



FY 2023

# COMPREHENSIVE BUDGET

For the Fiscal Year  
Beginning July 1, 2022  
and Ending June 30, 2023



Approved by the Board of Commissioners on July  
27, 2022

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## **Executive Summary**

To the Board of Commissioners:

As President and Chief Executive Officer (“CEO”) of Atlanta Housing, I am pleased to present Atlanta Housing’s (“AH”) FY 2023 Comprehensive Budget Book. This document includes meaningful information regarding AH’s proposed FY 2023 operating, housing, development and revitalization activities to support the delivery of our FY 2023 MTW Annual Plan.

As President and Chief Executive Officer (“CEO”) of Atlanta Housing and an industry veteran of over 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. At AH, we believe in the potential of people, and will continue our relentless efforts towards achieving the agency’s mission with focus on the following:

- Increase the availability of affordable housing by constructing new or rehabilitating existing units through modernization or preservation.
- Expand the use of tenant-based vouchers to areas of opportunity.
- Use housing as a platform to improve the quality of life beyond shelter and incorporate economic, educational, and wellness opportunities into the solutions.

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

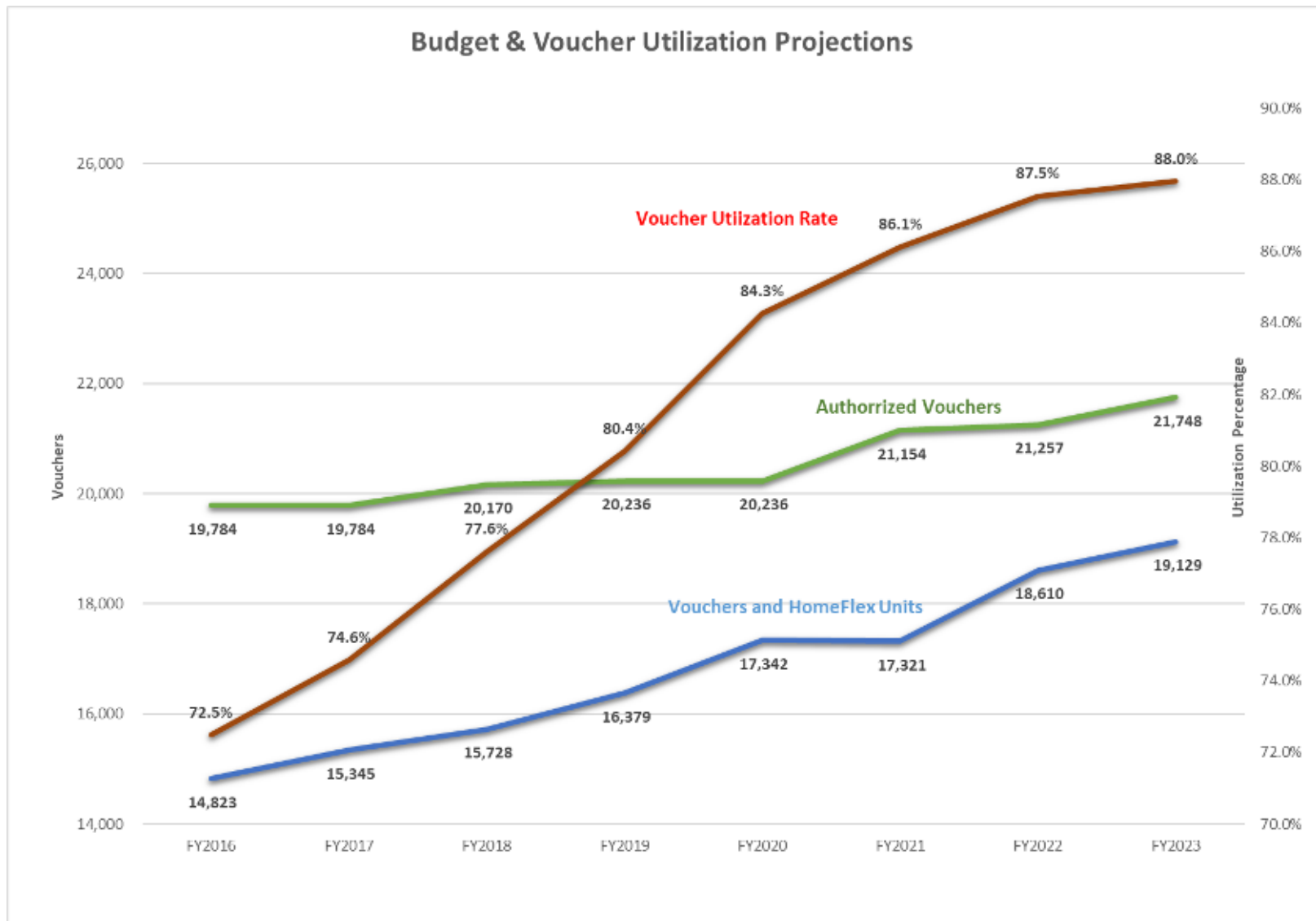
The enclosed FY 2023 Budget was developed to support the activities and initiatives outlined in our FY 2023 MTW Annual Plan and lay the foundation for the forthcoming FY 2023-2027 Strategic Plan.

Our budget projects sources of funds at \$402.7 million from the following:

- \$373.4 million in MTW Single funds provided by HUD, of which \$63.6 million will be drawn from prior year funds held at HUD.
- \$7.2 million from the Choice Neighborhoods Grant.
- \$1.8 million from development-related income earned from deals closed in prior years and \$3.9 million from deals expected to close during FY 2023.
- \$7.9 million in repayment of development loans
- \$8.5 million from other sources consisting of tenant dwelling income, interest on surplus cash, public improvement funds, and other revenue from ancillary sources.

Projected uses of these funds will total \$402.7 million, primarily for the following:

***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 towards improving its voucher utilization rate and plans to continue its efforts during FY 2023 to reach 90 percent from less than 70 percent in FY 2015.



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 to encourage and expand new landlord participation in AH's Housing Choice Voucher program.

In total, our budget provides for \$210.8 million in housing assistance and public housing subsidy payments, an increase of \$6.3 million over the FY 2022 Budget, and a projected 519 unit gain, net of attrition, in Tenant-Based and HomeFlex assisted units, as depicted in the chart below. Because this includes units that are converting to Housing Choice under RAD, not all of these units are additional households served.

***Increase 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.

During FY 2023, we plan to invest a total of \$3.5 million for human development support to be provided by either specialized third party professionals or through the staff of AH's internal Human Development teams to support the self-sufficiency programs.

***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 2023 Budget provides for \$88.9 million of development and revitalization expenditures, comprised of the following initiatives:

- \$17.7 million in co-investment and new initiatives for the creation and rehabilitation of affordable housing in the City of Atlanta.
- \$31.7 million towards the University Choice Neighborhood's four components, of which \$29.2 million will be spent for housing.
- \$0.8 million towards the conversion of East Lake Highrise and Westminster from Public Housing-funded (Section 9) to Section 8-funded under HUD's RAD Program, as well as other communities planned for either subsidy or rehabilitation conversion in the near future.
- \$21.7 million for the redevelopment of former public housing sites, primarily at Herndon Homes and Englewood Manor, as well as projected property acquisitions including Heritage Village at West Lake.
- \$5.0 million in homeownership down payment assistance for 225 first-time homebuyers at or below 80 percent AMI.
- \$12.1 million in other development activities to be spent for public improvements, site improvements, and remediation work at Bowen Homes, Centennial Place, Civic Center, scattered sites at Magnolia Perimeter, and West Highlands, as well as real estate consulting services and other activities in preparation for future site development.

***Continuation of effective and efficient agency administration.*** AH has a total of 358 personnel positions and a current vacancy rate of 15%. AH plans to accomplish its goals with an increase

of only one additional full-time position. The cost impact of this new position, combined with a 3 percent merit pay increase, a cost-of-living allowance increase of 1.5 percent, an expected 25 percent increase in the AH-provided medical plan, and increased insurance, results in higher budgeted Operating Divisions and Corporate Support expenses of a combined \$4.3 million or 8% in FY 2023 over the FY 2022 Budget.

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.

***Revenues added to AH's reserves***

\$12.6 million of FY 2023 sources come from development-

related activities which are tied to closings and construction which are subject to significant changes in timing and receipt of funds. In addition, the funds usually have restrictions on use, especially in the years immediately after receipt. For this reason, these funds are not budgeted for use in FY 2023 but will be used for future development.

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 CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**The Atlanta Housing Authority  
Georgia**

For the Fiscal Year Beginning

**July 1, 2021**

*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, 2021 (AH Fiscal Year 2022). 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.

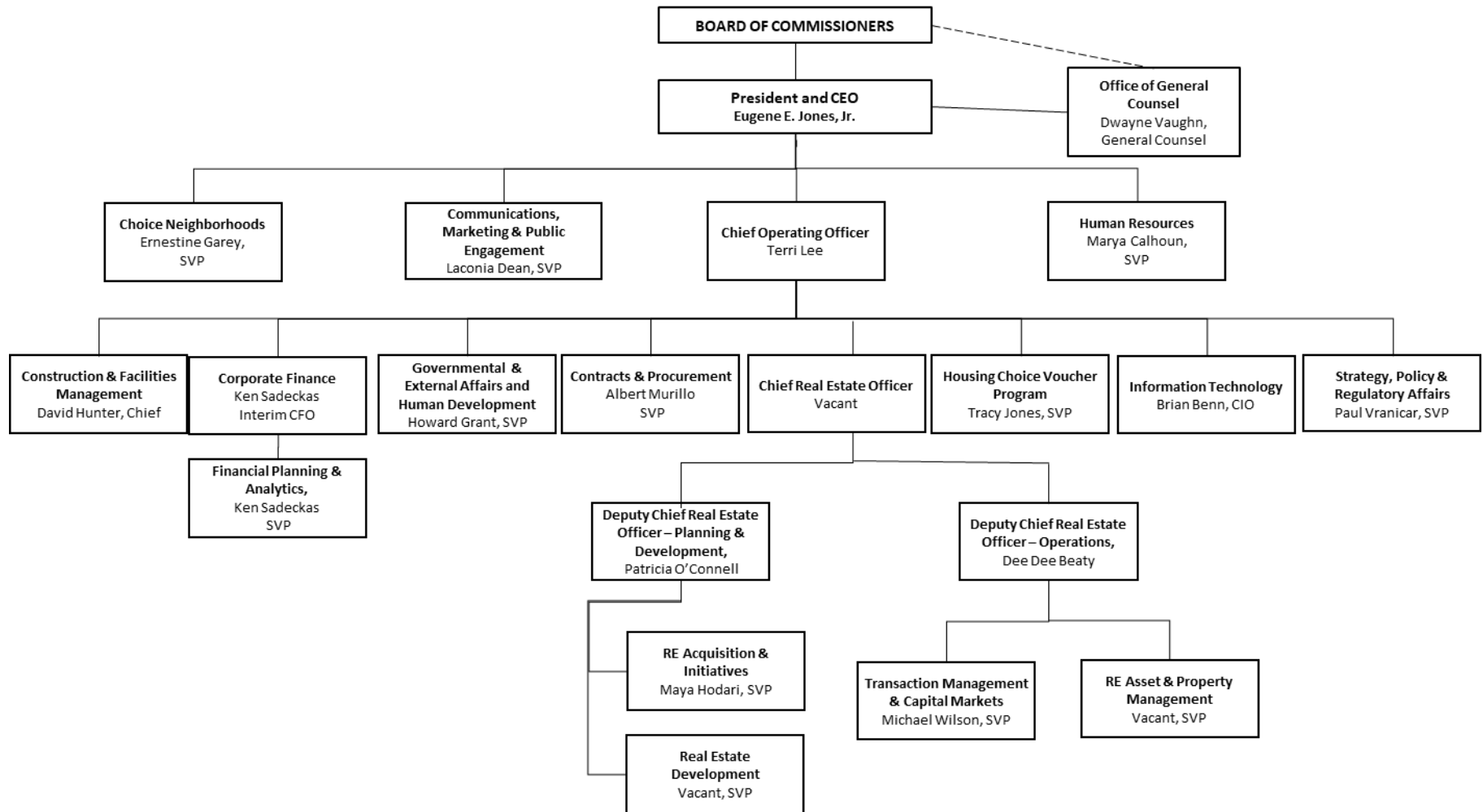
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# AH Organizational Chart



## FY 2022 Accomplishments

### Creation & Preservation

In recent years, Atlanta has grown rapidly. That growth, combined with a variety of broader economic factors, has resulted in significantly increased housing costs and a growing need for affordable housing. In addition, the COVID-19 pandemic disrupted supply chains, constrained housing availability, and created inflationary pressure that further increased the overall cost of housing. To address the increasing demand for affordable housing, AH has made creating and preserving affordable units its top priority.

Through the third quarter of FY 2022, AH created or preserved 2,012 units. AH **created** 613 new affordable units through Down Payment Assistance, financial closings on new developments, such as Madison Reynoldstown, and through the delivery of new HomeFlex units. AH **preserved** 1,399 new affordable units through the extension of existing HomeFlex agreements and the substantial rehabilitation of public housing units at communities, such as Hightower Manor and Columbia Village.

Through the first three quarters of FY 2022, AH also made substantial progress on future affordable housing production. Efforts included:

- Advancing development on AH land towards financial closings in late FY 2022 or early FY 2023, including Herndon Square Phase II and Englewood Manor;
- Advancing various Co-Investment deals toward closing in late FY 2022 or early FY 2023, including Villas at Stone Hogan, Flats at Stone Hogan, Sylvan Hills II;
- Engaging in planning efforts for Bowen Homes funded by a Choice Neighborhoods Planning Grant;

- Continuing to spend down remaining University Choice Neighborhoods grant funds to prepare for grant closeout in FY 2023; and
- Issuing Requests for Proposals for Civic Center and Bowen Homes

### Increase New Households Served

A separate but related goal of AH has been to increase the number of households it serves each year. While the “creation” of new units may count units that are just breaking ground, the Households Served number only includes households that are already receiving subsidy.

In FY 2022, AH set a goal to increase its number of Households Served by 600. Doing so would bring its Households Served to 26,934, a 21% increase since FY 2016. As of May 31, 2022, AH served 442 new households, putting it on track to meet its goal for the year. Those numbers include: 210 down payment assistance awards, 66 net new Housing Choice Vouchers leased, 161 occupied HomeFlex units at Capitol View and London Townhouses, and 5 newly occupied HAVEN HomeFlex units at Academy Lofts at Adair Park.

### Homeownership

One particularly important category of newly “created” affordable housing units is Homeownership. AH has a variety of programs designed to increase access to homeownership for low-income families. These programs make it possible for families who might otherwise be left out of the American dream to own their own homes and build intergenerational wealth.

AH’s most popular program is Down Payment Assistance (DPA), which provides first time homeowners with a forgivable

loan that can be used to purchase a home for low-income families that may otherwise lack the savings needed to do so. AH set a goal of providing DPA to 225 families in FY 2022. AH awarded assistance to 210 families as of May 31, reaching 93% of its goal while anticipating awards to 222 families by June 30, 2022.

### **Voucher Utilization**

In FY 2022, AH devised a plan to increase its overall voucher utilization. The voucher utilization is the percentage of a public housing authority's authorized vouchers that are actively funded. Both AH and HUD have prioritized increasing voucher utilization rates, with AH setting a goal of reaching 90% voucher utilization by the end of FY 2022. Due to an unprecedented rental market and a lack of landlords willing to accept Housing Choice Vouchers, AH has reached an overall voucher utilization rate of 84% through May 31, 2022. However, AH has made significant strides in its target voucher utilization rate for certain categories of vouchers:

- HomeFlex (Project Based Vouchers) had a voucher utilization rate of 95%;
- Special Purpose Vouchers, which include Veterans Affairs Supportive Housing, Mainstream, and Family Unification Program vouchers had a voucher utilization rate of 88%.
- Mainstream 5 had a utilization rate of 90%; and
- Emergency Housing Vouchers, a time-limited program established in mid-2021, had a utilization rate of 32%. This program attempts to house the hardest chronic homeless individuals and families.

### **Work/Program Compliance**

AH continues to prioritize the economic mobility of its residents by supporting opportunities for employment. AH requires that assisted families be employed or in school, unless they are

elderly, disabled, or experiencing a hardship. In FY 2022, AH set a goal of having 75% of its non-exempt households comply with the work requirement. Through May AH reached 73% work/program compliance for the first time since at least FY 2015, putting it within reach of its goal by year end.

## Atlanta Housing Five-Year Plan

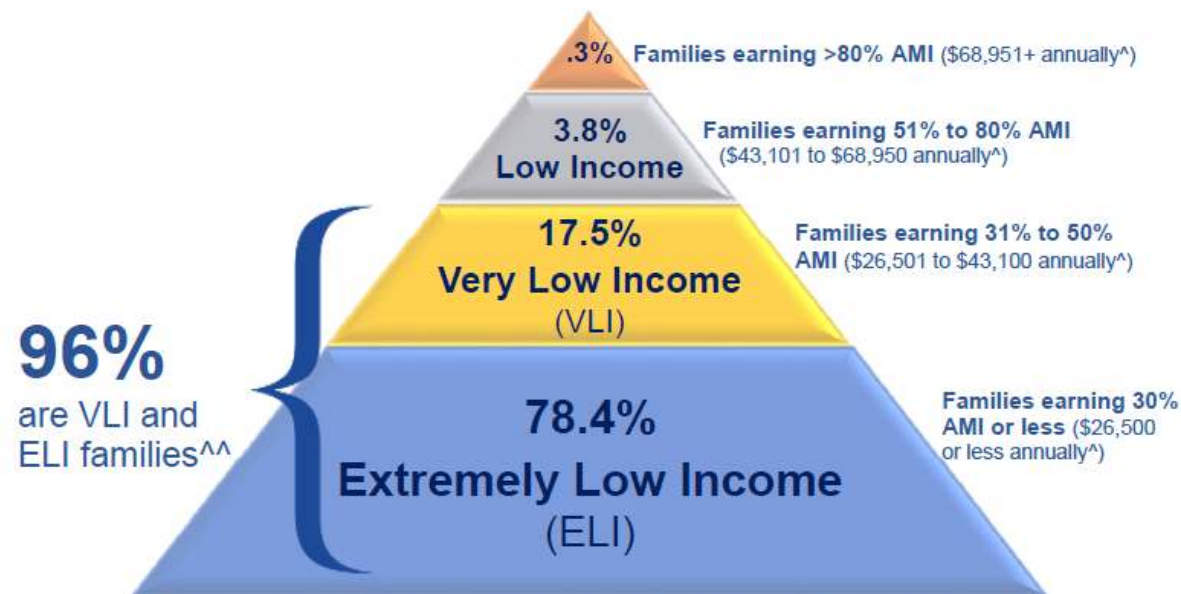
On March 24, 2022, the Board of Commissioners (Board) of Atlanta Housing (“AH”) approved a resolution to adopt and submit the Fiscal Year (“FY”) 2023 MTW Annual Plan (“MTW Plan”) to the U.S Department of Housing and Urban Development (HUD). The MTW Plan provided the priorities for FY 2023. The MTW Plan can be found on AH’s website at:

<https://www.atlantahousing.org/wp-content/uploads/2022/02/HA-GA006-FY-2022-Ann.-MTW-Plan-2.pdf>

## The Need for Affordable Housing in Atlanta

According to a 2022 study by Freddie Mac, Atlanta is now the fourth fastest growing metropolitan area in the country Atlanta’s rapid growth, combined with a variety of broader economic factors, has resulted in significantly increased housing costs. Rents in Atlanta grew by 22.1 percent between January 2021 and January 2022.<sup>1</sup>

### Projected Households Served, by Income Category<sup>^</sup>



<sup>^</sup>Area Median Income (AMI) is the household income for the median – or middle – household in a region. HUD classifies families as high- or low-income based on AMI data that it publishes annually. This graph is based on HUD Income Limits from April 2021 for a Family of Four.

<sup>^^</sup>Source: Data Reporting and Analysis.

<sup>1</sup> Apartment List Metro-Level Historic Estimates, <https://www.apartmentlist.com/research/category/data-rent-estimates>, shows \$1,258 for January 2021 and \$1,538 for January 2022.

## Atlanta Housing's Long-Term Goals

The FY 2023 MTW Plan identified the following long-term goals which are subject to change after the Board review of the Strategic Plan.

### Create and Preserve Housing Units

- Create new affordable housing units.
- Preserve existing affordable housing units.
- Assist in preserving naturally affordable units outside AH's current portfolio.

### Enhance Housing Assistance Programs

- Monitor local housing demand among specific population groups to develop alternate and supportive housing resources.
- Enhance housing assistance resources for low income Atlantans.

### Promote Economic Mobility and Resident Well-Being

- Create opportunities for economic mobility and improved well-being.
- Improve AH's work/program compliance rate.

### Improve Administration

- Improve operations.
- Achieve or maintain a 90% Housing Choice voucher utilization rate.
- Reduce operational costs.

### Atlanta Housing 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 Voucher Assistance program.
- **Rental Assistance Demonstration ("RAD")** are units that were converted from public housing to project-based rental units
- **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.

## FY 2023 MTW Goals and Objectives

Atlanta Housing (AH) has identified goals and objectives for its FY 2023 Budget aligned under the strategy identified below and described in further detail in AH's FY 2023 MTW Plan. In addition, each of AH's Departmental goals and initiatives is linked to the AH goals and objectives in *Section II – Department Information - Operating Divisions 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.

The MTW Plan built on this statutory objective is to develop AH's priorities for FY 2023 which include: (1) creating and preserving affordable housing units, (2) enhancing existing rental assistance programs, (3) advancing economic mobility and the well-being of residents, and (4) improving operations to serve the

community better. In addition, AH remains focused on increasing the number of households served over the previous year, which is the result of careful execution of these combined strategic priorities.

### I. FY 2023 Goals & Highlights

#### Creation & Preservation

In FY 2023, AH will continue to make the creation and preservation of affordable units its top priority. AH plans to create or preserve 1,246 affordable units in FY 2023.

