the Real Estate Compliance & Strategy Director.

## Government, External Affairs & Human Development





## Government, External Affairs & Human Development

### Mission Statement

The Government, External Affairs & Human Development department serves as the agency's liaison to AH 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 department actively engages in partnerships to enhance and expand AH's services and programs for youth, adults, disabled, seniors and homeless residents of Atlanta. CGEA also works with internal departments to monitor relevant local legislation and governmental regulations that impact AH operations and development activities.

### Primary Functions

- Governmental Relations
- Community Affairs
- Partnerships
- Investigations
- Resident Services & Resident Association Oversight
- HAVEN Program Oversight and Management
- Human Development Services

### Service Description

#### Community, Governmental & External Affairs (including Partnerships):

- Manage local government relationships

- Track and navigate legislative initiatives that impact AH
- Support departments that need assistance with local government matters
- Develop and/or actively participate in activities/initiatives that support all AH resident families.
- Develop and maintain strategic partnerships with local private and public agencies, community leaders, service providers and other stakeholders to leverage and enhance AH's presence in local conversations about affordable housing, education, homelessness, human development services and other AH initiatives.
- Devise and implement strategies to build innovative partnerships with a wide range of educational, human development, community-based and governmental agencies and other stakeholders to support AH initiatives and resident families.
- Provide opportunities for AH staff to volunteer and engage in the community with our partners (APS, schools, City initiatives, etc.) to assist in execution of events or implement/host special activities.

#### Investigations:

- Intake and track community feedback/concerns regarding AH's programs and services
- Investigate reports (internal/external) of household non-compliance of Housing Choice Program Rules and Regulations

- Facilitate resolution of customer service inquiries/complaints
- Review Investigations' findings and propose/submit voucher terminations
- Support AH's community affairs strategy by attending COBRA, zone and other community meetings
- Partner with APD, City and other governmental and neighborhood organizations

- Program coordination, advancement and partner development
- Housing advocacy and displacement prevention strategy development
- Reporting, program evaluation and inquiry management
- Contract management and funding/grants

#### Resident Services & Resident Association Oversight:

- Provide guidance, training and general oversight to AH senior communities Resident Associations and its officers
- Guide, manage and conduct the bi-annual elections of resident association officers
- Conduct bi-annual training, swearing-in and installation of resident association officers
- Update Resident Association By-Laws as needed
- Coordinate and manage quarterly Jurisdiction-Wide Council meetings and trainings
- Conduct Annual Resident Satisfaction Survey
- Provide oversight to Annual Budget preparation

#### HAVEN Program Oversight and Management:

- Oversight of HAVEN programs: CaringWorks RISE II; Family Unification Program (FUP); FLOW; Georgia Housing Voucher Program Conversion; Home Again; HomeFirst; HomeFlex; Housing First Voucher; Integrated Care for Permanent Supportive Housing (ICPSH); Mainstream Voucher; Special Housing Voucher for Homeless Students; and Veterans Affairs Supportive Housing (VASH).

#### Human Development Services:

- Case management services – provide families with coaching, assessments, information and connections to services (workforce development, education, training, etc.)
- Youth services – provide information, guidance and connections to supportive services (after school care, summer camps, etc.); host/facilitate activities for youth/parents (job fairs, college tours, etc.)
- Senior services – provide/facilitate programs to support successful aging at home
- Service provider administration – source, collaborate with, contract and manage a network of service providers to support the needs of AH residents
- Client management/Efforts to Outcomes (ETO) – track and document client progress to self-sufficiency
- Refer non-participating clients to CSG
- Family Self-Sufficiency (FSS) Program management

Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
1.1.11	Increase the number of permanent supportive housing units	Create 60 permanent supportive housing units (HAVEN) in partnership with local agencies
2.2.7	Empower AH residents and families to achieve self-sufficiency and economic independence Assist unemployed/underemployed participants in reducing dependence on public assistance and increasing household income.	Develop and implement the 5-Star Tenant Program
2.2.8		Identify and develop partnerships with human development service providers
2.2.10		Provide Good Neighbor Training to (2240) participants.
2.2.11		Develop (1) new formal partnership that supports family self-sufficiency.
2.2.12		Provide (8) life skills workshops that enable participants to develop the competencies needed to progress toward economic independence.
2.2.13		Plan and execute (2) job fairs.
2.2.9		Through the provision of case management services, (75%) of participants will be connected to employment opportunities, training, social services, therapeutic counseling, and/or other supportive services designed to help participants meet/exceed AH's work requirement .
2.3.1	Provide to AH seniors and disabled residents high-quality supportive services and access to programs and initiatives that promote aging well.	Develop, facilitate and/or actively participate in activities, projects and/or initiatives in support of senior wellbeing, including 2 new ones
2.3.2		Develop 2 new partnerships with service providers focused on initiatives/issues for seniors/disabled
2.3.3		Provide training and/or access to enrichment programs in focus areas of digital literacy and financial literacy to all senior highrises
2.3.4	Improve the sustainability of Resident Associations	Update the Resident Association operating framework - By-Laws and election process
2.3.5		Conduct quarterly training/team building programs for resident association officers and members
2.3.6		Reduce the cycle time for resolution of resident complaints
2.3.7		Conduct the annual Resident Satisfaction Survey
2.3.10	Provide a continuum of care for seniors to enable them to say healthy and live independently and with dignity in their homes.	Develop (1) new formal partnership that supports successful aging at home.
2.3.8		Provide (200) seniors with life enrichment classes, meals, health education, fitness and activities that promote active aging.
2.3.9		Provide (150) preventative outreach visits to participants to identify supportive care needs and coordinate appropriate services.
2.4.10	Ensure youth receive the education, training and support services they need for success in postsecondary education and/ or work.	Plan and execute a Back-to-School Expo designed to connect families to afterschool programs and additional resources.
2.4.5		Enroll (375) youth in afterschool and summer programs.
2.4.6		Provide (8) life skills workshops that support student achievement and employment readiness.
2.4.7		Plan and execute HUD's Strong Families Event designed to strengthen family relationships.
2.4.8		Plan and execute a Parent Empowerment Event designed to build positive and resilient families.
2.4.9		Plan and execute a Summer Camp Expo designed to connect families to summer

2.4.10	Ensure youth receive the education, training and support services they need for success in postsecondary education and/ or work.	Plan and execute a Back-to-School Expo designed to connect families to afterschool programs and additional resources.
2.4.5		Enroll (375) youth in afterschool and summer programs.
2.4.6		Provide (8) life skills workshops that support student achievement and employment readiness.
2.4.7		Plan and execute HUD's Strong Families Event designed to strengthen family relationships.
2.4.8		Plan and execute a Parent Empowerment Event designed to build positive and resilient families.
2.4.9		Plan and execute a Summer Camp Expo designed to connect families to summer camp and additional resources.
2.4.1	Promote student success through the provision of an education support partnership and other educational opportunities	Promote, manage and identify opportunities for scholarships available to students
2.4.2		Execute AH's Education Support Partnership (ESP) with targeted CNI schools
2.4.3		Produce annual report highlighting results of ESP and AH-APS partnership
2.4.4		Increase number of resources to Dunbar Elementary
3.2.1	Create volunteer and other engagement opportunities for AH staff that connect them to the diverse population of AH clients and stakeholders we serve.	Facilitate at least 1 Lunch and Learn activity/event for AH staff
3.2.2		Develop a lunch and learn framework and schedule to deliver training to AH staff
3.2.3		Support at least 25 volunteer engagement activities in support of AH resident families
3.2.4		Manage, promote and improve volunteer engagement in AH CARES program
3.2.12	Provide staff with professional development opportunities to further develop knowledge and skills.	100% of HDS Staff will complete (1) professional development training.
3.6.1	Develop and implement strategic partnerships with city/ government officials, community partners and other stakeholders to support AH projects and initiatives as well as the families and children who receive housing benefits	Develop 5 new partnerships
3.6.2		Maintain 90% representation at of all key meetings of Atlanta City Council, NPU, APS, APD, CoC and other defined stakeholder organizations
3.6.3		Actively engage in and maintain 90% representation in partner organizations, strategic meetings and/or initiatives to expand AH's services and programs for homeless residents of Atlanta
3.6.4		Track number of HAVEN households served
3.6.5		Reduce the cycle time for resolution of open investigations by the Program Investigations team
3.6.6		Leverage the Program Investigations team to increase community outreach touches and promote positive community relationships
3.6.7		Provide weekly legislative updates on current and pending local legislation

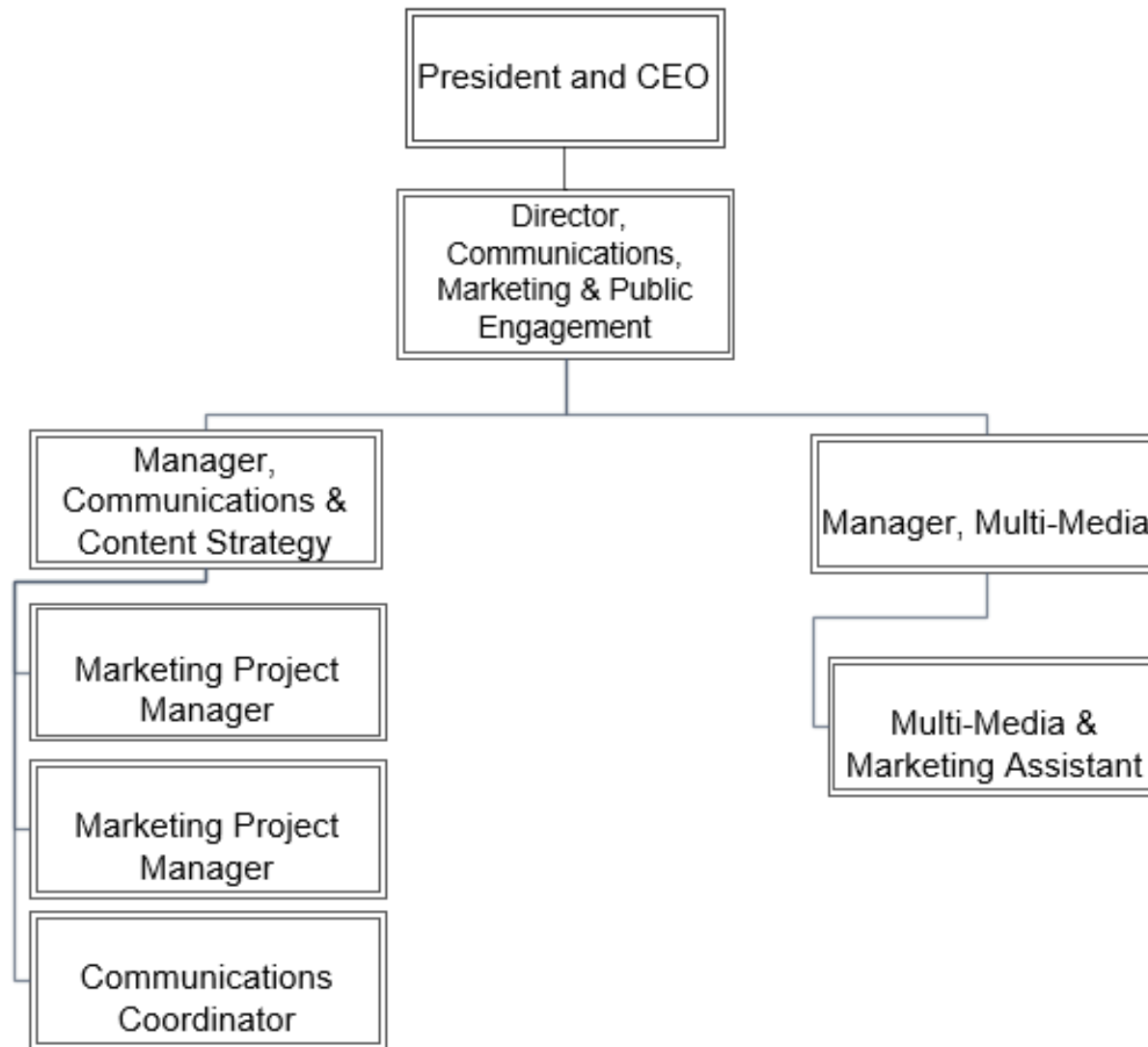
Government, External Affairs and Human Development	FY 2020		FY 2020B		FY 2020B	
	Budget	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Personnel</b>	\$ 1,989,105	\$ 2,080,826	\$ (91,722)	\$ 1,762,970	\$ 226,135	
<b>Non-Personnel</b>	87,890	78,095	9,795	44,365	43,525	
<b>Total</b>	\$ 2,076,995	\$ 2,158,921	\$ (81,927)	\$ 1,807,334	\$ 269,660	

### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual
Administrative Assistant II	1	1	1	1
Community & External Affairs Analyst	1	1	1	1
Human Development Services Case Manager	4	4	4	3
Incident Coordinator	1	1	1	0
Investigator	2	2	2	0
Manager, Investigators	1	1	0	0
Mgr, Human Development Case Management Service	1	1	1	0
Accessibility Compliance & Resident Initiatives Oversight Mgr	1	0	1	1
Neighborhood Revitalization Specialist	1	1	0	1
Operations Administrator	1	1	1	1
Philanthropy Officer	0	1	1	1
Program Manager	3	2	3	3
Service Provider Administrator III	1	1	1	1
Sr Manager, Community Engagement	1	1	1	0
Sr Manager Human Development Services	1	1	1	1
SVP, PPI	0	1	1	1
VP, Governmental & External Affairs	1	1	1	1
	<b>21</b>	<b>21</b>	<b>21</b>	<b>16</b>

During late FY 2019, Human Development Services was transferred under Governmental and External Affairs department. The new department name is Government, External Affairs and Human Development Services. The combined department is requesting the same number of positions as authorized in FY 2019 with the elimination of the SVP, PPI position and adding another Program Manager.

## Communications, Marketing and Public Engagement



## Communications, Marketing and Public Engagement

### Mission Statement

To operate as a full-service, in-house Communications, Marketing and Public Relations department that supports Atlanta Housing with content, business marketing strategy and management, brand management, public relations, multimedia design, social media management and community event production in service to participants, property owners, developers and other stakeholders. To position AH as thought-leaders in housing affordability and to reshape public perception or opinion of the organization and the people we serve. To provide the internal messaging standard in an effort to consistently drive employee engagement and create brand ambassadorship amongst employees. Serve as primary point of contact for local and national media outlets.

### Primary Functions

- Internal Communications
- External Communications
- Media Relations
- Social Media
- Events Management

### Service Description

- Internal and External Messaging
  - Press Releases
  - Newsletter
  - Collateral Material (brochures, flyers, signage, etc.)
  - PowerPoint Presentations
  - Talking Points and Executive Speeches
  - Internal memos
  - Social Engagement
- Media Relations
- Web development and management
- Multimedia Services
  - Photography
  - Videography
  - Weekly Monitor Movies
  - EN-TV News

### Department FY2020 Goals and Objectives

Dept Goal ID (See Note)	Department Goal	Department Objective
1.2.10	Help increase the number of affordable housing units through	Increase human interest stories externally by 25%
1.2.9	Marketing programs and incentives as well as telling the story.	Increase HCV property Owners through Marketing programs by 20%
2.3.11	Create communication about ways to improve the quality of life among our participants.	Increase frequency of lifestyle communication by 50% to Senior participants
3.3.1	Establish business continuity plans for the Agency	Expand the business continuity plans by 20% per department

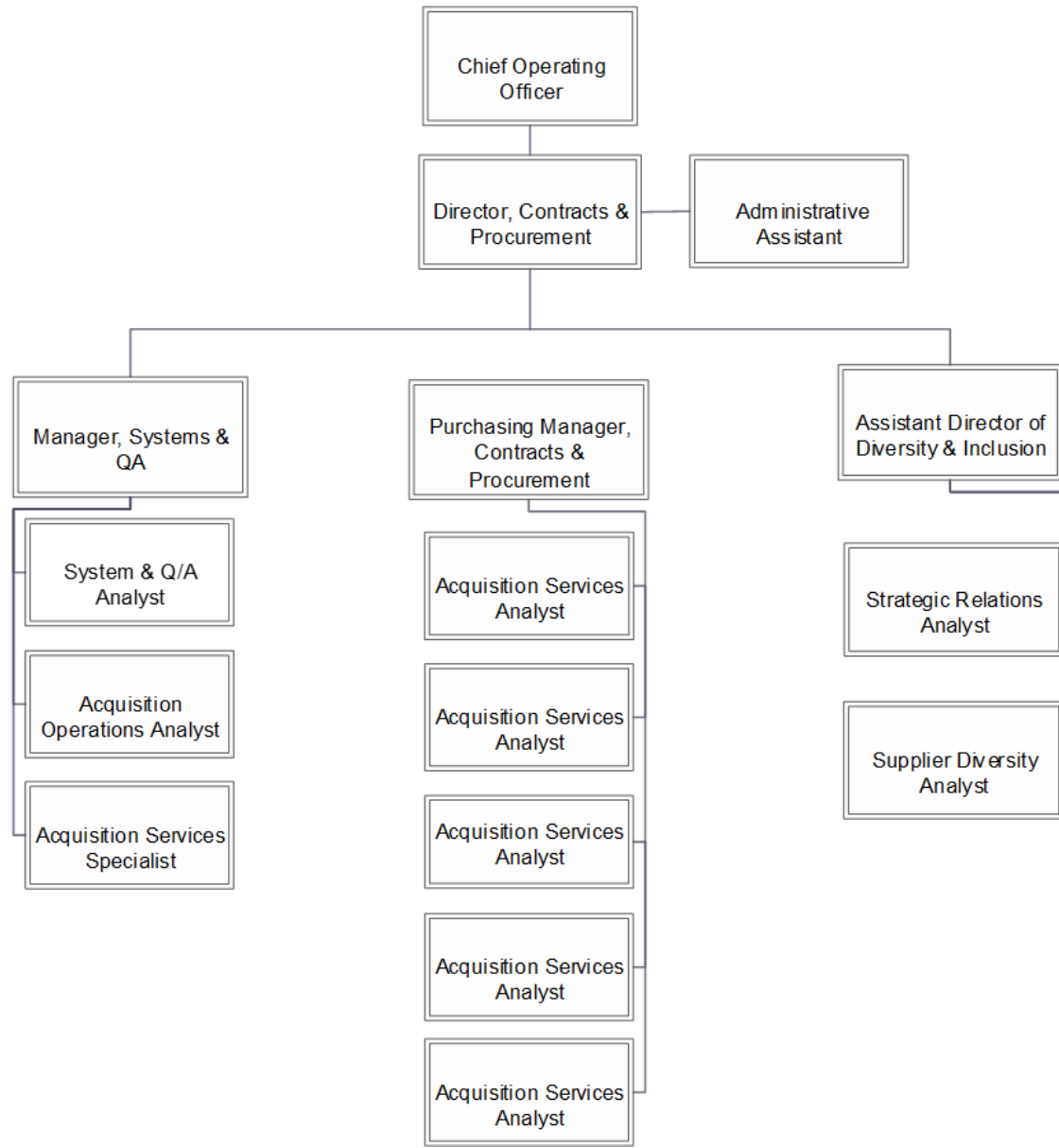
Communications, Marketing and Public Engagement	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 690,970	\$ 540,648	\$ 150,322	\$ 521,112	\$ 169,858
<b>Non-Personnel</b>	342,025	444,347	(102,322)	338,780	3,245
<b>Total</b>	\$ 1,032,995	\$ 984,995	\$ 48,000	\$ 859,893	\$ 173,102

### Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Communications and Public Engagement is requesting one additional position in FY 2020 than authorized in FY 2019. The requested position is the Communications Manager who was promoted from Communications Consultant.
Communications Coordinator	1	0	0	0	
Director, Communications, Marketing & Public Engagement	1	1	1	1	
Manager, Communications & Content Strategy	1	0	1	0	
Manager, Multi-Media	1	1	1	1	
Marketing Project Manager	2	2	2	2	
Multi-Media Communications Assistant	1	1	1	1	
Multi-Media Communications Coordinator	0	1	0	1	
	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	



## 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 four primary functions for Atlanta Housing ("AH"). The teams are interconnected and are named Contracts and Procurement Services, Systems and Quality Assurance, Strategic Relations and Diversity and Inclusion. The teams have the following overall roles and responsibilities:

**Contracts and Procurement Services** – This staff provides "cradle-to-grave" procurement support to AH 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.

