



COMPREHENSIVE BUDGET

FOR THE FISCAL YEAR BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021

Approved by AH Board of Commissioners
on June 24, 2020



In Loving Memory

Atlanta Housing remembers Board Commissioner James Allen, Jr., who passed June 23, 2020. Commissioner Allen served on the board since 2010 and was a 30-year resident of Hightower Manor Highrise, where he served as vice president of the Resident Council.

From Elberton, Georgia, Commissioner Allen was a decorated Korean War veteran, serving with the United States Army. After leaving the army in 1957, he relocated to Philadelphia and worked as an optical technician for the Wolfman Optical Company until 1963. He made Atlanta his home in 1964 and was a proud employee of Atlanta Housing for 29 years (1964-1993), where he was a beloved community servant and playfully known as "Rat Man" in his capacity as head of maintenance. Commissioner Allen was actively involved in civic and community leadership in Atlanta. He was instrumentally involved in the revitalization of the Martin Luther King Jr. Drive corridor, where he worked alongside several organizations, including the MLK Merchants Association, in this effort. Commissioner Allen served on the Atlanta Commission on Aging, and he was as a member of the Zone 4 Community Prosecutor's Court Watch Team.

One of Commissioner Allen's greatest civic achievements was the construction of the state-of-the-art Adamsville Recreation Center in 2003, later renamed in 2017 for his longtime friend retired District 10 Councilmember C.T. Martin.

A keeper of Atlanta Housing's values and mission, he was immensely proud of the work we do and especially inspired by our commitment to supporting our youth through academic scholarships like the Atlanta Community Scholars Award (ACSA). Commissioner Allen embodied what it means to **Live. Work. Thrive.**, as he is believed to be the only person in AH history to have lived in one of our properties, worked for our agency and served on our board.

Just days before his passing, Commissioner Allen celebrated his 89th birthday on June 16. He was a fierce and unapologetic advocate for people and unwavering voice of reason. As he leaves behind three children, Terry, Sheila and Michael, six grandchildren and eight great-grandchildren to continue his legacy, he also leaves behind an adoring AH family, who will always remember his warm smile, melodic voice and kind spirit.

He truly was one of a kind.

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*NOTE: Each of the sections of this Budget Book was presented as a separate document and retains its original pagination. pdf page numbers have been added to aid the reader in locating material within the combined document.

Executive Summary

To the Board of Commissioners:

I am pleased to present Atlanta Housing's FY 2021 Comprehensive Budget Book. This document includes meaningful information regarding AH's proposed FY 2021 operating, development and revitalization activities to support the delivery of our FY 2021 MTW Annual Plan.

As President and CEO of Atlanta Housing and an industry veteran of nearly 35 years, I welcome the opportunity to improve AH's current strategic process and delivery of housing services for those in need, working independently and in collaboration with those who share our vision.

The lack of affordable housing is a national crisis to which there is no simple solution. But because we believe in the potential of people, we will continue our relentless efforts towards our *Vision 2022*. Simply put, *Vision 2022* rests upon three components, each supported by an agency strategic goal:

Live: Increase the availability of affordable housing by constructing new or rehabilitating existing units by modernizing or preserving them.

Work: Use housing as a platform to improve the quality of life beyond shelter and include economic, educational, and wellness opportunities into the solutions.

Thrive: Act as good stewards of resources by maximizing operating efficiencies through collaboration and inclusion opportunities and leveraging resources.

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

- 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.
- Successfully launched the former Herndon public housing site redevelopment with first phase well underway and to be completed by end of FY 2021. Procured two developers for Englewood redevelopment, approximately 30 acres.
- \$30 million Choice Neighborhoods project on track to be completed within the grant deadlines.
- Under HUD's RAD program, conversion of thirteen (13) communities for preservation of 1,340 assisted units at four (4) AH-owned high-rises (Tenth and Juniper, Piedmont Road, Marietta Road and Peachtree Road) and nine (9) MIXED communities (Villages at Castleberry I, Villages of East Lake (2), Columbia properties (6))
- Selected developers for redevelopment of Magnolia's 30 scattered sites.
- 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.
- Increase of the real estate division's core competencies and staffing to manage pipeline of development deals.
- Focus added on regulatory compliance and process improvement.

FY 2021 Proposed Budget

The enclosed FY 2021 Budget was developed to support the activities and initiatives outlined in our FY 2021 MTW Annual Plan and, ultimately, to achieve our *Vision 2022* and MTW Statutory Goals.

Our budget projects sources of funds at \$395.8 million from the following:

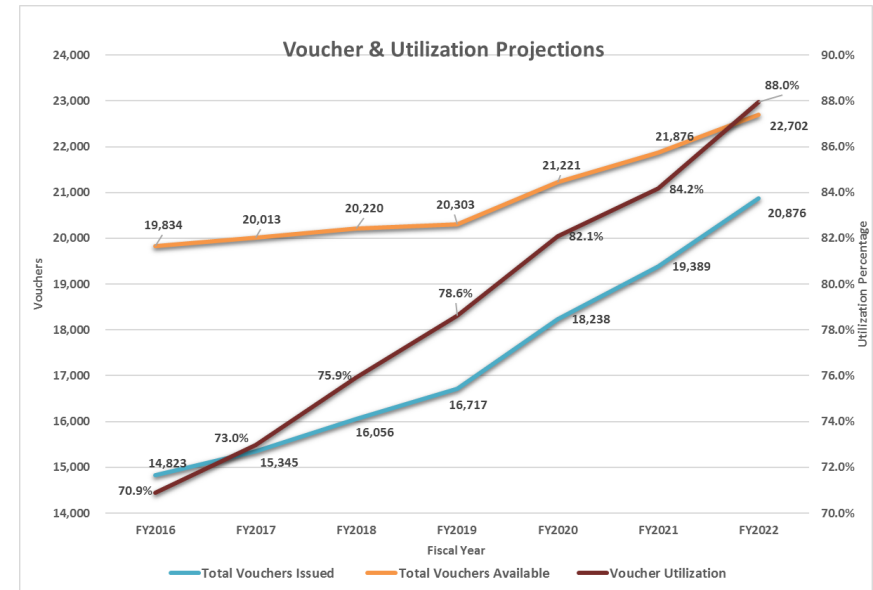
- \$369.3 million in MTW Single funds provided by HUD, of which \$96.8 million to be drawn from prior year funds held at HUD.
- \$8.7 million from the Choice Neighborhoods Grant.
- \$2.8 million primarily from development-related income earned from deals closed in prior years or expected to close during FY 2021.
- \$15.0 million from other sources consisting of tenant dwelling income, interest on surplus cash, public improvement funds, program income and other revenue from ancillary sources.

Projected uses of these funds will total \$390.6 million¹, 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 2021 to reach over 84 percent from less than 70 percent in FY 2015. AH's goal is to increase this rate to 88 percent by the end of FY 2022.

¹ Please note, this will result in a \$5.3 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



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, outreach programs and incentives to landlords in order to encourage and expand new landlord participation in AH's Tenant-Based Voucher program.

In total, our budget provides for \$180.2 million in housing assistance and public subsidy payments, an increase of \$10.6 million over the FY 2020 Budget, due to a projected 1,151 gain, net of attrition, in Tenant-Based and HomeFlex assisted units, 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.

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 A	1,112	447	66	(964)	661
2020 F	954	504	918	(855)	1,521
2021 B	1,151	190	650	(840)	1,151

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 2021, we plan to invest a total of \$3.9 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 2021 Budget provides for \$138.1 million of development and revitalization expenditures, primarily comprised of the following initiatives:

- \$62.2 million for the redevelopment of former public housing sites, primarily at Herndon and Englewood, as well as projected property acquisitions totaling \$35.1 million including Heritage Village at West Lake.
- \$29.3 million towards the University Choice Neighborhood's four components, of which \$16.6 million will be spent for housing.
- \$17.0 million in co-investment and new initiatives for the creation and rehabilitation of affordable housing in the City of Atlanta.
- \$12.5 million towards the conversion of Barge Road and Hightower Manor high-rises from Public Housing-funded (Section 9) to Section 8-funded under HUD's RAD Program as well as six MIXED communities, planned for either subsidy or rehabilitation conversion in FY 2021.
- \$3.8 million in homeownership down payment assistance for 185 first-time homebuyers at or below 80 percent AMI.
- \$13.3 million in other expenditures, of which \$3.7 million for

the development of 30 scattered sites in the Magnolia Perimeter area and \$2.9 million for AH Planning and Development Operational Expenses, with the remainder to be spent for public improvements, site improvements, and remediation work at Centennial, Civic Center and West Highlands as well as real estate consulting services in preparation for future site development.

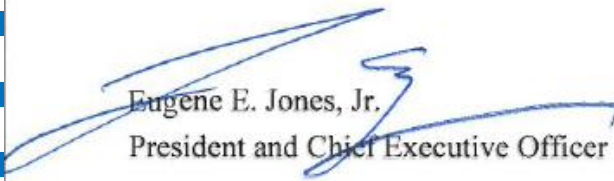
THRIVE – Continuation of effective and efficient agency administration. To accomplish the FY 2021 Budget activities, AH intends to add twenty-seven (27) new full time positions (detailed below) over the FY 2020 Budget, representing an increase of 50 over current existing positions, of which 23 were vacant at May 31, 2020. The cost impact of these new positions, combined with a 3 percent merit pay increase, an expected 14 percent inflation increase in the AH-provided medical plan and increased consulting professional services to assist with our various initiatives, result in higher budgeted Operating Divisions

Real Estate Group (11)	Housing Choice Administration (1)
AH Safety Officer	Senior Manager, QC Training & Compliance
Assistant Facilities Manager	Human Resources (3)
Assistant Fleet Manager	Administrative Assistant
Budget Analyst	Manager, Human Resources
CAAD Operator	Training Administrator
Director, Construction Management	Contracts & Procurement (2)
Dir, Planning, Design & Community Development	Manager, Diversity and Inclusion
Fleet Manager	Supplier Diversity Analyst
Real Estate Development Executive	Communications & Public Engagement (2)
Senior Underwriter	Content Manager
VP, Real Estate Acquisitions & New Initiatives	Manager, Marketing & Public Engagement
Information Management (5)	Office of General Counsel (3)
Director, IT GRC	Assistant Counsel
IT Operations Manager	Ethics Officer
Security Administration Compliance	Senior Paralegal
Security Engineers (2)	

and Corporate Support expenses of \$2.2 million and \$1.8 million, respectively, in FY 2021 over the FY 2020 Budget. To be noted that the \$1.8 million net increase in Corporate Support expenses is partially offset by a decrease in outside legal counsel of \$1.6 million due to reduced litigation activities.

The extension by the Department of Housing and Urban Development of AH's MTW agreement until 2028 assures 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 for our families and the community that allows us to successfully accomplish our mission of serving families and the community.


Eugene E. Jones, Jr.
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, 2019

Christopher P. Morrell

Executive Director

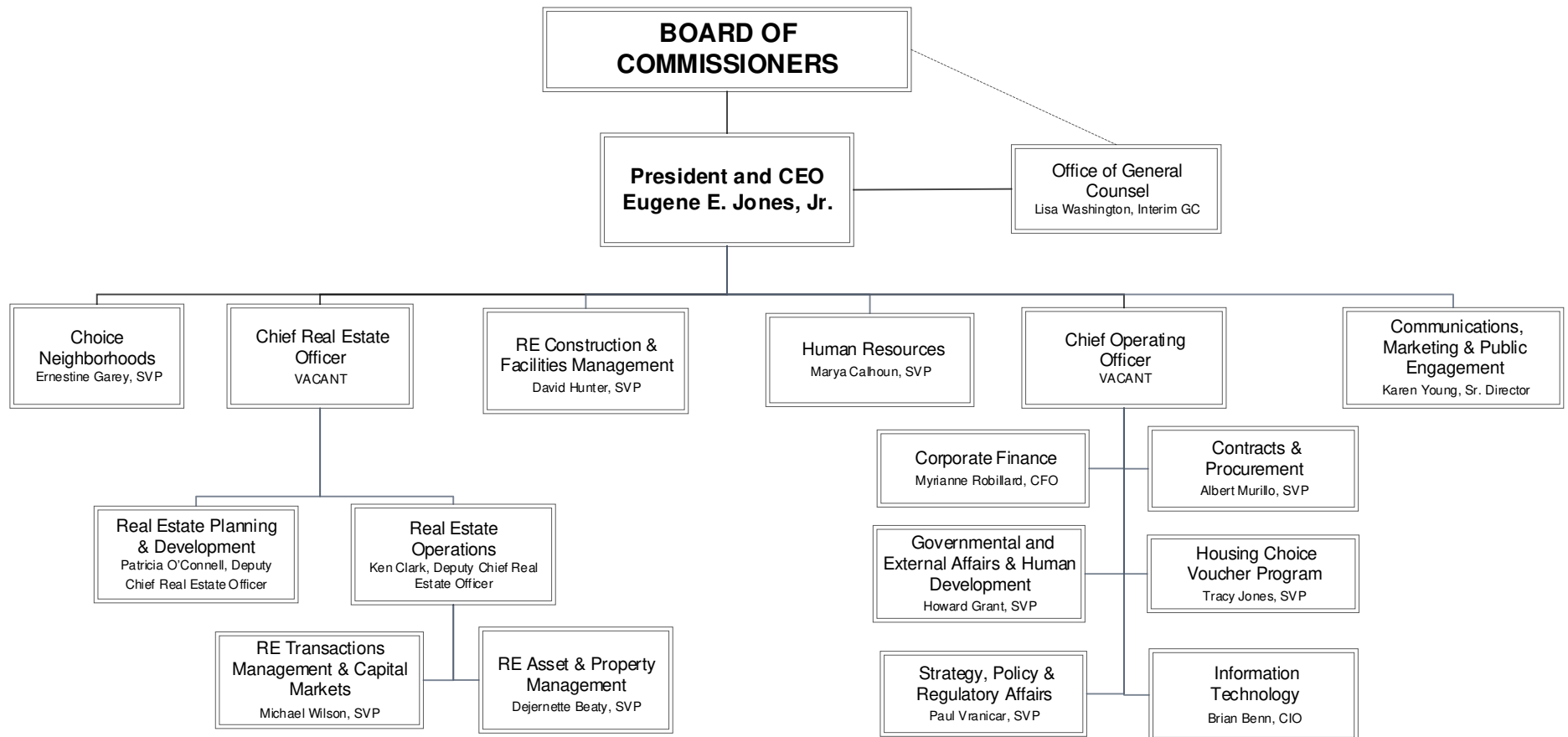
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Housing Authority of the City of Atlanta, Georgia, for its Annual Budget for the fiscal year beginning July 1, 2019. In order to receive the award, a governmental 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

July 2020



Five-Year Plan and FY 2021 Priorities

On May 27, 2020, the Board of Commissioners (Board) of Atlanta Housing (“AH”) approved a resolution to adopt and submit the Fiscal Year 2021 MTW Annual Plan (“MTW Plan”) to the U.S Department of Housing and Urban Development (HUD). The MTW Plan provided the priorities for FY 2021. The MTW Plan can be found on AH’s website at:

<https://www.atlantahousing.org/wp-content/uploads/2020/06/HA-Atl-GA-006-2021-Ann.-MTW-Plan.pdf>

The following provides highlights of the MTW Plan.

Atlanta Housing’s Vision

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

Atlanta Housing’s Mission

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

Atlanta Housing’s Long Term Goals

- **Quality Living Environments** – Provide quality affordable housing in healthy mixed-income communities with access to excellent quality-of-life amenities.
- **Self-Sufficiency** – (a) Facilitate opportunities for families and individuals to build economic capacity and stability that will reduce their dependency on subsidy and help them, ultimately, to become financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable the elderly and persons with disabilities to live

independently with enhanced opportunities for aging well and to improve health and wellness for all residents.

- **Economic Viability** – Maximize AH’s financial soundness and viability to ensure sustainability of its investments and portfolio of properties.

Atlanta Housing’s Guiding Principles

In approaching its work, regardless of the funding source, strategy, or programmatic initiative, AH applies the following guiding principles:

1. End the practice of concentrating low-income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families (especially children), with emphasis on excellent, high-performing neighborhood schools and high quality-of-life amenities, including first-class retail and green space.
3. Create mixed-income communities with the goal of creating market-rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector expertise and real estate market principles.
5. Support AH-assisted families with strategies and programs that help them achieve their life goals, focusing on financial self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

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.

OUR BENEFICIARIES: The People Our Plan Impacts

AH's Fiscal Year (FY) 2021 Plan continues to advance three core agency priorities: (1) increasing housing opportunities, (2) improving resident services and expanding economic opportunities, and (3) improving service delivery and making agency operations more efficient.

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 2021 Priorities

Atlanta Housing (AH) has identified priorities for its FY 2021 Budget aligned under the strategy identified below and described in further detail in AH's FY 2021 MTW Annual Plan. In addition, each of AH's Departmental goals and initiatives is linked to the overall priorities and identified in *Section II – Department Information - Operating and Corporate Support*.

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.

- **LIVE.** This component aligns with AH's agency goal to increase the availability of affordable housing by constructing new or rehabilitating existing units by modernizing or preserving units through investments, subsidy, or by optimizing voucher utilization.
- **WORK.** This component aligns with AH's agency goal to use housing as a platform to improve the quality of life beyond shelter and include economic, educational, and wellness opportunities into the solutions.
- **THRIVE.** This component aligns with AH's agency goal to act as good stewards of resources by maximizing operating efficiencies through collaboration and inclusion opportunities, leveraging resources, and simply operating at a leaner capacity.

Agency Goal 1: Increase the number of affordable housing units and households served by developing new units, preserving existing units, and optimizing voucher utilization.

1. Create or preserve **3,000** affordable housing units
2. Increase total households served by **1,200** households
3. Increase voucher utilization to **84%** of authorized vouchers
4. Advance affordable housing plans, projects, and policies in support of real estate development
5. Launch a corporate Sustainability Plan that promotes resiliency and sustainable real estate development practices and operations

Agency Goal 2: Using housing as a platform, improve the quality of life of households through economic, educational and wellness opportunities.

1. Achieve **78%** Work/Program compliance
2. Empower households by providing access to employment, education, job training and other supportive programs
3. Enhance the quality of life of senior and disabled households by providing access to high-quality supportive services
4. Support youth enrichment through access to educational opportunities, training and support services
5. Connect people to opportunity through development of holistic, healthy and amenity-rich communities
6. Provide opportunities for gainful employment through the Section 3 Program
7. Launch a corporate sustainability program that assists residents in climate resilience and sustainability

Agency Goal 3: Act as good stewards of resources by maximizing operating efficiencies, partnerships and inclusion opportunities, and leveraging resources.

1. Improve and document operational processes for maximum efficiency and output
2. Increase opportunities for employee growth and development
3. Establish business continuity plans
4. Maximize the use of federal funds available, while developing a strategic plan to increase sources of non-federal funds
5. Increase utilization of M/W/SBE partners

6. Effectively conduct key corporate administrative activities to support all aspects of agency operations
7. Deliver a competitive and responsible operating and overhead cost structure
8. Reduce AH impacts on the environment by implementing a corporate Sustainability Plan focused on resiliency programs and practices

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-related 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 program, along with corporate and administrative departments, budgets to support the Annual MTW 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 to increase the number of assisted units. AH develops annual HomeFlex subsidy budgets based on current performance and forecasted changes in the number of units.

FY 2021 Proposed Budget

- **Housing Choice Vouchers.** The budget for Housing Choice Housing Assistance Payments (HAP) is based on current voucher expenses, projected new voucher increments, attrition, inflation, and other factors that affect 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 headquarter's 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.

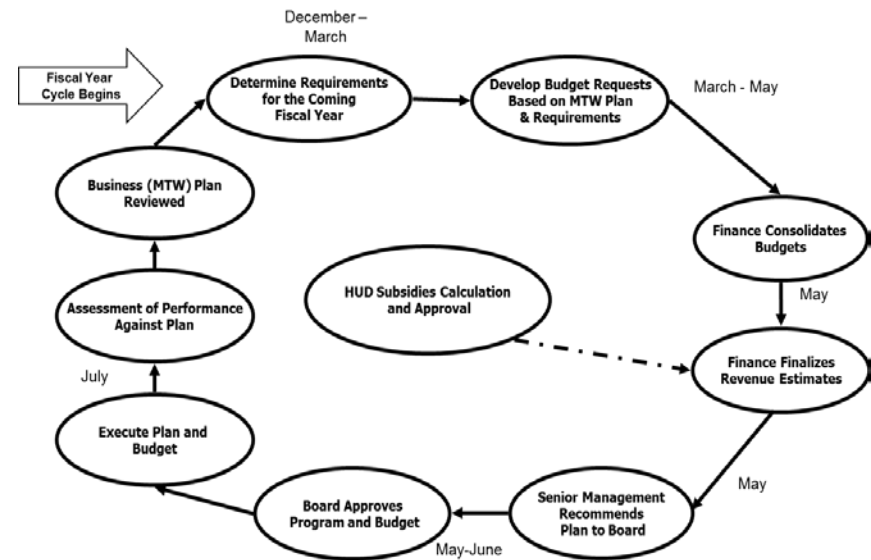
Finance Confirms Budget Internal Integrity

Finance ensures revenues and expenditures are properly aligned.

The Housing Authority of the City of Atlanta, Georgia

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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer are hereby authorized to make reallocations between funding sources, business lines, departments and accounts, as necessary, to execute the FY 2021 MTW Annual Implementation Plan as long as AH remains within the FY 2021 Budget use of funds authority approved in this resolution."

If unbudgeted expenditures are required, the CEO or the CFO 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 four hundred thousand dollars (\$400,000) 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 four hundred thousand dollars (\$400,000).

FY 2021 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

Board approval is also required when subsequent modification(s) total four hundred thousand dollars (\$400,000).

In the event the CEO determines it would be in the best interest of AH, the CEO, upon concurrence 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 \$400,000 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 \$400,000, 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 2021 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 December 20, 2019, the President signed the Further Consolidated Appropriations Act, 2020 (2020 Appropriations Act), which includes the funds HUD will provide to public housing agencies for calendar year 2020, which is HUD's Funding Year 2020.

AH's fiscal year begins July 1 and ends June 30. The AH FY 2021 Budget, therefore, includes six months (July–December 2020) that will be funded based on HUD's Funding Year 2020. Based on the provisions of the 2020 Appropriations Act, HUD has established Voucher Program, Public Housing Operating Fund, and Capital

Calendar Year 2020												Calendar Year 2021											
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 2019 <- Federal Fiscal Year 2020									Federal Fiscal Year 2021										FFY 2022 ->				
HUD Funding Year 2020												HUD Funding Year 2021											
<- AH Fiscal Year (FY) 2020						AH Fiscal Year (FY) 2021														AH Fiscal Year (FY) 2022->			

Fund Program funding levels for public housing agencies for calendar year 2020. HUD may adjust these funding levels based on the availability of fund for each program at Federal fiscal year end.

The last six months of AH's FY 2021 Budget (January–June 2021) is based on HUD's Funding Year 2021. On February 10, 2020, the President submitted his Budget to Congress and included substantial cuts in several HUD programs including Public Housing and Capital Fund Program.

The Congressional Federal Fiscal Year 2021 appropriations process, however, has just begun, and it is anticipated 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 2021 Budget is based on HUD's Funding Year 2020 levels on the assumption that these will be repeated for HUD's Funding Year 2021.

Impacts of COVID-19 on AH Funding

In response to the financial and economic impacts of the Novel Coronavirus COVID-19 ("COVID-19"), Congress passed the Coronavirus Aid, Relief, and Economic Security or the CARES Act ("CARES Act"). This act provided authority for HUD to grant waivers to regulations and provided additional Housing Choice Voucher and Public Housing Operating Fund revenue to prevent, prepare for, and respond to coronavirus, including for public housing agencies to maintain normal operations and take other necessary actions during the period the program is impacted by coronavirus.

The use of these funds is limited to any incremental costs which are related to COVID-19 and are tentatively set to expire on December 31, 2020. The CARES Act authorizes the HUD Secretary to extend this date, if necessary.

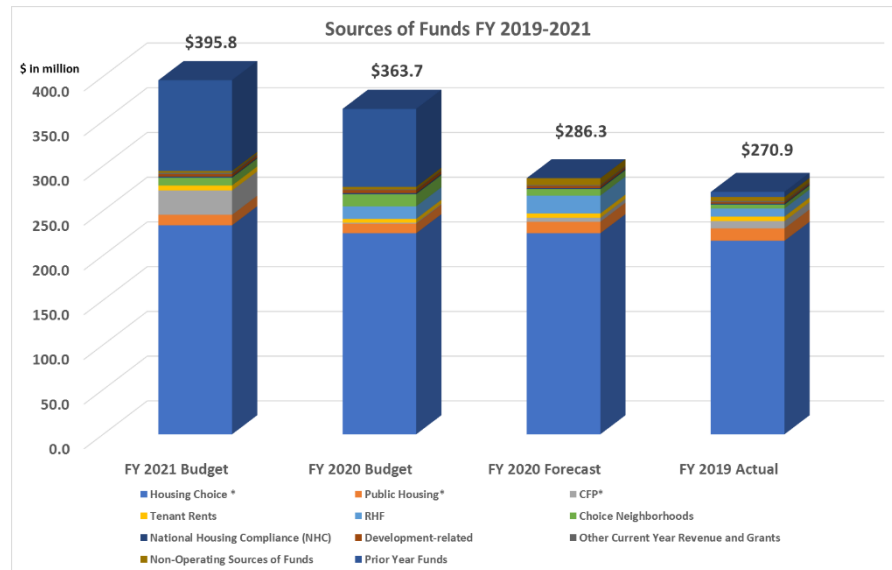
Since CARES Act funds are supplemental to AH's regular annual funding, and may only be used for COVID-19 related expenses, they do not require a budget. Therefore, they are not addressed in this document nor included in this budget.

BUDGET OVERVIEW

Comprehensive Budget – Three-Year Comparison

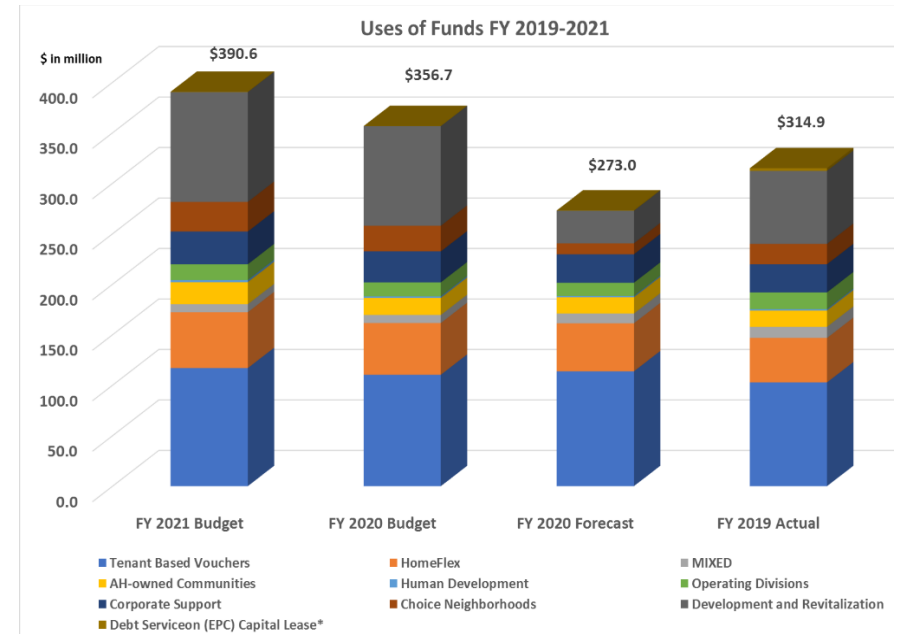
FY 2021 marks the eighteenth year of AH's participation in HUD's Moving-to-Work (MTW) Demonstration Program. AH continues to employ the flexibility afforded by its MTW Agreement with HUD.

Consistent with its FY 2021 Priorities, AH will continue to pursue the three statutory objectives of the MTW Program.



On a combined basis, the Budget provides for total sources of \$395.8 million, an increase of \$32.1 million over last year's Budget. Sources include drawing down \$101.5 million of funds accumulated in prior years, an increase of \$14.4 million over the FY 2020 Budget, most of which was not drawn in FY 2020. Total

uses of funds in the FY 2021 Budget are projected to amount to \$390.6 million, which is \$33.9 million greater than the FY 2020 Budget. This will result in an overall \$5.3 million excess of funds to be held in AH's program income and non-federal cash reserves.



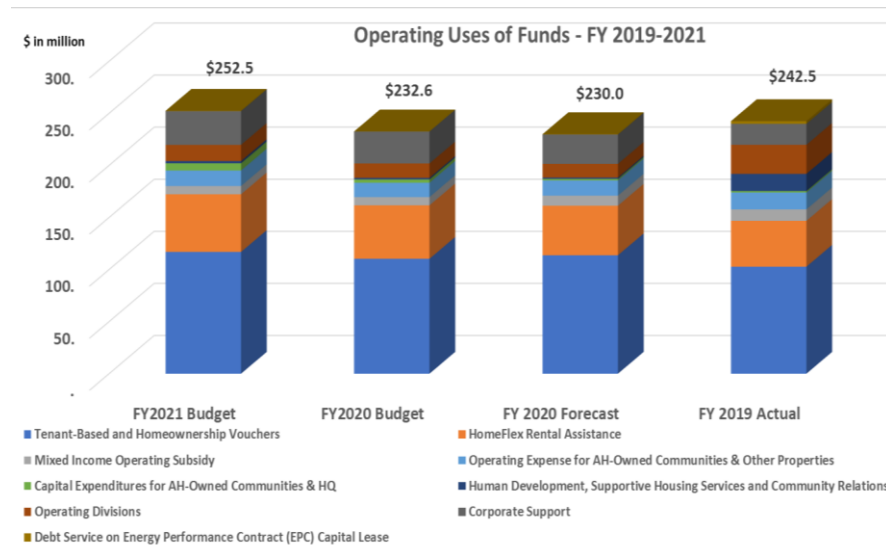
The increase in uses of funds is primarily due to higher spending in development activities and housing assistance payments, as well as increases in AH headquarters department spending.

Although AH's MTW Annual Plan is comprehensive in nature and presented on a combined basis, the FY 2021 Budget is presented in two components: a FY 2021 Operating Budget and a FY 2021 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 2021 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

FY 2021 Operating Budget Overview



AH expects to expend \$252.5 million for operating activities and receive \$253.8 million in operating funds in FY 2021. The \$1.3 million in excess funding is comprised of excess non-federal funds received from National Housing Compliance over uses for activities not qualifying for federal funding as well as unspent obligated Housing Choice funds.

One of AH's highest priorities continues to be serving low-income individuals in need of affordable housing. In FY 2021, AH is focused on increasing the number of total households served by increasing the number of Tenant-Based Vouchers (TBV) and HomeFlex assisted units. AH's budget reflects the heightened focus on increasing the number of households served by allocating:

- \$116.9 million to cover the costs of over 10,900 TBV and related fees to support additional marketing efforts and incentives to attract additional landlords to the TBV program.
- \$55.3 million in HomeFlex rental assistance to fund over 8,500 affordable rental units, including 1,990 units which have already converted or plan to convert to HomeFlex under RAD during FY 2021.
- \$7.9 million in operating subsidy to its partners to support 1,260 public housing units at MIXED Communities, which will decrease by 258 units once MIXED communities convert to HomeFlex under RAD during FY 2021.

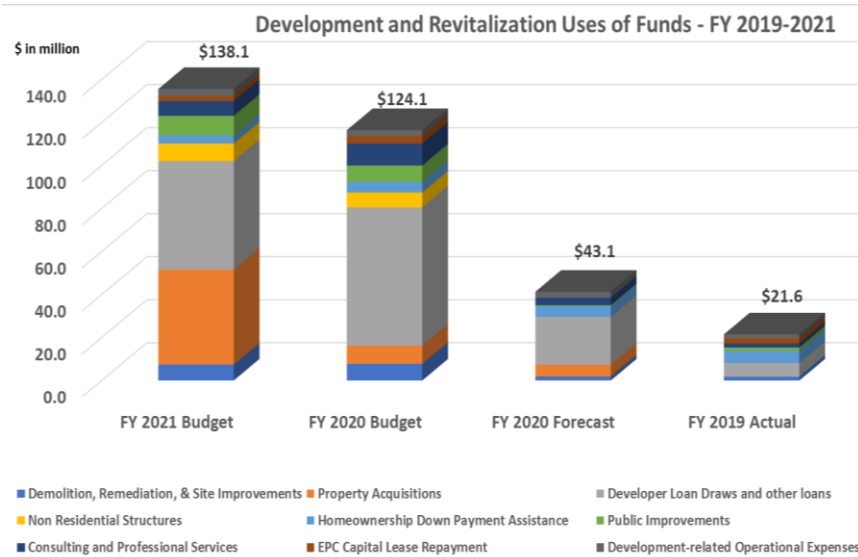
The FY 2021 Budget provides \$21.8 million to operate, maintain and provide capital improvements for 1,260 units at nine AH-Owned communities and other properties. It also includes operating expenses for new properties planned to be acquired in FY 2021 and directly owned by AH.

AH plans to spend \$2.1 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 nine AH-Owned communities.

The Budget provides \$15.6 million for staffing and operations of its Operating Divisions and \$32.4 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 2021 Proposed Budget

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 \$138.1 million in real estate development and revitalization activities, which will be primarily funded from AH's HUD-held MTW reserve, the Choice Neighborhoods grant, Capital Fund Program (CFP) funds and program income from previous deals.

To support Mayor Bottom's One Atlanta Affordable Housing Action Plan and dramatically increase the supply of affordable housing in the City of Atlanta, as will be seen in the Budget activities, AH is embarking upon an aggressive plan to develop its vacant land through public/private partnerships, to diversify its portfolio through investment in quality affordable housing

The Housing Authority of the City of Atlanta, Georgia

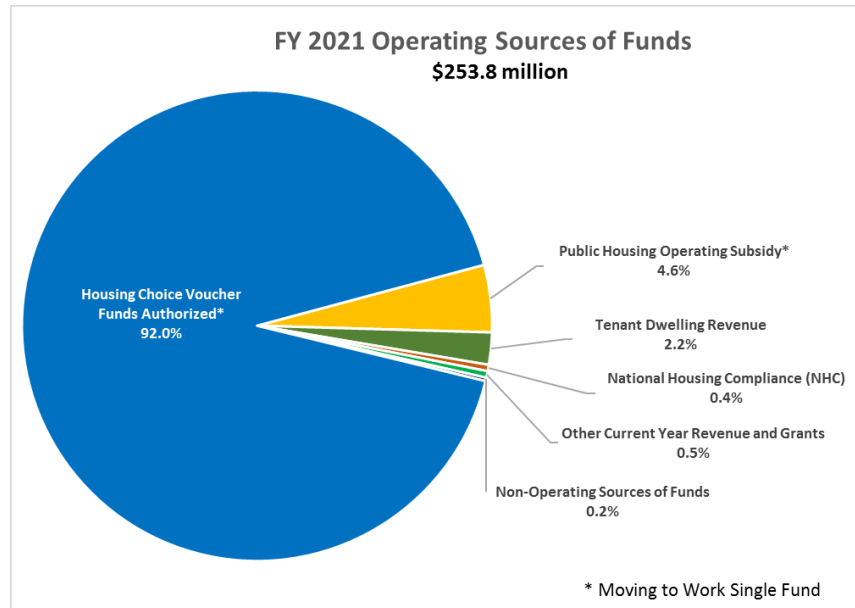
developments throughout the City of Atlanta, and to preserve its affordable housing stock through RAD conversions. To this end, the major components of the \$138.1 million are summarized below.

- \$62.2 million for the redevelopment of former public housing sites, primarily at Herndon and Englewood, as well as projected acquisitions totaling \$35.1 million, including Heritage Village at West Lake and other potential property acquisitions.
- \$29.3 million towards the University Choice Neighborhood's four components, of which \$16.6 million will be spent for housing.
- \$17.0 million in co-investment and new initiatives for the creation and rehabilitation of affordable housing in the City of Atlanta.
- \$12.5 million towards the conversion of Barge Road and Hightower Manor high-rises from Public Housing-funded (Section 9) to Section 8-funded under HUD's RAD Program as well as six MIXED communities, planned for either subsidy or rehabilitation conversion in FY 2021.
- \$3.8 million in homeownership down payment assistance for 185 first-time homebuyers at or below 80 percent AMI.
- \$13.3 million in other expenditures, of which \$3.7 million for the development of 30 scattered sites in the Magnolia Perimeter area and \$2.9 million for AH Planning and Development Operational Expenses, with the remainder to be spent for public improvements, site improvements and remediation work at Centennial, Civic Center and West Highlands and real estate consulting services in preparation for future site development.

OPERATING BUDGET – SOURCES AND USES

Operating	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Sources of Funds					
Housing Choice Voucher Funds Authorized	\$ 233,582,045	\$ 224,740,845	\$ 8,841,200	\$ 224,740,845	\$ 8,841,200
Public Housing Operating Subsidy	11,732,973	10,674,766	1,058,207	12,803,031	(1,070,058)
Capital Funds Program (CFP)	-	1,000,000	(1,000,000)	1,287,472	(1,287,472)
Total MTW Single Fund	245,315,018	236,415,612	8,899,406	238,831,348	6,483,670
Tenant Dwelling Revenue	5,595,072	4,370,026	1,225,046	4,748,382	846,690
Replacement Housing Factor (RHF) Grants - Fees for Service	-	1,274,785	(1,274,785)	1,525,984	(1,525,984)
National Housing Compliance (NHC)	1,094,909	1,194,909	(100,000)	1,294,909	(200,000)
Other Current Year Revenue and Grants	1,153,247	497,095	656,151	802,824	350,423
Non-Operating Sources of Funds	604,633	484,179	120,454	1,322,359	(717,726)
Total Operating Sources of Funds	\$ 253,762,879	\$ 244,236,606	\$ 9,526,273	\$ 248,525,806	\$ 5,237,073
Uses of Funds					
Housing Assistance and Operating Subsidy Payments					
Tenant-Based and Homeownership Vouchers	\$ 116,910,751	\$ 110,341,607	\$ 6,569,144	\$ 113,722,802	\$ 3,187,949
HomeFlex Rental Assistance	55,332,426	51,298,066	4,034,360	47,602,789	7,729,637
Mixed Income Operating Subsidy	7,922,893	7,913,052	9,841	9,619,428	(1,696,535)
Total Housing Assistance and Operating Subsidy Payments	180,166,070	169,552,725	10,613,345	170,945,019	9,221,050
Operating Expense for AH-Owned Residential Communities & Other AH Properties	14,919,488	13,831,591	1,087,898	14,630,498	288,990
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	6,909,564	3,107,237	3,802,327	1,472,938	5,436,626
Human Development, Supportive Housing Services and Community Relations	2,140,053	1,545,572	594,481	1,292,167	847,886
Operating Divisions	15,588,686	13,844,005	1,744,681	13,124,972	2,463,714
Corporate Support	32,437,537	30,660,598	1,776,940	28,206,539	4,230,999
Debt Service on Energy Performance Contract (EPC) Capital Lease	307,437	71,158	236,279	290,290	17,147
Total Other Operating Activities	72,302,766	63,060,161	9,242,605	59,017,405	13,285,361
Total Operating Uses of Funds	\$ 252,468,836	\$ 232,612,886	\$ 19,855,950	\$ 229,962,424	\$ 22,506,412
Excess of Sources over Uses of Funds	\$ 1,294,043	\$ 11,623,720	\$ (10,329,677)	\$ 18,563,382	\$ (17,269,338)

FY 2021 OPERATING SOURCES OF FUNDS



AH projects \$253.8 million in funding sources from HUD and other external sources to support its FY 2021 operations, a \$9.5 million increase from the FY 2020 Budget, and \$5.2 million over the current forecast for FY 2020 actual expenditures. (“FY 2020 Forecast”) 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 \$245.3 million of FY 2021 MTW funding from its three funding sources, which are as follows:

Housing Choice Voucher Program Funds AH’s FY 2021 Budget includes \$233.6 million in Voucher Program funds, which represents an increase of \$8.8 million from the FY 2020 Budget primarily due to an inflation factor of 3.74 % applied in CY 2020, while proration remained essentially the same at 99.4%. In addition, nine AH properties will transition to Housing Choice funding on January 1, 2021 adding an additional \$2.5 million from this sources. The \$233.6 million Housing Choice Voucher Program funds are comprised of the following:

- \$218.0 million for 19,069 authorized **MTW-qualified vouchers**, into which administrative fees are bundled. HUD applied a 3.74% inflation factor and a 99.4% proration for CY 2020, AH used a more conservative approach for CY 2021 appropriations (second half of AH FY 2021) in assuming 1.0% inflation but the same 99.4% proration.
- \$9.2 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 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.

- \$5.2 million for 1,340 **RAD vouchers**, corresponding to 12 months of RAD funding for Tenth & Juniper (149 units) and Piedmont Road (207 units) high-rises, and Villages at Castleberry I (66 units); and six months of funding for the 9 properties (919 units) converted in FY 2020 but after November 2019. AH will not start receiving RAD subsidy from HUD for the 8 properties (650 units) scheduled to convert in FY 2021 until January 2021, 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 \$1.2 million in Housing Choice Administration Fee, which assumes an 80% proration based on current HUD estimates.

Public Housing Operating Subsidy (Operating Subsidy)

During FY 2021, AH projects that HUD will provide \$11.7 million in Operating Subsidy, an increase of \$1.1 million from the FY 2020

Budget due primarily to the 8 properties not being scheduled for conversion under RAD before December 1st. Properties not converted before December 1st, continue to receive Public Housing Operating Subsidy until December 31st of the following year and then begin receiving Section 8 RAD funds.

HUD currently uses a preliminary proration of 88.7% for CY 2020, 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 2021 and is using 90% for its entire fiscal year.

Capital Fund Program

HUD establishes Capital Fund Program budgets at the time of annual grant awards based on the amount funded by Congress and the characteristics of public-housing-assisted units subsidized by AH under its 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 2021, AH does not plan to draw any Capital Fund funds for operating activities.

HUD is expected to award a new 2021 Capital Fund Program grant to AH during FY 2021, but these funds will not be used in FY 2021 and will remain available for future spending, together with available funds as shown in the table below

Capital Fund Program Grant (at May 31, 2020)							
Grant #	FFY	To be obligated by	To be drawn by	Authorized	Obligated	Total Disbursed	Available Balance
GA01P006501-17	2017	8/15/2019	8/15/2021	\$ 10,408,220	\$ 10,408,220	\$ (1,005,965)	\$ 9,402,255
GA01P006501-18	2018	5/28/2021	5/28/2023	16,140,505	-	-	16,140,505
GA01P006501-19	2019	4/15/2022	4/15/2024	16,398,914	287,472	(287,472)	16,111,442
GA01P006501-20	2020	3/25/2023	3/25/2025	16,569,105	-	-	16,569,105
Total				\$ 59,516,744	\$ 10,695,692	\$ (1,293,437)	\$ 58,223,307

Tenant Dwelling Revenue

AH projects it will receive \$5.6 million in Tenant Dwelling Revenue from the remaining 9 AH-Owned residential communities during FY 2021 and two new properties which will be acquired in FY 2021. This amount reflects a \$1.2 million increase from the FY 2020 Budget primarily due to the additional revenue anticipated from the new properties, which are expected to be acquired in FY 2021. This increase is offset by the loss of revenue from Peachtree Road and Marietta Road high-rises which recently converted from Public Housing to Project-based vouchers under HUD's Rental Assistance Demonstration ("RAD") Program.

Tenant rents are not included as revenue after the properties convert to RAD project-based units. Similarly, rents collected by the Owner Entities from AH-assisted residents of MIXED communities are 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 communities and AH.

Replacement Housing Factor (RHF) Grants and Replacement Housing Factor (RHF) Grants – Fees for Services

HUD provided ten years of Replacement Housing Factor ("RHF") funds to AH after AH either demolished or disposed of public housing units other than through the RAD Program. These funds were designated for the acquisitions or construction of units to replace those removed from AH's portfolio. Some of the funds could be used to pay "Fees for Service" to AH for the overhead involved in handling RHF funds. HUD discontinued the RHF program in 2017 with any awards beyond 2017 converted to CFP funds. AH is planning to expend all awarded RHF funds in FY 2020.

National Housing Compliance ("NHC")

During FY 2021, AH projects it will receive \$1.1 million in contributions as one of the 11 members of NHC, \$0.1 million less than budgeted in FY 2020, 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 2021. The outcome of such solicitation is not expected to affect the amount of non-federal funds AH receives from NHC during FY 2021 based on NHC's current contract with HUD.

Other Current Year Revenue and Grants

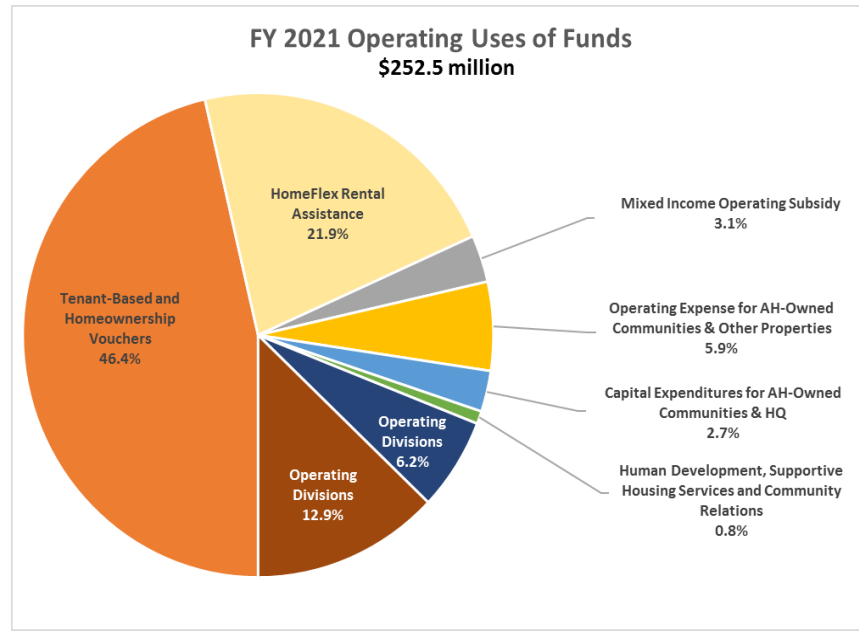
During FY 2021, AH anticipates it will receive \$1.2 million from various sources, including \$0.2 million in HUD ROSS Grant funding for Family Self Sufficiency Program Coordinators, as well as revenues from cell tower leases, non-dwelling rents and other miscellaneous revenue earned at the AH-Owned communities, totaling \$1.0 million, which also includes the anticipated revenue from commercial and retail activities of a new property to be acquired in FY 2021.

Non-Operating Sources of Funds

AH estimates it will earn \$0.6 million in interest income during FY 2021 from investments of the surplus cash from its NHC non-federal reserve and its Public Housing operating reserve.

FY 2021 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia



FY 2021 OPERATING USES OF FUNDS

AH projects it will use \$252.5 million to support its FY 2021 Operating Budget, representing a \$19.9 million increase over the FY 2020 Budget, primarily due to increased housing assistance payments along with increased capital expenditures and direct and corporate support expenses.

Housing Assistance and Operating Subsidy Payments

During FY 2021, AH projects it will provide Housing Assistance and Operating Subsidy Payments totaling \$180.2 million to various, landlords, Owner Entities, tenants and other housing authorities, representing a \$10.6 million increase over the FY 2020 Budget.

Housing Assistance & Operating Subsidy Payments	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Tenant-Based Vouchers	\$ 113,945,438	\$ 107,822,583	\$ 6,122,855	\$ 111,074,948	\$ 2,870,490
Voucher Portability Administration Fees	914,953	962,112	(47,159)	960,365	(45,411.90)
Short-Term Housing Assistance	700,000	450,000	250,000	346,333	353,667
Case Management and Administration of Supportive Housing Initiatives	224,000	106,000	118,000	99,840	124,160
Leasing Incentive Fee	774,500	685,000	89,500	906,946	(132,446)
Homeownership Vouchers	151,860	165,912	(14,052)	147,179	4,681
Property Damages	200,000	150,000	50,000	187,191	12,809
Tenant-Based and Homeownership Vouchers	116,910,751	110,341,607	6,569,144	113,722,802	3,187,949
HomeFlex Rental Assistance	55,332,426	51,298,066	4,034,360	47,602,789	7,729,637
Mixed Communities Operating Subsidy for AH-Assisted Units	7,922,893	7,913,052	9,841	9,619,428	(1,696,535)
Total	\$ 180,166,070	\$ 169,552,725	\$ 10,613,345	\$ 170,945,019	\$ 9,221,050

Tenant-Based and Homeownership Vouchers

The Budget includes \$116.9 million to support AH's Housing Choice Tenant-Based and Homeownership Voucher Program and other related programs, a \$6.6 million increase over the FY 2020 Budget, corresponding primarily to costs associated with the increased lease up activities during FY 2020 and FY 2021 to support AH's MTW Plan families served target.