#### Creation

AH will create **298 new affordable units** through 9 projected financial closings in FY 2023. Projected closings on AH-owned land include:

- 100 units at Englewood IA (Chosewood Park, NPU Y)
- 80 units at Englewood IB (Chosewood Park, NPU Y)
- 28 affordable homeownership units at Mechanicsville Crossing (Mechanicsville, NPU V)
- 8 affordable homeownership units at Scholar's Landing (Atlanta University Center, NPU T)
- 64 units at three West Highlands sites (West Highlands / Rockdale, NPU G)
- 18 units at two Magnolia Perimeter Sites (Vine City, NPU L)

AH's Co-Investment program leverages partners, such as Invest Atlanta, to spur the creation of affordable units. To date, AH has leveraged \$18 million of the \$60 million originally committed to create 404 affordable units. In FY 2023, AH is projected to close on 189 Co-Investment affordable units, including:

- 87 units at Sylvan Hills II (Sylvan Hills, NPU X)

- 102 units at Heritage at West Lake (West Lake, NPU J)

AH also projects the delivery and/or lease up of 156 New HomeFlex Units in FY 2023, including:

- 6 units at 1055 Arden (Capitol View, NPU X)
- 16 units at 1265 Lakewood (South Atlanta, NPU Y)
- 8 units at 356 James P. Brawley Drive (English Avenue, NPU L)
- 8 units at 588 & 592 Paines Avenue (English Avenue, NPU L)
- 8 units at Abbingdon Ormewood Park (Ormewood Park, NPU W)
- 25 units at Intrada Westside (Center Hill, NPU J)
- 30 units at McCauley Park Phase I (Sweet Auburn, NPU M)
- 10 units at Stanton Park (Peoplestown, NPU V)
- 14 units at The Mallory (Dixie Hills, NPU J)
- 23 units at Thrive Sweet Auburn (Sweet Auburn, NPU M)
- 8 units at West Side Future Fund, Dalvigney & Echo (English Avenue, NPU L)

In furtherance of its goal to create new affordable housing, AH will **advance the construction of up to 1,123 projected new affordable units** in FY 2023. For developments on AH land and Co-Investment deals, these are units that have already closed. For HomeFlex deals, these are units that are committed but not yet substantially complete. Therefore, they will not count as newly “created” units in FY 2023, but they nonetheless represent AH’s substantial commitment to increasing affordability in the City of Atlanta.

### ***Preservation***

In FY 2023, AH plans to **preserve up to 1,670 existing affordable units**. Those preserved units are expected to include the following:

- **1,097 affordable units** projected to be preserved by renewing 18 expiring HomeFlex Agreements
- **573 affordable units** projected to be preserved by converting PH units to RAD PBV\* and non-RAD PBV\* units

AH will also oversee the continued rehabilitation and preservation of **159 existing affordable units** through RAD that closed prior to FY 2023.

### **Enhancing the Housing Choice Voucher Program**

AH’s Housing Choice Voucher (HCV) program serves more than 17,600 households through the direct administration of nearly 9,700 tenant-based vouchers (TBV) and more than 6,100 project based vouchers (HomeFlex or PBV).

One of the greatest challenges for the TBV families is the lack of available one- and two-bedroom units, which makes the process of finding a home difficult and lengthy. To address this shortage, AH plans to **recruit up to 350 new Housing Choice Landlords** in FY 2023. The HCV team will also work diligently to ensure that all AH families live in the highest quality units by performing over 25,000 Housing Quality Standards inspections. AH will also administer an innovative Energy Efficiency Rent Boost program, the first of its kind in the nation, to reduce families’ utility bills and improve comfort of assisted units.

To increase overall voucher utilization and speed the delivery of voucher assistance to families in need in Atlanta, AH will issue a Request for Proposals for HomeFlex vouchers in FY 2023 in the

hopes of attracting landlords with housing that is already built or can quickly be refurbished.

### **Stabilize At-Risk Families**

In recent years, AH has substantially increased its portfolio of programs designed to provide housing to the unsheltered, as well as interventions for families at heightened risk of homelessness. Highlighted programs for FY 2023 include the following:

- 132 New HAVEN HomeFlex (permanent supportive housing) units projected to come online.
- 295 Home Again (short-term rental assistance) families are projected in FY 2023.
- 202 Emergency Housing Vouchers (EHV) will be administered with MTW flexibility, of which 64 EHV have been leased as of May 31, 2022.

### **Homeownership**

AH's homeownership programs help lower-income families overcome barriers and build inter-generational wealth. In the process, they can root families in their communities for years to come. AH's forgivable down payment assistance loans can be combined with grants from other organizations. AH will award down payment assistance to 264 first time homebuyers in FY 2023.

### **Create Opportunities of Success**

In FY 2023, AH will **invest in local non-profits** to provide education and workforce training, including computer literacy, employment search and soft skills, financial literacy and credit management, and education. Educational resources include college application assistance and referral to scholarship opportunities. So far in FY 2022, AH spent \$624,015 and served 1,582 individuals with such services.

AH will expand training and job opportunities for **residents in high paying fields** in FY 2023. Those opportunities include:

- Advancing AH's sustainability program, AHGreen, to offer training for green and clean energy jobs; AH began planning the program in FY 2022 and hopes to launch it by the end of FY 2023.
- Hosting three cohorts (of up to 25 participants) of Achieving Connectivity to Create Equity, and Self-Sufficiency (ACCESS), AH's program for creating higher-paying job opportunities in the technology sector. AH has trained 20 students to date, in partnership with Techbridge.

Details supporting these priorities may be found in the Annual Plan and are identified in section II of this document which aligns department goals with these priorities.



## 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 MTW Annual Plan Updated or Realigned

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

#### Develop Implementation Plans for the Upcoming 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 budgets, along with corporate and administrative departments, 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.
- **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 department develops a staffing plan and non-salary budget to meet its goals and objectives for the coming year.

For FY 2023, to optimize the amount of funds available for affordable housing, AH used a modified zero-based budget approach in developing budgets for headquarters departments. Department heads submitted detailed justifications for all requested FY 2023 positions and contracts. These justifications were used to determine funding for positions and projects.

### Finance Consolidates Budgets

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

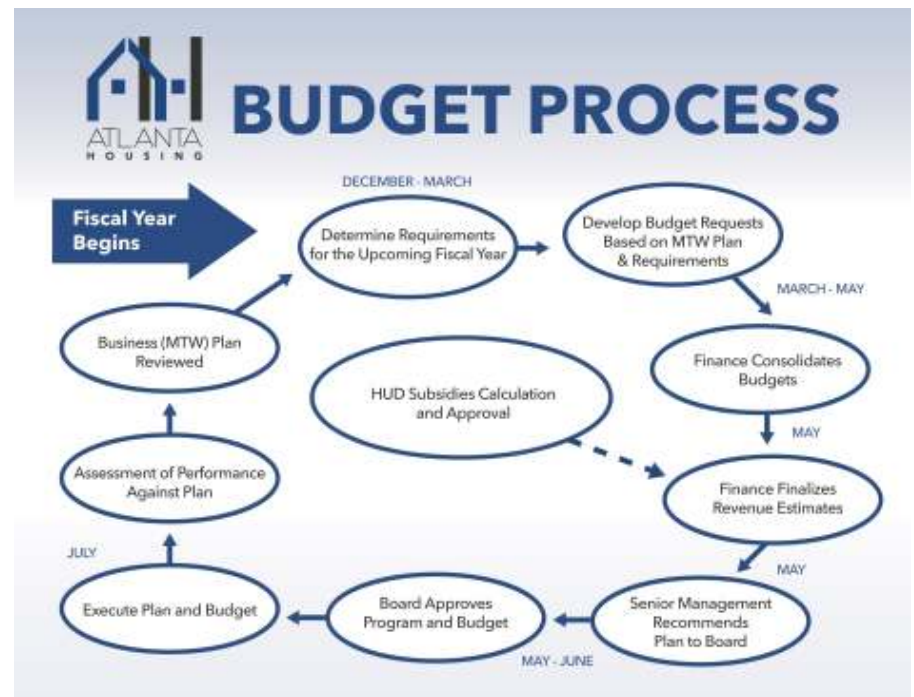
### Finance Estimates Revenues

Finance estimates fiscal year revenues and compares these with the requested budgets. Finance prepares the initial Sources and

Uses report to display this information. This report provides Senior Management with a high-level analysis of the requested funds and the estimated revenues, ensuring funds availability.

### Finance Confirms Budget Internal Integrity

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



### Executive 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 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 ("CFO") 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 CEO and the CFO 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 2023 MTW Annual Plan as long as AH remains within the FY 2023 Budget Use of Funds authority approved in this resolution.

Departments are authorized to move funds between accounts and properties under their management.

If unbudgeted expenditures are required, the CEO or the CFO will authorize the spending in accordance with the Board 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). 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 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 2023 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)**

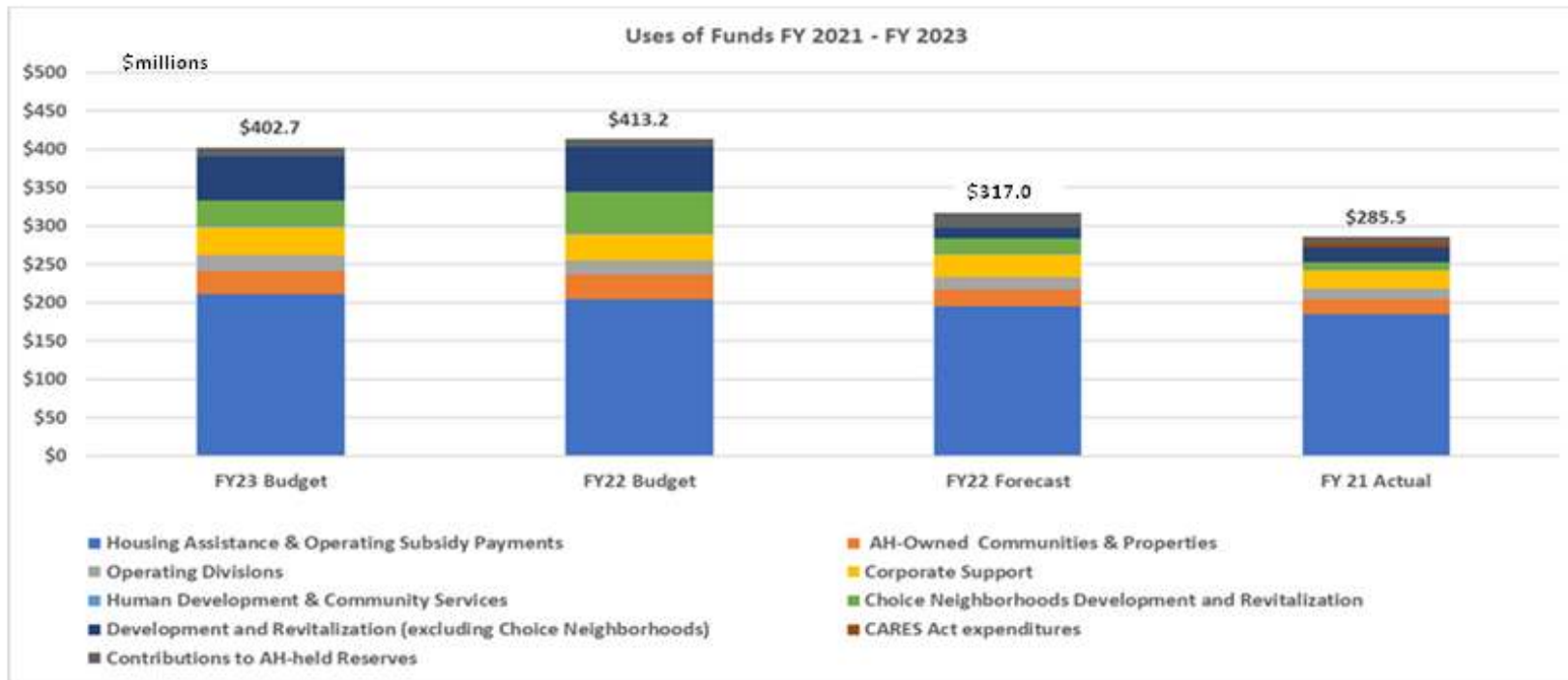
HUD's Voucher Program, Operating Subsidy and Capital Fund Programs are funded through the annual federal appropriations process. On March 15, 2022, the President signed the Consolidated Appropriations Act, 2022 ("2022 Appropriations Act"), which includes the funds HUD will provide to public housing agencies for calendar year 2022, which is HUD's Funding Year 2022.

AH's fiscal year begins July 1st and ends June 30th. The AH FY 2023 Budget, therefore, includes six months (July–December 2022) that will be funded based on HUD's Funding Year 2022. Based on the provisions of the 2022 Appropriations Act, HUD has established Voucher Program, Public Housing Operating Fund, and Capital Fund Program funding levels for public housing agencies for calendar year 2022. HUD may adjust these funding levels based on the availability of remaining funds for each program at Federal fiscal year end.

Calendar Year 2022												Calendar Year 2023											
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 2021 <- Federal Fiscal Year 2022									Federal Fiscal Year 2023												FFY 2024 ->		
HUD Funding Year 2022												HUD Funding Year 2023											
<- AH Fiscal Year (FY) 2022						AH Fiscal Year (FY) 2023												AH Fiscal Year (FY) 2024->					

## COMPREHENSIVE FY 2023 BUDGET

Combined Sources and Uses of Funds FY 2023 Budget	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
<b>Sources of Funds</b>					
<b>Current Year Sources of Funds</b>					
Housing Choice Voucher Funds Authorized	\$ 274,636,182	\$ 251,947,984	\$ 22,688,197	\$ 259,114,327	\$ 15,521,854
Public Housing Operating Subsidy	9,974,122	10,928,112	(953,991)	11,342,511	(1,368,389)
Capital Funds Program (CFP)	25,161,038	35,324,913	(10,163,875)	12,052,320	13,108,718
<b>Total MTW Single Fund</b>	<b>309,771,341</b>	<b>298,201,010</b>	<b>11,570,332</b>	<b>282,509,158</b>	<b>27,262,183</b>
Tenant Dwelling Revenue	3,459,647	3,743,092	(283,445)	4,311,157	(851,510)
Choice Neighborhoods Implementation Grant (CNIG)	7,227,751	13,726,000	(6,498,249)	5,962,887	1,264,864
National Housing Compliance (NHC)	1,394,909	1,694,800	(299,891)	1,394,891	18
Development-related Income	3,916,197	4,396,764	(480,567)	5,336,535	(1,420,338)
Development Loan Repayments	7,865,865	5,273,637	2,592,228	7,694,493	171,372
Other Current Year Revenue and Grants	693,246	821,957	(128,710)	1,428,518	(735,272)
Non-Operating Sources of Funds	1,218,250	1,833,506	(615,256)	4,588,176	(3,369,926)
<b>Total Current Year Sources of Funds</b>	<b>335,547,206</b>	<b>329,690,765</b>	<b>5,856,441</b>	<b>313,225,814</b>	<b>22,321,392</b>
<b>Sources of Funds from Prior Year Accumulations</b>					
Drawdown of HCV-Originated MTW Funds-held at HUD	63,600,646	80,015,174	(16,414,528)	2,927,940	60,672,706
Program Income and Other Funds	1,840,500	1,600,000	240,500	588,271	1,252,229
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,708,559	1,858,259	(149,700)	249,347	1,459,212
<b>Total Sources of Funds from Prior Year Accumulations</b>	<b>67,149,705</b>	<b>83,473,433</b>	<b>(16,323,727)</b>	<b>3,765,558</b>	<b>63,384,147</b>
<b>Total Sources of Funds</b>	<b>\$ 402,696,911</b>	<b>\$ 413,164,198</b>	<b>\$ (10,467,287)</b>	<b>\$ 316,991,372</b>	<b>\$ 85,705,539</b>
<b>Uses of Funds</b>					
Housing Assistance and Operating Subsidy Payments					
Housing Assistance and Operating Subsidy Payments	\$ 210,763,071	\$ 204,511,123	\$ 6,251,948	\$ 195,055,042	\$ 15,708,029
Operating Expense for AH-Owned Residential Communities & Other AH Properties	14,695,936	15,129,905	(433,969)	15,135,256	(439,320)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	16,042,026	16,497,976	(455,950)	6,898,956	9,143,070
Human Development, Supportive Housing Services and Community Relations	1,944,420	1,837,125	107,295	969,689	974,731
Operating Divisions	20,507,493	19,021,272	1,486,221	16,437,952	4,069,541
Corporate Support	37,051,631	34,279,777	2,771,854	29,271,198	7,780,433
Choice Neighborhoods Development and Revitalization	31,691,904	53,530,617	(21,838,713)	20,221,052	11,470,852
Development and Revitalization (excluding Choice Neighborhoods)	57,233,921	58,219,387	(985,465)	13,123,445	44,110,476
Debt Service on Energy Performance Contract (EPC) Capital Lease	209,547	196,465	13,083	290,290	(80,743)
Contributions to AH-held Reserves	12,556,961	9,940,552	2,616,409	19,588,492	(7,031,531)
<b>Total Uses of Funds</b>	<b>402,696,911</b>	<b>413,164,198</b>	<b>(10,467,287)</b>	<b>316,991,372</b>	<b>85,705,539</b>
<b>Excess of Sources over Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



### Comprehensive Budget – Three-Year Comparison

FY 2023 marks the twenty-first 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 2023 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 \$402.7 million, a decrease of \$10.5 million from last year’s Budget.

Sources include drawing down \$67.1 million of funds accumulated in prior years, a reduction of \$16.3 million. Both of these reductions reflect the reduction in total uses as described next.

Total uses of funds in the FY 2023 Budget are projected to amount to \$402.7 million, which is \$10.5 million less than the FY 2022 Budget. These Uses include \$12.6 million of funds to be added to AH’s program income and non-federal cash reserves. The decrease in uses of funds is primarily due to lower budgets for development activities and AH-owned communities converting under HUD’s Revitalization Assistance Demonstration (RAD) program; offset by an increase in housing assistance payments and operating



Subsidies, 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 above, the FY 2023 Budget is presented in this document as two components: a FY 2023 Operating Budget and a FY 2023 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 2023 Operating Budget Overview

AH expects to expend \$301.2 million in operating funds for operating activities in FY 2023. This will require the use of \$3.0 million in funds from prior years which will be drawn to fund modernization work which was begun in FY 2022 but will be completed in FY 2023.

Housing Assistance and Operating Subsidy Payments	2023 Budget	2022 Budget	FY 2023B Over (Under) FY 2022B
Tenant-Based and Homeownership Vouchers	135,288,085	134,737,120	550,965
HomeFlex Section 8 and Section 9	68,867,151	62,642,688	6,224,463
Mixed Communities Operating Subsidy For AH-Assisted Units	6,607,835	7,131,316	(523,481)
<b>Total</b>	<b>\$ 210,763,071</b>	<b>\$ 204,511,123</b>	<b>\$ 6,251,948</b>

One of AH's highest priorities continues to be serving low-income individuals in need of affordable housing. In FY 2023, 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:

- \$135.3 million to cover the costs of over 10,400 vouchers and related fees to support additional marketing efforts and incentives to attract additional landlords to the TBV program.
- \$68.9 million in HomeFlex rental assistance to fund almost 8,700 affordable rental units, including 1,712 units which have already converted or plan to convert during FY 2023 to HomeFlex under RAD.
- \$6.6 million in operating subsidy to its partners to support 1,562 public housing units at MIXED Communities, which will decrease by 551 units once selected MIXED communities convert to HomeFlex under RAD during FY 2023.

The FY 2023 Budget provides \$21.2 million to operate, maintain and provide capital improvements for 1,267 units at nine AH-Owned communities. It also includes budget of \$9.5 million for operations, maintenance and capital expenditures for the AH Headquarters building and other AH-owned properties.

AH plans to spend \$1.6 million (contracted services) for Human Development Supportive Housing Services and Community Relations, in addition to \$2.6 million for AH's Human Development staff and \$0.8 million in human development services at the nine AH-Owned communities.

The Budget provides \$20.5 million for staffing and operations of its Operating Divisions and \$37.1 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 improvements.

## **FY 2023 Development and Revitalization Budget**

### **Overview**

In line with AH's **Agency Goal 1: *Create and Preserve Housing Units***, the Budget includes \$88.9 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. Over \$11.8 million of development-related income forecasted for receipt in FY 2023, will be added to AH's reserves for future development.

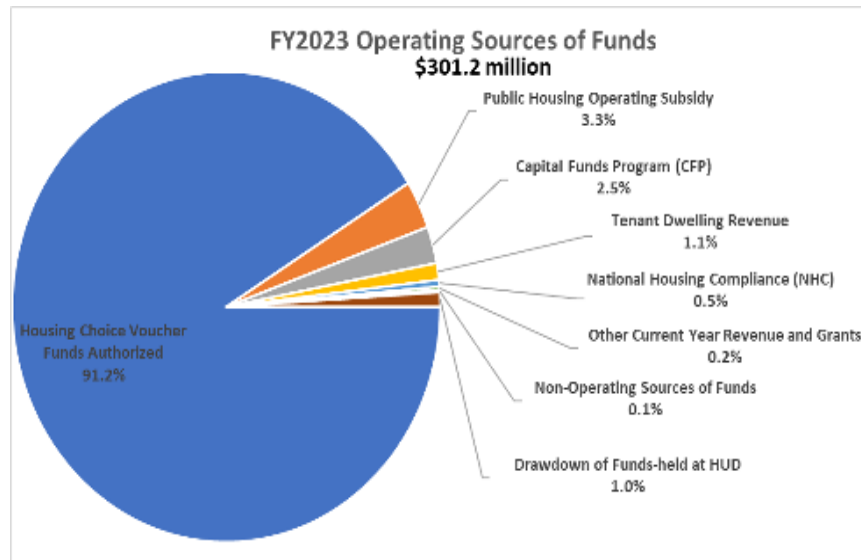
To support Mayor Dicken's plans to dramatically increase the supply of affordable housing in the City of Atlanta, AH is embarking upon an aggressive plan to develop its vacant land through public/private partnerships, to diversify its portfolio through investment in quality affordable housing developments throughout the City of Atlanta, and to preserve its affordable housing stock through RAD conversions. To this end, the major components of the budget are summarized below.