**Diversity and Inclusion** – This staff assures supplier diversity in AH Contracting by conducting outreach to traditionally disadvantaged businesses and encouraging them to participate in a AH's public procurement process. In addition this staff secures commitments from majority contractors to utilize disadvantaged businesses on AH Contracts.

### Service Description

"Point-of-contact" interface and collaborative teamwork with AH 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

### Diversity and Inclusion

- Supplier Diversity Outreach
- Section 3 Coordination and Hiring
- Goal Setting
- Reporting
- Networking
- Technical Assistance to Bidders

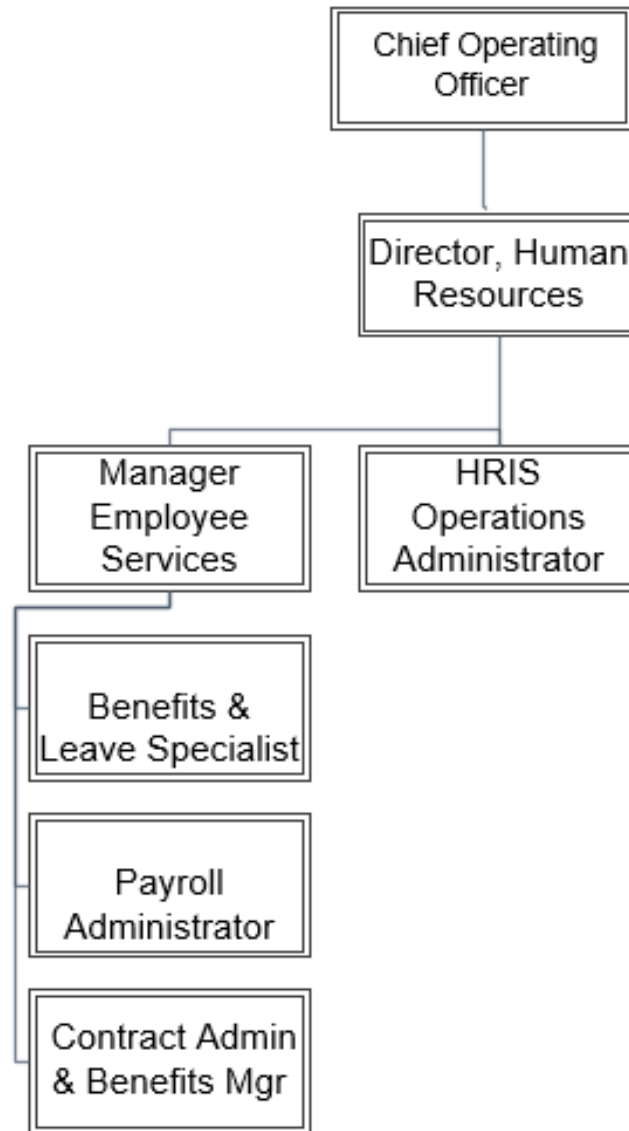
Department FY2020 Goals and Objectives		
Dept Goal ID (See Note)	Department Goal	Department Objective
3.2.7	Have CPD Staff Sit for Professional Examinations	Conduct study sessions for staff three time a week for approximately 5-8 weeks to prepare for Certified Public Purchasing Buyer/Officer (CPPB/O)
3.2.8		Have at least one new staff person become certified.
3.2.9		Have staff attend professional development classes outside of AH
3.5.1	Implement the Opportunity Inclusion Policy (OIP) Policy.	Educate AH staff about supplier diversity via regular (monthly) departmental procurement client meetings.
3.5.2		Perform market research prior to all informal and formal procurement activity to find and invite minority and women owned businesses to do business with Atlanta Housing.
3.5.3		Participate in regular meetings of professional business organizations to market AH contract opportunities.
3.5.4		Track commitments vs actuals for major AH Partners utilizing M/WBE businesses.
3.6.10	Expand the use of Total Contract Manager (TCM) in Jaggaer	Centralize contracts.
3.6.8		Assess how many Real Estate Agreements and IGA's exist in various departments to centralize contracts.
3.6.9		Meet monthly to discuss progress of contracts being entered into TCM

Contracts and Procurement	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
<b>Personnel</b>	\$ 1,481,882	\$ 1,036,430	\$ 445,452	\$ 937,657	\$ 544,224
<b>Non-Personnel</b>	248,650	147,684	100,966	62,909	185,741
<b>Total</b>	\$ 1,730,532	\$ 1,184,114	\$ 546,418	\$ 1,000,567	\$ 729,965

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Contracts & Procurement is requesting four additional positions in FY 2020 than authorized in FY 2019. The requested positions are Acquisition Services Analyst, Administrative Assistant, Assistant Director of Diversity & Inclusion, and Supplier Diversity Analyst.
Acquisition Operations Analyst	1	1	1	1	
Acquisition Services Analyst	5	4	5	3	
Acquisition Services Specialist	1	1	1	1	
Administrative Assistant	1	0	0	0	
Asst Director, Diversity & Inclusion	1	0	1	0	
Director, Contracts & Procurement	1	1	1	1	
Manager, Systems & QA	1	1	1	1	
Purchasing Manager, Contracts and Procurement	1	1	0	1	
Strategic Relations Analyst	1	1	1	1	
Supplier Diversity Analyst	1	0	0	0	
System & QA Analyst	1	1	1	1	
	<b>15</b>	<b>11</b>	<b>12</b>	<b>10</b>	

## Human Resources



## Human Resources

### Mission Statement

Help make AH a great place to work, where employees are valued, can grow, develop and add value to AH'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 AH-provided health and other plans

### Department FY2020 Goals and Objectives

Dept Goal ID (See Note)	Department Goal	Department Objective
3.1.43	Document HR Processes and Protocols relating to recruiting, hiring, leave, benefits, and other core functions.	Improve and recruiting process and reassess involvement of hiring managers throughout process.
3.1.44		Update employee handbook
3.6.44	Re-program and re-initiate employee onboarding and training (formerly known as Blueprint for Success).	Re-program and re-initiate employee onboarding and training (formerly known as Blueprint for Success).
3.6.45	Implement and manage an employee evaluation process for all employees.	Implement and manage an employee evaluation process for all employees.
3.7.6	Drive completion and implementation of AH Compensation Study recommendations for all employees.	Coordinate the review and, if necessary, revision of all employee job descriptions to drive Compensation Study.
3.7.7		Manage contractor to drive timely completion of Compensation Study.
3.7.8		Implement study recommendations in coordination with Finance and Executive Office.

Human Resources Operations	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
Personnel	\$ 841,537	\$ 915,277	\$ (73,740)	\$ 813,760	\$ 27,776
Non-Personnel	1,203,392	1,045,925	157,467	608,508	594,884
Total	\$ 2,044,929	\$ 1,961,202	\$ 83,727	\$ 1,422,268	\$ 622,660

Activities Managed by Human Resources	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
Personnel	\$ 1,563,375	\$ 1,559,261	\$ 4,114	\$ 1,415,690	\$ 147,685
Non-Personnel	260,000	1,602,000	(1,342,000)	941,322	(681,322)
Total	\$ 1,823,375	\$ 3,161,261	\$ (1,337,886)	\$ 2,357,012	\$ (533,637)

## Staffing

Authorized Positions	FY20 Budget	FY19 Budget	FY19 Forecast	FY18 Actual	Human Resources decreased the number of positions by two in FY 2020 by eliminating HR Business Partner II and Learning & Development positions.
Benefits & Leave Specialist	1	0	0	0	
Contract Admin & Benefits Manager	1	1	1	1	
Director, Human Resources	1	1	0	1	
HR Business Partner II	0	1	0	1	
HRIS Operations Administrator	1	1	1	1	
Learning & Development	0	1	0	0	
Manager, Employee Services	1	1	1	0	
Payroll Administrator	1	1	1	1	
Tech & Smart Cities Coordinator	0	1	0	0	
	6	8	4	5	

### **III. Budget Financial Schedules**



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## Combined Sources and Uses of Funds

### FY 2020 Budget

	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Sources of Funds</b>					
<b>Current Year Sources of Funds</b>					
Housing Choice Voucher Funds Authorized	\$ 224,740,845	\$ 211,264,109	\$ 13,476,736	\$ 216,264,108	\$ 8,476,737
Public Housing Operating Subsidy	10,674,766	13,002,385	(2,327,619)	13,337,708	(2,662,942)
Capital Funds Program (CFP)	1,000,000	9,927,060	(8,927,060)	7,402,485	(6,402,485)
Total MTW Single Fund	236,415,612	234,193,554	2,222,058	237,004,301	(588,690)
Tenant Dwelling Revenue	4,370,026	4,490,244	(120,218)	4,930,290	(560,264)
Replacement Housing Factor (RHF) Grants	12,747,846	22,183,446	(9,435,600)	7,814,214	4,933,632
Replacement Housing Factor (RHF) Grants - Fees for Service	1,274,785	2,170,495	(895,710)	781,471	493,313
Choice Neighborhoods Implementation Grant (CNIG)	13,544,029	8,405,200	5,138,829	4,555,577	8,988,452
National Housing Compliance (NHC)	1,194,909	720,000	474,909	1,199,091	(4,182)
Development-related Income	3,391,752	4,732,996	(1,341,244)	1,702,383	1,689,369
Other Current Year Revenue and Grants	746,477	828,441	(81,964)	1,542,266	(795,789)
Non-Operating Sources of Funds	2,919,547	1,418,422	1,501,125	2,801,821	117,726
<b>Total Current Year Sources of Funds</b>	<b>276,604,982</b>	<b>279,142,798</b>	<b>(2,537,816)</b>	<b>262,331,415</b>	<b>14,273,567</b>
<b>Sources of Funds from Prior Year Accumulations</b>					
Drawdown of HCV-Originated MTW Funds-held at HUD	85,664,859	40,070,025	45,594,834	-	85,664,859
Drawdown of Program Income and Other Funds	32,500	41,750	(9,250)	668,511	(636,011)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,392,132	1,525,328	(133,196)	85,260	1,306,872
<b>Total Sources of Funds from Prior Year Accumulations</b>	<b>87,089,491</b>	<b>41,637,103</b>	<b>45,452,388</b>	<b>753,771</b>	<b>86,335,720</b>
<b>Total Sources of Funds</b>	<b>\$ 363,694,474</b>	<b>\$ 320,779,901</b>	<b>\$ 42,914,573</b>	<b>\$ 263,085,186</b>	<b>\$ 100,609,288</b>
<b>Uses of Funds</b>					
Housing Assistance and Operating Subsidy Payments	\$ 169,552,725	\$ 157,789,519	\$ 11,763,206	\$ 158,505,410	\$ 11,047,315
Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,831,591	13,687,080	144,511	14,157,878	(326,288)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	3,107,237	2,484,910	622,327	868,481	2,238,756
Human Development, Supportive Housing Services and Community Relations	1,545,572	1,372,421	173,151	1,146,006	399,566
Operating Divisions	16,660,788	16,549,310	111,478	15,244,361	1,416,427
Corporate Support	30,680,598	27,896,646	2,783,952	24,680,116	6,000,482
Choice Neighborhoods Development and Revitalization	24,967,198	20,139,918	4,827,281	8,917,201	16,049,997
Development and Revitalization (excluding Choice Neighborhoods)	96,266,647	72,369,936	23,896,711	15,930,739	80,335,908
Debt Service on Energy Performance Contract (EPC) Capital Lease	71,158	2,591,258	(2,520,100)	441,257	(370,099)
<b>Total Uses of Funds</b>	<b>\$ 356,683,514</b>	<b>\$ 314,880,996</b>	<b>\$ 41,802,517</b>	<b>\$ 239,891,447</b>	<b>\$ 116,792,066</b>
<b>Excess of Sources over Uses of Funds*</b>	<b>\$ 7,010,960</b>	<b>\$ 5,898,905</b>	<b>\$ 1,112,055</b>	<b>\$ 23,193,739</b>	<b>\$ (16,182,779)</b>
* The Excess of Funds above affects the following fund balances:					
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ -	\$ -	\$ 22,386,874	\$ (22,386,874)
Other Excess of Funds held at AH	7,010,960	5,898,905	1,112,055	806,865	6,204,096
<b>Excess of Sources over Uses of Funds</b>	<b>\$ 7,010,960</b>	<b>\$ 5,898,905</b>	<b>\$ 1,112,055</b>	<b>\$ 23,193,739</b>	<b>\$ (16,182,779)</b>

**Schedule I**  
**Sources and Uses of Funds by Major Program**  
**FY 2020 Budget**

Description	MTW Program**	Non-federal Funds	Non-MTW Revitalization Program	FY 2020 Budget
<b>Sources of Funds</b>				
Housing Choice Voucher Funds Authorized	\$ 224,740,845	\$ -	\$ -	\$ 224,740,845
Public Housing Operating Subsidy	10,674,766	-	-	10,674,766
Capital Funds Program (CFP)	1,000,000	-	-	1,000,000
Total MTW Single Fund	236,415,612	-	-	236,415,612
Tenant Dwelling Revenue	4,370,026	-	-	4,370,026
Replacement Housing Factor (RHF) Grants	1,274,785	-	12,747,846	14,022,631
Choice Neighborhoods Implementation Grant (CNIG)	-	-	13,544,029	13,544,029
National Housing Compliance (NHC)	-	1,194,909	-	1,194,909
Development-related Income	-	-	3,391,752	3,391,752
Other Current Year Revenue and Grants	486,483	10,612	249,382	746,477
Non-Operating Sources of Funds	342,603	141,576	2,435,368	2,919,547
<b>Total Current Year Sources of Funds</b>	<b>242,889,508</b>	<b>1,347,097</b>	<b>32,368,377</b>	<b>276,604,982</b>
<b>Sources of Funds from Prior Year Accumulations</b>				
HCV-Originated MTW Funds (HUD Held)	85,664,859	-	-	85,664,859
Drawdown of Program Income and Other Funds	-	32,500	-	32,500
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,392,132	1,392,132
<b>Total Sources of Funds from Prior Year Accumulations</b>	<b>85,664,859</b>	<b>32,500</b>	<b>1,392,132</b>	<b>87,089,491</b>
<b>Total Sources of Funds</b>	<b>\$ 328,554,368</b>	<b>\$ 1,379,597</b>	<b>\$ 33,760,509</b>	<b>\$ 363,694,474</b>
<b>Uses of Funds</b>				
Housing Assistance and Operating Subsidy Payments	\$ 169,552,725	\$ -	\$ -	\$ 169,552,725
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	13,831,591	-	-	13,831,591
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	3,107,237	-	-	3,107,237
Human Development Supportive Housing Services and Community Relations	1,501,072	44,500	-	1,545,572
Operating Divisions	16,494,175	166,613	-	16,660,788
Corporate Support	30,479,072	201,526	-	30,680,598
Development and Revitalization	93,517,338	32,500	27,684,007	121,233,845
Debt Service on Energy Performance Contract (EPC) Capital Lease	71,158	-	-	71,158
<b>Total Uses of Funds</b>	<b>\$ 328,554,368</b>	<b>\$ 445,139</b>	<b>\$ 27,684,007</b>	<b>\$ 356,683,514</b>
<b>Excess of Sources over Uses of Funds*</b>	<b>\$ -</b>	<b>\$ 934,458</b>	<b>\$ 6,076,502</b>	<b>\$ 7,010,960</b>
* The Excess of Funds above affects the following fund balances:				
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ -	\$ -	\$ -
Other Excess of Funds held at AHA	-	934,458	6,076,502	7,010,960
<b>Excess of Sources over Uses of Funds</b>	<b>\$ -</b>	<b>\$ 934,458</b>	<b>\$ 6,076,502</b>	<b>\$ 7,010,960</b>

\*\* For simplicity of presentation, all non-MTW Housing Choice Voucher Program, Family Self-Sufficiency and Component Units revenue and expense are included as MTW Program.