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

- Contracts providing rent assistance for 10,940 Housing Choice participant households by the end of FY 2021, a net increase of 311 vouchers, from the 10,629 vouchers projected to be leased-up by the end of FY 2020. Included in FY 2021 projected vouchers are 9,539 households (\$101.4 million) within AH's jurisdiction and 1,401 households (\$12.6 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 \$0.9 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 **744** vouchers to new eligible households drawn from its 2019 Housing Choice waiting list and also projects to absorb **120** 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 existing and establish new local programs by providing the following additional vouchers:
 - **125** MTW vouchers for the Tenant-Based Supportive Housing program (also known as FLOW) for individuals graduating from ShelterPlus Supportive Housing.
 - **50** MTW vouchers to be used in response to homelessness directly caused by COVID-19 epidemic.
 - **50** MTW vouchers in cooperation with Atlanta Public Schools to house families of homeless students as part of AH's Special Program Voucher for Homeless Students (SPVHS) to stabilize external factors that enable students' academic success.
 - **30** vouchers to support Georgia Housing Voucher Program (GHVP) Conversion which is a housing solution in partnership with the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) for persons with mental health and developmental disabilities, outside of an institution setting
 - **15** Veteran Affairs Supportive Housing (VASH) vouchers. VASH is a collaborative initiative with Veterans Affairs (VA) and HUD to provide housing for homeless disabled veterans.
 - **15** RAD Choice Mobility vouchers. Under the RAD program to convert public housing to project-based voucher communities, participants are permitted after one year in residence to request a regular Housing

Choice voucher and rent a home outside of the community.

Included in the Budget is \$0.9 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 **18** Homeownership Vouchers for \$0.2 million, which provides payments to eligible homeowners to assist them in making their monthly mortgage payments. AH is no longer issuing vouchers for this program.

The Budget also includes \$0.8 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 Rental Assistance (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 2021 Budget includes \$55.3 million in projected HomeFlex payments, a \$4.0 million increase over the FY 2020 Budget, to support over 8,500 AH-assisted

households (projected available units at end of FY 2021) at 106 participating stand alone, MIXED (including RAD converted), and supportive housing (HAVEN) communities.

This increase reflects the addition of new HomeFlex during FY 2020 now receiving a full year of funding, as well as new HomeFlex units coming on line in FY 2021, which are further detailed in the table below.

New HomeFlex Properties	Units
Springview Apartments	24
Quest Holly	40
Capital View Apartment	64
Academy Loft at A Dear Park	5
356 & 395 James P. Brawley	23
588/592 Paines Avenue	8
507 English Avenue	6
687 & 693 Dalvigney	8
Quest Courts at Dalvigney	12
Total New HomeFlex-Future	190

New RAD HomeFlex Communities	Units
AH-Owned Communities	
Barge Road Highrise	129
Hightower Manor Highrise	129
	258
MIXED Communities	
Villages of Castleberry II	114
Columbia Village	30
Columbia Creste	61
Columbia Grove	56
Mechanicsville Crossing	68
Mechanicsville Station	63
	392
Total New RAD Home Flex	650

FY 2021 Proposed Budget

The HomeFlex Budget also includes \$1.1 million in contingency funds for potential rent increases community owners are allowed to request under the HomeFlex agreement.

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 1,562 households during FY 2021 at 27 AH-sponsored MIXED communities. It is projected that the 392 units identified in the chart above will convert to RAD HomeFlex subsidy during FY 2021.

Included in the FY 2021 Budget are operating and capital reserve contingencies totaling \$0.6 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 \$11.1 million to operate AH-owned residential communities, essentially the same spending level as FY 2020 Budget, but resulting from the following:

- Marietta Road and Peachtree Road high-rises converted to HomeFlex under the RAD program during FY 2020 and are no longer included in the AH-Owned budget.

The Housing Authority of the City of Atlanta, Georgia

- AH plans to acquire and operate two new properties, which have been added to the budget.

In addition, the Budget provides for a total of \$3.8 million to maintain other AH properties, including Payments in Lieu of Taxes (PILOT), property maintenance and protective services at AH Headquarters and vacant properties. The FY 2021 Budget exceeds the FY 2020 Budget by \$0.9 million, primarily due to increased costs for the Civic Center and a new approach for maintaining AH vacant land.

Operating Expense for AH-Owned Residential Communities & Other AH Properties	FY 2021		FY 2021B		FY 2021B	
	FY 2021 Budget	FY 2020 Budget	Over (Under) FY 2020B	2020 Forecast	Over (Under) FY 2020F	
AH-Owned Residential Communities						
Barge Road Highrise	\$ 1,061,175	\$ 1,037,393	\$ 23,782	\$ 1,076,792	\$ (15,617)	
Cheshire Bridge Road Highrise	1,395,585	1,341,930	53,656	1,321,469	74,117	
New Property #1	565,414	-	565,414	-	565,414	
Cosby Spear Highrise	2,271,572	2,133,326	138,246	2,127,884	143,688	
East Lake Highrise	1,026,012	1,043,175	(17,163)	986,209	39,803	
Georgia Avenue Highrise	811,236	823,136	(11,900)	789,122	22,114	
Hightower Manor Highrise	902,293	952,869	(50,576)	1,016,123	(113,830)	
Marian Road Highrise	1,754,626	1,635,214	119,412	1,588,281	166,344	
Marietta Road Highrise	-	397,177	(397,177)	647,272	(647,272)	
Martin Street Plaza	709,437	661,581	47,856	667,707	41,731	
Peachtree Road Highrise	1,724	573,733	(572,009)	914,468	(912,745)	
New Property #2	268,800	-	268,800	-	268,800	
Westminster	347,400	311,210	36,190	323,818	23,582	
Total AH-Owned Residential Communities	11,115,274	10,910,743	204,531	11,459,144	(343,870)	
Other AH Properties						
AH Headquarters Building	1,351,508	1,311,800	39,708	1,234,617	116,891	
Zell Miller Center	208,982	192,961	16,021	157,107	51,874	
Civic Center	718,800	507,286	211,514	971,008	(252,208)	
PILOT and Other AH Land	1,524,925	908,801	616,124	808,622	716,303	
Total Other AH Properties	3,804,214	2,920,848	883,366	3,171,354	632,861	
Total	\$ 14,919,488	\$ 13,831,591	\$ 1,087,898	\$ 14,630,498	\$ 288,990	

Capital Expenditures for AH-Owned Residential Communities and Other AH Properties

AH projects it will spend \$2.5 million in FY 2021 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 \$0.6 million over the FY 2020 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 \$0.8 million during FY 2021 for various technology investments to maintain and optimize AH's enterprise-wide operations. AH plans to replace much of its aging fleet with new vehicles, and will restructure the interior of the AH headquarters building to match the new paradigm following the COVID-19 epidemic.

Impact of Capital Expenditures on Future Operating Budgets

With the exception of savings on maintenance and repair of vehicles in FY 2021, 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, where AH does not directly own the properties.

Capital Expenditures for Modernization of AH-Owned Residential Communities & AH Headquarters	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
AH-Owned Residential Communities					
Cheshire Bridge Road Highrise	\$ 189,200	\$ 544,700	\$ (355,500)	\$ 276,105	\$ (86,905)
Cosby Spear Highrise	254,100	273,189	(19,089)	-	254,100
East Lake Highrise	97,900	17,029	80,871	-	97,900
Georgia Avenue Highrise	15,598	28,435	(12,837)	45,282	(29,684)
Hightower Manor Highrise	86,900	-	86,900	-	86,900
Marian Road Highrise	1,517,828	466,004	1,051,824	368,888	1,148,940
Martin Street Plaza	80,300	125,400	(45,100)	41,800	38,500
Westminster	215,050	370,480	(155,430)	135,747	79,303
Total AH-Owned Residential Communities	2,456,876	1,825,237	631,639	867,822	1,589,054
Zell Miller	\$ 129,000	\$ 125,000	\$ 4,000	\$ -	\$ 129,000
AH Headquarters					
Technology Investments	\$ 760,000	\$ 585,000	\$ 175,000	\$ 491,613	\$ 268,387
Vehicles	419,488	105,000	314,488	25,122	394,366
Building Improvements and Equipment	3,144,200	467,000	2,677,200	-	3,144,200
Total AH Headquarters	4,323,688	1,157,000	3,166,688	516,735	3,806,953
Total	\$ 6,909,564	\$ 3,107,237	\$ 3,802,327	\$ 1,384,557	\$ 5,525,007

FY 2021 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

Human Development, Supportive Housing Services and Community Relations

The FY 2021 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 \$2.1 million, a \$0.6 million increase from the FY 2020 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.

Supportive Services at Gardens of CollegeTown** are now provided without contributions from AH, and Quality Living for Seniors** is now managed by Human Development and included in Human Development Support Professional Services.

In addition to general Human Development Support, the Budget also provides funds for community relations and a non-federal match from employee contributions to AH's Scholarship Fund.

Human Development, Supportive Housing Services and Community Relations			FY 2021	FY 2020	FY 2021B	FY 2020	FY 2021B
		Managed by	Budget	Budget	Over (Under) FY 2020B	Forecast	Over (Under) FY 2020F
Human Development Support Professional Services	Human Development		\$ 1,971,553	\$ 1,344,572	\$ 626,981	\$ 1,106,027	\$ 865,526
Supportive Services at Gardens at CollegeTown**	Real Estate Group		-	82,500	(82,500)	83,655	(83,655)
Quality Living Services for Seniors**	Real Estate Group		-	7,000	(7,000)	7,000	(7,000)
Community Relations - MTW funds	Governmental and External Affairs		116,000	67,000	49,000	51,915	64,085
Community Relations - Non-federal funds	Governmental and External Affairs		32,500	24,500	8,000	23,570	8,930
Corporate Match for AH Scholarship Fund - Non-federal funds	Governmental and External Affairs		20,000	20,000	-	20,000	-
Total			\$ 2,140,053	\$ 1,545,572	\$ 594,481	\$ 1,292,167	\$ 847,886

Operating Divisions Expense

The Budget includes \$18.9 million for AH's Operating Divisions. A summary of the Operating Divisions is provided below and shows a \$2.2 million increase over the FY 2020 Budget, due primarily to a restructuring of AH's real estate operations. For a complete analysis of each department, including organization, mission, staffing and goals, see the *Department Information in Section II* of this budget book.

It should be noted that, effective with the FY 2021 Budget, Real Estate Planning and Development department and Choice Neighborhoods Administration expenses, totaling \$3.3 million, will be funded with program income funds and included in the Development and Revitalization budget. As a result, these expenses have been excluded from the operating activities.

Operating Divisions			FY 2021B		FY 2021B
	FY 2021	FY 2020	Over (Under)	FY 2020	Over (Under)
	Budget	Budget	FY 2020B	Forecast	FY 2020F
Housing Choice Voucher Program					
Housing Choice Administration	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847
Housing Choice Contact Center	1,211,212	-	1,211,212	-	1,211,212
Housing Services	2,947,967	4,829,926	(1,881,959)	4,713,156	(1,765,189)
Inspections Services	2,526,678	2,056,451	470,227	2,086,080	440,598
Total Housing Choice Voucher Program	8,461,999	8,147,091	314,908	7,975,531	486,468
Real Estate Group					
Real Estate Operations	759,831	687,197	72,634	522,830	237,000
Real Estate Asset & Property Management	2,637,925	1,991,162	646,763	1,738,747	899,178
Real Estate Construction and Facilities Management	2,358,530	1,913,636	444,894	1,959,603	398,927
Real Estate Transactions Management & Capital Markets	1,370,402	1,104,920	265,481	928,261	442,141
Total Real Estate Group	7,126,687	5,696,914	1,429,773	5,149,441	1,977,246
Total Operating Divisions before Development-Related Expenses	15,588,686	13,844,005	1,744,681	13,124,972	2,463,714
Development-Related Operational Expenses					
Real Estate Planning & Development	2,895,398	2,393,611	501,787	2,409,912	485,486
Choice Neighborhoods Administration	413,803	443,173	(29,369)	405,681	8,123
Total Development-Related Operational Expenses	3,309,201	2,836,783	472,418	2,815,592	493,609
Total Operating Divisions Expenses	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323
Personnel	\$ 17,688,432	\$ 15,138,499	\$ 2,549,934	\$ 14,497,415	\$ 3,191,017
Non-Personnel	1,209,455	1,542,290	(332,835)	1,443,150	(233,695)
Total Operating Divisions Expenses	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323

Corporate Support Expense

The Budget provides \$32.4 million for Corporate Support Expense, a \$1.8 million increase from the FY 2020 Budget, primarily due to increased headcount to support increased activities in procurement, human resources and information management, succession planning, and professional development. To be noted that the \$1.8 million net increase is partially offset by a \$1.6 million decrease in outside legal counsel expense due to an expected decrease in litigation activities.

Also provided in the FY 2021 Budget, is a contingency for compensation market adjustments of \$0.5 million and a projected

\$0.5 million additional cash contribution to the Defined Benefit Pension Plan (“Plan”) to ensure the Plan liability as of the distribution date is fully funded following the benefit payments required for the Plan termination, which was effective April 1, 2020 with a planned distribution date of October 1, 2020.

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.

Corporate Support	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Executive Office	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)
Office of Chief Operating Officer	1,091,833	1,003,180	88,653	2,214,562	(1,122,729)
Office of General Counsel	4,307,464	5,400,264	(1,092,801)	4,765,886	(458,422)
Corporate Finance	2,402,483	2,634,586	(232,103)	2,167,806	234,676
Information Technology	9,141,602	7,233,416	1,908,187	6,529,320	2,612,283
Records & Information Management	2,035,894	1,979,466	56,428	1,647,444	388,450
Strategy, Policy & Regulatory Affairs	3,053,097	2,878,461	174,637	2,248,115	804,982
Government, External Affairs and Human Development	2,335,830	2,076,995	258,836	2,083,330	252,500
Communications, Marketing and Public Engagement	1,471,206	1,032,995	438,211	1,071,100	400,105
Contracts and Procurement	1,985,026	1,730,532	254,494	1,648,091	336,935
Human Resources Operations	2,111,309	2,044,928	66,381	1,861,640	249,669
Activities Managed by Human Resources:					
Severance & Related Expenses	85,000	110,000	(25,000)	15,000	70,000
Agency-wide Temporary Services**	236,979	213,375	23,604	133,478	103,501
Professional Development & Training	383,500	-	383,500	-	383,500
HRIS Replacement	-	-	-	-	-
Compensation Market Adjustments	500,000	500,000	-	-	500,000
Defined Benefit Pension Plan Termination Consulting	144,250	-	144,250	117,750	26,500
Defined Benefit Pension Plan Contribution	460,000	1,000,000	(540,000)	1,000,000	(540,000)
Total	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999
Personnel	\$ 20,672,454	\$ 19,185,418	\$ 1,487,036	\$ 17,603,922	\$ 3,068,532
Non-Personnel	11,765,083	11,475,180	289,903	10,602,617	1,162,467
Total	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999

FY 2021 Proposed Budget

The Housing Authority of the City of Atlanta, Georgia

FY 2021 Staffing Budget

The FY 2021 Budget includes salaries and benefits for 353 full time employees, 27 more positions (see chart on this page) than the FY 2020 Budget headcount, and representing an increase of 50 over current headcount (FY 2020 Forecast), of which 23 were vacant at May 31, 2020. Details can be found in the *Department Information in Section II* of this budget book.

Year Over Year Full Time Employees

	2021 Budget	2020 Budget	FY 2020 Forecast*	2019 Actual*
Operating Division				
Housing Choice Voucher Program				
Housing Choice Administration	20	13	12	13
Housing Choice Contact Center	19	0	0	0
Housing Services	34	64	60	60
Inspections Services	29	24	24	24
Total Housing Choice Voucher Program	102	101	96	97
Real Estate Group				
Real Estate Operations	6	3	4	1
Real Estate Asset & Property Management	22	17	20	10
Real Estate Transactions Management & Capital Markets	9	9	8	6
Real Estate Construction & Facilities Management	20	13	10	11
Real Estate Planning & Development	21	17	14	15
Total Real Estate Group	78	59	56	43
Choice Neighborhoods Administration	2	2	2	2
Total Operating Division	182	162	154	142
Corporate Support				
Executive Office	2	3	2	2
Office of Chief Operating Officer	2	2	1	2
Office of General Counsel	17	13	12	11
Corporate Finance	16	19	16	17
Information Management	50	45	43	39
Strategy, Policy & Regulatory Affairs	14	21	12	20
Government, External Affairs & Human Development	22	21	22	21
Communications, Marketing & Public Engagement	10	7	8	6
Contracts and Procurement	17	15	14	12
Human Resources	10	7	9	5
Total Corporate Support	160	153	139	135
Choice Neighborhoods (project)	11	11	10	10
Grand Total	353	326	303	287

* Headcount at June 30, 2019 (FY 2019 Actual) and at May 31, 2020 (FY 2020 Forecast) represent the number of full time employees on AH's payroll, while FY 2021 and FY 2020 Budgets represent the total number of positions including vacants.

AH also has 6 temporary and intern positions on its staff to provide the management flexibility it needs, and usually hires annually up to 21 interns during the summer, students from assisted families through AH programs.

Real Estate Group (11)	Housing Choice Administration (1)
AH Safety Officer	Senior Manager, QC Training & Compliance
Assistant Facilities Manager	Human Resources (3)
Assistant Fleet Manager	Administrative Assistant
Budget Analyst	Manager, Human Resources
CAAD Operator	Training Administrator
Director, Construction Management	Contracts & Procurement (2)
Dir, Planning, Design & Community Development	Manager, Diversity and Inclusion
Fleet Manager	Supplier Diversity Analyst
Real Estate Development Executive	Communications & Public Engagement (2)
Senior Underwriter	Content Manager
VP, Real Estate Acquisitions & New Initiatives	Manager, Marketing & Public Engagement
Information Management (5)	Office of General Counsel (3)
Director, IT GRC	Assistant Counsel
IT Operations Manager	Ethics Officer
Security Administration Compliance	Senior Paralegal
Security Engineers (2)	

The Budget assumes an average merit increase of 3% for full time employees, effective July 1, 2020, 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 2020 and a projected 14% increase in major health care plan costs during the last six months of FY 2021 based on expected inflation and current 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 \$170,800. AH projects it will pay approximately \$0.6 million during FY 2021 in excess of the Congressional limit in connection with salaries paid during calendar year 2020. 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 preconstruction 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 2021, in preparation for Barge Road and Hightower Manor highrises RAD conversions, AH anticipates paying off the balance of their portion of the EPC Capital Lease estimated at \$2.3 million, which is included in the development and revitalization budget.

The FY 2021 Operating Budget includes \$0.3 million to cover FY 2021 principal and interest payment.

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 nine (9) AH-owned communities, is presented below.

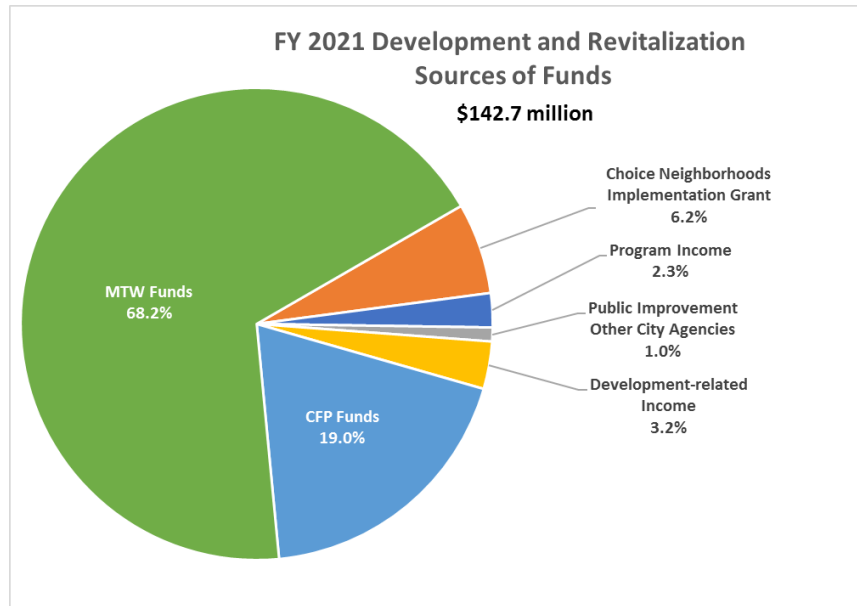
EPC Expected Payments*				
Payment Date	Payment	Interest	Principal	Outstanding
2/28/2019	441,257.19	240,105.88	201,151.31	3,405,109.58
2/28/2020	284,631.31	169,574.48	115,056.83	3,290,052.75
2/28/2021	301,608.08	163,844.65	137,763.43	3,152,289.32
2/28/2022	319,094.57	156,984.03	162,110.54	2,990,178.78
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 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 12,747,846	\$ (12,747,846)	\$ 18,566,416	\$ (18,566,416)
Choice Neighborhoods Implementation Grant (CNIG)	8,749,771	13,544,029	(4,794,258)	7,200,949	1,548,822
Program Income and Other Funds	3,334,201	32,500	3,301,701	32,019	3,302,182
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,358,559	1,392,132	(33,573)	-	1,358,559
Development-related Income	4,632,358	6,076,502	(1,444,144)	8,592,010	(3,959,652)
CFP Funds used for Revitalization	27,169,253	-	27,169,253	3,100,000	24,069,253
MTW Funds used for Revitalization	97,478,554	96,354,121	1,124,432	14,201,463	83,277,091
Total Sources of Funds	\$ 142,722,696	\$ 130,147,130	\$ 12,575,566	\$ 51,692,857	\$ 91,029,839
Development and Revitalization Expenditures					
Demolition and Remediation	2,533,390	1,225,000	1,308,390	578,400	1,954,990
Property Acquisitions	44,093,355	8,453,000	35,640,355	5,408,000	38,685,355
Predevelopment Loans	7,174,574	7,079,627	94,947	1,310,450	5,864,124
Developer Loan Draws and other loans	43,342,002	57,225,711	(13,883,709)	20,735,607	22,606,395
Site Improvements	4,887,408	1,525,000	3,362,408	1,275,424	3,611,984
Extraordinary Sitework	-	5,000,000	(5,000,000)	50,000	(50,000)
Non Residential Structures	8,110,000	6,935,325	1,174,675	100,000	8,010,000
Homeownership Down Payment Assistance	3,794,800	4,838,400	(1,043,600)	5,086,867	(1,292,067)
Public Improvements	9,120,430	7,680,947	1,439,483	482,760	8,637,670
Consulting and Professional Services	5,367,502	8,138,619	(2,771,117)	2,493,191	2,874,311
Outside Legal Counsel	1,497,500	2,127,000	(629,500)	928,688	568,812
Administrative Staffing	1,069,302	1,087,147	(17,845)	962,539	106,763
Meeting Expense	30,000	23,200	6,800	29,030	970
Community Outreach	155,100	46,000	109,100	28,569	126,531
Modular Office Expenses	141,424	137,404	4,020	196,630	(55,206)
Urban Farming	-	35,000	(35,000)	-	-
Owner Occupied Rehabs	650,000	5,690,000	(5,040,000)	466,791	183,209
Relocation Expense	400,000	30,000	370,000	54,084	345,916
EPC Capital Lease Repayment	2,300,000	3,352,602	(1,052,602)	-	2,300,000
Development-related Operational Expenses	3,309,201	2,836,783	472,418	2,815,592	493,609
Micro-Grants and Cash Donations	90,000	580,500	(490,500)	80,000	10,000
Other Expenses	24,350	23,364	986	18,226	6,124
Total Development and Revitalization Expenditures	\$ 138,090,338	\$ 124,070,628	\$ 14,019,710	\$ 43,100,847	\$ 94,989,491
Excess of Sources over Development and Revitalization Expenditures	\$ 4,632,358	\$ 6,076,502	\$ (1,444,144)	\$ 8,592,010	\$ (3,959,652)

FY 2021 DEVELOPMENT AND REVITALIZATION SOURCES OF FUNDS



AH plans to use a combination of MTW funds, Capital Funds Program (CFP) 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 \$130.0 million by the end of FY 2020, remains on account at HUD and can be drawn down by AH when future qualifying expenditures exceed the annual obligations.

AH's FY 2021 development and revitalization program is expected to necessitate \$97.5 million in MTW funds (excluding CFP), of which \$96.8 million is projected to be drawn from the \$130.0 million held at HUD.

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 2021, 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 \$8.7 million of the CNIG to fund part of the \$29.3 million total expenditures planned for this project in FY 2021, the remaining being funded by a combination of MTW, CFP and Program Income funds.

Development - Related Income

During FY 2021, AH projects to earn a total of \$4.6 million in development and other related income, a decrease of \$1.4 million from the FY 2020 Budget, primarily due to the number and types of closings and related fees earned, as well as a considerable decrease in anticipated interest revenue on investments of locally-held development proceeds due to the lower interest environment. FY 2021 Development-Related Income is comprised of the following:

- Investment income of \$1.4 million on program income cash reserve accumulated from prior year development-related revenues.
- Asset management fees of \$0.9 million.
- Profit participation and share appreciation of \$0.9 million related to home and land sales on former AH West Highlands (Perry) property.
- Developer and transaction fee payments totaling \$0.8 million from AH's participation in property development from prior years and during FY 2021. AH projects it will receive payments of developer and transaction fees as part of closing at Hightower Manor and will earn transaction fees at closings of other loans.
- \$0.6 million in various other development-related income.

City of Atlanta Funds

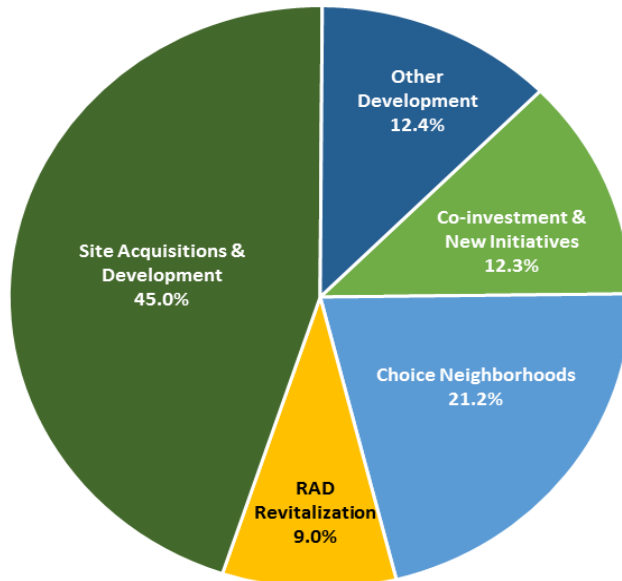
In prior years, the City of Atlanta and Other City Agencies have issued bonds or otherwise raised money and provided these funds to AH for public improvements at AH revitalization properties. These funds are typically restricted to specific properties, and are used as circumstances permit. In FY 2021, AH project to use \$1.4 million of these funds for public improvements at Centennial Place.

DEVELOPMENT AND REVITALIZATION USES OF FUNDS

Development and Revitalization by Major Program	Co-investment and New Initiatives	Choice Neighborhoods	RAD Revitalization	Site Acquisitions and Development	Other Development	Total Budget
Development and Revitalization Expenditures						
Demolition and Remediation	60,000	125,000	5,000	15,390	2,328,000	2,533,390
Property Acquisitions	8,675,000	300,000	-	35,118,355	-	44,093,355
Predevelopment Loans	1,275,000	1,039,874	550,000	3,730,450	579,250	7,174,574
Developer Loan Draws and other loans	6,250,000	12,999,742	9,290,028	11,869,987	2,932,245	43,342,002
Site Improvements	-	2,401,774	-	1,450,300	1,035,334	4,887,408
Non Residential Structures	-	8,040,000	-	70,000	-	8,110,000
Homeownership Down Payment Assistance	-	-	-	-	3,794,800	3,794,800
Public Improvements	-	456,871	-	7,305,000	1,358,559	9,120,430
Consulting and Professional Services	215,200	1,486,302	-	1,825,000	1,841,000	5,367,502
Outside Legal Counsel	530,000	60,000	320,000	317,500	270,000	1,497,500
Administrative Staffing	-	1,069,302	-	-	-	1,069,302
Meeting Expense	-	30,000	-	-	-	30,000
Community Outreach	15,000	2,500	-	57,000	80,600	155,100
Modular Office Expenses	-	141,424	-	-	-	141,424
Owner Occupied Rehabs	-	650,000	-	-	-	650,000
Relocation Expense	-	-	-	400,000	-	400,000
EPC Capital Lease Repayment	-	-	2,300,000	-	-	2,300,000
Other Development-related Operational Expenses	-	413,803	-	-	2,895,398	3,309,201
Micro-Grants and Cash Donations	-	90,000	-	-	-	90,000
Other Expenses	-	24,350	-	-	-	24,350
Total Development and Revitalization Expenditures	\$ 17,020,200	\$ 29,330,942	\$ 12,465,028	\$ 62,158,982	\$ 17,115,186	\$ 138,090,338

DEVELOPMENT AND REVITALIZATION USES OF FUNDS

FY 2021 Development and Revitalization
Uses of Funds
\$ 138.1 million



AH projects it will spend \$138.1 million on development and revitalization initiatives in FY 2021, a \$14.0 million increase over the FY 2020 Budget. The main components of the FY 2021 Budget are comprised of the following programs and 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 \$17.0 million in co-investment and new initiatives, of which \$3.6 million is for co-investment with Invest Atlanta for the development or rehabilitation of communities in the City of Atlanta, including Harmony at Bakers Ferry. In addition, \$3.4 million is budgeted for the acquisition and development of Madison at Reynoldstown under the Atlanta Beltline co-investment agreement.

Choice Neighborhoods activities are budgeted at \$29.3 million. In addition to CNIG funds, AH intends to expend a combination of MTW funds, CFP funds, and program income funds towards the transformation of University Choice Neighborhoods and towards the accomplishment of

each of the components of the project, which are further represented below.

Project Component	People	Admin & Evaluation	Housing	Neighborhood	Total
Sources of Funds					
Choice Neighborhoods Grant	\$ 540,952	\$ 206,685	\$ 7,344,134	\$ 658,000	\$ 8,749,771
Program Income and Other Funds	20,000	418,803	-	-	438,803
CFP Funds used for Revitalization	-	-	8,164,253	8,292,000	16,456,253
MTW Funds used for Revitalization	822,180	719,061	1,139,874	1,005,000	3,686,115
Total Sources of Funds	\$ 1,383,132	\$ 1,344,549	\$ 16,648,261	\$ 9,955,000	\$ 29,330,942

- The FY 2021 Housing Component Budget contemplates the construction of Ashley IC. It also includes predevelopment loans and initial vertical construction of Ashley Phase II.
- 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 includes various human development and support programs in partnership with the Urban League and United Way, among others.

RAD Conversions. The Budget provides \$12.5 million for predevelopment loans, development loans and related outside legal counsel expenses for the conversion of communities currently managed under public housing regulations to RAD HomeFlex as well as repayments of the portion of the EPC loan for the AH-Owned communities.

During FY 2021, RAD conversion are planned for the following communities:

AH-Owned Communities

- Barge Road Highrise
- Hightower Manor Highrise

Mixed Communities

- Villages at Castleberry Hill, II
- Columbia Creste
- Columbia Grove
- Columbia Village
- Mechanicsville Crossing
- Mechanicsville Station

Rental Assistance Demonstration (RAD)	Barge Road Highrise	Columbia Portfolio	Hightower Manor Highrise	Villages at Castleberry Hill II	Total Budget
Development and Revitalization Expenditures					
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Predevelopment Loans	275,000	-	275,000	-	550,000
Developer Loan Draws and other loans	4,000,000	290,028	3,250,000	1,750,000	9,290,028
Outside Legal Counsel	80,000	160,000	80,000	-	320,000
EPC Capital Lease Repayment	1,300,000	-	1,000,000	-	2,300,000
Total Development and Revitalization Expenditures	\$ 5,655,000	\$ 450,028	\$ 4,605,000	\$ 1,755,000	\$ 12,465,028

Site Acquisitions and Development. The Budget includes \$62.2 million for the development of former AH public housing or acquired sites. It includes the redevelopment of two of eleven former public housing communities, which AH closed and demolished in the last decade: Herndon Homes and Englewood Manor.

AH also plans to:

- Acquire and operate two existing communities, of which AH intends to own a majority interest;
- Support the conversion of the existing townhome cooperative community of London Townhomes to multi-family affordable housing units;

- Acquire and convert a vacant commercial workforce into Heritage Village at West Lake, a 100% affordable supportive housing community; and
- Acquire properties to be incorporated into future phases of the master redevelopment plan of the former Englewood Manor public housing site, to be known as Chosewood Park Phases I and II.

Description	Chosewood Park I & II	Acquisition #1	Englewood Manor	Heritage Village at West Lake	Herndon Homes	London Townhomes	Acquisition #2	Total Budget
Sources of Funds								
CFP Funds Used for Revitalization	\$ 3,408,000	\$ -	\$ 7,305,000	\$ -	\$ -	\$ -	\$ -	\$ 10,713,000
MTW Funds Used for Revitalization	3,184,500	22,167,800	2,843,700	7,665,745	9,044,569	1,985,868	4,553,800	51,445,982
Total Sources of Funds	\$ 6,592,500	\$ 22,167,800	\$ 10,148,700	\$ 7,665,745	\$ 9,044,569	\$ 1,985,868	\$ 4,553,800	\$ 62,158,982
Development and Revitalization Expenditures								
Demolition and Remediation	\$ -	\$ -	\$ 7,500	\$ 2,890	\$ 5,000	\$ -	\$ -	\$ 15,390
Property Acquisitions	6,545,000	20,000,000	-	4,573,355	-	-	4,000,000	35,118,355
Predevelopment Loans	-	-	1,662,000	412,950	1,655,500	-	-	3,730,450
Developer Loan Draws and other loans	-	-	-	2,662,950	7,223,169	1,983,868	-	11,869,987
Site Improvements	-	991,500	-	-	-	-	458,800	1,450,300
Non Residential Structures	-	70,000	-	-	-	-	-	70,000
Public Improvements	-	-	7,305,000	-	-	-	-	7,305,000
Consulting and Professional Services	5,000	656,300	1,069,200	13,600	25,900	-	55,000	1,825,000
Outside Legal Counsel	42,500	50,000	85,000	-	120,000	-	20,000	317,500
Community Outreach	-	-	20,000	-	15,000	2,000	20,000	57,000
Relocation Expense	-	400,000	-	-	-	-	-	400,000
Total Development and Revitalization Expenditures	\$ 6,592,500	\$ 22,167,800	\$ 10,148,700	\$ 7,665,745	\$ 9,044,569	\$ 1,985,868	\$ 4,553,800	\$ 62,158,982

Other Development Activities The FY 2021 Budget also includes \$17.1 million for:

- **Magnolia Perimeter** This site includes 30 land parcels for which AH issued a request for proposal (RFP) and selected developers in FY 2020 to develop the properties to include affordable housing. The Budget includes \$3.7 million primarily in construction loans to support development activities.
- **Centennial Place** includes \$1.4 million for public improvements at Centennial North.
- **West Highlands** includes \$1.0 million for the former Perry Homes site for greenspace, common area, and detention pond repairs.
- **Civic Center** \$1.3 million is budgeted for environmental assessment and remediation, as well as for analysis and planning for the future of this site.
- **Homeownership Down Payment Assistance** AH budgeted \$3.8 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 185 new homebuyers in FY 2021, assuming a \$20,500 average of down payment assistance per home.

- **Predevelopment Planning and Due Diligence.** The Budget supports surveys, appraisals, master planning, assessments, charrettes and studies of potential future development projects.
- **Development-related Operational Expenses** includes \$3.3 million to cover the staff, professional services and other operational expenses of the Planning and Development Department, which manages the planning, analysis and execution of the development and revitalization efforts previously described. This budget line has been added to the Development and Revitalization Budget to more accurately display the cost of the program.

Other Development Activities	Centennial Place	Civic Center	Magnolia Perimeter	West Highlands	Other Development	Total Budget
Sources of Funds						
Program Income and Other Funds	\$ -	\$ -	\$ -	\$ -	\$ 2,895,398	\$ 2,895,398
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,358,559	-	-	-	-	1,358,559
MTW Funds Used for Revitalization	-	1,333,400	3,659,895	1,035,334	6,832,600	12,861,229
Total Sources of Funds	\$ 1,358,559	\$ 1,333,400	\$ 3,659,895	\$ 1,035,334	\$ 9,727,998	\$ 17,115,186
Development and Revitalization Expenditures						
Demolition and Remediation	-	750,000	380,000	-	1,198,000	2,328,000
Predevelopment Loans	-	-	179,250	-	400,000	579,250
Developer Loan Draws and other loans	-	-	2,932,245	-	-	2,932,245
Site Improvements	-	-	-	1,035,334	-	1,035,334
Homeownership Down Payment Assistance	-	-	-	-	3,794,800	3,794,800
Public Improvements	1,358,559	-	-	-	-	1,358,559
Consulting and Professional Services	-	553,400	68,400	-	1,219,200	1,841,000
Outside Legal Counsel	-	30,000	80,000	-	160,000	270,000
Community Outreach	-	-	20,000	-	60,600	80,600
Development-related Operational Expenses	-	-	-	-	2,895,398	2,895,398
Total Development and Revitalization Expenditures	\$ 1,358,559	\$ 1,333,400	\$ 3,659,895	\$ 1,035,334	\$ 9,727,998	\$ 17,115,186

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 2021:

- **Co-investments and New Initiatives.** Projects presented so far under co-investments and forecasted for FY 2021 are not expected to impact future operating budgets, except where the deal includes HomeFlex, Public Housing Operating Subsidy or other operating support. As each deal matures the impact will be identified, analyzed and forecasted.
- **Choice Neighborhoods.** Choice Neighborhoods expenditures in FY 2021 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 413 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 and new site acquisitions, 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.

Budget Risk Analysis

The FY 2021 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 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 2021 essentially at the same levels as Federal Fiscal Year 2020 with a 99.4% proration for the Housing Choice Voucher Program and 90.0% proration for the Public Housing Subsidy. Should Congress elect to reduce funding levels for Calendar Year 2021, AH would be forced to use more prior year funds held at HUD or other cash balances held locally to fund all planned expenditures.

- AH has approximately \$130 million of Housing Choice Voucher funds held at HUD that, although minimal, 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 out 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 2021, spending over budgeted amounts for FY 2021 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 1,150 new Tenant-Based Housing Choice vouchers in FY 2021, 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.
- Finally, the FY 2021 Budget was developed as the Novel Coronavirus COVID-19 was spreading through Atlanta and

the world. COVID-19 has the potential to significantly change the public housing environment for Atlanta Housing. Changes are already being felt as AH staff has embraced working from home and many of our clients have been furloughed or laid off, reducing household income and increasing AH's housing assistance costs.

Federal responses to the pandemic, specifically those provided under the CARES ACT, are sufficient to mitigate current financial impacts, but it is uncertain what will occur in the coming months.

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 in the current calendar year are retained at HUD for future use by AH.

- **Public Housing Operating Subsidy (Operating Subsidy)**

Annually, AH submits calculations to determine its Operating Subsidy from HUD for Section 9 public housing at AH-owned and MIXED communities. After prorating the result, HUD determines the amount that AH is authorized for a year and makes it available for AH to draw. Because the amount authorized is always less than what is needed to operate the properties, AH draws one-twelfth of the authorization each month.

- **Capital Fund Program (CFP)**

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

Replacement Housing Factor (RHF) Funds

RHF was intended to fund the construction or acquisition of replacement housing for units that were removed from AH's portfolio through disposition or demolition. HUD discontinued issuing new RHF funds in FY 2017. RHF funds were available for up to ten years after award and AH expects to fully expend all RHF funds by June 30, 2020.

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 and Disposition Proceeds

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 from RAD conversions as permitted by current RAD 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, 2020 and June 30, 2021 by type of programs as well as expected changes in fund balances from AH operating and development and revitalization activities budgeted for FY 2021. The fund balances presented below include funds held by AH in local accounts, in either 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, 2020	FY 2021 Sources/Awards	FY 2021 Uses/Drawdown	Estimated Available Funds at June 30, 2021	Estimated Available Funds Net Change
Held on account at HUD					
Capital Fund Program*	\$ 58,223,000	\$ 15,000,000	\$ 27,169,253	\$ 46,053,747	
Resident Opportunity & Self Sufficiency	69,975	250,000	250,000	69,975	
Choice Neighborhoods Grant	17,070,000	-	8,749,771	8,320,229	
Housing Choice Voucher Program**	130,000,000	-	96,814,967	33,185,033	
	\$ 205,362,975	\$ 15,250,000	\$ 132,983,991	\$ 87,628,984	\$ (117,733,991)
Held locally by AH					
MTW - Housing Choice Voucher Program***	\$ 29,628,000	\$ 337,328,881	\$ 337,328,881	\$ 29,628,000	
Capital Fund Program	-	27,169,253	27,169,253	-	
CN and ROSS Grants***	-	8,999,771	8,999,771	-	
Public Housing Operating Subsidy****	12,585,900	11,732,973	11,732,973	12,585,900	
Program Income	88,000,000	4,632,358	3,250,557	89,381,801	
Entrepreneurial Income (non-federal)	12,900,000	1,265,993	719,180	13,446,813	
Public Improvement funds provided by the City of Atlanta	3,500,000	-	1,358,559	2,141,441	
Component Units	8,062,500	-	-	8,062,500	
Funds from Prior Year Accumulations		4,692,760		4,692,760	
	\$ 154,676,400	\$ 395,821,989	\$ 390,559,174	\$ 159,939,215	\$ 5,262,815
Total	\$ 360,039,375			\$ 247,568,199	\$ (112,471,176)

* FY 2021 Sources/Awards reflects an estimate of the CY 2021 CFP award as the amount is unknown as of the date of this report.

** Housing Choice Voucher Program funds do not include COVID-19 CARES Act Funds which are limited in use.

*** For reporting purposes, 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 reserve requirements.

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.

While HUD identifies the obligated (authorized) funds for AH annually, HUD only disburses Housing Choice Voucher funds for immediate expenditures and holds the balance at HUD for future use. AH budgets the entire Housing Choice authorization, but reports as revenue in financial statements only that amount received from HUD.

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, 2020, AH has no outstanding bond debt. The payment of principal and interest on the EPC capital lease, including any repayments related to 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 made using 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

Term	Definition
AH-Owned Residential Communities	A community type. AH's public housing residential communities serving mostly seniors, disabled adults and a small number of families, managed by property management/ development firms hired by AH and referred to as PMDs, are under Section 9 ACC contracts.
Annual Contributions Contract (ACC)	The contract between HUD and a public housing agency authorizing HUD annual funding for Public Housing and Housing Choice and identifying the PHA's responsibilities and limitations on expending such funds.
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 \$82,700 in 2020.
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 communities.

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 (CNIG)	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.
Coronavirus COVID-19	A highly infectious respiratory disease caused by a novel coronavirus. The disease was discovered in China in December 2019 and has since spread around the world, causing an unprecedented public health crisis.
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 Program (FUP) 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 Agreement.
Homeownership Down Payment Assistance (DPA)	Mortgage Down Payment assistance provided by AH to eligible first-time homebuyers that earn up to 80 percent of Area Median Income (AMI) to purchase homes within or near AH’s HOPE VI-funded MIXED communities as well as throughout the City of Atlanta.
Homeownership Vouchers	AH’s program in which AH assists families that utilize a Tenant-Based Housing Choice Voucher to purchase a home. AH provides monthly assistance by paying a portion of the participants’ mortgage payments.

Housing and Urban Development (HUD)	U.S. government department created in 1965 to support community development and home ownership. HUD is the primary source of AH's federal funds.
HUD Funding Year	Twelve month period from January to December during which HUD provides subsidy or other funding to PHAs using funds appropriated to HUD by Congress for the Federal Fiscal year which began on the previous October 1 st .
Housing Choice Voucher (HCV)	Document issued by AH to an eligible household authorizing the household to conduct its housing search for a suitable rental housing unit. The voucher describes the program, the approved unit size, and the procedures for 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	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 Program funds, Public Housing Operating Subsidy and Capital Fund Program 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 Authority (or Agency) (PHA)	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 requested funding that reflects Congressional funding authorization that does not equal the request. 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.
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.

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

ACC	Annual Contributions Contract
AH	Atlanta Housing
AMI	Area Median Income
CFP	Capital Fund Program
COVID-19	[Novel] Coronavirus COVID-19
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 ⁽⁵⁾	Household Totals			
		Actual End of FY 2018	Actual End of FY 2019	Projected End of FY 2020	Projected End of FY 2021
AH-Owned Communities	PH ⁽¹⁾	1,586	1,586	1,261	1,003
MIXED Communities (AH-Sponsored Mixed-Income Communities)	PH ⁽⁷⁾	2,155	2,155	1,562	1,170
	RAD / PBV ⁽¹⁾	423	423	1,341	1,991
	HomeFlex ⁽⁷⁾	1,543	1,509	1,521	1,521
	LIHTC-only ⁽⁷⁾	1,131	1,084	1,085	1,085
HomeFlex (MTW-PBRA Communities)	HomeFlex ⁽⁷⁾	4,012	4,232	4,800	4,990
	LIHTC-only ⁽⁷⁾	1,595	1,589	1,585	1,585
Housing Choice Voucher Program ⁽²⁾	HCV	8,608	9,094	9,084	9,404
Housing Choice Ports ⁽³⁾	HCV	2,029	1,860	1,545	1,402
Housing Choice Home-ownership	HCV	23	19	19	18
Homeownership - Other ⁽⁴⁾	MTW	724	993	862	1,398
Supportive Housing - Other ⁽⁵⁾	MTW	215	380	216	250
TOTAL⁽⁸⁾		24,044	24,924	24,881	25,817

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

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

⁽²⁾ Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 242 Mainstream vouchers, and 270 HUD VASH vouchers. Also includes other voucher-funded supportive housing programs.

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

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

⁽⁵⁾ Supportive Housing includes non-traditional programs utilizing MTW Single Funds. Figures reflect households assisted via AH's pilot rental housing assistance program for homelessness prevention. Supportive Housing programs utilizing HCV or HomeFlex are included in their respective program categories.

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

⁽⁷⁾ Changes in HomeFlex (HF) and LIHTC-only are due to added units and shifts between types of assistance on a unit within a community.

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

2. Households Characteristics (actuals as of June 30, 2019)

Community & Program Type	Number of Households by Unit Size											
	0/1 Bedroom		2 Bedrooms		3 Bedrooms		4 Bedrooms		5+ Bedrooms		TOTAL	
	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19
AH-Owned Communities	1,455	1,425	46	45	20	19	28	29	0	0	1,549	1,518
MIXED Communities	1,617	1,455	1,434	1,467	547	553	47	48	0	0	3,645	3,523
RAD-PBV Conversions	300	366	31	31	5	5	0	0	0	0	-	402
HomeFlex Communities (PBRA)	2,090	2,608	1,224	1,296	167	177	5	5	0	0	3,486	4,086
Housing Choice Tenant-Based	2,459	2,241	2,023	3,284	1,741	2,697	1,218	757	1,167	115	8,608	9,094
Housing Choice Ports	409	366	664	595	720	670	206	198	30	31	2,029	1,860
TOTAL	8,330	8,461	5,422	6,718	3,200	4,121	1,504	1,037	1,197	146	19,317	20,483

Community & Program Type	Number of Households by Income group (percent of Area Median Income (AMI))									
	< 30% of AMI		31 - 50% of AMI		51 - 80% of AMI		> 80% of AMI		TOTAL	
	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19	Jun-18	Jun-19
AH-Owned Communities	1,348	1,364	177	133	19	18	19	3	1,563	1,518
MIXED Communities	2,459	2,425	943	889	223	199	223	10	3,848	3,523
RAD-PBV Conversions	274	341	52	54	9	7	9	0	344	402
HomeFlex Communities (PBRA)	2,570	3,135	773	831	139	117	139	3	3,621	4,086
Housing Choice Tenant-Based	7,599	6,242	897	2,219	110	591	110	42	8,716	9,094
Housing Choice Ports	1,501	1,599	411	226	108	34	108	1	2,128	1,860
TOTAL	15,751	15,106	3,253	4,352	608	966	608	59	20,220	20,483

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

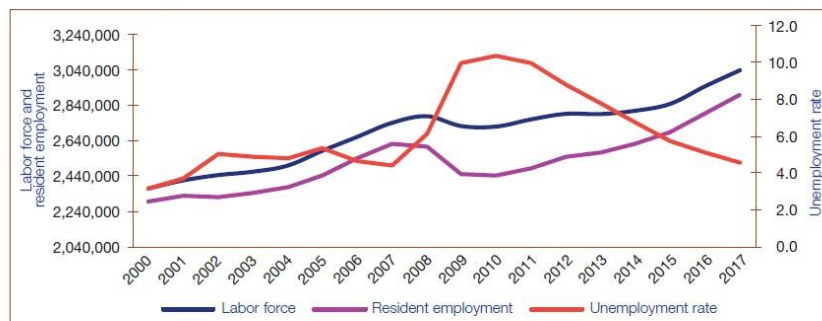
	12 Months Ending		Absolute Change	Percent Change
	July 2017	July 2018		
Total nonfarm payroll jobs	2,701,700	2,752,900	51,200	1.9
Goods-producing sectors	286,600	295,400	8,800	3.1
Mining, logging, and construction	120,800	126,900	6,100	5.0
Manufacturing	165,800	168,500	2,700	1.6
Service-providing sectors	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

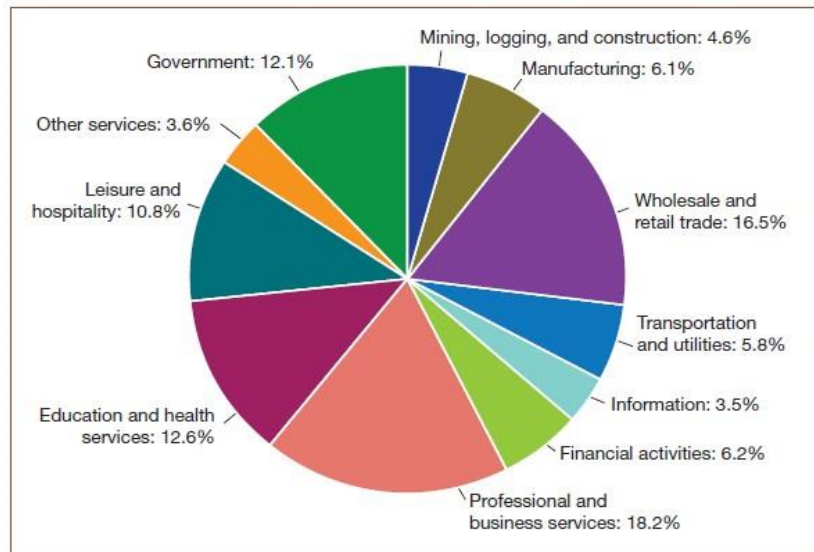
Name of Employer	Nonfarm Payroll Sector	Number of Employees
Delta Air Lines, Inc.	Transportation & utilities	31,700
Emory University/Emory Healthcare	Education & health services	26,050
The Home Depot, Inc.	Wholesale & retail trade	25,000
WellStar Health System	Education & health services	20,000
AT&T, 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, 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.