- \$31.7 million towards the University Choice Neighborhood's four components, of which \$29.6 million will be spent for housing.
- \$21.7 million for the redevelopment of former public housing sites, primarily at Herndon and Englewood, as well as development of Heritage Village at West Lake.
- \$17.7 million in co-investment and new initiatives for the creation and rehabilitation of affordable housing in the City of Atlanta.

- \$0.8 million towards the FY 2023 conversion of East Lake Highrise and Westminster and the advancement of other communities from Public Housing-funded (Section 9) to Section 8-funded under HUD's RAD program
- \$5.0 million in homeownership down payment assistance for 225 first-time homebuyers at or below 80 percent AMI.
- \$12.1 million for other development activities to be spent for public improvements, site improvements, and remediation work at Bowen Homes, Centennial Place, Civic Center, scattered sites at Magnolia Perimeter, and West Highlands, as well as real estate consulting services and other activities in preparation for future site development

## FY 2023 Operating Budget

Operating Sources and Uses	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
<b>Sources of Funds</b>					
Housing Choice Voucher Funds Authorized	\$ 274,636,182	\$ 251,947,984	\$ 22,688,197	\$ 259,114,327	\$ 15,521,854
Public Housing Operating Subsidy	9,974,122	10,928,112	(953,991)	11,342,511	(1,368,389)
Capital Funds Program (CFP)	7,608,069	-	7,608,069	1,309,251	6,298,818
Total MTW Single Fund	292,218,372	262,876,097	29,342,276	271,766,090	20,452,282
Tenant Dwelling Revenue	3,459,647	3,743,092	(283,445)	4,311,157	(851,510)
National Housing Compliance (NHC)	1,394,909	1,694,800	(299,891)	1,394,891	18
Other Current Year Revenue and Grants	693,246	1,097,978	(404,731)	1,151,047	(457,801)
Non-Operating Sources of Funds	443,350	1,017,982	(574,632)	574,811	(131,461)
<b>Sources of Funds from Prior Year Accumulations</b>					
Drawdown of Funds-held at HUD	3,004,600	21,313,845	(18,309,245)	-	3,004,600
<b>Total Operating Sources of Funds</b>	<b>\$ 301,214,125</b>	<b>\$ 291,743,793</b>	<b>\$ 9,470,332</b>	<b>\$ 279,197,996</b>	<b>\$ 22,016,129</b>
<b>Uses of Funds</b>					
Housing Assistance and Operating Subsidy Payments					
Tenant-Based and Homeownership Vouchers	\$ 135,288,085	\$ 134,737,120	\$ 550,965	\$ 129,732,544	\$ 5,555,541
HomeFlex Rental Assistance (formally PBRA)	68,867,151	62,642,688	6,224,463	57,570,015	11,297,136
Mixed Income Operating Subsidy	6,607,835	7,131,316	(523,481)	7,644,236	(1,036,401)
Total Housing Assistance and Operating Subsidy Payments	210,763,071	204,511,123	6,251,948	194,946,795	15,816,276
Operating Expense for AH-Owned Residential Communities & Other AH Property	14,695,936	15,129,905	(433,969)	15,135,256	(439,320)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarter	16,042,026	16,497,976	(455,950)	6,898,956	9,143,070
Human Development, Supportive Housing Services and Community Relations	1,944,420	1,837,125	107,295	969,689	974,731
Operating Divisions	20,507,493	19,021,272	1,486,221	16,437,952	4,069,541
Corporate Support	37,051,631	34,279,777	2,771,854	29,271,198	7,780,433
Debt Service on Energy Performance Contract (EPC) Capital Lease	209,547	196,465	13,083	290,290	(80,743)
Contributions to AH-held Reserves	-	270,151	(270,151)	15,247,860	(15,247,860)
Total Other Operating Activities	90,451,054	87,232,670	3,218,384	84,251,201	6,199,853
<b>Total Operating Uses of Funds</b>	<b>\$ 301,214,125</b>	<b>\$ 291,743,793</b>	<b>\$ 9,470,332</b>	<b>\$ 279,197,996</b>	<b>\$ 22,016,129</b>
<b>Excess of Sources over Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



AH projects \$301.2 million in funding sources from HUD and other external sources to support its FY 2023 operations, a \$9.5 million increase over the FY 2022 Budget, and \$22.0 million over the current forecast for FY 2022 actual expenditures (“FY 2022 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 (“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. AH projects \$309.8 million of FY 2023 MTW funding from its three funding sources, which are as follows:

**Housing Choice Voucher Program Funds** AH’s FY 2023 Budget includes \$274.6 million in Voucher Program funds, which represents an increase of \$22.7 million from the FY 2022 Budget primarily due to an inflation factor of 8.008 % applied in CY 2022, while proration rose to 100%. In addition, one AH property, which transitioned to Housing Choice funding on January 1, 2022, will receive a full 12 months of HCVP funding in FY 2023 and 4 additional properties will convert on January 1, 2023. The \$274.6 million Housing Choice Voucher Program funds are comprised of the following:

- \$248.3 million for 19,069 authorized **MTW-qualified vouchers**, nto which administrative fees are embedded. HUD applied an 8.008% inflation factor and a 100% proration for CY 2022. AH used a more conservative approach for CY 2023 appropriations (second half of AH FY 2023) in assuming 2.5% inflation and 99.5% proration for these MTW vouchers and for all other HAP voucher types.
- \$10.5 million for 818 **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 (73). 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.

HUD FY 2022 RAD Funding			
Property	Units	Months	RAD HAP
Juniper and Tenth	149	12	\$375,680
Piedmont	207	12	1,500,759
Castleberry I	66	12	1,135,066
Villages at Eastlake	271	12	2,597,830
Marietta Road Highrise	129	12	1,057,265
Columbia Commons	48	12	294,633
Columbia Estates	50	12	375,251
Parkside at Mechanicsville	47	12	372,673
Columbia Mechanicsville Apartments	62	12	512,676
Columbia Senior Mechanicsville	54	12	399,293
Columbia Park Citi	61	12	398,686
Peachtree Road Highrise	196	12	1,595,019
Columbia Village	30	12	178,200
Barge Road	129	6	390,715
Hightower	129	6	401,738
Castleberry II	114	6	309,881
Hightower Manor	130	6	393,704
	<u>1,872</u>		<u>\$12,289,070</u>

- \$12.3 million for 1,872 **RAD vouchers**, corresponding to 12 months of RAD funding for 13 previously converted properties and; six months of funding for the four properties converted in CY 2022. AH will not start receiving RAD HCVP subsidy from HUD for properties scheduled to convert in the last half of FY 2023 until January 2024, although AH will start making

HomeFlex payments to owners for those units following each of the financial closings. This HomeFlex funding will utilize CY 2022 Public Housing funds provided by HUD from closing until January 2023.

- Unlike MTW voucher funding, HUD provides an administrative fee for each month a non-MTW or RAD voucher is leased under a HAP contract. AH forecasts that HUD will provide \$1.1 million in Housing Choice Administration Fees, which assumes an 87% proration based on current HUD forecasts.
- In addition to the usual mix of MTW and non-MTW vouchers, HUD will also provide funding for Emergency Housing Vouchers (“EHV”) in FY 2023. These vouchers were issued through the American Rescue Plan Act (ARPA). Through EHV, HUD has provided 202 additional housing choice vouchers to AH in order to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, human trafficking, or were recently homeless or have a high risk of housing instability. We forecast receiving \$2.4 million in EHV funding for HAP and fees.

#### Public Housing Operating Subsidy (Operating Subsidy)

During FY 2023, AH projects that HUD will provide \$10.0 million in Operating Subsidy, a decrease of \$0.9 million from the FY 2022 Budget due primarily to the conversions of properties from Operating Subsidy to HCVP under RAD. Properties not converted before December 1<sup>st</sup>, continue to receive Public Housing Operating Subsidy until January 1<sup>st</sup> of the following year and then they will begin receiving Section 8 RAD funds.

## **Capital Funds Program (CFP)**

CFP funds are the third component of the MTW Single Fund. While most of the CFP funds in the FY 2023 Budget will be used to support development activities, AH will use \$7.6 million for operations, an amount equal to HUD's CY 2022 CFP award to AH.

## **Tenant Dwelling Revenue**

AH projects it will receive \$3.5 million in Tenant Dwelling Revenue from the remaining nine AH-Owned residential communities during FY 2023. This amount reflects a \$0.3 million decrease from the FY 2022 Budget primarily due to the loss of revenue from AH-Owned communities that converted under RAD during CY 2022 since, until conversion, tenant rents are considered AH income.

Tenant rents are not included as AH 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.

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

During FY 2023, AH projects it will receive \$1.4 million in contributions as one of the 11 members of NHC, \$0.3 million less than budgeted in FY 2022, reflecting current NHC's current budget.

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 2023. NHC plans to respond to such solicitations

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

During FY 2023, AH anticipates it will receive \$0.7 million from various sources, including cell tower leases, non-dwelling rents and other miscellaneous revenue earned at the AH-Owned communities. This results in a reduction of \$0.4 million compared to the FY 2022 Budget when other revenue included revenue from a HUD ROSS Grant which is not expected in FY 2023.

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

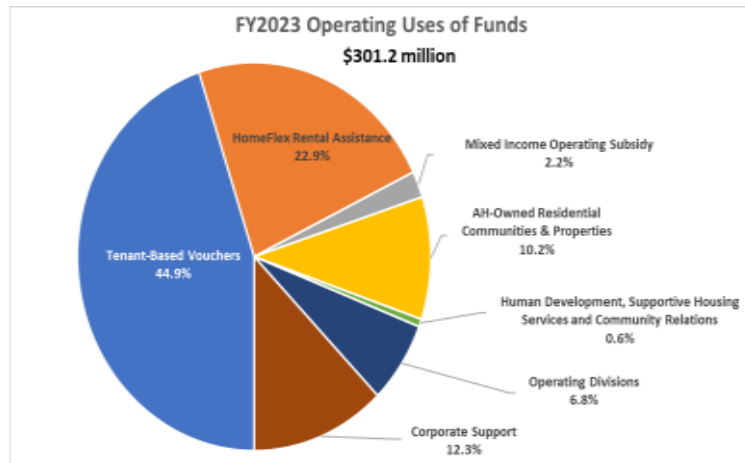
AH estimates it will earn \$0.4 million in interest income during FY 2023 from investments of surplus operating cash. The reduction of \$0.6 million reflects the maturing of certain higher-rate investments which generated revenue in the past.

**Drawdown of HCV-Originated MTW Funds-held at HUD**

During previous years MTW funding exceeded AH requirements for the funds. Since HUD only disburses funds that can be used immediately, any unspent balances were retained at HUD for use in

future years. During FY 2023, AH plans to draw \$3.0 million of these funds for modernization projects which begun in FY 2022 but will be completed and paid in FY 2023.

## FY 2023 OPERATING USES OF FUNDS



AH projects it will use \$301.2 million to support its FY 2023 Operating Budget, representing a \$9.5 million increase over the FY 2022 Budget, primarily due to increased housing assistance payments along with increased corporate support expenses.

### **Housing Assistance and Operating Subsidy Payments**

70% of the FY 2023 Budget will be expended to owners, landlords and participants to provide for housing for over 21,000 families throughout Atlanta utilizing:

- Housing Choice Tenant-Based Vouchers
- HomeFlex Rental Assistance

Housing Assistance and Operating Subsidy Payments	2023 Budget	2022 Budget	FY 2023B Over (Under) FY 2022B
<b>Tenant-Based and Homeownership Vouchers</b>			
Tenant-based Vouchers	\$ 130,992,417	\$ 132,434,918	\$ (1,442,501)
Voucher Portability Administration Fees	955,795	946,530	9,265
Emergency Housing Assistance	1,925,000	-	1,925,000
Short-Term Housing Assistance	377,200	400,000	(22,800)
Case Management and Administration of Supportive Housing Initiatives	132,800	110,000	22,800
Leasing Incentive Fees	568,140	583,400	(15,260)
Homeownership Vouchers	136,733	137,271	(538)
Property Damages	200,000	125,000	75,000
Emergency Housing Administrative and Other Expenses	-	-	-
<b>Tenant-Based and Homeownership Vouchers</b>	<b>135,288,085</b>	<b>134,737,120</b>	<b>550,965</b>
<b>HomeFlex Section 8 and Section 9</b>	<b>68,867,151</b>	<b>62,642,688</b>	<b>6,224,463</b>
<b>Mixed Communities Operating Subsidy for AH-Assisted Units</b>	<b>6,607,835</b>	<b>7,131,316</b>	<b>(523,481)</b>
<b>Total</b>	<b>\$ 210,763,071</b>	<b>\$ 204,511,123</b>	<b>\$ 6,251,948</b>

- MIXED Communities Operating Subsidy for AH-Assisted units.

The Budget includes \$135.3 million to support AH's Housing Choice Tenant-Based and Homeownership Voucher Program and related expenses, a \$0.6 million increase over the FY 2022 Budget. This slight increase in Budget reflects the current challenges in locating acceptable affordable housing for voucher holders in the City of Atlanta; although every effort will be made to increase lease up.

The Tenant-Based and Homeownership Vouchers -Program is comprised of the following:

- Contracts providing rent assistance for 10,457 Housing Choice participant households by the end of FY 2023, a net increase of 31 vouchers Included in FY 2023 projected vouchers are: 9,243 households (\$121.3 million) within AH's jurisdiction and 1,214 households (\$11.6 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 almost \$1.0 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers.
- AH intends to issue **516** 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 810 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:
  - **100** MTW vouchers to be used in response to youth homelessness directly caused by the COVID-19 pandemic.
  - **30** Veteran Affairs Supportive Housing ("VASH") vouchers. VASH is a collaborative initiative with Veterans Affairs ("VA") and HUD to provide housing for homeless disabled veterans.
  - **5** 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.
  - **70** Emergency Housing Vouchers to provide assistance to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability

Also, included in the Budget is \$0.5 million to continue Short-Term Housing Assistance and case management support to renters



who are not participants in other AH programs as part of AH's Housing Stabilization Fund (which is also referred to as the "Home Again" program).

This Budget will continue to support 14 Homeownership Vouchers for \$0.1 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 \$0.6 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 2023 Budget includes \$68.9 million in projected HomeFlex payments, a \$6.3 million increase over the FY 2022 Budget, to support almost 8,900 AH-assisted households (projected available units at end of FY 2023) at 113 participating stand-alone, MIXED (including RAD converted), and supportive housing (HAVEN) communities.

This increase reflects the addition of new HomeFlex units during FY 2023 now receiving a full year of funding, as well as new HomeFlex units coming online in FY 2023, which are further detailed in the following table.

New HomeFlex and RAD Units			
New HomeFlex	Units	RAD Conversions	Units
Abbingdon at Ormewood Park	8	Columbia Creste	61
507 English Avenue	6	Villages of Castleberry II	114
356 James P. Brawley Drive	8	Barge Road Senior Tower	61
395 James P. Brawley Drive	20	Columbia Grove	56
687 and 693 Dalvigney	8		292
588 and 592 Paines Avenue	8		
1055 Arden	6		
1265 Lakewood	16		
Covenant House Georgia	30		
Intrada Westside (DLH Development)	25		
McAuley Park Phase I	30		
Stanton Park	10		
The Mallory	14		
Thrive Sweet Auburn	23		
	212		

The HomeFlex Budget also includes \$4.4 million in contingency funds for potential rent increases as the program adjusts to the higher cost rental environment existing in the City of Atlanta.

**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 \$6.6 million in operating subsidy payments

to support up to 1,143 households during FY 2023 at 24 AH - sponsored MIXED communities.

Operating Expense for AH-Owned Residential Communities & Other AH Properties	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B
<b>AH-Owned Residential Communities</b>			
Barge Road Highrise	\$ 68,612	\$ 783,813	\$ (715,201)
Cheshire Bridge Road Highrise	1,674,914	1,626,008	48,906
Cosby Spear Highrise	2,553,768	2,433,923	119,845
East Lake Highrise	995,360	1,058,965	(63,606)
Georgia Avenue Highrise	1,017,361	955,766	61,595
Hightower Manor Highrise	94,283	597,810	(503,527)
Marian Road Highrise	2,014,087	1,922,112	91,975
Martin Street Plaza	1,053,205	911,932	141,273
Westminster	440,991	362,588	78,404
<b>Total AH-Owned Residential Communities</b>	<b>9,912,582</b>	<b>10,652,918</b>	<b>(740,336)</b>
<b>Other AH Properties</b>			
AH Headquarters Building	1,561,409	1,362,833	198,576
Zell Miller Center	108,975	178,820	(69,845)
Civic Center	939,788	1,292,478	(352,690)
Roosevelt Hall	742,523	723,791	18,732
<b>Other Property Expenses</b>			
PILOT	315,596	298,376	17,220
Maintenance Expense	1,115,063	620,689	494,374
<b>Total Other AH Properties and Property Expenses</b>	<b>4,783,354</b>	<b>4,476,987</b>	<b>306,367</b>
<b>Total</b>	<b>\$ 14,695,936</b>	<b>\$ 15,129,905</b>	<b>\$ (433,969)</b>

### **Operating Expense for AH-Owned Residential Communities and Other AH Properties (See Chart on Previous Page)**

AH projects to spend \$9.9 million to operate AH-owned residential communities, a \$0.7 million reduction from the FY 2022 Budget, but resulting from the following:

- Partial year funding for Barge Road Highrise and Hightower Manor Highrise since they will convert under RAD during the Budget year and operating expenses will be funded through HomeFlex upon conversion.
- Offsetting increases in expenses at other AH-Owned Residential Communities.

In addition, the Budget provides for a total of \$4.8 million to maintain other AH properties, including property maintenance and protective services at AH Headquarters, Zell Miller Community Center, the Civic Center and vacant properties. It also includes Payment in Lieu of Taxes (“PILOT”) paid on properties that are no longer AH-Owned communities, but for which AH remains responsible.

**Capital Expenditures for Modernization of AH-Owned Residential Communities and Other AH Properties (See Chart on Following Page)** AH projects it will spend \$11.3 million in FY 2023 to make critical and necessary capital improvements to preserve the physical conditions of its AH-Owned residential communities most of which are not subject to an imminent RAD conversion. This represents an increase of \$3.0

million over the FY 2022 Budget to address health, safety and emergency work at certain communities.

The Budget also includes \$1.4 million for renovations at the Zell Miller Center. Although \$0.1 million was budgeted in modernization at the Atlanta Civic Center in FY 2022, all such activities at the site in FY 2023 are included in the Development section.

AH also projects it will spend \$1.2 million during FY 2023 for various technology investments to maintain and optimize AH’s enterprise-wide operations. AH completed the restructure of 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 2023, 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 & Other Properties		FY 2023 Budget	FY 2022 Budget	Over (Under) FY 2022B
<b>AH-Owned Residential Communities</b>				
Cheshire Bridge Road Highrise	\$	4,101,580	\$ 4,130,422	\$ (28,842)
Cosby Spear Highrise		3,943,836	2,592,201	1,351,635
East Lake Highrise		-	132,807	(132,807)
Georgia Avenue Highrise		1,228,895	162,055	1,066,840
Hightower Manor Highrise		-	136,418	(136,418)
Marian Road Highrise		1,547,798	845,057	702,741
Martin Street Plaza		36,915	109,020	(72,105)
Westminster		465,882	207,503	258,380
<b>Total AH-Owned Residential Communities</b>		<b>11,324,906</b>	<b>8,315,484</b>	<b>3,009,422</b>
<b>Zell Miller</b>				
		<b>1,401,500</b>	<b>566,600</b>	<b>834,900</b>
<b>Civic Center</b>				
		-	<b>110,000</b>	<b>(110,000)</b>
<b>Roosevelt Hall</b>				
		<b>62,400</b>	<b>120,000</b>	<b>(57,600)</b>
<b>AH Headquarters</b>				
Technology Investments		1,167,000	1,010,000	157,000
Vehicles		50,000	100,250	(50,250)
Building Improvements and Equipment		2,036,220	6,275,642	(4,239,422)
<b>Total AH Headquarters</b>		<b>3,253,220</b>	<b>7,385,892</b>	<b>(4,132,672)</b>
<b>Total</b>	<b>\$</b>	<b>16,042,026</b>	<b>\$ 16,497,976</b>	<b>\$ (455,950)</b>

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

The FY 2023 Human Development budget supports continued case management for families that are not compliant with AH's work requirements, the Good Neighbor training program, Aging Well programs for seniors, supportive services and activities for youth, which are primarily provided through contracted service providers.

AH projects total spending of \$1.9 million, a \$0.1 million decrease from the FY 2022 Budget. These services are in addition to those provided directly by private management and development companies at AH-Owned residential communities and by AH's Human Development department.

In addition to 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 2023 Budget	FY 2022 Budget	Over (Under) FY 2022B
Human Development Support Professional Services	\$ 1,585,270	\$ 1,669,325	\$ (84,055)
Community Relations - MTW funds	132,400	103,800	28,600
Community Relations - Non-federal funds	206,750	44,000	162,750
Corporate Match for AHA Scholarship Fund - Non-federal funds	20,000	20,000	-
<b>Total</b>	<b>\$ 1,944,420</b>	<b>\$ 1,837,125</b>	<b>\$ 107,295</b>

\* 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.

## Operating Divisions

The Budget includes \$20.5 million for AH's Operating Divisions. A summary of the Operating Divisions is shown reflecting an increase of \$1.5 million over the FY 2022 Budget primarily due to increases in medical insurance benefits, a cost-of-living adjustment and merit increases.

For a complete analysis of each department, including organization, mission, staffing and goals, see the *Department Information in Section II* of this budget book.