## Sources and Uses of Funds

### FY 2020 Budget

Schedule	Operating	FY 2020		FY 2020B		FY 2020B	
		Budget	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
II III IV V VI VII	<b>Sources of Funds</b>						
	Housing Choice Voucher Funds Authorized	\$ 224,740,845	\$ 211,264,109	\$ 13,476,736	\$ 216,264,108	\$ 8,476,737	
	Public Housing Operating Subsidy	10,674,766	13,002,385	(2,327,619)	13,337,708	(2,662,942)	
	Capital Funds Program (CFP)	1,000,000	9,927,060	(8,927,060)	7,402,485	(6,402,485)	
	Total MTW Single Fund	236,415,612	234,193,554	2,222,058	237,004,301	(588,690)	
	Tenant Dwelling Revenue	4,370,026	4,490,244	(120,218)	4,930,290	(560,264)	
	Replacement Housing Factor (RHF) Grants - Fees for Service	1,274,785	2,170,495	(895,710)	781,471	493,313	
	National Housing Compliance (NHC)	1,194,909	720,000	474,909	1,199,091	(4,182)	
	Other Current Year Revenue and Grants	497,095	828,441	(331,346)	1,401,938	(904,843)	
	Non-Operating Sources of Funds	484,179	490,628	(6,449)	250,000	234,179	
	<b>Total Operating Sources of Funds</b>	<b>\$ 244,236,606</b>	<b>\$ 242,893,362</b>	<b>\$ 1,343,243</b>	<b>\$ 245,567,092</b>	<b>\$ (1,330,486)</b>	
	<b>Uses of Funds</b>						
	Housing Assistance and Operating Subsidy Payments						
	Tenant-Based and Homeownership Vouchers	\$ 110,371,607	\$ 102,732,866	\$ 7,638,741	\$ 105,641,475	\$ 4,730,132	
	HomeFlex Rental Assistance (formally PBRA)	51,268,066	44,025,199	7,242,867	41,492,084	9,775,982	
	Mixed Income Operating Subsidy	7,913,052	11,031,454	(3,118,402)	11,371,851	(3,458,799)	
	Total Housing Assistance and Operating Subsidy Payments	169,552,725	157,789,519	11,763,206	158,505,410	11,047,315	
	Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,831,591	13,687,080	144,511	14,157,878	(326,288)	
	Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	3,107,237	2,484,910	622,327	868,481	2,238,756	
	Human Development, Supportive Housing Services and Community Relations	1,545,572	1,372,421	173,151	1,146,006	399,566	
	Operating Divisions	16,660,788	16,549,310	111,478	15,244,361	1,416,427	
	Corporate Support	30,680,598	27,896,646	2,783,952	24,680,116	6,000,482	
	Debt Service on Energy Performance Contract (EPC) Capital Lease	71,158	2,591,258	(2,520,100)	441,257	(370,099)	
	Total Other Operating Activities	65,896,944	64,581,624	1,315,319	56,538,098	9,358,845	
	<b>Total Operating Uses of Funds</b>	<b>\$ 235,449,669</b>	<b>\$ 222,371,143</b>	<b>\$ 13,078,526</b>	<b>\$ 215,043,508</b>	<b>\$ 20,406,161</b>	
	<b>Excess of Sources over Uses of Funds</b>	<b>\$ 8,786,937</b>	<b>\$ 20,522,220</b>	<b>\$ (11,735,283)</b>	<b>\$ 30,523,584</b>	<b>\$ (21,736,647)</b>	

## Schedule II

### Housing Assistance and Operating Subsidy Payments

#### FY 2020 Budget

Schedule		FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
	Tenant-Based Vouchers	\$ 107,822,583	\$ 100,284,901	\$ 7,537,682	\$ 102,833,670	\$ 4,988,913
	Voucher Portability Administration Fees	962,112	1,084,053	(121,941)	1,006,871	(44,759)
	Short-Term Housing Assistance	450,000	240,000	210,000	399,948	50,052
	Case Management and Administration of Supportive Housing Initiatives	106,000	125,000	(19,000)	118,416	(12,416)
	Leasing Incentive Fee	685,000	788,000	(103,000)	995,815	(310,815)
	Homeownership Vouchers	165,912	165,912	-	143,786	22,126
	Relocation Expense	30,000	-	30,000	-	30,000
	Property Damages	150,000	45,000	105,000	142,968	7,032
	Collections Fees	-	-	-	-	-
	Tenant-Based and Homeownership Vouchers	110,371,607	102,732,866	7,638,741	105,641,475	4,730,132
<b>II.A</b>	HomeFlex Rental Assistance (formerly PBRA)	51,268,066	44,025,199	7,242,867	41,492,084	9,775,982
<b>II.B</b>	Mixed Communities Operating Subsidy for AH-Assisted Units	7,913,052	11,031,454	(3,118,402)	11,371,851	(3,458,799)
	<b>Total</b>	<b>\$ 169,552,725</b>	<b>\$ 157,789,519</b>	<b>\$ 11,763,206</b>	<b>\$ 158,505,410</b>	<b>\$ 11,047,315</b>

**Schedule II.A (1 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2020 Budget**

Community	FY 2020	FY 2019	FY 2020B	FY 2019	FY 2020B
	Budget	Budget	Over (Under) FY 2019B	Forecast	Over (Under) FY 2019F
Adamsville Green	\$ 576,792	\$ 659,116	\$ (82,324)	\$ 590,507	\$ (13,715)
Arcadia at Parkway Village	766,300	735,588	30,712	750,713	15,587
Ashley Auburn Pointe I	82,600	85,972	(3,372)	83,161	(561)
Ashton at Browns Mill	538,656	539,946	(1,290)	530,787	7,869
Atrium at CollegeTown	961,608	919,971	41,637	938,953	22,655
Auburn Glenn	1,158,492	1,208,179	(49,687)	1,166,770	(8,278)
Avalon Park Family	476,664	492,948	(16,284)	478,058	(1,394)
Avalon Park Senior	1,194,012	1,205,648	(11,636)	1,192,651	1,361
Avalon Ridge Family	658,248	671,176	(12,928)	660,404	(2,156)
Campbell Stone	1,521,648	1,449,362	72,286	1,509,604	12,044
Capitol Gateway II	151,296	122,817	28,479	146,550	4,746
Centennial Place I	375,168	312,659	62,509	364,754	10,414
Centennial Place II	366,276	296,685	69,591	354,680	11,596
Centennial Place III	355,392	293,088	62,304	332,318	23,074
Centennial Place IV	262,536	185,229	77,307	184,371	78,165
Columbia at Sylvan Hills	470,076	401,247	68,829	449,045	21,031
Columbia Colony Senior	398,916	376,835	22,081	387,127	11,789
Columbia Commons (RAD)	351,925	120,193	231,732	116,271	235,654
Columbia Creste	281,602	-	281,602	-	281,602
Columbia Grove	230,162	-	230,162	-	230,162
Columbia Estates (RAD)	259,580	34,847	224,733	34,847	224,733
Columbia Heritage	1,057,992	980,913	77,079	1,023,640	34,352
Columbia High Point Senior	516,996	538,309	(21,313)	520,550	(3,554)
Columbia Park Citi (RAD)	292,463	30,256	262,207	30,256	262,207
Columbia Mechanicsville Apartments (RAD)	695,514	472,549	222,965	367,972	327,542
Columbia Senior Blackshear	531,132	502,751	28,381	515,606	15,526
Columbia Senior Edgewood	1,154,916	1,148,617	6,299	1,130,391	24,525
Columbia Senior Mechanicsville (RAD)	816,935	676,922	140,013	617,134	199,801
Columbia Senior at MLK Village	754,956	781,735	(26,779)	744,074	10,882
Columbia South River Gardens	315,852	306,457	9,395	307,869	7,983

**Schedule II.A (2 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2020 Budget**

Community	FY 2020	FY 2019	FY 2020B	FY 2019	FY 2020B
	Budget	Budget	Over (Under) FY 2019B	Forecast	Over (Under) FY 2019F
Columbia Tower at MLK Village	\$ 714,792	\$ 676,956	\$ 37,836	\$ 693,956	\$ 20,836
Columbia Village (RAD)	89,124	37,471	51,653	24,980	64,144
Constitution Avenue Apartments	445,980	388,689	57,291	427,371	18,609
Crogman School Apartments	140,077	294,020	(153,943)	288,452	(148,375)
First Step	190,764	295,444	(104,680)	305,573	(114,809)
Gateway at Capitol View	974,832	1,331,058	(356,226)	1,087,558	(112,726)
Gateway at East Point	693,564	701,872	(8,308)	694,951	(1,387)
GE Towers	1,215,360	1,255,276	(39,916)	1,217,809	(2,449)
Heritage Green	276,156	257,221	18,935	272,995	3,161
Heritage Station Family	757,500	759,200	(1,700)	751,537	5,963
Heritage Station Senior	1,320,348	1,233,245	87,103	1,294,937	25,411
Highbury Terraces	-	112,777	(112,777)	65,920	(65,920)
Imperial Hotel (Commons at Imperial)	696,168	716,440	(20,272)	685,398	10,770
Lakewood Christian Manor	671,856	597,264	74,592	645,768	26,088
Legacy at Walton Lake	176,928	194,560	(17,632)	179,867	(2,939)
Lillie R. Campbell House	235,440	225,427	10,013	233,775	1,665
Manor at DeKalb Medical	1,074,792	193,160	881,632	193,160	881,632
Manor at Indian Creek II	460,620	289,740	170,880	82,782	377,838
Manor at Scotts Crossing	707,352	718,892	(11,540)	709,277	(1,925)
Marietta Road Highrise (RAD)	556,248	413,084	143,164	-	556,248
Martin House at Adamsville	732,900	632,779	100,121	704,238	28,662
Mechanicsville Crossing	526,264	200,105	326,159	169,912	356,352
Mechanicsville Station	593,679	279,833	313,846	262,134	331,545
Oasis at Scholars Landing	355,248	108,781	246,467	238,787	116,461
Odyssey at Villas	145,992	134,680	11,312	144,110	1,882
O'Hearn House	281,652	285,839	(4,187)	280,024	1,628
Park Commons-Gates Park (HFOP)	1,069,404	938,936	130,468	1,025,923	43,481
Park Commons-Gates Park (HFS)	757,248	773,412	(16,164)	744,549	12,699
Parkside at Mechanicsville (RAD)	524,196	288,969	235,227	286,309	237,887
Pavilion Place	-	47,174	(47,174)	2,977	(2,977)

**Schedule II.A (3 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2020 Budget**

Community	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
Peachtree Road Highrise (RAD)	\$ 845,152	\$ 630,833	\$ 214,319	\$ -	\$ 845,152
Peaks at MLK	589,512	566,128	23,384	580,753	8,759
Phoenix House	394,068	231,336	162,732	298,223	95,845
Piedmont Senior Tower	1,177,368	1,247,382	(70,014)	1,169,804	7,564
Providence at Parkway Village	260,976	279,157	(18,181)	260,796	180
Quest Village III	75,828	65,860	9,968	74,161	1,667
Renaissance at Park Place South Senior	599,100	636,220	(37,120)	605,281	(6,181)
Retreat at Edgewood	336,108	336,069	39	329,269	6,839
Reynoldstown Senior Residences	172,704	187,483	(14,779)	175,172	(2,468)
Seven Courts	172,101	170,951	1,150	169,097	3,004
Sterling at Candler Village	1,070,004	955,737	114,267	-	1,070,004
Summerdale Commons Phase II	307,080	137,975	169,105	-	307,080
Summit Trail	324,480	317,997	6,483	326,525	(2,045)
Tenth and Juniper	898,176	754,976	143,200	882,583	15,593
The Remington	1,221,888	944,422	277,466	1,042,625	179,263
Veranda at Auburn Pointe	631,932	645,515	(13,583)	634,197	(2,265)
Veranda at Auburn Pointe II	862,692	869,439	(6,747)	863,817	(1,125)
Veranda at Auburn Pointe III	925,368	909,112	16,256	922,660	2,708
Veranda at Carver Senior	555,276	570,296	(15,020)	557,776	(2,500)
Veranda at CollegeTown	696,324	677,669	18,655	693,211	3,113
Veranda at Groveway	486,972	324,600	162,372	415,158	71,814
Veranda at Scholars Landing	731,748	755,276	(23,528)	735,673	(3,925)
Villages at Castleberry Hill I (RAD)	482,388	290,573	191,815	367,352	115,036
Villas of H.O.P.E	225,264	207,159	18,105	216,778	8,486
Welcome House	163,344	132,823	30,521	154,289	9,055
Woodbridge at Parkway Village	738,024	761,941	(23,917)	729,953	8,071
Villages of East Lake	1,353,636	-	1,353,636	-	1,353,636
HomeFlex Future	861,364	85,950	775,414	57,300	804,064
HomeFlex Rent Increase Contingency, net of rent reform	150,000	400,000	(250,000)	(14,461)	164,461
<b>Total HomeFlex Rental Assistance Payments</b>	<b>\$ 51,268,066</b>	<b>\$ 44,025,199</b>	<b>\$ 7,242,867</b>	<b>\$ 41,492,084</b>	<b>\$ 9,775,982</b>



**Schedule II.B**  
**MIXED Communities Operating Subsidy for AH-Assisted Units**  
**FY 2020 Budget Template**

Community	FY 2020	FY 2019	FY 2020B	FY 2019	FY 2020B
	Budget	Budget	Over (Under) FY 2019B	Forecast	Over (Under) FY 2019F
Ashley Auburn Pointe I	\$ 310,716	\$ 309,327	\$ 1,389	\$ 309,789	\$ 928
Ashley Auburn Pointe II	226,883	184,241	42,642	198,455	28,428
Ashley CollegeTown	260,412	296,013	(35,601)	284,148	(23,736)
Ashley CollegeTown II	441,324	390,605	50,719	407,514	33,810
Ashley Courts at Cascade I	349,200	323,925	25,275	332,354	16,847
Ashley Courts at Cascade II	193,068	208,912	(15,844)	203,628	(10,560)
Ashley Courts at Cascade III	156,252	157,634	(1,382)	157,172	(920)
Ashley Terrace at West End	82,116	69,074	13,042	73,423	8,693
Atrium at CollegeTown	447,780	509,944	(62,164)	499,583	(51,803)
Capitol Gateway I	303,444	273,632	29,812	283,569	19,875
Capitol Gateway II	113,292	138,301	(25,009)	129,965	(16,673)
Columbia Commons (RAD)	20,989	178,871	(157,882)	200,974	(179,985)
Columbia Creste	84,924	332,327	(247,403)	333,555	(248,631)
Columbia Estates (RAD)	96,069	383,318	(287,249)	377,670	(281,601)
Columbia Grove	46,392	206,520	(160,128)	203,028	(156,636)
Columbia Mechanicsville Apartments (RAD)	35,464	244,802	(209,338)	315,730	(280,266)
Columbia Park Citi (RAD)	71,970	332,812	(260,842)	344,271	(272,301)
Columbia Senior Residences at Mechanicsville (RAD)	68,037	154,183	(86,146)	199,541	(131,504)
Columbia Village (RAD)	345,576	112,412	233,164	130,978	214,598
Gardens at CollegeTown	183,360	183,360	-	179,094	4,266
Magnolia Park I	531,816	476,366	55,450	584,548	(52,732)
Magnolia Park II	513,684	424,465	89,219	582,715	(69,031)
Mechanicsville Crossing	62,148	330,561	(268,413)	337,616	(275,468)
Mechanicsville Station	44,924	323,223	(278,299)	314,277	(269,353)
Parkside at Mechanicsville VI (RAD)	42,086	254,424	(212,338)	250,251	(208,165)
Veranda at Auburn Pointe	153,588	157,491	(3,903)	156,187	(2,599)
Villages at Carver I	470,400	488,400	(18,000)	482,403	(12,003)
Villages at Carver II	95,928	100,379	(4,451)	98,895	(2,967)
Villages at Carver III	376,476	334,419	42,057	348,438	28,039
Villages at Carver V	244,992	190,871	54,121	208,910	36,082
Villages at Castleberry Hill II	667,716	622,545	45,171	630,074	37,643
Villages of East Lake I	172,788	691,148	(518,360)	691,149	(518,361)
Villages of East Lake II	299,238	1,196,950	(897,712)	1,196,951	(897,713)
Mixed Communities Capital Reserve Contingency	100,000	150,000	(50,000)	25,000	75,000
Mixed Communities Operating Contingency	300,000	300,000	-	300,000	-
<b>Total MIXED Communities Operating Subsidy</b>	<b>\$ 7,913,052</b>	<b>\$ 11,031,454</b>	<b>\$ (3,118,402)</b>	<b>\$ 11,371,851</b>	<b>\$ (3,458,799)</b>

## Schedule III \*

### Operating Expense for AH-Owned Residential Communities & Other AH Properties FY 2020 Budget

	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>AH-Owned Residential Communities</b>					
Barge Road Highrise	\$ 1,037,393	\$ 945,794	\$ 91,599	\$ 916,475	\$ 120,918
Cheshire Bridge Road Highrise	1,341,930	1,277,089	64,841	1,307,818	34,112
Cosby Spear Highrise	2,133,326	2,185,310	(51,983)	2,069,560	63,766
East Lake Highrise	1,043,175	1,041,112	2,063	1,033,168	10,007
Georgia Avenue Highrise	823,136	760,341	62,794	727,431	95,704
Hightower Manor Highrise	952,869	937,564	15,305	1,004,501	(51,632)
Marian Road Highrise	1,635,214	1,585,263	49,951	1,615,332	19,882
Marietta Road Highrise	397,177	544,426	(147,249)	782,068	(384,891)
Martin Street Plaza	661,581	639,278	22,304	642,079	19,502
Peachtree Road Highrise	573,733	794,082	(220,349)	1,085,532	(511,800)
Westminster	311,210	301,215	9,995	280,152	31,058
<b>Total AH-Owned Residential Communities</b>	<b>10,910,743</b>	<b>11,011,473</b>	<b>(100,730)</b>	<b>11,464,117</b>	<b>(553,374)</b>
<b>Other AH Properties</b>					
AH Headquarters Building	1,311,800	1,294,970	16,830	1,433,835	(122,035)
Zell Miller Center	192,961	152,481	40,480	154,007	38,954
Civic Center	507,286	473,937	33,349	305,553	201,733
PILOT and Other AH Properties	908,801	754,219	154,582	800,367	108,435
<b>Total Other AH Properties</b>	<b>2,920,848</b>	<b>2,675,607</b>	<b>245,241</b>	<b>2,693,762</b>	<b>227,086</b>
<b>Total</b>	<b>\$ 13,831,591</b>	<b>\$ 13,687,080</b>	<b>\$ 144,511</b>	<b>\$ 14,157,878</b>	<b>\$ (326,288)</b>

\* Please refer to Schedule III.A for Operating Expense for AH-Owned Residential Communities & Other AH Properties by category.