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



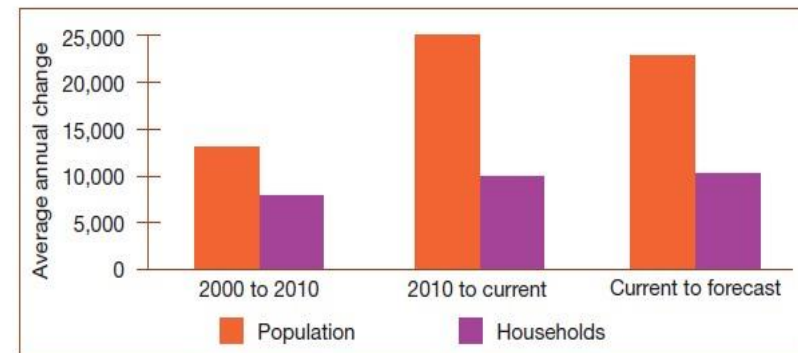
*Atlanta-Sandy Springs-Roswell Metropolitan Statistical Area

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

Source: U.S. Bureau of Labor Statistics

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 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

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 outmigration 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.

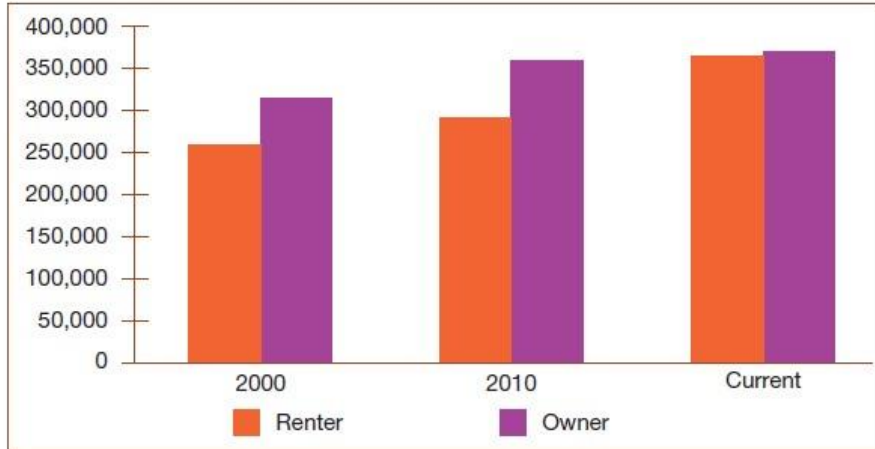
Household growth in the HMA has accelerated since 2010, but less dramatically than population growth because a relatively high proportion of the recent net in-migration consisted of families. The number of households in the HMA is estimated at 731,100 as of August 1, 2018, an average annual increase 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.).

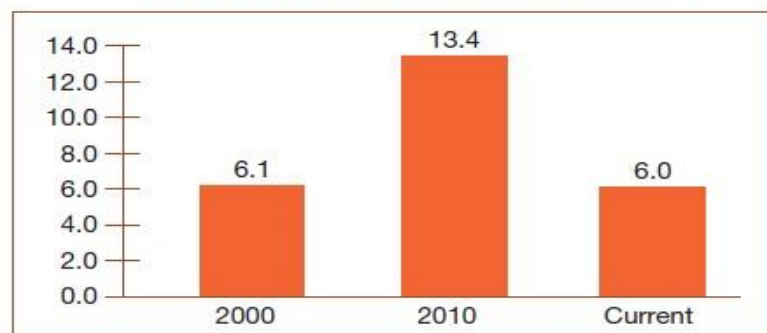
Existing home sales in the HMA peaked at 43,500 homes sold in 2005 but declined during each of the next 6 years to a low of only 19,050 in 2011 because of weakening economic conditions and tightened lending standards (CoreLogic, Inc., with adjustments by the analyst). As existing home sales declined,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

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

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).

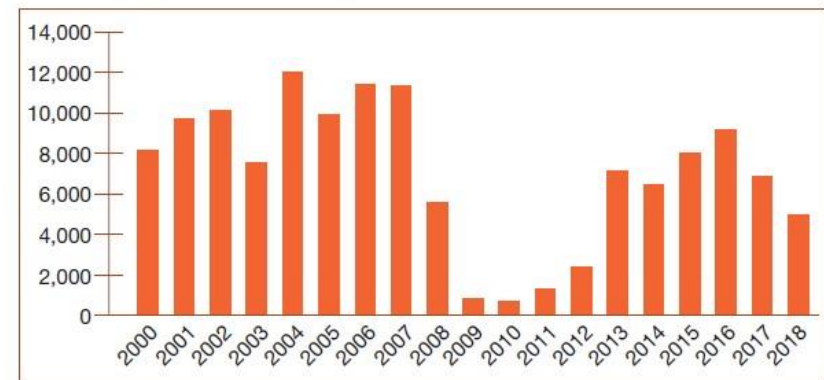
During the 3-year forecast period, demand is expected for an estimated 14,100 new homes in the HMA, which accounts for 19 percent of the estimated demand for 74,150 new homes in the MSA. The 3,475 new homes currently under construction in the HMA, which represent 25 percent of the 14,175 new homes currently 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 5percent 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

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

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 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
Total	970	Total	6,800	Total	6,800	Total	4,850

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

II. Department Information – Operating Divisions and Corporate Support

Department Information – Operating Divisions

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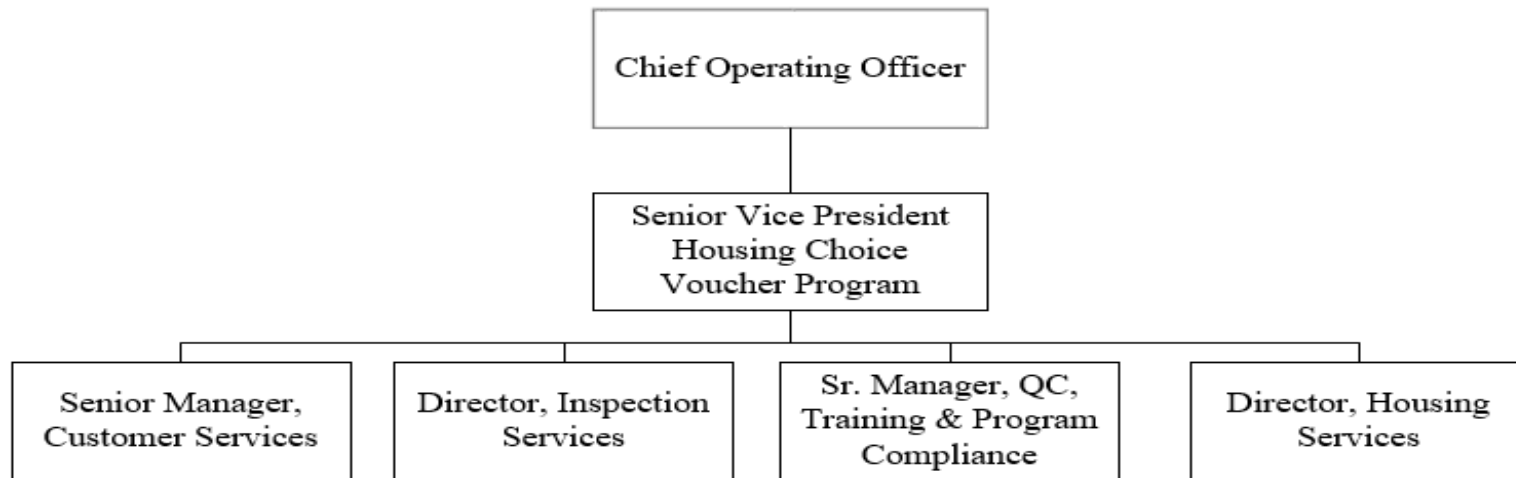
NOTE:

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 1.1.9 is the ninth overall department objective, which supports AH Goal 1, Objective 1.

Housing Choice Voucher Group



Housing Choice Voucher Group

Mission Statement

The Housing Choice Voucher Group (HCV) 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. HCV'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 Housing Choice Voucher Group is made up of the following teams: Housing Choice Administration (which includes Quality Assurance, Program Compliance, Training and Scanning Service), Housing Services, Housing Choice Contact Center and Inspections Services.

Service Description

Housing Choice Voucher Program team members perform a number of functions in support of its mission:

Housing Choice Administration

- 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

Housing Choice Contact Center

- Answer/triage calls; assist visitors at Front Desk
- Reasonable Accommodations, Violence Against Women Act (VAWA) and Emergency Moves
- Waiting List management including referrals from third party agencies

Inspections Services

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

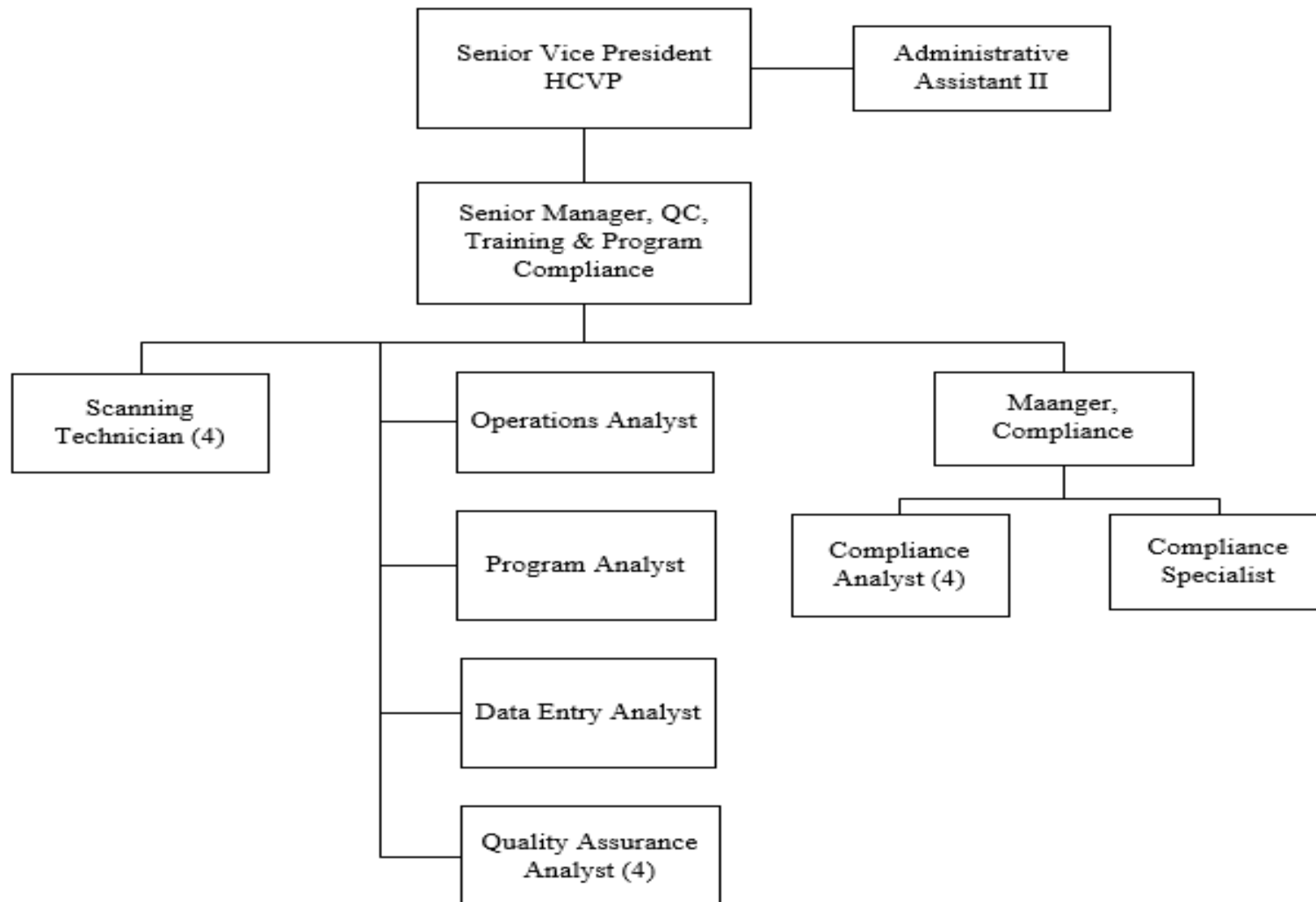
Department FY 2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.38	House an additional 1,165 families through the Tenant-based Housing Choice Voucher Program by June 30, 2021, for a net increase of 310 new households.	Work collaboratively with the Manager, Admissions to ensure sufficient waiting list applicants are received to support the successful implementation of the lease-up strategy.
1.1.35		Issue an additional 1,165 Tenant-Based Housing Vouchers by June 30, 2021 to achieve a net increase of 310 voucher units.
1.2.5		Provide warm leads to Communications, Marketing and Public Engagement and Housing Services Teams as received.
1.2.6		Provide timely and sufficient numbers of applicant referrals to the Housing Services Team to support the Households Served goals ensuring maximum utilization of supportive housing vouchers
1.2.8		Maintain a RTA cycle time of 24 days for single family units.
1.2.9		Maintain a RTA cycle time of 7 days for multi-family units.
1.2.10		Complete the contract execution process within 10 business days of sending the contract to the landlord for signature.
1.2.11		Complete contract renewals 30 days prior to the contract effective day throughout FY 2021.
1.3.1	Increase households served through the Tenant-based Housing Choice Voucher Program to 10,950 by June 30, 2021.	Develop and maintain a reporting mechanism by which we can track families who reside in an area of opportunity by June 30, 2021.
2.1.1	In collaboration with Human Development Services (HDS) Department, implement a seamless cross-departmental process by December 31, 2020.	Work collaboratively with HDS leadership to develop a formalized referral process between the contact center and HDS by December 31, 2020.
2.1.2		Maintain partnership with Compliance and continue to refer program violators for excessive damage for repayment versus program termination (where applicable).

3.1.14	Re-engineer Housing Choice processes to improve and achieve cycle times and other KPIs by June 30, 2021 Successful Performance will be measured based upon achievement of the following	Maintain a monthly Answer Rate Goal of 90% or greater of calls answered by the Contact Center.
3.1.15		Maintaining a departmental average monthly quality score of 95% for all Contact Center staff.
3.1.16		Processing Reasonable Accommodations requests 21 calendar days (from receipt to decision)
3.1.17		Processing vacant units and VAWA requests within 7 calendar days and 5 calendar days respectively (from receipt to completion).
3.1.18		Ensuring vacant unit holds meet or exceed the less than 75 days benchmark on a monthly basis.
3.1.19		Processing requests for emergency moves due to crime and neighborhood activities within 10 days (from request to the decision).
3.1.20		Processing waiting list inquiries and waiting list updates within 3 calendar days (from receipt to completion).
3.1.21		Implement Landlord Services Case Management to ensure all staff and processes are streamlined and fully transitioned by December 31, 2020.
3.1.22		Implement and stabilize a virtual quality assurance program with heavy focus on utility discrepancies for the purpose of ensuring accurate utility allowance payments by July 31, 2020 and meet MTW Benchmark of completing 1.4% Quality Control Inspections.
3.1.23		Work collaboratively with, Strategy, Policy and Regulatory Affairs , REG, and IT to finalize the plan to implement Biennial Annual Inspections by February 28, 2021 for implementation in FY22 (if plan allows).
3.1.24		Assist with containing landlord overpayments to less than \$75,000 as of June 30, 2021 by monitoring overpayments caused by landlord and inspection related processes. Train team where appropriate on overpayments caused by these processes.
3.1.25		Meet the MTW Inspections Benchmark of completing 98% or greater of scheduled Annual Inspections by June 30, 2021.

3.1.26		Monitor special inspections conducted after new move-ins to determine effectiveness of virtual inspections; track trends to determine if additional tools should be required by landlords to complete the virtual inspection process.
3.1.27	Manage day-to-day administration and operation of the Housing Services Department resulting in achievement of agreed upon Key Performance Indicators	Complete Recertification 60 days
3.1.28		Complete Interim's within 30 days of receipt of the interim change form
3.1.29		Complete the Initial Eligibility Cycle Time within 27 days
3.1.30		Process 100% of portability billings within 30 calendar days of receipt by AH in compliance with AH's port out procedures
3.1.31		Process outbound portability billings within 10 days
3.1.32		Increase and maintain HAVEN Voucher utilization throughout FY21
3.1.33		Ensure continued delivery of training to the Housing Services Administrators resulting in the achievement of an overall average quality contract accuracy rating of 90% or greater throughout FY21
3.1.34		Ensure 120 day EIV review continues to occur for new program participants
3.1.35		Streamline validation process for income discovered through HUD's Income Validation Tool.
3.1.36	Successful optimization of Housing Services processes through automation, allowing for more efficiency within the Housing Services team that will allow remote work by June 30, 2020.	Improve performance management within the Housing Services group through the implementation of Quality Assurance Scores as well as income error threshold.
3.1.37		Implement the participant portal to improve the document submission process and increase automation within Housing Services.
3.1.38		Successful optimization of Housing Services processes through implementation of the Housing Services restructure.
3.1.39		Develop a process to reduce the volume of interims received and processed by the Housing Services team.
3.1.40		Improve portability reporting to ensure maximum visibility and efficiency in the portability process

3.2.9	Successfully implement a customer centric business model that result in Customer focused leadership. Successful Performance will be measured based upon achievement of the following	Encouraging employee growth by delegating departmental projects to staff and assisting and mentoring them through completion.
3.2.10		Establishing a training calendar that focuses on a different monthly training topic throughout the fiscal year. Topics should include those that build and support HCV knowledge and cross-training opportunities. Staff will share learnings at team meetings.
3.2.11		Developing remote work program for contact center staff, including CSR IIs and Team Lead. The program should be submitted to SVP, HCVP by August 31, 2020
3.2.12		Establishing a benchmark for End-of-Call Survey results of 90% or better by September 30, 2020.
3.2.13		Implementing real-time surveys for participants and landlords and trend analysis report by March 31, 2021
3.2.14		Encouraging employee growth by delegating departmental projects (Sustainability Initiative and housing families in areas of opportunity) to staff and assisting and mentoring them through completion.
3.2.15		Establishing a training calendar for inspections that focuses on a different monthly training topic throughout the fiscal year. Topics should include those that pose heavy risk to the agency (mold, lead based paint, etc.). Staff will develop and deliver training.
3.2.16	Improve Employee Performance within the Housing Services team by reducing the processing error rate	Create online trainings to help remediate staff performance
3.6.15	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 HCV process.	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 HCV process.

Housing Choice Administration



Housing Choice Administration

Mission Statement

Housing Choice Administration 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. HCV'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

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

Service Description

Housing Choice Administration team members perform the following functions in support of its mission:

Training for the HCV Group staff

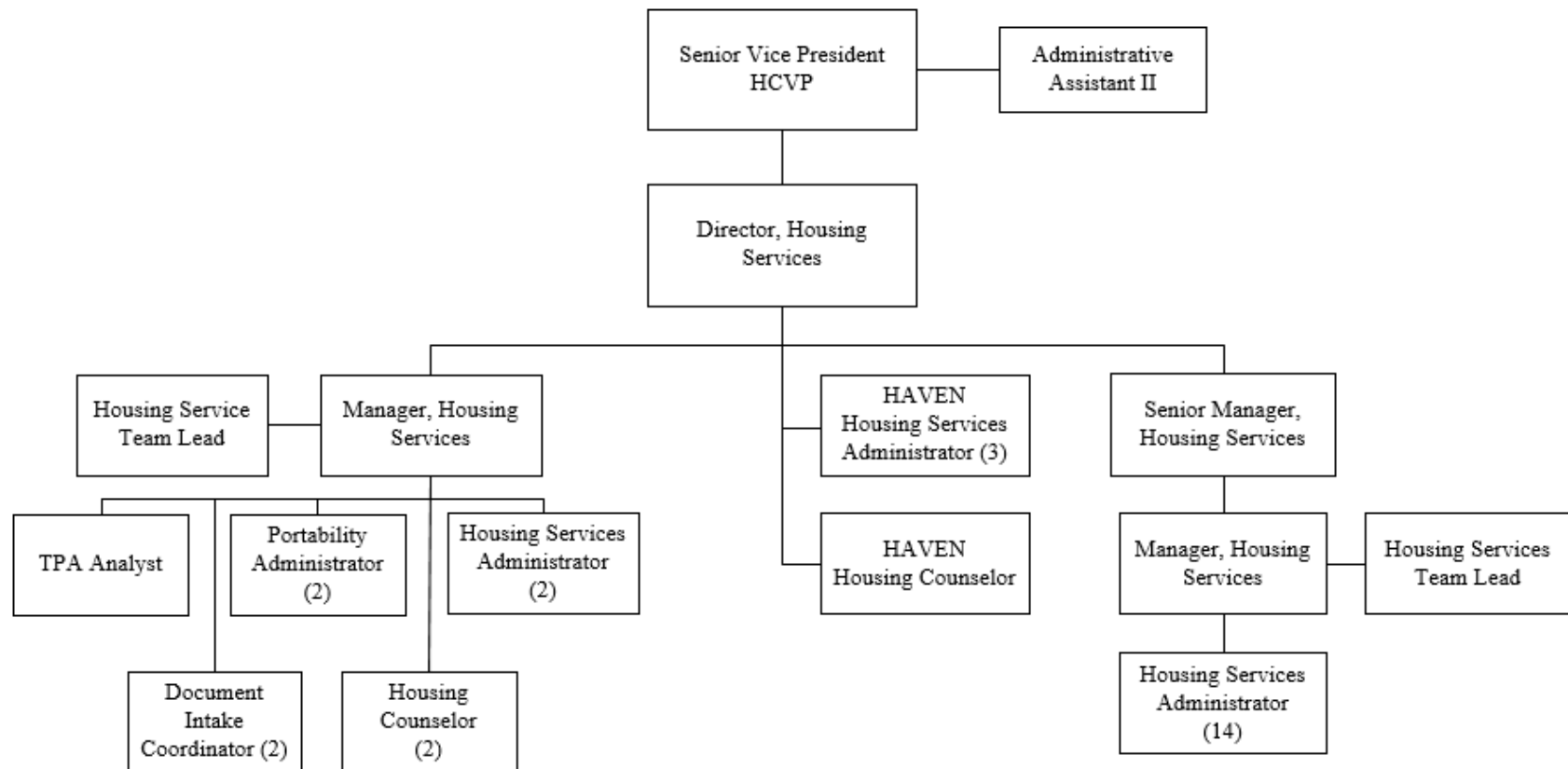
- Quality assurance and compliance reviews
- Reasonable Accommodations, Violence Against Women Act (VAWA) and Emergency Moves
- HCVP Escalations
- Waiting List management including referrals from third party agencies
- Property owner and participant annual surveys

Housing Choice Administration	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 1,699,894	\$ 1,225,179	\$ 474,715	\$ 1,148,550	\$ 551,344
Non-Personnel	76,248	35,535	40,713	27,745	48,503
Total	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Administrative Assistant II	1	1	1	1	Housing Choice Administration (HCA) reorganized late FY 2020 with positions that moved from Housing Services, as well as positions that moved to and from Information Management. HCA is also requesting a Sr. Manager, Training and Compliance in FY 2021. The reorganization resulted in a total increase of seven positions.
Compliance Analyst	4	0	0	0	
Compliance Specialist	1	0	0	0	
Data Analyst	0	2	0	2	
Data Entry Analyst	1	1	1	1	
Manager, Compliance	1	0	0	0	
Manager, Data Reporting & Analysis	0	1	0	1	
Operations Analyst	1	1	1	1	
Program Technical Support Analyst	1	1	1	1	
Quality Assurance Analyst	4	4	3	4	
Scanning Technician	4	0	4	0	
Sr Manager, Training and Compliance	1	0	0	0	
Sr Program Technical Support Analyst	0	1	0	1	
SVP, Housing Choice Voucher Program	1	1	1	1	
	20	13	12	13	

Housing Services



Housing Services

Mission Statement

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

Primary Functions

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

Service Description

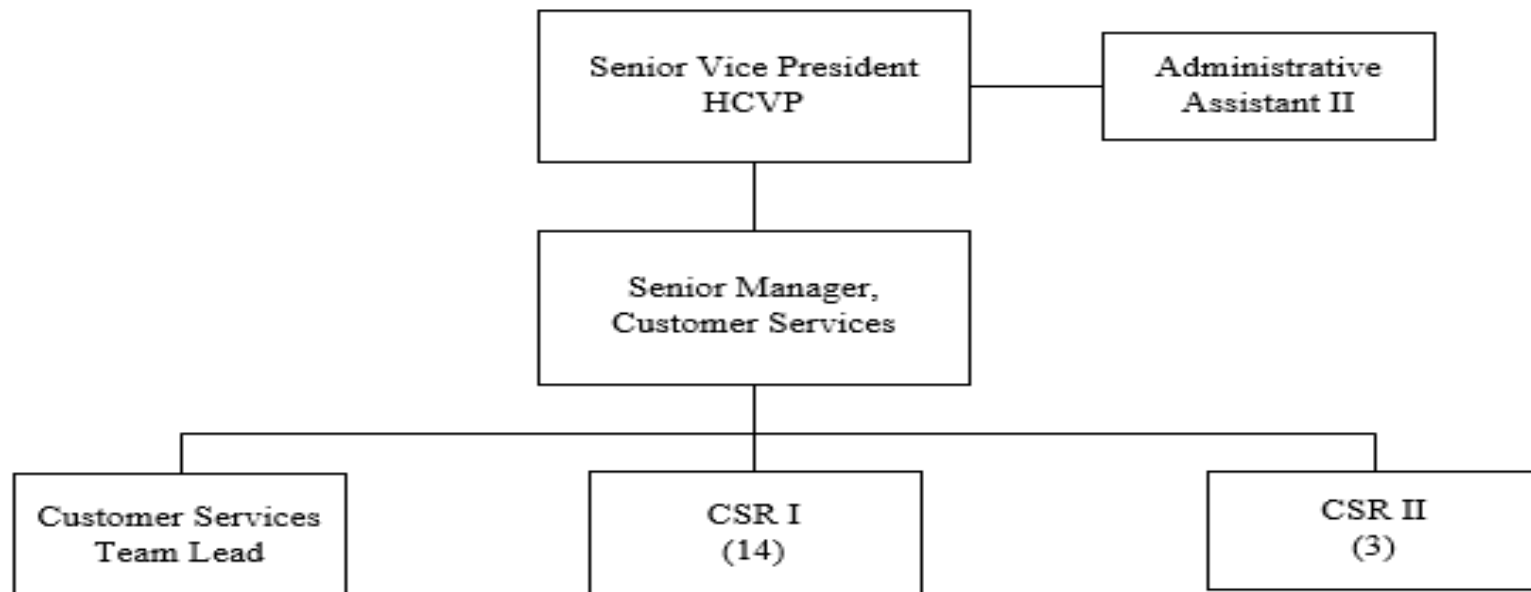
The Housing Services department is comprised of Admissions, Recertification/Request to Move, Compliance and Program Investigations teams. Admissions team members process hundreds of applicants for eligibility and admissions to the HCVP annually. They administer the voucher, process requests to port in 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), recertifications (annual, biannual, triannual and interim), requests to move, household changes, program compliance and any other matter impacting the households participating on the HCVP.

Housing Services	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 2,810,826	\$ 4,665,944	\$ (1,855,118)	\$ 4,461,672	\$ (1,650,846)
Non-Personnel	137,141	163,982	(26,841)	251,485	(114,344)
Total	\$ 2,947,967	\$ 4,829,926	\$ (1,881,959)	\$ 4,713,156	\$ (1,765,189)

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Compliance Analyst	1	5	4	5	Housing Services reorganized late FY 2020 with positions that moved to Housing Choice Administration, Housing Choice Contact Center and Inspections Services. The re-organization resulted in a total decrease of thirty positions.
Compliance Specialist	0	1	1	1	
Customer Service Rep I	0	14	13	13	
Customer Service Rep II	0	3	2	2	
Director, Housing Services	1	1	1	1	
Document Intake Coordinator	2	2	2	2	
Housing Services Administrator	20	26	24	24	
Housing Services Counselor	3	3	3	3	
Housing Services Team Lead	2	2	2	2	
Manager, Compliance	0	1	1	1	
Manager, Housing Services	1	1	1	1	
Manager, Portability	1	1	1	1	
Portability Administrator	2	2	2	2	
Sr Manager Customer Services	0	0	1	1	
Sr Manager Housing Services	1	1	1	0	
Team Lead Customer Services	0	1	1	1	
	34	64	60	60	

Housing Choice Contact Center



Housing Choice Contact Center

Mission Statement

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

Primary Functions

HCCC 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

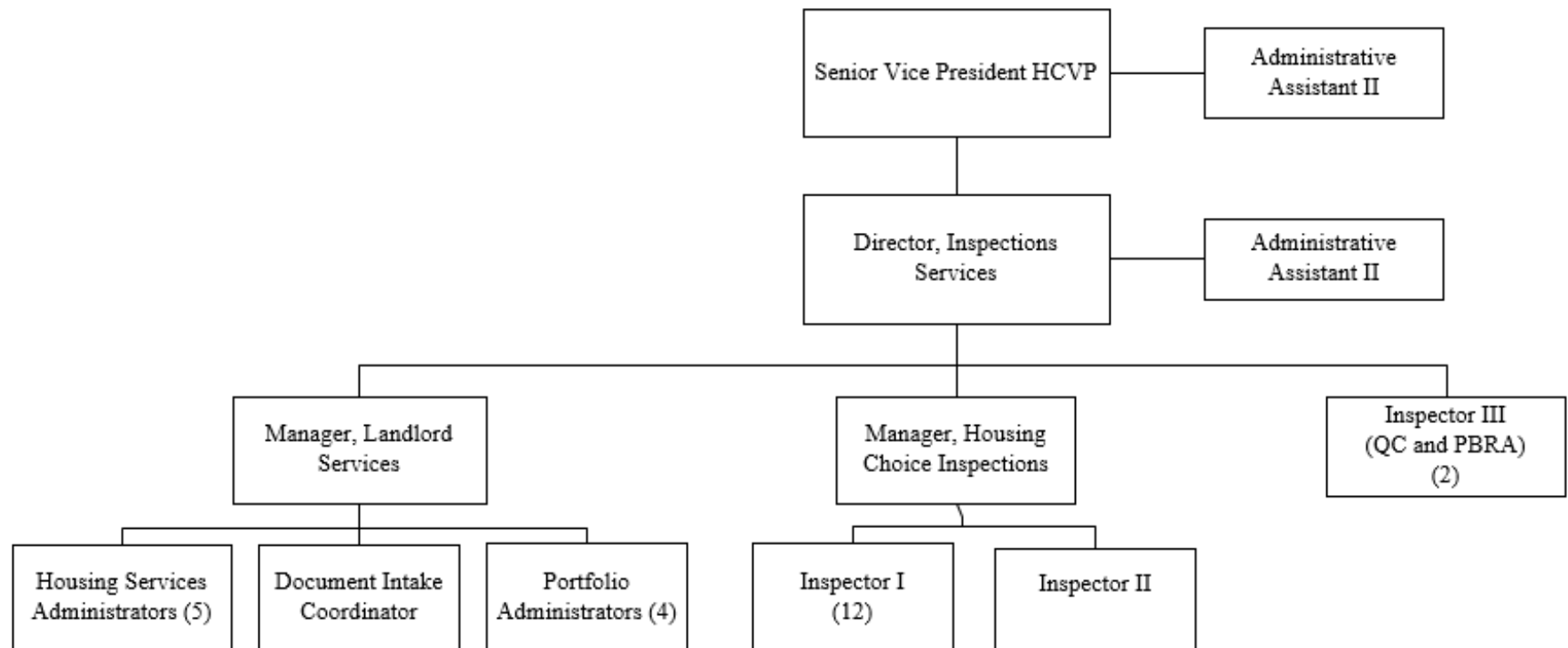
throughout the agency where necessary. The Front Desk staff receives hundreds of visitors monthly for briefings, hearings and/or appointments with staff. They process requests and also accept any paperwork being dropped off. HCCC team members process requests for Reasonable Accommodations, Violence against Women Act (VAWA) cases, Emergency Moves while managing the Annual Participant & Landlord Customer Service Surveys. HCCC 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 Choice Contact Center	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 1,178,443	\$ -	\$ 1,178,443	\$ -	\$ 1,178,443
Non-Personnel	32,769	-	32,769	-	32,769
Total	\$ 1,211,212	\$ -	\$ 1,211,212	\$ -	\$ 1,211,212

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Customer Service Rep I	14	0	0	0	Housing Choice Contact Center (HCCC) was newly created late FY 2020 with positions that moved from Housing Services. HCCC absorbed the Customer Service team. The reorganization resulted in a total increase of nineteen positions.
Customer Service Rep II	3	0	0	0	
Sr Manager Customer Services	1	0	0	0	
Team Lead Customer Services	1	0	0	0	
	19	0	0	0	

Inspections Services



Inspections Services

Mission Statement

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

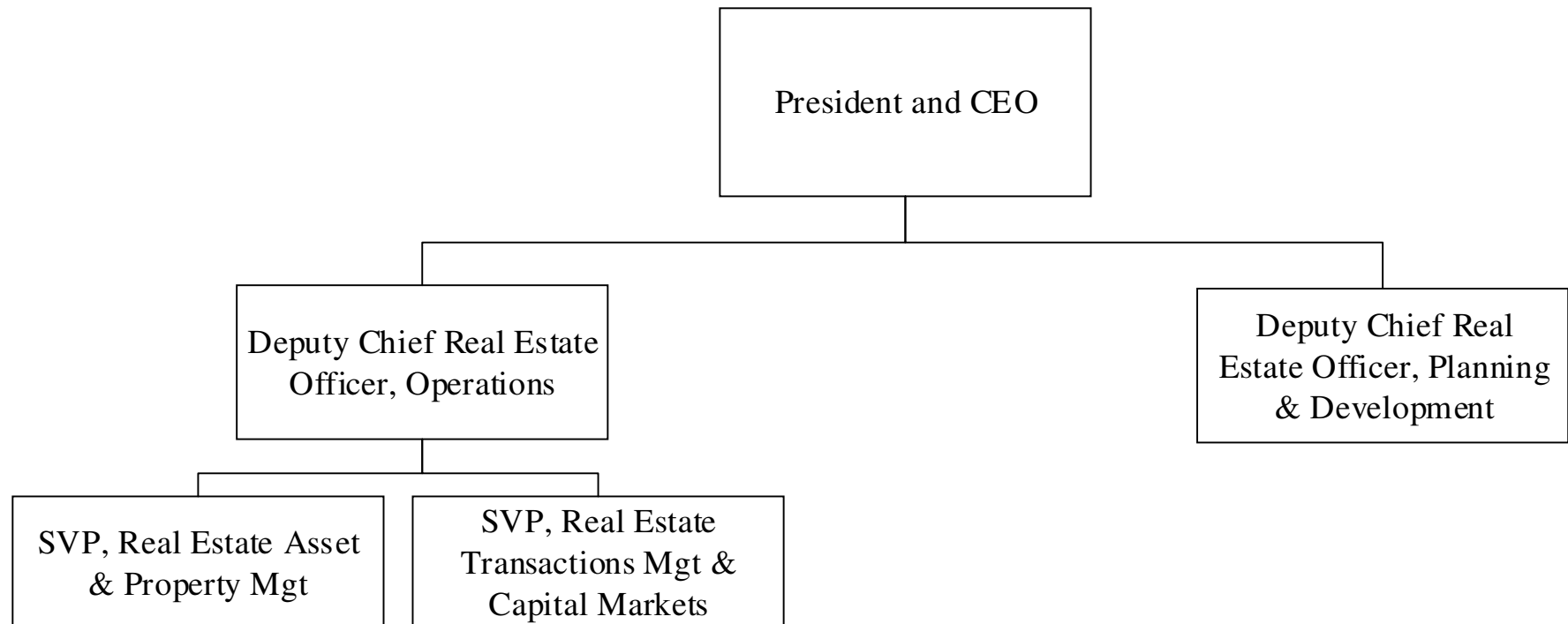
Inspectors conduct various inspection types on a daily basis to ensure units meet AH's Enhanced Inspection Standards. The Landlord Services team manages landlord relationships through bi-weekly Landlord Briefings and a Landlord Advisory Group made up of landlords who own or manage Multi-family and Single-family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

Inspections Services	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 2,458,084	\$ 1,960,049	\$ 498,035	\$ 1,962,422	\$ 495,662
Non-Personnel	68,594	96,402	(27,808)	123,658	(55,064)
Total	\$ 2,526,678	\$ 2,056,451	\$ 470,227	\$ 2,086,080	\$ 440,598

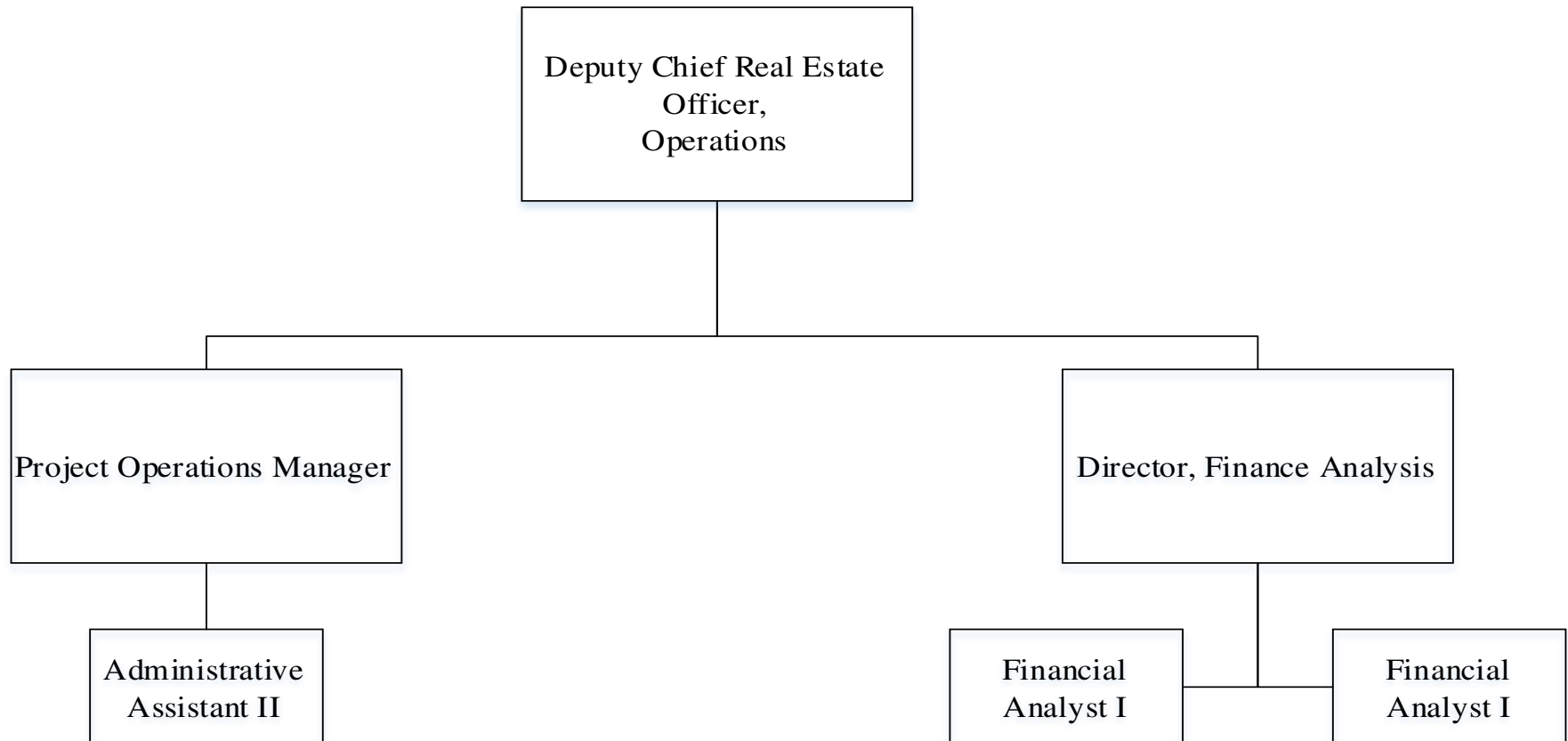
Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Administrative Assistant II	1	1	1	1	Inspections Services reorganized late FY 2020 with positions that moved from Housing Services. The reorganization resulted in a total increase of five positions.
Director, Inspections Services	1	1	1	1	
Document Intake Coordinator	1	1	1	1	
Housing Services Administrator	5	0	0	0	
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	
	29	24	24	24	

Real Estate Group



Real Estate Operations



Real Estate Operations

Mission Statement

The mission of the Real Estate Operations Group (REOG) is to develop and implement real estate strategies through collaborative business planning with both internal and external stakeholders that directly align with and support Atlanta Housing's mission of creating new, high quality, affordable housing units and preserving existing units for the citizens of Atlanta. The REOG provides administrative and operational leadership to two departments and one team: (1) Transactions Management and Capital Markets, (2) Asset and Property Management and (3) Financial Analysis. Additionally, the REOG facilitates and provides engaged oversight of the Real Estate Budget Process by fostering synergetic efforts across the five Real Estate departments to develop a comprehensive budget that supports the overall goals of the agency. In collaboration with Real Estate Planning and Development, the REOG also analyzes and evaluates property rehabilitation proposals.

Primary Functions

The core functions of the REOG span three distinct disciplines:

- Transactions Management and Capital Markets
- Asset and Property Management
- Financial Analysis

Service Description

Although the REOG departments are comprised of subject-matter experts within their respective disciplines, they share an interdependent relationship and work collectively as subject-matter experts pursuant to goal accomplishment.

- Transaction Management and Capital Markets
 - Performs financial analysis, underwriting and closing of financial transactions required for the redevelopment or rehabilitation of AH-owned land and properties and the refinancing and rehabilitation of the Mixed Communities in AH's real estate portfolio
 - Manages the agency's Down Payment Assistance Program for first-time home buyers
- Asset and Property Management
 - Monitors, assesses and reports the financial, operational and compliance performance of the real estate portfolio
 - Develops and manages the agency's Rental Access Demonstration Conversion Strategy and the allocation and oversight of AH's HomeFlex Program

- Financial Analysis
 - Oversees the long and short-range financial planning of real estate development and rehabilitation projects
 - Monitors the spending performance and facilitates the development of corrective action plans to meet budget objectives
 - Monitors/track all Real Estate Group contracts and invoice processing

Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
3.1.50	Facilitate the improvement of business processes key to REG operations	Create procedures and timelines for submission of REG's preliminary FY 2022 annual budgets--Revitalization, AH-Owned, HomeFlex, -Mixed, Choice Neighborhoods and Departmental, as well as the sub-budgets, to Corporate Finance by April 30, 2021
3.1.51		In collaboration with Asset Management, automate 50058 payment process for a more efficient method in paying monthly subsidy payments by December 31, 2020.
3.1.52	Leverage existing software solutions and seek other viable software options to improve the Group's operational efficiencies	Develop a collaborative and logical approach to successfully restructure the Real Estate SharePoint Site and establish it as the central conduit for Real Estate by December 31, 2020
3.1.53		Procure and successfully implement a comprehensive software solution that enhances the operational efficiencies of our Asset Management, Underwriting and Home Ownership processes
3.1.54		In collaboration with Information Management, assist with the upgrade of Yardi's Financial Module and Construction Grants Management Module based on timelines established by IT.

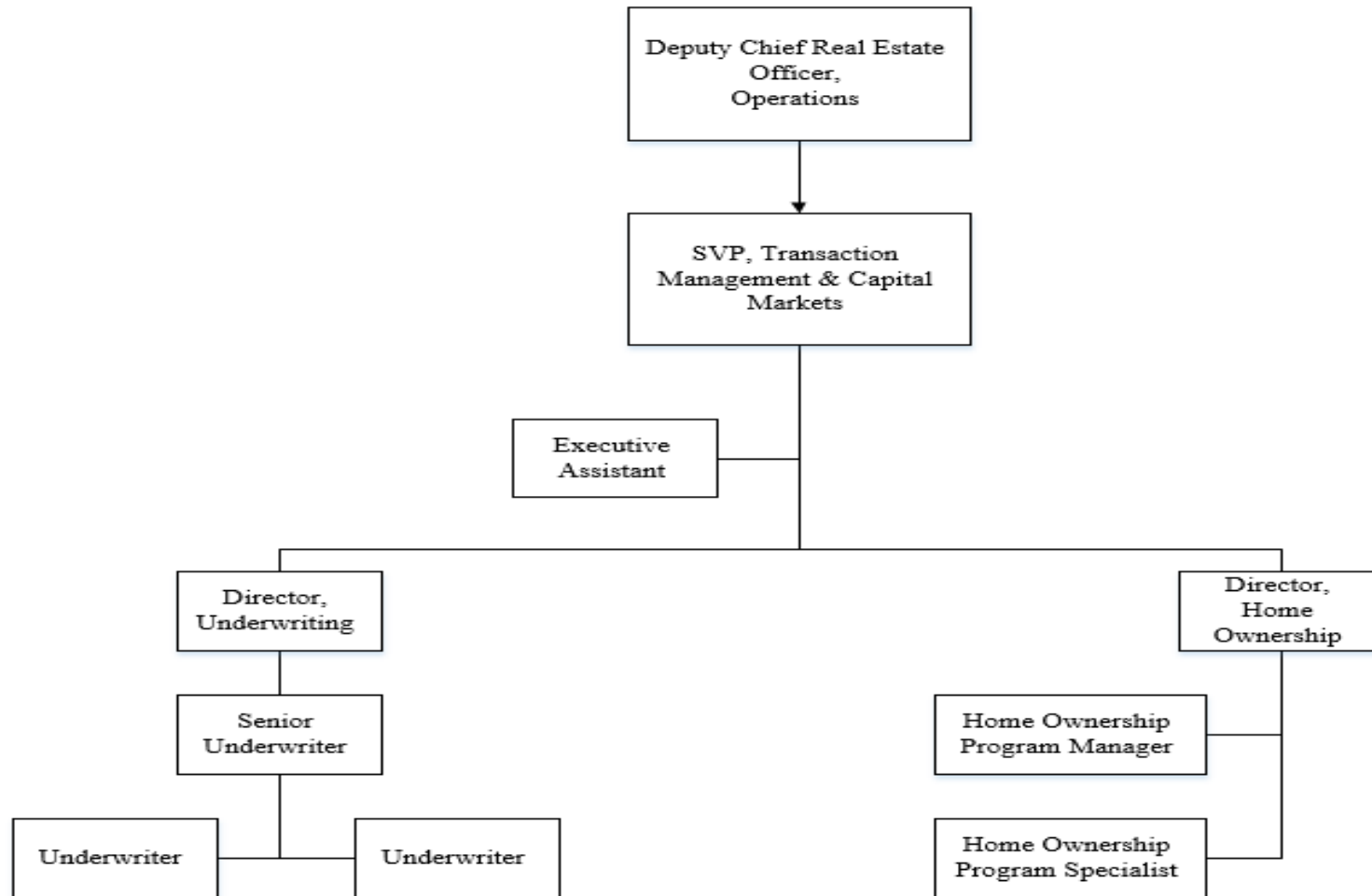
3.2.24	Increase opportunities for employee growth and development	Ensure performance evaluations include professional development goals with relevant training opportunities identified
3.2.25		Complete mid-year performance evaluations by January 31, 2021 or other date established by Human Resources.
3.2.26		Complete annual performance evaluations by date established by Human Resources.