Operating Divisions	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B
<b>Housing Choice Voucher Program</b>			
Housing Choice Administration	\$ 1,734,397	\$ 1,688,367	\$ 46,030
Housing Choice Contact Center	1,432,414	1,298,481	133,933
Housing Services	3,152,314	3,125,671	26,643
Inspections Services	2,860,840	2,570,967	289,873
<b>Total Housing Choice Voucher Program</b>	<b>9,179,965</b>	<b>8,683,486</b>	<b>496,479</b>
<b>Real Estate Operations</b>	<b>4,948,566</b>	<b>4,255,361</b>	<b>693,205</b>
<b>Construction and Facilities Management</b>	<b>2,947,698</b>	<b>2,856,054</b>	<b>91,644</b>
<b>Total Operating Divisions before Development-related Expenses</b>	<b>17,076,229</b>	<b>15,794,901</b>	<b>1,281,328</b>
<b>Program Income Funded Development &amp; Revitalization Operational Expenses</b>			
Real Estate Planning & Development	3,000,630	2,806,141	194,489
Choice Neighborhoods Administration	430,634	420,230	10,404
<b>Total Program Income Funded Expenses</b>	<b>3,431,264</b>	<b>3,226,371</b>	<b>204,893</b>
<b>Total Operating Divisions Expenses</b>	<b>\$ 20,507,493</b>	<b>\$ 19,021,272</b>	<b>\$ 1,486,221</b>

### Corporate Support Expense

The Budget provides \$37.1 million for Corporate Support Expense, a \$2.8 million increase from the FY 2022 Budget, primarily due to

increases in liability insurance premiums and medical insurance benefits, a cost-of-living adjustment and merit increases.

A summary of Corporate Support Departments is provided 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 Expense	FY 2023B		
	Budget	Budget	FY 2022B
Executive Office	\$ 1,377,768	\$ 1,444,687	\$ (66,919)
Office of General Counsel	4,141,892	3,967,655	174,237
Corporate Finance	4,986,562	4,271,933	714,629
Information Technology	10,337,372	10,049,653	287,719
Records & Information Management	1,734,451	1,628,184	106,267
Strategy, Policy & Regulatory Affairs	2,220,227	2,858,944	(638,717)
Government, External Affairs and Human Development	3,423,211	2,576,532	846,679
Communications, Marketing and Public Engagement	1,915,841	1,584,341	331,500
Contracts and Procurement	2,431,467	2,070,829	360,638
Human Resources Operations	2,022,415	2,073,933	(51,518)
Activities Managed by Human Resources:			
Severance & Related Expenses	120,000	85,000	35,000
Agency-wide Temporary Services**	489,290	236,979	252,311
Professional Development & Training	1,603,135	1,431,107	172,028
Recruitment Expenses	248,000	-	248,000
<b>Total</b>	<b>\$ 37,051,631</b>	<b>\$ 34,279,777</b>	<b>\$ 2,771,854</b>

## FY 2023 Staffing Budget

The FY 2023 Budget includes salaries and benefits for 359 full time employees, one more position than the FY 2022 Budget headcount and representing an increase of 57 over current headcount (FY 2022 Forecast). Details can be found in the *Department Information in Section II* of this budget book.

AH also has six year-round intern positions on its staff and plans to hire up to 21 temporary interns during the summer from families assisted by AH programs.

The Budget assumes an average merit increase of 3% for full time employees, effective July 1, 2022, based on comparable raises for other Georgia government organizations. It also includes a 1.5% cost of living allowance.

The Budget also provides for employer-paid benefits at the same employee/employer ratio as FY 2022 and a projected 25% increase in major health care plan costs during the last six months of FY 2023 based on expected inflation and current plan performance.

Year Over Year Full Time Employees				
	FY23	FY22	FY22	FY21
Atlanta Housing Employee Headcount**	Budget	Budget	Forecast	Actual
<b>Operating Divisions</b>				
Housing Choice Administration	16	16	14	17
Housing Choice Contact Center	19	19	15	18
Housing Services	32	35	32	33
Inspection Services	29	29	28	29
Chief Real Estate Officer	1	0	0	0
Real Estate Operations	35	33	28	30
Real Estate Planning & Development	20	21	12	16
Construction & Facilities Management	22	23	18	17
<b>Total Operating Divisions</b>	<b>174</b>	<b>176</b>	<b>147</b>	<b>160</b>
<b>Corporate Support</b>				
Executive Office	3	4	3	4
Office of General Counsel	19	18	15	14
Corporate Finance	21	21	19	21
Information Management incl RIM	52	52	45	42
Office of Strategy, Policy & Regulatory Affairs	11	13	10	13
Governmental, External Affairs & Human Development	26	23	23	23
Communications, Marketing and Public Engagement	10	10	6	8
Contracts and Procurement	19	17	17	16
Human Resources	12	11	6	8
<b>Total Corporate Support</b>	<b>173</b>	<b>169</b>	<b>144</b>	<b>149</b>
<b>Choice Neighborhoods</b>	<b>12</b>	<b>13</b>	<b>11</b>	<b>11</b>
<b>Total</b>	<b>359</b>	<b>358</b>	<b>302</b>	<b>320</b>

\*Headcount Summary as of May 20, 2022

	FY23	FY22	FY22	FY21
Atlanta Housing Intern Headcount	Budget	Budget	Forecast	Actual
Construction & Facilities Management	2	0	0	0
Office of General Counsel	2	0	0	0
Information Management incl RIM	2	2	1	2
Human Resources	21	21	0	15
<b>Total</b>	<b>27</b>	<b>23</b>	<b>1</b>	<b>17</b>
<b>Grand Total</b>	<b>386</b>	<b>381</b>	<b>303</b>	<b>337</b>



## Employee Compensation Special Funding Restrictions

The 2022 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 \$176,300. AH projects it will pay approximately \$0.9 million during FY 2023 in excess of the Congressional limit in connection with salaries paid during calendar year 2022. In accordance with the guidance from HUD, AH will 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 Highrises were paid off.

The FY 2023 Operating Budget includes \$0.3 million to cover FY 2023 principal and interest payment.

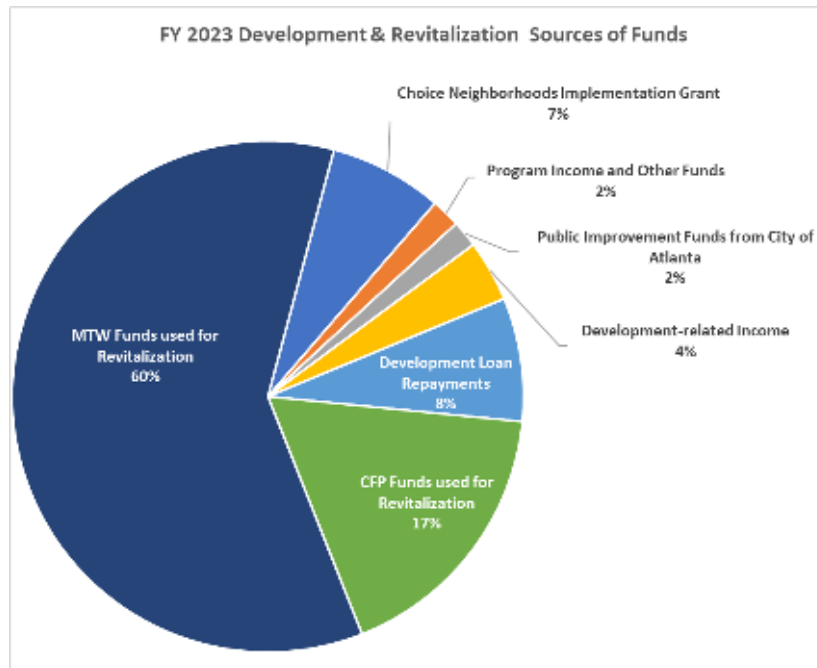
The EPC capital lease bears interest at 4.98% and has a term of 20 years. The outstanding balance, as well as expected payments under the EPC Capital Lease for the remaining nine (9) AH-owned communities, is presented below.

EPC Loan - Expected Payments*				
Payment Date	Payment	Interest	Principal	Outstanding
2/28/2023	209,460.59	79,510.28	129,950.31	1,466,641.48
2/28/2024	209,720.77	73,038.76	136,682.01	1,329,959.47
2/28/2025	210,289.55	66,231.99	144,057.56	1,185,901.91
2/28/2026	212,848.98	59,057.92	153,791.06	1,032,110.85
2/28/2027	213,926.52	51,399.13	162,527.39	869,583.46
2/28/2028	214,250.48	43,305.26	170,945.22	698,638.24
2/28/2029	214,154.52	34,972.19	179,182.33	519,455.91
2/28/2030	219,110.73	25,868.91	193,241.82	326,214.09
2/28/2031	219,670.50	16,245.46	203,425.04	122,789.05
8/30/2031	125,846.51	3,057.45	122,789.06	(0.01)
*This schedule reflects principal and interest payments if all loans remain to maturity				

## FY 2023 Development and Revitalization Budget

Development and Revitalization	FY 2023B		
	Budget	Budget	FY 2022B
<b>Sources of Funds</b>			
Choice Neighborhoods Implementation Grant (CNIG)	\$ 7,227,751	\$ 13,726,000	\$ (6,498,249)
Program Income and Other Funds	1,840,500	1,770,000	70,500
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,708,559	1,858,259	(149,700)
Development-related Income	3,916,197	4,396,764	(480,567)
Development Loan Repayments	7,865,865	8,622,595	(756,730)
CFP Funds used for Revitalization	17,552,969	35,324,913	(17,771,944)
MTW Funds used for Revitalization	60,596,046	59,070,831	1,525,215
<b>Total Sources of Funds</b>	<b>\$ 100,707,886</b>	<b>\$ 124,769,362</b>	<b>\$ (24,061,476)</b>
<b>Development and Revitalization Expenditures</b>			
Demolition and Remediation	3,115,000	2,676,500	438,500
Property Acquisitions	5,216,228	10,895,000	(5,678,772)
Predevelopment Loans	5,831,835	3,736,206	2,095,630
Developer Loan Draws and Other Loans	41,211,450	44,539,457	(3,328,007)
Site Improvements	4,545,458	14,664,909	(10,119,451)
Non-Residential Structures	1,474,985	8,890,436	(7,415,451)
Homeownership Down Payment Assistance	5,180,000	5,180,000	-
Public Improvements	15,278,191	8,967,281	6,310,910
Consulting and Professional Services	2,939,061	3,672,896	(733,835)
Outside Legal Counsel	625,000	344,427	280,573
Administrative Staffing	1,094,783	1,305,719	(210,936)
Community Outreach	280,000	45,000	235,000
Owner Occupied Rehabs	700,000	550,000	150,000
EPC Capital Lease Repayment	286,000	-	286,000
Construction Grant Contributions	717,587	5,346,661	(4,629,074)
Hard Cost Contingency	167,079	-	167,079
Other Expenses	263,168	935,512	(672,344)
Contributions to AH-held Reserves	11,782,061	13,019,359	(1,237,298)
<b>Total Development and Revitalization Expenditures (including operations)</b>	<b>\$ 100,707,886</b>	<b>\$ 124,769,362</b>	<b>\$ (24,061,476)</b>
<b>Excess of Sources over Development and Revitalization Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## FY 2023 DEVELOPMENT AND REVITALIZATION SOURCES OF FUNDS



AH plans to use a combination of MTW funds, Capital Funds Program (“CFP”) and Choice Neighborhoods 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 \$118.4 million by the end of FY 2022, remains on account at HUD and can be drawn down by AH when future qualifying expenditures exceed the annual obligations.

AH’s FY 2023 development and revitalization program is expected to require \$60.6 million in MTW funds (excluding CFP), which will be drawn from Housing Choice funds 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 September 2023 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 2023, 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 UCN milestones.

AH projects to use \$7.0 million of the CNIG to fund part of the \$31.7 million total expenditures planned for this project in FY 2023, the remaining being funded by a combination of MTW, CFP

and Program Income funds. (NOTE: Although CFP funds are a component of the MTW Single fund, CFP funds were specifically identified as a funding source in the Choice Neighborhoods grant agreement and are, therefore, singled out in this section.)

### **Development-related Income**

During FY 2023, AH projects to earn a total of \$3.9 million in development and other related income, a decrease of \$0.5 million from the FY 2022 Budget, primarily due to the number and types of closings and related fees earned. FY 2023 Development-related Income is comprised of the following:

- Asset management fees of \$0.7 million.
- Profit participation and share appreciation of \$0.7 million related to home and land sales on former AH West Highlands (Perry) property.
- Developer and transaction fee payments totaling \$1.6 million from AH's participation in property development from prior years and during FY 2023.
- \$0.9 million in various other development-related income.

### **Development Loan Repayments**

During development activities, AH frequently provides pre-development, construction, and permanent loans to meet capital requirements. As loans are distributed, they are recorded as uses of funds and when the loans are repaid, the funds received are recorded as new sources. AH forecasts receiving \$7.9 million in

Development Loan Repayments in FY 2023, a reduction of \$0.8 million due to the difference in loans repaid in each year.

Many development deals direct the payment of fees and loan repayments be based on cash flows. Due to the uncertainty of timing and amount actual receipt of both Development Related income and Development Loan Repayments, such funds are not identified for use in the Budget year but are designated to increase fund balances available for future years.

### **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 2023, AH projects to use \$1.4 million of these funds for public improvements at Centennial Place. In addition, AH received CDBG funds for the renovation of Roosevelt Hall

### **Capital Fund Program**

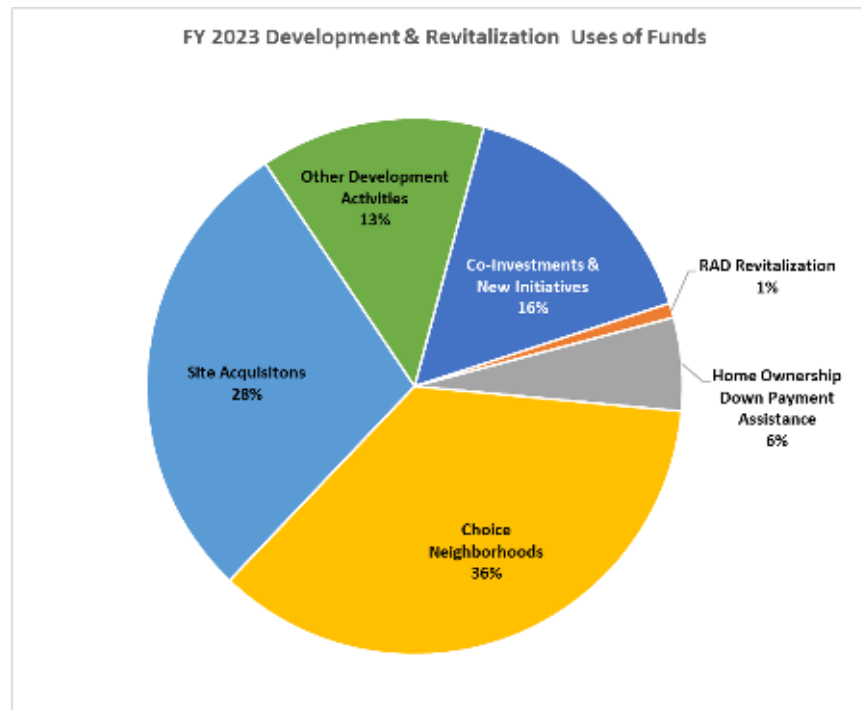
HUD establishes Capital Fund Program ("CFP") budgets at the time of annual grant awards based on the amount funded by Congress and the characteristics of public-housing-assisted units subsidized by AH under its Public Housing Annual Contributions Contract with HUD, as amended. While Capital Fund Program funds are part of the MTW Single Fund, HUD disburses to AH on an as-requested basis and AH must normally expend each annual grant within four years of its award. Under provisions of the

CARES Act, HUD has extended the expenditure deadlines for many awards by one additional year. In FY 2023, AH plans to draw \$25.2 million in CFP funds for capital activities, with \$17.6 million to be used for development.

HUD is expected to award a new 2022 Capital Fund Program grant to AH at some time during FY 2023, but these funds will not be used in FY 2023 and will remain available for future spending, together with available funds as shown in the table below.

Capital Fund Program (CFP) Grant Awards							Budgeted in
Grant #	FFY	Obligate by	Disburse by	Authorized	Prior Disbursed	Available at HUD as of June 30, 2021	FY 2022
GA01P006501-17	2017	2/15/2021	2/15/2023	\$ 10,408,220	(\$3,008,220)	\$ 7,400,000	\$ 7,400,000
GA01P006501-18	2018	11/28/2021	11/28/2023	16,140,505	(2,076,629)	14,063,876	14,063,876
GA01P006501-19	2019	10/15/2022	10/15/2024	16,398,914	(287,472)	16,111,442	3,450,162
GA01E006501-19 *	2019	1/14/2022	1/14/2023	247,000	-	247,000	247,000
GA01P006501-20	2020	9/25/2023	9/25/2025	16,689,508	-	16,689,508	
GA01P006501-21	2021	2/22/2023	2/22/2025	14,130,801	-	14,130,801	
GA01P006501-22	2021	5/11/2024	5/11/2026	7,608,069	-	7,608,069	
Total				\$ 81,623,017	(5,372,321)	\$ 76,250,696	\$ 25,161,038
*GA01E006501-19 is a special award restricted to the installation of carbon monoxide detectors							

## DEVELOPMENT AND REVITALIZATION USES OF FUNDS



AH projects it will spend \$88.9 million on development and revitalization initiatives in FY 2023, a \$22.8 million decrease from the FY 2022 Budget due to differences in projects funded. The main components of the FY 2023 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 its funds to support development initiatives as an integrated and collaborative strategy to support affordable housing production in the City of Atlanta. 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 acquisition to pre-development through construction and permanent financing. This flexibility allows AH's co-investment to partner with other public agencies 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 \$17.7 million for co-investment and new initiatives with Invest Atlanta for the development or rehabilitation of communities in the City of Atlanta, including Gardner Village (Harmony at Bakers Ferry) and London Townhomes. \$5.2 million is budgeted for the development of Madison at Reynoldstown (890 Memorial Drive) under the Atlanta Beltline co-investment agreement. The remaining \$6.4 million will support development of additional properties currently at various stages of planning including, but not limited to:

- Flats at Stone Hogan
- Villas at Stone Hogan
- Sylvan Hills II

**Choice Neighborhoods** activities are budgeted at \$31.7 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.

- The People Component includes various human development and support programs in partnership with the Urban League and United Way, among others.
- The FY 2023 Housing Component Budget contemplates the construction of Ashley IC and Ashley Phase II.
- Included in the Neighborhood Component are the completion of Roosevelt Hall building renovations and owner-occupied rehabilitation for qualifying homeowners with income of less than 80% AMI.

**RAD Revitalization.** The Budget provides \$0.8 million for 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 2023, a RAD conversion is planned for East Lake Highrise. Additional funds are budgeted to support other completed conversions and conversions planned for FY 23.

**Site Acquisitions and Development.** The Budget includes \$21.7 million for the development of former AH public housing or acquired sites. It includes the active development of two of eleven former public housing communities, which AH closed and demolished in the last decade: Herndon Homes and Englewood Manor.

In addition to the active development activities, AH also plans to acquire property and support construction of the future Heritage Village at West Lake., as well as due diligence costs at the Cupola Building near Centennial Place.

Funding Source	Administration and evaluation	Housing	Neighborhood	People	Total
Capital Fund Program (CFP)	0	17,552,969	0	0	17,552,969
Choice Neighborhoods Grant	330,832	6,344,919	334,000	20,000	7,029,251
Funds from the City of Atlanta	0	350,000	0	0	350,000
Moving to Work Funds (MTW)	869,869	2,950,544	677,000	635,271	5,132,684
Non-Federal	1,500	0	0	25,000	26,500
Program Income	0	1,600,000	0	0	1,600,000
<b>Totals</b>	<b>1,202,201</b>	<b>28,798,432</b>	<b>1,011,000</b>	<b>680,271</b>	<b>31,691,904</b>



<b>Site Acquisitions and Development</b>	<b>Cupola Building</b>	<b>Englewood Manor</b>	<b>Heritage Village at West Lake</b>	<b>Herndon Homes</b>	<b>Total Budget</b>
<b>Sources of Funds</b>					
CFP Funds Used for Revitalization	\$ -	\$ -	\$ -	\$ -	\$ -
MTW Funds Used for Revitalization	126,000	10,132,048	5,185,286	6,294,665	21,737,999
<b>Total Sources of Funds</b>	<b>\$ 126,000</b>	<b>\$ 10,132,048</b>	<b>\$ 5,185,286</b>	<b>\$ 6,294,665</b>	<b>\$ 21,737,999</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ 87,500	\$ -	\$ -	\$ 7,500	\$ 95,000
Property Acquisitions	-	-	4,076,228	-	4,076,228
Predevelopment Loans	-	1,889,375	-	968,070	2,857,445
Developer Loan Draws and Other Loans	-	1,021,392	1,019,058	-	2,040,450
Public Improvements	-	6,681,280	-	5,305,595	11,986,875
Consulting and Professional Services	35,000	450,000	40,000	10,000	535,000
Outside Legal Counsel	-	75,000	50,000	-	125,000
Community Outreach	-	15,000	-	-	15,000
Other Expenses	3,500	-	-	3,500	7,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 126,000</b>	<b>\$ 10,132,048</b>	<b>\$ 5,185,286</b>	<b>\$ 6,294,665</b>	<b>\$ 21,737,999</b>



**Other Development Activities. The FY 2023 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 2022 to develop the properties to include affordable housing.
- **Centennial Place** includes \$1.4 million for public improvements at Centennial North.
- **West Highlands** includes \$0.5 million for the former Perry Homes site for greenspace, common area, and detention pond repairs.
- **Civic Center** has a budget of \$3.6 million for environmental assessment and remediation, as well as for analysis and planning for the future of this site.
- **Homeownership Down Payment Assistance** AH budgeted \$5.0 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

Other Development Activities	Bowen Homes	Centennial Place	Civic Center	Magnolia Perimeter	West Highlands	Other Development	Total Budget
<b>Sources of Funds</b>							
Choice Neighborhoods Implementation Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198,000	198,000
Program Income and Other Funds	214,000	-	-	-	-	-	214,000
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,358,559	-	-	-	-	1,358,559
MTW Funds Used for Revitalization	3,142,000	-	3,595,364	1,704,028	473,500	6,380,490	15,295,382
<b>Total Sources of Funds</b>	<b>\$ 3,356,000</b>	<b>\$ 1,358,559</b>	<b>\$ 3,595,364</b>	<b>\$ 1,704,028</b>	<b>\$ 473,500</b>	<b>\$ 6,578,490</b>	<b>\$ 17,065,941</b>
<b>Development and Revitalization Expenditures</b>							
Demolition and Remediation	1,100,000	-	1,060,000	317,500	25,000	502,500	3,005,000
Property Acquisitions	1,000,000	-	-	-	-	-	1,000,000
Predevelopment Loans	450,000	-	250,000	1,214,528	-	431,250	2,345,778
Site Improvements	-	-	-	-	402,000	-	402,000
Non Residential Structures	-	-	1,445,985	-	-	-	1,445,985
Homeownership Down Payment Assistance	-	-	-	-	-	5,000,000	5,000,000
Public Improvements	150,000	1,358,559	-	-	-	-	1,508,559
Consulting and Professional Services	589,000	-	554,800	61,500	36,000	389,740	1,631,040
Outside Legal Counsel	50,000	-	100,000	100,000	-	25,000	275,000
Community Outreach	189,000	-	15,000	-	-	18,500	222,500
Hard Cost Contingency	-	-	167,079	-	-	-	167,079
Other Expenses	26,000	-	2,500	10,500	10,500	13,500	63,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 3,554,000</b>	<b>\$ 1,358,559</b>	<b>\$ 3,595,364</b>	<b>\$ 1,704,028</b>	<b>\$ 473,500</b>	<b>\$ 6,380,490</b>	<b>\$ 17,065,941</b>

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 225 new homebuyers in FY 2023,

- **Predevelopment Planning and Due Diligence.** The Budget supports surveys, appraisals, master planning, assessments, charrettes and studies of potential future development projects.