## Schedule III.A

### Operating Expense for AH-Owned Residential Communities & Other AH Properties FY 2020 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total YTD Actual
<b>AH-Owned Residential Communities</b>							
Barge Road Highrise	\$ 244,168	\$ 171,262	\$ 339,870	\$ 115,209	\$ 114,408	\$ 52,476	\$ 1,037,393
Cheshire Bridge Road Highrise	369,624	293,284	393,434	99,077	127,117	59,394	1,341,930
Cosby Spear Highrise	506,131	548,416	602,925	225,664	161,099	89,091	2,133,326
East Lake Highrise	262,691	217,477	331,014	90,464	90,141	51,388	1,043,175
Georgia Avenue Highrise	186,219	135,769	289,474	95,943	86,948	28,782	823,136
Hightower Manor Highrise	240,769	163,694	290,107	103,000	101,803	53,496	952,869
Marian Road Highrise	422,048	377,576	522,611	96,603	131,546	84,831	1,635,214
Marietta Road Highrise	76,509	137,266	73,325	30,119	49,318	30,640	397,177
Martin Street Plaza	115,498	205,885	208,418	71,444	38,450	21,886	661,581
Peachtree Road Highrise	107,585	242,223	95,261	30,119	50,770	47,775	573,733
Westminster	51,100	83,026	128,603	16,833	17,062	14,585	311,210
<b>Total AH-Owned Residential Communities</b>	<b>2,582,344</b>	<b>2,575,878</b>	<b>3,275,041</b>	<b>974,474</b>	<b>968,662</b>	<b>534,344</b>	<b>10,910,743</b>
<b>Other AH Properties</b>							
AH Headquarters Building	223,302	250,873	609,519	191,580	-	36,526	1,311,800
Zell Miller Center	6,900	41,837	87,846	49,371	-	7,007	192,961
Civic Center	31,033	294,600	7,600	143,895	-	30,157	507,286
PILOT and Other AH Land	66,351	2,626	383,500	-	45,950	410,375	908,801
<b>Total Other AH Properties</b>	<b>327,586</b>	<b>589,936</b>	<b>1,088,465</b>	<b>384,846</b>	<b>45,950</b>	<b>484,065</b>	<b>2,920,848</b>
<b>Total</b>	<b>\$ 2,909,930</b>	<b>\$ 3,165,814</b>	<b>\$ 4,363,506</b>	<b>\$ 1,359,320</b>	<b>\$ 1,014,612</b>	<b>\$ 1,018,409</b>	<b>\$ 13,831,591</b>

\* 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 Modernization of AH-Owned Residential Communities & AH Headquarters FY 2020 Budget

Description	FY 2020	FY 2019	FY 2020B	FY 2019	FY 2020B
	Budget	Budget	Over (Under) FY 2019B	Forecast	Over (Under) FY 2019F
AH-Owned Residential Communities					
Barge Road Highrise	\$ -	\$ 308,000	\$ (308,000)	\$ -	\$ -
Cheshire Bridge Road Highrise	544,700	179,850	364,850	80,708	463,992
Cosby Spear Highrise	273,189	505,450	(232,261)	257,073	16,116
East Lake Highrise	17,029	71,500	(54,471)	34,916	(17,887)
Georgia Avenue Highrise	28,435	38,500	(10,065)	-	28,435
Hightower Manor Highrise	-	115,860	(115,860)	31,479	(31,479)
Marian Road Highrise	466,004	249,150	216,854	-	466,004
Martin Street Plaza	125,400	-	125,400	15,836	109,564
Westminster	370,480	17,600	352,880	-	370,480
Total AH-Owned Residential Communities	1,825,237	1,485,910	339,327	420,012	1,405,225
Zell Miller	125,000	-	125,000	-	125,000
AH Headquarters					
Technology Investments	585,000	579,000	6,000	448,469	136,531
Vehicles	105,000	-	105,000	-	105,000
Building Improvements and Equipment	467,000	420,000	47,000	-	467,000
Total AH Headquarters	1,157,000	999,000	158,000	448,469	708,531
Total	\$ 3,107,237	\$ 2,484,910	\$ 622,327	\$ 868,481	\$ 2,238,756

NOTE: As part of its real estate strategy, AHA plans to convert all of its public housing units to HomeFlex units under HUD's RAD program. Therefore, capital improvements are limited to health, safety and emergency work only.

**Schedule V**  
**Human Development, Supportive Housing Services and Community Relations\***  
**FY 2020 Budget**

Description	Managed by	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Human Development Support Professional Services	Human Development	\$ 1,344,572	\$ 1,192,921	\$ 151,651	\$ 977,650	\$ 366,922
Supportive Services at Gardens at CollegeTown	Real Estate Group	82,500	82,500	-	75,365	7,135
Quality Living Services for Seniors	Real Estate Group	7,000	7,000	-	20,692	(13,692)
Community Relations - MTW funds	Government, External Affairs and Human Development	67,000	57,000	10,000	31,164	35,836
Community Relations - Non-federal funds	Government, External Affairs and Human Development	24,500	18,000	6,500	22,526	1,974
Corporate Match for AH Scholarship Fund - Non- federal funds	Government, External Affairs and Human Development	20,000	15,000	5,000	18,608	1,392
<b>Total</b>		<b>\$ 1,545,572</b>	<b>\$ 1,372,421</b>	<b>\$ 173,151</b>	<b>\$ 1,146,006</b>	<b>\$ 399,566</b>

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

## Schedule VI

### Operating Divisions \*

#### FY 2020 Budget

	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Customer Services Group</b>					
Customer Services	\$ 1,260,714	\$ 1,285,542	\$ (24,828)	\$ 1,228,709	\$ 32,005
Housing Services	4,829,926	5,138,585	(308,659)	5,036,119	(206,193)
Inspections Services	2,056,451	2,034,708	21,743	1,984,281	72,170
<b>Total Customer Services Group</b>	<b>8,147,091</b>	<b>8,458,835</b>	<b>(311,745)</b>	<b>8,249,109</b>	<b>(102,018)</b>
<b>Real Estate Group</b>					
Office of the Chief Real Estate Officer	687,197	398,605	288,591	303,717	383,480
Real Estate Asset & Property Management	1,991,162	880,217	1,110,945	853,109	1,138,053
Real Estate Development	1,722,531	1,429,438	293,093	1,325,631	396,900
Construction and Project Management	1,893,636	1,708,716	184,919	1,432,526	461,110
Real Estate Planning & Development	671,080	897,664	(226,585)	708,859	(37,780)
Real Estate Investments & Capital Markets	1,104,920	2,423,785	(1,318,865)	2,036,443	(931,523)
<b>Total Real Estate Group</b>	<b>8,070,525</b>	<b>7,738,426</b>	<b>332,099</b>	<b>6,660,285</b>	<b>1,410,240</b>
<b>Choice Neighborhoods-HQ Administrative</b>	<b>443,173</b>	<b>352,049</b>	<b>91,124</b>	<b>334,967</b>	<b>108,205</b>
<b>Total</b>	<b>\$ 16,660,788</b>	<b>\$ 16,549,310</b>	<b>\$ 111,478</b>	<b>\$ 15,244,361</b>	<b>\$ 1,416,427</b>

\* Please refer to Schedule VI.A for Operating Divisions expense by category.

## Schedule VI.A

### Operating Divisions Expense by Category

#### FY 2020 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*	Other*	Total YTD Actual
<b>Customer Services Group</b>				
Customer Services	\$ 1,157,407	\$ -	\$ 35,535	\$ 1,192,942
Housing Services	4,733,716	116,500	47,482	4,897,698
Inspections Services	1,960,049	15,500	80,902	2,056,451
<b>Total Customer Services Group</b>	<b>7,851,172</b>	<b>132,000</b>	<b>163,919</b>	<b>8,147,091</b>
<b>Real Estate Group</b>				
Office of the Chief Real Estate Officer	431,287	230,910	25,000	687,197
Real Estate Asset & Property Management	1,954,518	-	36,644	1,991,162
Real Estate Development	1,521,768	140,000	60,763	1,722,531
Construction and Project Management	1,346,401	470,000	77,235	1,893,636
Real Estate Planning & Development	628,770	-	42,310	671,080
Real Estate Investments & Capital Markets	1,016,191	54,080	34,650	1,104,920
<b>Total Real Estate Group</b>	<b>6,898,933</b>	<b>894,990</b>	<b>276,602</b>	<b>8,070,525</b>
<b>Choice Neighborhoods-HQ Administrative</b>	<b>388,394</b>	<b>-</b>	<b>54,779</b>	<b>443,173</b>
<b>Total</b>	<b>\$ 15,138,498</b>	<b>\$ 1,026,990</b>	<b>\$ 495,300</b>	<b>\$ 16,660,788</b>

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

## Schedule VII

### Corporate Support Expense \*

#### FY 2020 Budget

Description	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Executive Office	\$ 822,402	\$ 1,015,502	\$ (193,100)	\$ 1,328,546	\$ (506,144)
Office of Chief Operating Officer	1,023,180	943,095	80,085	1,052,154	(28,974)
Office of General Counsel	5,400,264	4,189,626	1,210,638	3,738,341	1,661,923
Corporate Finance	2,634,586	2,002,260	632,325	1,952,649	681,936
Information Management (including RIM)	9,212,882	8,289,031	923,850	7,786,264	1,426,617
Strategy, Policy & Regulatory Affairs	2,878,461	2,006,638	871,822	1,375,088	1,503,373
Government, External Affairs and Human Development	2,076,995	2,158,921	(81,927)	1,807,334	269,660
Communications, Marketing and Public Engagement	1,032,995	984,995	48,000	859,893	173,102
Contracts and Procurement	1,730,532	1,184,114	546,418	1,000,567	729,965
Human Resources Operations	2,044,929	1,961,202	83,727	1,422,268	622,660
Activities Managed by Human Resources:					
Severance & Related Expenses	110,000	57,000	53,000	215,588	(105,588)
Agency-wide Temporary Services**	213,375	404,261	(190,886)	291,424	(78,049)
HRIS Replacement	-	1,200,000	(1,200,000)	600,000	(600,000)
Compensation Market Adjustments	500,000	500,000	-	250,000	250,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
<b>Total</b>	<b>\$ 30,680,598</b>	<b>\$ 27,896,646</b>	<b>\$ 2,783,952</b>	<b>\$ 24,680,116</b>	<b>\$ 6,000,482</b>

\* Please refer to Schedule VII.A for Corporate Support expense by category.

\*\* 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 2020 Budget

Description	Salaries Benefits & Taxes	Consulting & Professional Services * (1)	Licenses & Hardware/ Software Expense*	Agency-wide Services and Expenses*	Other*	Total YTD Actual
Executive Office	\$ 639,637	\$ 50,000	\$ -	\$ -	\$ 132,765	\$ 822,402
Office of Chief Operating Officer	429,082	400	-	572,569	21,129	1,023,180
Office of General Counsel	1,870,963	3,457,658	-	-	71,644	5,400,264
Corporate Finance	2,378,966	228,200	-	-	27,420	2,634,586
Information Management (including RIM)	4,888,407	618,417	2,339,989	1,212,682	153,387	9,212,882
Strategy, Policy & Regulatory Affairs	2,411,497	394,000	-	-	72,964	2,878,461
Government, External Affairs and Human Development	1,989,105	-	-	-	87,890	2,076,995
Communications, Marketing and Public Engagement	690,970	174,000	-	-	168,025	1,032,995
Contracts and Procurement	1,481,882	125,000	-	-	123,650	1,730,532
Human Resources Operations	841,537	804,852	-	376,200	22,340	2,044,929
Activities Managed by Human Resources:						
Severance & Related Expense	-	-	-	110,000	-	110,000
Agency-wide Temporary Services	-	-	-	213,375	-	213,375
Compensation Market Adjustments	-	-	-	500,000	-	500,000
Pension Contribution	-	-	-	1,000,000	-	1,000,000
<b>Total</b>	<b>\$ 17,622,043</b>	<b>\$ 5,852,527</b>	<b>\$ 2,339,989</b>	<b>\$ 3,984,826</b>	<b>\$ 881,214</b>	<b>\$ 30,680,598</b>

\* 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 expenses.

**Schedule VIII**  
**Development and Revitalization**  
**FY 2020 Budget**

Description	FY 2020		FY 2020B		FY 2020B	
	Budget*	Budget	Over (Under) FY 2019B	FY 2019 Forecast	Over (Under) FY 2019F	
<b>Sources of Funds</b>						
Replacement Housing Factor (RHF) Grants	\$ 12,747,846	\$ 22,183,446	\$ (9,435,600)	\$ 7,814,214	\$ 4,933,632	
Choice Neighborhoods Implementation Grant (CNIG)	13,544,029	8,405,200	5,138,829	4,555,577	8,988,452	
Drawdown of Program Income and Other Funds	32,500	41,750	(9,250)	668,511	(636,011)	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,392,132	1,525,328	(133,196)	85,260	1,306,872	
Development-related Income	6,076,502	5,660,790	415,712	4,394,532	1,681,970	
MTW Funds used for Revitalization	93,517,338	60,354,129	33,163,209	11,724,377	81,792,961	
<b>Total Sources of Funds</b>	<b>\$ 127,310,347</b>	<b>\$ 98,170,644</b>	<b>\$ 29,139,704</b>	<b>\$ 29,242,471</b>	<b>\$ 98,067,876</b>	
<b>Development and Revitalization Expenditures</b>						
Demolition and Remediation	\$ 1,225,000	\$ 9,739,500	\$ (8,514,500)	\$ 640,773	\$ 584,227	
Property Acquisitions	8,453,000	27,625,000	(19,172,000)	361,000	8,092,000	
Predevelopment Loans	7,079,627	2,814,272	4,265,355	1,066,912	6,012,715	
Developer Loan Draws	57,225,711	28,931,936	28,293,775	5,756,840	51,468,871	
Site Improvements	1,525,000	3,297,400	(1,772,400)	2,321,142	(796,142)	
Extraordinary Sitework	5,000,000	-	5,000,000	-	5,000,000	
Non Residential Structures	6,935,325	355,000	6,580,325	100,000	6,835,325	
Homeownership Down Payment Assistance	4,838,400	3,330,000	1,508,400	5,190,705	(352,305)	
Public Improvements	7,680,947	4,375,874	3,305,073	2,335,744	5,345,203	
Consulting and Professional Services	8,138,619	6,780,714	1,357,905	1,159,864	6,978,755	
Outside Legal Counsel	2,127,000	1,630,000	497,000	640,708	1,486,292	
Administrative Staffing	1,087,147	468,505	618,641	610,822	476,325	
Tenant Services Staffing	-	503,746	(503,746)	457,369	(457,369)	
Meeting Expense	23,200	18,750	4,450	13,734	9,466	
Community Outreach	46,000	64,300	(18,300)	19,195	26,805	
Modular Office Expenses	137,404	182,256	(44,852)	131,406	5,998	
Urban Farming	35,000	20,000	15,000	250	34,750	
Owner Occupied Rehabs	5,690,000	660,000	5,030,000	1,250,000	4,440,000	
Relocation Expense	30,000	-	30,000	-	30,000	
EPC Capital Lease Repayment	3,352,602	-	3,352,602	2,300,000	1,052,602	
Micro-Grants and Cash Donations	580,500	1,677,500	(1,097,000)	470,454	110,046	
Other Expenses	23,364	35,100	(11,736)	21,023	2,341	
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 121,233,845</b>	<b>\$ 92,509,854</b>	<b>\$ 28,723,992</b>	<b>\$ 24,847,939</b>	<b>\$ 96,385,906</b>	
<b>Excess of Sources over Development and Revitalization Expenditures</b>	<b>\$ 6,076,502</b>	<b>\$ 5,660,790</b>	<b>\$ 415,712</b>	<b>\$ 4,394,532</b>	<b>\$ 1,681,970</b>	

\* 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 2020 Budget**

	Co-investment and New Initiatives		Choice Neighborhoods	RAD Revitalization*	Site Acquisitions and Development**		Other Development***	Total FY 2020 Budget
Sources of Funds								
Replacement Housing Factor (RHF) Grants	\$	-	\$ 570,000	\$ 6,700,000	\$ 5,349,815	\$ 128,031	\$ 12,747,846	
Choice Neighborhoods Implementation Grant (CNIG)		-	13,544,029	-	-	-	13,544,029	
Drawdown of Program Income and Other Funds		-	32,500	-	-	-	32,500	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies		-	-	-	-	1,392,132	1,392,132	
MTW Funds used for Revitalization		31,826,818	10,820,669	2,564,383	30,293,866	18,011,602	93,517,338	
Total Sources of Funds	\$	31,826,818	\$ 24,967,198	\$ 9,264,383	\$ 35,643,681	\$ 19,531,765	\$ 121,233,845	
Development and Revitalization Expenditures								
Demolition and Remediation	\$	-	\$ 75,000	\$ -	\$ 800,000	\$ 350,000	\$ 1,225,000	
Property Acquisitions		1,000,000	225,000	-	7,228,000	-	8,453,000	
Predevelopment Loans		-	840,000	896,386	4,743,241	600,000	7,079,627	
Developer Loan Draws		25,268,243	11,242,815	7,398,997	7,205,625	6,110,031	57,225,711	
Site Improvements		-	750,000	-	-	775,000	1,525,000	
Extraordinary Sitework		-	-	-	5,000,000	-	5,000,000	
Non Residential Structures		-	6,935,325	-	-	-	6,935,325	
Homeownership Down Payment Assistance		-	-	-	-	4,838,400	4,838,400	
Public Improvements		-	710,000	-	5,358,815	1,612,132	7,680,947	
Consulting and Professional Services		38,575	2,059,444	-	5,053,000	987,600	8,138,619	
Outside Legal Counsel		480,000	63,000	969,000	255,000	360,000	2,127,000	
Administrative Staffing		-	1,087,147	-	-	-	1,087,147	
Meeting Expense		-	23,200	-	-	-	23,200	
Community Outreach		-	-	-	-	46,000	46,000	
Modular Office Expenses		-	137,404	-	-	-	137,404	
Urban Farming		-	35,000	-	-	-	35,000	
Owner Occupied Rehabs		5,040,000	650,000	-	-	-	5,690,000	
Relocation Expense		-	30,000	-	-	-	30,000	
EPC Capital Lease Repayment		-	-	-	-	3,352,602	3,352,602	
Micro-Grants and Cash Donations		-	80,500	-	-	500,000	580,500	
Other Expenses		-	23,364	-	-	-	23,364	
Total Development and Revitalization Expenditures	\$	31,826,818	\$ 24,967,198	\$ 9,264,383	\$ 35,643,681	\$ 19,531,765	\$ 121,233,845	

\* 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 Developments activities by property.