Real Estate Operations	FY 2021		FY 2020		FY 2021B		FY 2020		FY 2021B	
	Budget		Budget		Over (Under) FY 2021B		Forecast		Over (Under) FY 2020F	
Personnel	\$	732,688	\$	431,287	\$	301,401	\$	485,528	\$	247,160
Non-Personnel		27,143		255,910		(228,767)		37,303		(10,160)
Total	\$	759,831	\$	687,197	\$	72,634	\$	522,830	\$	237,000

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Chief Real Estate Officer	0	1	0	0	Real Estate Operations reorganized late FY 2020 with positions that transferred from Real Estate Transactions Management & Capital Markets and Corporate Finance. One position was moved to Real Estate Planning & Development. The reorganization resulted in a total increase of three positions.
Administrative Assistant	1	1	0	0	
Senior Advisor Real Estate	0	0	0	0	
Real Estate Operations Manager	0	1	1	1	
Financial Analyst I	2	0	1	0	
Project Operations Manager	1	0	0	0	
Director, Financial Analysis	1	0	1	0	
Deputy Chief Real Estate Officer, Operations	1	0	1	0	
	6	3	4	1	

Real Estate Transactions Management & Capital Markets



Real Estate Transactions Management & Capital Markets

Mission Statement

Real Estate Transactions Management and Capital Markets (TMCM) 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. TMCM 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

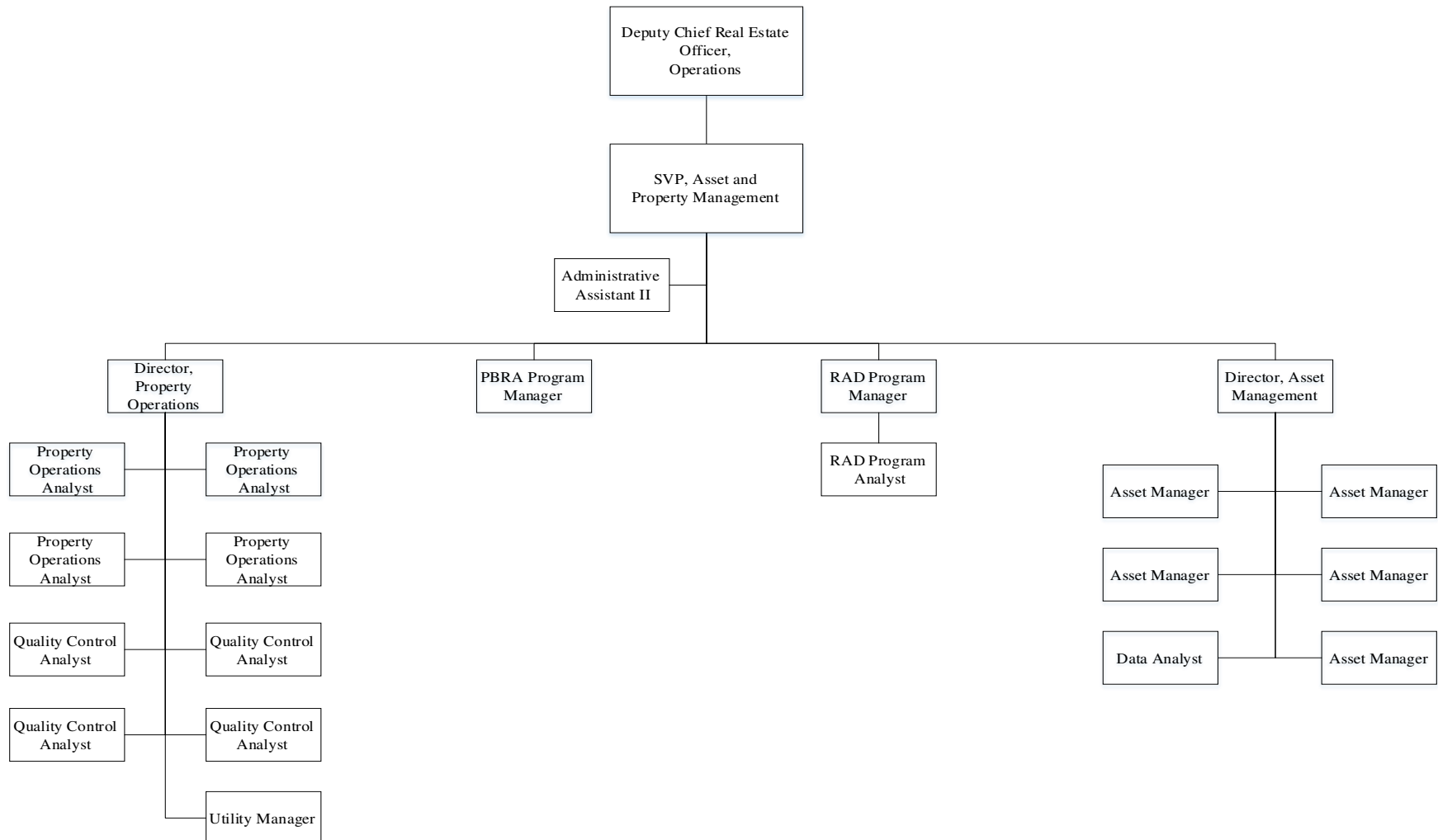
Department FY 2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.2.12	Provide down payment assistance to 185 units occupied by eligible first time homebuyers by June 30, 2021 to serve 185 new households.	Provide down payment assistance to 185 eligible first time homebuyers by June 30, 2021
1.2.13	Provide homebuyer counseling to 210 prospective homebuyers by June 30, 2021	Provide homebuyer counseling to 210 prospective homebuyers by June 30, 2021
1.1.36	Provide underwriting models for 12 projects by June 30, 2021	Provide underwriting models for 12 projects by June 30, 2021
1.1.37	Manage the transactions related to 6 closings by June 30, 2021	Manage the transactions related to 6 closings by June 30, 2021

Real Estate Transactions Management & Capital Markets	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 1,276,082	\$ 1,016,191	\$ 259,891	\$ 853,740	\$ 422,341
Non-Personnel	94,320	88,730	5,590	74,520	19,800
Total	\$ 1,370,402	\$ 1,104,920	\$ 265,481	\$ 928,261	\$ 442,141

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Administrative Assistant	0	1	1	1	Real Estate Transactions Management & Capital Markets (RETMCM) reorganized late FY2020 with a position moved to Real Estate Operations. RETMCM is requesting a Senior Underwriter position in FY 2021. The reorganization resulted with no change in the number of authorized positions.
Dir, Homeownership Prgms	1	1	1	1	
Director Underwriting	1	1	1	0	
Director, Financial Analysis	0	0	0	0	
Executive Assistant	1	1	1	1	
Financial Analyst I	0	0	0	0	
Homeownership Program Manager	1	1	1	1	
Homeownership Program Specialist	1	1	1	0	
Senior Underwriter	1	0	0	0	
SVP, Transaction Management and Capital Markets	1	1	1	1	
Underwriter	2	2	1	1	
	9	9	8	6	

Real Estate Asset & Property Management



Real Estate Asset & Property Management

Mission Statement

The mission of the Real Estate Asset & Property Management (REAPM) is: (1) to create diverse, affordable and healthy urban communities with an array of housing choices and access to services through the development of AH-owned and acquired land and (2) to increase the supply of affordable housing throughout the City of Atlanta utilizing AH's internal capacity and/or public/private partnerships and investments.

Primary Functions

Leveraging private, philanthropic and community resources, the REAPM multi-disciplinary team plans and executes real estate development strategies to create housing and communities that are affordable and preserve the unique heritage and culture of Atlanta's great neighborhoods with enhanced access to quality

transportation, economic, recreation, education and social resources. Based on sustainable environmental practices, the work is performed across multiple product types and market sectors that include rental and for-sale housing as well as mixed-use commercial development, utilizing innovative, cost-effective design and sound real estate business analytics, practices and investments.

The core functions of REAPM are reflected in the organization structure:

- Business and Partnership Development
- Planning, Design and Community Development
- Real Estate Development
- Market Analytics
- REAPM Project Management

Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.2.14	Facilitate the onboarding of 3 new HomeFlex projects with 128 total HomeFlex units by June 30, 2021.	Execute HomeFlex agreements on the following properties: Capitol View (64); Springview Apts (24); and Quest Holly (40).
1.2.15	Facilitate the preservation and rehabilitation of 650 affordable housing units through the conversion of 8 properties to RAD by June 30, 2021.	Complete RAD closings and execute RAD HAP contracts for the following properties: Columbia Village (30); Hightower Manor (129); Barge Road (129); Villages at Castleberry Hills II (114); Columbia Creste (61); Columbia Grove (56); Mechanicsville Station (63); and Mechanicsville Crossing (68)
1.2.19	Facilitate the onboarding of new HomeFlex Agreements to serve 287 new households by June 30, 2021.	Execute HomeFlex agreements on the following properties: Lofts at Adair Park (5); 507 English Ave (6); 395 James P Brawley (15); 356 James P Brawley (8); 687 & 693 Dalvigney and 613 Echo St (8); 588 & 592 Paines Ave (8); Capitol View (64); Quest Courts at Dalvigney (12); Springview Apts (24); Quest Holly (40); and Herndon Homes I (97).
2.1.3	Work with the AH-Owned, Mixed, and HomeFlex Development Partners to ensure properties achieve overall 90% work compliance by June 30, 2021.	Ensure Development Partners are completing the work requirement section on the 50058 submissions.
2.1.4		Reconcile the work compliance reported on the MTW reports against the 50058 work compliance for accuracy and to resolve discrepancies in the reporting.
3.1.55	Coordinate with the IT Data Reporting team to automate the HomeFlex payment application process by June 30, 2021.	Pilot the new automated payment application using Ashley Scholars Landing and Centennial Place by December 2020.

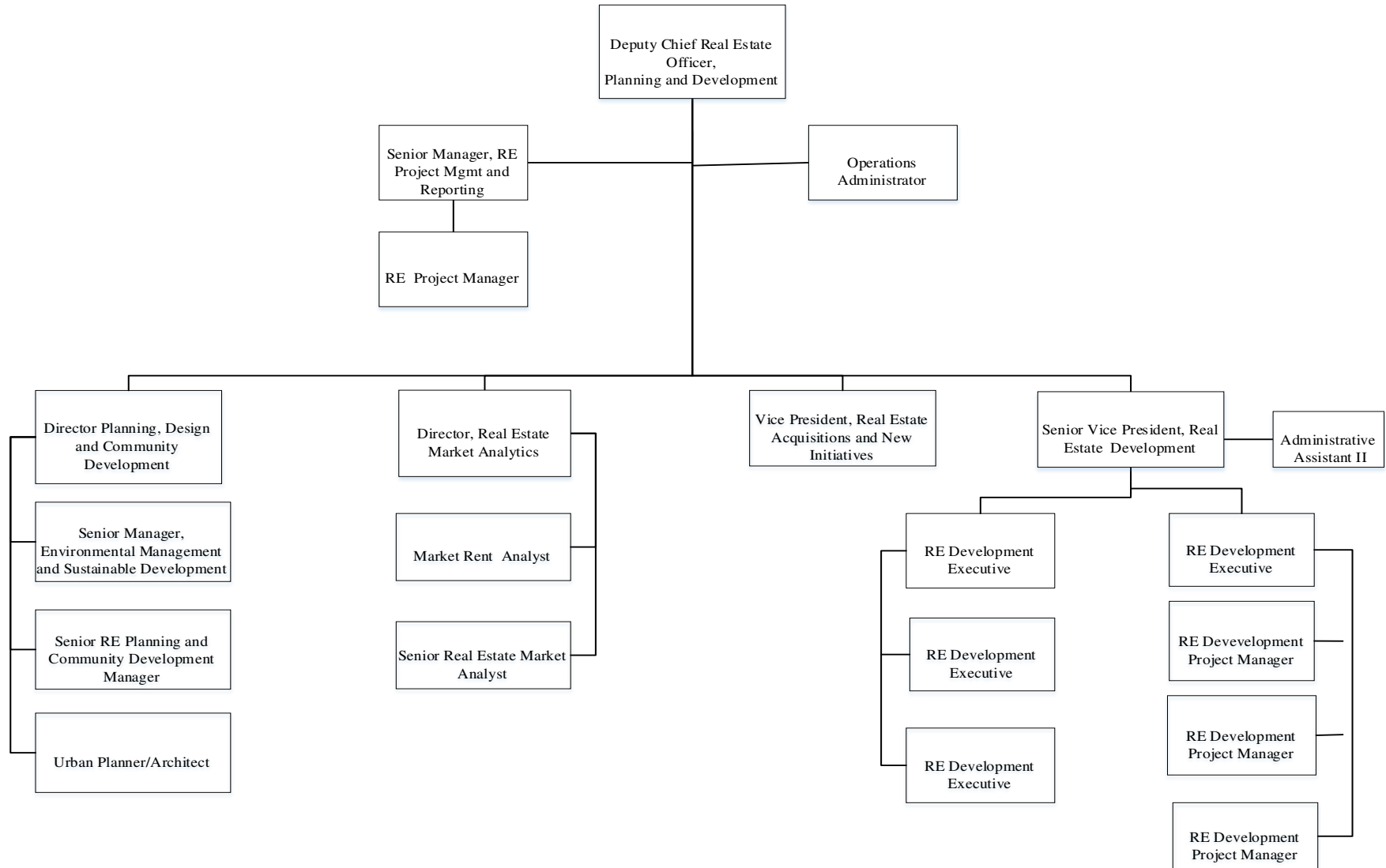
3.1.56		Prepare to roll out the new automated process across all properties by June 30, 2021.
3.1.57		Automate the payment application to free up staff time to perform other tasks and ensure more accuracy in the monthly payments.
3.1.58	Present a property management company plan for senior leadership review and approval by June 30, 2021.	Research and develop a draft property management plan for the agency.
3.1.59		Obtain feedback from various internal departments - Real Estate Planning/Development, Construction and Facilities Management, and Legal.
3.1.60	Research and identify an Asset Management software by June 30, 2021.	Work with the Project Management Office (PMO) team to document software needs, solicit software, and schedule software demos for the team.
3.1.61		Collaborate with other teams in REG to determine needs and identify software that may address the majority of the REG software needs.

Real Estate Asset & Property Management	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 2,506,221	\$ 1,954,518	\$ 551,703	\$ 1,683,024	\$ 823,197
Non-Personnel	131,704	36,644	95,060	55,723	75,981
Total	\$ 2,637,925	\$ 1,991,162	\$ 646,763	\$ 1,738,747	\$ 899,178

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Administrative Assistant II	1	1	1	1	Real Estate Asset & Property Management (REAPM) reorganized late FY 2020 with positions that moved from the Office of Strategy, Policy & Regulatory Affairs. REAPM is also requesting an Asset Manager in FY 2021. The reorganization resulted in a total increase of five positions.
Asset Manager	5	4	5	3	
Data Analyst	1	1	1	1	
Director Property Operations	1	1	1	0	
Director Asset Management	1	1	1	1	
HomeFlex Program Manager	1	1	1	0	
Property Operations Analyst	4	4	4	2	
Quality Control Analyst	4	0	4	0	
RAD Program Analyst	1	1	0	0	
RAD Program Manager	1	1	1	0	
Utility Manager	1	1	0	1	
SVP, Asset and Property Management	1	1	1	1	
	22	17	20	10	

Real Estate Planning & Development



Real Estate Planning & 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 FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.14	Project manage and/or perform all activities for financial closing in FY 2021 to produce 599 affordable mixed-income units (557 market units to total 1,156 units) on AH-owned land.	1. Close Magnolia Perimeter - Quest/WFF (20affordable; 0market rental units)
1.1.15		2. Close Magnolia Perimeter - ANDP (8affordable; 0market for-sale units).
1.1.16		3. Close Magnolia Perimeter - CityPlace (9affordable; 0market for-sale - homes).
1.1.17		4. Close West Highlands Single Family Homes (25affordable; 65market for-sale homes).
1.1.18		5. Close Mechanicsville Single Family Homes (10affordable; 15market for-sale homes).
1.1.19		6. Close Palmer (147affordable; 37market rental units)
1.1.20		7. Close North Avenue (120affordable; 180market rental units)
1.1.21		8. Close Englewood 1A Senior (100affordable; 100market rental units)
1.1.22		9. Close Englewood 1B MF (160affordable; 160market rental units)
1.1.23	Project manage and/or perform all activities for financial closing in FY 2021 to produce 942 affordable mixed-income units (plus 105 market units to total 1,047 units) through new acquisitions and/or the Co-Investment Fund Program and/or Alternative Development Program available for private sectors developers.	1. Close 890 Memorial (116affordable; 0market rental units).

1.1.24		2. Close Abbingdon at Cheshire Bridge (40affordable; 8market rental units).
1.1.25		3. Close Co-investment Project 1 (205 affordable; 50 market rental units).
1.1.26		4. Close Haven at South Atlanta (71 affordable; 13 market rental units).
1.1.27		5. Close London Townhomes (180affordable; 20market rental units).
1.1.28		6. Close Heritage at West Lake (102 affordable; 0market rental units).
1.1.29		7. Close Acquisition project 2 (36 affordable; 0market rental units).
1.1.30		8. Close Abbingdon at Ormewood (42 affordable; 0market rental units).
1.1.31		9. Acquire and close on the acquisition of Acquisition Project 1 (150 affordable; 14 market rental units).
1.2.17	Facilitate the creation of new units to serve 541 new households through HomeFlex agreements by June 30, 2021.	Facilitate an executed HomeFlex Agreement for: 890 Memorial (46); Abbingdon at Ormewood (8); DLH Brookview (175); Englewood IB Sr. (80); Heritage @ West Lake (102); Palmer (110); and Westside Scattered Sites (20)
1.4.3	Project manage and/or perform all activities including but not limited to RFP issuance, developer selection, planning, analysis, predevelopment, due diligence, deal negotiations, securing partnerships, community engagement, acquisitions and dispositions and secure necessary approvals to prepare for financial closing in FY 2022 / FY 2023 to produce mixed-income units on AH-owned land.	1. Complete all activities related to planning, infrastructure and predevelopment for the Englewood Manor site.
1.4.4		2. Complete all activities to close Englewood 1A SR - Michaels in FY 2022.
1.4.5		3. Complete all activities to close Englewood 1B MF - Michaels in FY 2022.
1.4.6		4. Complete all activities to close Englewood Homeownership - Benoit/Red Brick in FY 2022.

1.4.7		5. Manage acquisition and planning for Chosewood 1 and 2 to prepare for FY 2024.
1.4.8		6. Complete all activities to close Herndon Phase II - Hunt/Oakwood in FY 2022.
1.4.9		7. Complete all activities to prepare Herndon Phase III/IV - Hunt/Oakwood for a FY 2023+ closing.
1.4.10		8. Complete all activities related to planning, infrastructure and pre-development to prepare Civic Center site for a FY 2022 closing.
1.4.11		9. Secure developer and complete all activities to close first phase of Civic Center site in FY 2022.
1.4.12		10. Complete all activities related to planning, infrastructure and pre-development to prepare Bowen site for a FY 2022 closing.
1.4.13		11. Secure developer and complete all activities to close first phase of Bowen in FY 2022.
1.4.14		12. Complete all activities related to planning, infrastructure and pre-development to prepare Hollywood site for a FY 2022 closing.
1.4.15		13. Secure developer and complete all activities to close Hollywood in FY 2022.
1.4.16		14. Complete all activities related to planning, infrastructure and pre-development to prepare Thomasville site for a FY 2023 closing.
1.4.17		15. Manage planning and due diligence activities for the Johnson Road property. FY 2022 closing.
1.4.18		16. Manage disposition, approvals, planning, negotiations and closings related to Carver, Capitol, Grady and Harris vacant land.
1.4.19		17. Initiate new and strategic acquisitions that will increase the supply of affordable housing.
1.4.20		18. Develop and implement a strategic plan to accelerate housing development.
1.4.21		19. Initiate new and strategic acquisitions that will increase the supply of affordable housing.

1.4.22		20. Complete all activities to close Ashley Scholars Landing Homeownership phase and support requirements for HUD Housing Plan submissions.
1.4.23	Project manage and/or perform all activities including but not limited to developer selection, planning, analysis, predevelopment, due diligence, community engagement, deal negotiations, acquisitions and dispositions and secure necessary approvals to prepare for financial closing in FY 2022 to produce mixed-income units through new acquisitions, and/or the Co-Investment Fund Program and/or Alternative Development Program available for private sectors developers.	1. Perform all activities to close Harmony at Bakers Ferry in FY 2022.
1.4.24		2. Perform all activities to close Verbena Gardens I and II in FY 2022.
1.4.25		3. Perform all activities to close Sylvan Hills II in FY 2022.
1.4.26		4. Complete all activities for new pipeline deals to close in FY 2022/2023.
1.5.3	Establish and implement sustainable and green development practices.	1. Develop a written guidebook to implement sustainable practices for AH real estate development activities.
2.5.1	Establish neighborhood revitalization and economic development plans for development projects	1. Establish a plan and partnerships to support the redevelopment of the former Bowen Homes surrounding area.
2.5.2		2. Establish a plan and partnerships to support the redevelopment of the former Bankhead Homes surrounding area.
2.5.3		3. Establish a plan and partnerships to support the redevelopment of the former Thomasville Heights surrounding area.
2.5.4		4. Support the development of economic impact assessments for AH developments' surrounding areas.

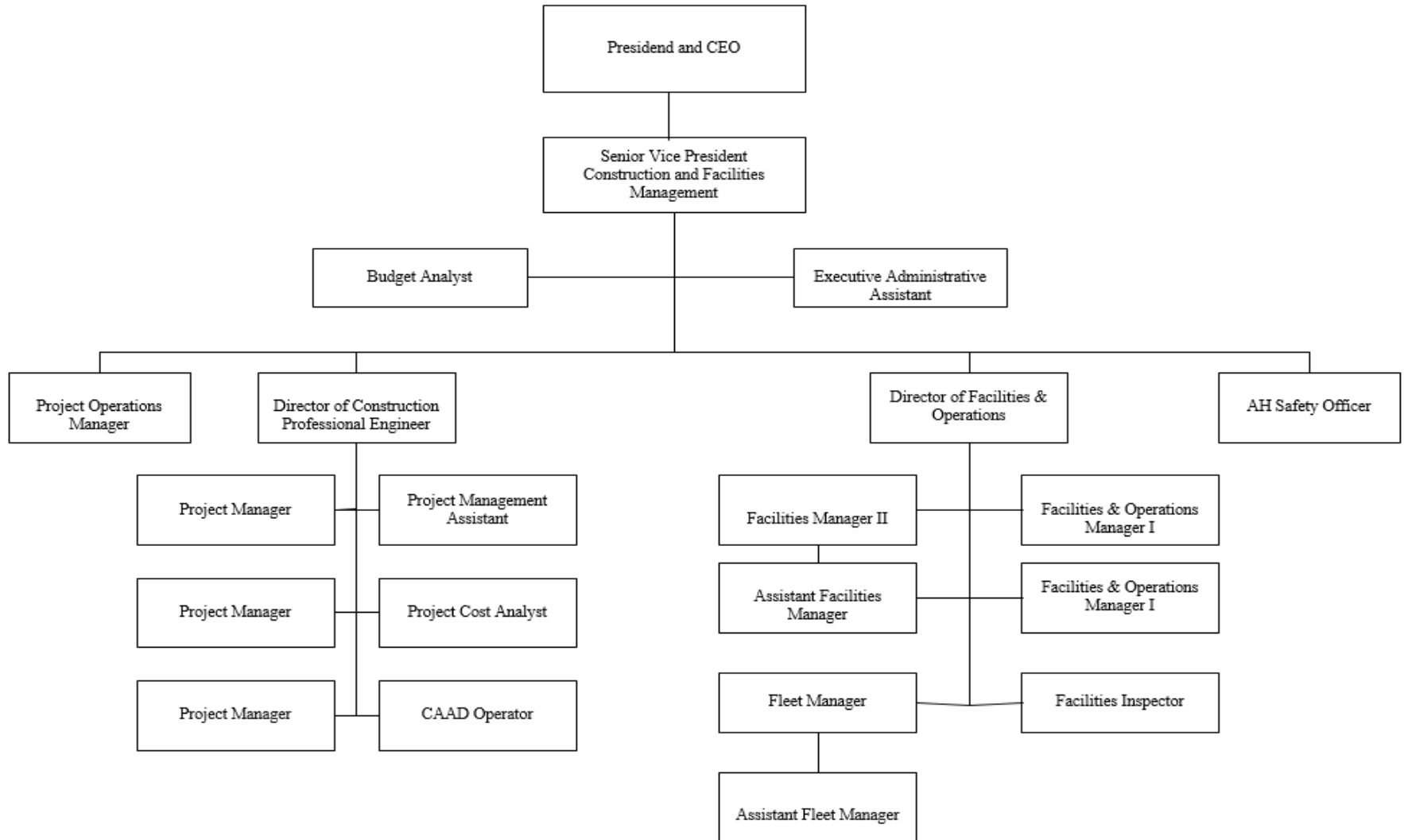
2.5.5		5. Establish a plan and partnerships to support the redevelopment of the Civic Center and the surrounding area.
2.5.6		6. Finalize the rehabilitation of Roosevelt Hall (CN) for opening in FY 2021.
3.1.63	Establish REPD tools, processes, filing and reporting system to support consistent and efficient workflows, communicate information, and track project delivery.	1. Establish project management system to support the initiation through execution of AH developments to including tracking of schedules and budgets.
3.1.64		2. Document real estate development processes and provide Desk Manual (electronic and hard copy) to staff.
3.1.65		3. Establish coordinated electronic filing system for development projects.
3.1.66		4. Establish employee work log system and create policies and procedures to implement an REPD teleworking plan.
3.1.67		5. Develop and implement a departmental routine reporting system.
3.1.68		6. Establish and manage REPD procurement support, tracking and reporting system.
3.2.27	Provide system of support to increase staff capacity and strengthen team bonds.	1. Prepare, implement and track utilization training development plans to support capacity building for staff.
3.2.28		2. Develop and implement team building programs.
3.2.29		3. Attend conferences, trainings and complete certifications to build capacity to support AH development program.
3.4.7	Develop a strategy and business case to implement an AH self-development program and attract additional capital and partnerships to support development.	1. Perform analysis and prepare draft of plan to include organizational needs and cost projections.
3.4.8		2. Analyze 2 potential opportunities.
3.4.9		3. Secure a minimum of \$1M in additional capital committed to real estate development, community development and then programmed HUD funds, developer debt, LIHTC equity and deferred developer fees.

Real Estate Planning & Development	FY 2021		FY 2020B		FY 2021B	
	Budget	Budget	Over (Under) FY 2020B	FY 2020 Forecast	Over (Under) FY 2020F	
Personnel	\$ 2,622,556	\$ 2,150,538	\$ 472,019	\$ 2,240,016	\$ 382,541	
Non-Personnel	272,842	243,073	29,769	169,896	102,945	
Total	\$ 2,895,398	\$ 2,393,611	\$ 501,787	\$ 2,409,912	\$ 485,486	

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Deputy Chief Real Estate Officer	1	0	1	0	Real Estate Planning & Development (REPD) reorganized late FY 2020 by merging with Real Estate Development (RED), as well as a position moved from Red Estate Ops. REPD is also requesting three positions in FY 2021. They are VP, Real Estate Acquisitions & New Initiatives; Director of Planning, Design & Community Development; and Real Estate Development Project Manager. The reorganization resulted in a total increase of four positions.
Dir, Asset Valuation	1	1	1	1	
Dir, Planning, Design & Community Development	1	0	0	0	
Executive Assistant	1	1	1	1	
Market Rent Analyst	1	1	1	1	
Operations Administrator	1	1	1	1	
RE Process Manager	0	1	0	0	
RE Project Manager	1	1	0	0	
Real Estate Development Executive	4	3	2	4	
Real Estate Development Project Manager	3	2	2	1	
Real Estate Process Management & Reporting Manager	1	0	0	0	
Sr RE Planning and Community Development Manager	1	0	1	1	
Sr Real Estate Market Analyst	1	1	1	1	
Sr. Real Estate Engineering & Environmental Manager	1	1	1	1	
SVP, RE Development	1	1	1	1	
SVP, Planning & Development	0	1	0	1	
Technical Writer	0	1	0	0	
Urban Planner/Architect	1	1	1	1	
VP, Real Estate Acquisitions & New Initiatives	1	0	0	0	
	21	17	14	15	

Construction and Facilities Management



Construction and Facilities Management

Mission Statement

In support of Atlanta Housing's mission of developing new affordable housing units and preserving existing units, Construction and Facilities Management (CFM) provides construction management and oversight (inclusive of accessibility compliance) of all active Atlanta Housing construction projects and capital improvements projects to include facilities and operations management of all AH-owned residential communities and maintenance and management operations for all AH caretaker facilities and vacant land parcels. Fleet Management provides AH customers, the employees of Atlanta Housing, with safe and dependable vehicles. Our goal is to work in partnership

with our customers to provide high quality products and services in a cost-effective manner.

Primary Functions

- Construction Oversight
- Construction Management
- Facilities and Operations for AH Owned Properties
- Maintenance and Management Operations of AH Caretaker Facilities and Vacant Land Parcels
- Fleet Management
- Project Operations

Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.4.27	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
1.4.28		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
1.4.29		Conduct weekly department Construction Update Briefs in order to disseminate valuable agency information and to receive section updates regarding the status of active projects
1.4.30		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

1.4.31		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
3.1.69	Preserve and improve existing affordable housing units by providing direct and accountable oversight of the PMDs and proactively managing the Operational and Capital Improvements Budget.	100% execution of the Capital Improvements Board-Approved Budget by effectively managing all approved projects from the development of the scope of work to project completion
3.1.70		Conduct weekly department Construction Update Briefs in order to effectively manage the progress of Capital Improvements Projects, current/future operations and contracts performance statuses
3.1.71		Attentively review the PMD Monthly Feedback Reports and Quarterly Performance Reports to validate operational expenses, provide constructive performance feedback and identify areas of concern
3.1.72		Implement a Key System Initiative to standardize the key access/tracking for all AH Caretaker properties
3.1.73		Develop a sustainability program for all AH-owned facilities to include performing UPCS Plus Life Safety Inspections and 100% inspections of all units
3.1.74		Proactively manage all Professional Services Contracts to ensure no lapse in coverage and to ensure acceptable vendor performance
3.1.75	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
3.1.76		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
3.1.77		Conduct quarterly budget reviews with the REG Financial Analyst Director/Budget

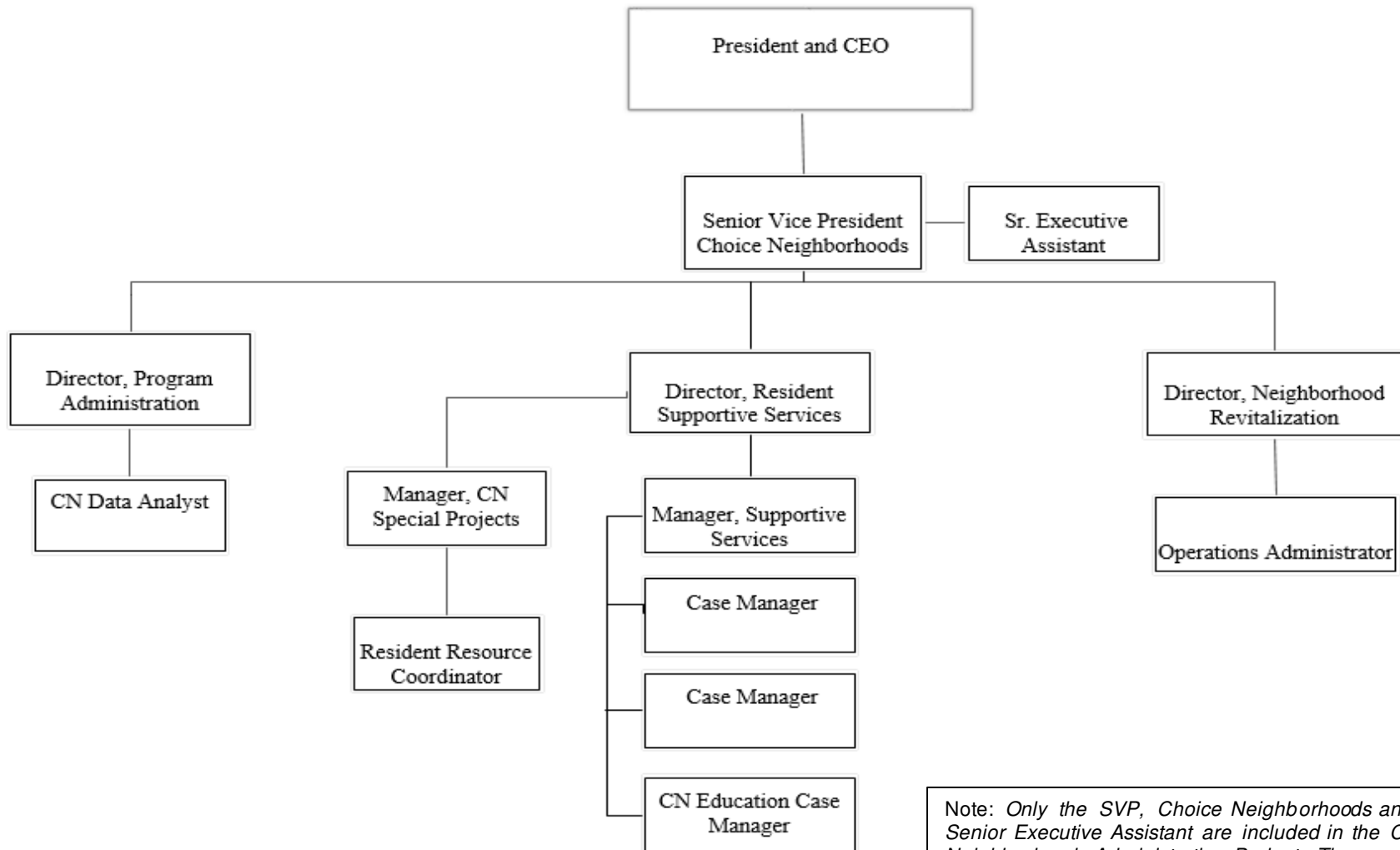
3.1.78		Promote the utilization of M/W/SBE partners by exercising the General Construction Contractors and Construction Management Firms Contracts
3.1.79		Comprehensively review and manage all revenue-generating contracts and agreements in concert with applicable departments and external entities
3.1.80		Manage AH vehicle fleet to ensure the vehicles are readily available for AH employee usage.

Construction and Facilities Management	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 2,058,228	\$ 1,346,401	\$ 711,828	\$ 1,313,228	\$ 745,000
Non-Personnel	300,302	567,235	(266,933)	646,375	(346,074)
Total	\$ 2,358,530	\$ 1,913,636	\$ 444,894	\$ 1,959,603	\$ 398,927

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
AH Safety Officer	1	0	0	0	Construction and Facilities Management is requesting six positions in FY 2021. They are AH Safety Officer, Assistant Facilities Manager, Assistant Fleet Manager, Budget Analyst, CAAD Operator, and Director of Construction Management Professional Engineer. During FY 2020, the Fleet Manager position was filled to support the current needs of the agency.
Assistant Facilities Manager	1	0	0	0	
Assistant Fleet Manager	1	0	0	0	
Budget Analyst	1	0	0	0	
CAAD Operator	1	0	0	0	
Director, Construction Management Professional Engineer	1	0	0	0	
Director, Facilities & Operations	1	1	1	1	
Executive Administrative Assistant	1	1	1	1	
Facilities Manager	1	0	0	0	
Facilities & Operations Manager	2	2	1	2	
Facilities Inspector	1	1	1	0	
Fleet Manager	1	0	1	0	
Project Cost Analyst	1	1	0	0	
Project Management Assistant	1	1	0	2	
Project Manager	3	4	3	3	
Project Operations Manager	1	1	1	1	
SVP, Construction and Facilities Management	1	1	1	1	
	20	13	10	11	

Choice Neighborhoods Administration



Note: Only the SVP, 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

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 506 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 506 units of mixed income rental and homeownership 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;
- Support the development of community facilities and amenities to provide needed services and attract residents;
- Create and implement a plan for the adaptive reuse of the historic Roosevelt Hall Administration building.

Department FY 2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.1	Develop quality mixed income housing and drive neighborhood enhancements	Close on Ashley IC and begin construction of 66 units of mixed income housing
1.1.2		Close on Ashley II and begin construction of 212 units of mixed income housing
1.1.3		Complete redesign and rehabilitation of Roosevelt Hall
1.1.4		Close on two property acquisition targets within the Choice Neighborhood area
1.1.5		Implement one place making initiative in the vicinity of Roosevelt Hall
1.1.6		Guide historic consultant to complete History Wall for Roosevelt Hall
1.1.7		Ensure the successful relocation of the CN Team to Roosevelt Hall
1.1.32	Support 7 owner occupied rehab units for homeownership	Support 7 owner occupied rehab units for homeownership
2.2.1	Drive resident self-sufficiency through implementation of a robust service delivery strategy	Develop and implement comprehensive resident engagement strategy and increase Former University Homes residents participation in CN sponsored events by 20%
2.2.2		Drive completion of one Urban League training cohort and increase % of working adults by 5% above 2019 outcomes
2.2.3		Oversee United Way contract and increase connections to educational programming and resources for former University Homes students grades 3-12th by 10% above 2019 outcomes
2.2.4		Oversee Morehouse School of Medicine contract and increase by 3% above 2019 outcomes the number of residents connected to health services, mental health services and obtaining health insurance.
2.2.5		Provide ongoing Case Management and service coordination by touching 95% of Priority 1 and Priority 2 residents, quarterly.

2.2.6		Develop and implement robust community engagement strategy with former University Homes residents and residents of the three Choice Neighborhoods
2.2.7		Host one (1) CN Implementation Advisory Council/Partnership Retreat
3.4.1	Expend \$15,500,000 in CN funds no later than 6/30/21; increase sources of non-federal funds	Expend \$6.3m of CN funds in construction of Ashley 1C
3.4.2		Expend \$1.0 m in CN funds for predevelopment and construction costs for Ashley II
3.4.3		Expend 100% of funds approved by HUD for reallocation from CCI Plan Acquisition to Roosevelt Hall
3.4.4		Execute CDBG contract for awarded \$600,000 and expend funds on Roosevelt Hall renovation
3.4.5		Secure replacement leverage investments of \$50,000,000 for Neighborhood Leverage
3.4.6		Secure replacement leverage investments of \$6,000,000 for People Leverage
3.1.1	Improve operational efficiency for reporting and/or service delivery	Implement two operational efficiencies to support working remotely from home
3.1.2		Develop CN Operational Procedures Manual to capture agency and departmental processes and procedures to improve staff efficiency
3.1.3		Implement one operational efficiency activity to support the process flow of the Owner Occupied Rehab Program
3.1.4		Grow HUD relationship through accurate on-time reporting and maximizing use of federal funds through approved CN budget submissions
3.1.5		Transition to new CaseWorthy data management software for operations
3.1.6		Implement quality control measures to improve operational data integrity

Choice Neighborhoods Administration	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 345,410	\$ 388,394	\$ (42,983)	\$ 349,236	\$ (3,825)
Non-Personnel	68,393	54,779	13,614	56,445	11,948
Total	\$ 413,803	\$ 443,173	\$ (29,369)	\$ 405,681	\$ 8,123

Staffing

Authorized Positions

SVP, Choice Neighborhoods

Sr. Executive Assistant

FY2021 Budget	FY2020 Budget	FY2020 Forecast	FY19 Actual
1	1	1	1
1	1	1	1
2	2	2	2

Choice Neighborhoods Administration is requesting the same number of positions in FY 2021 as authorized in FY 2020.

Department Information – Corporate Support

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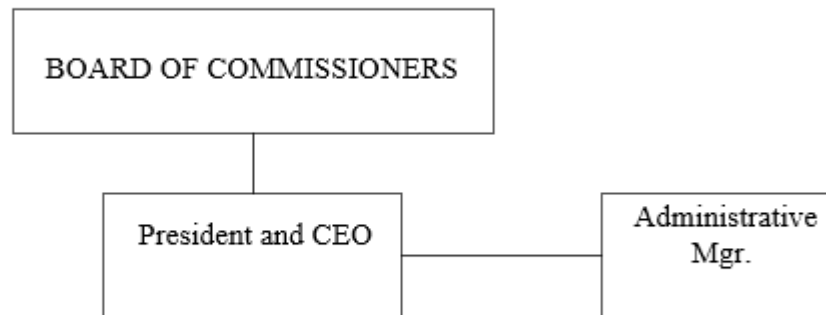
NOTE:

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, Corporate Finance's objective 3.2.10 is the tenth overall department objective, which supports AH Goal 3, Objective 2.

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 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2021B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Personnel	\$ 480,612	\$ 639,637	\$ (159,025)	\$ 488,750	\$ (8,138)
Non-Personnel	211,453	182,765	28,688	214,267	(2,814)
Total	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)

Staffing

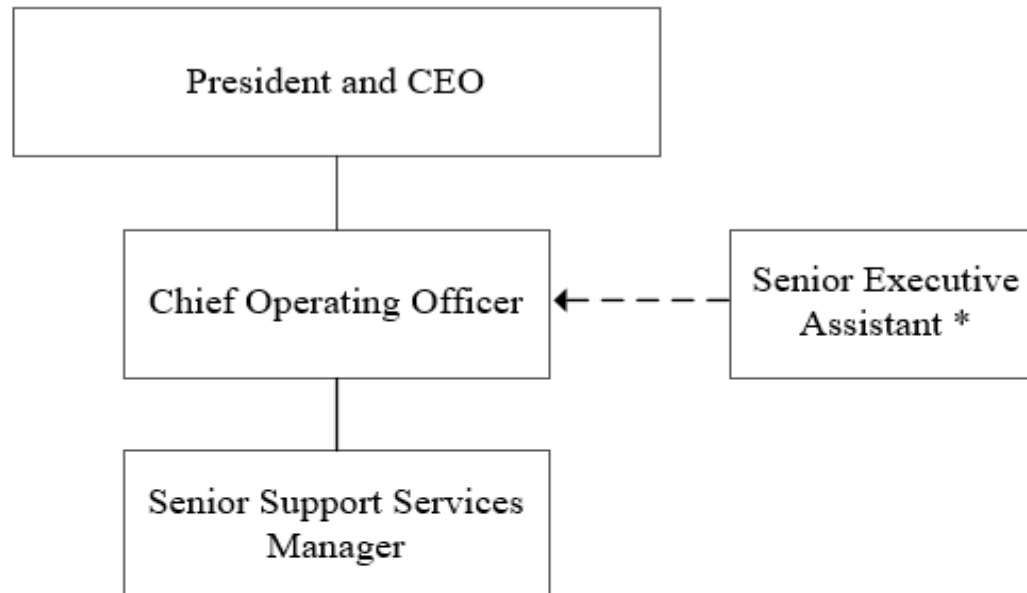
Authorized Positions

Administrative Manager I
Interim President & CEO
President & CEO

FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual
1	2	1	1
0	0	0	1
1	1	1	0
2	3	2	2

The Executive Office decreased staffing in FY 2021 by eliminating an Administrative Manager I position.

Office of the Chief Operating Officer



* Shared with SVP, 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 Housing Choice Vouchers Group; Human Resources; Contracts and Procurement; Corporate Finance, Information Management; Government, External Affairs & Human Development; Strategy, Policy & Regulatory Affairs; as well as Risk Management and other various support needs within the agency.

Service Description

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

Office of Chief Operating Officer	FY 2021		FY 2020		FY 2021B		FY 2021B			
	Budget		Budget		Over (Under) FY 2021B		Over (Under) FY 2020 Forecast			
Personnel	\$	386,581	\$	429,082	\$	(42,501)	\$	317,041	\$	69,540
Non-Personnel		705,252		574,098		131,154		1,897,521		(1,192,269)
Total	\$	1,091,833	\$	1,003,180	\$	88,653	\$	2,214,562	\$	(1,122,729)

Staffing

Authorized Positions

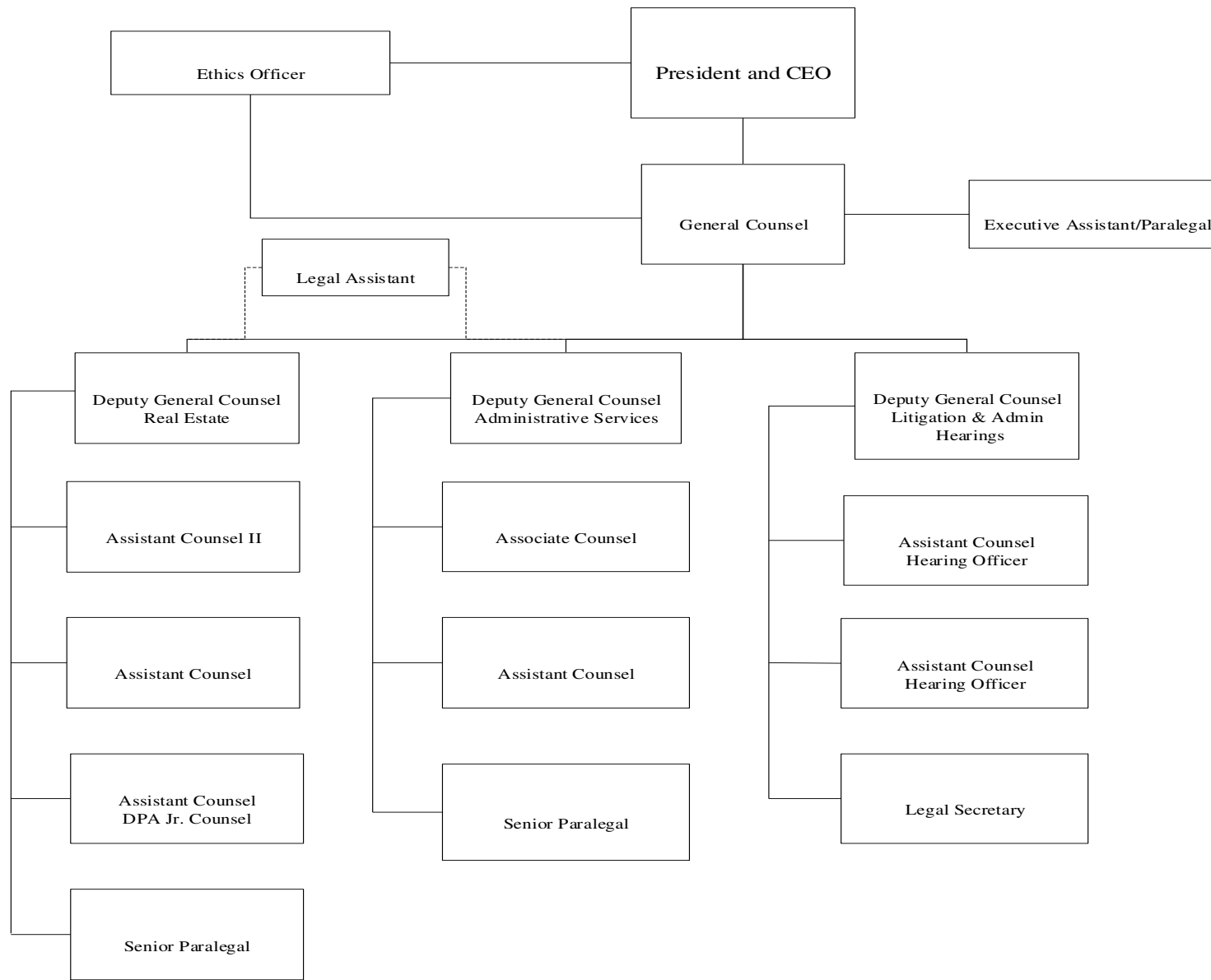
Chief Operating Officer

Sr. Support Services Manager

FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual
1	1	0	1
1	1	1	1
2	2	1	2

The Office of Chief Operating Officer is requesting the same number of positions in FY 2021 as authorized in FY 2020.