## **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 2023:

- **Co-investments and New Initiatives.** Projects presented so far under co-investments and forecasted for FY 2023 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 2023 will include furthering the construction and/or development of three rental communities, Ashley I, Ashley IC, Ashley II, and three projected mortgage downpayment assistance loans for the Homeownership Phase with. 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.
- **Other Development Activities.** Projects funded under this section are not expected to have an impact on future operating budgets.

## **Budget Risk Analysis**

The FY 2023 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 2022 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 2022, 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 \$116 million of Housing Choice Voucher funds held at HUD that may at risk of being offset (i.e. HUD requiring AH to draw them for current operating expenditures in lieu of receiving new HUD funding.) Current law prevents HUD from doing this to MTW agencies. Should Congress decide, however, to offset future Housing Choice Voucher subsidies against MTW 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 2023, spending in excess of budgeted amounts for FY 2023 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 2023, 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 2023 Budget was developed as the Novel Coronavirus COVID-19 continues 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 43 for CFP awards deadlines and funding availability.**

- **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) or Federal Community Development Block Grants (“CDBG”). 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 on June 30, 2022, and June 30, 2023, by type of programs as well as expected changes in fund balances from AH operating and development and revitalization activities budgeted for FY 2023. 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.

### FY 2023 Changes in Available Operating and Capital Fund Balances

Funding Source	Estimated Available Funds at June 30, 2022	Forecasted FY 2023 Sources/Awards	FY 2023 Uses/Drawdown	Estimated Available Funds at June 30, 2023	Estimated Available Funds Net Change
<b>Held on account at HUD</b>					
Capital Fund Program	\$ 69,356,072		\$ 25,161,038	\$ 44,195,034	
Choice Neighborhoods Grant	7,227,751	-	7,227,751	-	
Housing Choice Voucher Program from Prior Fiscal Years	116,345,275	-	63,996,024	52,349,251	
	<b>192,929,098</b>	<b>-</b>	<b>96,384,813</b>	<b>96,544,285</b>	<b>(96,384,813)</b>
<b>Held locally by AH</b>					
MTW - Housing Choice Voucher Program	39,834,643	274,636,182	274,636,182	39,834,643	
Tenant Deposits and Rent Payments	222,041	3,459,647	3,459,647	222,041	
Public Housing Operating Subsidy*	1,394,517	10,928,112	10,928,112	1,394,517	
Program Income	114,234,474	11,782,061	1,840,500	124,176,035	
Entrepreneurial Income (non-federal)	13,849,130	1,767,409	1,665,694	13,950,845	
Public Improvement funds provided by the City of Atlanta	3,428,747	-	1,858,259	1,570,488	
Component Units	7,537,439	-	-	7,537,439	
	<b>180,500,990</b>	<b>302,573,411</b>	<b>294,388,394</b>	<b>188,686,007</b>	<b>8,185,017</b>
<b>Total</b>	<b>373,430,088</b>			<b>285,230,292</b>	<b>(88,199,796)</b>

\* Public Housing Operating Subsidy 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 funding 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 monthly.

### **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 \$96,400 for a family of four in 2022.
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 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 <sup>st</sup> .
Housing Choice Voucher (HCV)	Document issued by AH to an eligible household authorizing the household to conduct its housing search for a suitable rental housing unit. The voucher describes the program, the approved unit size, and the procedures for AH approval of a unit selected by the family. The Housing Choice Voucher also states the obligations of the family under the program.
Housing Choice Voucher Program (HCVP)	The Housing Choice Voucher Program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.
Housing Assistance Payment (HAP)	The monthly rental assistance amounts 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.
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
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.

The following information is selected from Atlanta Housing's FY 2023 MTW Annual Plan submitted to HUD in April

## ELEMENT I. HOUSEHOLDS SERVED

### Planned Households - By Unit Size

Community & Program Type	FY 2022 Households by Unit Size					
	0/1 BRs	2 BRs	3 BRs	4 BRs	5+ BRs	Total*
AH-Owned	1,033	44	20	29	0	1,126
MIXED	1,472	1,515	565	41	0	3,593
RAD PBV Conversions	659	1	0	0	0	660
HomeFlex	3,042	1,418	212	5	0	4,677
Housing Choice: Tenant-Based	2,503	3,450	2,769	926	0	9,648
Housing Choice: Ports	1,779	0	0	0	0	1,779
<b>Totals:</b>	<b>10,488</b>	<b>6,428</b>	<b>3,566</b>	<b>1,001</b>	<b>0</b>	<b>21,483</b>

*\*Total excludes local, non-traditional households and other households that AH does not have direct access to demographics.*

## Planned Households - By Family Size

Community & Program Type	FY 2022 Households by Family Size					
	1 Member	2 Member	3 Member	4 Member	5+ Member	Total*
AH-Owned	1,005	69	14	12	26	1,126
MIXED	1,903	780	502	249	159	3,593
RAD PBV Conversions	629	31	0	0	0	660
HomeFlex	3,404	862	255	102	54	4,677
Housing Choice: Tenant-Based	3,101	2,386	1,832	1,194	1,135	9,648
Housing Choice: Ports	359	311	338	380	391	1,779
<b>Totals:</b>	<b>10,401</b>	<b>4,439</b>	<b>2,941</b>	<b>1,937</b>	<b>1,765</b>	<b>21,483</b>

*\*Total excludes local, non-traditional households and other households that AH does not have direct access to demographics.*

## Planned Households - By Income Group

Community & Program Type	FY 2022 Households by Income Group % of Area Median Income				
	≤30%	31 - 50%	51 - 80%	≥80%	Total*
AH-Owned	1,020	91	11	4	1,126
MIXED	2,579	783	210	21	3,593
RAD PBV Conversions	592	66	2	0	660
HomeFlex	3,717	842	115	3	4,677
Housing Choice: Tenant-Based	6,907	2,129	568	44	9,648
Housing Choice: Ports	1,779	0	0	0	1,779
<b>Totals:</b>	<b>16,594</b>	<b>3,911</b>	<b>906</b>	<b>72</b>	<b>21,483</b>

*\*Total excludes local, non-traditional households and other households that AH does not have direct access to demographics.*

### Planned Households - By Race and Ethnicity

Community & Program Type	FY 2022 Households by Race and Ethnicity					
	African American	Caucasian	Native American	Asian	Pacific Islander	Total
AH-Owned	892	123	2	106	3	1,126
MIXED	3,570	18	4	1	0	3,593
RAD PBV Conversions	506	109	0	42	3	660
HomeFlex	4,389	233	6	41	8	4,677
Housing Choice: Tenant-Based	9,534	94	17	2	1	9,648
Housing Choice: Ports	1,761	12	4	2	0	1,779
<b>Totals:</b>	<b>20,652</b>	<b>589</b>	<b>33</b>	<b>194</b>	<b>15</b>	<b>21,483</b>

*\*Total excludes local, non-traditional households and other households that AH does not have direct access to demographics.*

Planned Households - By Program/Housing Type and End-of-Year (EOY)

		Household Served Totals				
Community & Program Type	Assistance Type^	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 EOY Projection	FY 2023 EOY Projection
AH-Owned	PH	1,586	1,261	1,261	1,261	798
MIXED	PH	2,155	1,562	1,562	1,562	1,452
	RAD PBV	423	1,503	1,503	1,340	1,913
	HF	1,509	1,358	1,358	1,521	1,521
	LIHTC	1,084	1,088	1,088	1,081	1,081
HomeFlex	HF	4,230	4,803	4,803	4,841	4,997
	LIHTC	1,589	1,585	1,585	1,588	1,588
Housing Choice: Tenant-Based	HCV	9,094	9,393	9,393	9,597	9,597
Housing Choice: Ports	HCV	1,860	1,711	1,711	1,745	1,745
Housing Choice: Homeownership	HCV	19	18	18	17	17
Homeownership - Other	DPA	993	1,225	1,457	1,659	1,930
Short-Term Housing Assistance	MTW	380	244	246	295	295
<b>Totals:</b>		<b>24,922</b>	<b>25,751</b>	<b>25,985</b>	<b>26,507</b>	<b>26,934</b>

<sup>a</sup>Assistance Type: PH = Public Housing, RAD PBV = Rental Assistance Demonstration Project-Based Voucher, HF = HomeFlex, LIHTC = Low-Income Housing Tax Credit, HCV = Housing Choice Voucher, DPA = Down Payment Assistance, MTW = Moving-to-Work

**Atlanta, GA Market  
Multi-family Market Report  
June 2022 • CoStar**

CoStar, the nation's largest property data hub, publishes market reports on a regular basis on its website. This overview, below, which was published on June 29, 2022, covers the multi-family housing market in the 24-county metro Atlanta market. We have added some details of specific interest to our mission and our market in the city of Atlanta, namely indicators related to the affordable and mixed income markets. This fuller view also helps to keep the organization mindful of the ways in which broader market trends impact our ability to best serve low-income families. (Note: figure and chart numbers reflect the order of the original document.)

**Overview**

Atlanta's multifamily sector took a hit at the onset of the coronavirus pandemic, but the metro bounced back quickly and has posted impressive demand and rent growth figures in recent quarters. Rents have increased at a faster pace than the National Index since the onset of the pandemic, as owners have capitalized on a surge in demand and the tighter than usual housing market across the region.

**Year-over-year rent growth of 10.8% is still outpacing the national average**, but rent gains have started to moderate in recent months due to tepid net absorption in late 2021 and early 2022, as well as the metro's rising

**KEY INDICATORS**

Current Quarter	Units	Vacancy Rate	Asking Rent	Effective Rent	Absorption Units	Delivered Units	Under Constr Units
4 & 5 Star	177,191	7.5%	\$2,005	\$1,991	721	1,601	25,196
3 Star	202,863	6.2%	\$1,542	\$1,534	(734)	0	1,832
1 & 2 Star	92,191	7.4%	\$1,172	\$1,167	(175)	0	378
<b>Market</b>	<b>472,245</b>	<b>6.9%</b>	<b>\$1,657</b>	<b>\$1,647</b>	<b>(188)</b>	<b>1,601</b>	<b>27,406</b>
Annual Trends	12 Month	Historical Average	Forecast Average	Peak	When	Trough	When
Vacancy Change (YOY)	1.0%	8.6%	7.5%	10.8%	2009 Q1	4.6%	2000 Q2
Absorption Units	2,058	6,621	7,054	24,203	2021 Q2	(53)	2007 Q4
Delivered Units	7,041	8,030	10,467	16,464	2001 Q4	729	2012 Q4
Demolished Units	13	731	869	2,927	2013 Q1	0	2004 Q1
Asking Rent Growth (YOY)	10.8%	2.2%	4.2%	19.0%	2021 Q3	-6.3%	2003 Q4
Effective Rent Growth (YOY)	11.0%	2.2%	4.1%	20.8%	2021 Q3	-6.4%	2003 Q4
Sales Volume	\$20.4B	\$4.3B	N/A	\$19.3B	2022 Q1	\$551.5M	2002 Q3



supply pipeline. However, **the region's vacancy rate of 6.9% is still below its 10-year average of 8.0%**, so Atlanta apartment owners should be able to increase rents in the traditional spring and summer leasing months as long as the metro's economic recovery persists.

Heading into the pandemic, Atlanta was helped by overall housing construction levels that were lower than prior building cycles. Even though both single-family and multifamily housing starts have picked up over the past few quarters, **annual single-family home deliveries are still roughly half of what they were during the housing bubble in the mid-2000s**, and **multifamily construction activity is only slightly above the national average on a percentage basis**.

**Investors have poured capital into Atlanta multifamily at a record clip over the past few quarters**, drawn by the market's impressive performance and strong demographic trends. The metro now ranks as one of the top markets in the nation for trailing 12-month sales volume. Average pricing continues to escalate, and values in Atlanta are rising at about double the national average pace.

## Demand

Multifamily demand proved resilient in Atlanta following the onset of the coronavirus pandemic. Demand in Atlanta held up relatively well compared to most markets in 2020, and net absorption surged in 2021. Despite seasonality-driven demand weakness in late 2021 and

early 2022, **Atlanta's vacancy rate remains well below the market's 10-year average**. However, **developers have rushed to break ground on new projects in response to the metro's strong performance during the pandemic, and there are now roughly 27,000 units under construction in Atlanta, representing a decade high in terms of units underway**. Even if demand picks back up in the coming months, new supply will likely push Atlanta vacancies higher over the next few quarters, though the metro's vacancy rate should stay below its long-run average in the near term.

Strong household growth and net migration continue to drive demand for Atlanta-area apartments. **The population of metro Atlanta has grown by more than 900,000 residents since 2010, representing one of the largest nominal gains in the country**. Atlanta typically ranks as one of the top markets in the country for net domestic migration and population growth, along with fellow major Sun Belt metros such as Dallas-Fort Worth, Houston, and Phoenix.

Urban and core-suburban submarkets in Atlanta benefit from the region's fast-growing base of highly educated workers, particularly those working in the metro's booming technology sector. **The greater Atlanta region produces more than 40,000 college graduates per year, ranking it in the top 10 metros nationwide**. Atlanta also attracts many well-educated workers migrating to the area for employment, most notably from the Northeast.

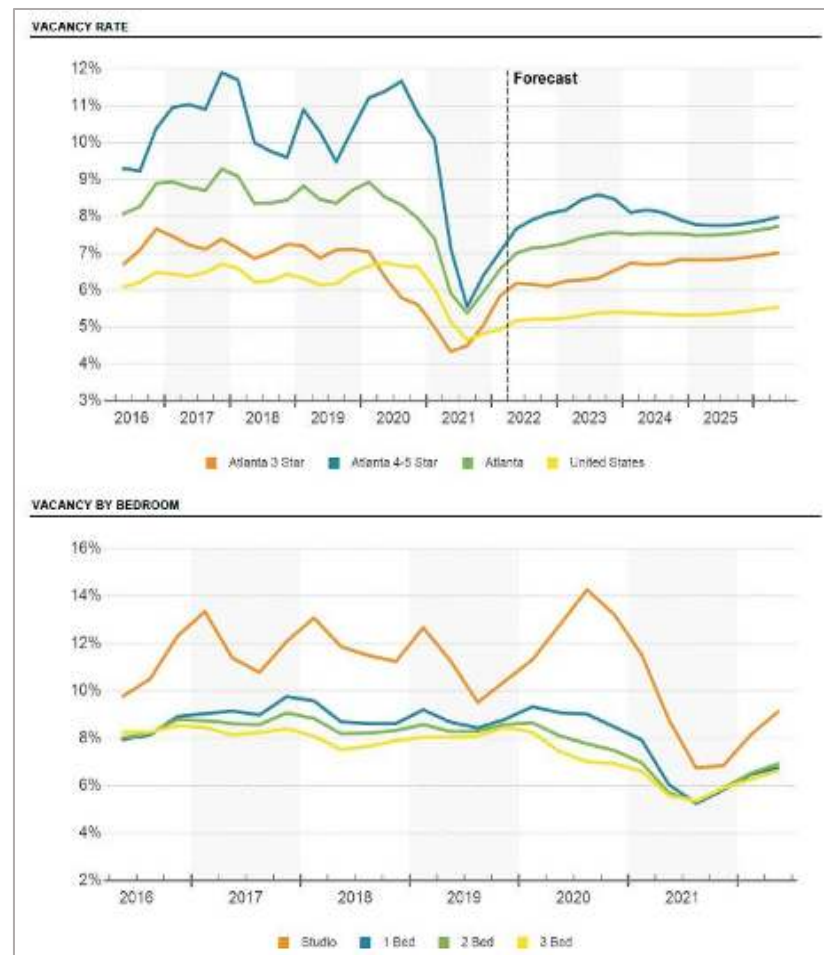
More than a dozen business incubators support high tech jobs, as do the postsecondary research centers in the city and a collaborative environment between the

State of Georgia, private businesses, and the academic community. **Atlanta's status as a tech hub was a factor in attracting firms like Norfolk Southern, Google, Microsoft, Cisco, and Visa, which are all setting up large-scale operations in Midtown.**

**Atlanta also has a deep pool of renters-by-necessity, a cohort buoyed by the market's extensive blue-collar industries, particularly the industrial sector.** These jobs help support demand for workforce housing properties, particularly in submarkets like Douglas County and Outlying Gwinnett County and those south of Atlanta such as Henry County and Southeast DeKalb. Due to the lack of new workforce housing supply and a stable and growing base of industrial jobs, occupancies in these submarkets have generally outperformed the metro average in recent years, and occupancies in most of the region's blue-collar suburban submarkets are at or near record highs. **The metro is in the process of adding thousands of jobs from firms like Amazon, Home Depot, Freshly, and HelloFresh, which will boost workforce housing demand in the near term.**

## Economy

Atlanta continues to show signs of a robust economic recovery from the effects of the coronavirus pandemic. Total employment in Atlanta fell by about 380,000 jobs from February to April 2020. However, total employment in Atlanta exceeded the metro's February 2020 peak by October 2021, and **Atlanta employment was roughly 3% above the pre-pandemic peak as of April 2022.**



Office-using sectors took a hit in the early months of the coronavirus pandemic, but employment in the professional and business services and financial activities sectors have rebounded quicker than the Atlanta market average and are now well above their respective pre-pandemic peaks. Furthermore, **a handful of large corporations are in the process of adding**

thousands of high-paying office jobs. For example, **Microsoft, Google, FanDuel, Visa, Cisco, Micron, and Norfolk Southern** are opening major offices in Midtown, and in early 2022, **Walmart** announced it is opening a major tech hub in Atlanta. In other sizable recent moves, **TK Elevator** opened its North American headquarters at **The Battery in Cumberland/Galleria**, **FinTech firm Deluxe Corporation** added **700 new jobs** at an innovation center in Central Perimeter, **Papa Johns** relocated its headquarters to **Cumberland/Galleria**, **Mailchimp** is expanding its local presence on the Eastside, **Carvana** is opening a major office in Central Perimeter, while **Airbnb** and **Nike** are each establishing East Coast hubs in West Midtown. These expansions follow a number of **Fortune 500 firms** setting up technology-related operations locally, including **BlackRock, Facebook, Anthem, and Honeywell**.

**Atlanta has a lower concentration of education and health services employment than the national average, but that sector has seen substantial job growth over the past few years.** Multiple healthcare systems are constructing new facilities, and the sector is poised to grow in order to adequately service the metro's growing population. **Piedmont Hospital** opened phase one of the \$450 million **Piedmont Heart Institute** tower in Buckhead early in order to treat coronavirus patients, **Emory University Hospital Midtown** is underway on its \$500 million **Winship Cancer Institute** tower, and **Children's Healthcare of Atlanta** is building a \$1.5 billion hospital and campus expansion in Brookhaven that will open in 2025.

Growth in the warehouse and distribution industry helped

serve as a counterbalance to weakness in the leisure and hospitality sector caused by the pandemic. **Hiring by firms like Amazon, Home Depot, HelloFresh, Freshly, Purple Mattress, and Goodyear, among others, has helped boost blue-collar job growth in recent quarters.**

Furthermore, the greater Atlanta region is emerging as a major electric vehicle manufacturing hub, which will boost industrial demand and job growth in the coming years.

**SK Innovation's new facility in Commerce, just northeast of the Atlanta metro, will employ thousands at full build out and could eventually serve as one of the largest hubs of electric vehicle battery manufacturing in the world. And on the eastern fringe of the metro along I-20, Rivian announced it will build a new \$5 billion electric vehicle manufacturing plant, which is slated to employ 7,500 workers when fully staffed.** Long term, Atlanta will continue to benefit from its standing as a major regional and national distribution hub and its proximity to the fast growing Port of Savannah.

The presence of the well-connected Hartsfield-Jackson Atlanta International Airport is a significant factor in helping Atlanta attract residents and corporations. Atlanta's status as a transportation and logistics hub helped attract **Norfolk Southern**, which moved its corporate headquarters to Midtown in 2021. The firm is adding roughly 850 new jobs with an average salary north of \$100,000. **The airport, along with generous tax incentives, has also helped the region's growing film and entertainment industry, which is responsible for \$3 billion in annual direct spending in the state.**

Atlanta boasts lower living and business costs than large East and West Coast metros, and this competitive advantage should continue to boost population and job growth in Atlanta. **Atlanta has drawn some of the strongest in-migration in the country over the past few decades, and many employers have openly stated that moving all or a portion of their operations to Atlanta saved them millions without having to sacrifice access to high-quality labor.**

While not unique to Atlanta, highway and commuter rail infrastructure could be a limiting factor for Atlanta's growth prospects in the mid to long term. Even with MARTA rail as an effective mode of transit, it is limited in its scope, lessening its potential impact. However, the future expansion of MARTA is on the horizon, and pedestrian infrastructure improvements throughout the metro could help provide those in Atlanta with alternative modes of transportation.