# Schedule VIII.A.1

## Rental Assistance Demonstration (RAD) by Community

### FY 2020 Budget

Description	Columbia Portfolio	Hightower Manor Highrise	Marietta Road Highrise	Peachtree Road Highrise	Villages of Eastlake I & II	FY 2020 Budget
<b>Sources of Funds</b>						
Replacement Housing Factor (RHF) Grants	\$ -	\$ -	\$ 3,600,000	\$ 3,100,000	\$ -	\$ 6,700,000
MTW Funds Used for Revitalization	1,413,997	594,102	75,000	377,284	104,000	2,564,383
<b>Total Sources of Funds</b>	<b>\$ 1,413,997</b>	<b>\$ 594,102</b>	<b>\$ 3,675,000</b>	<b>\$ 3,477,284</b>	<b>\$ 104,000</b>	<b>\$ 9,264,383</b>
<b>Development and Revitalization Expenditures</b>						
Predevelopment Loans	-	594,102	-	302,284	-	896,386
Developer Loan Draws	698,997	-	3,600,000	3,100,000	-	7,398,997
Outside Legal Counsel	715,000	-	75,000	75,000	104,000	969,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 1,413,997</b>	<b>\$ 594,102</b>	<b>\$ 3,675,000</b>	<b>\$ 3,477,284</b>	<b>\$ 104,000</b>	<b>\$ 9,264,383</b>

**Schedule VIII.A.2**  
**Site Acquisitions and Development**  
**FY 2020 Budget**

Description	Civic Center	Bankhead Homes	Bowen Homes	Palmer House	Englewood Manor	Herndon Homes	North Avenue U-Rescue	Hollywood Courts	FY 2020 Budget
<b>Sources of Funds</b>									
Replacement Housing Factor (RHF) Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,349,815	\$ -	\$ -	\$ 5,349,815
MTW Funds Used for Revitalization	1,271,500	653,000	7,260,000	925,000	10,538,616	8,651,750	924,000	70,000	30,293,866
<b>Total Sources of Funds</b>	<b>\$ 1,271,500</b>	<b>\$ 653,000</b>	<b>\$ 7,260,000</b>	<b>\$ 925,000</b>	<b>\$ 10,538,616</b>	<b>\$ 14,001,565</b>	<b>\$ 924,000</b>	<b>\$ 70,000</b>	<b>\$ 35,643,681</b>
<b>Development and Revitalization Expenditures</b>									
Demolition and Remediation	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
Property Acquisitions	-	-	1,000,000	-	6,228,000	-	-	-	7,228,000
Predevelopment Loans	-	-	-	750,000	1,950,116	1,293,125	750,000	-	4,743,241
Developer Loan Draws	-	-	-	-	-	7,205,625	-	-	7,205,625
Extraordinary Sitework	-	-	5,000,000	-	-	-	-	-	5,000,000
Public Improvements	-	-	-	-	24,000	5,334,815	-	-	5,358,815
Consulting and Professional Services	406,500	648,000	1,220,000	135,000	2,336,500	73,000	164,000	70,000	5,053,000
Outside Legal Counsel	65,000	5,000	40,000	40,000	-	95,000	10,000	-	255,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 1,271,500</b>	<b>\$ 653,000</b>	<b>\$ 7,260,000</b>	<b>\$ 925,000</b>	<b>\$ 10,538,616</b>	<b>\$ 14,001,565</b>	<b>\$ 924,000</b>	<b>\$ 70,000</b>	<b>\$ 35,643,681</b>

## Schedule VIII.A.3

### Other Development Activities

#### FY 2020 Budget

Description	Magnolia Perimeter	Centennial Place	West Highlands	Other	FY 2020 Budget
<b>Sources of Funds</b>					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 128,031	\$ -	\$ -	\$ 128,031
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,392,132	-	-	1,392,132
MTW Funds Used for Revitalization	6,779,000	-	1,852,200	9,380,402	18,011,602
<b>Total Sources of Funds</b>	<b>\$ 6,779,000</b>	<b>\$ 1,520,163</b>	<b>\$ 1,852,200</b>	<b>\$ 9,380,402</b>	<b>\$ 19,531,765</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000
Predevelopment Loans	600,000	-	-	-	600,000
Developer Loan Draws	6,000,000	110,031	-	-	6,110,031
Site Improvements	-	-	775,000	-	775,000
Homeownership Down Payment Assistance	-	-	259,200	4,579,200	4,838,400
Public Improvements	-	1,362,132	250,000	-	1,612,132
Consulting and Professional Services	99,000	18,000	18,000	852,600	987,600
Outside Legal Counsel	80,000	30,000	50,000	200,000	360,000
Community Outreach	-	-	-	46,000	46,000
EPC Capital Lease Repayment	-	-	-	3,352,602	3,352,602
Micro-Grants and Cash Donations	-	-	500,000	-	500,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 6,779,000</b>	<b>\$ 1,520,163</b>	<b>\$ 1,852,200</b>	<b>\$ 9,380,402</b>	<b>\$ 19,531,765</b>

**Schedule VIII.B**  
**Development and Revitalization Expenditures by Funding Program**  
**FY 2020 Budget**

Description	Replacement Housing Factor (RHF)	Choice Neighborhoods	Program Income and Other Funds	Public Improvement and Other City Funds	Moving to Work (MTW)	FY 2020 Budget
Demolition and Remediation	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000	\$ 1,225,000
Property Acquisitions	-	225,000	-	-	8,228,000	8,453,000
Predevelopment Loans	540,000	-	-	-	6,539,627	7,079,627
Developer Loan Draws	6,810,031	11,242,815	-	-	39,172,865	57,225,711
Site Improvements	-	-	-	-	1,525,000	1,525,000
Extraordinary Sitework	-	-	-	-	5,000,000	5,000,000
Non Residential Structures	-	-	-	-	6,935,325	6,935,325
Homeownership Down Payment Assistance	-	-	-	-	4,838,400	4,838,400
Public Improvements	5,364,815	-	-	1,362,132	954,000	7,680,947
Consulting and Professional Services	18,000	1,227,344	-	-	6,893,275	8,138,619
Outside Legal Counsel	15,000	-	-	30,000	2,082,000	2,127,000
Administrative Staffing	-	472,070	-	-	615,077	1,087,147
Meeting Expense	-	-	12,000	-	11,200	23,200
Community Outreach	-	-	-	-	46,000	46,000
Modular Office Expenses	-	-	-	-	137,404	137,404
Urban Farming	-	35,000	-	-	-	35,000
Owner Occupied Rehabs	-	300,000	-	-	5,390,000	5,690,000
Relocation Expense	-	30,000	-	-	-	30,000
EPC Capital Lease Repayment	-	-	-	-	3,352,602	3,352,602
Micro-Grants and Cash Donations	-	-	20,500	-	560,000	580,500
Other Expenses	-	11,800	-	-	11,564	23,364
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 12,747,846</b>	<b>\$ 13,544,029</b>	<b>\$ 32,500</b>	<b>\$ 1,392,132</b>	<b>\$ 93,517,338</b>	<b>\$ 121,233,845</b>

## Schedule VIII.C

### Development and Revitalization - Choice Neighborhoods

#### FY 2020 Budget

Description	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
<b>Sources of Funds</b>					
Replacement Housing Factor (RHF) Grants	\$ 570,000	\$ 3,672,446	\$ (3,102,446)	\$ 1,508,994	\$ (938,994)
Choice Neighborhoods Implementation Grant (CNIG)	13,544,029	8,405,200	5,138,829	4,555,577	8,988,452
Drawdown of Program Income and Other Funds	32,500	38,550	(6,050)	25,096	7,404
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	50,000	(50,000)	35,260	(35,260)
MTW Funds used for Revitalization	10,820,669	7,973,721	2,846,948	2,792,274	8,028,395
<b>Total Sources of Funds</b>	<b>\$ 24,967,198</b>	<b>\$ 20,139,918</b>	<b>\$ 4,827,281</b>	<b>\$ 8,917,201</b>	<b>\$ 16,049,997</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ 75,000	\$ 1,050,000	\$ (975,000)	\$ 75,263	\$ (263)
Property Acquisitions	225,000	5,125,000	(4,900,000)	361,000	(136,000)
Predevelopment Loans	840,000	1,020,000	(180,000)	-	840,000
Developer Loan Draws	11,242,815	3,400,000	7,842,815	2,884,709	8,358,106
Site Improvements	750,000	3,297,400	(2,547,400)	2,321,142	(1,571,142)
Non Residential Structures	6,935,325	355,000	6,580,325	100,000	6,835,325
Public Improvements	710,000	700,546	9,454	598,855	111,145
Consulting and Professional Services	2,059,444	2,526,114	(466,670)	852,027	1,207,417
Outside Legal Counsel	63,000	200,000	(137,000)	71,165	(8,165)
Administrative Staffing	1,087,147	468,505	618,641	610,822	476,325
Tenant Services Staffing	-	503,746	(503,746)	457,369	(457,369)
Meeting Expense	23,200	18,750	4,450	13,734	9,466
Community Outreach	-	-	-	145	(145)
Modular Office Expenses	137,404	182,256	(44,852)	131,406	5,998
Urban Farming	35,000	20,000	15,000	250	34,750
Owner Occupied Rehabs	650,000	660,000	(10,000)	250,000	400,000
Relocation Expense	30,000	-	30,000	-	30,000
Micro-Grants and Cash Donations	80,500	577,500	(497,000)	170,454	(89,954)
Other Expenses	23,364	35,100	(11,736)	18,861	4,503
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 24,967,198</b>	<b>\$ 20,139,918</b>	<b>\$ 4,827,281</b>	<b>\$ 8,917,201</b>	<b>\$ 16,049,997</b>



**Schedule VIII.D**  
**Development and Revitalization - Funding by Project/Property**  
**FY 2020 Budget**

<b>Funding Sources</b>	<b>MTW</b>	<b>RHF</b>	<b>Choice Neighborhoods</b>	<b>City</b>	<b>Non Federal</b>	<b>Grand Total</b>
<b><u>Project/Property</u></b>						
Co investment - Invest Atlanta	\$ 29,603,800	\$ -	\$ -	\$ -	\$ -	\$ 29,603,800
Choice Neighborhoods	10,820,669	570,000	13,544,020	-	32,500	24,967,189
Herndon Homes	8,651,750	5,349,815	-	-	-	14,001,565
Englewood Manor	10,538,616	-	-	-	-	10,538,616
Bowen Homes	7,260,000	-	-	-	-	7,260,000
Magnolia Perimeter	6,779,000	-	-	-	-	6,779,000
Down Payment Assistance Program	4,901,000	-	-	-	-	4,901,000
Marietta Road - RAD	75,000	3,600,000	-	-	-	3,675,000
Peachtree Road - RAD	377,284	3,100,000	-	-	-	3,477,284
EPC Loan Reimbursement - RAD	3,352,000	-	-	-	-	3,352,000
Co investment - Atlanta Beltline	2,223,018	-	-	-	-	2,223,018
West Highlands	1,543,000	-	-	-	-	1,543,000
Centennial Place	-	128,031	-	1,392,132	-	1,520,163
Columbia Communities - RAD	1,413,997	-	-	-	-	1,413,997
Civic Center	1,271,500	-	-	-	-	1,271,500
Project Shield	1,250,000	-	-	-	-	1,250,000
Palmer House	925,000	-	-	-	-	925,000
North Avenue	924,000	-	-	-	-	924,000
Bankhead	653,000	-	-	-	-	653,000
Hightower Manor	594,102	-	-	-	-	594,102
Other expenditures	360,611	-	-	-	-	360,611
<b>Grand Total</b>	<b>\$ 93,517,347</b>	<b>\$ 12,747,846</b>	<b>\$ 13,544,020</b>	<b>\$ 1,392,132</b>	<b>\$ 32,500</b>	<b>\$ 121,233,845</b>

#### **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*

## FY 2020 Budget Support for Schedule IV

### Details for Capital Expenditures for Modernization of AH-Owned Residential Communities & AH Headquarters

Department/Description	FY 2020 Budget
<b>Capital Expenditures for AH-Owned Residential Communities</b>	
<b>Cheshire Bridge Road Highrise</b>	
Plumbing valve upgrades	\$ 165,000
Replace 36 PTAC units	133,650
Redo the patio concrete pad along with drainage including patio furniture	91,850
Clean exhaust ventilation ducts & motors	88,000
Ranges (42)	30,538
Refrigerators (40)	27,742
Replace 3 dumpsters	7,920
<b>Total Cheshire Bridge Highrise</b>	<b>\$ 544,700</b>
<b>Cosby Spear Highrise</b>	
Two complete domestic water boiler systems (1 each in Bldg. A & 1 each in Bldg. B)	\$ 225,886
Package Terminal Air Conditioning Units (PTAC) - 50	47,303
<b>Total Cosby Spear Highrise</b>	<b>\$ 273,189</b>
<b>East Lake Highrise</b>	
Package Terminal Air Conditioning Units (PTAC) - 18	\$ 17,029
<b>Total East Lake Highrise</b>	<b>\$ 17,029</b>
<b>Georgia Avenue Highrise</b>	
Common Area RoofTop Unit Replacement, due to malfunction and age of system	\$ 23,155
2 Dumpster Replacements	5,280
<b>Total Georgia Avenue Highrise</b>	<b>\$ 28,435</b>
<b>Marian Road Highrise</b>	
Nurse Call station improvement (480)	\$ 147,444
Replace Refrigerators (95)	90,915
Replace Stoves (91)	85,085
Concrete/Asphalt Replacement - Rear parking lot & walkway adjacent to PATH	77,000
Elevator Upgrade/Improvements per VDA report	55,000
Replace Dumpsters (4)	10,560
<b>Total Marian Road Highrise</b>	<b>\$ 466,004</b>
<b>Martin Street Plaza</b>	
Erosion Control - Design & Sitework	\$ 55,000
Interior Duct Cleaning, per resident's request	37,400
Plumbing Repairs/sewer allowance	33,000
<b>Total Martin Street Plaza</b>	<b>\$ 125,400</b>
<b>Westminster</b>	
Bathroom upgrades - toilet, sink, flooring, tub surround, tub & tub valves	\$ 281,600
Gate replacement with card tag reader	24,200
Foundation Repairs to A,B,C & D Building	22,000
Removing the mixing valves from the hot water & cold water lines.	9,680
<b>Total Westminster</b>	<b>\$ 337,480</b>
<b>Contingency</b>	
<b>Total Contingency</b>	<b>\$ 33,000</b>
<b>Total Capital Expenditures for AH-Owned Residential Communities</b>	<b>\$ 1,825,237</b>

**FY 2020 Budget  
Support for Schedule IV**

**Details for Capital Expenditures for Modernization of AH-Owned Residential Communities & AH Headquarters**

*Continued from Previous Page*

Department/Description	FY 2020 Budget
<b>Capital Expenditures for Zell Miller</b>	
Switch 10 AC units to 410A refrigerant	\$ 85,000
Replace building windows	15,000
Upgrade breakroom	15,000
Install access system	10,000
<b>Total Capital Expenditures for Zell Miller</b>	<b>\$ 125,000</b>
<b>Capital Expenditures for AH Headquarters</b>	
<b>Technology Investments - Office Software</b>	
Document Management System	\$ 200,000
Contingency software	25,000
<b>Total Technology Investments - Office Software</b>	<b>\$ 225,000</b>
<b>Technology Investments - Office Hardware</b>	
Security and Server hardware	\$ 200,000
Core Network switch	100,000
Contingency hardware	60,000
<b>Total Technology Investments - Office Hardware</b>	<b>\$ 360,000</b>
<b>Vehicles</b>	
Fleet management services	\$ 105,000
<b>Total Vehicles</b>	<b>\$ 105,000</b>
<b>Building Improvements and Equipment</b>	
Contingency	\$ 285,000
Restack assessment/initiation	90,000
Replace rest room stalls and counter tops	50,000
Replace Uninterrupted Power Source	42,000
<b>Total Building Improvements and Equipment</b>	<b>\$ 467,000</b>
<b>Total Capital Expenditures for AH Headquarters</b>	<b>\$ 1,157,000</b>
<b>Total Capital Expenditures for AH-Owned Residential Communities &amp; AH Headquarters</b>	<b>\$ 3,107,237</b>

**FY 2020 Budget  
Support for Schedule V**

**Details for Human Development, Supportive Housing Services and Community Relations**

Department/Description	FY 2020 Budget
<b>Human Development Support - Professional Services</b>	
Youth Related Activities	\$ 408,000
Active Living Services for Seniors and Disabled Adults	259,256
Resident Training Program	237,316
Job Placement for Long Term Unemployment Services	200,000
Outcome Evaluation Services	100,000
Job Training and Related Services (AWDA)	55,000
GED Adult Literacy	25,000
Therapeutic Services	25,000
Financial Literacy	15,000
Other Human Development Programs/Initiatives	10,000
Expungement Services	5,000
Transportation Assistance	5,000
<b>Total Human Development Support - Professional Services</b>	<b>\$ 1,344,572</b>
<b>Supportive Housing Services - Real Estate Group</b>	
Supportive Services at Gardens at CollegeTown	\$ 82,500
Quality Living Services for Seniors	7,000
<b>Total Supportive Housing Services - Real Estate Group</b>	<b>\$ 89,500</b>
<b>Community Relations</b>	
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
Senior Sock Hop	5,000
Atlanta Senior's Day	5,000
ACSA Scholars	3,500
AH "Cares" related services	2,500
Senior's Connection Prom	2,000
Corporate Match related expenses	2,000
Livable Buckhead	2,000
Senior Wellness & Resource Fair	500
<b>Total Community Relations</b>	<b>\$ 91,500</b>
<b>Corporate Match for AH Scholarship Fund</b>	<b>Total Corporate Match for AH Scholarship Fund \$ 20,000</b>
<b>Total Human Development, Supportive Housing Services and Community Relations</b>	<b>\$ 1,545,572</b>

**FY 2020 Budget**  
**Support for Schedule VI.A**  
**Operating Divisions Expense**  
**Details for the Category "Consulting & Professional Services"**

Department/Vendor	Description	FY 2020 Budget
<b>Customer Services Group</b>		
<b>Housing Services</b>		
TALX Corporation	Employment verification for participants	\$ 54,000
Inquiries, Inc.	Criminal Background screening	40,000
<i>Vendor to be determined</i>	Sign language interpreting services	20,000
First Data Corporation	Resident debit card processing services	2,500
	<b>Total Housing Services</b>	<b>\$ 116,500</b>
<b>Inspections Services</b>		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	\$ 15,000
<i>Vendor to be determined</i>	Formsite briefing management	500
	<b>Total Inspections Services</b>	<b>\$ 15,500</b>
	<b>Total Customer Services Group</b>	<b>\$ 132,000</b>
<b>Real Estate Group</b>		
<b>Office of the Chief Real Estate Officer</b>		
<i>Vendor to be determined</i>	Project management and operational analysis	\$ 230,910
	<b>Total Office of the Chief Real Estate Officer</b>	<b>\$ 230,910</b>
<b>Real Estate Development</b>		
Bleakly Advisory Group, Inc.	Advisory services	\$ 100,000
Applied Real Estate Analysis, Inc.	Real Estate analysis services	40,000
	<b>Total Real Estate Development</b>	<b>\$ 140,000</b>
<b>Real Estate Construction, Program &amp; Project Management</b>		
<i>Vendor to be determined</i>	Sustainability plan	\$ 375,000
The Mahone Group	Environmental engineering and REAC consulting services	95,000
	<b>Total Real Estate Construction, Program &amp; Project Management</b>	<b>\$ 470,000</b>
<b>Real Estate Investments &amp; Capital Markets</b>		
<i>Vendor to be determined</i>	Contractors	\$ 54,080
	<b>Total Real Estate Investments &amp; Capital Markets</b>	<b>\$ 54,080</b>
	<b>Total Real Estate Group</b>	<b>\$ 894,990</b>
<b>Total Operating Divisions Expense - Consulting &amp; Professional Services</b>		<b>\$ 1,026,990</b>

**FY 2020 Budget  
Support for Schedule VI.A  
Operating Divisions Expense  
Details for the Category "Other"**

<b>Department/Description</b>	<b>FY 2020 Budget</b>
<b>Customer Services Group</b>	
<b>Customer Services</b>	
Staff Training	\$ 21,077
Travel and Conferences	11,599
Membership Dues	1,259
Publications	900
Meeting Expense	500
Office Supplies - Department Specific*	200
<b>Total Customer Services</b>	<b>\$ 35,535</b>
<b>Housing Services</b>	
Staff Training	\$ 29,791
Travel and Conferences	11,741
Emergency Assistance	3,000
Uniforms	1,000
Meeting Expense	1,000
Membership Dues	600
Office Supplies - Department Specific*	350
<b>Total Housing Services</b>	<b>\$ 47,482</b>
<b>Inspections Services</b>	
Vehicle Maintenance and Fuel for AH vehicles used by Inspectors	\$ 45,000
Staff Training	17,654
Membership Dues	6,448
Uniforms	5,500
Other Miscellaneous Administrative Expenses	3,000
Office Supplies - Department Specific*	2,000
Meeting Expense	800
Travel and Conferences	500
<b>Total Inspections Services</b>	<b>\$ 80,902</b>
<b>Total Customer Services Group</b>	<b>\$ 163,919</b>