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 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 investigations

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

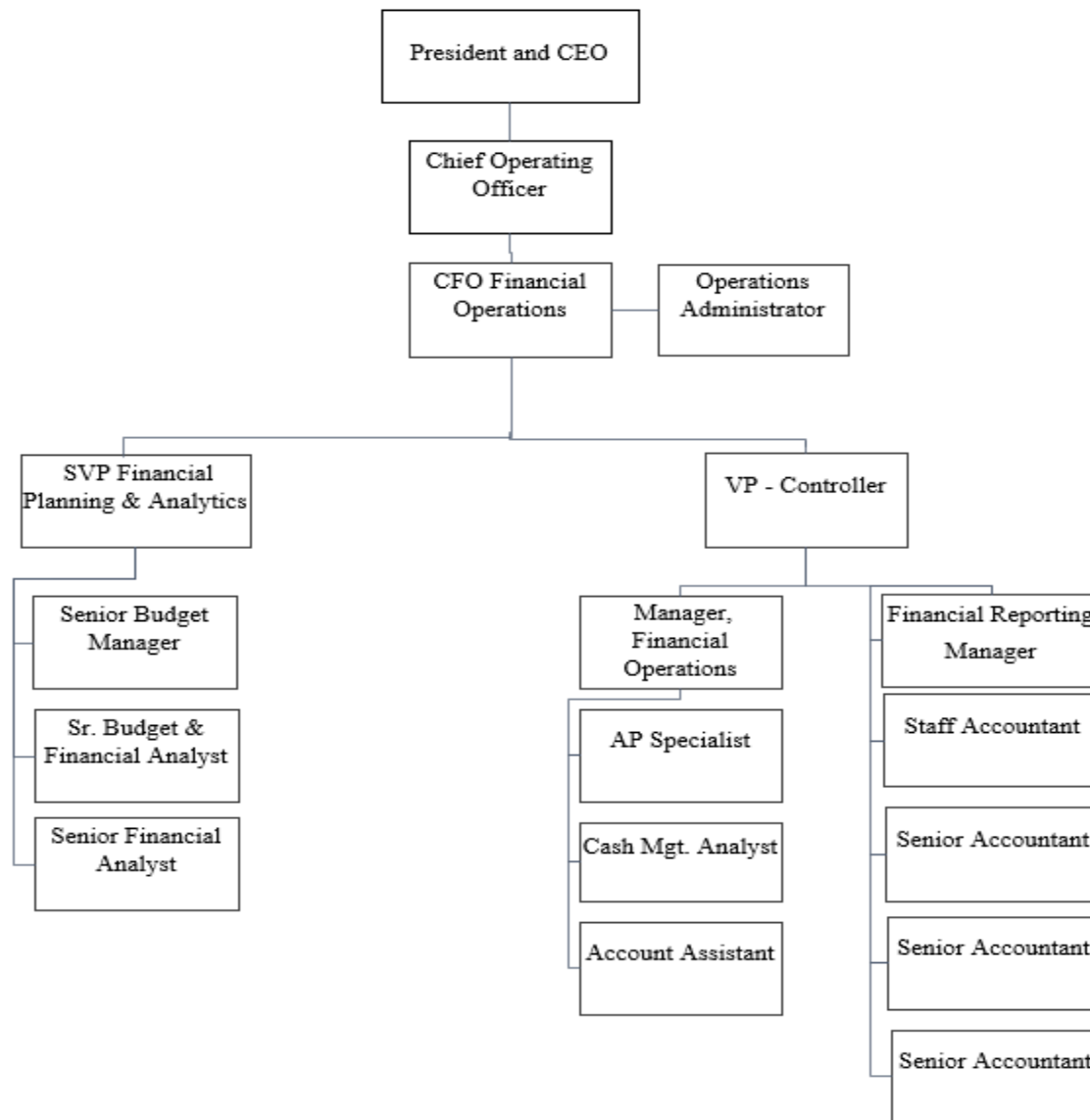
Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.13	Provide timely legal support for acquisition, development, rehabilitation and preservation of affordable housing.	Provide timely legal support for acquisition, development, rehabilitation and preservation of affordable housing.
3.6.36	Provide timely legal support to departments that support AH administrative operations and the housing choice voucher program.	Provide timely legal support to departments that support AH administrative operations and the housing choice voucher program.
3.3.3	Efficiently operate the Office of General Counsel in accordance with a legal department succession management plan.	Efficiently operate the Office of General Counsel in accordance with a legal department succession management plan.
3.1.62	Improve interdepartmental communication with the Office of General Counsel and create operational efficiency through improvements in access to Office of General Counsel documents and information.	Improve interdepartmental communication with the Office of General Counsel and create operational efficiency through improvements in access to Office of General Counsel documents and information.

Office of General Counsel	FY 2021		FY 2020		FY 2021B		FY 2021B			
	Budget		Budget		Over (Under) FY 2021B		Over (Under) FY 2020F			
Personnel	\$	2,328,948	\$	1,870,963	\$	457,985	\$	1,628,524	\$	700,423
Non-Personnel		1,978,516		3,529,302		(1,550,786)		3,137,361		(1,158,845)
Total	\$	4,307,464	\$	5,400,264	\$	(1,092,801)	\$	4,765,886	\$	(458,422)

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Assistant Counsel	3	3	2	2	The Office of General Counsel is requesting three positions in FY2021. They are an Ethics Officer, Jr. Assistant Counsel DPA, and an additional Legal Secretary. The Jr. Assistant Counsel DPA and Legal Secretary are positions converting from temporary to full-time. During FY 2020, the Senior Paralegal was filled to support the current needs of the agency.
Assistant Counsel II	2	2	2	2	
Associate Counsel	1	1	1	1	
Deputy General Counsel	3	3	2	3	
Ethics Officer	1	0	0	0	
Executive Assistant / Paralegal	1	1	1	1	
General Counsel	1	1	1	1	
Jr Asst Counsel DPA	1	0	0	0	
Legal Secretary	2	1	1	1	
Senior Paralegal	2	1	2	0	
	17	13	12	11	

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; 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.
- Books travel reservations, 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 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.
- Manages the use of corporate credit cards.

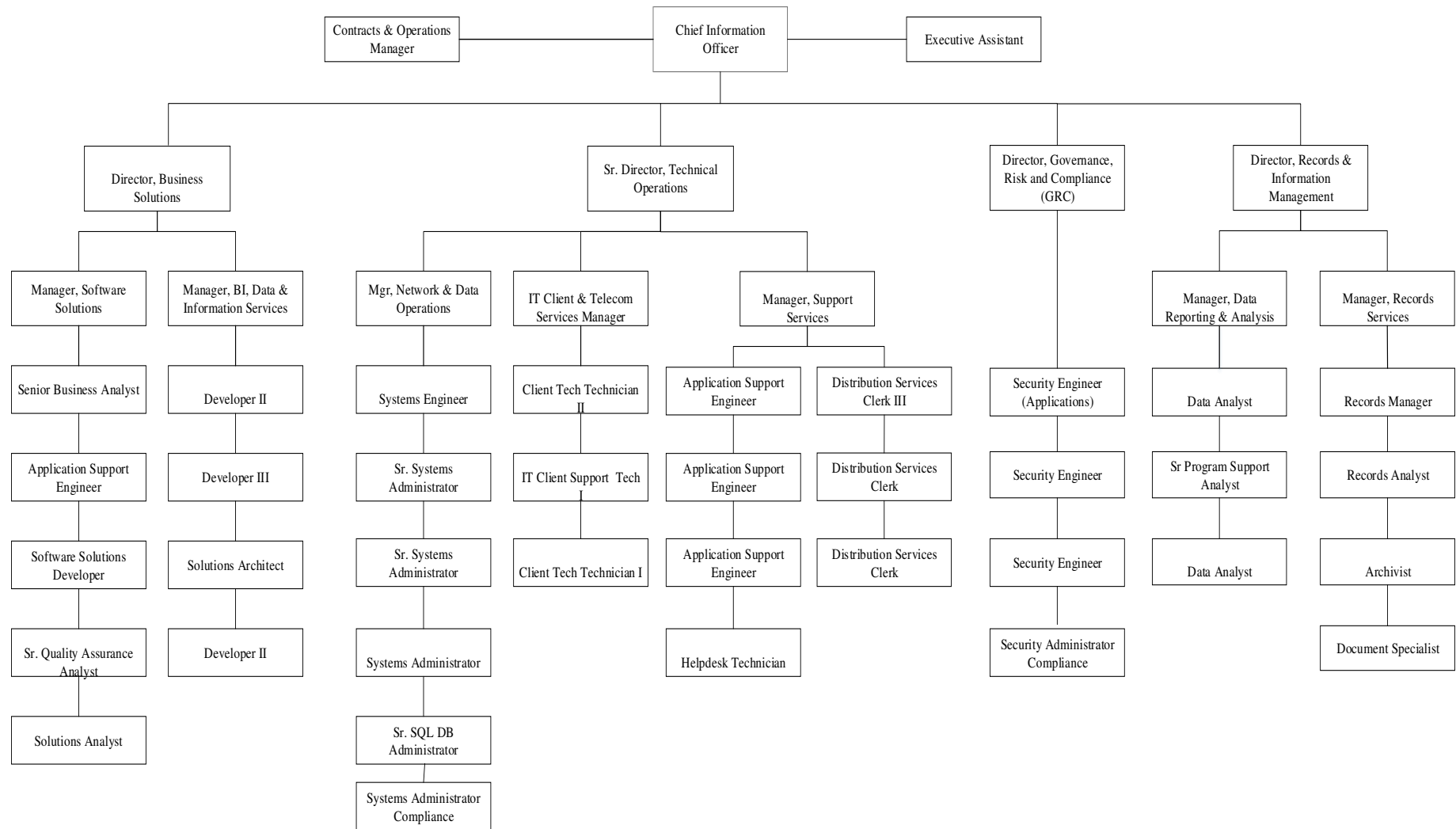
Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
3.6.2	Maintain the 10 Year Financial Model to ensure the fiscal viability/affordability of the Real Estate plan and Voucher utilization	Institute a process to collect and update Real Estate data in the 10 year plan
3.6.3		Semi-annually provide updated forecast report
3.1.9	Continue to refine the use of Prophix as a budgeting and forecasting tools and roll out any new cloud functionality, if any	Continue to refine the forecasting process in Prophix
3.1.10	Train and communicate the Finance Policies that impact other departments	Identify the policies and develop the training program
3.1.11		Conduct training sessions with impacted departments
3.1.12	Support the conversion from Yardi 6 to Yardi 7S through testing and learning any new tools	Provide testing for the conversion to 7S and identify any new tools that may help the department and/or agency
3.1.13	Increase the visibility of available funding sources to Senior Management by providing a monthly report	Provide the agency with important information do make strategic decisions about the future direction of the agency

Corporate Finance	FY 2021		FY 2020		FY 2021B	FY 2020	FY 2021B
	Budget		Budget		Over (Under) FY 2021B	Forecast	Over (Under) FY 2020F
Personnel	\$	2,134,789	\$	2,378,966	\$ (244,177)	\$ 1,914,572	\$ 220,217
Non-Personnel		267,694		255,620	12,074	253,234	14,460
Total	\$	2,402,483	\$	2,634,586	\$ (232,103)	\$ 2,167,806	\$ 234,676

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	Corporate Finance reorganized late FY 2020 with positions that moved to Real Estate Operations. The reorganization resulted in a total decrease of three positions.
Accounting Assistant	1	1	1	1	
Accounts Payable Specialist	1	1	1	1	
Cash Management Analyst	1	1	1	1	
Chief Financial Officer	1	1	1	1	
Financial Analysis Director	0	1	0	1	
Financial Analyst I	0	2	0	1	
Financial Reporting Manager	1	1	1	1	
Manager, Financial Operations	1	1	1	1	
Operations Administrator	1	1	1	1	
Senior Accountant	3	3	3	2	
Senior Financial Analyst	1	1	1	1	
Sr Budget & Financial Analyst	1	1	1	1	
Sr Budget Manager	1	1	1	1	
Staff Accountant	1	1	1	1	
SVP, Financial Plng & Analytics	1	1	1	1	
VP, Controller	1	1	1	1	
	16	19	16	17	

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 - Reviews, recommends, researches, and documents processes and other services
- Records Services - Electronic/Hard Copy Records Management – Manages and implements all document

related activities including document migration, retention, and storage of documents.

- Centralized Services/Distribution Center – Manages and produces marketing and presentation materials including mailing/postal services, copying, and shredding.
- AH Archives - Preserves and provides 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

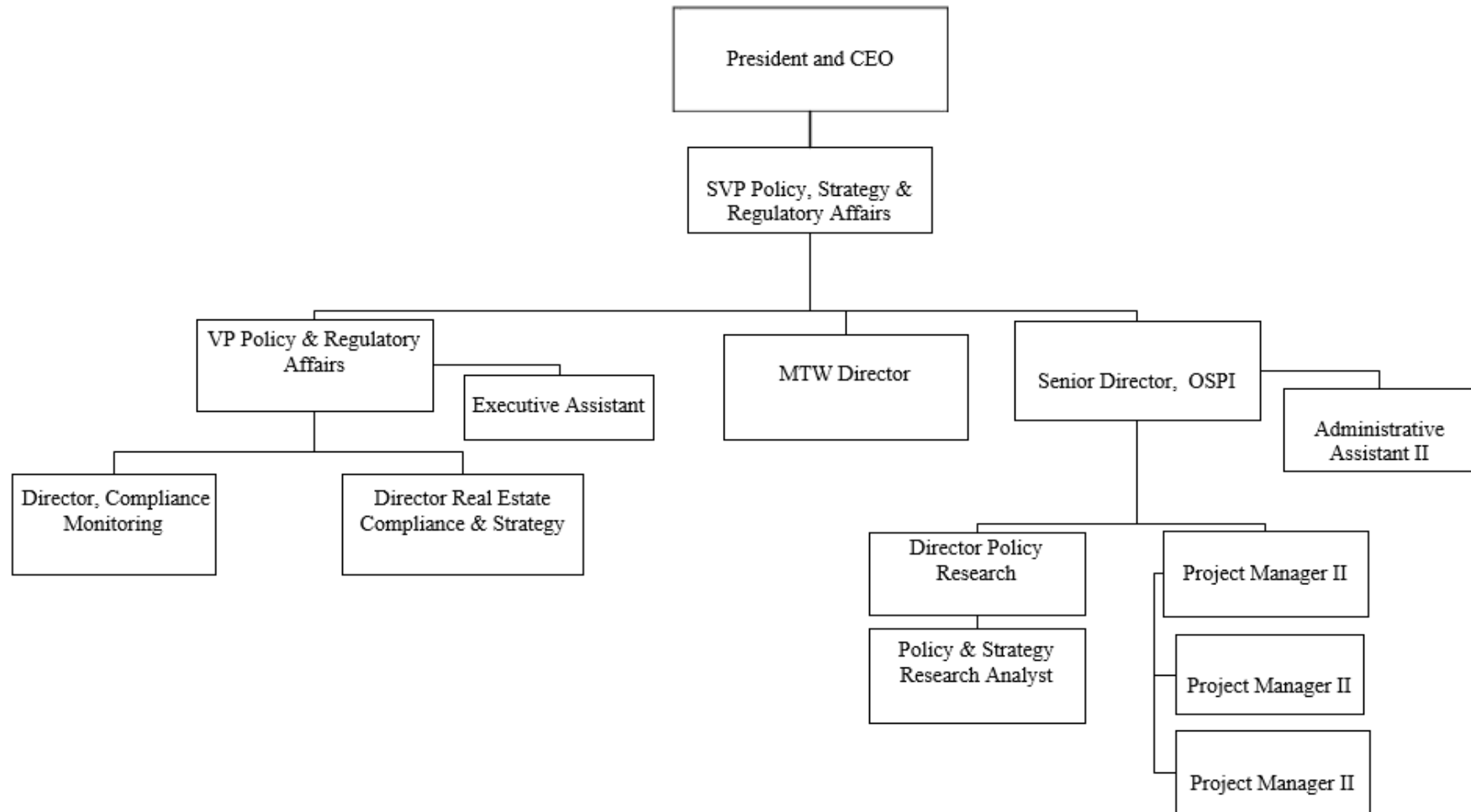
Department FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
3.1.43	Complete reconstitution of the IT GRC team (includes security) by 6/30/2021	Complete reconstitution of the IT GRC team (includes security) by 6/30/2021
3.1.44	Complete Yardi upgrade by 10/31/2020	Complete Yardi upgrade by 10/31/2020
3.1.45	50 % completion of Enterprise Information Management (formerly Master Data Management & Document Management)	50 % completion of Enterprise Information Management (formerly Master Data Management & Document Management)
3.1.46	75% completion of Microsoft 365 Migration	75% completion of Microsoft 365 Migration
3.1.47	Implement AV Enhancements –conference room upgrades, board meeting streaming by 6/30/2021	Implement AV Enhancements –conference room upgrades, board meeting streaming by 6/30/2021
3.3.1	Support agency Business Continuity Plan initiative thru 6/30/2020	Support agency Business Process Assessment initiative thru 6/30/2020

Information Management	FY 2021		FY 2020		FY 2021B		FY 2021B			
	Budget		Budget		Over (Under) FY 2021B		Over (Under) FY 2020F			
	FY 2020		FY 2020		Forecast		Forecast			
Personnel	\$	6,101,791	\$	4,888,407	\$	1,213,384	\$	4,714,464	\$	1,387,327
Non-Personnel		5,075,705		4,324,475		751,231		3,462,299		1,613,406
Total	\$	11,177,496	\$	9,212,881	\$	1,964,615	\$	8,176,763	\$	3,000,733

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Application Support Engineer	4	3	3	3	Information Management is requesting two positions in FY 2021. They are Security Administrative Compliance and Security Engineer. During FY 2020, three positions were filled to support the current needs of the agency. They are Director, IT Governance, Risk, & Compliance; IT Ops Manager; and Security Engineer.
Archivist	1	1	1	1	
Business Solutions Analyst	1	1	1	1	
Chief Information Officer	1	1	1	0	
Client Technologies Technician	4	3	3	4	
Data Analyst	2	0	2	0	
Developer II	2	2	2	2	
Developer III	1	2	1	2	
Director, Records & Information Mgmt	1	1	0	0	
Director, Tech Ops	1	1	1	1	
Director, Business Solutions	1	1	1	1	
Director, IT Governance, Risk and Compliance	1	0	1	0	
Distribution Svcs Clerk	2	2	2	2	
Distribution Svcs Clerk III	1	1	1	1	
Document Coordinator	1	0	1	0	
Executive Assistant	1	0	1	1	
Helpdesk Technician	0	1	0	0	
IT Ops Manager	1	1	1	0	
Manager, Centralized Services	1	1	1	1	
Manager, Client Support	1	1	1	1	
Manager, Infrastructure	1	1	1	1	
Manager, Records Services	1	1	1	1	
Manager, Records Management	1	1	1	1	
Manager, BI, Data, & Information Services	1	0	1	0	
Manager, Data Reporting & Analysis	1	0	1	0	
Manager, Software Solutions	1	0	1	0	
Records Analyst	1	1	1	1	
Scanning Technician	0	5	0	3	
Security Administrator Compliance	1	0	0	0	
Security Engineer	3	2	2	2	
Senior Business Solutions Analyst	1	1	1	1	
Senior Quality Assurance Analyst	1	2	1	2	
Sharepoint Farm Administrator	0	1	0	1	
Software Solutions Developer	1	1	0	0	
Solutions Architect	1	1	0	0	
Sr Program Technical Support Analyst	1	0	1	0	
Sr SQL Database Administrator	1	1	1	1	
Sr. Systems Administrator	3	2	2	1	
Systems Administrator	1	1	1	2	
Systems Engineer	1	1	1	1	
	50	45	42	39	

Strategy, Policy and Regulatory Affairs



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, provides market analytics that supports data-driven decision-making, 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, annual planning and reporting, and implementation of the Agency strategic plan;
- **Hosts the Project Management Office**;

- **Evaluation and Research**, including market analysis and research, economic and program impact;
- **Strategic external partnerships**, such as other quasi-public mission-related policy and development organizations, other public housing authorities and related associations.
- **Launch of the Agency sustainability and climate resilience plan**, on behalf of the Agency, including program and business operations, efforts to advance green planning and building, resident services and business operations.

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. The department oversees the Agency's three-year strategic planning process, currently underway.

Project Management Office

To support AH as an enterprise and each of its business units, the Project Management Office supports innovative solutions to address departmental project management needs, including new programs and processes that advance the business mission. Using a strategic approach, the PMO assists in project prioritization and tracking, ensuring the Agency's resources of time and talent are applied to the most impactful efforts.

Evaluation and Research

AH Employees and Business Partners must comply with HUD and MTW and non-MTW internal procedures. The evaluation, management and monitoring of policies and procedures performed by OSPI mitigates program operations risk on the agency and strengthens and aligns the overall business operations and other key objectives. As other departments specialize in their own areas with respect to departmental policies and procedures, OSPI is responsible for reviewing and managing policies and procedures on an enterprise level which enables AH employees and business partners to work together professionally based on a set of shared and organized rules which must be followed. To support the business and strategic planning functions, the department conducts market research and analyses, and offers key departments and functions analytical and research-based support services and visualization tools.

AHGreen sustainability plan

Atlanta has been significantly impacted by climate change, from weather and water crises, to climate migrants relocating to Atlanta from coastal regions, and above average energy burdens. During FY 2021, AH will launch its comprehensive environmental sustainability initiative to codify existing practices and new efforts and leverage local partnerships and funding to reduce resident utility burdens, reduce the agency's carbon footprint, engage in green job training, and assume the lead on green best practices. We believe that there are five key areas for implementation:

- Facility and Organization Operations: program planning, procurement, recycling, fleet management, etc.;
- Resident Services, including workforce training and energy awareness;

- Planning and Development, including planning, environmental management, and sustainability, acquisition, and real estate development;
- Construction and Property Management; and
- Landlord Services, from small landlords to resident communities.

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 FY2021 Goals and Objectives – Policy, Performance and Innovation		
Department Goal ID (See Note)	Department Goal	Department Objective
3.6.37	Oversee timely completion of MTW annual plan, and acceptance by HUD	Oversee timely completion of MTW annual report, and acceptance by HUD
3.6.38		Implement three process innovations that reduce the length of time, or number of pages or attachments
3.6.39		Document the MTW planning and reporting process within the Agency
3.6.40		Develop and implement an Agency-wide MTW tracking tool
3.6.16	Provide subject matter and technical expertise in the monitoring and oversight of HUD-approved MTW activities	Assist in AH-staff through provision of MTW overview training
3.6.17		Participate and/or lead in industry related conferences
3.6.18		Confer with MTW colleagues to employ best practices
3.6.19		Identify opportunities to warehouse data collection
3.6.20		Work closely with Business Units to develop/improve 1 MTW innovation annually
3.6.21	Plan and manage implementation of business systems and processes	Develop a process and report(s) to monitor project portfolio performance by June 30.
3.6.22		Conduct quarterly project prioritization with the Executive Leadership Team to support the AH business planning process.
3.6.23		Assist in planning, facilitating and supporting the development of AH's Strategic Plan
3.6.24		Provide project management for AH Enterprise and departmental level projects by June 30
3.6.25		Facilitate the Agency three-year strategic planning process
3.6.26		Support the Pre-occupancy Planning process as needed
3.6.27	Develop research and policies to inform Agency-wide decision-making and operating efficiencies.	Ensure alignment between Agency program procedures and Corporate Policies and Procedures

3.6.28		Disseminate and present education study findings, internally and externally
3.6.29		Complete economic impact analyses working with Real Estate Group and engage consultant, if required
3.6.30		Update and manage Corporate Policies and Procedures on AH Insider Page and/or SharePoint
3.6.31		RA placeholder: Review and Approve Regulatory Affairs Department Policies and Procedures
3.6.32		Develop a corporate-wide housing market dashboard, test new market indicators, provide support for market understanding, real estate underwriting and development criteria
3.6.33		Explore a framework for conducting internal and external MTW benchmarking study
3.8.1	With the Sustainability Task Force, launch the AH Sustainability Initiative, "AHGreen."	With the Sustainability Task Force, launch the AH Sustainability Initiative, "AHGreen."
3.8.2	Conduct research in the areas of energy efficiency, public policy and impacts of climate change.	Conduct research in the areas of energy efficiency, public policy and impacts of climate change.
3.2.22	Build department leadership through opportunities in industry and local housing events and thought leadership	Contribute substantively to Atlanta housing initiatives, with other city departments and stakeholders
3.2.23		Expand areas of professional growth and expertise, and seek opportunities to apply new skills

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 federal 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.

PRAD will provide support to the Senior Leadership Team (SLT) by undertaking cross-cutting program or operations assessments, involving real estate acquisitions, 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. PRAD will also 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 OPSI 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.
- Issue objective compliance and program performance report findings with recommendations to mitigate compliance slips and performance shortcomings and other related risks.

- 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.
- Submit documentation required by HUD to provide funds (except for grant application)
- Monitor and conduct 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.

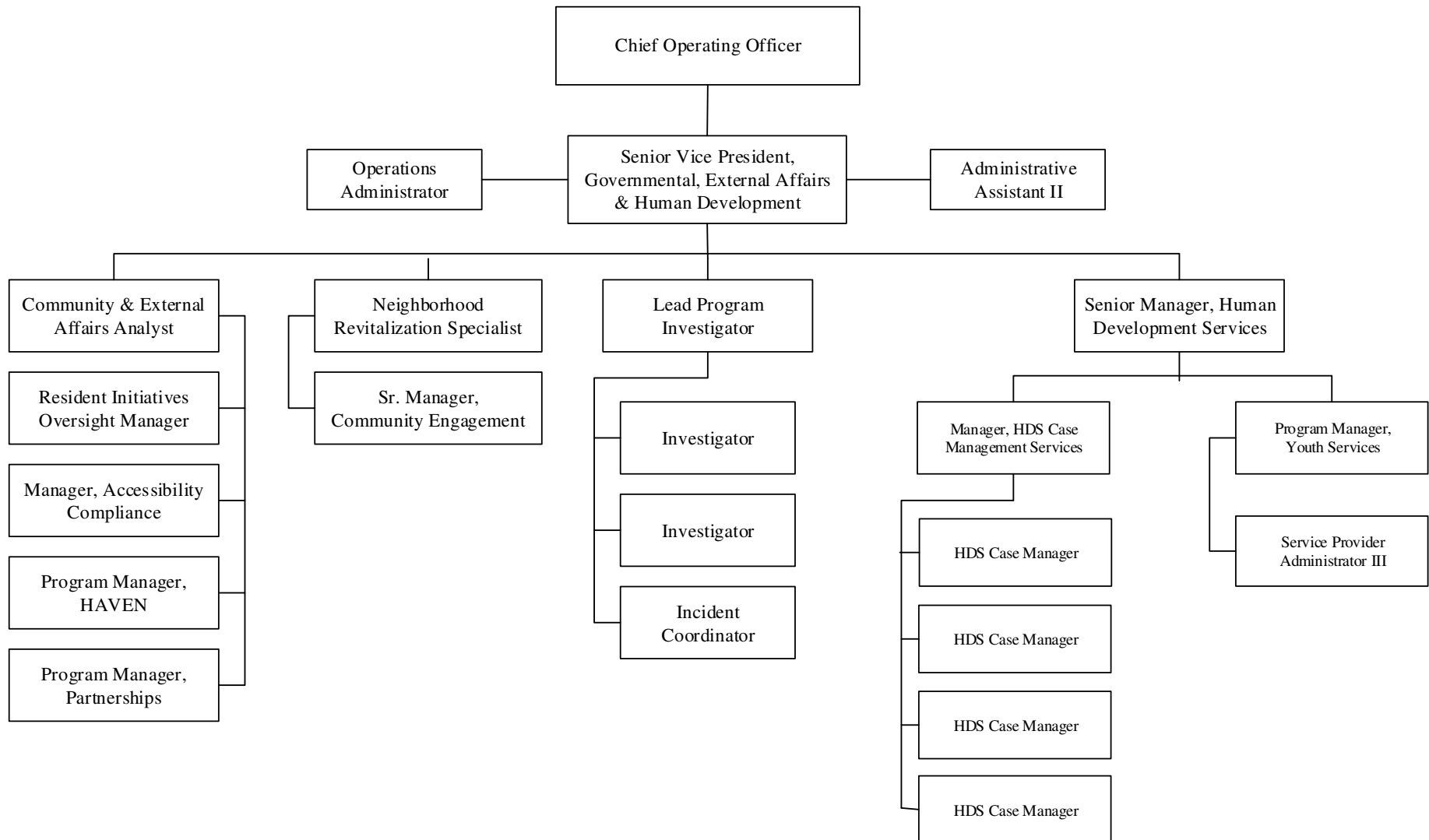
Department FY 2021 Goals and Objectives – Policy and Regulatory Affairs		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.9	Continue to provide compliance, program design and implementation advice to set-up and implement the Co-Investment Fund and financing products	Ensure regulatory compliance to operate the Fund, manage MTW funds and service loans to support production and preservation of affordable units.
1.1.10		Provide Quality Assurance support to reduce the number of kick-backs in submissions of applications to HUD and the Department of Community Affairs.
1.1.11	Provide advice and develop acquisition strategy and due diligence protocols to acquire affordable and market-rate units to preserve or increase supply.	Acquire market-rate units and help build management capacity to generate non-Federal Revenue.
1.1.12		Assist REG with acquisition of 700 units by June 2022.
1.4.2	Continue to provide regulatory guidance and MTW agreement guidance to enhance housing implementation and utilization of MTW funds.	Provide compliance guidance as requested to REG, Housing Choice Voucher Department and other AH Departments as requested.
2.2.23	Provide compliance guidance and strategic advice and program design recommendations as requested to enhance resident service delivery.	Enhance the number of residents served by the Department of Governmental Affairs and Human Development Services with workforce development, job-search assistance and other resident services for families and senior households.

Strategy, Policy & Regulatory Affairs	FY 2021		FY 2020		FY 2021B		FY 2021B	
	Budget		Budget		Over (Under) FY 2021B		Over (Under) FY 2020F	
Personnel	\$	1,971,248	\$	2,411,497	\$	(440,248)	\$	(93,465)
Non-Personnel		1,081,849		466,964		614,885		898,447
Total	\$	3,053,097	\$	2,878,461	\$	174,637	\$	804,982

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Accessibility Compliance Manager	0	1	0	1	Strategy, Policy & Regulatory Affairs (SPRA) reorganized late FY 2020 with positions that moved to Real Estates Asset & Property Management and Government, External Affairs & Human Development. SPRA also eliminated the Manager, Compliance and QA & Reporting position. The reorganization resulted in a total decrease of seven positions.
Administrative Assistant II	1	1	1	1	
Director, Compliance Monitoring	1	1	1	1	
Director, Policy Research	1	1	1	1	
Director, Program Operations Compliance	0	1	0	1	
Director, Real Estate Compliance & Strategy	1	1	1	1	
Executive Assistant	1	1	1	1	
Manager, Compliance Quality Assurance and Reporting	0	1	0	1	
MTW Director	1	1	1	1	
Policy & Strategy Research Analyst	1	1	0	0	
Program Compliance Admin	1	6	0	6	
Project Manager II	3	3	3	3	
Sr Director of Strategy, Policy & Innovation	1	1	1	1	
SVP, Policy, Strategy & Regulatory Affairs	1	0	1	0	
VP, Regulatory & Federal Affairs	1	1	1	1	
	14	21	12	20	

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. The department 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

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).

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

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 HCV
- Family Self-Sufficiency (FSS) Program management

Accessibility Compliance

- Provide accessibility guidance, problem-solving, and technical expertise to AH departments and AH partners.

- Conduct/facilitate accessibility and fair housing training in compliance with AH standards, the Americans with Disability Act, and Section 504 requirements.
- Ensure AH partners comply with Fair Housing laws by providing oversight of reports tracking reasonable accommodations, UFAS Waiting List, UFAS Transfer lists, requests for UFAS units and UFAS Occupancy
- Prepare and submit quarterly accessibility reports to HUD
- Conduct quality assurance inspections and audits for accessibility matters at AH-owned Residential Communities.

Department FY 2021 Goals and Objectives – Governmental External Affairs		
Department Goal ID (See Note)	Department Goal	Department Objective
1.2.1	Develop and implement strategic partnerships and programs to expand AH's services for homeless residents of Atlanta	Update and develop HAVEN Program reporting to track Households served, voucher utilization, service delivery and impact of services
1.2.2		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
1.2.3		Identify and develop partnerships to expand AH's services for homeless residents of Atlanta
1.2.4		Develop and establish HAVEN Program knowledge base and protocols
1.2.18	Create 62 permanent supportive housing units (HAVEN) in partnership with local agencies	Execute HomeFlex Agreements at the following properties: Lofts at Adair Park (5); 507 English Ave (6); 395 James P Brawley (15); 356 James P Brawley (8); 687 & 693 Dalvigney and 613 Echo St (8); 588 & 592 Paines Ave (8); and Quest Courts at Dalvigney (12) to create 62 PSH Units.
2.2.8	Empower AH residents and families to achieve self-sufficiency, economic independence and improved quality of life.	Implement and continue the development of the 5-Star Tenant Program
2.2.9		Identify and develop 1 partnership with a financial service provider
2.2.10		Develop and establish the Zell Miller Resource Center Program to serve AH families
2.2.11		Develop and implement partnership program/s to provide clothes closet options for AH residents
2.2.12		Identify and develop 2 partnerships with human development service providers
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		Develop and implement an appreciation event for seniors
2.3.4		Provide training and/or access to enrichment programs in focus areas of digital literacy and financial literacy to all senior highrises
2.3.5	Improve the sustainability of Resident Associations	Update the Resident Association operating framework - By-Laws and election process
2.3.6		Conduct quarterly training/team building programs for resident association officers and members
2.3.7		Develop and implement a central system to log and track, to resolution, all resident complaints, accessibility compliance and other similar queries/issues
2.3.8		Reduce the cycle time for resolution of resident complaints
2.3.9		Develop and conduct the annual Resident Satisfaction Survey
2.4.1	Promote student success through the provision of an education support partnership and other educational opportunities	Execute AH's Education Support Partnership (ESP) with targeted CNI schools
2.4.2		Produce annual report highlighting results of ESP and AH-APS partnership
2.4.3		Increase number of resources to Dunbar Elementary
2.4.4		Host 1 mentorship/celebratory activity for high school students at partner school
2.4.5		Develop, establish and implement the Book Rich Environments (BRE) Program
3.2.4	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
3.2.5		Develop a lunch and learn framework and schedule to deliver training to AH staff

3.2.6		Support at least 25 volunteer engagement activities in support of AH resident families
3.2.7		Manage, promote and increase volunteer engagement in AH CARES program
3.2.8		Develop and implement AH Community Day event for homeless persons around AH (supported by AH staff)
3.6.4	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
3.6.5		Maintain 90% representation at of all key meetings of Atlanta City Council, NPU, APS, APD, CoC and other defined stakeholder organizations
3.6.6		Develop and implement an online community engagement program
3.6.7		Leverage the Program Investigations team to increase community outreach touches and promote positive community relationships
3.6.8		Identify, track and conduct community outreach to former relocated residents of AH communities
3.6.9	Develop and implement supportive strategies and programs to promote and ensure agency efficiency and regulatory compliance	Develop emergency business continuity plans and crisis response plan
3.6.10		Develop list of emergency resources
3.6.11		Update and develop reporting on Accessibility Compliance to track number of households served and service delivery
3.6.12		Establish Accessibility Compliance training hub and lead/facilitate training including quarterly accessibility training, Fair Housing (Annual and New Staff)
3.6.13		Develop Reasonable Accommodations Guidebook
3.6.14		Develop and implement emergency communication strategy/plan for PMDs

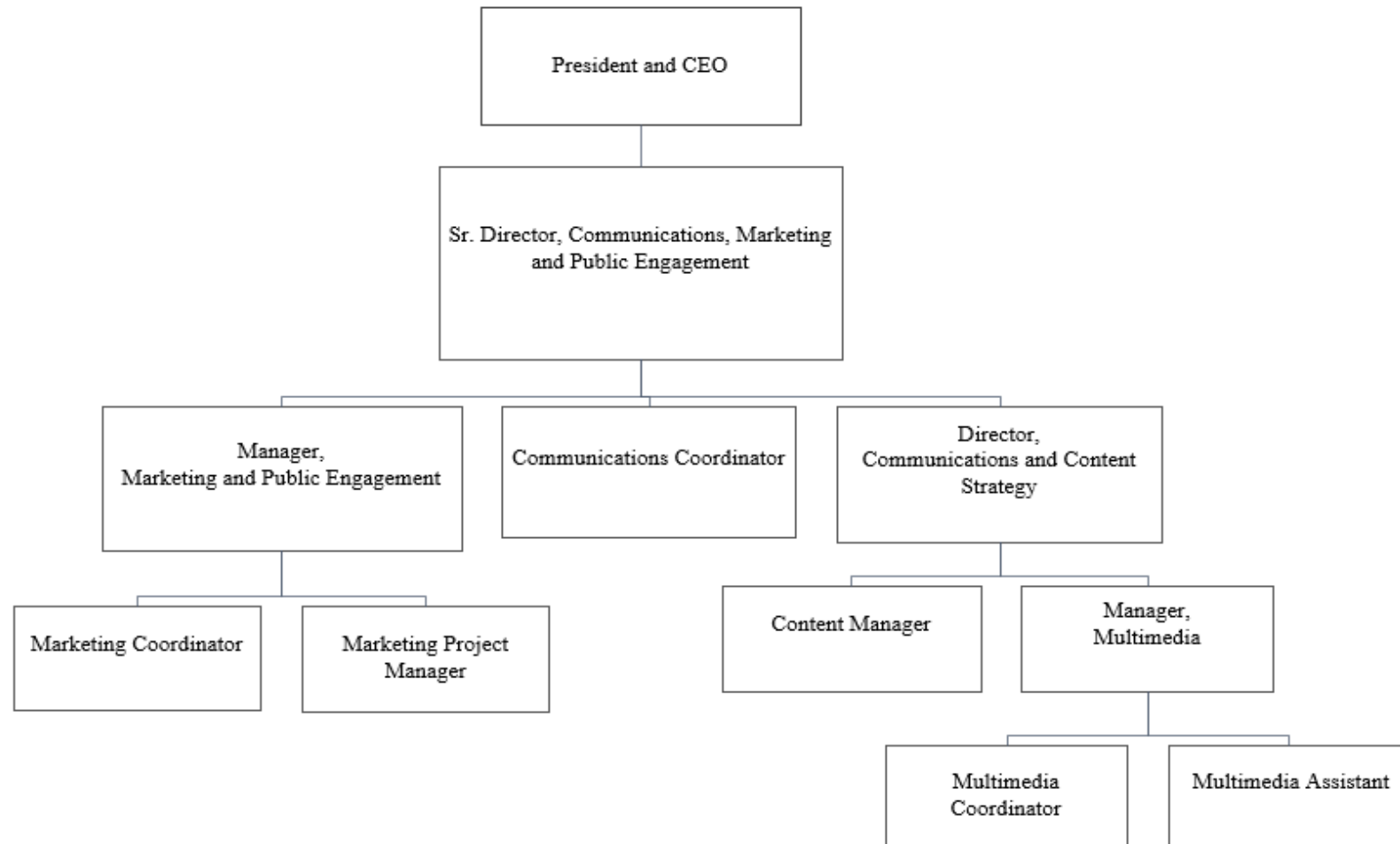
Department FY2021 Goals and Objectives – Human Development		
Department Goal ID (See Note)	Department Goal	Department Objective
2.2.13	Assist unemployed/underemployed participants in reducing dependence on public assistance and increasing household income.	Through the provision of case management services, (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.
2.2.14		Develop and implement a virtual platform to provide service notifications, outreach and connection to resources.
2.2.15		Provide (8) life skills workshops that enable participants to develop the competencies needed to progress toward economic independence.
2.2.16		Facilitate 4 job fairs to increase access to employment opportunities.
2.2.17		Develop a comprehensive family stabilization strategy to respond to the social and economic needs that emerged due to COVID-19.
2.2.18		Develop an entrepreneurship training program designed to support resident owned businesses.
2.3.10	Provide a continuum of care for seniors that enables them to live independently and with dignity in their homes.	Provide (150) preventative outreach visits to participants to identify supportive care needs and coordinate appropriate services.
2.3.11		Provide (200) seniors with life enrichment classes, meals, health education, fitness and activities that promote active aging.
2.4.6	Ensure youth receive the education, training and support services they need for success in postsecondary education and/or work.	Enroll 400 youth in afterschool and summer programs
2.4.7		Develop and implement a comprehensive life skills program to prepare youth for adulthood.
2.4.8		Develop 1 partnership that provides job readiness training for youth.

Government, External Affairs and Human Development	FY 2021		FY 2020		FY 2021B		FY 2021B			
	Budget		Budget		Over (Under) FY 2021B		Over (Under) FY 2020F			
Personnel	\$	2,261,584	\$	1,989,105	\$	272,480	\$	2,006,378	\$	255,207
Non-Personnel		74,246		87,890		(13,644)		76,953		(2,707)
Total	\$	2,335,830	\$	2,076,995	\$	258,836	\$	2,083,330	\$	252,500

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Accessibility Compliance Manager	1	0	1	0	Government, External Affairs & Human Development reorganized late FY 2020 with a position moved from the Office of Strategy, Policy & Regulatory Affairs. The reorganization resulted in a total increase of one position.
Administrative Assistant II	1	1	1	1	
Community & External Affairs Analyst	1	1	1	1	
Human Development Services Case Manager	4	4	4	4	
Incident Coordinator	1	1	1	1	
Investigator	2	2	2	2	
Lead Program Investigator	1	1	1	1	
Mgr, Human Development Case Management Service	1	1	1	1	
NR Specialist	1	1	1	1	
Operations Administrator	1	1	1	1	
Program Manager	3	3	3	3	
Resident Initiatives Oversight Manager	1	1	1	1	
Service Provider Administrator III	1	1	1	1	
Sr Manager, Community Engagement	1	1	1	1	
Sr Manager, Human Development Services	1	1	1	1	
SVP, Governmental & External Affairs	1	1	1	1	
	22	21	22	21	

Communications, Marketing and Public Engagement



Communications, Marketing and Public Engagement

Mission Statement

To operate as a full-service, in-house Communications, Marketing and Public Engagement 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
 - Newsletters
 - 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 FY 2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
1.1.7	Implement PartnerUp, the branded property owner and developer experience with AH, designed to attract and retain new property owners for Housing Choice, HomeFlex and development partners.	Develop the pipeline of prospective landlord partners that expands beyond our current reach and the individual, incremental outreach done to date, and thus generating a 15% growth in new units over FY 2020.
1.4.1	Execute Public Engagement events/activities in support of public-facing efforts, including agency-wide, real estate, human development, human resources, and procurement initiatives.	Promote the success stories and accomplishments of AH residents and staff, and raise the profile of our programs and services through thoughtful narrative and compelling graphic and video content that helps to shift public sentiment. "Tell our story," and increase positive media coverage sentiment by 15% via Meltwater.
3.1.48	Develop a comprehensive communications plan and strategy for internal and external communications, business development, marketing and advertising, social media and public engagement and departmental operations that leans in to and supports AH's corporate strategy.	Increase departmental efficiency, reduce project delivery timelines and increase corporate client satisfaction by 10% via surveys and Service Desk measures.
3.1.49	Leverage Technology to facilitate improved communications, promote our programs and initiatives. Deepen the narrative of AH as trailblazers in the public housing space, a great partner to investors and developers in the affordable housing market and to job prospects, a great place to work.	Improve employee communication and access to the tools, forms and information needed to do their work most efficiently.

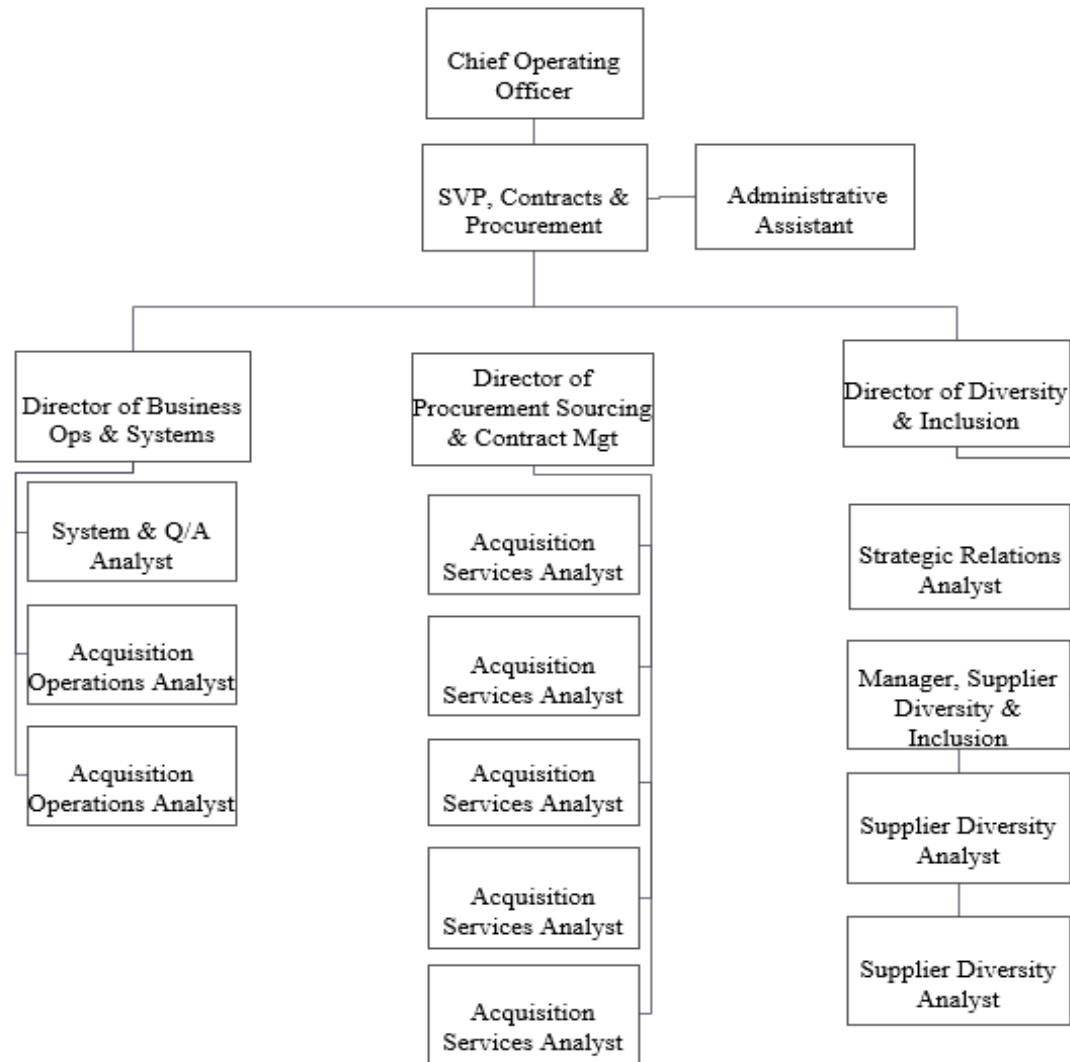
3.2.21	Implement strategic HR practices, such as strategic hiring, functional and leadership training, cross training and succession planning such that the team can run most efficiently, facilitate professional development and reduce dependency on outside contractors and consultants over time.	Develop AH staff from within and create opportunity and career tracking for the team, allowing for promotion and growth from within.
3.3.2	Develop a comprehensive communications plan and strategy for internal and external communications, business development, marketing and advertising, social media and public engagement and departmental operations that leans in to and supports AH's corporate strategy.	Prepare AH staff, residents and the public for changes to AH operations in case of an emergency.
3.5.4	Strategically utilize consultants and vendors to supplement the work of the core team to improve efficiency and fill current skills gaps.	Help AH to become and stay compliant with Section 3 initiatives and patronized small and minority-owned businesses.
3.6.34	Leverage technology to facilitate improved communications, promote our programs and initiatives. Deepen the narrative of AH as trailblazer in the public housing space, a great partner to investors and developers in the affordable housing market and to job prospects, a great place to work.	Promote the success stories and accomplishments of AH residents and staff, and raise the profile of our programs and services through thoughtful narrative and compelling graphic and video content that helps to shift public sentiment. "Tell our story," and increase positive media coverage sentiment by 15% via Meltwater.
3.6.36	Develop original content, including publications, social media, and web content that tells AH's story of leadership, legacy and innovation.	Promote the success stories and accomplishments of AH residents and staff, and raise the profile of our programs and services through thoughtful narrative and compelling graphic and video content that helps to shift public sentiment. "Tell our story," and increase positive media coverage sentiment by 15% via Meltwater.

Communications, Marketing and Public Engagement	FY 2021		FY 2021B		FY 2021B	
	Budget		Over (Under)		Over (Under)	
			FY 2021B	FY 2020 Forecast	FY 2020F	
Personnel	\$ 980,687	\$ 690,970	\$ 289,717	\$ 687,277	\$ 293,410	
Non-Personnel	490,519	342,025	148,494	383,823	106,696	
Total	\$ 1,471,206	\$ 1,032,995	\$ 438,211	\$ 1,071,100	\$ 400,105	

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Communications Coordinator	1	1	1	0	Communications, Marketing and Public Engagement is requesting a Multi-media Coordinator in FY 2021. This position is a conversion from temporary to full-time. During FY 2020, two positions were filled to support current needs of the agency. They are Content Manager and Manager, Marketing & Public Engagement.
Content Manager	1	0	1	0	
Director Communications & Content Strategy	1	0	1	0	
Manager, Communications	0	1	0	1	
Manager, Marketing and Public Engagement	1	0	1	0	
Manager, Multi-Media	1	1	1	0	
Marketing Coordinator	1	0	1	0	
Marketing Project Manager	1	2	0	2	
Multi-Media Assistant	1	1	1	1	
Multi-Media Coordinator	1	0	0	0	
Sr Multi-Media Communications Coordinator	0	0	0	1	
Sr Director, Communications, Marketing & Public Engagement	1	1	1	1	
	10	7	8	6	

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/RFOs))
- 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 FY 2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
3.2.1	Have CPD Staff Sit for Professional Examinations	Conduct study sessions for staff three times a week for approximately 5-8 weeks to prepare for Certified Public Purchasing Buyer/Officer (CPPB/O)
3.2.2		Have at least one new staff person become certified.
3.2.3		Have staff attend professional development classes outside of AH
3.6.1	Improve the intake and processing of all invoices to support prompt payments to contractors and aid their cash flows while assuring contract compliance.	Import all invoices (except Real Estate and Legal Invoices that require an alternate/enhanced process) to be imported with Contract and/or P.O within 36 hours of formal receipt via United States Postal Service (USPS) and/or the AMS Helpdesk.