## Rent

Atlanta rents took a hit immediately following the onset of the coronavirus pandemic, but rent growth surged from mid-2020 to late 2021, propelled by record demand for housing. **Rents in Atlanta are now about 25% above where they were at the start of 2020, and current year over-year growth of 10.8% is outperforming the national average of 9.3%.**

However, this type of rent growth is unsustainable in the long term, and the pace of growth has moderated over the past few quarters. Rents in Atlanta were essentially

flat in 21Q4, and rents increased only about 1.5% in 22Q1. While seasonality was likely a factor in this slowdown, tepid rent growth also corresponded with weaker net absorption and rising vacancies in late 2021 and early 2022. Furthermore, **the fading effects of the fiscal stimulus measures enacted during the pandemic and a burgeoning supply pipeline should lead to more modest gains over the next several months.**

Assets rated 4 & 5 Star bore the brunt of the impact of the pandemic, but rent growth in those high-end properties has improved considerably over the past few quarters. Year-over-year growth in the 4 & 5 Star cohort of 10.0% represents a remarkable turnaround from the rent losses the 4 & 5 Star slice posted as of midyear 2020. Longer term, those high-end properties will have to compete with new high-end supply. Comparatively, **rent growth in 3 Star properties was more resilient in the early months of the pandemic, and at 11.5%, year-over-year rent growth in that slice continues to outperform the metro average.**

Among submarkets, Atlanta's affluent northern suburbs have led the way in terms of rent gains over the past few quarters. Annual rent growth is outpacing the metro average in North Fulton, Sandy Springs/Dunwoody, North Gwinnett, and Forsyth County. Expensive in-town submarkets such as Midtown, West Midtown, and Buckhead underperformed in the early months of the pandemic. However, these urban locales have shown improvement over the past few quarters, and trailing 12-month rent growth is now strongly positive in all large Atlanta submarkets.

Rent growth has outperformed the national average for the better part of the past decade, which is unusual for a traditionally supply-heavy market such as Atlanta. Rents in Atlanta are now slightly above the national average, while they were more than 15% below the national figure in 2010.

According to the 2020 census, an estimated **47% of all Atlanta renter households- about 55,000 - are cost burdened**, or paying more than 30% of their gross income towards rent. About 25% of these families (28,800) are severely burdened, paying greater than 40% of their income on rent. Compared to incomes, rents are increasing twice the rate of wages from 2011 to 2019.

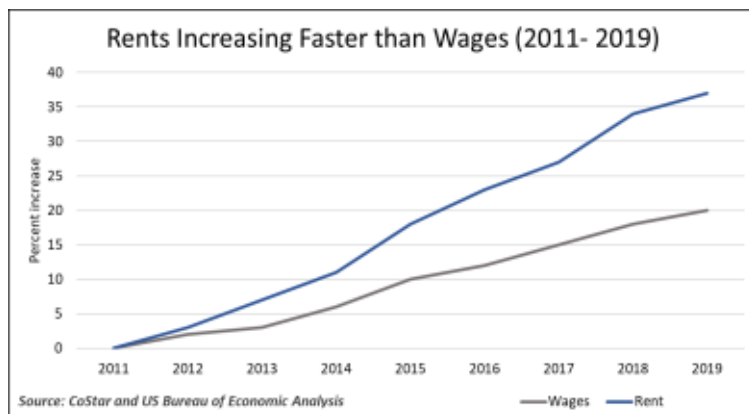
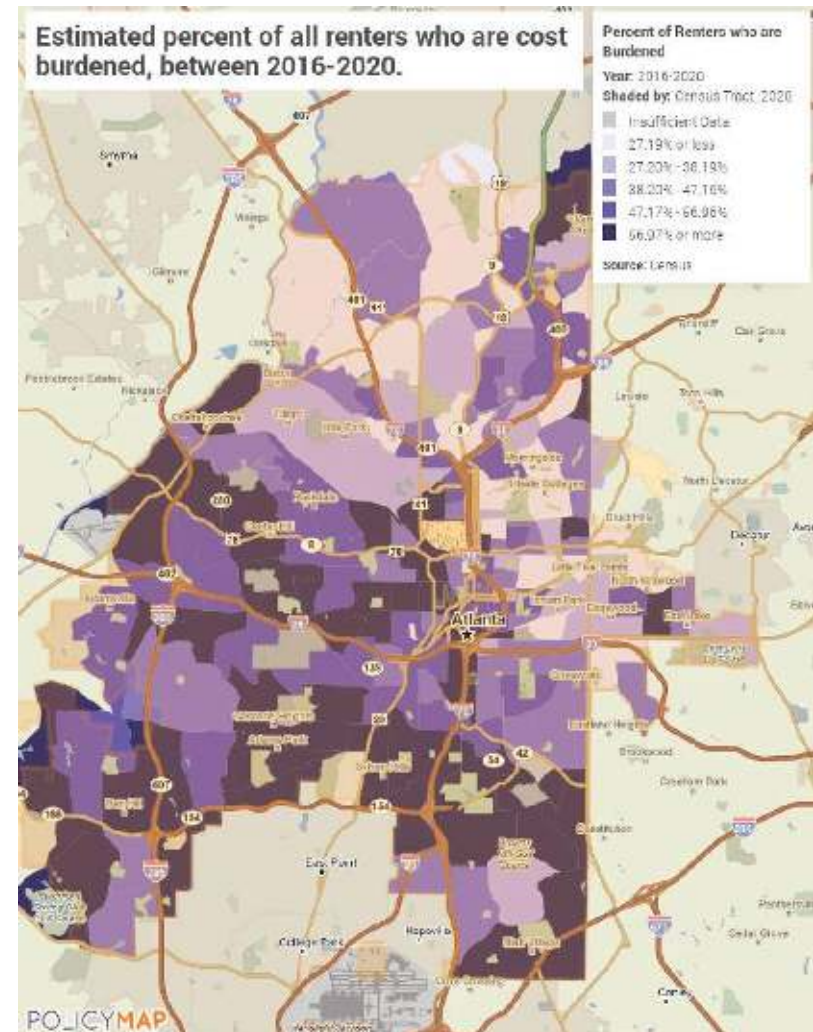


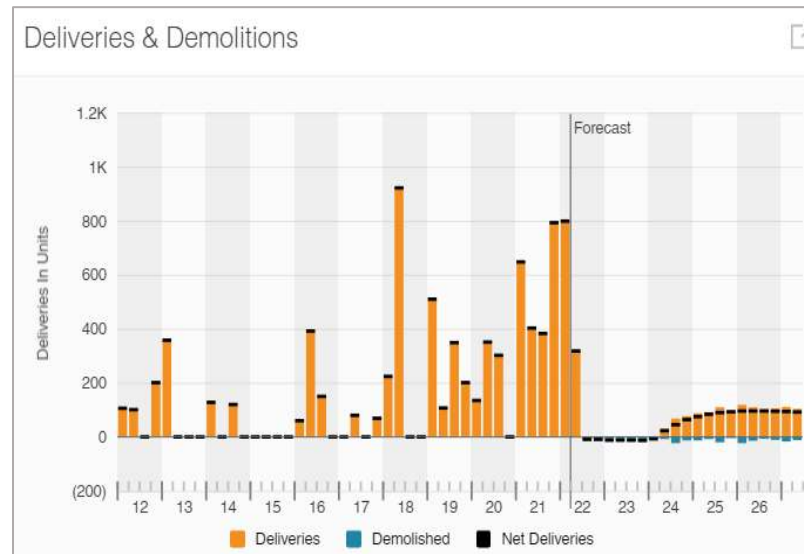
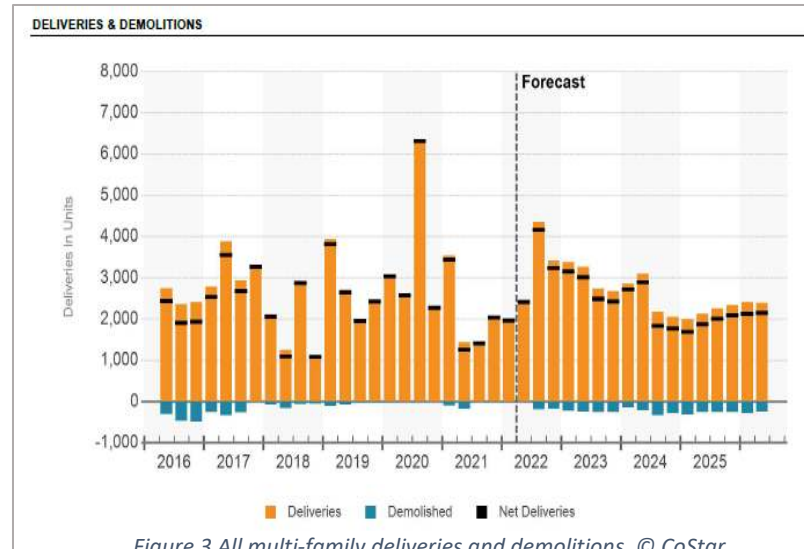
Figure 1 Rents and Wages, Atlanta, GA, CoStar and US Bureau of Economic Analysis, 2021.



## Construction

The pace of groundbreakings has ramped up in Atlanta over the past few quarters, as developers have responded to the metro's impressive demand and rent growth performance since the onset of the pandemic. **Atlanta now has about 27,000 units or 5.8% of inventory under construction, representing the metro's largest construction pipeline in more than a decade.**

The recent increase in construction activity in Atlanta represents a departure from the market's trend coming out of the Great Recession. Contrary to its reputation as an easy-to-build metro, Atlanta has been restrained in adding apartment stock relative to its peer markets over the past several years. The metro has added a net of about 80,000 units since 2010, a number that pales in comparison to similarly sized markets like Dallas-Fort Worth (205,000 units) and Houston (140,000 units) and is more in line with smaller, fast-growing metros like Charlotte (70,000 units) and Austin (100,000 units). Developers have focused on transit-rich, in-town submarkets over the past decade, but suburban districts have accounted for a growing share of construction of late, particularly the North Gwinnett and Outlying Gwinnett submarkets. However, **major in-town submarkets like Midtown, Buckhead, West Midtown, and Eastside still rank as some of the more active submarkets in Atlanta in terms of recently delivered or under construction supply. Another burgeoning construction hotspot is South Atlanta, where developers are working on projects along the South Side BeltLine trail and in the Summerhill neighborhood.**





## Atlanta Multi-Family Sales

Transaction activity has surged in Atlanta over the past few quarters, as resilient demand and rent growth trends are boosting investors' confidence in the market.

**Multifamily sales volume in Atlanta totaled more than \$18.5 billion in 2021, smashing the market's prior record of \$8.5 billion, set in 2019.** The metro had a strong start to 2022 as well, with deal volume exceeding \$2.9 billion in 22Q1, a record for a first quarter in Atlanta.

**Out-of-state investors continue to drive investment volume in Atlanta, with out-of-state firms accounting for roughly 80% of buyer volume over the past four quarters.**

National and institutional investors are increasingly drawn to Atlanta because of the region's strong demographic and job growth, relatively tame construction pipeline compared to other high-growth Sun Belt metros over the past decade, and low pricing compared to core coastal markets.

**Cap rates are now lower than the National Index, but are still above those in large coastal metros.** Overall, cap rates have compressed by roughly 300 basis points since 2010, compared to the national average of about 240 basis points. Atlanta cap rates have continued to drift lower since the start of the pandemic. Additionally, Atlanta price appreciation has outpaced the national benchmark over the past 12 months.

Sales volume has escalated in virtually every major submarket in Atlanta since the start of 2021, but the

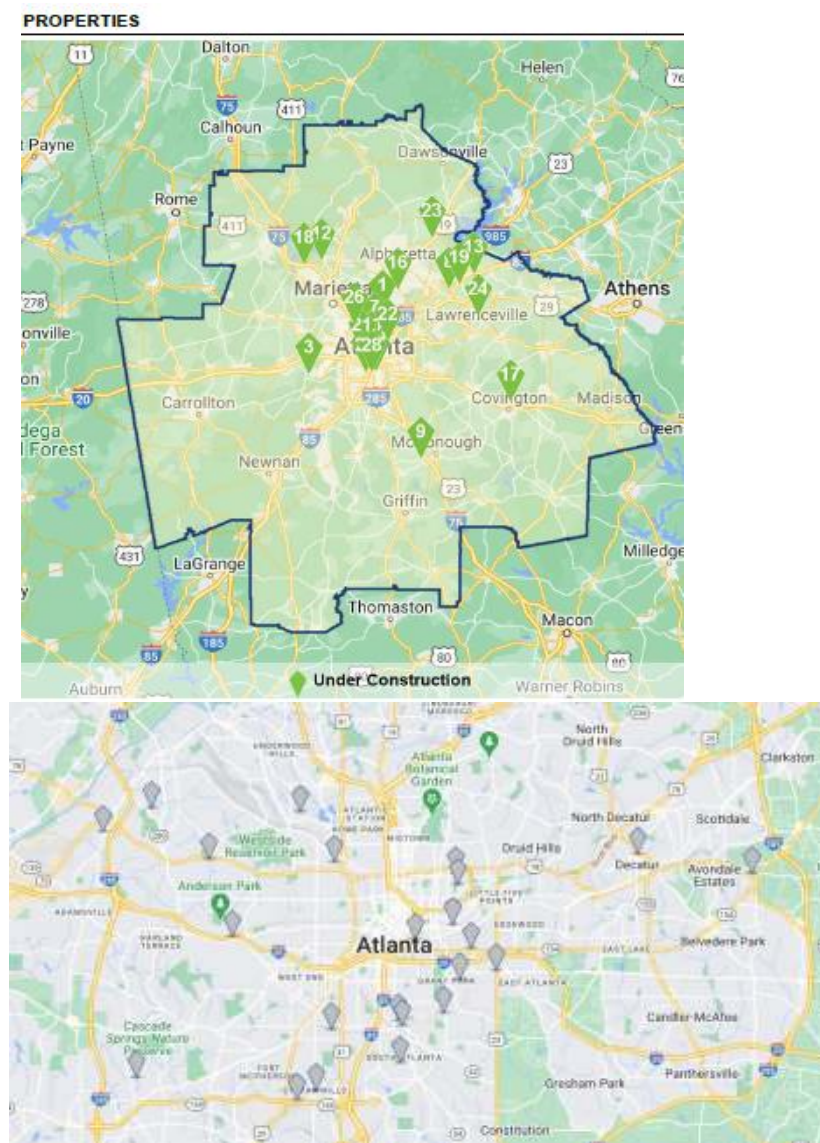
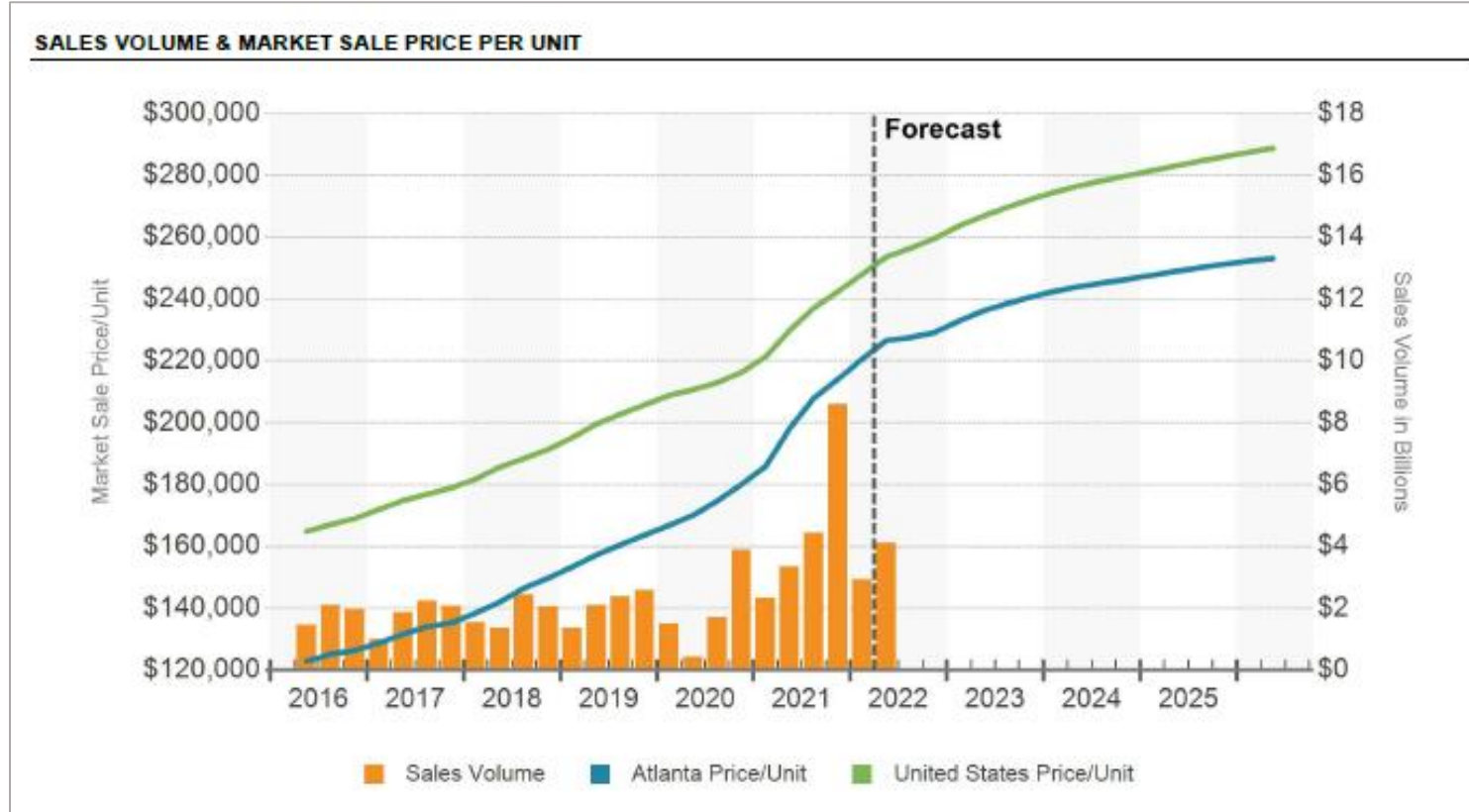


Figure 4 Affordable and mixed-income multi-family projects under construction, June 2022. © CoStar.

region's suburbs have seen the largest increases of late. Large, inner-ring suburban submarkets are leading the way in terms of deal volume, with Sandy Springs/Dunwoody and Cumberland/Galleria topping the metro in trailing 12-month transaction volume. Both submarkets have a diverse stock of older value-style product and new builds that are driving sales volume. In Cumberland/Galleria, the 1980s-built 182-unit BelAire Apartment Homes sold in July 2021 for \$36.3 million (\$199,000/unit) at a 4.1% cap rate. The asset previously sold in 2017 for \$17.1 million (\$100,000/unit). New

properties such as the 314-unit Elevate West Village in Cumberland/Galleria and the 203-unit Square One and 291-unit Adley City Springs in Sandy Springs/Dunwoody recently traded for around \$300,000/unit.





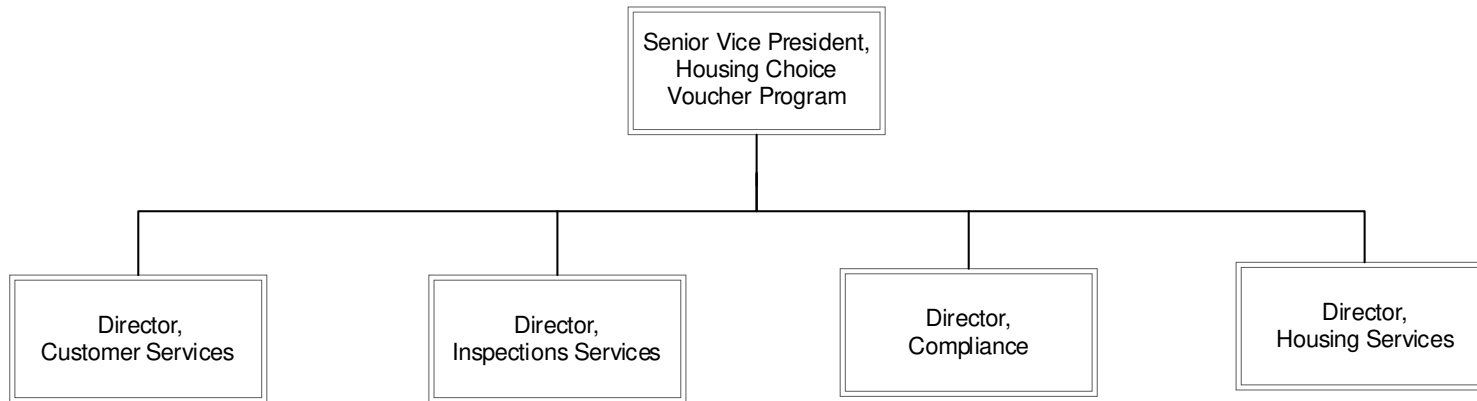
## **II. Department Information – Operating Divisions and Corporate Support**

## **Department Information – Operating Divisions**

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## Housing Choice Voucher Program



## **Housing Choice Voucher Program**

### **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, re-certifications, 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