**FY 2020 Budget  
Support for Schedule VI.A  
Operating Divisions Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2020 Budget
<b>Real Estate Group</b>	
<b>Office of Chief Real Estate Officer</b>	
Advertising	\$ 20,000
Meeting Expense	5,000
	<b>Total Office of Chief Real Estate Officer</b>
	<b>\$ 25,000</b>
<b>Real Estate Asset &amp; Property Management</b>	
Travel and Conferences	\$ 20,500
Staff Training	14,390
Membership Dues	1,440
Publications	314
	<b>Total Real Estate Asset &amp; Property Management</b>
	<b>\$ 36,644</b>
<b>Real Estate Development</b>	
Staff Training	\$ 27,545
Travel and Conferences	18,750
Membership Dues	7,328
Meeting Expense	7,000
Publications	140
	<b>Total Real Estate Development</b>
	<b>\$ 60,763</b>
<b>Real Estate Construction, Program &amp; Project Management</b>	
Travel and Conferences	\$ 44,595
Staff Training	13,775
Publications	8,500
Office Supplies - Department Specific*	6,700
Meeting Expense	3,500
Membership Dues	165
	<b>Total Real Estate Construction, Program &amp; Project Management</b>
	<b>\$ 77,235</b>
<b>Real Estate Planning &amp; Development</b>	
Travel and Conferences	\$ 23,630
Membership Dues	6,630
Publications	4,050
Office Supplies - Department Specific*	3,000
Meeting Expense	2,400
Marketing	2,000
Staff Training	600
	<b>Total Real Estate Planning &amp; Development</b>
	<b>\$ 42,310</b>



**FY 2020 Budget  
Support for Schedule VI.A  
Operating Divisions Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2020 Budget
<b>Real Estate Investments &amp; Capital Markets</b>	
Travel and Conferences	\$ 22,000
Staff Training	4,900
Marketing effort support - Homeownership	4,000
Meeting Expense	1,800
Office Supplies - Department Specific*	1,200
Publications	750
<b>Total Real Estate Investments &amp; Capital Markets</b>	<b>\$ 34,650</b>
	<b>Total Real Estate Group</b>
	<b>\$ 276,602</b>
<b>Choice Neighborhoods HQ Administrative</b>	
Staff Training	\$ 36,000
Travel and Conferences	14,250
Membership Dues	4,029
Office Supplies - Department Specific*	500
<b>Total Choice Neighborhoods HQ Administrative</b>	<b>\$ 54,779</b>
<b>Total Operating Divisions Expense - Other</b>	<b>\$ 495,300</b>

\* Office Supplies which are not department specific are managed by Information Management and included in the Agency-wide Schedule

**FY 2020 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Consulting & Professional Services"**

Department/Vendor	Description	FY 2020 Budget
<b>Executive Office</b>		
<i>Vendor to be determined</i>	Other consulting services	\$ 50,000
	<b>Total Executive Office</b>	<b>\$ 50,000</b>
<b>Office of Chief Operating Officer</b>		
All Facts, Inc.	Motor vehicle reports	\$ 400
	<b>Total Office of Chief Operating Officer</b>	<b>\$ 400</b>
<b>Office of General Counsel</b>	<b>Outside Legal Services</b>	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	\$ 3,050,000
<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>	Other General Legal Services	32,500
<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	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Environmental not related to Acquisitions	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Disparity Study	27,500
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Title work (title searches, lien searches, filing for property tax exemption)	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	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>	Ethics Advice	5,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Pension/Retirement	5,000
		3,350,000
	<b>Other Professional Services</b>	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Other matters	50,000
<i>Vendor to be determined</i>	Contractors	57,658
	<b>Total Office of General Counsel</b>	<b>\$ 3,457,658</b>
<b>Corporate Finance</b>		
Cohn Reznick, LLP	Annual Audit fees	\$ 160,000
<i>Vendor to be determined</i>	Other consulting services	50,000
Thomson Reuters, Inc.	IRS 1099 support	12,000
Readable Ink	Editing services primarily for the annual audit report	6,200
	<b>Total Corporate Finance</b>	<b>\$ 228,200</b>

**FY 2020 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Consulting & Professional Services"**

*Continued from Previous Page*

Department/Vendor	Description	FY 2020 Budget
<b>Information Technology including RIM</b>		
<i>Vendor to be determined</i>	Cyber Security Services	\$ 100,000
<i>Vendor to be determined</i>	Document management strategy	100,000
<i>Vendor to be determined</i>	Other professional services - Contractors	92,664
Driven Technologies	Manage IT security and compliance services	87,000
Corus360	Disaster Recovery services	61,000
TriBridge Holdings, Inc.	Budget/Forecast/Reporting tool implementation	50,000
<i>Vendor to be determined</i>	Test Complete - QA Testing automation implementation and training	45,000
CVR Associates, Inc./Emphasys Computer Solutions, Inc.	Landlord Portal tool implementation	30,000
Double Up Digital	User friendly web design and development services	30,000
DiRad Technologies	Interactive Voice Response solution	22,753
	<b>Total Information Technology including RIM</b>	<b>\$ 618,417</b>
<b>Office of Strategy, Policy &amp; Regulatory Affairs including PMO</b>		
Emory University	MTW Benchmarking study	\$ 281,000
<i>Vendor to be determined</i>	Economic impact	63,000
<i>Vendor to be determined</i>	Green Communities Advisory services	50,000
	<b>Total Office of Strategy, Policy &amp; Regulatory Affairs including PMO</b>	<b>\$ 394,000</b>
<b>Communications, Marketing and Public Engagement</b>		
Dickerson Communications	Media consulting	\$ 174,000
	<b>Total Communications, Marketing and Public Engagement</b>	<b>\$ 174,000</b>
<b>Contracts and Procurement</b>		
<i>Vendor to be determined</i>	Disparity Study recommendations services	\$ 100,000
SciQuest, Inc.	Jaggaer consulting services	25,000
	<b>Total Contracts and Procurement</b>	<b>\$ 125,000</b>
<b>Human Resources Operations</b>		
<i>Vendor to be determined</i>	Other professional services	\$ 277,852
One Source Virtual HR, Inc.	Payroll and benefits outsourced and supplement services	150,000
Wells Fargo Bank, NA	401(a)/457(b) deferred compensation plan administration	100,000
Deloitte Services LP	Compensation study and review services	100,000
<i>Vendor to be determined</i>	Benefits Broker	100,000
AON Investment Consulting, Inc./Massachusetts Mutual Life Insurance	Pension, retirement and health benefits support	52,000
<i>Vendor to be determined</i>	Salary Survey Reports	15,000
<i>Vendor to be determined</i>	Employment Background screening	10,000
	<b>Total Human Resources Operations</b>	<b>\$ 804,852</b>
<b>Total Corporate Support Expense - Consulting &amp; Professional Services</b>		<b>\$ 5,852,527</b>

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

**FY 2020 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Software Licenses & Hardware/Software Expense"**

	Description	FY 2020 Budget
<b>Information Technology</b>		
<b>Software Maintenance Contracts &amp; Licenses</b>		
Yardi Systems	Yardi Voyager and Payscan (ERP System) and HousingCafe PHA Portals	\$ 410,000
Social Solutions Global	ETO (Efforts to Outcome) Maint for HDS & Choice	114,524
SciQuest	Maintenance for Requisition, Purchasing and Contract Management	110,600
Workday Enterprise	Workday Software Maintenance for Human Resources Employee Management	91,344
<i>Vendor to be determined</i>	Maintenance for IT Service Desk Ticket Management	91,000
CVR Associates	QCMS hosting and monthly maintenance support	80,000
Contingency Requests	Contingency Requests	78,000
Carousel Industries	Knoahsoft, Harmony & Teleopti - call recording applications, quality monitoring, contact viewer & archive, WFM	72,658
CDWG	VMWare License Maintenance for Virtual Server/Desktop Hosts	66,829
CVR Associates	Landlord Portal/File Audit Management Tool	65,000
TriBridge Holdings	Prophix Budget & Forecasting Software License Fees plus Phoenix support	46,380
Intellispring Technologies	SMARTnet premium	39,000
Carousel Industries	Avaya Phone Equipment Licensing and Maintenance	37,000
Softex, Inc.	Symantec DLP Solution software for network storage and security	31,176
CoStar Realty	Real Estate software	31,037
SHI International	SmartBear Test license and maintenance support	30,084
Intellispring Technologies	Cisco hardware, software and tech support for wireless LAN controller, firewalls, ironport WSA and prime infrastructure	28,532
SHI International	Dropbox Business Enterprise digital storage file transfer	28,500
IBM	Software Maintenance for BigFix (Patching), Tivoli Storage Manager (Tape Back-up)	28,063
IBM	BigFix Patching software maintenance for Windows servers, laptops and desktops	28,062
Argus Software, Inc.	Real Estate Valuation, Reporting, Excel subscription	28,000
ESRI - Environmental Systems Research	ArcGIS Geographical Mapping Software Maintenance	25,000
DLT Solutions	Solarwinds - storage, performance, application, monitoring maintenance	17,255
CDWG	Veeam Software Maintenance for Backing UP and Restoring Virtual Machines	17,032
Waterford Technologies	MailMeter Maintenance for Archiving and Searching of email records	14,920
Dell Marketing	Knowledge Lake Software Maintenance for SharePoint and Advanced Share	14,835
CDWG	Adobe E-Sign to support CVR Associates landlord relationship management system	13,860
Emerald Data Solutions	Board Docs	13,000
West Interactive Services	Group cast autodialer/automessenger	12,500
Dell Marketing	Microsoft Azure overages	12,000
Mission Critical	Imperva Software Maintenance for Database access monitoring an	12,000
Lenovo Inc	IBM Hardware Maintenance for x-series servers and racks (7147 ACI, 7148, etc.)	11,000
Presidio	Software Maintenance for Fraud Prevention and Detection for Websites	10,320
Various Vendors	Other software maintenance and licenses under \$10,000	207,334
<b>Total Software Maintenance Contracts &amp; Licenses</b>		<b>\$ 2,083,989</b>

**FY 2020 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		FY 2020 Budget
<b>Non-Capitalized Hardware</b>			
<i>Vendor to be determined</i>	Servers hardware, desktop and laptop refresh	\$	200,000
<i>Vendor to be determined</i>	Contingency - business requested hardware		50,000
	<b>Total Non-Capitalized Hardware</b>	<b>\$</b>	<b>250,000</b>
<b>Non-Capitalized Software</b>			
<i>Vendor to be determined</i>	Contingency - business requested software	\$	6,000
	<b>Total Non-Capitalized Software</b>	<b>\$</b>	<b>6,000</b>
<b>Total Corporate Support Expense - Software Licenses &amp; Hardware/Software Expense</b>		<b>\$</b>	<b>2,339,989</b>

**FY 2020 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Agency-wide Services and Expenses"**

Department/Vendor	Description	FY 2020 Budget
<b>Office of Chief Operating Officer</b>		
Midwest Employers Casualty Company	Workers Compensation insurance	\$ 181,790
Housing Authority Risk Retention Group, Inc.	Liability insurance	174,846
Arthur J Gallagher Risk Management Service	Fiduciary insurance	172,295
Housing Authority Risk Retention Group, Inc.	Auto insurance	43,638
	<b>Total Office of Chief Operating Officer</b>	<b>\$ 572,569</b>
<b>Information Technology including RIM</b>		
AT&T/Sprint Solutions	Telecommunications	\$ 501,400
Canon Business Solutions	Copiers, scanners and related equipment	248,282
United States Postal Service/United Parcel Service/Apple Courier	Postage & shipping	132,000
Iron Mountain Information Management	Off-site storage expenses	124,000
Vendor to be determined	Office supplies/toner	157,000
More Business Solutions	Printing & photocopying	50,000
	<b>Total Information Technology including RIM</b>	<b>\$ 1,212,682</b>
<b>Human Resources Operations</b>		
Vendor to be determined	Staff training	\$ 132,500
Vendor to be determined	Recruitment	182,500
Vendor to be determined	Employee activities support	61,200
	<b>Total Human Resources Operations</b>	<b>\$ 376,200</b>
<b>Activities Managed by Human Resources</b>		
Not Applicable	Defined Benefit Pension Plan contribution	\$ 1,000,000
Not Applicable	Compensation Market Adjustments	500,000
Vendor to be determined	Temporary Services to support operations	213,375
Not Applicable	Severance and outplacement expense	110,000
	<b>Total Activities Managed by Human Resources</b>	<b>\$ 1,823,375</b>
<b>Total Corporate Support Expense - Agency-wide Services and Expenses</b>		<b>\$ 3,984,826</b>

**FY 2020 Budget  
Support for Schedule VII.A  
Corporate Support Expense  
Details for the Category "Other"**

<b>Department/Description</b>	<b>FY 2020 Budget</b>
<b>Executive Office</b>	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 90,640
Travel and Conferences	25,000
AH and Affiliates Board Related Meeting Expense	12,500
Staff Training	3,500
Publications	625
Miscellaneous Expense	500
<b>Total Executive Office</b>	<b>\$ 132,765</b>
<b>Office of Chief Operating Officer</b>	
Vehicle Maintenance and Fuel for AH other than Inspections	\$ 20,000
Travel and Conferences	500
Meeting Expense	250
Office Supplies - Department Specific*	250
Membership Dues	129
<b>Total Office of Chief Operating Officer</b>	<b>\$ 21,129</b>
<b>Office of General Counsel</b>	
Travel and Conferences	\$ 24,961
Legal Publications, Subscriptions and Federal Regulations	19,628
Staff Training	18,233
Bar Membership Dues	4,072
Meeting Expense	2,000
Other Administrative Fees	1,000
Advertising	1,000
Office Supplies - Department Specific*	750
<b>Total Office of General Counsel</b>	<b>\$ 71,644</b>
<b>Corporate Finance</b>	
Travel and Conferences	\$ 15,100
Staff Training	7,350
CPA and Industry Membership Dues	3,720
Publications	750
Office Supplies - Department Specific*	500
<b>Total Corporate Finance</b>	<b>\$ 27,420</b>

**FY 2020 Budget  
Support for Schedule VII.A  
Corporate Support Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2020 Budget
<b>Information Technology including RIM</b>	
Staff Training	\$ 53,657
Travel and Conferences	33,700
Small Office Equipment	20,000
Office Supplies - Department Specific*	10,000
Industry Membership Dues	9,530
Meeting Expense	7,500
Maintenance & Repair Supplies	6,000
Building Repairs	5,000
Computer Maintenance & Repairs	5,000
Publications	3,000
<b>Total Information Technology including RIM</b>	<b>\$ 153,387</b>
<b>Office of Strategy, Policy &amp; Regulatory Affairs including PMO</b>	
Travel and Conferences	\$ 32,745
Staff Training	14,150
Publications	13,359
Advertising support - Public Hearing Meetings	5,000
Meeting Expense including MTW-related Activities	4,000
Industry Membership Dues	2,360
Office Supplies - Department Specific*	1,350
<b>Total Office of Strategy, Policy &amp; Regulatory Affairs including PMO</b>	<b>\$ 72,964</b>
<b>Governmental and External Affairs including HDS</b>	
Staff Training	\$ 34,100
Travel and Conferences	27,800
Tenant Meetings	11,500
Meeting Expense	7,500
Membership Dues	3,590
Office Supplies - Department Specific*	2,250
Publications	1,150
<b>Total Governmental and External Affairs including HDS</b>	<b>\$ 87,890</b>
<b>Communications, Marketing and Public Engagement</b>	
Business and Landlord Marketing	\$ 116,620
Publications	23,290
Staff Training	11,165
Travel and Conferences	9,090
Industry Membership Dues	6,860
Office Supplies - Department Specific*	1,000
<b>Total Communications, Marketing and Public Engagement</b>	<b>\$ 168,025</b>



**FY 2020 Budget  
Support for Schedule VII.A  
Corporate Support Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2020 Budget
<b>Contracts and Procurement</b>	
Staff Training	\$ 36,000
Industry Membership Dues	29,350
Meeting Expense	20,000
Travel and Conferences	13,000
Procurement-related Advertising	11,800
Marketing procurement related events/fair	11,700
Publications	1,000
Office Supplies - Department Specific*	800
<b>Total Contracts and Procurement</b>	<b>\$ 123,650</b>
<b>Human Resources Operations</b>	
Meeting Expense including Off-site Quarterly All-staff Meetings	\$ 21,500
Office Supplies - Department Specific*	500
Publications (Corporate Executive Board - HRLC and Payscale)	340
<b>Total Human Resources Operations</b>	<b>\$ 22,340</b>
<b>Total Corporate Support Expense - Other</b>	<b>\$ 881,214</b>

\* Office Supplies which are not department specific are managed by Information Management and included in the Agency-wide Schedule

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Demolition & Remediation"**

Program/Vendor	Description	FY 2020 Budget
<b>Choice Neighborhoods</b>		
<i>Vendor to be determined</i>	Roosevelt Hall - Hazmat Survey	\$ 50,000
<i>Vendor to be determined</i>	Roosevelt Hall - Environmental	20,000
<i>Vendor to be determined</i>	Roosevelt Hall - HUD Environmental Review	5,000
	<b>Total Choice Neighborhoods</b>	<b>\$ 75,000</b>
<b>Site Acquisitions and Development</b>		
<i>Vendor to be determined</i>	Civic Center - Building Abatement	\$ 600,000
<i>Vendor to be determined</i>	Civic Center - Demolition	200,000
	<b>Total Site Acquisitions and Development</b>	<b>\$ 800,000</b>
<b>Other Development</b>		
<i>Vendor to be determined</i>	Project Shield	\$ 350,000
	<b>Total Other Development</b>	<b>\$ 350,000</b>
<b>Total Development and Revitalization by Major Program - Demolition and Remediation</b>		<b>\$ 1,225,000</b>

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Consulting and Professional Services"**