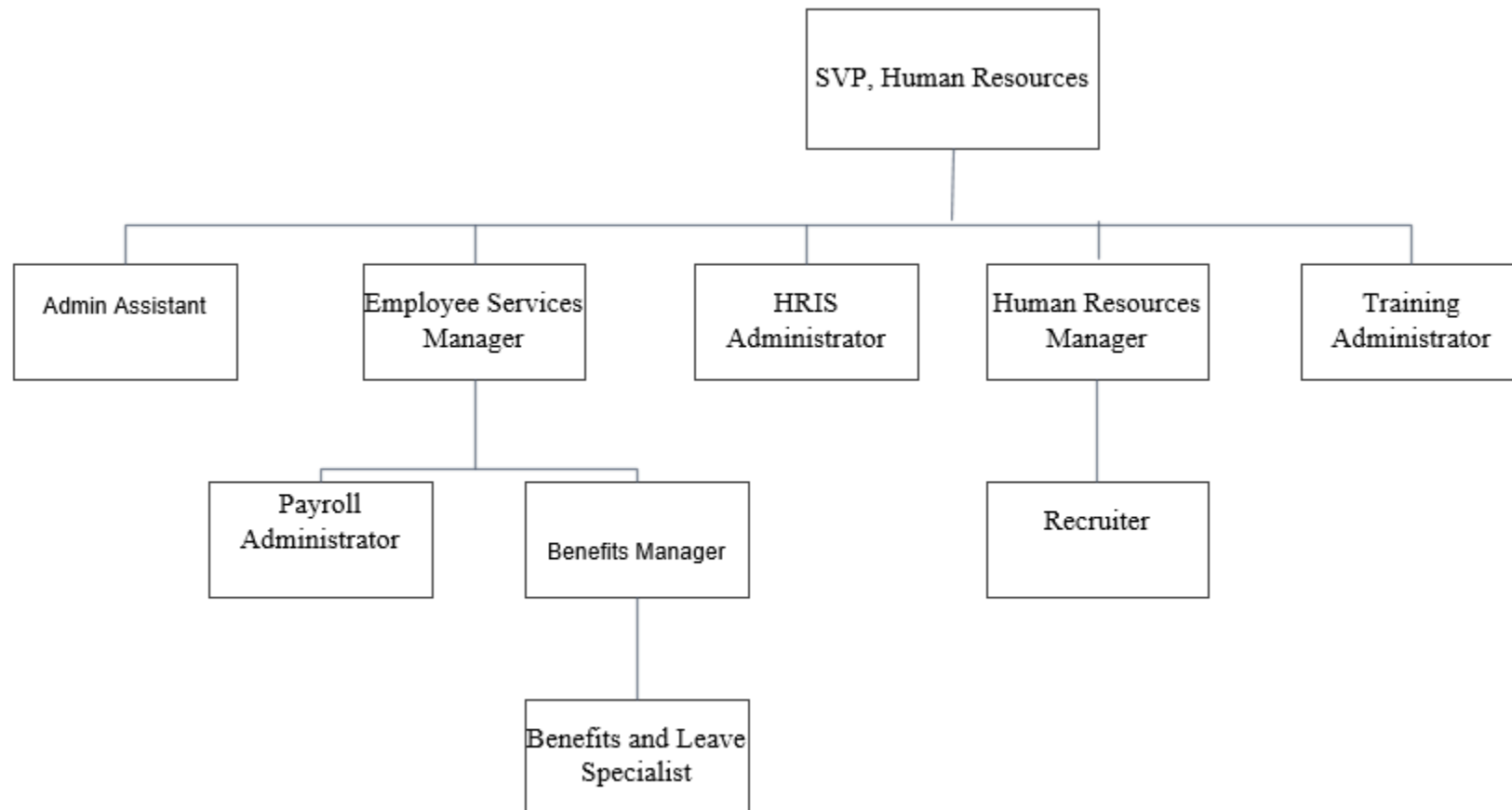
3.5.1	Improve regular and on demand reporting of M/W/SBE utilization on AH spending	Competitively source an industry specific software program delivered via a SaaS and configure same to generate standard and upon request reports of M/W/SBE utilization
3.5.2		Hire additional staff to support M/W/SBE programs
3.5.3		Promote M/W/SBE -entrepreneurship via strategic partnerships pairing Section 3 eligible business with small business incubators
3.1.7	Improve the processing time of formal procurements.	Fill existing vacancy within the Sourcing Division
3.1.8		Complete complex formal solicitations intended to yield multi-year agreements within 90 days of initiation.

Contracts and Procurement	FY 2021		FY 2021B		FY 2021B	
	Budget	Budget	Over (Under) FY 2021B	Forecast	Over (Under) FY 2020F	
Personnel	\$ 1,778,573	\$ 1,481,882	\$ 296,691	\$ 1,406,293	\$ 372,280	
Non-Personnel	206,453	248,650	(42,197)	241,798	(35,345)	
Total	\$ 1,985,026	\$ 1,730,532	\$ 254,494	\$ 1,648,091	\$ 336,935	

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Acquisition Operations Analyst	2	1	2	1	Contracts and Procurement is requesting two positions in FY 2021. They are Manager, Supplier Diversity & Inclusion and an additional Supplier Diveristy Analyst.
Acquisition Services Analyst	5	5	4	5	
Acquisition Services Specialist	0	1	0	1	
Administrative Assistant	1	1	1	0	
Director of Procurement Sourcing & Contract Management	1	0	1	0	
Director of Business Ops & Systems	1	0	1	0	
Director of Diversity & Inclusion	1	1	1	1	
Manager, Contracts and Procurement	0	1	0	0	
Manager, Supplier Diversity & Inclusion	1	0	0	0	
Manager, Systems & QA	0	1	0	1	
Strategic Relations Analyst	1	1	1	1	
Supplier Diversity Analyst	2	1	1	0	
SVP, Contracts & Procurement	1	1	1	1	
System & Quality Assurance Analyst	1	1	1	1	
	17	15	14	12	

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 benefits

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 FY2021 Goals and Objectives		
Department Goal ID (See Note)	Department Goal	Department Objective
2.2.19	Collaborate with internal partners to conduct Annual Career Expo and AH Summer Internship for current residents	Partner, plan and implement Annual Career Expo for current residents
2.2.20		Partner, plan and implement Annual Summer Internship program for current residents & non-residents
2.2.21		Establish relationships with internal partners & community outreach programs, non-profits, and other local organizations
2.2.22		Collaborate with internal partners to provide job readiness training for current residents

1.5.1	Develop and implement programs that help ensure commute sustainability and reduce parking occupancy	Relaunch MARTA partnership program for employees to receive discounted mass transportation and local parking
1.5.2		Design and implement a ride sharing program
3.2.17	Provide opportunities that will enhance knowledge, develop skills, and enrich the organization	Drive and implement a Learning Management System to design, deliver and monitor training across the agency.
3.2.18		Provide agency-wide staff level training opportunities
3.2.19		Design and implement management development program
3.2.20		Design and implement leadership development program
3.1.41	Document HR processes and protocols related to core functions.	Update employee handbook to reflect the current needs of employees, the organization and our industry.
3.1.42		Streamline process and procedures to ensure administrative consistency and efficiency

Human Resources Operations	FY 2021		FY 2021B		FY 2021B	
	Budget	Budget	Over (Under) FY 2021B	FY 2020 Forecast	Over (Under) FY 2020F	
Personnel	\$ 1,175,663	\$ 841,537	\$ 334,126	\$ 811,060	\$ 364,603	
Non-Personnel	935,646	1,203,392	(267,746)	1,168,330	(232,684)	
Total	\$ 2,111,309	\$ 2,044,928	\$ 66,381	\$ 1,979,390	\$ 131,919	

Activities Managed by Human Resources	FY 2021		FY 2021B		FY 2021B	
	Budget	Budget	Over (Under) FY 2021B	FY 2020 Forecast	Over (Under) FY 2020F	
Personnel	\$ 1,071,979	\$ 1,563,375	\$ (491,396)	\$ 1,564,850	\$ (492,871)	
Non-Personnel	737,750	260,000	477,750	83,628	654,122	
Total	\$ 1,809,729	\$ 1,823,375	\$ (13,646)	\$ 1,648,478	\$ 161,251	

Staffing

Authorized Positions	FY21 Budget	FY20 Budget	FY20 Forecast	FY19 Actual	
Administrative Assistant	1	0	0	0	Human Resources (HR) is requesting an Administrative Assistant position in FY 2021. During FY 2020, two positions were filled to support current needs of the agency. They are the Manager, Human Resources and Training Administrator. HR converted a Recruiter position from temporary to regular.
Benefits Administrator	1	1	1	0	
Benefits Manager	1	1	0	1	
SVP, Human Resources	1	1	1	1	
HRIS Analyst	1	1	1	1	
HRIS Operations Administrator	1	1	1	1	
Manager, Employee Services	1	1	1	1	
Manager, Human Resources	1	0	1	0	
Recruiter	1	0	1	0	
Training Administrator	1	0	1	0	
	10	6	8	5	

III. Budget Financial Schedules

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Combined Sources and Uses of Funds

FY 2021 Budget

	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Sources of Funds					
Current Year Sources of Funds					
Housing Choice Voucher Funds Authorized	\$ 233,582,045	\$ 224,740,845	\$ 8,841,200	\$ 224,740,845	\$ 8,841,200
Public Housing Operating Subsidy	11,732,973	10,674,766	1,058,207	12,803,031	(1,070,058)
Capital Funds Program (CFP)	27,169,253	1,000,000	26,169,253	4,387,472	22,781,781
Total MTW Single Fund	272,484,271	236,415,612	36,068,659	241,931,348	30,552,923
Tenant Dwelling Revenue	5,595,072	4,370,026	1,225,046	4,748,382	846,690
Replacement Housing Factor (RHF) Grants	-	12,747,846	(16,100,448)	18,566,416	(18,566,416)
Replacement Housing Factor (RHF) Grants - Fees for Service	-	1,274,785	(1,274,785)	1,525,984	(1,525,984)
Choice Neighborhoods Implementation Grant (CNIG)	8,749,771	13,544,029	(4,794,258)	7,200,949	1,548,822
National Housing Compliance (NHC)	1,094,909	1,194,909	(100,000)	1,294,909	(200,000)
Development-related Income	2,793,285	3,391,752	(598,467)	2,264,621	528,664
Other Current Year Revenue and Grants	1,558,014	746,477	811,536	1,057,691	500,323
Non-Operating Sources of Funds	2,038,939	2,919,547	(880,608)	7,652,086	(5,613,147)
Total Current Year Sources of Funds	294,314,261	276,604,982	17,709,279	286,242,385	8,071,876
Sources of Funds from Prior Year Accumulations					
Drawdown of HCV-Originated MTW Funds-held at HUD	96,814,967	85,664,859	11,150,108	-	96,814,967
Program Income and Other Funds	3,334,201	32,500	3,301,701	32,019	3,302,182
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,358,559	1,392,132	(33,573)	-	1,358,559
Total Sources of Funds from Prior Year Accumulations	101,507,728	87,089,491	14,418,236	32,019	101,475,709
Total Sources of Funds	\$ 395,821,989	\$ 363,694,474	\$ 32,127,515	\$ 286,274,404	\$ 109,547,584
Uses of Funds					
Housing Assistance and Operating Subsidy Payments	\$ 180,166,070	\$ 169,552,725	\$ 10,613,345	\$ 170,945,019	\$ 9,221,050
Operating Expense for AH-Owned Residential Communities & Other AH Properties	14,919,488	13,831,591	1,087,898	14,630,498	288,990
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	6,909,564	3,107,237	3,802,327	1,472,938	5,436,626
Human Development, Supportive Housing Services and Community Relations	2,140,053	1,545,572	594,481	1,292,167	847,886
Operating Divisions	15,588,686	13,844,005	1,744,681	13,124,972	2,463,714
Corporate Support	32,437,537	30,660,598	1,776,940	28,206,539	4,230,999
Choice Neighborhoods Development and Revitalization	29,330,942	25,410,371	3,920,571	10,844,363	18,486,579
Development and Revitalization (excluding Choice Neighborhoods)	108,759,396	98,660,257	10,099,139	32,256,484	76,502,912
Debt Service on Energy Performance Contract (EPC) Capital Lease	307,437	71,158	236,279	290,290	17,147
Total Uses of Funds	390,559,174	356,683,513	33,875,660	273,063,270	117,495,903
Excess of Sources over Uses of Funds	\$ 5,262,815	\$ 7,010,960	\$ (1,748,145)	\$ 13,211,134	\$ (7,948,319)

Schedule I
Sources and Uses of Funds by Major Program (FYTD)
FY 2021 Budget

Description	MTW Program*	Non-federal Funds	Non-MTW Revitalization Program	Total Budget
Sources of Funds				
Housing Choice Voucher Funds Authorized	233,582,045	-	-	233,582,045
Public Housing Operating Subsidy	11,732,973	-	-	11,732,973
Capital Funds Program (CFP)	27,169,253	-	-	27,169,253
Total MTW Single Fund	272,484,271	-	-	272,484,271
Tenant Dwelling Revenue	5,595,072	-	-	5,595,072
Choice Neighborhoods Implementation Grant (CNIG)	-	-	8,749,771	8,749,771
National Housing Compliance (NHC)	-	1,094,909	-	1,094,909
Development-related Income	-	-	2,793,285	2,793,285
Other Current Year Revenue and Grants	1,153,247	-	404,767	1,558,014
Non-Operating Sources of Funds	433,549	171,084	1,434,306	2,038,939
Total Current Year Sources of Funds	279,666,139	1,265,993	13,382,129	294,314,261
Sources of Funds from Prior Year Accumulations				
HCV-Originated MTW Funds (HUD Held)	96,814,967	-	-	96,814,967
Program Income and Other Funds	-	83,644	3,250,557	3,334,201
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,358,559	1,358,559
Total Sources of Funds from Prior Year Accumulations	96,814,967	83,644	4,609,116	101,507,728
Total Sources of Funds	\$ 376,481,106	\$ 1,349,637	\$ 17,991,245	\$ 395,821,989
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	180,166,070	-	-	180,166,070
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	14,919,488	-	-	14,919,488
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	6,909,564	-	-	6,909,564
Human Development Supportive Housing Services and Community Relations	2,087,553	52,500	-	2,140,053
Operating Divisions	15,510,494	78,192	-	15,588,686
Corporate Support	31,932,693	504,844	-	32,437,537
Development and Revitalization	124,647,807	83,644	13,358,887	138,090,338
Debt Service on Energy Performance Contract (EPC) Capital Lease	307,437	-	-	307,437
Total Uses of Funds	\$ 376,481,106	\$ 719,180	\$ 13,358,887	\$ 390,559,174
Excess of Sources over Uses of Funds	\$ -	\$ 630,457	\$ 4,632,358	\$ 5,262,815
* 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.				

Operating Sources and Uses of Funds FY 2021 Budget

Schedule	FY 2021		FY 2020		FY 2021B	FY 2021B
	Budget		Budget		Over (Under)	Over (Under)
					FY 2020B	FY 2020F
II III IV V VI VII	Sources of Funds					
	Housing Choice Voucher Funds Authorized	\$ 233,582,045	\$ 224,740,845	\$ 8,841,200	\$ 224,740,845	\$ 8,841,200
	Public Housing Operating Subsidy	11,732,973	10,674,766	1,058,207	12,803,031	(1,070,058)
	Capital Funds Program (CFP)	-	1,000,000	(1,000,000)	1,287,472	(1,287,472)
	Total MTW Single Fund	245,315,018	236,415,612	8,899,406	238,831,348	6,483,670
	Tenant Dwelling Revenue	5,595,072	4,370,026	1,225,046	4,748,382	846,690
	Replacement Housing Factor (RHF) Grants - Fees for Service	-	1,274,785	(1,274,785)	1,525,984	(1,525,984)
	National Housing Compliance (NHC)	1,094,909	1,194,909	(100,000)	1,294,909	(200,000)
	Other Current Year Revenue and Grants	1,153,247	497,095	656,151	802,824	350,423
	Non-Operating Sources of Funds	604,633	484,179	120,454	1,322,359	(717,726)
	Total Operating Sources of Funds	\$ 253,762,879	\$ 244,236,606	\$ 9,526,273	\$ 248,525,806	\$ 5,237,073
	Uses of Funds					
	Housing Assistance and Operating Subsidy Payments					
	Tenant-Based and Homeownership Vouchers	\$ 116,910,751	\$ 110,341,607	\$ 6,569,144	\$ 113,722,802	\$ 3,187,949
	HomeFlex Rental Assistance	55,332,426	51,298,066	4,034,360	47,602,789	7,729,637
	Mixed Income Operating Subsidy	7,922,893	7,913,052	9,841	9,619,428	(1,696,535)
	Total Housing Assistance and Operating Subsidy Payments	180,166,070	169,552,725	10,613,345	170,945,019	9,221,050
	Operating Expense for AH-Owned Residential Communities & Other AH Properties	14,919,488	13,831,591	1,087,898	14,630,498	288,990
	Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	6,909,564	3,107,237	3,802,327	1,472,938	5,436,626
	Human Development, Supportive Housing Services and Community Relations	2,140,053	1,545,572	594,481	1,292,167	847,886
	Operating Divisions	15,588,686	13,844,005	1,744,681	13,124,972	2,463,714
Corporate Support	32,437,537	30,660,598	1,776,940	28,206,539	4,230,999	
Debt Service on Energy Performance Contract (EPC) Capital Lease	307,437	71,158	236,279	290,290	17,147	
Total Other Operating Activities	72,302,766	63,060,161	9,242,605	59,017,405	13,285,361	
Total Operating Uses of Funds	\$ 252,468,836	\$ 232,612,886	\$ 19,855,950	\$ 229,962,424	\$ 22,506,412	
Excess of Sources over Uses of Funds	\$ 1,294,043	\$ 11,623,720	\$ (10,329,677)	\$ 18,563,382	\$ (17,269,338)	

Schedule II

Housing Assistance and Operating Subsidy Payments

FY 2021 Budget

Schedule		FY 2021	FY 2020	FY 2021B	FY 2020	FY 2021B
		Budget	Budget	Over (Under) FY 2020B	Forecast	Over (Under) FY 2020F
II.A II.B	Tenant-Based Vouchers	\$ 113,945,438	\$ 107,822,583	\$ 6,122,855	\$ 111,074,948	\$ 2,870,490
	Voucher Portability Administration Fees	914,953	962,112	(47,159)	960,365	(45,411.90)
	Short-Term Housing Assistance	700,000	450,000	250,000	346,333	353,667
	Case Management and Administration of Supportive Housing Initiatives	224,000	106,000	118,000	99,840	124,160
	Leasing Incentive Fee	774,500	685,000	89,500	906,946	(132,446)
	Homeownership Vouchers	151,860	165,912	(14,052)	147,179	4,681
	Property Damages	200,000	150,000	50,000	187,191	12,809
	Tenant-Based and Homeownership Vouchers	116,910,751	110,341,607	6,569,144	113,722,802	3,187,949
	HomeFlex Rental Assistance	55,332,426	51,298,066	4,034,360	47,602,789	7,729,637
	Mixed Communities Operating Subsidy for AH-Assisted Units	7,922,893	7,913,052	9,841	9,619,428	(1,696,535)
	Total	\$ 180,166,070	\$ 169,552,725	\$ 10,613,345	\$ 170,945,019	\$ 9,221,050

Schedule II.A (1 of 3)
HomeFlex Rental Assistance (formerly PBRA) by Community
FY 2021 Budget

Community	FY 2021		FY 2021B		FY 2021B	
	FY 2021 Budget	FY 2020 Budget	Over (Under) FY 2020B	FY 2020 Forecast	Over (Under) FY 2020F	
Adamsville Green	\$ 580,087	\$ 576,792	\$ 3,295	\$ 574,010	\$ 6,077	
Arcadia at Parkway Village	907,126	766,300	140,826	861,353	45,773	
Ashley Auburn Pointe I	84,029	82,600	1,429	81,920	2,109	
Ashley Courts at Cascade II	-	-	-	3,341	(3,341)	
Ashley Courts at Cascade III	-	-	-	4,947	(4,947)	
Ashley Scholars Landing I	532,428	-	532,428	-	532,428	
Ashton at Browns Mill	549,583	538,656	10,927	540,526	9,057	
Atrium at CollegeTown	955,557	961,608	(6,051)	946,174	9,383	
Auburn Glenn	488,913	1,158,492	(669,579)	1,168,424	(679,511)	
Avalon Park Family	438,253	476,664	(38,411)	448,164	(9,911)	
Avalon Park Senior	1,177,597	1,194,012	(16,415)	1,175,296	2,301	
Avalon Ridge Family	630,754	658,248	(27,494)	635,755	(5,001)	
Barge Road (RAD)	254,852	-	254,852	-	254,852	
Campbell Stone	1,937,113	1,521,648	415,465	1,503,587	433,526	
Capitol Gateway II	144,093	151,296	(7,203)	143,696	397	
Centennial Place I	385,978	375,168	10,810	374,880	11,098	
Centennial Place II	383,768	366,276	17,492	370,485	13,283	
Centennial Place III	406,313	355,392	50,921	381,450	24,863	
Centennial Place IV	421,278	262,536	158,742	286,974	134,304	
Columbia at Sylvan Hills	489,953	470,076	19,877	473,814	16,139	
Columbia Colony Senior	452,609	398,916	53,693	425,923	26,686	
Columbia Commons (RAD)	405,497	351,925	53,572	166,223	239,274	
Columbia Creste (RAD)	87,472	281,602	(194,130)	93,867	(6,395)	
Columbia Estates (RAD)	417,144	259,580	157,564	115,369	301,775	
Columbia Grove (RAD)	87,472	230,162	(142,690)	102,294	(14,822)	
Columbia Heritage	1,076,987	1,057,992	18,995	1,049,743	27,244	
Columbia High Point Senior	551,730	516,996	34,734	529,439	22,291	
Columbia Park Citi (RAD)	397,008	292,463	104,545	116,985	280,023	
Columbia Mechanicsville Apartments (RAD)	1,259,046	695,514	563,532	432,008	827,038	
Columbia Senior Blackshear	538,470	531,132	7,338	525,568	12,902	
Columbia Senior Edgewood	1,174,753	1,154,916	19,837	1,145,330	29,423	
Columbia Senior Mechanicsville (RAD)	830,979	816,935	14,044	682,157	148,822	
Columbia Senior at MLK Village	785,535	754,956	30,579	760,089	25,446	
Columbia Senior Residences at Mechanicsville (RAD)	245,158		245,158	-	245,158	
Columbia South River Gardens	332,907	315,852	17,055	320,758	12,149	

Schedule II.A (2 of 3)

HomeFlex Rental Assistance (formerly PBRA) by Community

FY 2020 Budget

Community	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Columbia Tower at MLK Village	\$ 739,446	\$ 714,792	\$ 24,654	\$ 716,870	\$ 22,576
Columbia Village (RAD)	124,774	89,124	35,650	-	124,774
Constitution Avenue Apartments	505,941	445,980	59,961	476,130	29,811
Crogman School Apartments	321,336	140,077	181,259	259,098	62,238
First Step	13,671	190,764	(177,093)	283,741	(270,070)
Gateway at Capitol View	1,064,835	974,832	90,003	1,036,894	27,941
Gateway at East Point	689,319	693,564	(4,245)	687,072	2,247
GE Towers	1,189,148	1,215,360	(26,212)	1,190,036	(888)
Heritage Green	259,203	276,156	(16,953)	264,847	(5,644)
Heritage Station Family	700,528	757,500	(56,972)	714,895	(14,367)
Heritage Station Senior	1,292,175	1,320,348	(28,173)	1,293,037	(862)
Hightower Manor (RAD)	382,277		382,277	-	382,277
Imperial Hotel (Commons at Imperial)	732,412	696,168	36,244	706,109	26,303
Lakewood Christian Manor	668,897	671,856	(2,959)	656,895	12,002
Legacy at Vine City	634,964	591,132	43,832	394,088	240,876
Legacy at Walton Lake	212,112	176,928	35,184	182,019	30,093
Lillie R. Campbell House	225,712	235,440	(9,728)	224,572	1,140
Manor at DeKalb Medical	1,113,408	1,074,792	38,616	932,923	180,485
Manor at Indian Creek II	485,931	460,620	25,311	477,494	8,437
Manor at Scotts Crossing	730,338	707,352	22,986	701,949	28,389
Marietta Road Highrise (RAD)	556,248	556,248	-	222,499	333,749
Martin House at Adamsville	737,259	732,900	4,359	735,798	1,461
Mechanicsville Crossing (RAD)	410,128	526,264	(116,136)	299,213	110,916
Mechanicsville Station (RAD)	271,756	593,679	(321,923)	362,967	(91,211)
Oasis at Scholars Landing	440,931	355,248	85,683	370,462	70,469
Odyssey at Villas	235,675	145,992	89,683	201,358	34,317
O'Hearn House	321,960	281,652	40,308	288,011	33,949
Park Commons-Gates Park (HFOP)	1,143,870	1,069,404	74,466	1,096,837	47,033
Park Commons-Gates Park (HFS)	803,979	757,248	46,731	772,791	31,188
Parkside at Mechanicsville (RAD)	585,395	524,196	61,199	360,963	224,433

Schedule II.A (3 of 3)
HomeFlex Rental Assistance by Community
FY 2021 Budget

Community	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Peachtree Road Highrise (RAD)	\$ 845,152	\$ 845,152	\$ (0)	\$ 253,546	\$ 591,606
Peaks at MLK	563,626	589,512	(25,886)	563,090	536
Phoenix House	306,445	394,068	(87,623)	329,702	(23,257)
Piedmont Senior Tower (RAD)	1,344,335	1,177,368	166,967	1,262,576	81,759
Providence at Parkway Village	269,076	260,976	8,100	261,151	7,925
Quest Village III	265,631	75,828	189,803	68,393	197,238
Renaissance at Park Place South Senior	567,355	599,100	(31,745)	569,168	(1,813)
Retreat at Edgewood	341,997	336,108	5,889	333,393	8,604
Reynoldstown Senior Residences	169,601	172,704	(3,103)	170,635	(1,034)
Seven Courts	183,731	172,101	11,630	176,322	7,409
Sterling at Candler Village	1,215,732	1,070,004	145,728	1,030,679	185,053
Summerdale Commons II	516,755	307,080	209,675	446,863	69,892
Summit Trail	336,698	324,480	12,218	303,614	33,084
Tenth and Juniper (RAD)	883,162	898,176	(15,014)	871,018	12,144
The Remington	1,136,436	1,221,888	(85,452)	1,142,853	(6,417)
Veranda at Auburn Pointe	653,732	631,932	21,800	633,771	19,961
Veranda at Auburn Pointe II	886,962	862,692	24,270	861,649	25,313
Veranda at Auburn Pointe III	930,460	925,368	5,092	910,695	19,765
Veranda at Carver Senior	578,886	555,276	23,610	559,775	19,111
Veranda at CollegeTown	718,137	696,324	21,813	696,921	21,216
Veranda at Groveway	414,655	486,972	(72,317)	430,709	(16,054)
Veranda at Scholars Landing	758,233	731,748	26,485	734,681	23,552
Villages at Castleberry Hill I (RAD)	382,285	482,388	(100,103)	389,130	(6,845)
Villages at Castleberry Hill II (RAD)	340,632		340,632	-	340,632
Villas of H.O.P.E	320,538	225,264	95,274	282,556	37,982
Welcome House	156,458	163,344	(6,886)	157,212	(754)
Woodbridge at Parkway Village	732,651	738,024	(5,373)	724,865	7,786
Villages of East Lake (RAD)	450,580	1,353,636	(903,056)	889,088	(438,508)
HomeFlex Future	972,244	270,232	702,012	128,617	843,627
HomeFlex Rent Increase Contingency	1,086,171	180,000	906,171	70,000	1,016,171
Total HomeFlex Rental Assistance Payments	\$ 55,332,426	\$ 51,298,066	\$ 4,034,360	\$ 47,602,789	\$ 7,729,637

Schedule II.B
MIXED Communities Operating Subsidy for AH-Assisted Units
FY 2021 Budget

Community	FY 2021		FY 2020		FY 2021B		FY 2020		FY 2021B	
	Budget		Budget		Over (Under) FY 2020B		Forecast		Over (Under) FY 2020F	
Ashley Auburn Pointe I	\$	318,708	\$	310,716	\$	7,992	\$	310,395	\$	8,313
Ashley Auburn Pointe II		253,440		226,883		26,557		227,857		25,583
Ashley CollegeTown		356,695		260,412		96,283		250,951		105,744
Ashley CollegeTown II		466,961		441,324		25,637		438,673		28,288
Ashley Courts at Cascade I		368,909		349,200		19,709		349,923		18,986
Ashley Courts at Cascade II		205,441		193,068		12,373		191,842		13,599
Ashley Courts at Cascade III		175,239		156,252		18,987		155,660		19,579
Ashley Terrace at West End		95,418		82,116		13,302		74,531		20,887
Atrium at CollegeTown		568,656		447,780		120,876		650,175		(81,519)
Capitol Gateway I		344,831		303,444		41,387		301,811		43,020
Capitol Gateway II		208,146		113,292		94,854		103,483		104,663
Columbia Commons (RAD)		-		20,989		(20,989)		166,723		(166,723)
Columbia Creste (RAD)		173,544		84,924		88,620		254,765		(81,221)
Columbia Estates (RAD)		-		96,069		(96,069)		256,184		(256,184)
Columbia Grove (RAD)		92,788		46,392		46,396		136,999		(44,211)
Columbia Mechanicsville Apartments (RAD)		-		35,464		(35,464)		294,686		(294,686)
Columbia Park Citi (RAD)		-		71,970		(71,970)		291,627		(291,627)
Columbia Senior Residences at Mechanicsville (RAD)		-		68,037		(68,037)		190,698		(190,698)
Columbia Village (RAD)		82,082		345,576		(263,494)		187,788		(105,706)
Gardens at CollegeTown		183,360		183,360		-		180,087		3,273
Magnolia Park I		567,733		531,816		35,917		531,816		35,917
Magnolia Park II		523,538		513,684		9,854		513,684		9,854
Mechanicsville Crossing (RAD)		213,702		62,148		151,554		245,452		(31,750)
Mechanicsville Station (RAD)		171,321		44,924		126,397		176,080		(4,759)
Parkside at Mechanicsville VI (RAD)		-		42,086		(42,086)		168,346		(168,346)
Veranda at Auburn Pointe		163,804		153,588		10,216		153,675		10,129
Villages at Carver I		559,705		470,400		89,305		470,060		89,645
Villages at Carver II		118,507		95,928		22,579		95,178		23,329
Villages at Carver III		383,197		376,476		6,721		376,419		6,778
Villages at Carver V		272,992		244,992		28,000		246,557		26,435
Villages at Castleberry Hill I (RAD)		-		-		-		51,436		(51,436)
Villages at Castleberry Hill II		454,176		667,716		(213,540)		426,299		27,877
Villages of East Lake I (RAD)		-		172,788		(172,788)		307,886		(307,886)
Villages of East Lake II (RAD)		-		299,238		(299,238)		591,682		(591,682)
MIXED Communities Capital Reserve Contingency		100,000		100,000		(0)		50,000		50,000
MIXED Communities Operating Contingency		500,000		300,000		200,000		200,000		300,000
Total MIXED Communities Operating Subsidy	\$	7,922,893	\$	7,913,052	\$	9,841	\$	9,619,428	\$	(1,696,535)

Schedule III *

Operating Expense for AH-Owned Residential Communities & Other AH Properties FY 2021 Budget

	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	2020 Forecast	FY 2021B Over (Under) FY 2020F
AH-Owned Residential Communities					
Barge Road Highrise	\$ 1,061,175	\$ 1,037,393	\$ 23,782	\$ 1,076,792	\$ (15,617)
Cheshire Bridge Road Highrise	1,395,585	1,341,930	53,656	1,321,469	74,117
New Property #1	565,414	-	565,414	-	565,414
Cosby Spear Highrise	2,271,572	2,133,326	138,246	2,127,884	143,688
East Lake Highrise	1,026,012	1,043,175	(17,163)	986,209	39,803
Georgia Avenue Highrise	811,236	823,136	(11,900)	789,122	22,114
Hightower Manor Highrise	902,293	952,869	(50,576)	1,016,123	(113,830)
Marian Road Highrise	1,754,626	1,635,214	119,412	1,588,281	166,344
Marietta Road Highrise	-	397,177	(397,177)	647,272	(647,272)
Martin Street Plaza	709,437	661,581	47,856	667,707	41,731
Peachtree Road Highrise	1,724	573,733	(572,009)	914,468	(912,745)
New Property #2	268,800	-	268,800	-	268,800
Westminster	347,400	311,210	36,190	323,818	23,582
Total AH-Owned Residential Communities	11,115,274	10,910,743	204,531	11,459,144	(343,870)
Other AH Properties					
AH Headquarters Building	1,351,508	1,311,800	39,708	1,234,617	116,891
Zell Miller Center	208,982	192,961	16,021	157,107	51,874
Civic Center	718,800	507,286	211,514	971,008	(252,208)
PILOT and Other AH Land	1,524,925	908,801	616,124	808,622	716,303
Total Other AH Properties	3,804,214	2,920,848	883,366	3,171,354	632,861
Total	\$ 14,919,488	\$ 13,831,591	\$ 1,087,898	\$ 14,630,498	\$ 288,990

* 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 2021 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total YTD Budget
AH-Owned Residential Communities							
Barge Road Highrise	\$ 253,795	\$ 123,536	\$ 390,353	\$ 115,407	\$ 122,041	\$ 56,044	\$ 1,061,175
Cheshire Bridge Road Highrise	380,701	297,779	421,335	98,548	134,548	62,675	1,395,585
New Property #1	272,113	150,507	133,519			9,275	565,414
Cosby Spear Highrise	518,514	605,089	658,274	228,354	169,092	92,250	2,271,572
East Lake Highrise	246,481	217,477	322,251	94,257	94,180	51,366	1,026,012
Georgia Avenue Highrise	180,028	135,769	285,170	87,744	90,002	32,523	811,236
Hightower Manor Highrise	212,939	118,649	307,482	106,516	109,128	47,580	902,293
Marian Road Highrise	441,521	385,262	598,817	96,580	143,470	88,976	1,754,626
Marietta Road Highrise	-	-	-	-	-	-	-
Martin Street Plaza	116,598	245,414	211,933	71,495	40,459	23,539	709,437
Peachtree Road Highrise	-	-	-	-	1,724	-	1,724
New Property #2	97,600	29,000	60,000		66,000	16,200	268,800
Westminster	58,042	93,702	149,425	15,721	16,712	13,798	347,400
Total AH-Owned Residential Communities	2,778,333	2,402,182	3,538,558	914,621	987,356	494,224	11,115,274
Other AH Properties							
AH Headquarters Building	\$ 237,089	\$ 260,381	\$ 619,286	\$ 191,580	\$ -	\$ 43,172	\$ 1,351,508
Zell Miller Center	5,328	64,416	89,050	48,096	-	2,092	208,982
Civic Center	-	148,800	5,000	565,000	-	-	718,800
PILOT and Other AH Land	-	4,626	1,030,833	-	-	489,466	1,524,925
Total Other AH Properties	242,417	478,222	1,744,169	804,676	-	534,730	3,804,214
Total	\$ 3,020,750	\$ 2,880,404	\$ 5,282,727	\$ 1,719,297	\$ 987,356	\$ 1,028,954	\$ 14,919,488

* 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 2021 Budget

Description	FY 2021		FY 2021B		FY 2021B	
	Budget	Budget	Over (Under) FY 2020B	FY 2020 Forecast	Over (Under) FY 2020F	
AH-Owned Residential Communities						
Cheshire Bridge Road Highrise	\$ 189,200	\$ 544,700	\$ (355,500)	\$ 276,105	\$ (86,905)	
Cosby Spear Highrise	254,100	273,189	(19,089)	-	254,100	
East Lake Highrise	97,900	17,029	80,871	-	97,900	
Georgia Avenue Highrise	15,598	28,435	(12,837)	45,282	(29,684)	
Hightower Manor Highrise	86,900	-	86,900	-	86,900	
Marian Road Highrise	1,517,828	466,004	1,051,824	368,888	1,148,940	
Martin Street Plaza	80,300	125,400	(45,100)	41,800	38,500	
Westminster	215,050	370,480	(155,430)	135,747	79,303	
Total AH-Owned Residential Communities	2,456,876	1,825,237	631,639	867,822	1,589,054	
Zell Miller	\$ 129,000	\$ 125,000	\$ 4,000	\$ -	\$ 129,000	
AH Headquarters						
Technology Investments	\$ 760,000	\$ 585,000	\$ 175,000	\$ 491,613	\$ 268,387	
Vehicles	419,488	105,000	314,488	25,122	394,366	
Building Improvements and Equipment	3,144,200	467,000	2,677,200	-	3,144,200	
Total AH Headquarters	4,323,688	1,157,000	3,166,688	516,735	3,806,953	
Total	\$ 6,909,564	\$ 3,107,237	\$ 3,802,327	\$ 1,384,557	\$ 5,525,007	

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 2021 Budget

Description	Managed by	FY 2021 Budget	FY 2020 Budget	FY 2021B		FY 2020 Forecast	FY 2021B	
				Over (Under) FY 2020B			Over (Under) FY 2020F	
Human Development Support Professional Services	Human Development	\$ 1,971,553	\$ 1,344,572	\$ 626,981	\$ 1,106,027	\$ 865,526		
Supportive Services at Gardens at CollegeTown**	Real Estate Group	-	82,500	(82,500)	83,655	(83,655)		
Quality Living Services for Seniors**	Real Estate Group	-	7,000	(7,000)	7,000	(7,000)		
Community Relations - MTW funds	Governmental and External Affairs	116,000	67,000	49,000	51,915	64,085		
Community Relations - Non-federal funds	Governmental and External Affairs	32,500	24,500	8,000	23,570	8,930		
Corporate Match for AH Scholarship Fund - Non-federal funds	Governmental and External Affairs	20,000	20,000	-	20,000	-		
Total		\$ 2,140,053	\$ 1,545,572	\$ 594,481	\$ 1,292,167	\$ 847,886		

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

** These services will be managed by Human Development effective with FY 2021 Budget and are included in Human Development Support Professional Services.

Schedule VI
Operating Divisions *
FY 2020 Budget

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Housing Choice Voucher Program					
Housing Choice Administration	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847
Housing Choice Contact Center	1,211,212	-	1,211,212	-	1,211,212
Housing Services	2,947,967	4,829,926	(1,881,959)	4,713,156	(1,765,189)
Inspections Services	2,526,678	2,056,451	470,227	2,086,080	440,598
Total Housing Choice Voucher Program	8,461,999	8,147,091	314,908	7,975,531	486,468
Real Estate Group					
Real Estate Operations	759,831	687,197	72,634	522,830	237,000
Real Estate Asset & Property Management	2,637,925	1,991,162	646,763	1,738,747	899,178
Construction and Facilities Management	2,358,530	1,913,636	444,894	1,959,603	398,927
Real Estate Transactions Management & Capital Markets	1,370,402	1,104,920	265,481	928,261	442,141
Total Real Estate Group	7,126,687	5,696,914	1,429,773	5,149,441	1,977,246
Total Operating Divisions before Development-Related Expenses	15,588,686	13,844,005	1,744,681	13,124,972	2,463,714
Development-Related Operational Expenses**					
Real Estate Planning & Development	2,895,398	2,393,611	501,787	2,409,912	485,486
Choice Neighborhoods Administration	413,803	443,173	(29,369)	405,681	8,123
Total Development-Related Operational Expenses	3,309,201	2,836,783	472,418	2,815,592	493,609
Total Operating Divisions Expenses	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323

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

** Development-Related Operational Expenses to be funded with Program Income started only with FY 2021 Budget. Prior year expenses for these departments were funded with MTW funds.

Schedule VI.A

Operating Divisions Expense by Category

FY 2021 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services	Other*	Total
Housing Choice Voucher Program				
Housing Choice Administration	\$ 1,699,894	\$ 40,000	\$ 36,248	\$ 1,776,142
Housing Choice Contact Center	1,178,443	12,000	20,769	1,211,212
Housing Services	2,810,826	100,000	37,141	2,947,967
Inspections Services	2,458,084	15,000	53,594	2,526,678
Total Housing Choice Voucher Program	8,147,247	167,000	147,752	8,461,999
Real Estate Group				
Real Estate Operations	732,688	-	27,143	759,831
Real Estate Asset & Property Management	2,506,221	60,000	71,704	2,637,925
Construction and Facilities Management	2,058,228	29,000	271,302	2,358,530
Real Estate Transactions Management & Capital Markets	1,276,082	52,000	42,320	1,370,402
Total Real Estate Group	6,573,219	141,000	412,469	7,126,687
Total Operating Divisions before Development-Related Expenses	14,720,466	308,000	560,221	15,588,686
Development-Related Operational Expenses				
Real Estate Planning & Development	2,622,556	167,500	105,342	2,895,398
Choice Neighborhoods Administration	345,410	-	68,393	413,803
Total Development-Related Operational Expenses	2,967,967	167,500	173,735	3,309,201
Total Operating Divisions Expenses	\$ 17,688,432	\$ 475,500	\$ 733,955	\$ 18,897,887

* Other includes bank fees (Housing Services), vehicle maintenance and fuel (Inspections Services), meeting expense, staff training, travel and conferences, memberships, advertising, publications, department specific office supplies, and other miscellaneous expenses.

Schedule VII

Corporate Support Expense *

FY 2021 Budget

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Executive Office	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)
Office of Chief Operating Officer	1,091,833	1,003,180	88,653	2,214,562	(1,122,729)
Office of General Counsel	4,307,464	5,400,264	(1,092,801)	4,765,886	(458,422)
Corporate Finance	2,402,483	2,634,586	(232,103)	2,167,806	234,676
Information Technology	9,141,602	7,233,416	1,908,187	6,529,320	2,612,283
Records & Information Management	2,035,894	1,979,466	56,428	1,647,444	388,450
Strategy, Policy & Regulatory Affairs	3,053,097	2,878,461	174,637	2,248,115	804,982
Government, External Affairs and Human Development	2,335,830	2,076,995	258,836	2,083,330	252,500
Communications, Marketing and Public Engagement	1,471,206	1,032,995	438,211	1,071,100	400,105
Contracts and Procurement	1,985,026	1,730,532	254,494	1,648,091	336,935
Human Resources Operations	2,111,309	2,044,928	66,381	1,861,640	249,669
Activities Managed by Human Resources:					
Severance & Related Expenses	85,000	110,000	(25,000)	15,000	70,000
Agency-wide Temporary Services**	236,979	213,375	23,604	133,478	103,501
Professional Development & Training	383,500	-	383,500	-	383,500
Compensation Market Adjustments	500,000	500,000	-	-	500,000
Defined Benefit Pension Plan Termination Consulting	144,250	-	144,250	117,750	26,500
Defined Benefit Pension Plan Contribution	460,000	1,000,000	(540,000)	1,000,000	(540,000)
Total	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999

* 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 2021 Budget

Description	Salaries Benefits & Taxes	Consulting & Professional Services * (1)	Licenses & Hardware/ Software Expense*	Agency-wide Services and Expenses*	Other*	Total
Executive Office	\$ 480,612	\$ 60,000	\$ -	\$ -	\$ 151,453	\$ 692,065
Office of Chief Operating Officer	386,581	-	-	704,788	464	1,091,833
Office of General Counsel	2,328,948	1,893,888	-	-	84,628	4,307,464
Corporate Finance	2,134,789	234,000	-	-	33,694	2,402,483
Information Technology (Including RIM)	6,101,791	1,108,843	2,649,142	1,086,496	231,224	11,177,496
Strategy, Policy & Regulatory Affairs (Including PMO)	1,971,248	992,604	-	-	89,245	3,053,097
Government, External Affairs and Human Development (Including HDS)	2,261,584	-	-	-	74,246	2,335,830
Communications and Business Marketing	980,687	289,000	-	-	201,519	1,471,206
Contracts and Procurement	1,778,573	50,000	-	-	156,453	1,985,026
Human Resources Operations	1,175,663	532,396	-	323,000	80,250	2,111,309
Activities Managed by Human Resources:						
Severance & Related Expense	-	-	-	85,000	-	85,000
Professional Development & Training	-	-	-	383,500		383,500
Agency-wide Temporary Services	-	-	-	236,979	-	236,979
Compensation Market Adjustments	-	-	-	500,000	-	500,000
Defined Benefit Pension Plan Termination Consulting	-	-	-	144,250		144,250
Defined Benefit Pension Plan Contribution	-	-	-	460,000	-	460,000
Total	\$ 19,600,475	\$ 5,160,731	\$ 2,649,142	\$ 3,924,013	\$ 1,103,176	\$ 32,437,537

* 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 2021 Budget

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 12,747,846	\$ (12,747,846)	\$ 18,566,416	\$ (18,566,416)
Choice Neighborhoods Implementation Grant (CNIG)	8,749,771	13,544,029	(4,794,258)	7,200,949	1,548,822
Program Income and Other Funds	3,334,201	32,500	3,301,701	32,019	3,302,182
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,358,559	1,392,132	(33,573)	-	1,358,559
Development-related Income	4,632,358	6,076,502	(1,444,144)	8,592,010	(3,959,652)
CFP Funds used for Revitalization	27,169,253	-	27,169,253	3,100,000	24,069,253
MTW Funds used for Revitalization	97,478,554	96,354,121	1,124,432	14,201,463	83,277,091
Total Sources of Funds	\$ 142,722,696	\$ 130,147,130	\$ 12,575,566	\$ 51,692,857	\$ 91,029,839
Development and Revitalization Expenditures					
Demolition and Remediation	2,533,390	1,225,000	1,308,390	578,400	1,954,990
Property Acquisitions	44,093,355	8,453,000	35,640,355	5,408,000	38,685,355
Predevelopment Loans	7,174,574	7,079,627	94,947	1,310,450	5,864,124
Developer Loan Draws and other loans	43,342,002	57,225,711	(13,883,709)	20,735,607	22,606,395
Site Improvements	4,887,408	1,525,000	3,362,408	1,275,424	3,611,984
Extraordinary Sitework	-	5,000,000	(5,000,000)	50,000	(50,000)
Non Residential Structures	8,110,000	6,935,325	1,174,675	100,000	8,010,000
Homeownership Down Payment Assistance	3,794,800	4,838,400	(1,043,600)	5,086,867	(1,292,067)
Public Improvements	9,120,430	7,680,947	1,439,483	482,760	8,637,670
Consulting and Professional Services	5,367,502	8,138,619	(2,771,117)	2,493,191	2,874,311
Outside Legal Counsel	1,497,500	2,127,000	(629,500)	928,688	568,812
Administrative Staffing	1,069,302	1,087,147	(17,845)	962,539	106,763
Meeting Expense	30,000	23,200	6,800	29,030	970
Community Outreach	155,100	46,000	109,100	28,569	126,531
Modular Office Expenses	141,424	137,404	4,020	196,630	(55,206)
Urban Farming	-	35,000	(35,000)	-	-
Owner Occupied Rehabs	650,000	5,690,000	(5,040,000)	466,791	183,209
Relocation Expense	400,000	30,000	370,000	54,084	345,916
EPC Capital Lease Repayment	2,300,000	3,352,602	(1,052,602)	-	2,300,000
Development-related Operational Expenses	3,309,201	2,836,783	472,418	2,815,592	493,609
Micro-Grants and Cash Donations	90,000	580,500	(490,500)	80,000	10,000
Other Expenses	24,350	23,364	986	18,226	6,124
Total Development and Revitalization Expenditures	\$ 138,090,338	\$ 124,070,628	\$ 14,019,710	\$ 43,100,847	\$ 94,989,491
Excess of Sources over Development and Revitalization Expenditures	\$ 4,632,358	\$ 6,076,502	\$ (1,444,144)	\$ 8,592,010	\$ (3,959,652)

Schedule VIII.A
Development and Revitalization by Major Program
FY 2021 Budget

	Co-investment and New Initiatives		Choice Neighborhoods	RAD Revitalization**	Site Acquisitions and Development***		Other Development****	Total Budget
Sources of Funds								
Choice Neighborhoods Implementation Grant (CNIG)	\$	-	\$ 8,749,771	\$ -	\$ -	\$ -	\$ -	\$ 8,749,771
Program Income and Other Funds		-	438,803	-	-	-	2,895,398	3,334,201
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies		-	-	-	-	-	1,358,559	1,358,559
CFP Funds used for Revitalization		-	16,456,253	-	10,713,000	-	-	27,169,253
MTW Funds used for Revitalization		17,020,200	3,686,115	12,465,028	51,445,982	12,861,229	-	97,478,554
Total Sources of Funds	\$	17,020,200	\$ 29,330,942	\$ 12,465,028	\$ 62,158,982	\$ 17,115,186	\$ -	\$ 138,090,338
Development and Revitalization Expenditures								
Demolition and Remediation*		60,000	125,000	5,000	15,390	2,328,000	-	2,533,390
Property Acquisitions		8,675,000	300,000	-	35,118,355	-	-	44,093,355
Predevelopment Loans		1,275,000	1,039,874	550,000	3,730,450	579,250	-	7,174,574
Developer Loan Draws and other loans		6,250,000	12,999,742	9,290,028	11,869,987	2,932,245	-	43,342,002
Site Improvements		-	2,401,774	-	1,450,300	1,035,334	-	4,887,408
Non Residential Structures		-	8,040,000	-	70,000	-	-	8,110,000
Homeownership Down Payment Assistance		-	-	-	-	3,794,800	-	3,794,800
Public Improvements		-	456,871	-	7,305,000	1,358,559	-	9,120,430
Consulting and Professional Services*		215,200	1,486,302	-	1,825,000	1,841,000	-	5,367,502
Outside Legal Counsel*		530,000	60,000	320,000	317,500	270,000	-	1,497,500
Administrative Staffing		-	1,069,302	-	-	-	-	1,069,302
Meeting Expense		-	30,000	-	-	-	-	30,000
Community Outreach		15,000	2,500	-	57,000	80,600	-	155,100
Modular Office Expenses		-	141,424	-	-	-	-	141,424
Owner Occupied Rehabs		-	650,000	-	-	-	-	650,000
Relocation Expense		-	-	-	400,000	-	-	400,000
EPC Capital Lease Repayment		-	-	2,300,000	-	-	-	2,300,000
Other Development-related Operational Expenses		-	413,803	-	-	2,895,398	-	3,309,201
Micro-Grants and Cash Donations		-	90,000	-	-	-	-	90,000
Other Expenses*		-	24,350	-	-	-	-	24,350
Total Development and Revitalization Expenditures	\$	17,020,200	\$ 29,330,942	\$ 12,465,028	\$ 62,158,982	\$ 17,115,186	\$ -	\$ 138,090,338