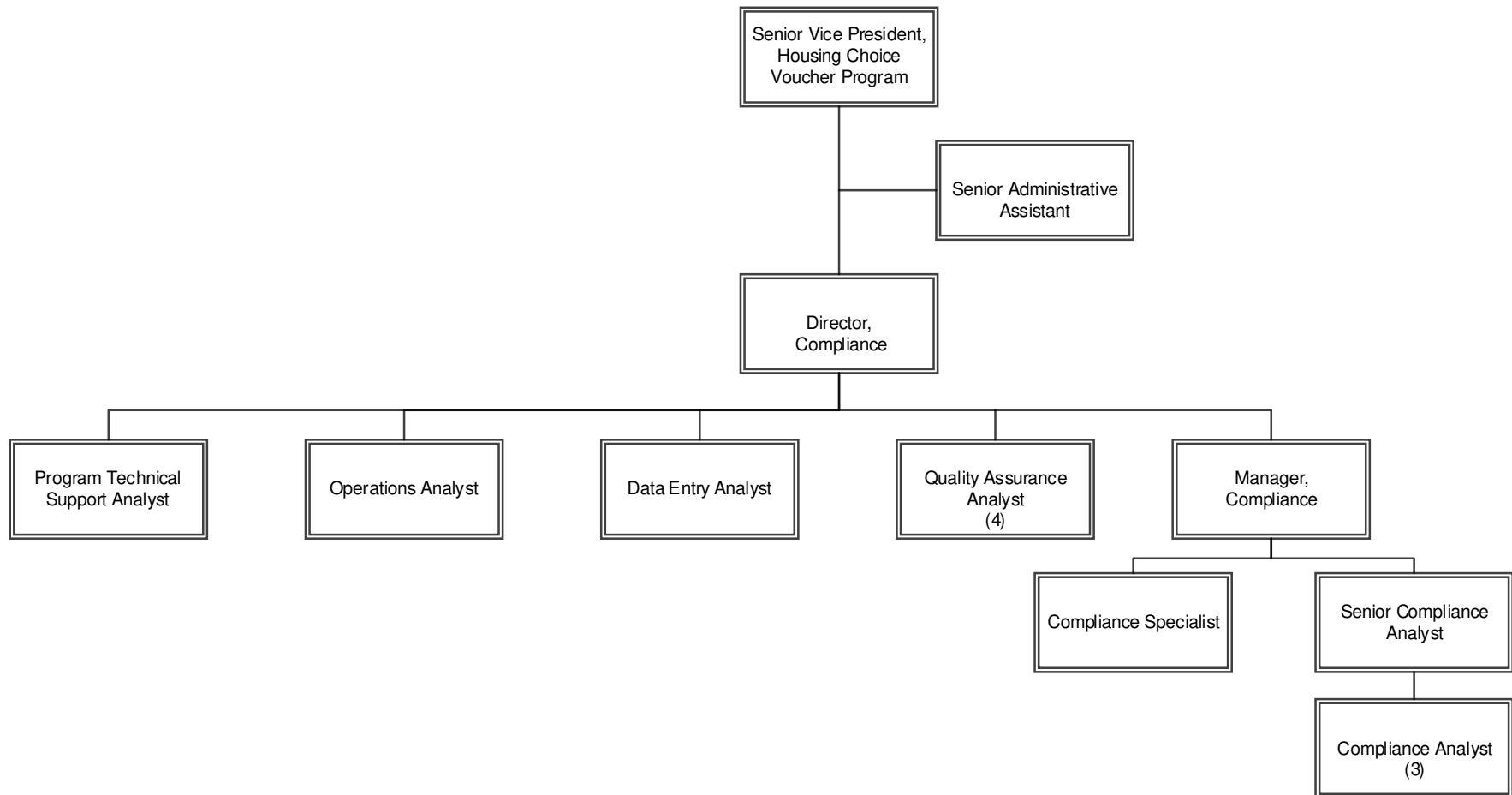
#### **Inspection Services**

- 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

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By increasing total households served by 1,200 households	House an additional 840 families through the Tenant-based Housing Choice Voucher Program, for a net increase of 0 (zero) new households
By increasing voucher utilization to 84% of authorized vouchers	Increase households served through the Tenant-based Housing Choice Voucher Program to 11,550
By continuing to develop and build housing programs serving homeless or formerly homeless populations	Identify and pursue special purpose vouchers to increase vouchers available to support vulnerable populations
By targeting and attracting Housing Choice landlords in areas of opportunity and amenity-rich neighborhoods	Increasing opportunities for voucher holders to live in areas of opportunity
By increasing Work Program Participation Compliance to 78%	In collaboration Human Development Services Department and implement a seamless cross-departmental processes during FY23
By improving customer service	Establishing a training calendar for 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)
	Conduct a Landlord Survey by October 31, 2022.
	During the first quarter of FY23, hold a Landlord Symposium with the purpose being to attract new landlords and retain current landlords
	During FY23, continue to refresh and refine the Landlord Group members and meetings by ensuring that we appoint at least 5 new members to the group to ensure that we are receiving optimal feedback
By streamlining operations to increase operational effectiveness and efficiency	Improve cycle times and other KPIs
	Develop a more streamlined approach for receiving incoming portability billings
	Develop a comprehensive training schedule and plan for Housing Choice staff based on Quality Assurance feedback
	Successfully optimize Housing Services processes allowing for more efficiency within the Housing Services Team that will allow hybrid work schedules

	Ensure a successful Rent Cafe implementation
	Enhance website tools available to residents, HCV participants and property owners, AH vendors, partners and others to streamline and expand access to relevant information and services
	Fully document operational procedure, in order to identify opportunity to streamline and simplify business processes
	Implement a robust job rotation program for HCVP including measurable outcomes by August 30, 2022
	Automate customer service with live chat integration on the AH website by June 30, 2023
By creating a business model that is data-driven and high performing	Working collaboratively with HCVP leadership, develop and implement departmental customer service metrics and ongoing employee customer service training initiative during FY23

## 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), Non Elderly/Disabled (NED), and Mainstream and CoC programing 5) for AH. HCV's primary mission is to assist very-low, low, and moderate-income families in renting safe, decent, and sanitary dwelling units in amenity-rich 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 team
- 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
- Program Compliance
- Updates of Procedural and Operation updates
- Change Management

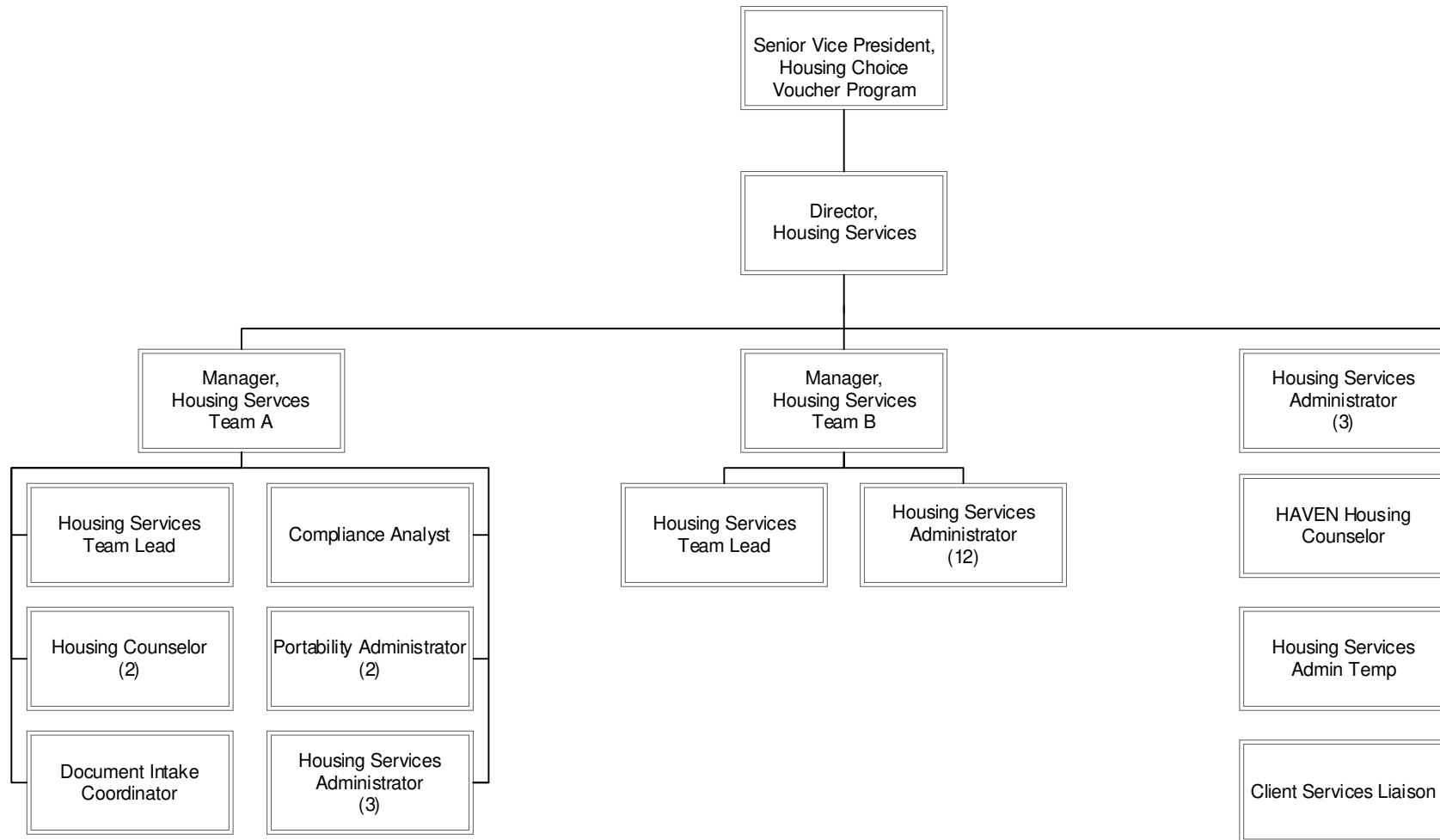


Housing Choice Administration	FY 2023	FY 2022	FY 2023B	FY 2022	FY 2023B
	Budget	Budget	Over (Under) FY 2022B	Forecast	Over (Under) FY 2022F
Salaries	1,206,983	1,187,384	19,599	1,024,501	182,482
Employer Paid Benefits and Taxes	488,014	460,544	27,470	363,189	124,825
Background Checks	30,000	30,000	-	26,575	3,425
Travel and Conferences	6,000	5,299	701	2,040	3,960
Other Staff Augmentation	-	-	-	55,312	(55,312)
Membership and Fees	1,200	3,440	(2,240)	2,239	(1,039)
Publications	1,400	900	500	1,711	(311)
Office Supplies	200	200	-	50	150
Meeting Expense	-	-	-	14,674	(14,674)
Uniforms	600	600	-	-	600
<b>Total</b>	<b>\$ 1,734,397</b>	<b>\$ 1,688,367</b>	<b>\$ 46,030</b>	<b>\$ 1,490,290</b>	<b>\$ 244,107</b>

## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Housing Choice Administration is requesting the same number of staffing as authorized in FY 2022.
Compliance Analyst	3	3	3	3	
Compliance Specialist	1	1	1	1	
Data Entry Analyst	1	1	1	1	
Director, Compliance	1	1	1	1	
Document Imaging Specialist	0	0	0	3	
Manager, Compliance	1	1	0	0	
Operations Analyst	1	1	1	1	
Program Technical Support Analyst	1	0	0	0	
Quality Assurance Analyst	4	5	4	4	
Senior Administrative Assistant	1	1	1	1	
Senior Compliance Analyst	1	1	1	1	
Senior Vice President, Housing Choice Voucher Program	1	1	1	1	
	<b>16</b>	<b>16</b>	<b>14</b>	<b>17</b>	

## 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

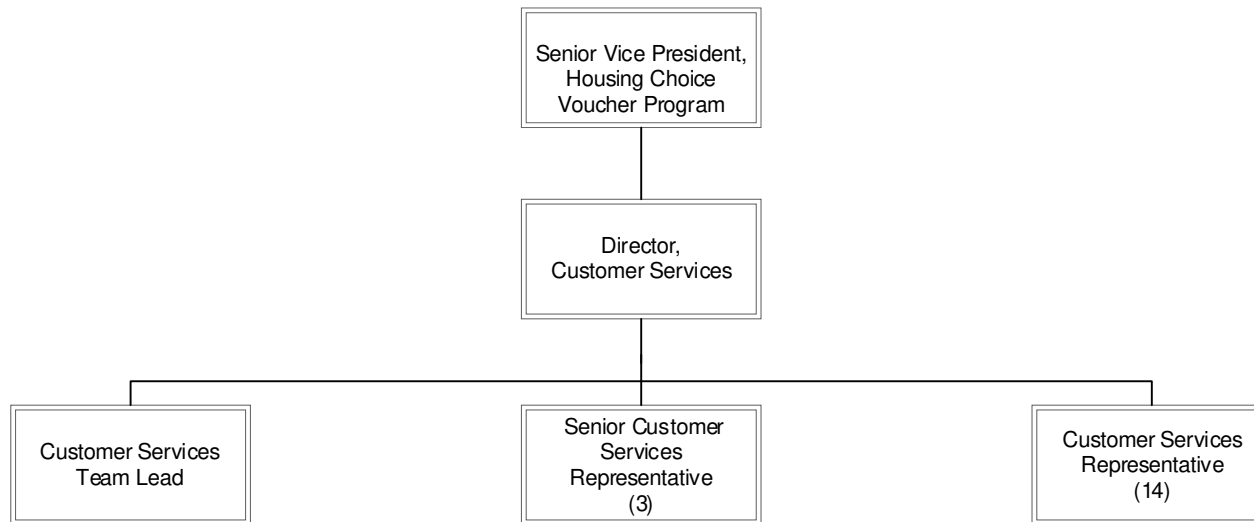
The Housing Services department is comprised of Admissions, Recertification/Request to Move, Compliance and Program Investigations teams. Admissions team members process hundreds of applicants for eligibility and admissions to the HCVP annually. They administer the voucher, process requests to port in 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 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	2,114,105	2,276,374	(162,269)	1,941,120	172,985
Employer Paid Benefits and Taxes	834,709	690,547	144,162	755,958	78,751
Travel and Conferences	10,300	8,550	1,750	3,529	6,771
Consulting and Professional Services	192,750	150,000	42,750	136,579	56,171
Other Staff Augmentation	-	-	-	45,818	(45,818)
Membership and Fees	-	100	(100)	25	(25)
Office Supplies	100	100	-	25	75
Uniforms	350	-	350	-	350
<b>Total</b>	<b>\$ 3,152,314</b>	<b>\$ 3,125,671</b>	<b>\$ 26,643</b>	<b>\$ 2,883,054</b>	<b>\$ 269,260</b>

## Staffing

	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Housing Services reduced in headcount in FY 2023 due to the decision not to backfill Housing Service Administrators, Document Intake Coordinator and transfer of Program Technical Support Analyst to HCA and addition of Client Services Liaison. This resulted in a decrease of three positions.
<b>Authorized Positions</b>					
Client Services Liaison	1	0	1	1	
Compliance Analyst	1	1	1	1	
Director, Housing Services	1	1	1	1	
Document Intake Coordinator	1	2	1	2	
Housing Services Administrator	18	20	18	18	
Housing Services Counselor	3	3	3	3	
Housing Services Team Lead	2	2	2	1	
Manager, Housing Services	1	1	0	1	
Manager, Portability	1	1	1	1	
Portability Administrator	2	2	2	2	
Program Technical Support Analyst	0	1	1	1	
Housing Services Administrator - Temp	1	1	1	1	
	<b>32</b>	<b>35</b>	<b>32</b>	<b>33</b>	

## 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**

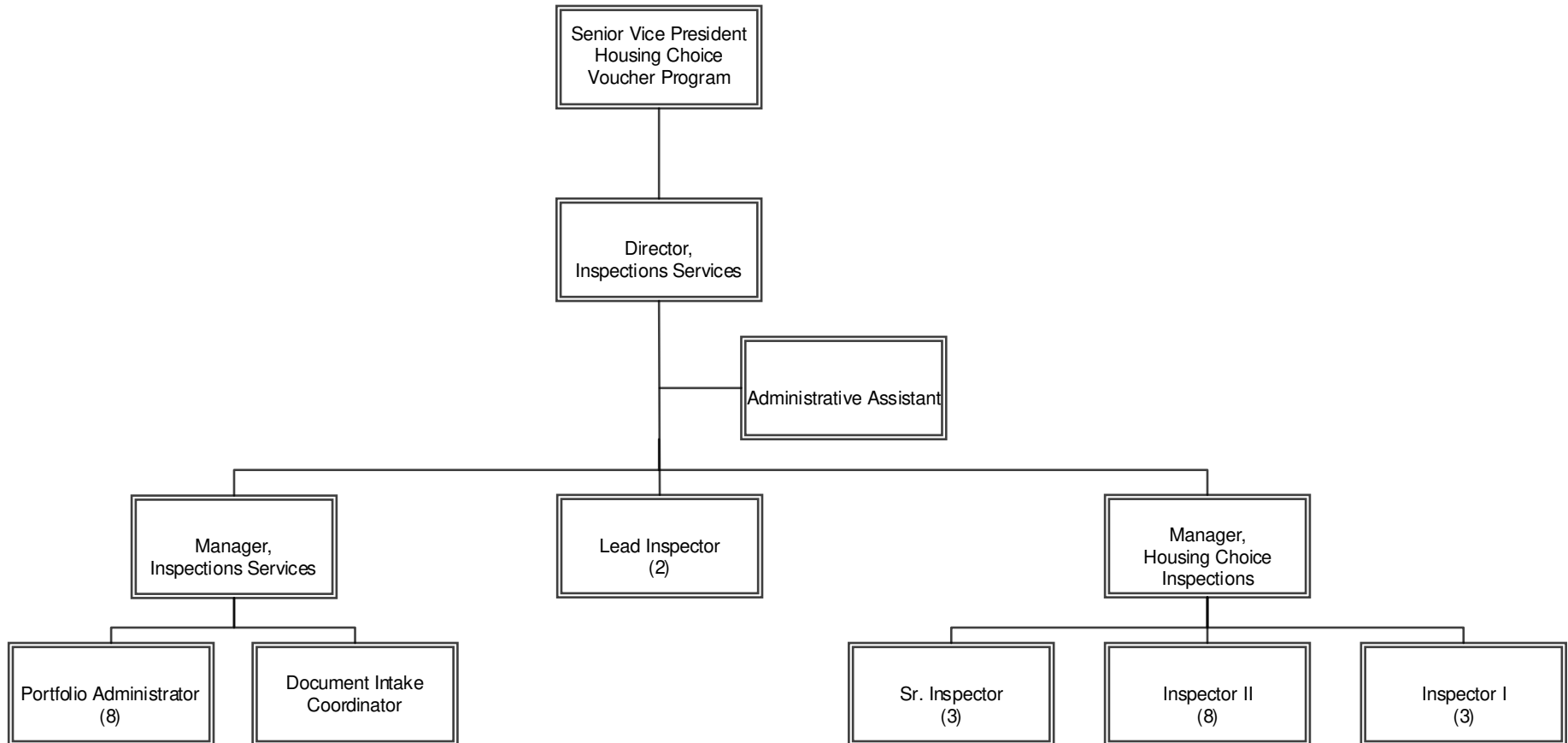
The Team members answer and triage inquiries and respond to requests for information, while transferring calls throughout the agency where necessary. The Front Desk staff receives hundreds of visitors monthly for briefings, hearings and/or appointments with staff. They process requests and accept any 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.

<b>Housing Choice Contact Center</b>	<b>FY 2023</b>	<b>FY 2022</b>	<b>FY 2023B</b>	<b>FY 2022</b>	<b>FY 2023B</b>
	<b>Budget</b>	<b>Budget</b>	<b>Over (Under) FY 2022B</b>	<b>Forecast</b>	<b>Over (Under) FY 2022F</b>
Salaries	953,273	924,902	28,371	733,887	219,386
Employer Paid Benefits and Taxes	406,422	349,810	56,612	300,895	105,527
Travel and Conferences	6,000	3,000	3,000	2,000	4,000
Consulting and Professional Services	6,000	9,000	(3,000)	1,951	4,049
Other Staff Augmentation	52,000	-	52,000	-	52,000
Membership and Fees	219	269	(50)	60	159
Meeting Expense	1,000	1,000	-	250	750
Emergency Assistance	7,500	10,000	(2,500)	3,875	3,625
Uniforms	-	500	(500)	-	-
<b>Total</b>	<b>\$ 1,432,414</b>	<b>\$ 1,298,481</b>	<b>\$ 133,933</b>	<b>\$ 1,042,918</b>	<b>\$ 389,496</b>

## Staffing

<b>Authorized Positions</b>	<b>FY23 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Forecast</b>	<b>FY21 Actual</b>	Housing Choice Contact Center is requesting the same number of staffing as authorized in FY 2022.
Customer Service Representative	14	14	11	14	
Director, Customer Services	1	1	1	1	
Senior Customer Service Representative	3	3	2	2	
Team Lead Customer Services	1	1	1	1	
	<b>19</b>	<b>19</b>	<b>15</b>	<b>18</b>	

## Inspection Services





## Inspection Services

### Mission Statement

The primary mission of the Inspections Services team is to ensure that all units participating on the Housing Choice Voucher Program (HCVP) and HomeFlex program meet 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 while Landlord Services process landlord-related documents and handle higher-level landlord-related inquiries.