Program/Vendor	Description	FY 2020 Budget
<b>Co-Investments and New Initiatives</b>		
<i>Vendor to be determined</i>	Co-Investment - Atlanta Beltline	\$ 38,575
	<b>Total Co-Investments and New Initiatives</b>	<b>\$ 38,575</b>
<b>Choice Neighborhoods</b>		
<i>Vendor to be determined</i>	Roosevelt Hall - A/E Services - Drawings, Designs, Programming, etc.	\$ 617,100
Urban League of Greater Atlanta	Urban League - Pathways to Empowerment	412,094
United Way of Greater Atlanta	United Way - Position & Educational Resources	257,750
<i>Vendor to be determined</i>	Communities In Schools - Dropout Prevention	148,000
Morehouse School of Medicine	Morehouse School of Medicine - Healthcare Lead	100,000
<i>Vendor to be determined</i>	National Cares Mentoring Program	100,000
City of Atlanta	City of Atlanta - Staff Position to Support Neighborhood	96,000
Invest Atlanta	Invest Atlanta - Service Costs	85,000
Atlanta Public Schools	Atlanta Public Schools - Education Liaison	70,000
<i>Vendor to be determined</i>	Summer & After School Program RFP	50,000
<i>Vendor to be determined</i>	Families First - Behavioral Health & Teenage Pregnancy Prevention	41,000
<i>Vendor to be determined</i>	Ashley IC - Vertical Construction Inspections	16,000
Morehouse School of Medicine	MSM Smart & Secure Schools - Parent Leadership Training	15,000
<i>Vendor to be determined</i>	Ashley I & IC - Vertical Construction Inspections/Public and Site Improvement Inspections	34,000
<i>Vendor to be determined</i>	Roosevelt Hall - Historic Preservation Research and Reporting	10,000
<i>Vendor to be determined</i>	Acquisitions - Surveys	5,000
Literacy Action, Inc.	Literacy Action - Adult Basic Education	2,500
	<b>Total Choice Neighborhoods</b>	<b>\$ 2,059,444</b>

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Consulting and Professional Services"**

*Continued from Previous Page*

<b>Program/Vendor</b>	<b>Description</b>	<b>FY 2020 Budget</b>
<b>Site Acquisitions and Development</b>		
<i>Vendor to be determined</i>	Civil Engineer: Storm water, Grading, Street, Utilities, Geotech	\$ 2,264,000
<i>Vendor to be determined</i>	Infrastructure Construction	1,000,000
<i>Vendor to be determined</i>	P&D Master Planning/ A&E - Misc.	350,000
<i>Vendor to be determined</i>	Surveys (Misc.)	350,000
<i>Vendor to be determined</i>	Predevelopment Master Planning	180,000
<i>Vendor to be determined</i>	Development Master Planning/Charette	128,000
<i>Vendor to be determined</i>	Traffic Study	100,000
<i>Vendor to be determined</i>	Sustainability Assessment/Consultant	90,000
<i>Vendor to be determined</i>	Due Diligence - Market Study/Acquisition	65,000
<i>Vendor to be determined</i>	Historic Preservation Consultant	60,000
<i>Vendor to be determined</i>	Vault Construction-Environmental Testing	60,000
<i>Vendor to be determined</i>	Appraisals	54,000
<i>Vendor to be determined</i>	HUD Environmental Acquisition/Demo/Review/Infrastructure	51,000
<i>Vendor to be determined</i>	Design-ready Land Survey	50,000
<i>Vendor to be determined</i>	Retail Assessment	50,000
<i>Vendor to be determined</i>	Ecology Study	40,000
<i>Vendor to be determined</i>	Master Planning / Charette	40,000
<i>Vendor to be determined</i>	Rezoning	30,000
<i>Vendor to be determined</i>	Sitework Cost Review/Inspection	30,000
<i>Vendor to be determined</i>	Design Master/Charette	23,000
<i>Vendor to be determined</i>	DRI Study/Submission	20,000
<i>Vendor to be determined</i>	2000 Perry: HUD Environmental	5,000
<i>Vendor to be determined</i>	Environmental Phase I	5,000
<i>Vendor to be determined</i>	Noise Study	5,000
<i>Vendor to be determined</i>	Updated Environmental Phase I for Phase II	3,000
<b>Total Site Acquisitions and Development</b>		<b>\$ 5,053,000</b>

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Consulting and Professional Services"**

*Continued from Previous Page*

Program/Vendor	Description	FY 2020 Budget
<b>Other Development</b>		
Vendor to be determined	Civil Engineer: Storm water, Grading, Utilities	\$ 510,000
Vendor to be determined	Financial Services	60,000
Vendor to be determined	Community/Survey Tool	50,000
Vendor to be determined	Development Master Planning/Charette	43,000
Vendor to be determined	Archeological study	40,000
Vendor to be determined	Economic Development Assessment	35,000
Vendor to be determined	Geotech Survey	30,000
Vendor to be determined	Accessibility Consultant	30,000
Vendor to be determined	Phase I - Developer #1 - 3	75,000
Vendor to be determined	Ecology Study	40,000
Vendor to be determined	Construction Inspection Services	18,000
Vendor to be determined	Homeownership Legal	12,600
Vendor to be determined	Sustainability Assessment	20,000
Vendor to be determined	Master Planning / Charette	9,000
Vendor to be determined	HUD Environmental #1 - 3	15,000
	<b>Total Other Development</b>	<b>\$ 987,600</b>
<b>Total Development and Revitalization by Major Program - Consulting and Professional Services</b>		<b>\$ 8,138,619</b>

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Outside Legal Counsel"**

Program/Vendor	Description	FY 2020 Budget
<b>Co-Investments and New Initiatives</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Invest Atlanta	\$ 400,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Co-Investment - Atlanta Beltline	80,000
	<b>Total Co-Investments and New Initiatives</b>	<b>\$ 480,000</b>
<b>Choice Neighborhoods</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Outside Legal Services - Financial Closings	\$ 60,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Title searches and closing fees	3,000
	<b>Total Choice Neighborhoods</b>	<b>\$ 63,000</b>
<b>RAD Revitalization</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	East Lake Phase I	\$ 104,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Marietta Road Highrise	75,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Peachtree Road Highrise	75,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Commons	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Creste	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Estates	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Grove	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Mechanicsville Apts.	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Mechanicsville Crossing	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Mechanicsville Station	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Park Citi	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Sr. Residences at Mechanicsville	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Village	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Parkside at Mechanicsville	65,000
	<b>Total RAD Revitalization</b>	<b>\$ 969,000</b>
<b>Site Acquisitions and Development</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Project Shield	\$ 200,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Bowen Homes	40,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Herndon Homes	15,000
	<b>Total Site Acquisitions and Development</b>	<b>\$ 255,000</b>
<b>Other Development</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Herndon Senior	\$ 80,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Magnolia Perimeter	80,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Civic Center	65,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	West Highlands	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Palmer House	40,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Centennial Place Phase IV	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	North Avenue	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Bankhead Homes	5,000
	<b>Total Other Development</b>	<b>\$ 360,000</b>
<b>Total Development and Revitalization by Major Program - Outside Legal Counsel</b>		<b>\$ 2,127,000</b>

**FY 2020 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Other Expenses"**

Program/Vendor	Description	FY 2020 Budget
<b>Choice Neighborhoods</b>		
Marketing		\$ 5,000
License Fees & Maintenance Contracts		5,000
Office Supplies		4,000
Travel and Conferences		3,564
Transportation		3,000
Staff Training		2,800
	<b>Total Choice Neighborhoods</b>	<b>\$ 23,364</b>
<b>Total Development and Revitalization by Major Program - Other Expenses</b>		<b>\$ 23,364</b>

## **V. Department Financial Schedules**



# Atlanta Housing

## Summary: Operating Divisions & Corporate Support Expense

### FY 2020 Budget

Pg		FY 2020 Annual Budget	FY 2019 Annual Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Annual Forecast	FY 2020B Over (Under) FY 2019F	FTE FY 2020 Budget	FTE FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FTE FY 2019 Forecast
<b>3</b>	<b>Operating Divisions</b>									
4	Customer Services	\$ 1,260,714	\$ 1,285,542	\$ (24,828)	\$ 1,228,709	\$ 32,005	13	12	1	12
5	Housing Services	4,829,926	5,138,585	(308,659)	5,036,119	(206,193)	64	67	-3	63
6	Inspections Services	2,056,451	2,034,708	21,743	1,984,281	72,170	24	24	0	24
7	Office of the Chief Real Estate Officer	687,197	398,605	288,591	303,717	383,480	3	3	0	1
8	Real Estate Asset & Property Management	1,991,162	880,217	1,110,945	853,109	1,138,053	17	8	9	10
9	Real Estate Development	1,722,531	1,429,438	293,093	1,325,631	396,900	12	10	2	10
10	Construction, Program & Project Management	1,893,636	1,708,716	184,919	1,432,526	461,110	13	15	-2	10
11	Real Estate Planning & Development	671,080	897,664	(226,585)	708,859	(37,780)	5	6	-1	5
12	Real Estate Investments & Capital Markets	1,104,920	2,423,785	(1,318,865)	2,036,443	(931,523)	9	20	-11	6
13	Choice Neighborhoods-HQ Administrative	443,173	352,049	91,124	334,967	108,205	2	2	0	2
	<b>Total Operating Divisions</b>	<b>\$ 16,660,788</b>	<b>\$ 16,549,310</b>	<b>\$ 111,479</b>	<b>\$ 15,244,361</b>	<b>\$ 1,416,428</b>	<b>162</b>	<b>167</b>	<b>-5</b>	<b>143</b>
<b>14</b>	<b>Corporate Support</b>									
15	Executive Office	\$ 822,402	\$ 1,015,502	\$ (193,100)	\$ 1,328,546	\$ (506,144)	3	5	-2	3
16	Office of Chief Operating Officer	1,023,180	943,095	80,085	1,052,154	(28,974)	2	2	0	2
17	Office of General Counsel	5,400,264	4,189,626	1,210,638	3,738,341	1,661,923	13	14	-1	12
18	Corporate Finance	2,634,586	2,002,260	632,325	1,952,649	681,936	19	15	4	17
19	Information Technology	7,233,416	6,490,355	743,061	6,255,496	977,919	30	27	3	27
20	Records & Information Management	1,979,466	1,798,677	180,789	1,530,768	448,698	15	14	1	13
21	Strategy, Policy & Regulatory Affairs	2,878,461	2,006,638	871,822	1,375,088	1,503,373	21	11	10	20
22	Government, External Affairs and Human Development	2,076,995	2,158,921	(81,927)	1,807,334	269,660	21	21	0	21
23	Communications, Marketing and Public Engagement	1,032,995	984,995	48,000	859,893	173,102	7	6	1	6
24	Contracts and Procurement	1,730,532	1,184,114	546,418	1,000,567	729,965	15	11	4	12
25	Human Resources Operations	2,044,929	1,961,202	83,727	1,422,268	622,660	7	8	-1	3
26	Activities Managed by Human Resources	1,823,375	3,161,261	(1,337,886)	2,357,012	(533,637)	0	0	0	1
	<b>Total Corporate Support</b>	<b>\$ 30,680,598</b>	<b>\$ 27,896,646</b>	<b>\$ 2,783,952</b>	<b>\$ 24,680,116</b>	<b>\$ 6,000,482</b>	<b>153</b>	<b>134</b>	<b>19</b>	<b>137</b>
	<b>Total Operating Divisions &amp; Corporate Support</b>	<b>\$ 47,341,387</b>	<b>\$ 44,445,956</b>	<b>\$ 2,895,431</b>	<b>\$ 39,924,477</b>	<b>\$ 7,416,910</b>	<b>315</b>	<b>301</b>	<b>14</b>	<b>280</b>
	Choice Neighborhoods - Grant						11	10	1	9
	<b>Grand Total</b>	<b>\$ 47,341,387</b>	<b>\$ 44,445,956</b>	<b>\$ 2,895,431</b>	<b>\$ 39,924,477</b>	<b>\$ 7,416,910</b>	<b>326</b>	<b>311</b>	<b>15</b>	<b>289</b>

# Atlanta Housing

## Operating Divisions Expense by Account

### FY 2020 Budget

	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	12,066,570	12,332,630	(266,060)	11,493,795	572,775
Employer Paid Benefits and Taxes	3,071,929	3,318,895	(246,966)	2,977,227	94,701
Background Checks	40,000	46,359	(6,359)	42,593	(2,593)
Staff Training	167,532	120,591	46,941	94,514	73,018
Travel and Conferences	165,765	85,472	80,293	78,523	87,242
Marketing	6,000	6,020	(20)	3,340	2,660
Consulting and Professional Services	986,990	397,899	589,091	328,854	658,136
Membership and Fees	27,899	35,866	(7,967)	19,331	8,568
Publications	14,654	1,565	13,089	3,157	11,497
Advertising & Public Notices	20,000	20,000	-	23,501	(3,501)
Office Supplies	10,450	5,300	5,150	1,725	8,725
Small Office Equipment	-	-	-	682	(682)
Bank Fees	-	106,588	(106,588)	105,780	(105,780)
Other Misc Admin Expenses	3,000	-	3,000	1,712	1,288
Meeting Expense	22,000	14,625	7,375	12,641	9,359
Emergency Assistance	3,000	3,000	-	500	2,500
Uniforms	10,000	6,500	3,500	7,014	2,986
Vehicle Maintenance and Fuel	45,000	45,000	-	46,314	(1,314)
Tools and Equipment	-	-	-	1,017	(1,017)
Other General Expense	-	3,000	(3,000)	2,138	(2,138)
<b>Total</b>	<b>\$ 16,660,788</b>	<b>\$ 16,549,310</b>	<b>\$ 111,479</b>	<b>\$ 15,244,361</b>	<b>\$ 1,416,428</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Customer Services	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	969,889	1,007,221	(37,332)	956,792	13,097
Employer Paid Benefits and Taxes	255,290	258,620	(3,330)	244,625	10,665
Staff Training	21,077	8,217	12,860	10,825	10,252
Travel and Conferences	11,599	5,356	6,243	12,127	(528)
Membership and Fees	1,259	3,228	(1,969)	1,983	(724)
Publications	900	900	-	709	191
Office Supplies	200	300	(100)	100	100
Meeting Expense	500	1,700	(1,200)	1,548	(1,048)
<b>Total</b>	<b>\$ 1,260,714</b>	<b>\$ 1,285,542</b>	<b>\$ (24,828)</b>	<b>\$ 1,228,709</b>	<b>\$ 32,005</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Housing Services	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	3,618,850	3,745,122	(126,272)	3,683,820	(64,970)
Employer Paid Benefits and Taxes	1,047,094	1,147,631	(100,537)	1,091,433	(44,339)
Background Checks	40,000	46,359	(6,359)	42,593	(2,593)
Staff Training	31,591	17,429	14,162	7,927	23,664
Travel and Conferences	9,941	6,556	3,385	3,026	6,915
Consulting and Professional Services	76,500	60,550	15,950	97,405	(20,905)
Membership and Fees	600	500	100	331	269
Office Supplies	350	350	-	200	150
Bank Fees	-	106,588	(106,588)	105,772	(105,772)
Meeting Expense	1,000	500	500	-	1,000
Emergency Assistance	3,000	3,000	-	500	2,500
Uniforms	1,000	1,000	-	974	26
Other General Expense	-	3,000	(3,000)	2,138	(2,138)
<b>Total</b>	<b>\$ 4,829,926</b>	<b>\$ 5,138,585</b>	<b>\$ (308,659)</b>	<b>\$ 5,036,119</b>	<b>\$ (206,193)</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Inspections Services	FY 2020 Budget	FY 2019 Budget	FY 2020B	FY 2019 Forecast	FY 2020B
			Over (Under) FY 2019B		Over (Under) FY 2019F
Salaries	1,529,828	1,511,694	18,134	1,483,921	45,907
Employer Paid Benefits and Taxes	430,221	436,200	(5,979)	421,435	8,786
Staff Training	17,654	10,130	7,524	2,499	15,155
Travel and Conferences	500	-	500	314	186
Consulting and Professional Services	15,500	15,499	1	15,118	382
Membership and Fees	6,448	6,160	288	4,335	2,113
Publications	-	400	(400)	-	-
Office Supplies	2,000	2,000	-	667	1,333
Other Misc Admin Expenses	3,000	-	3,000	1,712	1,288
Meeting Expense	800	2,125	(1,325)	995	(195)
Uniforms	5,500	5,500	-	6,040	(540)
Vehicle Maintenance and Fuel	45,000	45,000	-	46,314	(1,314)
Tools and Equipment	-	-	-	932	(932)
<b>Total</b>	<b>\$ 2,056,451</b>	<b>\$ 2,034,708</b>	<b>\$ 21,743</b>	<b>\$ 1,984,281</b>	<b>\$ 72,170</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Office of the Chief Real Estate Officer	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	363,765	286,860	76,905	231,198	132,567
Employer Paid Benefits and Taxes	67,522	86,745	(19,224)	36,594	30,927
Consulting and Professional Services	230,910	-	230,910	8,168	222,742
Advertising & Public Notices	20,000	20,000	-	23,501	(3,501)
Meeting Expense	5,000	5,000	-	4,255	745
<b>Total</b>	<b>\$ 687,197</b>	<b>\$ 398,605</b>	<b>\$ 288,591</b>	<b>\$ 303,717</b>	<b>\$ 383,480</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Real Estate Asset & Property Management	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	1,562,573	682,165	880,408	668,320	894,253
Employer Paid Benefits and Taxes	391,945	176,352	215,593	168,828	223,117
Staff Training	14,390	14,175	215	10,228	4,162
Travel and Conferences	20,500	5,700	14,800	4,500	16,000
Consulting and Professional Services	-	-	-	628	(628)
Membership and Fees	1,440	1,775	(335)	605	835
Publications	314	50	264	-	314
<b>Total</b>	<b>\$ 1,991,162</b>	<b>\$ 880,217</b>	<b>\$ 1,110,945</b>	<b>\$ 853,109</b>	<b>\$ 1,138,053</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Real Estate Development	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	1,232,052	1,152,474	79,578	1,051,591	180,461
Employer Paid Benefits and Taxes	289,716	247,589	42,127	228,261	61,455
Staff Training	27,545	13,745	13,800	29,177	(1,632)
Travel and Conferences	18,750	13,400	5,350	10,800	7,950
Consulting and Professional Services	140,000	-	140,000	-	140,000
Membership and Fees	7,328	2,230	5,098	3,568	3,761
Publications	140	-	140	-	140
Meeting Expense	7,000	-	7,000	2,235	4,765
<b>Total</b>	<b>\$ 1,722,531</b>	<b>\$ 1,429,438</b>	<b>\$ 293,093</b>	<b>\$ 1,325,631</b>	<b>\$ 396,900</b>



# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Construction, Program & Project Management	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	1,101,855	1,238,435	(136,580)	1,043,029	58,826
Employer Paid Benefits and Taxes	244,546	336,131	(91,586)	264,053	(19,507)
Staff Training	13,775	7,780	5,995	2,712	11,063
Travel and Conferences	44,595	10,660	33,935	8,089	36,506
Consulting and Professional Services	470,000	109,000	361,000	108,632	361,368
Membership and Fees	165	3,210	(3,045)	1,763	(1,598)
Publications	8,500	-	8,500	1,643	6,857
Office Supplies	3,200	-	3,200	-	3,200
Small Office Equipment	-	-	-	682	(682)
Meeting Expense	3,500	3,500	-	1,922	1,578
Uniforms	3,500	-	3,500	-	3,500
<b>Total</b>	<b>\$ 1,893,636</b>	<b>\$ 1,708,716</b>	<b>\$ 184,919</b>	<b>\$ 1,432,526</b>	<b>\$ 461,110</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Real Estate Planning & Development	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	542,515	656,602	(114,087)	538,478	4,037
Employer Paid Benefits and Taxes	86,255	135,657	(49,403)	122,856	(36,601)
Staff Training	600	7,855	(7,255)	4,664	(4,064)
Travel and Conferences	23,630	10,600	13,030	11,516	12,114
Marketing	2,000	2,520	(520)	840	1,160
Consulting and Professional Services	-	75,000	(75,000)	27,720	(27,720)
Membership and Fees	6,630	7,065	(435)	570	6,060
Publications	4,050	215	3,835	805	3,245
Office Supplies	3,000	2,150	850	606	2,394
Bank Fees	-	-	-	8	(8)
Meeting Expense	2,400	-	2,400	711	1,689
Tools and Equipment	-	-	-	85	(85)
<b>Total</b>	<b>\$ 671,080</b>	<b>\$ 897,664</b>	<b>\$ (226,585)</b>	<b>\$ 708,859</b>	<b>\$ (37,780)</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Real Estate Investments & Capital Markets	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	822,012	1,796,927	(974,915)	1,578,591	(756,579)
Employer Paid Benefits and Taxes	194,179	435,350	(241,172)	341,508	(147,329)
Staff Training	4,900	16,260	(11,360)	13,915	(9,015)
Travel and Conferences	22,000	26,200	(4,200)	25,625	(3,625)
Marketing	4,000	3,500	500	2,500	1,500
Consulting and Professional Services	54,080	137,850	(83,770)	71,183	(17,103)
Membership and Fees	-	5,398	(5,398)	2,220	(2,220)
Publications	750	-	750	-	750
Office Supplies	1,200	500	700	-	1,200
Meeting Expense	1,800	1,800	-	900	900
<b>Total</b>	<b>\$ 1,104,920</b>	<b>\$ 2,423,785</b>	<b>\$ (1,318,865)</b>	<b>\$ 2,036,443</b>	<b>\$ (931,523)</b>

# Atlanta Housing

## Operating Divisions Expense

### FY 2020 Budget

Choice Neighborhoods-HQ Administrative	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	323,231	255,130	68,101	258,055	65,176
Employer Paid Benefits and Taxes	65,163	58,619	6,544	57,635	7,528
Staff Training	36,000	25,000	11,000	12,567	23,433
Travel and Conferences	14,250	7,000	7,250	2,525	11,725
Membership and Fees	4,029	6,300	(2,271)	3,957	72
Office Supplies	500	-	500	153	347
Meeting Expense	-	-	-	76	(76)
<b>Total</b>	<b>\$ 443,173</b>	<b>\$ 352,049</b>	<b>\$ 91,124</b>	<b>\$ 334,967</b>	<b>\$ 108,205</b>

**Atlanta Housing**  
**Corporate Support Expense by Account**  
**FY 2020 Budget**

	FY 2020		FY 2019		FY 2020B		FY 2019		FY 2020B	
	Budget		Budget		Over (Under) FY 2019B		Forecast		Over (Under) FY 2019F	
Salaries	\$	14,375,317	\$	12,552,964	\$	1,822,353	\$	11,743,049	\$	2,632,268
Employer Paid Benefits and Taxes		3,246,726		2,821,115		425,611		2,536,472		710,254
Background Checks		10,000		2,600		7,400		5,510		4,490
Outside Legal Counsel		3,350,000		2,150,000		1,200,000		1,876,124		1,473,876
Staff Training		310,655		482,818		(172,163)		201,094		109,561
Recruitment		182,500		110,000		72,500		78,374		104,126
Travel and Conferences		181,896		138,315		43,581		105,430		76,466
Auditing Fees		160,000		156,000		4,000		156,000		4,000
Marketing		128,320		248,780		(120,460)		129,756		(1,436)
Consulting and Professional Services		2,332,527		2,049,890		282,637		1,484,939		847,587
Membership and Fees		150,251		136,407		13,844		117,558		32,693
Publications		63,142		66,213		(3,071)		67,561		(4,419)
Advertising & Public Notices		17,800		27,589		(9,789)		9,883		7,917
Office Supplies		174,400		171,500		2,900		155,633		18,767
Telephone		263,500		214,450		49,050		248,508		14,992
Postage, Shipping and Courier		132,000		132,000		-		87,528		44,472
License Fees & Maint Contracts		2,083,989		1,925,396		158,593		1,970,482		113,507
Copiers		248,282		248,282		-		244,604		3,678
Internet		74,000		-		74,000		-		74,000
Cell Phones		163,900		137,500		26,400		141,497		22,403
Computer Maint_Repairs		5,000		5,000		-		1,667		3,333
Small Office Equipment		20,000		7,500		12,500		15,168		4,832
Other Misc Admin Expenses		500		1,000		(500)		1,803		(1,303)
Printing/Photocopying		50,000		50,000		-		26,555		23,445
Employee Activities/Promotions		61,200		57,875		3,325		26,620		34,580
Meeting Expense		75,250		75,250		-		56,239		19,011
Tenant Meetings		11,500		9,800		1,700		3,516		7,984
Non-Capitalized Hardware		250,000		155,000		95,000		183,386		66,614
Non-Capitalized Software		6,000		6,000		-		8,926		(2,926)
Vehicle Maintenance and Fuel		20,000		20,000		-		16,743		3,257
Supplies-Maint_Repairs		6,000		3,000		3,000		3,369		2,631
Contract-Building Repairs		5,000		5,000		-		1,667		3,333
Contract Costs-Other		124,000		114,900		9,100		77,872		46,128
Fiduciary Insurance		172,295		128,750		43,545		135,571		36,724
Workers Comp Insurance		161,790		135,450		26,340		155,858		5,932
Workers Comp Claims Expense		20,000		20,000		-		22,271		(2,271)
Liability Insurance		174,846		133,042		41,804		195,017		(20,171)
Auto Insurance		43,638		35,000		8,638		30,436		13,202
Other General Expense		1,000		1,000		-		419		581
Severance and Related Expense		110,000		57,000		53,000		215,588		(105,588)
Agency-wide Temporary Services		213,375		404,261		(190,886)		291,424		(78,049)
HRIS Replacement		-		1,200,000		(1,200,000)		600,000		(600,000)
Compensation Market Adjustments		500,000		500,000		-		250,000		250,000
Pension Contribution		1,000,000		1,000,000		-		1,000,000		-
<b>Total</b>	<b>\$</b>	<b>30,680,598</b>	<b>\$</b>	<b>27,896,646</b>	<b>\$</b>	<b>2,783,952</b>	<b>\$</b>	<b>24,680,116</b>	<b>\$</b>	<b>6,000,482</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Executive Office	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 553,562	\$ 623,991	\$ (70,429)	\$ 869,931	\$ (316,369)
Employer Paid Benefits and Taxes	86,075	110,863	(24,788)	133,791	-
Staff Training	3,500	3,500	-	3,324	-
Travel and Conferences	25,000	25,000	-	24,975	-
Consulting and Professional Services	50,000	146,384	(96,384)	209,691	-
Membership and Fees	90,640	92,139	(1,499)	72,323	(159,691)
Publications	625	625	-	-	18,317
Office Supplies	-	-	-	529	-
Other Misc Admin Expenses	500	500	-	1,344	-
Meeting Expense	12,500	12,500	-	12,638	-
<b>Total</b>	<b>\$ 822,402</b>	<b>\$ 1,015,502</b>	<b>\$ (193,100)</b>	<b>\$ 1,328,546</b>	<b>\$ (457,743)</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Office of Chief Operating Officer	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 349,952	\$ 390,890	\$ (40,938)	\$ 417,354	\$ (67,402)
Employer Paid Benefits and Taxes	79,130	68,113	11,017	77,219	-
Staff Training	-	5,000	(5,000)	-	-
Travel and Conferences	500	5,200	(4,700)	5	-
Consulting and Professional Services	400	1,000	(600)	272	-
Membership and Fees	129	150	(21)	214	128
Office Supplies	250	250	-	82	-
Other Misc Admin Expenses	-	-	-	42	-
Meeting Expense	250	250	-	1,069	-
Vehicle Maintenance and Fuel	20,000	20,000	-	16,743	-
Fiduciary Insurance	172,295	128,750	43,545	135,571	-
Workers Comp Insurance	161,790	135,450	26,340	155,858	36,724
Workers Comp Claims Expense	20,000	20,000	-	22,271	5,932
Liability Insurance	174,846	133,042	41,804	195,017	(2,271)
Auto Insurance	43,638	35,000	8,638	30,436	(20,171)
<b>Total</b>	<b>\$ 1,023,180</b>	<b>\$ 943,095</b>	<b>\$ 80,085</b>	<b>\$ 1,052,154</b>	<b>\$ (47,060)</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Office of General Counsel	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 1,542,517	\$ 1,621,284	\$ (78,767)	\$ 1,451,461	\$ 91,056
Employer Paid Benefits and Taxes	328,446	326,736	1,709	276,328	-
Outside Legal Counsel	3,350,000	2,150,000	1,200,000	1,876,124	-
Staff Training	18,233	25,708	(7,475)	22,371	1,473,876
Travel and Conferences	24,961	16,315	8,646	8,012	-
Consulting and Professional Services	107,658	20,000	87,658	73,666	-
Membership and Fees	4,072	5,505	(1,433)	8,059	33,992
Publications	19,628	19,328	300	18,994	(3,987)
Advertising & Public Notices	1,000	1,000	-	403	634
Office Supplies	750	750	-	250	597
Meeting Expense	2,000	2,000	-	2,255	-
Other General Expense	1,000	1,000	-	419	-
<b>Total</b>	<b>\$ 5,400,264</b>	<b>\$ 4,189,626</b>	<b>\$ 1,210,638</b>	<b>\$ 3,738,341</b>	<b>\$ 1,596,168</b>



# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Corporate Finance	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 1,963,138	\$ 1,418,152	\$ 544,986	\$ 1,390,389	\$ 572,749
Employer Paid Benefits and Taxes	415,828	293,548	122,279	277,178	-
Staff Training	7,350	14,850	(7,500)	7,571	-
Travel and Conferences	15,100	7,600	7,500	8,296	-
Auditing Fees	160,000	156,000	4,000	156,000	6,804
Consulting and Professional Services	68,200	107,500	(39,300)	109,405	-
Membership and Fees	3,720	3,150	570	3,035	(41,205)
Publications	750	660	90	375	685
Office Supplies	500	300	200	150	-
Other Misc Admin Expenses	-	500	(500)	250	-
<b>Total</b>	<b>\$ 2,634,586</b>	<b>\$ 2,002,260</b>	<b>\$ 632,325</b>	<b>\$ 1,952,649</b>	<b>\$ 539,033</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Information Technology	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 3,140,083	\$ 2,845,711	\$ 294,372	\$ 2,728,377	\$ 411,706
Employer Paid Benefits and Taxes	711,419	617,702	93,717	601,132	-
Staff Training	37,047	35,000	2,047	28,792	-
Travel and Conferences	20,000	20,000	-	17,979	-
Consulting and Professional Services	425,753	493,356	(67,603)	294,116	-
Membership and Fees	7,225	7,240	(15)	8,015	131,637
Publications	3,000	5,000	(2,000)	2,329	(790)
Office Supplies	10,000	3,000	7,000	2,302	-
Telephone	263,500	214,450	49,050	248,508	7,698
License Fees & Maint Contracts	2,083,989	1,925,396	158,593	1,970,482	-
Internet	74,000	-	74,000	-	-
Cell Phones	163,900	137,500	26,400	141,497	-
Computer Maint_Repairs	5,000	5,000	-	1,667	22,403
Small Office Equipment	20,000	7,500	12,500	15,168	3,333
Meeting Expense	7,500	7,500	-	1,155	-
Non-Capitalized Hardware	250,000	155,000	95,000	183,386	-
Non-Capitalized Software	6,000	6,000	-	8,926	66,614
Contract-Building Repairs	5,000	5,000	-	1,667	-
<b>Total</b>	<b>\$ 7,233,416</b>	<b>\$ 6,490,355</b>	<b>\$ 743,061</b>	<b>\$ 6,255,496</b>	<b>\$ 642,601</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Records & Information Management	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 822,893	\$ 824,047	\$ (1,154)	\$ 749,658	\$ 73,235
Employer Paid Benefits and Taxes	214,012	191,803	22,209	185,445	-
Staff Training	16,610	14,245	2,365	1,872	-
Travel and Conferences	13,700	10,000	3,700	5,201	-
Consulting and Professional Services	192,664	52,000	140,664	2,000	-
Membership and Fees	2,305	1,400	905	1,381	190,664
Office Supplies	157,000	157,000	-	145,283	-
Postage, Shipping and Courier	132,000	132,000	-	87,528	-
Copiers	248,282	248,282	-	244,604	-
Printing/Photocopying	50,000	50,000	-	26,555	-
Supplies-Maint_Repairs	6,000	3,000	3,000	3,369	-
Contract Costs-Other	124,000	114,900	9,100	77,872	-
<b>Total</b>	<b>\$ 1,979,466</b>	<b>\$ 1,798,677</b>	<b>\$ 180,789</b>	<b>\$ 1,530,768</b>	<b>\$ 263,899</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Strategy, Policy & Regulatory Affairs	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 1,961,505	\$ 1,184,264	\$ 777,241	\$ 889,623	\$ 1,071,882
Employer Paid Benefits and Taxes	449,992	283,793	166,198	196,136	-
Staff Training	14,150	22,800	(8,650)	14,491	-
Travel and Conferences	32,745	17,500	15,245	15,217	-
Consulting and Professional Services	394,000	487,500	(93,500)	249,221	-
Membership and Fees	2,360	1,050	1,310	613	144,779
Publications	13,359	1,481	11,878	1,637	1,747
Advertising & Public Notices	5,000	3,000	2,000	5,850	11,722
Office Supplies	1,350	1,250	100	375	(850)
Meeting Expense	4,000	4,000	-	1,925	-
<b>Total</b>	<b>\$ 2,878,461</b>	<b>\$ 2,006,638</b>	<b>\$ 871,822</b>	<b>\$ 1,375,088</b>	<b>\$ 1,229,280</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Government, External Affairs and Human Development	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 1,593,844	\$ 1,644,841	\$ (50,997)	\$ 1,384,389	\$ 209,455
Employer Paid Benefits and Taxes	395,261	435,985	(40,725)	378,581	-
Staff Training	34,100	31,100	3,000	10,500	-
Travel and Conferences	27,800	24,900	2,900	21,490	-
Membership and Fees	3,590	1,845	1,745	2,727	-
Publications	1,150	-	1,150	-	863
Office Supplies	2,250	3,950	(1,700)	1,982	-
Other Misc Admin Expenses	-	-	-	167	-
Meeting Expense	7,500	6,500	1,000	3,984	-
Tenant Meetings	11,500	9,800	1,700	3,516	3,516
<b>Total</b>	<b>\$ 2,076,995</b>	<b>\$ 2,158,921</b>	<b>\$ (81,927)</b>	<b>\$ 1,807,334</b>	<b>\$ 213,834</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Communications, Marketing and Public Engagement	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 574,843	\$ 451,084	\$ 123,759	\$ 442,708	\$ 132,135
Employer Paid Benefits and Taxes	116,127	89,564	26,563	78,404	-
Staff Training	11,165	14,450	(3,285)	13,905	-
Travel and Conferences	9,090	-	9,090	175	-
Marketing	116,620	231,000	(114,380)	121,811	-
Consulting and Professional Services	174,000	174,000	-	173,500	(5,191)
Membership and Fees	6,860	2,118	4,742	4,155	500
Publications	23,290	18,279	5,011	20,949	2,705
Office Supplies	1,000	4,500	(3,500)	4,215	-
Meeting Expense	-	-	-	69	-
<b>Total</b>	<b>\$ 1,032,995</b>	<b>\$ 984,995</b>	<b>\$ 48,000</b>	<b>\$ 859,893</b>	<b>\$ 130,149</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Contracts and Procurement	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 1,202,739	\$ 827,697	\$ 375,042	\$ 762,418	\$ 440,321
Employer Paid Benefits and Taxes	279,143	208,733	70,410	175,240	-
Staff Training	36,000	24,665	11,335	18,952	-
Travel and Conferences	13,000	11,700	1,300	4,019	-
Marketing	11,700	17,780	(6,080)	7,945	-
Consulting and Professional Services	125,000	35,000	90,000	5,833	3,755
Membership and Fees	29,350	14,950	14,400	16,729	119,167
Publications	1,000	-	1,000	675	12,621
Advertising & Public Notices	11,800	23,589	(11,789)	3,630	325
Office Supplies	800	-	800	-	8,170
Meeting Expense	20,000	20,000	-	5,126	-
<b>Total</b>	<b>\$ 1,730,532</b>	<b>\$ 1,184,114</b>	<b>\$ 546,418</b>	<b>\$ 1,000,567</b>	<b>\$ 584,359</b>

# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Human Resources Operations	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 670,241	\$ 721,003	\$ (50,762)	\$ 656,743	\$ 13,498
Employer Paid Benefits and Taxes	171,296	194,274	(22,978)	157,017	-
Background Checks	10,000	2,600	7,400	5,510	-
Staff Training	132,500	291,500	(159,000)	79,315	-
Recruitment	182,500	110,000	72,500	78,374	53,185
Travel and Conferences	-	100	(100)	62	104,126
Consulting and Professional Services	794,852	533,150	261,702	367,234	-
Membership and Fees	-	6,860	(6,860)	307	427,618
Publications	340	20,840	(20,500)	22,602	(307)
Office Supplies	500	500	-	464	-
Employee Activities/Promotions	61,200	57,875	3,325	26,620	-
Meeting Expense	21,500	22,500	(1,000)	28,019	34,580
<b>Total</b>	<b>\$ 2,044,929</b>	<b>\$ 1,961,202</b>	<b>\$ 83,727</b>	<b>\$ 1,422,268</b>	<b>\$ 632,700</b>



# Atlanta Housing

## Corporate Support Expense

### FY 2020 Budget

Activities Managed by Human Resources	FY 2020 Budget	FY 2019 Budget	FY 2020B Over (Under) FY 2019B	FY 2019 Forecast	FY 2020B Over (Under) FY 2019F
Salaries	\$ 552,800	\$ 552,800	\$ -	\$ 394,852	\$ 157,948
Employer Paid Benefits and Taxes	10,575	6,461	4,114	20,838	-
Agency-wide Temporary Services	150,000	345,000	(195,000)	125,734	-
Consulting and Professional Services	10,000	7,000	3,000	3,500	-
Non-Capitalized Software	-	1,200,000	(1,200,000)	600,000	-
Severance Expense	100,000	50,000	50,000	212,088	-
Pension Contribution	1,000,000	1,000,000	-	1,000,000	(112,088)
<b>Total</b>	<b>\$ 1,823,375</b>	<b>\$ 3,161,261</b>	<b>\$ (1,337,886)</b>	<b>\$ 2,357,012</b>	<b>\$ 45,860</b>