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

** 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 2021 Budget

Description	Barge Road Highrise	Columbia Portfolio	Hightower Manor Highrise	Villages at Castleberry Hill II	Total Budget
Sources of Funds					
MTW Funds Used for Revitalization	\$ 5,655,000	\$ 450,028	\$ 4,605,000	\$ 1,755,000	\$ 12,465,028
Total Sources of Funds	\$ 5,655,000	\$ 450,028	\$ 4,605,000	\$ 1,755,000	\$ 12,465,028
Development and Revitalization Expenditures					
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
Predevelopment Loans	275,000	-	275,000	-	550,000
Developer Loan Draws and other loans	4,000,000	290,028	3,250,000	1,750,000	9,290,028
Outside Legal Counsel	80,000	160,000	80,000	-	320,000
EPC Capital Lease Repayment	1,300,000	-	1,000,000	-	2,300,000
Total Development and Revitalization Expenditures	\$ 5,655,000	\$ 450,028	\$ 4,605,000	\$ 1,755,000	\$ 12,465,028

Schedule VIII.A.2
Site Acquisitions and Development
FY 2021 Budget

Description	Chosewood Park I & II	Property Acquisition #1	Englewood Manor	Heritage Village at West Lake	Herndon Homes	London Townhomes	Property Acquisition #2	Total Budget
Sources of Funds								
CFP Funds Used for Revitalization	\$ 3,408,000	\$ -	\$ 7,305,000	\$ -	\$ -	\$ -	\$ -	\$ 10,713,000
MTW Funds Used for Revitalization	3,184,500	22,167,800	2,843,700	7,665,745	9,044,569	1,985,868	4,553,800	51,445,982
Total Sources of Funds	\$ 6,592,500	\$ 22,167,800	\$ 10,148,700	\$ 7,665,745	\$ 9,044,569	\$ 1,985,868	\$ 4,553,800	\$ 62,158,982
Development and Revitalization Expenditures								
Demolition and Remediation	\$ -	\$ -	\$ 7,500	\$ 2,890	\$ 5,000	\$ -	\$ -	\$ 15,390
Property Acquisitions	6,545,000	20,000,000	-	4,573,355	-	-	4,000,000	35,118,355
Predevelopment Loans	-	-	1,662,000	412,950	1,655,500	-	-	3,730,450
Developer Loan Draws and other loans	-	-	-	2,662,950	7,223,169	1,983,868	-	11,869,987
Site Improvements	-	991,500	-	-	-	-	458,800	1,450,300
Non Residential Structures	-	70,000	-	-	-	-	-	70,000
Public Improvements	-	-	7,305,000	-	-	-	-	7,305,000
Consulting and Professional Services	5,000	656,300	1,069,200	13,600	25,900	-	55,000	1,825,000
Outside Legal Counsel	42,500	50,000	85,000	-	120,000	-	20,000	317,500
Community Outreach	-	-	20,000	-	15,000	2,000	20,000	57,000
Relocation Expense	-	400,000	-	-	-	-	-	400,000
Total Development and Revitalization Expenditures	\$ 6,592,500	\$ 22,167,800	\$ 10,148,700	\$ 7,665,745	\$ 9,044,569	\$ 1,985,868	\$ 4,553,800	\$ 62,158,982

Schedule VIII.A.3
Other Development Activities
FY 2021 Budget

Description	Centennial Place	Civic Center	Magnolia Perimeter	West Highlands	Other Development	Total Budget
Sources of Funds						
Program Income and Other Funds	\$ -	\$ -	\$ -	\$ -	\$ 2,895,398	\$ 2,895,398
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,358,559	-	-	-	-	1,358,559
MTW Funds Used for Revitalization	-	1,333,400	3,659,895	1,035,334	6,832,600	12,861,229
Total Sources of Funds	\$ 1,358,559	\$ 1,333,400	\$ 3,659,895	\$ 1,035,334	\$ 9,727,998	\$ 17,115,186
Development and Revitalization Expenditures						
Demolition and Remediation	-	750,000	380,000	-	1,198,000	2,328,000
Predevelopment Loans	-	-	179,250	-	400,000	579,250
Developer Loan Draws and other loans	-	-	2,932,245	-	-	2,932,245
Site Improvements	-	-	-	1,035,334	-	1,035,334
Homeownership Down Payment Assistance	-	-	-	-	3,794,800	3,794,800
Public Improvements	1,358,559	-	-	-	-	1,358,559
Consulting and Professional Services	-	553,400	68,400	-	1,219,200	1,841,000
Outside Legal Counsel	-	30,000	80,000	-	160,000	270,000
Community Outreach	-	-	20,000	-	60,600	80,600
Development-related Operational Expenses	-	-	-	-	2,895,398	2,895,398
Total Development and Revitalization Expenditures	\$ 1,358,559	\$ 1,333,400	\$ 3,659,895	\$ 1,035,334	\$ 9,727,998	\$ 17,115,186

Schedule VIII.B
Development and Revitalization Expenditures by Funding Program
FY 2021 Budget

Description	Capital Fund Program (CFP)	Choice Neighborhoods	Program Income and Other Funds	Public Improvement and Other City Funds	Moving to Work (MTW)	Total Budget
Demolition and Remediation	\$ -	\$ -	\$ -	\$ -	\$ 2,533,390	\$ 2,533,390
Property Acquisitions	3,408,000	300,000	-	-	40,385,355	44,093,355
Predevelopment Loans	-	-	-	-	7,174,574	7,174,574
Developer Loan Draws and other loans	5,655,608	7,344,134	-	-	30,342,260	43,342,002
Site Improvements	2,343,774	58,000	-	-	2,485,634	4,887,408
Non Residential Structures	8,000,000	-	-	-	110,000	8,110,000
Homeownership Down Payment Assistance	-	-	-	-	3,794,800	3,794,800
Public Improvements	7,761,871	-	-	1,358,559	-	9,120,430
Consulting and Professional Services	-	418,716	-	-	4,948,786	5,367,502
Outside Legal Counsel	-	-	-	-	1,497,500	1,497,500
Administrative Staffing	-	257,236	-	-	812,066	1,069,302
Meeting Expense	-	-	5,000	-	25,000	30,000
Community Outreach	-	-	-	-	155,100	155,100
Modular Office Expenses	-	59,185	-	-	82,239	141,424
Owner Occupied Rehabs	-	300,000	-	-	350,000	650,000
Relocation Expense	-	-	-	-	400,000	400,000
EPC Capital Lease Repayment	-	-	-	-	2,300,000	2,300,000
Development-related Operational Expenses	-	-	3,309,201	-	-	3,309,201
Micro-Grants and Cash Donations	-	-	20,000	-	70,000	90,000
Other Expenses	-	12,500	-	-	11,850	24,350
Total Development and Revitalization Expenditures	\$ 27,169,253	\$ 8,749,771	\$ 3,334,201	\$ 1,358,559	\$ 97,478,554	\$ 138,090,338

Schedule VIII.C

Development and Revitalization - Choice Neighborhoods

FY 2021 Budget

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2021F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 570,000	\$ (570,000)	\$ 1,451,295	\$ (1,451,295)
Choice Neighborhoods Implementation Grant (CNIG)	8,749,771	13,544,029	(4,794,258)	7,200,949	1,548,822
Program Income and Other Funds	438,803	475,673	(36,869)	433,681	5,123
CFP Funds used for Revitalization	16,456,253	-	16,456,253	-	16,456,253
MTW Funds used for Revitalization	3,686,115	10,820,669	(7,134,555)	1,758,438	1,927,676
Total Sources of Funds	\$ 29,330,942	\$ 25,410,371	\$ 3,920,571	\$ 10,844,363	\$ 18,486,579
Development and Revitalization Expenditures					
Demolition and Remediation	\$ 125,000	\$ 75,000	\$ 50,000	\$ 132,088	\$ (7,088)
Property Acquisitions	300,000	225,000	75,000	250,000	50,000
Predevelopment Loans	1,039,874	840,000	199,874	450,000	589,874
Developer Loan Draws and other loans	12,999,742	11,242,815	1,756,927	5,757,245	7,242,497
Site Improvements	2,401,774	750,000	1,651,774	694,174	1,707,600
Non Residential Structures	8,040,000	6,935,325	1,104,675	-	8,040,000
Public Improvements	456,871	710,000	(253,129)	321,241	135,630
Consulting and Professional Services	1,486,302	2,059,444	(573,142)	1,016,226	470,076
Outside Legal Counsel	60,000	63,000	(3,000)	15,113	44,888
Administrative Staffing	1,069,302	1,087,147	(17,845)	962,539	106,763
Meeting Expense	30,000	23,200	6,800	22,369	7,631
Community Outreach	2,500	-	2,500	2,226	274
Modular Office Expenses	141,424	137,404	4,020	196,630	(55,206)
Urban Farming	-	35,000	(35,000)	-	-
Owner Occupied Rehabs	650,000	650,000	(0)	466,791	183,209
Relocation Expense	-	30,000	(30,000)	54,084	(54,084)
Development-related Operational Expenses	413,803	443,173	(29,369)	405,681	8,123
Micro-Grants and Cash Donations	90,000	80,500	9,500	80,000	10,000
Other Expenses	24,350	23,364	986	17,958	6,392
Total Development and Revitalization Expenditures	\$ 29,330,942	\$ 25,410,371	\$ 3,920,571	\$ 10,844,363	\$ 18,486,579

Schedule VIII.D

Development and Revitalization - Funding by Project/Property FY 2021 Budget

Funding Sources	Capital Fund Program	MTW	Choice Neighborhoods	City Funds	Program Income	Non Federal	Grand Total
<u>Project/Property</u>							
Choice Neighborhoods	\$ 16,456,253	\$ 3,686,115	\$ 8,749,771	\$ -	\$ 394,053	\$ 44,750	\$ 29,330,942
New Property Acquisition #1	-	22,167,800	-	-	-	-	22,167,800
Englewood Manor	7,305,000	2,843,700	-	-	-	-	10,148,700
Co-Investment	-	10,592,000	-	-	-	-	10,592,000
Herndon Homes	-	9,044,569	-	-	-	-	9,044,569
Heritage Village at West Lake	-	7,665,745	-	-	-	-	7,665,745
Barge Road (RAD)	-	5,655,000	-	-	-	-	5,655,000
Hightower Manor (RAD)	-	4,605,000	-	-	-	-	4,605,000
New Property Acquisition #2	-	4,553,800	-	-	-	-	4,553,800
Madison at Reynoldstown - Co-Invest	-	3,418,400	-	-	-	-	3,418,400
Chosewood Park I & II	3,408,000	3,184,500	-	-	-	-	6,592,500
Harmony at Bakers Ferry- Co-Invest	-	3,009,800	-	-	-	-	3,009,800
London Townhomes	-	1,985,868	-	-	-	-	1,985,868
Castleberry Hill II (RAD)	-	1,755,000	-	-	-	-	1,755,000
City Place Westside - Magnolia	-	1,504,000	-	-	-	-	1,504,000
Centennial Place	-	-	-	1,358,559	-	-	1,358,559
Civic Center	-	1,333,400	-	-	-	-	1,333,400
Bowen Homes - Other	-	1,288,600	-	-	-	-	1,288,600
Quest Westside - Magnolia	-	1,157,250	-	-	-	-	1,157,250
West Highlands	-	1,035,334	-	-	-	-	1,035,334
Magnolia Perimeter	-	880,245	-	-	-	-	880,245
Johnson Rd/Quarry Park - Other	-	680,500	-	-	-	-	680,500
Mechanicsville Homeownership	-	492,400	-	-	-	-	492,400
Columbia Properties (RAD)	-	450,028	-	-	-	-	450,028
Bankhead Courts - Other	-	180,000	-	-	-	-	180,000
Palmer House - Other	-	130,900	-	-	-	-	130,900
Forrest Cove - Magnolia	-	118,400	-	-	-	-	118,400
North Avenue - Other	-	115,500	-	-	-	-	115,500
Thomasville Heights - Other	-	75,900	-	-	-	-	75,900
Hollywood Courts - Other	-	73,400	-	-	-	-	73,400
Other	-	3,795,400	-	-	2,856,504	38,894	6,690,798
Grand Total	\$ 27,169,253	\$ 97,478,554	\$ 8,749,771	\$ 1,358,559	\$ 3,250,557	\$ 83,644	\$ 138,090,338

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 2021 Budget Support for Schedule IV

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

Department/Description	FY 2021 Budget
Capital Expenditures for AH-Owned Residential Communities	
Cheshire Bridge Road Highrise	
Erosion Control, Drainage, Covered Patio & Patio Furniture	\$ 132,000
Elevator Improvements - Door Operator Equipment & Entrance Seals	34,100
Replace Maintenance Shop Flooring	8,800
Replace 5 Outside Water Gate Valves	8,250
Paint Elevator Doors	6,050
Total Cheshire Bridge Highrise	\$ 189,200
Cosby Spear Highrise	
Access Control Upgrade	\$ 137,500
Asphalt driveways and parking lot repairs	49,500
Furniture Upholstery	39,600
Range Hood Fire Stop Replacement	16,500
Exterior Building Testing	11,000
Total Cosby Spear Highrise	\$ 254,100
East Lake Highrise	
Access Control Upgrade	\$ 52,800
Furniture Upholstery	19,800
Plumbing Repairs	16,500
Range Hood Fire Stop Replacement	8,800
Total East Lake Highrise	\$ 97,900
Georgia Avenue Highrise	
Replacement of aged fire system communicators for smoke detectors	\$ 8,305
Replacement of aged linking smoke/carbon monoxide detectors in residential units	7,293
Total Georgia Avenue Highrise	\$ 15,598
Hightower Manor	
Storm Water Detention Repair	\$ 55,000
Stair Well Pressurization	24,200
Range Hood Fire Stop Replacement	7,700
Total Hightower Manor	\$ 86,900
Marian Road Highrise	
Chiller Replacement	\$ 1,317,628
Concrete rear patio, 3rd floor patio & walkways	110,000
Window Seal Replacement	44,000
Elevator Improvements - Door Operator Equipment	22,000
Install junction boxes on garbage disposals	17,600
Exhaust fans in laundry room	6,600
Total Marian Road Highrise	\$ 1,517,828

FY 2021 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 2021 Budget
Martin Street Plaza	
HVAC units & sewer repair allowance	\$ 44,000
Asphalt repairs and maintenance (Entire Property)	19,800
Breaker box upgrade	16,500
Total Martin Street Plaza	\$ 80,300
Westminster	
Foundation repairs - Buildings A - D	\$ 93,500
Replacement of 32 exterior front doors	79,200
Replace playground	26,400
Replace 16 breakers in breaker box	9,350
Sewer line upgrades/repairs	6,600
Total Westminster	\$ 215,050
Total Capital Expenditures for AH-Owned Residential Communities	\$ 2,456,876
Capital Expenditures for Zell Miller	
Install perimeter fencing	\$ 100,000
Upgrade security cameras	13,000
Resurface parking lot/restripe	8,000
Install workstations	5,000
Install light pole	3,000
Total Capital Expenditures for Zell Miller	\$ 129,000
Capital Expenditures for AH Headquarters	
Technology Investments	
Document Management System	\$ 260,000
Security and Server hardware (5)	225,000
Local backup system	100,000
V7000 Storage Expansion	90,000
Contingency hardware	60,000
Contingency software	25,000
Total Technology Investments	\$ 760,000
Vehicles	
Vehicle replacement	\$ 419,488
Total Vehicles	\$ 419,488

**FY 2021 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 2021 Budget
Building Improvements and Equipment	
Furniture and installation	\$ 710,000
Flooring Installation	700,000
Drywall modification	400,000
Restroom modification	400,000
Aesthetic refresh	300,000
Install automatic doors & modify entrance for ADA compliance at main entrance	125,000
Upgrade key system	100,000
LED lighting conversion	95,500
Building recommissioning	95,500
Integrate lighting into building automation system	65,000
Gym build-out	55,000
Security camera upgrade	30,000
Security system upgrade/emergency notification system	25,000
Landscaping modernization to increase visibility/enhance security at front entrance	20,000
Replace condenser water pump	16,200
Install UV air purification system	7,000
Total Building Improvements and Equipment	\$ 3,144,200
Total Capital Expenditures for AH Headquarters	\$ 4,323,688
Total Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	\$ 6,909,564

**FY 2021 Budget
Support for Schedule V**

Details for Human Development, Supportive Housing Services and Community Relations

Department/Description	FY 2021 Budget
Human Development Support Professional Services	
Youth Related Activities	\$ 435,000
Active Living Services for Seniors and Disabled Adults	350,000
Job Training and Related Services	310,000
Quality Living Services for Seniors	298,896
Resident Training Program	237,316
Mental and Behavioral Health	187,341
Service Valuation and Outcomes Monitoring	100,000
Therapeutic Services	20,000
Financial Literacy	15,000
Transportation Assistance	10,000
Section 3 Resident Training Program	5,000
Furniture Bank Assistance	3,000
Total Human Development Support Professional Services	\$ 1,971,553
Community Relations - MTW funds	
Senior Appreciation Day	\$ 50,000
AH Building Blocks	40,000
Senior's Farmer Market	8,000
Mayor's Forever Young Ball	7,500
Atlanta Senior's Day	5,000
Other Quality Living Services	5,000
Senior Wellness & Resource Fair	500
Total Community Relations - MTW funds	\$ 116,000
Community Relations - Non-federal funds	
Mayor's Masked Ball	\$ 12,500
Book Rich Environments Program	5,000
ACSA Scholars	3,500
AH "Cares" related services	3,500
Corporate Match related expenses	3,000
Senior's Connection Prom	2,000
Livable Buckhead	1,500
Other Quality Living Services	1,500
Total Community Relations - Non-federal funds	\$ 32,500
Corporate Match for AH Scholarship Fund - Non-federal funds	\$ 20,000
Total Human Development, Supportive Housing Services and Community Relations	\$ 2,140,053

FY 2021 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY 2021 Budget
Housing Choice Voucher Program		
Housing Choice Administration		
Inquiries, Inc.	Criminal Background screening	\$ 40,000
	Total Housing Choice Administration	\$ 40,000
Housing Choice Contact Center		
<i>Vendor to be determined</i>	Interpreting services	\$ 12,000
	Total Housing Choice Contact Center	\$ 12,000
Housing Services		
TALX Corporation	Employment verification for participants	\$ 100,000
	Total Housing Services	\$ 100,000
Inspections Services		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	\$ 15,000
	Total Inspections Services	\$ 15,000
	Total Housing Choice Voucher Program	\$ 167,000
Real Estate Group		
Real Estate Asset & Property Management		
CSG Associates	RAD Advisory services	\$ 60,000
	Total Real Estate Asset & Property Management	\$ 60,000
Real Estate Construction and Facilities Management		
<i>Vendor to be determined</i>	HUD Inspection consulting services/REAC Inspections	\$ 15,000
KBL Enterprises, LLC	REAC consulting services	14,000
	Total Real Estate Construction and Facilities Management	\$ 29,000
Real Estate Transactions Management & Capital Markets		
The Mahone Group	Contractors	\$ 52,000
	Total Real Estate Transactions Management & Capital Markets	\$ 52,000
	Total Real Estate Group	\$ 141,000
	Total Operating Divisions before Development-Related Expenses	\$ 308,000
Development-Related Operational Expenses		
Real Estate Planning & Development		
<i>Vendor to be determined</i>	Grant Writing consulting services	\$ 100,000
<i>Vendor to be determined</i>	Contractors	67,500
	Total Development-Related Operational Expenses	\$ 167,500
	Total Operating Divisions Expenses - Consulting & Professional Services	\$ 475,500

**FY 2021 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Department/Description	FY 2021 Budget
Housing Choice Voucher Program	
Housing Choice Administration	
Staff Training	\$ 27,240
Travel and Conferences	6,099
Publications	1,400
Membership Dues	1,309
Office Supplies - Department Specific*	200
Total Housing Choice Administration	\$ 36,248
Housing Choice Contact Center	
Emergency Assistance	\$ 10,000
Staff Training	5,300
Travel and Conferences	3,550
Meeting Expense	1,000
Uniforms	500
Membership Dues	419
Total Housing Choice Contact Center	\$ 20,769
Housing Services	
Staff Training	\$ 22,700
Travel and Conferences	12,891
Uniforms	500
Meeting Expense	500
Office Supplies - Department Specific*	350
Membership Dues	200
Total Housing Services	\$ 37,141
Inspections Services	
Staff Training	\$ 20,750
Tools and Equipment	9,871
Uniforms	8,500
Membership Dues	7,273
Other Miscellaneous Administrative Expenses	3,250
Office Supplies - Department Specific*	2,500
Meeting Expense	1,450
Total Inspections Services	\$ 53,594
Total Housing Choice Voucher Program	\$ 147,752

**FY 2021 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY 2021 Budget
Real Estate Group	
Real Estate Operations	
Travel and Conferences	\$ 8,700
Staff Training	8,290
Meeting Expense	7,000
Membership Dues	2,324
Uniforms	500
Office Supplies - Department Specific*	200
Publications	129
	<hr/>
Total Real Estate Operations	\$ 27,143
Real Estate Asset & Property Management	
Travel and Conferences	\$ 38,500
Staff Training	21,644
Meeting Expense	6,120
Membership Dues	3,060
Uniforms	1,680
Publications	300
Marketing	200
Office Supplies - Department Specific*	200
	<hr/>
Total Real Estate Asset & Property Management	\$ 71,704
Real Estate Construction and Facilities Management	
Vehicle Maintenance and Fuel	\$ 123,000
Vehicle Lease Expense	60,000
Travel and Conferences	45,523
Staff Training	25,664
Publications	400
Office Supplies - Department Specific*	3,500
Uniforms	3,500
Janitorial Cleaning	5,000
Meeting Expense	1,200
Membership Dues	3,515
	<hr/>
Total Real Estate Construction and Facilities Management	\$ 271,302

**FY 2021 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY 2021 Budget
Real Estate Transactions Management & Capital Markets	
Travel and Conferences	\$ 25,500
Staff Training	6,500
Membership Dues	4,500
Meeting Expense	2,500
Marketing effort support - Homeownership	1,500
Uniforms	720
Office Supplies - Department Specific*	600
Publications	500
Total Real Estate Transactions Management & Capital Markets	\$ 42,320
Total Real Estate Group	\$ 412,469
Total Operating Divisions before Development-Related Expenses	\$ 560,221
Development-Related Operational Expenses	
Real Estate Planning & Development	
Staff Training	\$ 41,434
Travel and Conferences	32,733
Membership Dues	12,481
Meeting Expense	9,000
Other Miscellaneous Administrative Expenses (NHC)	4,750
Uniforms	3,200
Office Supplies - Department Specific*	1,000
Publications	744
Total Real Estate Planning & Development	\$ 105,342
Choice Neighborhoods Administration	
Travel and Conferences	\$ 39,300
Staff Training	19,500
Membership Dues	5,743
Other Miscellaneous Administrative Expenses (auto insurance & vehicle maintenance and fuel)	3,000
Uniforms	850
Total Choice Neighborhoods Administration	\$ 68,393
Total Development-Related Operational Expenses	\$ 173,735
Total Operating Divisions Expenses - Other	\$ 733,955

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

FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY 2021 Budget
Executive Office		
David Horne, LLC	Government relations consulting	\$ 60,000
	Total Executive Office	\$ 60,000
Office of General Counsel	Outside Legal Services	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	\$ 825,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Other General Legal Services	500,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Real Estate related costs and other issues that are not covered at Closings	200,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Employment Law/Ethics Advice	55,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	HUD Issues	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Corporate Governance Issues	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Information Technology	30,000
Swift, Currie, McGhee & Hiers, LLP	Pension Termination	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Fair Housing	15,000
		1,750,000
	Other Professional Services	
<i>Vendor to be determined</i>	Other legal consulting services	90,668
Action Staffing	Contractors	53,220
	Total Office of General Counsel	\$ 1,893,888
Corporate Finance		
Cohn Reznick, LLP	Annual Audit fees	\$ 164,000
<i>Vendor to be determined</i>	Other consulting services - loan monitoring system	30,000
Cohn Reznick, LLP	Non-Profit Entity tax preparation services	21,000
Thomson Reuters, Inc.	IRS 1099 support	12,000
Readable Ink	CAFR support editing services	7,000
	Total Corporate Finance	\$ 234,000
Information Technology (Including RIM)		
<i>Vendor to be determined</i>	Enterprise Information Management (EIM) services	\$ 650,000
<i>Vendor to be determined</i>	Breach security consulting services	100,000
CVR Associates, Inc.	Landlord Portal and QCMS Compliance services	77,000
Corus360	Disaster Recovery services	71,250
<i>Vendor to be determined</i>	Test Complete - QA Testing automation implementation and training	45,000
CaseWorthy, Inc.	Human services case management services	42,980
<i>Vendor to be determined</i>	Cisco network access control installation services	40,000
Double Up Digital	User friendly web design and development services	30,000
Driven Technologies	Manage IT security and compliance services	26,861
DiRad Technologies	Interactive Voice Response solution	25,752
	Total Information Technology (Including RIM)	\$ 1,108,843

FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Continued from Previous Page

Department/Vendor	Description	FY 2021 Budget
Strategy, Policy & Regulatory Affairs (Including PMO)		
<i>Vendor to be determined</i>	Business continuity planning services	\$ 387,792
<i>Vendor to be determined</i>	Business process assessment and implementation plan	359,812
<i>Vendor to be determined</i>	Green Communities advisory services	200,000
<i>Vendor to be determined</i>	Economic impact study	45,000
	Total Strategy, Policy & Regulatory Affairs (Including PMO)	\$ 992,604
Communications and Business Marketing		
Dickerson Communications	Media consulting	\$ 174,000
Parlay Marketing Partners	Public Relations and Marketing strategy services	90,000
<i>Vendor to be determined</i>	Freelance videography services	25,000
	Total Communications and Business Marketing	\$ 289,000
Contracts and Procurement		
<i>Vendor to be determined</i>	Disparity Study recommendations services	\$ 25,000
SciQuest, Inc.	Jaggaer optimization services	25,000
	Total Contracts and Procurement	\$ 50,000
Human Resources Operations		
One Source Virtual HR, Inc.	Payroll and benefits outsourced and supplement services	\$ 156,000
<i>Vendor to be determined</i>	Benefits Broker	100,000
Dr. Joy dba Carver & Associates	Organizational Climate and Culture assessment services	90,000
Wells Fargo Bank, NA	401(a)/457(b) deferred compensation plan administration	80,000
Deloitte Services LP	Compensation study and review services	26,000
<i>Vendor to be determined</i>	Conflict of Ethics program reporting services	20,000
AON Investment Consulting, Inc./Massachusetts Mutual Life Insurance	Employee Handbook update services	20,000
<i>Vendor to be determined</i>	Salary Survey Reports	15,000
<i>Vendor to be determined</i>	Employee Confidentiality Hotline services	15,000
<i>Vendor to be determined</i>	Employment Background screening	10,000
<i>Vendor to be determined</i>	Other professional services	396
	Total Human Resources Operations	\$ 532,396
Total Corporate Support Expense - Consulting & Professional Services		\$ 5,160,731

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

FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Licenses & Hardware/Software Expense"

		Description	FY 2021 Budget
Information Technology			
Software Maintenance Contracts & Licenses			
Yardi Systems	Yardi Voyager and Payscan (ERP System) and Housing Cafe PHA Portals	\$	454,698
Dell Marketing	Microsoft Enterprise software maintenance for servers and all users		178,643
<i>Vendor to be determined</i>	Compliance Monitoring Software		125,000
Contingency Requests	Contingency Requests		100,000
<i>Vendor to be determined</i>	Learning Management Software System		100,000
Workday Inc.	Workday Software Maintenance for Human Resources Employee Mgmt.		80,011
Intellispring Technologies	Cisco hardware, software and tech support for wireless LAN controller, firewalls		78,136
SciQuest	Maintenance for Requisition, Purchasing and Contract Management		77,097
Samange USA (formerly ServiceNow)	Maintenance for IT Service Desk Ticket Management		75,000
Carousel Industries	Knoahsoft, Harmony & Teleopti - call recording applications, and quality monitoring		72,658
IBM	IBM Hardware Maintenance		70,000
Lenovo Inc.	Lenovo Hardware Maintenance		70,000
CDWG	VMWare License Maintenance for Virtual Server/Desktop Hosts		66,829
CVR Associates	Landlord Portal/File Audit Management Tool (asked Symrah for cost and expiration)		56,000
Intellispring Technologies	Cisco SMART net premium		51,000
<i>Vendor to be determined</i>	AH Website Redesign		50,000
Fleet & Key Mgmt. Software	Software to monitor overall fleet activities, find cost saving opportunities		50,000
Zasio Enterprises	Versatile Software Maintenance for Offsite Document Storage Management		45,000
CDWG	Cisco Network Access Control		35,000
CoStar Realty	Real Estate software		32,433
Computer Services Corp - TriBridge Holdings	Prophix Budget & Forecasting Software License Fees plus Phoenix support		32,219
SHI International	Smart Sheets		24,750
Bang The Table	Community engagement software		19,800
DLT Solutions	Solarwinds - storage, performance, application, monitoring maintenance		18,312
Dell Marketing	Knowledge Lake Software Maintenance for SharePoint and Advanced Share		15,762
CDWG	Citrix ShareFile		15,000
Driven Technologies	Mimecast S1, Add On-Secure Messaging, LCS-Gold		15,000
CDWG	McAfee Gold Software Support Annual Anti-Virus		14,876
Dell Marketing	VLA Adobe E-Sign to support CVR Associates landlord mgmt. system		14,154
SHI International	DUO Security - two factor security authentication software		14,000
CDWG	Sharefile service unlimited		13,200
CDWG	Symantec DLP Solution software for network storage and security		13,000
Presidio	Software Maintenance for Fraud Prevention and Detection		13,000
Argus Software, Inc. Developer	Real Estate Deal Analysis		12,300
Emerald Data Solutions	Board Docs Pro services		12,000
SHI International	Zoom web and teleconferencing		12,000
Telematics & GPS Fleet Tracking	Improves fleet efficiency, gas consumption, and vehicle diagnostics		12,000
Dot Net Factory	Empower ID Maint for Identity Mgmt. and Password Resets for Employees		10,000

FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Licenses & Hardware/Software Expense"

Continued from Previous Page

Department/Vendor	Description	FY 2021 Budget
<i>Vendor to be determined</i>	Account management/auditing software	10,000
<i>Vendor to be determined</i>	AH Intranet Redesign	10,000
<i>Vendor to be determined</i>	Customer Relationship Management Tool	10,000
Various Vendors	Other software maintenance and licenses under \$10,000	215,264
Total Software Maintenance Contracts & Licenses		\$ 2,394,142
Non-Capitalized Hardware		
<i>Vendor to be determined</i>	Servers hardware, desktop and laptop refresh	\$ 225,000
<i>Vendor to be determined</i>	Contingency - business requested hardware	25,000
Total Non-Capitalized Hardware		\$ 250,000
Non-Capitalized Software		
<i>Vendor to be determined</i>	Contingency - business requested software	\$ 5,000
Total Non-Capitalized Software		\$ 5,000
Total Corporate Support Expense - Licenses & Hardware/Software Expense		\$ 2,649,142

FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY 2021 Budget
Office of Chief Operating Officer		
Midwest Employers Casualty Company	Workers Compensation insurance	\$ 299,860
Arthur J Gallagher Risk Management Service	Fiduciary insurance	186,853
Housing Authority Risk Retention Group, Inc.	Liability insurance	166,775
Housing Authority Risk Retention Group, Inc.	Auto insurance	51,300
	Total Office of Chief Operating Officer	\$ 704,788
Information Technology including RIM		
AT&T/Sprint Solutions	Telecommunications	\$ 430,048
Canon Business Solutions	Copiers, scanners and related equipment	212,948
United States Postal Service/United Parcel Service/Apple Courier	Postage & shipping	105,300
Iron Mountain Information Management	Off-site storage expenses	124,000
Staples Contract & Commercial, Inc.	Office supplies/toner	174,200
Xerox Corporation/Freeman Forms and Supplies	Agency-wide toner	
More Business Solutions	Printing & photocopying	40,000
	Total Information Technology (Including RIM)	\$ 1,086,496
Human Resources Operations		
<i>Vendor to be determined</i>	Recruitment	\$ 194,500
<i>Not Applicable</i>	Employee activities support	87,500
<i>Not Applicable</i>	Tuition Reimbursement	-
<i>Not Applicable</i>	Agency-wide off-site quarterly and year end all staff meetings	41,000
	Total Human Resources Operations	\$ 323,000
Activities Managed by Human Resources		
<i>Not Applicable</i>	Compensation Market Adjustments	\$ 500,000
<i>Not Applicable</i>	Defined Benefit Pension Plan Contribution	460,000
<i>Not Applicable</i>	Agency-wide Staff training	383,500
<i>Vendor to be determined</i>	Agency-wide Temporary Services	236,979
Various vendors	Defined Benefit Pension Plan Consulting	144,250
<i>Vendor to be determined</i>	Severance & Related Expense	85,000
	Total Activities Managed by Human Resources	\$ 1,809,729
Total Corporate Support Expense - Agency-wide Services and Expenses		\$ 3,924,013

**FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Department/Description	FY 2021 Budget
Executive Office	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 104,348
Travel and Conferences	26,500
AH and Affiliates Board Related Meeting Expense	14,480
Staff Training	5,000
Publications	625
Miscellaneous Expense	500
Total Executive Office	\$ 151,453
Office of Chief Operating Officer	
Office Supplies - Department Specific*	\$ 250
Membership Dues	214
Total Office of Chief Operating Officer	\$ 464
Office of General Counsel	
Travel and Conferences	\$ 33,000
Staff Training	20,000
Legal Publications, Subscriptions and Federal Regulations	19,628
Bar Membership Dues	5,250
Meeting Expense	3,000
Other Administrative Fees	2,000
Advertising	1,000
Office Supplies - Department Specific*	750
Total Office of General Counsel	\$ 84,628
Corporate Finance	
Travel and Conferences	\$ 17,350
Staff Training	11,350
CPA and Industry Membership Dues	2,680
Publications	514
Office Supplies - Department Specific*	500
Meeting Expense	500
Other Miscellaneous Administrative Expenses (employee activities)	800
Total Corporate Finance	\$ 33,694

**FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY 2021 Budget
Information Technology (Including RIM)	
Staff Training	\$ 117,308
Travel and Conferences	46,558
Industry Membership Dues	22,358
Building Repairs	15,000
Small Office Equipment	10,000
Meeting Expense	7,500
Maintenance & Repair Supplies	6,000
Office Supplies - Department Specific*	3,000
Computer Maintenance & Repairs	2,500
Publications	1,000
Total Information Technology(Including RIM)	\$ 231,224
Strategy, Policy & Regulatory Affairs (Including PMO)	
Travel and Conferences	\$ 44,100
Staff Training	27,750
Meeting Expense including MTW-related Activities	5,340
Advertising support - Public Hearing Meetings	5,000
Industry Membership Dues	3,795
Publications	2,960
Office Supplies - Department Specific*	300
Total Strategy, Policy & Regulatory Affairs (Including PMO)	\$ 89,245
Government, External Affairs and Human Development (Including HDS)	
Travel and Conferences	\$ 27,690
Staff Training	22,888
Tenant Meetings	11,500
Meeting Expense	5,500
Membership Dues	4,418
Office Supplies - Department Specific*	2,250
Total Government, External Affairs and Human Development (Including HDS)	\$ 74,246
Communications and Business Marketing	
Business and Landlord Marketing	\$ 135,500
Travel and Conferences	23,500
Publications	20,422
Staff Training	11,190
Industry Membership Dues	8,707
Office Supplies - Department Specific*	1,200
Uniforms	1,000
Total Communications and Business Marketing	\$ 201,519

**FY 2021 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY 2021 Budget
Contracts and Procurement	
Staff Training	\$ 58,700
Industry Membership Dues	28,753
Meeting Expense	15,000
Travel and Conferences	26,000
Procurement-related Advertising	11,800
Marketing procurement related events/fair	11,700
Publications	1,000
Office Supplies - Department Specific*	3,500
Total Contracts and Procurement	\$ 156,453
Human Resources Operations	
Travel and Conferences	\$ 42,800
Staff Training	27,000
Industry Membership Dues	9,110
Office Supplies - Department Specific*	1,000
Publications	340
Total Human Resources Operations	\$ 80,250
Total Corporate Support Expense - Other	\$ 1,103,176

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

FY 2021 Budget
Support for Schedule VIII.A
Development and Revitalization by Major Program
Details for the Category "Demolition & Remediation"

Program/Vendor	Description	FY 2021 Budget
Co-investments and New Initiatives		
Vendor to be determined	Invest Atlanta	\$ 50,000
Vendor to be determined	East Medinah Village	10,000
	Total Co-investments and New Initiatives	\$ 60,000
Choice Neighborhoods		
Vendor to be determined	Ashley II Environmental	\$ 100,000
Vendor to be determined	University sites	25,000
	Total Choice Neighborhoods	\$ 125,000
RAD Revitalization		
Vendor to be determined	Villages at Castleberry Hill II	\$ 5,000
	Total RAD Revitalization	\$ 5,000
Site Acquisitions and Development		
Vendor to be determined	Englewood	\$ 7,500
Vendor to be determined	Herndon Multi-family	5,000
Vendor to be determined	Heritage Village at West Lake	2,890
	Total Site Acquisitions and Development	\$ 15,390
Other Development		
Vendor to be determined	Civic Center	\$ 750,000
Vendor to be determined	Johnson Road	675,500
Vendor to be determined	Bowen Homes	500,000
Vendor to be determined	Magnolia Perimeter	350,000
Vendor to be determined	Forest Cove	30,000
Vendor to be determined	Thomasville	7,500
Vendor to be determined	North Avenue	5,000
Vendor to be determined	Mechanicsville Homeownership	5,000
Vendor to be determined	Palmer	5,000
	Total Other Development	\$ 2,328,000
Total Development and Revitalization by Major Program - Demolition and Remediation		\$ 2,533,390

FY 2021 Budget
Support for Schedule VIII.A
Development and Revitalization by Major Program
Details for the Category "Consulting and Professional Services"

Program/Vendor	Description	FY 2021 Budget
Co-investments and New Initiatives		
<i>Vendor to be determined</i>	Market Feasibility	\$ 91,400
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	58,800
<i>Vendor to be determined</i>	Appraisals	40,000
<i>Vendor to be determined</i>	Surveys	25,000
Total Co-investments and New Initiatives		\$ 215,200
Choice Neighborhoods		
Moody Nolan/City of Atlanta	Roosevelt Hall - A/E Services, Building Permits, Inspections, LEED certifications	\$ 460,000
Urban League of Greater Atlanta	Urban League - Pathways to Empowerment	274,728
Communities In Schools	Communities In Schools - Dropout Prevention	148,000
National Cares Mentoring Program	National Cares Mentoring Program	119,500
Atlanta Public Schools	Atlanta Public Schools - Education Liaison	89,208
Atlanta Development Authority DBA Invest Atlanta	Invest Atlanta - Service Costs	85,000
Morehouse School of Medicine	Morehouse School of Medicine - Healthcare Lead	75,000
Families First	Families First - Behavioral Health & Teenage Pregnancy Prevention	70,280
City of Atlanta	City of Atlanta - Staff Position to Support Neighborhood	50,000
Boys and Girls Club/YMCA	Summer & After School Program RFP	50,000
Morehouse School of Medicine	MSM Smart & Secure Schools - Parent Leadership Training	36,736
United Way of Greater Atlanta	United Way - Position & Educational Resources	27,250
Transunion Risk	Resident Tracking Service	600
Total Choice Neighborhoods		\$ 1,486,302
Site Acquisitions and Development		
<i>Vendor to be determined</i>	A&E Design and Inspections	\$ 646,500
<i>Vendor to be determined</i>	Civil Engineer/Design (Landscape Architecture, Environmental, Traffic)	480,000
<i>Vendor to be determined</i>	Civil Mgmt./Admin (Project Mgmt./Construction Admin)	240,000
<i>Vendor to be determined</i>	Civil Support	120,000
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	62,600
<i>Vendor to be determined</i>	Master Planning Agreement (Benoit)	58,000
<i>Vendor to be determined</i>	Master Planning Agreement (Michaels)	58,000
<i>Vendor to be determined</i>	Architectural Fee-Design	55,000
<i>Vendor to be determined</i>	Market Feasibility	54,400
<i>Vendor to be determined</i>	Replat Survey	30,000
<i>Vendor to be determined</i>	Appraisals	15,500
<i>Vendor to be determined</i>	Brownsfield Application	5,000
Total Site Acquisitions and Development		\$ 1,825,000

FY 2021 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 2021 Budget
Other Development		
<i>Vendor to be determined</i>	Civil Engineering: Storm Water, Grading, Streets, Utilities	\$ 420,000
<i>Vendor to be determined</i>	Development Master Planning/Charrette	305,000
<i>Vendor to be determined</i>	Civil Engineering: Storm Water, Streets, Geotech	210,000
<i>Vendor to be determined</i>	Hydrology Study	185,000
<i>Vendor to be determined</i>	Market Feasibility	91,400
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	62,600
<i>Vendor to be determined</i>	Economic Development Assessment	60,000
<i>Vendor to be determined</i>	Geotech Survey	60,000
<i>Vendor to be determined</i>	Design Master/Charrette	50,000
<i>Vendor to be determined</i>	Design-Ready Land Survey	50,000
<i>Vendor to be determined</i>	DRI Study	50,000
<i>Vendor to be determined</i>	Building Assessment	45,000
<i>Vendor to be determined</i>	Historic Preservation Consultant	40,000
<i>Vendor to be determined</i>	Appraisals	31,500
<i>Vendor to be determined</i>	Building Assessment - Exhibit Hall	30,000
<i>Vendor to be determined</i>	Sustainability Assessment	30,000
<i>Vendor to be determined</i>	Civil Engineer (Streets, Geotech)	25,000
<i>Vendor to be determined</i>	Master Planning	25,000
<i>Vendor to be determined</i>	Physical Conditions Assessment	25,000
<i>Vendor to be determined</i>	Site Survey	20,000
<i>Vendor to be determined</i>	Surveys	17,500
<i>Vendor to be determined</i>	Retail Assessment	8,000
	Total Other Development	\$ 1,841,000
Total Development and Revitalization by Major Program - Consulting and Professional Services		\$ 5,367,502

FY 2021 Budget
Support for Schedule VIII.A
Development and Revitalization by Major Program
Details for the Category "Outside Legal Counsel"

Program/Vendor	Description	FY 2021 Budget
Co-investments and New Initiatives		
<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 - Madison Reynoldstown	80,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Quest Westside	50,000
Total Co-investments and New Initiatives		\$ 530,000
Choice Neighborhoods		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Outside Legal Services - Financial Closings	\$ 60,000
Total Choice Neighborhoods		\$ 60,000
RAD Revitalization		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Barge Road	\$ 80,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Hightower Manor	80,000
Reno & Cavanaugh, PLLC	Columbia Creste	40,000
Reno & Cavanaugh, PLLC	Columbia Grove	40,000
Reno & Cavanaugh, PLLC	Columbia Mechanicsville Crossing	40,000
Reno & Cavanaugh, PLLC	Columbia Mechanicsville Station	40,000
Total RAD Revitalization		\$ 320,000
Site Acquisitions and Development		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Herndon Homes	\$ 120,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Englewood	85,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	City Plaza	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Chosewood Park I/II	42,500
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Villas of H.O.P.E.	20,000
Total Site Acquisitions and Development		\$ 317,500
Other Development		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Palmer House	\$ 80,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Harmony at Bakers Ferry	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Mechanicsville Homeownership	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Magnolia Perimeter	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Civic Center	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	North Avenue	30,000
Total Other Development		\$ 270,000
Total Development and Revitalization by Major Program - Outside Legal Counsel		\$ 1,497,500

FY 2021 Budget
Support for Schedule VIII.A
Development and Revitalization by Major Program
Details for the Category "Other Expenses"

Program/Vendor	Description	FY 2021 Budget
Choice Neighborhoods		
	Travel and Conferences	\$ 7,000
	License Fees & Maintenance Contracts	5,000
	Office Supplies	5,000
	Transportation Assistance	5,000
	Marketing	2,350
	Total Choice Neighborhoods	\$ 24,350
Total Development and Revitalization by Major Program - Other Expenses		\$ 24,350

STRATEGIC CONTRACTS

Strategic Contracts - Contracts that provide on demand delivery of goods and services that are essential to moving forward Atlanta Housing's mission to provide affordable Housing or support core operational business functions. Essential goods or services are those that by whose absence, Atlanta Housing would experience an appreciably severe impact to goals and objectives in furtherance of Atlanta Housing's mission or represent a severe impact to core operational business functions. Atlanta Housing cannot cause new contracts to be classified as Strategic Contracts owing only to exigent circumstances that could have been avoided with proper planning and adequate lead times.

Strategic Contracts shall have several of the following characteristics to be classified as Strategic:

- A. Regarding core business functions (e.g.'s Enterprise Resource Program (ERP), Human Capital Management (HCM), Disaster Recovery (DR);
- B. Regarding mission critical activity (e.g.'s Environmental Contracts, Private Management Developers (PMD's));
- C. May require large upfront investment (e.g.'s ERP, HCM, DR);
- D. Must be greater than 5 years (e.g.'s ERP, HCM, DR);
- E. May be supporting a compliance obligation (e.g.'s Audit Contract, Income Verification);
- F. Should be a high dollar value (i.e. Over \$400,000);
- G. Can be difficult to forecast (e.g. Outside Legal Services);
- H. Be required for health, safety and welfare;
- I. Required to manage and mitigate risks (e.g.'s Insurance Broker and Insurance Contracts); and
- J. May be required to reduce lead times (i.e. SOME Pre-Qualified Pools if other characteristics exist.)

STRATEGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

PROPERTY MANAGEMENT STRATEGIC CONTRACTS

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

BOARD RESOLUTION NUMBER / DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD			FY2021
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-1 12/17/2014	2015-0036001	Facilities Management and Related Services	Colliers Facility Solutions	3/1/2015	2/27/2021	2/28/2025	\$4,622,267
REO/REM-1 05/01/2013	2013-0066001	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	Columbia Residential, LLC	7/1/2013	6/30/2021	6/30/2023	\$3,649,428
REO/REM-1 05/01/2013	2013-0066002	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	The Michaels Organization	7/1/2013	6/30/2021	6/30/2023	\$1,129,970
REO/REM-1 05/01/2013	2013-0066003	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	The Integral Group LLC	7/1/2013	6/30/2021	6/30/2023	\$5,511,923
TOTAL							<u>\$14,913,588</u>

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

STRATEGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

SUPPLEMENTAL IDIQ CONTRACTS

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

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD			FY21 BUDGET
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-1 12/13/2017	2018-0001004	Real Estate Development and Financial Advisory Services	APD Urban Planning & Management, LLC	8/22/2018	8/21/2020	8/21/2023	\$1,610,300
REG-1 12/13/2017	2018-0001001	Real Estate Development and Financial Advisory Services	Bleakly Advisory Group	5/10/2018	5/9/2020	5/9/2023	
REG-1 12/13/2017	2018-0001005	Real Estate Development and Financial Advisory Services	Duvernay & Brooks, LLC	6/14/2018	6/13/2020	6/13/2023	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Forsyth Street Advisors	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Halltown Real Estate Advisors, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	HR&A Advisors Inc.	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001006	Real Estate Development and Financial Advisory Services	Interstate Professional Group, Inc.	8/8/2018	8/7/2020	8/7/2023	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Newmark Sothern Region	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001011	Real Estate Development and Financial Advisory Services	Pritchett, Ball & Wise, Inc.	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001012	Real Estate Development and Financial Advisory Services	Smith Real Estate Services, Inc.	10/18/2018	10/17/2020	10/17/2023	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Synergy Real Estate Group, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001010	Real Estate Development and Financial Advisory Services	Tax Credit Asset Management, LLC	5/1/2018	4/30/2020	4/30/2023	
REG-1 12/13/2017	2018-0001003	Real Estate Development and Financial Advisory Services	U3 Advisors, Inc.	1/31/2018	1/30/2021	1/30/2023	
	2018-0001__	Real Estate Development and Financial Advisory Services	Vinette D. Andrade	Pending	Pending	Pending	\$1,862,890
REG-3 03/28/2018	2018-0098004	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Weston Solutions, Inc.	5/26/2018	6/30/2020	5/25/2023	
REG-3 03/28/2018	2018-0098002	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KEMRON Environmental Services, Inc.	4/13/2018	4/12/2021	4/12/2023	
REG-3 03/28/2018	2018-0098001	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Tetra Tech Incorporated	4/13/2018	4/13/2021	4/12/2023	
REG-3 03/28/2018	2018-0098003	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Wood Environment & Infrastructure	5/26/2018	6/30/2020	5/25/2023	
REG-3 03/28/2018	2018-0098008	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Wenck	5/26/2018	5/25/2021	5/25/2023	
REG-3 03/28/2018	2018-0098007	Comprehensive Environmental Evaluation, Remediation and Demolition Services	GLE	5/4/2018	5/3/2021	5/3/2023	
REG-3 03/28/2018	2018-0098005	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KHAFRA Engineering Consultants, Inc.	5/4/2018	5/3/2021	5/3/2023	
REG-3 03/28/2018	2018-0098006	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Oasis	5/4/2018	5/3/2021	5/3/2023	
REG-3 01/30/2019	2019-0042001	Professional Planning, Architect and Engineering	Boye Architecture	7/5/2019	7/4/2020	7/4/2021	
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	CBI International Group, Inc.	8/1/2019	7/31/2020	7/31/2021	

STRATEFGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-3 01/30/2019	2019-0042002	Professional Planning, Architect and Engineering	Chasm Architecture	7/5/2010	7/4/2020	7/4/2021	\$3,714,800
REG-3 01/30/2019	2019-0042__	Professional Planning, Architect and Engineering	Corcoran Ota Group	Pending	Pending	Pending	
REG-3 01/30/2019	2019-0042004	Professional Planning, Architect and Engineering	Gaskins Surveying	4/15/2019	4/14/2020	4/14/2026	
REG-3 01/30/2019	2019-0042003	Professional Planning, Architect and Engineering	GSB Architects & Interiors, Inc.	4/15/2019	4/14/2020	4/14/2026	
REG-3 01/30/2019	2019-0042005	Professional Planning, Architect and Engineering	Goode Van Slyke Architecture	7/1/2019	6/30/2020	6/30/2021	
REG-3 01/30/2019	2019-0042006	Professional Planning, Architect and Engineering	Harris+Smith	7/1/2019	6/30/2020	6/30/2021	
REG-3 01/30/2019	2019-0042008	Professional Planning, Architect and Engineering	Kai Design & Build	4/1/2019	3/31/2021	3/31/2026	
REG-3 01/30/2019	2019-0042007	Professional Planning, Architect and Engineering	Khafra Engineering Consultants, Inc.	5/20/2019	5/19/2021	5/19/2026	
REG-3 01/30/2019	2019-0042009	Professional Planning, Architect and Engineering	Mayweather Enterprise, Inc.	4/15/2019	4/14/2021	4/14/2026	
REG-3 01/30/2019	2019-0042015	Professional Planning, Architect and Engineering	Moody Nolan	4/1/2019	3/31/2020	3/31/2026	
REG-3 01/30/2019	2019-0042010	Professional Planning, Architect and Engineering	Silver Studio Architects, LLC.	11/8/2019	11/7/2020	11/7/2026	
REG-3 01/30/2019	2019-0042__	Professional Planning, Architect and Engineering	SHAPE \ Hamilton Anderson (JV)	Pending	Pending	Pending	
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	Williams-Russell & Johnson, Inc.	5/6/2019	5/5/2020	5/5/2026	\$40,000
HCVP-1 11/30/2011	2012-0023001	Criminal History Report Services	Inquiries, Inc.	12/20/2011	12/19/2019	12/19/2021	
CSG-1 02/28/2018	2017-0157001	Income Verification Services	Talx (Equifax)	TBD	TBD	TBD	\$100,000
REG-4 2/27/2019	2019-0040002	General Construction Contracting	CTC Construction LLC	8/1/2019	7/31/2020	7/31/2026	\$8,000,000
REG-4 2/27/2019	2019-0040001	General Construction Contracting	Corporate Vision Inc.	7/16/2019	7/15/2020	7/15/2026	
REG-4 2/27/2019	2019-0040__	General Construction Contracting	Engineering Design Technologies, Inc.	Pending	Pending	Pending	
REG-4 2/27/2019	2019-0040__	General Construction Contracting	Ezekiel Construction	Pending	Pending	Pending	
REG-4 2/27/2019	2019-0040006	General Construction Contracting	GSAT Restoration, Inc.	8/1/2019	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040__	General Construction Contracting	Greenheart Construction Co. Inc.	Pending	Pending	Pending	
REG-4 2/27/2019	2019-0040008	General Construction Contracting	J.M. Wilkerson Construction Co. Inc.	8/1/2019	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040007	General Construction Contracting	Jewel of the South	0726/19	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040__	General Construction Contracting	Johnsson & Laux Construction, LLC	Pending	Pending	Pending	
REG-4 2/27/2019	2019-0040010	General Construction Contracting	Logan Development Group	1/8/2019	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040011	General Construction Contracting	Mayweather Enterprise, Inc.	12/16/2019	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040012	General Construction Contracting	National Property Institute	8/1/2019	7/31/2020	7/31/2026	
REG-4 2/27/2019	2019-0040013	General Construction Contracting	Redbrick Homes & Development, Inc.	07/25/19	7/31/2020	7/31/2026	

STRATEGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-4 2/27/2019	2019-0040__	General Construction Contracting	Urban Oasis Development, LLC.	Pending	Pending	Pending	
FIN-1 04/25/2018	2018-0107001	Professional Consulting & Advisory Services	Bronner Group, LLC	6/25/2018	6/24/2021	6/24/2026	\$380,812
FIN-1 04/25/2018	2018-0107003	Professional Consulting & Advisory Services	Clifton Larson-Allen	7/9/2018	7/8/2021	7/8/2026	
FIN-1 04/25/2018	2018-0107002	Professional Consulting & Advisory Services	CVR Associates Inc.	6/15/2018	6/14/2021	6/14/2026	
FIN-1 04/25/2018	2018-0107004	Professional Consulting & Advisory Services	Deloitte Services LP	5/29/2019	6/24/2021	6/24/2028	
FIN-1 04/25/2018	2018-0107005	Professional Consulting & Advisory Services	Dixon Hughes Goodman, LLP	5/1/2019	6/24/2021	6/24/2026	
FIN-1 04/25/2018	2018-0107006	Professional Consulting & Advisory Services	Du & Associates, Inc.	2/13/2019	7/8/2021	7/8/2026	
FIN-1 04/25/2018	2018-0107007	Professional Consulting & Advisory Services	Dumas Edwards, LLC	7/9/2018	7/8/2021	7/8/2026	
FIN-1 04/25/2018	2018-0107008	Professional Consulting & Advisory Services	EJP Consulting	2/8/2019	7/8/2021	7/8/2026	
FIN-1 04/25/2018	2018-0107010	Professional Consulting & Advisory Services	Fortis Advisory Partners	7/9/2018	7/8/2021	7/8/2026	
FIN-1 04/25/2018	2018-0107011	Professional Consulting & Advisory Services	Innovative Financial Housing Solutions	7/17/2018	7/16/2021	7/16/2026	
FIN-1 04/25/2018	2018-0107013	Professional Consulting & Advisory Services	Local Initiatives Support Corporation	6/25/2018	6/24/2021	6/4/2026	
FIN-1 04/25/2018	2018-0107014	Professional Consulting & Advisory Services	Novogradac & Co. LLP	9/26/2018	7/31/2021	7/31/2026	
FIN-1 04/25/2018	2018-0107016	Professional Consulting & Advisory Services	TAG Associates, Inc.	12/7/2018	7/31/2021	7/31/2026	
FIN-1 04/25/2018	2018-0107017	Professional Consulting & Advisory Services	Yortech Solutions, Inc.	7/9/2018	7/8/2021	7/8/2026	
FIN-2 02/23/2011	2007-0114001	Defined Contribution Retirement Program	Wells Fargo	8/1/2008	12/31/2020	12/31/2020	\$80,000
HR-2 9/24/14	2014-0079001	Comprehensive Employee Health and Benefits - Medical & Pharmacy	United Healthcare Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$3,100,000
HR-2 9/24/14	2014-0079002	Comprehensive Employee Health and Benefits - Vision Coverage	United Healthcare Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$19,000
HR-2 9/24/14	2014-0079003	Comprehensive Employee Health and Benefits - Flexible Spending	United Healthcare Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$9,300
HR-2 9/24/14	2014-0079004	Comprehensive Employee Health and Benefits - Dental Coverage	Metropolitan Life Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$200,000
HR-2 9/24/14	2014-0079005	Comprehensive Employee Health and Benefits - Short Term Disability	Metropolitan Life Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$65,000
HR-2 9/24/14	2014-0079006	Comprehensive Employee Health and Benefits - Long Term Disability	Metropolitan Life Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$37,000
HR-2 9/24/14	2014-0079007	Comprehensive Employee Health and Benefits - Basic / Supplemental Life Ins.	Metropolitan Life Insurance Co.	1/1/2015	12/30/2020	12/30/2020	\$87,000
IT-1 03/28/2012	2012-0033001	Interactive Voice Response Solutions	DiRAD Technologies, Inc.	10/2/2012	10/1/2020	10/1/2022	\$25,752
IT-1 03/30/2016	2016-0063001	Off-Site Documents Storage and Retrieval Services	Iron Mountain Information Management, Inc.	9/1/2016	8/31/2020	8/31/2021	\$124,000
AMS-1 8/29/2012	2013-0047001	Jaggaer Vendor Management, E-Sourcing, Contract Management	Jaggaer (Formerly SciQuest)	9/28/2012	9/27/2020	9/27/2020	\$25,000
FIN-1 04/27/16	2016-0077001	Auditing and Tax Services	CohnReznick LLP	7/1/2016	6/30/2020	6/30/2023	\$164,000
REO-1 04/03/2014	2014-0034001	Elevator Consultant Services	John A. Van Deusen & Associates, Inc.	7/1/2014	6/30/2020	6/30/2022	\$20,000

STRATEGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
OGC-1 10/25/2017	2017-0119001	Comprehensive Legal Services	Baker, Donelson, Beaman, Cadwell and Berkowitz, PC	1/1/2018	12/31/2020	12/31/2022	\$3,247,500
OGC-1 10/25/2018	2017-0119002	Comprehensive Legal Services	Ballard Spahr, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119003	Comprehensive Legal Services	Chen Malin, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2018	2017-0119004	Comprehensive Legal Services	Coleman Talley, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119007	Comprehensive Legal Services	Elarbee, Thompson, Sapp & Wilson, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119009	Comprehensive Legal Services	Feaver Law, LLC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119011	Comprehensive Legal Services	Hecht Walker, PC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119012	Comprehensive Legal Services	Hughes White Kralicek, PC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119016	Comprehensive Legal Services	Morris, Manning & Martin, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119017	Comprehensive Legal Services	Nelson, Mullins, Riley & Scarbrough, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119018	Comprehensive Legal Services	Patrick Law Group, LLC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119021	Comprehensive Legal Services	Reed Smith, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119022	Comprehensive Legal Services	Reno & Cavanaugh	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119024	Comprehensive Legal Services	Smith, Gambrell & Russell, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119025	Comprehensive Legal Services	Smithers Thorton & Ume-Nwagbo, LLC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119026	Comprehensive Legal Services	Squire Patton Boggs US, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119027	Comprehensive Legal Services	Swift, Currie, McGhee & Hiers, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119028	Comprehensive Legal Services	Taylor English Duma, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119029	Comprehensive Legal Services	The Employment Law Solution: McFadden Davis, LLC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119030	Comprehensive Legal Services	The Law Firm of Williams & Edelstein, PC	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119020	Comprehensive Legal Services	Thomas, Kennedy, Sampson & Tompkins, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119032	Comprehensive Legal Services	Thompson Hine, LLP	1/1/2018	12/31/2020	12/31/2022	
OGC-1 10/25/2017	2017-0119033	Comprehensive Legal Services	Troutman Sanders, LLP	1/1/2018	12/31/2020	12/31/2022	
IT-2 01/26/2011 IT-1 03/27/19	2010-0086001	Enterprise Resource Program (ERP)	Yardi Systems, Inc.	3/25/2011	3/24/2021	3/24/2023	\$454,698
HR-1 06/15/2011	2010-0055001	Comprehensive Payroll & Human Resources System	OneSource Virtual, Inc.	8/8/2011	6/30/2022	6/30/2022	\$156,000
HR-1 5/23/2018	2010-0055002	Comprehensive Payroll & Human Resources System	WorkDay	8/8/2011	6/30/2022	6/30/2022	\$80,011
TOTAL							\$ 23,603,063

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

STRATEGIC CONTRACTS
FY 2021 PROJECTED EXPENDITURES - JULY 1, 2020 - JUNE 30, 2021

STATE CONTRACTS

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

STATE CONTRACT DESCRIPTION	VENDOR (S)	CONTRACT END DATE	ANNUAL BUDGET
Printers, Multi-Functional Printers (MFPs) and Related Technologies This contract provides for digital copiers and various multifunctional devices.	Canon USA Inc. SWC-90819-01 99999-SPD-SPD0000137-0005	6/30/2021	\$180,588
Printers, Multi-Functional Printers (MFPs) and Related Technologies This contract provides for digital copiers and various multifunctional devices.	Xerox Corporation 99999-001-SPD0000042-0004 99999-SPD-SPD0000137-0004	6/30/2021	
Expedited Delivery Services This contract provides express mail and package delivery services for standard, premium next day, standard next day and second day deliveries.	UPS 99999-001-SPD0000086-0002	3/31/2021	\$4,000
PC Hardware, Related Equipment and Services This contract provides for PC computers and accessories.	Dell Marketing, LP 99999-SPD-T20120702-0002 HP Inc. 99999-SPD-T20120702-0003 Howard Technology Solutions 99999-SPD-T20120702-0004 LENOVO - United States Inc. 99999-SPD-T20120702-0005	6/2/2021	\$250,000
Software This contract provides for enterprise software: Microsoft, Oracle and various databases. Services includes maintenance, support, training and installation.	Dell Marketing, LP 99999-SPD-SPD0000060-0006	4/30/2021	\$214,177
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. security software, e-mail archiving).	Presidio Networked Solutions 99999-SPD-SPD0000060-0002	4/30/2021	\$13,000
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. VMWare).	CDW Government, LLC 99999-SPD-SPD0000060-0004	4/30/2021	\$215,807
Software This contract provides for Atlanta Housing's Automated Vendor Management, E-Sourcing and Contract Management (Jaggaer)	Jaggaer (fka SciQuest) SWC-80779	9/27/2020	\$77,097
Rapid Copy and Digital Printing Services This contract provides for on demand Specialty Printing Services for various envelopes, newsletters posters, etc.	More Business Solutions (WBE) 99999-SPD-SPD00000108-0001	2/28/2021	\$40,000
Mail Equipment Services This contract provides for mailing machines, mail inserts and folders, postage meters and other related equipment, accessories and supplies.	Pitney Bowes, Inc. SWC90791-1 / 99999-SPD-00006328-0002	12/31/2020	\$32,360
Fuel Card Management Services The Fuel Card Program contract provides a universally accepted fuel purchasing card for making fuel purchases at more than 7,000 locations in Georgia.	WEX Bank 99999-001-SPD0000112-0001	9/30/2020	\$123,000
Fleet Maintenance Services This contract provides access to 3,000 Georgia vendors that offer quality services at discounted prices. When repairs are needed, drivers can call a toll-free number for referral to the nearest vendor. Service offerings include a call center, emergency roadside assistance, and vehicle maintenance services.	Automotive Rentals Inc. SWC90816	12/31/2020	
TOTAL			\$1,150,029

V. Department Financial Schedules

Atlanta Housing
Summary: Operating Divisions & Corporate Support Expense
FY 2021 Budget

			FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F	FTE FY 2021 Budget	FTE FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FTE FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
FY 2021 Budget	FY 2020 Budget									
Operating Divisions										
Housing Choice Administration	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847	20	12	8	11	9
Housing Choice Contact Center	1,211,212	-	1,211,212	-	1,211,212	19	-	19	-	19
Housing Services	2,947,967	4,829,926	(1,881,959)	4,713,156	(1,765,189)	34	67	(33)	65	(31)
Inspections Services	2,526,678	2,056,451	470,227	2,086,080	440,598	29	24	5	24	5
Real Estate Operations	759,831	687,197	72,634	522,830	237,000	6	3	3	2	4
Real Estate Asset & Property Management	2,637,925	1,991,162	646,763	1,738,747	899,178	22	8	14	8	14
Construction and Facilities Management	2,358,530	1,913,636	444,894	1,959,603	398,927	20	15	5	14	6
Real Estate Transactions Management & Capital Markets	1,370,402	1,104,920	265,481	928,261	442,141	10	20	(10)	11	(1)
Total Operating Divisions	\$ 15,588,686	\$ 13,844,005	\$ 1,744,681	\$ 13,124,972	\$ 2,463,714	160	149	11	135	25
Real Estate Planning & Development	2,895,398	2,393,611	501,787	2,409,912	485,486	21	16	5	15	(5)
Choice Neighborhoods-HQ Administrative	413,803	443,173	(29,369)	405,681	8,123	2	2	-	2	-
Total Development-Related Operational Expenses	\$ 3,309,201	\$ 2,836,783	\$ 472,418	\$ 2,815,592	\$ 493,609	23	18	5	17	6
Total Operating Divisions Expenses	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323	183	167	16	152	31
Corporate Support										
Executive Office	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)	2	5	(3)	6	(4)
Office of Chief Operating Officer	1,091,833	1,003,180	88,653	2,214,562	(1,122,729)	2	2	-	2	-
Office of General Counsel	4,307,464	5,400,264	(1,092,801)	4,765,886	(458,422)	17	14	3	12	5
Corporate Finance	2,402,483	2,634,586	(232,103)	2,167,806	234,676	17	15	2	15	2
Information Technology	9,141,602	7,233,416	1,908,187	6,529,320	2,612,283	36	27	9	27	9
Records & Information Management	2,035,894	1,979,466	56,428	1,647,444	388,450	14	14	-	12	2
Strategy, Policy & Regulatory Affairs (including PMO)	3,053,097	2,878,461	174,637	2,248,115	804,982	14	11	3	10	4
Governmental and External Affairs (including HDS)	2,335,830	2,076,995	258,836	2,083,330	252,500	22	21	1	21	1
Communications, Marketing and Public Engagement	1,471,206	1,032,995	438,211	1,071,100	400,105	10	6	4	6	4
Contracts and Procurement	1,985,026	1,730,532	254,494	1,648,091	336,935	17	11	6	11	6
Human Resources Operations	2,111,309	2,044,928	66,381	1,979,390	131,919	10	8	2	6	4
Activities Managed by Human Resources	1,809,729	1,823,375	(13,646)	1,148,478	661,251	1	-	1	1	-
Total Corporate Support	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999	162	134	28	129	33
Choice Neighborhoods - Grant						11	11	-	9	2
Grand Total	\$ 51,335,425	\$ 47,341,386	\$ 3,994,039	\$ 44,147,104	\$ 7,188,321	356	312	44	290	66

Atlanta Housing

Summary: Operating Divisions

FY 2021 Budget

	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Housing Choice Voucher Program					
Housing Choice Administration	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847
Housing Choice Contact Center	1,211,212	-	1,211,212	-	1,211,212
Housing Services	2,947,967	4,829,926	(1,881,959)	4,713,156	(1,765,189)
Inspections Services	2,526,678	2,056,451	470,227	2,086,080	440,598
Total Housing Choice Voucher Program	8,461,999	8,147,091	314,908	7,975,531	486,468
Real Estate Group					
Real Estate Operations	759,831	687,197	72,634	522,830	237,000
Real Estate Asset & Property Management	2,637,925	1,991,162	646,763	1,738,747	899,178
Construction and Facilities Management	2,358,530	1,913,636	444,894	1,959,603	398,927
Real Estate Transactions Management & Capital Markets	1,370,402	1,104,920	265,481	928,261	442,141
Total Real Estate Group	7,126,687	5,696,914	1,429,773	5,149,441	1,977,246
Total Operating Divisions before Development-Related Expenses	\$ 15,588,686	\$ 13,844,005	\$ 1,744,681	\$ 13,124,972	\$ 2,463,714
Development-related Operational Expenses					
Real Estate Planning & Development	2,895,398	\$ 2,393,611	501,787	\$ 2,409,912	485,486
Choice Neighborhoods-HQ Administrative	413,803	443,173	(29,369)	405,681	8,123
Total Development-Related Operational Expenses	3,309,201	2,836,783	472,418	2,815,592	493,609
Total Operating Divisions Expenses	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323

Atlanta Housing

Operating Divisions Expense by Account

FY 2021 Budget

	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2020F
Salaries	13,774,869	12,066,570	1,708,299	11,573,694	2,201,175
Employer Paid Benefits and Taxes	3,913,563	3,071,929	841,635	2,923,721	989,842
Background Checks	40,000	40,000	-	39,308	692
Staff Training	199,022	167,532	31,490	164,254	34,768
Travel and Conferences	212,796	165,765	47,031	168,101	44,695
Marketing	1,700	6,000	(4,300)	3,500	(1,800)
Consulting and Professional Services	316,000	932,910	(616,910)	715,985	(399,985)
Other Staff Augmentation	119,500	54,080	65,420	94,089	25,411
Membership and Fees	40,824	27,899	12,925	32,637	8,186
Publications	3,473	14,654	(11,181)	4,481	(1,008)
Advertising & Public Notices	-	20,000	(20,000)	10,000	(10,000)
Office Supplies	8,550	10,450	(1,900)	7,169	1,381
Other Misc Admin Expenses	3,250	3,000	250	3,144	106
Meeting Expense	28,770	22,000	6,770	22,887	5,883
Emergency Assistance	10,000	3,000	7,000	1,793	8,207
Uniforms	19,950	10,000	9,950	13,764	6,186
Vehicle Maintenance and Fuel	124,700	65,000	59,700	89,065	35,635
Vehicle Lease Expense	60,000	-	60,000	68,222	(8,222)
Tools and Equipment	9,871	-	9,871	-	9,871
Contract-Janitorial/Cleaning	5,000	-	5,000	-	5,000
Auto Insurance	1,300	-	1,300	-	1,300
Other General Expenses	4,750	-	4,750	4,750	-
Total	\$ 18,897,887	\$ 16,680,788	\$ 2,217,099	\$ 15,940,565	\$ 2,957,323

Atlanta Housing

FY 2021 Budget

Housing Choice Administration

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,284,966	969,889	315,077	909,269	375,697
Employer Paid Benefits and Taxes	414,928	255,290	159,638	239,281	175,647
Background Checks	40,000	-	40,000	-	40,000
Staff Training	27,240	21,077	6,163	13,615	13,625
Travel and Conferences	6,099	11,599	(5,500)	11,499	(5,400)
Membership and Fees	1,309	1,259	50	999	310
Publications	1,400	900	500	884	516
Office Supplies	200	200	-	200	-
Meeting Expense	-	500	(500)	548	(548)
Total	\$ 1,776,142	\$ 1,260,714	\$ 515,428	\$ 1,176,295	\$ 599,847

Atlanta Housing

FY 2021 Budget

Housing Choice Contact Center

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	870,833	-	870,833	-	870,833
Employer Paid Benefits and Taxes	307,610	-	307,610	-	307,610
Staff Training	5,300	-	5,300	-	5,300
Travel and Conferences	3,550	-	3,550	-	3,550
Consulting and Professional Services	12,000	-	12,000	-	12,000
Membership and Fees	419	-	419	-	419
Meeting Expense	1,000	-	1,000	-	1,000
Emergency Assistance	10,000	-	10,000	-	10,000
Uniforms	500	-	500	-	500
Total	\$ 1,211,212	\$ -	\$ 1,211,212	\$ -	\$ 1,211,212

Atlanta Housing

FY 2021 Budget

Housing Services

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	2,155,133	3,618,850	(1,463,717)	3,455,911	(1,300,778)
Employer Paid Benefits and Taxes	655,693	1,047,094	(391,401)	1,005,760	(350,068)
Background Checks	-	40,000	(40,000)	39,308	(39,308)
Staff Training	22,700	31,591	(8,891)	31,591	(8,891)
Travel and Conferences	12,891	9,941	2,950	9,941	2,950
Consulting and Professional Services	100,000	76,500	23,500	157,346	(57,346)
Other Staff Augmentation	-	-	-	8,269	(8,269)
Membership and Fees	200	600	(400)	600	(400)
Office Supplies	350	350	-	332	18
Meeting Expense	500	1,000	(500)	1,237	(737)
Emergency Assistance	-	3,000	(3,000)	1,793	(1,793)
Uniforms	500	1,000	(500)	1,068	(568)
Total	\$ 2,947,967	\$ 4,829,926	\$ (1,881,959)	\$ 4,713,156	\$ (1,765,189)

Atlanta Housing

FY 2021 Budget

Inspections Services

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,852,612	1,529,828	322,784	1,526,661	325,951
Employer Paid Benefits and Taxes	605,472	430,221	175,251	435,761	169,711
Staff Training	20,750	17,654	3,096	25,104	(4,354)
Travel and Conferences	-	500	(500)	153	(153)
Consulting and Professional Services	15,000	15,500	(500)	14,250	750
Membership and Fees	7,273	6,448	825	6,256	1,017
Office Supplies	2,500	2,000	500	2,983	(483)
Other Misc Admin Expenses	3,250	3,000	250	3,144	106
Meeting Expense	1,450	800	650	2,011	(561)
Uniforms	8,500	5,500	3,000	5,500	3,000
Vehicle Maintenance and Fuel	-	45,000	(45,000)	64,257	(64,257)
Tools and Equipment	9,871	-	9,871	-	9,871
Total	\$ 2,526,678	\$ 2,056,451	\$ 470,227	\$ 2,086,080	\$ 440,598

Atlanta Housing

FY 2021 Budget

Real Estate Operations

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	596,721	363,765	232,956	413,820	182,901
Employer Paid Benefits and Taxes	135,967	67,522	68,445	71,708	64,259
Staff Training	8,290	-	8,290	2,800	5,490
Travel and Conferences	8,700	-	8,700	-	8,700
Consulting and Professional Services	-	230,910	(230,910)	-	-
Other Staff Augmentation	-	-	-	22,003	(22,003)
Membership and Fees	2,324	-	2,324	-	2,324
Publications	129	-	129	-	129
Advertising & Public Notices	-	20,000	(20,000)	10,000	(10,000)
Office Supplies	200	-	200	-	200
Meeting Expense	7,000	5,000	2,000	2,500	4,500
Uniforms	500	-	500	-	500
Total	\$ 759,831	\$ 687,197	\$ 72,634	\$ 522,830	\$ 237,000

Atlanta Housing

FY 2021 Budget

Real Estate Asset & Property Management

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,960,305	1,562,573	397,732	1,344,763	615,542
Employer Paid Benefits and Taxes	545,916	391,945	153,971	338,262	207,655
Staff Training	21,644	14,390	7,254	9,621	12,023
Travel and Conferences	38,500	20,500	18,000	35,813	2,687
Marketing	200	-	200	500	(300)
Consulting and Professional Services	60,000	-	60,000	-	60,000
Membership and Fees	3,060	1,440	1,620	905	2,155
Publications	300	314	(14)	349	(49)
Office Supplies	200	-	200	300	(100)
Meeting Expense	6,120	-	6,120	7,500	(1,380)
Uniforms	1,680	-	1,680	735	945
Total	\$ 2,637,925	\$ 1,991,162	\$ 646,763	\$ 1,738,747	\$ 899,178

Atlanta Housing

FY 2021 Budget

Construction and Facilities Management

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,635,434	1,101,855	533,579	1,099,044	536,390
Employer Paid Benefits and Taxes	422,794	244,546	178,249	214,184	208,610
Staff Training	25,664	13,775	11,889	18,770	6,894
Travel and Conferences	45,523	44,595	928	60,363	(14,841)
Consulting and Professional Services	29,000	470,000	(441,000)	460,389	(431,389)
Membership and Fees	3,515	165	3,350	3,056	459
Publications	400	8,500	(8,100)	2,030	(1,630)
Office Supplies	3,500	3,200	300	404	3,096
Meeting Expense	1,200	3,500	(2,300)	2,371	(1,171)
Uniforms	3,500	3,500	-	5,961	(2,461)
Vehicle Maintenance and Fuel	123,000	20,000	103,000	24,808	98,192
Contract-Janitorial/Cleaning	5,000	-	5,000	-	5,000
Vehicle Lease Expense	60,000	-	60,000	68,222	(8,222)
Total	\$ 2,358,530	\$ 1,913,636	\$ 444,894	\$ 1,959,603	\$ 398,927

Atlanta Housing

FY 2021 Budget

Real Estate Transactions Management & Capital Markets

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,014,262	822,012	192,250	696,673	317,589
Employer Paid Benefits and Taxes	261,820	194,179	67,641	157,068	104,752
Staff Training	6,500	4,900	1,600	3,195	3,305
Travel and Conferences	25,500	22,000	3,500	2,924	22,576
Marketing	1,500	4,000	(2,500)	2,000	(500)
Other Staff Augmentation	52,000	54,080	(2,080)	63,817	(11,817)
Membership and Fees	4,500	-	4,500	46	4,454
Publications	500	750	(250)	788	(288)
Office Supplies	600	1,200	(600)	500	100
Meeting Expense	2,500	1,800	700	750	1,750
Uniforms	720	-	720	500	220
Total	\$ 1,370,402	\$ 1,104,920	\$ 265,481	\$ 928,261	\$ 442,141

Atlanta Housing

FY 2021 Budget

Real Estate Planning & Development

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	2,136,803	1,774,567	362,236	1,846,436	290,367
Employer Paid Benefits and Taxes	485,753	375,971	109,783	393,580	92,174
Staff Training	41,434	28,145	13,289	29,558	11,876
Travel and Conferences	32,733	42,380	(9,647)	29,715	3,018
Marketing	-	2,000	(142,000)	1,000	(85,000)
Consulting and Professional Services	100,000	140,000	92,672	84,000	92,263
Other Staff Augmentation	67,500	-	67,360	-	67,070
Membership and Fees	12,481	13,958	5,851	12,429	7,756
Publications	744	4,190	(10,306)	430	(2,756)
Office Supplies	1,000	3,000	(2,000)	2,043	(5,761)
Meeting Expense	9,000	9,400	6,600	5,970	6,530
Uniforms	3,200	-	(1,719,331)	-	(1,425,267)
Other General Expenses	4,750	-	4,750	4,750	4,750
Total	\$ 2,895,398	\$ 2,393,611	\$ 501,787	\$ 2,409,912	\$ 485,486

Atlanta Housing

FY 2021 Budget

Choice Neighborhoods Administration

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	267,800	323,231	(55,431)	281,118	(13,318)
Employer Paid Benefits and Taxes	77,610	65,163	12,448	68,118	9,493
Staff Training	19,500	36,000	(16,500)	30,000	(10,500)
Travel and Conferences	39,300	14,250	25,050	17,693	21,607
Membership and Fees	5,743	4,029	1,714	8,346	(2,603)
Office Supplies	-	500	(500)	407	(407)
Uniforms	850	-	850	-	850
Vehicle Maintenance and Fuel	1,700	-	1,700	-	1,700
Auto Insurance	1,300	-	1,300	-	1,300
Total	\$ 413,803	\$ 443,173	\$ (29,369)	\$ 405,681	\$ 8,123

Atlanta Housing

Summary: Corporate Support Expense

FY 2021 Budget

			FY 2021B		FY 2021B
	FY 2021	FY 2020	Over	FY 2020	Over
	Budget	Budget	(Under)	Forecast	(Under)
			FY 2020B		FY ForecastF
Executive Office	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)
Office of Chief Operating Officer	1,091,833	1,003,180	88,653	2,214,562	(1,122,729)
Office of General Counsel	4,307,464	5,400,264	(1,092,801)	4,765,886	(458,422)
Corporate Finance	2,402,483	2,634,586	(232,103)	2,167,806	234,676
Information Technology	9,141,602	7,233,416	1,908,187	6,529,320	2,612,283
IT Records & Information Management	2,035,894	1,979,466	56,428	1,647,444	388,450
Strategy, Policy & Regulatory Affairs	3,053,097	2,878,461	174,637	2,248,115	804,982
Government, External Affairs & Human Development	2,335,830	2,076,995	258,836	2,083,330	252,500
Communications, Marketing and Public Engagement	1,471,206	1,032,995	438,211	1,071,100	400,105
Contracts and Procurement	1,985,026	1,730,532	254,494	1,648,091	336,935
Human Resources Operations	2,111,309	2,044,928	66,381	1,979,390	131,919
Activities Managed by Human Resources:					
Severance and Related Expenses	85,000	110,000	(25,000)	15,000	70,000
Agency-wide Staff Training	383,500	-	383,500	-	383,500
Agency-wide Temporary Services	236,979	213,375	23,604	133,478	103,501
HRIS Replacement	-	-	-	-	-
Compensation Market Adjustments	500,000	500,000	-	-	500,000
Retirement Professional Consulting Services	144,250	-	144,250	-	144,250
Defined Benefit Pension Plan Contribution	460,000	1,000,000	(540,000)	1,000,000	(540,000)
Total	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999

Atlanta Housing

Corporate Support Expense by Account

FY 2021 Budget

	FY 2021	FY 2020	FY 2021B	FY 2020	FY 2021B
	Budget	Budget	Over (Under) FY 2020B	Forecast	Over (Under) FY 2021F
Salaries	\$ 15,604,711	\$ 14,375,317	\$ 1,229,394	\$ 13,089,266	\$ 2,515,445
Employer Paid Benefits and Taxes	3,995,764	3,246,726	749,038	2,949,806	1,045,958
Background Checks	10,000	10,000	-	5,646	4,354
Outside Legal Counsel	1,750,000	3,350,000	(1,600,000)	2,879,566	(1,129,566)
Staff Training	301,186	310,655	(9,469)	291,994	9,192
Recruitment	194,500	182,500	12,000	154,280	40,220
Travel and Conferences	287,498	181,896	105,602	168,926	118,572
Auditing Fees	164,000	160,000	4,000	160,000	4,000
Marketing	147,200	128,320	18,880	189,121	(41,921)
Consulting and Professional Services	3,183,511	2,067,243	1,116,268	1,608,121	1,575,390
Other Staff Augmentation	53,220	265,283	(212,063)	322,457	(269,237)
Membership and Fees	189,633	150,251	39,382	177,646	11,987
Publications	46,489	63,142	(16,653)	43,383	3,106
Advertising & Public Notices	17,800	17,800	-	11,008	6,792
Office Supplies	186,950	174,400	12,550	147,957	38,993
Telephone	105,096	263,500	(158,404)	145,758	(40,662)
Postage, Shipping and Courier	105,300	132,000	(26,700)	93,404	11,896
License Fees & Maintenance Contracts	2,394,142	2,083,989	310,153	1,687,794	706,348
Copiers	212,948	248,282	(35,334)	214,340	(1,392)
Internet	127,080	74,000	53,080	120,023	7,057
Cell Phones	197,872	163,900	33,972	176,968	20,905

Corporate Support Expense by Account (continued)

	FY 2021 Budget	FY 2020 Budget	FY 2021B Over (Under) FY 2020B	FY 2020 Forecast	FY 2021B Over (Under) FY 2021F
Computer Maintenance & Repairs	2,500	5,000	(2,500)	3,395	(895)
Small Office Equipment	10,000	20,000	(10,000)	8,895	1,105
Other Misc Admin Expenses	500	500	-	1,360	(860)
Printing/Photocopying	40,000	50,000	(10,000)	31,728	8,272
Employee Activities/Promotions	88,300	61,200	27,100	45,877	42,423
Meeting Expense	92,320	75,250	17,070	85,112	7,208
Tenant Meetings	11,500	11,500	-	10,622	878
Non-Capitalized Hardware	250,000	250,000	-	219,448	30,552
Non-Capitalized Software	5,000	6,000	(1,000)	5,135	(135)
Uniforms	1,000	-	1,000	-	1,000
Supplies-Maint_Repairs	6,000	6,000	-	5,742	258
Contract-Building Repairs	15,000	5,000	10,000	1,667	13,333
Contract Costs-Other	124,000	124,000	-	104,034	19,966
Fiduciary Insurance	186,853	172,295	14,558	161,452	25,401
Workers Comp Insurance	279,860	161,790	118,070	162,601	117,259
Workers Comp Claims Expense	20,000	20,000	-	20,546	(546)
Liability Insurance	166,775	174,846	(8,071)	194,825	(28,050)
Auto Insurance	51,300	43,638	7,662	40,200	11,100
Other General Expenses	2,000	1,000	1,000	1,317,957	(1,315,957)
Severance and Related Expense	85,000	110,000	(25,000)	15,000	70,000
Agency-wide Staff Training	383,500	-	383,500	-	383,500
Agency-wide Temporary Services	236,979	213,375	23,604	133,478	103,501
Compensation Market Adjustments	500,000	500,000	-	-	500,000
Retirement Professional Consulting Services	144,250	-	144,250	-	144,250
Pension Contribution	460,000	1,000,000	(540,000)	1,000,000	(540,000)
Total	\$ 32,437,537	\$ 30,660,598	\$ 1,776,940	\$ 28,206,539	\$ 4,230,999

Atlanta Housing

FY 2021 Budget

Executive Office

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	437,750	553,562	(115,812)	432,647	5,103
Employer Paid Benefits and Taxes	42,862	86,075	(43,213)	56,103	(13,240)
Staff Training	5,000	3,500	1,500	3,500	1,500
Travel and Conferences	26,500	25,000	1,500	25,525	975
Consulting and Professional Services	60,000	50,000	10,000	35,640	24,360
Membership and Fees	104,348	90,640	13,708	125,780	(21,432)
Publications	625	625	-	-	625
Other Misc Admin Expenses	500	500	-	543	(43)
Meeting Expense	14,480	12,500	1,980	23,280	(8,800)
Total	\$ 692,065	\$ 822,402	\$ (130,337)	\$ 703,017	\$ (10,952)

Atlanta Housing

FY 2021 Budget

Office of Chief Operating Officer

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	320,611	349,952	(29,341)	257,180	63,431
Employer Paid Benefits and Taxes	65,970	79,130	(13,160)	59,862	6,109
Travel and Conferences	-	500	(500)	28	(28)
Consulting and Professional Services	-	400	(400)	202	(202)
Membership and Fees	214	129	85	258	(44)
Publications	-	-	-	98	(98)
Office Supplies	250	250	-	82	168
Other Misc Admin Expenses	-	-	-	21	(21)
Meeting Expense	-	250	(250)	61	(61)
Vehicle Maintenance and Fuel	-	-	-	(0)	0
Fiduciary Insurance	186,853	172,295	14,558	161,452	25,401
Workers Comp Insurance	279,860	161,790	118,070	162,601	117,259
Workers Comp Claims Expense	20,000	20,000	-	20,546	(546)
Liability Insurance	166,775	174,846	(8,071)	194,825	(28,050)
Auto Insurance	51,300	43,638	7,662	40,200	11,100
Other General Expenses	-	-	-	1,317,147	(1,317,147)
Total	\$ 1,091,833	\$ 1,003,180	\$ 88,653	\$ 2,214,562	\$ (1,122,729)

Atlanta Housing

FY 2021 Budget

Office of General Counsel

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,890,492	1,542,517	347,975	1,353,914	536,578
Employer Paid Benefits and Taxes	438,456	328,446	110,010	274,610	163,845
Outside Legal Counsel	1,750,000	3,350,000	(1,600,000)	2,879,566	(1,129,566)
Staff Training	20,000	18,233	1,767	12,433	7,567
Travel and Conferences	33,000	24,961	8,039	23,328	9,672
Consulting and Professional Services	90,668	50,000	40,668	102,048	(11,380)
Other Staff Augmentation	53,220	57,658	(4,438)	89,508	(36,288)
Membership and Fees	5,250	4,072	1,178	4,904	346
Publications	19,628	19,628	-	21,593	(1,965)
Advertising & Public Notices	1,000	1,000	-	333	667
Office Supplies	750	750	-	500	250
Meeting Expense	3,000	2,000	1,000	2,377	623
Other General Expenses	2,000	1,000	1,000	769	1,231
Total	\$ 4,307,464	\$ 5,400,264	\$ (1,092,801)	\$ 4,765,886	\$ (458,422)

Atlanta Housing

FY 2021 Budget

Corporate Finance

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,744,178	1,963,138	(218,960)	1,599,064	145,114
Employer Paid Benefits and Taxes	390,611	415,828	(25,217)	315,508	75,103
Staff Training	11,350	7,350	4,000	5,073	6,277
Travel and Conferences	17,350	15,100	2,250	16,487	863
Auditing Fees	164,000	160,000	4,000	160,000	4,000
Consulting and Professional Services	70,000	68,200	1,800	64,370	5,630
Membership and Fees	2,680	3,720	(1,040)	3,525	(845)
Publications	514	750	(236)	854	(340)
Office Supplies	500	500	-	1,366	(866)
Other Misc Admin Expenses	-	-	-	796	(796)
Employee Activities/Promotions	800	-	800	-	800
Meeting Expense	500	-	500	764	(264)
Total	\$ 2,402,483	\$ 2,634,586	\$ (232,103)	\$ 2,167,806	\$ 234,676

Atlanta Housing

FY 2021 Budget

Information Technology

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	3,803,547	3,140,083	663,464	3,085,795	717,752
Employer Paid Benefits and Taxes	969,645	711,419	258,226	695,328	274,317
Staff Training	90,689	37,047	53,642	31,284	59,405
Travel and Conferences	31,073	20,000	11,073	9,373	21,700
Consulting and Professional Services	1,108,843	425,753	683,090	321,073	787,770
Membership and Fees	19,615	7,225	12,390	5,680	13,935
Publications	1,000	3,000	(2,000)	-	1,000
Office Supplies	3,000	10,000	(7,000)	4,500	(1,500)
Telephone	105,096	263,500	(158,404)	145,758	(40,662)
License Fees & Maintenance Contracts	2,394,142	2,083,989	310,153	1,687,794	706,348
Internet	127,080	74,000	53,080	120,023	7,057
Cell Phones	197,872	163,900	33,972	176,968	20,905
Computer Maintenance & Repairs	2,500	5,000	(2,500)	3,395	(895)
Small Office Equipment	10,000	20,000	(10,000)	8,895	1,105
Meeting Expense	7,500	7,500	-	9,357	(1,857)
Non-Capitalized Hardware	250,000	250,000	-	217,296	32,704
Non-Capitalized Software	5,000	6,000	(1,000)	5,135	(135)
Contract-Building Repairs	15,000	5,000	10,000	1,667	13,333
Total	\$ 9,141,602	\$ 7,233,416	\$ 1,908,187	\$ 6,529,320	\$ 2,612,283

Atlanta Housing

FY 2021 Budget

Records & Information Management

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,014,732	822,893	191,839	739,708	275,024
Employer Paid Benefits and Taxes	313,867	214,012	99,855	193,635	120,232
Staff Training	26,619	16,610	10,009	8,465	18,154
Travel and Conferences	15,485	13,700	1,785	11,887	3,598
Consulting and Professional Services	-	100,000	(100,000)	-	-
Other Staff Augmentation	-	92,664	(92,664)	106,173	(106,173)
Membership and Fees	2,743	2,305	438	764	1,979
Office Supplies	174,200	157,000	17,200	137,564	36,636
Postage, Shipping and Courier	105,300	132,000	(26,700)	93,404	11,896
Copiers	212,948	248,282	(35,334)	214,340	(1,392)
Printing/Photocopying	40,000	50,000	(10,000)	31,728	8,272
Supplies-Maint_Repairs	6,000	6,000	-	5,742	258
Contract Costs-Other	124,000	124,000	-	104,034	19,966
Total	\$ 2,035,894	\$ 1,979,466	\$ 56,428	\$ 1,647,444	\$ 388,450

Atlanta Housing

FY 2021 Budget

Strategy, Policy & Regulatory Affairs

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,555,723	1,961,505	(405,782)	1,665,684	(109,961)
Employer Paid Benefits and Taxes	415,525	449,992	(34,466)	399,030	16,496
Staff Training	27,750	14,150	13,600	15,494	12,256
Travel and Conferences	44,100	32,745	11,355	37,085	7,015
Consulting and Professional Services	992,604	394,000	598,604	74,988	917,616
Other Staff Augmentation	-	-	-	45,409	(45,409)
Membership and Fees	3,795	2,360	1,435	-	3,795
Publications	2,960	13,359	(10,399)	6,726	(3,766)
Advertising & Public Notices	5,000	5,000	-	350	4,650
Office Supplies	300	1,350	(1,050)	900	(600)
Meeting Expense	5,340	4,000	1,340	2,450	2,890
Total	\$ 3,053,097	\$ 2,878,461	\$ 174,637	\$ 2,248,115	\$ 804,982

Atlanta Housing

FY 2021 Budget

Government, External Affairs and Human Development

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,726,148	1,593,844	132,304	1,576,374	149,774
Employer Paid Benefits and Taxes	535,436	395,261	140,176	430,003	105,433
Staff Training	22,888	34,100	(11,212)	29,304	(6,416)
Travel and Conferences	27,690	27,800	(110)	25,425	2,265
Membership and Fees	4,418	3,590	828	3,988	430
Publications	-	1,150	(1,150)	1,150	(1,150)
Office Supplies	2,250	2,250	-	1,518	732
Meeting Expense	5,500	7,500	(2,000)	4,905	595
Tenant Meetings	11,500	11,500	-	10,622	878
Other General Expenses	-	-	-	41	(41)
Total	\$ 2,335,830	\$ 2,076,995	\$ 258,836	\$ 2,083,330	\$ 252,500

Atlanta Housing

FY 2021 Budget

Communications, Marketing and Public Engagement

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	785,930	574,843	211,087	575,045	210,885
Employer Paid Benefits and Taxes	194,757	116,127	78,630	112,232	82,525
Staff Training	11,190	11,165	25	13,230	(2,040)
Travel and Conferences	23,500	9,090	14,410	6,840	16,660
Marketing	135,500	116,620	18,880	176,542	(41,042)
Consulting and Professional Services	289,000	174,000	115,000	174,000	115,000
Membership and Fees	8,707	6,860	1,847	6,247	2,460
Publications	20,422	23,290	(2,868)	6,446	13,976
Office Supplies	1,200	1,000	200	519	681
Uniforms	1,000	-	1,000	-	1,000
Total	\$ 1,471,206	\$ 1,032,995	\$ 438,211	\$ 1,071,100	\$ 400,105

Atlanta Housing

FY 2021 Budget

Contracts and Procurement

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	1,409,843	1,202,739	207,104	1,143,545	266,298
Employer Paid Benefits and Taxes	368,730	279,143	89,587	262,748	105,982
Staff Training	58,700	36,000	22,700	39,835	18,865
Travel and Conferences	26,000	13,000	13,000	12,948	13,052
Marketing	11,700	11,700	-	12,579	(879)
Consulting and Professional Services	50,000	125,000	(75,000)	125,000	(75,000)
Membership and Fees	28,753	29,350	(597)	26,291	2,462
Publications	1,000	1,000	-	1,000	-
Advertising & Public Notices	11,800	11,800	-	10,325	1,475
Office Supplies	3,500	800	2,700	550	2,950
Meeting Expense	15,000	20,000	(5,000)	11,118	3,882
Non-Capitalized Hardware	-	-	-	2,152	(2,152)
Total	\$ 1,985,026	\$ 1,730,532	\$ 254,494	\$ 1,648,091	\$ 336,935

Atlanta Housing

FY 2021 Budget

Human Resources Operations

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	915,757	670,241	245,516	660,311	255,446
Employer Paid Benefits and Taxes	259,906	171,296	88,610	150,749	109,157
Background Checks	10,000	10,000	-	5,646	4,354
Staff Training	27,000	132,500	(105,500)	133,376	(106,376)
Travel and Conferences	42,800	-	42,800	-	42,800
Recruitment	194,500	182,500	12,000	154,280	40,220
Consulting and Professional Services	522,396	679,890	(157,494)	710,799	(188,403)
Other Staff Augmentation	-	114,962	(114,962)	81,367	(81,367)
Membership and Fees	9,110	-	9,110	209	8,901
Publications	340	340	-	5,517	(5,177)
Office Supplies	1,000	500	500	459	541
Employee Activities/Promotions	87,500	61,200	26,300	45,877	41,623
Meeting Expense	41,000	21,500	19,500	30,801	10,199
Total	\$ 2,111,309	\$ 2,044,928	\$ 66,381	\$ 1,979,390	\$ 131,919

Atlanta Housing

FY 2021 Budget

Activities Managed by Human Resources

Description	FY 2021 Budget	FY 2020 Budget	FY 2021B	FY 2020 Forecast	FY 2021B
			Over (Under) FY 2020B		Over (Under) FY 2020F
Salaries	100,000	52,800	47,200	56,733	43,267
Employer Paid Benefits and Taxes	11,979	10,575	1,404	8,117	3,862
Staff Training	383,500	-	383,500	-	383,500
Consulting and Professional Services	154,250	10,000	144,250	15,000	139,250
Other Staff Augmentation	-	-	-	3,547	(3,547)
Agency-wide Temporary Services	125,000	150,000	(25,000)	65,081	59,919
Severance Expense	75,000	100,000	(25,000)	-	75,000
Compensation Market Adjustments	500,000	500,000	-	-	500,000
Defined Benefit Pension Plan Contributor	460,000	1,000,000	(540,000)	1,000,000	(540,000)
Total	\$ 1,809,729	\$ 1,823,375	\$ (13,646)	\$ 1,148,478	\$ 661,251