### Service Description

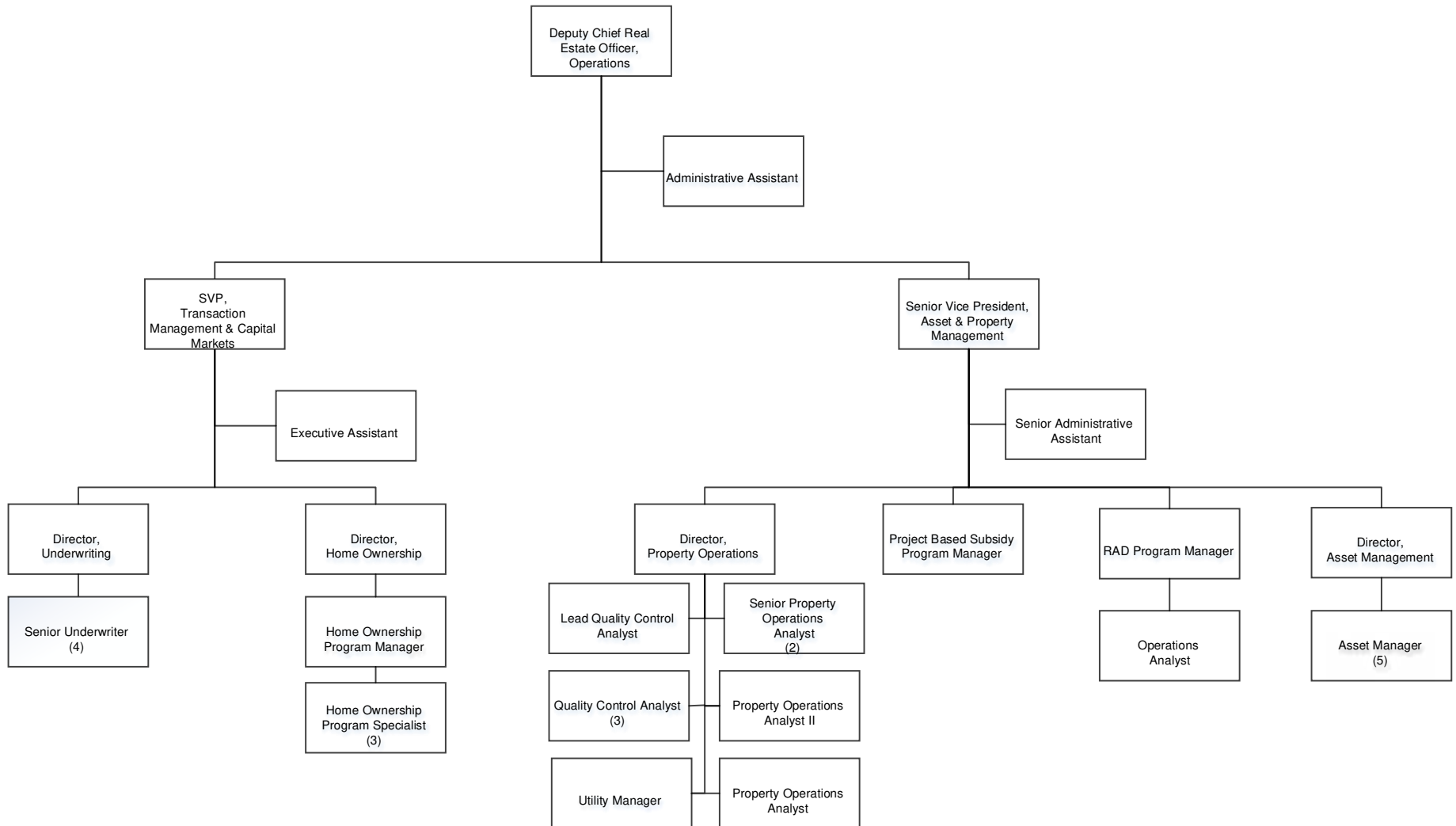
Inspectors conduct various inspection types to ensure units meet AH's Enhanced Inspection Standards. The Landlord Services team manages landlord relationships through bi-weekly Landlord Briefings and a Landlord Advisory Group made up of landlords who own or manage Multi-family and Single-family properties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

Inspection Services	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	2,000,925	1,896,946	103,979	1,889,929	110,996
Employer Paid Benefits and Taxes	820,765	637,251	183,514	704,228	116,537
Travel and Conferences	8,000	3,000	5,000	149	7,851
Consulting and Professional Services	16,800	15,000	1,800	15,000	1,800
Membership and Fees	6,800	7,570	(770)	3,151	3,649
Office Supplies	1,500	1,500	-	250	1,250
Other Misc Admin Expenses	2,250	3,250	(1,000)	2,264	(14)
Meeting Expense	800	800	-	200	600
Uniforms	1,000	-	1,000	1,225	(225)
Tools and Equipment	2,000	5,650	(3,650)	-	2,000
<b>Total</b>	<b>\$ 2,860,840</b>	<b>\$ 2,570,967</b>	<b>\$ 289,873</b>	<b>\$ 2,616,396</b>	<b>\$ 244,444</b>

## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Inspections Services is requesting the same number of staffing as authorized in FY 2022.
Administrative Assistant	1	1	1	1	
Director, Inspections Services	1	1	1	1	
Document Intake Coordinator	1	1	1	1	
Inspector I	3	3	3	3	
Inspector II	8	8	8	8	
Lead Inspector	2	2	2	2	
Manager, Housing Choice Inspections	1	1	1	1	
Manager, Inspections Services	1	1	1	1	
Portfolio Administrator	8	8	7	8	
Senior Inspector	3	3	3	3	
	<b>29</b>	<b>29</b>	<b>28</b>	<b>29</b>	

# Real Estate Operations



# Real Estate Operations

## Mission Statement

The mission of the Real Estate Operations (REO) 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. REO provides administrative and operational leadership to two departments (1) Transactions Management and Capital Markets (TMCM) and (2) Asset and Property Management (APM). The TMCM team ensures new acquisition and existing real estate projects being recapitalized are underwritten to be financially sustainable long-term and minimal AH investment for the greatest return. The APM team is responsible for the day-to-day property management oversight for properties in our AH-Owned, Mixed, HomeFlex, and RAD portfolios. This involves monitoring and reporting the properties' financial, operational, and compliance performances. In collaboration with Real Estate Planning and Development (REPD), REO also analyzes and evaluates property rehabilitation proposals.

## Primary Functions

The core functions of REO span two distinct disciplines:

- Transactions Management and Capital Markets – Underwriting and Homeownership
- Asset and Property Management – Property Operations, Compliance, Project Based Rental Assistance, and Rental Assistance Demonstration Program (RAD).

## Service Description

Although the REO 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
  - Provides property management oversight for the agency's Owned, Mixed and HomeFlex portfolios
  - Monitors, assesses, and reports the financial, operational and compliance performance of the real estate portfolio
  - Facilitates the timely and appropriate resolution of resident concerns
  - Calculates and collects annual cash flow payment and fees due to the agency
  - Develops and manages the agency's Rental Assistance Demonstration (RAD) Conversion Strategy and the allocation and oversight of AH's HomeFlex Program

## 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 administering the agency's Down Payment Assistance Program. In addition, the TMCM underwrites all real estate transactions to be financially feasible long-term with minimal AH investment.

### Primary Functions

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

## Real Estate Asset & Property Management

### Mission Statement

To provide ongoing property management oversight and reporting of the financial, operational, and compliance performances of the real estate assets with AH's Development Partners (Partners) at the AH-Owned, Mixed, and HomeFlex

residential communities throughout the real estate life cycle, which include the assessment of the communities' long-term financial viability; operational efficiency; ongoing physical maintenance; compliance with HUD regulations and AH policies; and assistance with resident concerns resolution.

### Primary Functions

The team assesses and reports the agency's real estate portfolio performances; manages the private development partner relationships; and manages the agency's RAD and HomeFlex programs, which include the following activities:

- Analyzing monthly and annual financial statements
- Calculating and collecting annual net cash flow payments, asset management fees, and transaction fees
- Reviewing and approving annual operating budgets
- Quarterly asset management performance reporting
- Contract administration - renewals; rent increase requests; and ownership changes
- Compiling and reviewing monthly MTW benchmark reports
- Processing monthly payment applications
- Timely and accurate submission of 50058s
- Facilitating and tracking HomeFlex and REAC inspections and Business Process Reviews (BPR)
- Conducting routine site visits
- Facilitating resolution of resident issues
- Utility administration for residential and non-residential AH-Owned assets
- Administering the RAD and Project Based Subsidy programs.

Real Estate Operations	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	3,601,912	3,191,723	410,189	2,784,613	817,299
Employer Paid Benefits and Taxes	1,184,149	939,343	244,806	873,021	311,128
Travel and Conferences	28,165	28,767	(602)	9,570	18,595
Marketing	-	200	(200)	-	-
Consulting and Professional Services	60,000	7,350	52,650	7,350	52,650
Other Staff Augmentation	54,000	72,373	(18,373)	89,617	(35,617)
Membership and Fees	10,350	6,350	4,000	1,010	9,340
Publications	700	965	(265)	336	364
Office Supplies	250	250	-	50	200
Meeting Expense	6,000	6,000	-	-	6,000
Uniforms	3,040	2,040	1,000	-	3,040
<b>Total</b>	<b>\$ 4,948,566</b>	<b>\$ 4,255,361</b>	<b>\$ 693,205</b>	<b>\$ 3,765,567</b>	<b>\$ 1,182,999</b>

## Staffing

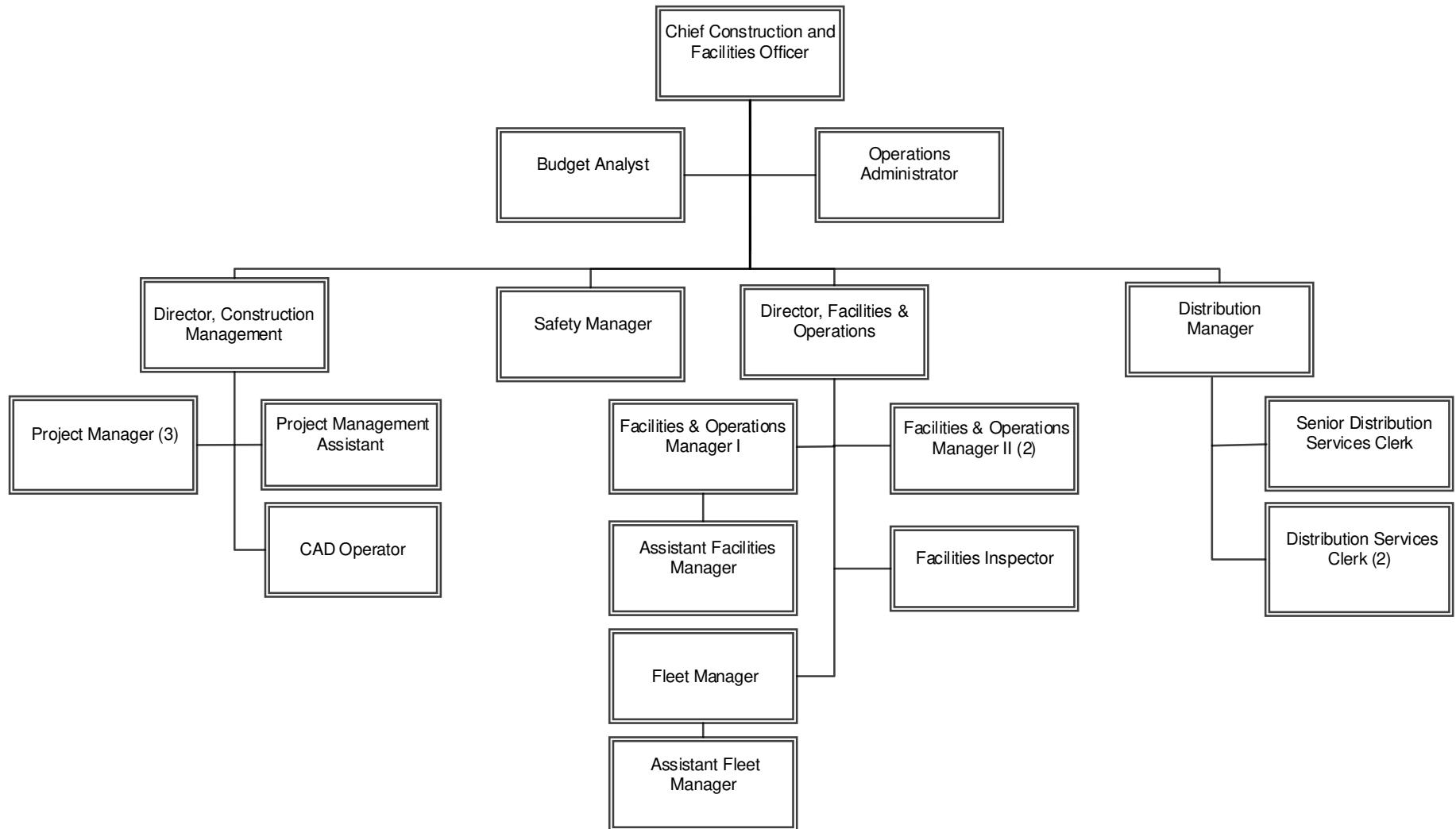
	<b>FY23 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Forecast</b>	<b>FY21 Actual</b>	Real Estate Operations was approved to hire an additional Homeownership Program Specialist and Senior Underwriter. This resulted in an increase of two positions.
<b>Authorized Positions</b>					
Administrative Assistant	1	1	0	0	
Asset Manager	5	6	2	5	
Deputy Chief Real Estate Officer	1	1	1	1	
Director, Homeownership Programs	1	1	1	1	
Director, Property Operations	1	1	1	1	
Director, Real Estate Asset Management	1	1	1	1	
Director, Underwriting	1	1	1	1	
Executive Assistant	1	1	1	1	
Homeownership Program Manager	1	1	1	1	
Homeownership Program Specialist	3	1	2	1	
Lead Quality Control Analyst	1	1	1	1	
Operations Analyst	1	1	1	1	
Project Based Subsidy Program Manager	1	1	1	1	
Property Operations Analyst	1	1	1	1	
Property Operations Analyst II	1	1	1	1	
Quality Control Analyst	3	3	3	3	
RAD Program Manager	1	1	1	1	
Senior Administrative Assistant	1	1	1	1	
Senior Property Operations Analyst	2	2	2	2	
Senior Underwriter	4	3	3	3	
SVP, Asset and Property Management	1	1	0	0	
SVP, Transaction Management and Capital Markets	1	1	1	1	
Utility Manager	1	1	1	1	
	<b>35</b>	<b>33</b>	<b>28</b>	<b>30</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By directing AH resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Secure development partners for AH vacant land on six sites
	Perform predevelopment on 9 vacant AH sites
	Complete financial closing to produce 360 rental and 167 homeownership affordable homes on AH vacant land
By implementing innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Design, secure funding and install green infrastructure to prepare for housing development on four sites
	Complete financial closing on 934 units through the Co-Investment Program
	Develop and implement a finance and acquisition strategy utilizing non-HUD funds
	Repurpose approximately 40 acres of AH-owned vacant land toward housing (or support housing)
By developing relationships with public agencies, private organizations, and individuals to support AH's development strategy	Secure and implement HUD Choice Neighborhoods funds
	Implement redevelopment of Civic Center Performing Arts Center
By executing events and developing verbal and visual content publicizing AH's real estate development progress and partnerships.	Establish plan and resources to support events, visualizations, tell AH development story
By developing core competencies for team to achieve greater performance and growth.	Continue to provide training for team members on leadership, project management, and HUD real estate development requirements.
	Convene monthly department informational sessions on the core competencies
	Convene bi-weekly "Lunch & Learn" sessions as mini-trainings on specific HUD development submission/processes.
	Develop and maintain routine project status meetings, as well as bi-weekly "Lunch & Learn" sessions.
By working collaboratively across departments to optimize interconnectedness.	Convene routine development project meetings that engage various AH subject matter expertise with the developer.



	Convene routine REPD and REO leadership sessions and include AH Government & External Affairs.
By assessing staff skill levels and training needs and implement annual staff training plan.	REPD leadership will have one-on-one meetings with staff bi-weekly to discuss needs and problem-solve.
By developing standard reports from the model to be distributed to SLT and Board as needed.	Continue to work on project reporting to accurately detail development project activities.
By increasing opportunities for employee growth and development	Support staff participation on cross-functional teams.
By documenting operational procedure, in order to identify opportunity to streamline and simplify business processes	Assign an REP/REO Working Group to assess the gaps in written procedures and recommend strategy to resolve.
	Implement the strategy to continue to create more written procedures.

## 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. Distribution Center provides AH customers, the employees of Atlanta Housing with mail handling, mass coping, Documents fabrication and other service driven essentials needs in order to carry out essential Distribution needs of the agency.

### 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
- Distribution Center

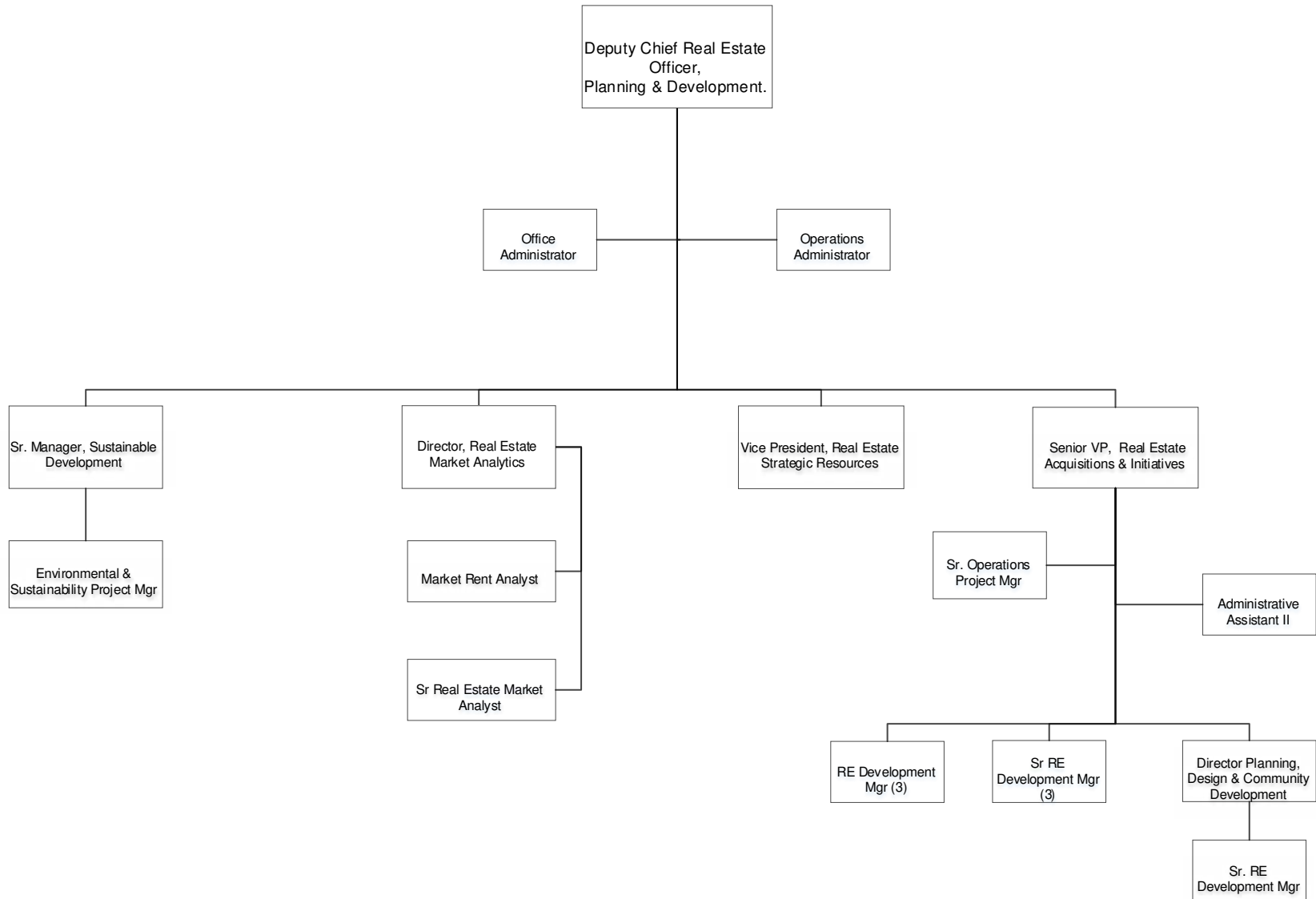
Construction & Facilities Management	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	1,955,443	1,910,847	44,596	1,475,389	480,054
Employer Paid Benefits and Taxes	441,237	428,408	12,829	320,214	121,023
Travel and Conferences	31,002	45,523	(14,521)	7,960	23,042
Marketing	-	-	-	990	(990)
Consulting and Professional Services	95,000	29,000	66,000	18,407	76,593
Membership and Fees	4,716	5,516	(800)	1,775	2,941
Publications	800	400	400	40	760
Office Supplies	3,000	3,000	-	2,022	978
Postage, Shipping and Courier	85,300	85,300	-	35,562	49,738
Copiers	136,000	164,360	(28,360)	163,919	(27,919)
Other Misc Admin Expenses	9,500	9,500	-	1,583	7,917
Printing/Photocopying	40,000	40,000	-	15,205	24,795
Meeting Expense	3,200	3,200	-	6,415	(3,215)
Uniforms	5,000	3,500	1,500	2,152	2,848
Vehicle Maintenance and Fuel	127,500	127,500	-	44,403	83,097
Supplies-Maintenance & Repairs	-	-	-	352	(352)
Tools and Equipment	10,000	-	10,000	-	10,000
Other General Expenses	-	-	-	21	(21)
<b>Total</b>	<b>\$ 2,947,698</b>	<b>\$ 2,856,054</b>	<b>\$ 91,644</b>	<b>\$ 2,096,409</b>	<b>\$ 851,289</b>

## Staffing

	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Construction & Facilities Management reduced in positions in FY 2023 due to the decision not to backfill the Project Cost Analyst and Project Operations Manager and added a Safety Manager. This resulted in a decrease of one position.
Authorized Positions					
Assistant Fleet Manager	1	1	1	1	
Budget Analyst	1	1	1	1	
CADD Operator	1	1	1	0	
Capital Improvements Program Manager	1	1	1	1	
Capital Improvements Program Manager 2	1	1	1	1	
Chief Construction & Facilities Officer	1	1	1	1	
Director, Construction Management	1	1	1	1	
Director, Facilities & Operations	1	1	1	1	
Distribution Manager	1	1	0	0	
Distribution Services Clerk	2	2	2	2	
Facilities & Operations Manager	1	1	1	1	
Facilities Inspector	1	1	0	0	
Fleet Coordinator	1	1	1	1	
Fleet Manager	1	1	1	1	
Operations Administrator	1	1	1	1	
Project Cost Analyst	0	1	0	0	
Project Management Assistant	1	1	1	1	
Project Manager	3	3	2	2	
Project Operations Manager	0	1	0	0	
Safety Manager	1	0	0	0	
Senior Distribution Services Clerk	1	1	1	1	
	<b>22</b>	<b>23</b>	<b>18</b>	<b>17</b>	

FY 2023 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
By creating a business model that is data-driven and high performing	Upgrade management reporting tools as needed to ensure appropriate tracking and oversight of performance management and measures
By streamlining operations to increase operational effectiveness and efficiency	Develop and implement supportive strategies and programs to promote and ensure agency efficiency and regulatory compliance
By streamlining operations to increase operational effectiveness and efficiency	Develop and implement supportive strategies and programs to promote and ensure agency efficiency and regulatory compliance

## Real Estate Planning and Development



## Real Estate Planning and Development

### Mission Statement

The mission of the Real Estate Planning and Development Division (REPD) is: (1) to create diverse, affordable, and healthy urban communities with an array of housing choices, amenities, jobs and services through the development of AH-owned and acquired land and (2) to increase the supply of affordable housing throughout the city of Atlanta through partnerships, investments, strategic acquisitions and new initiatives.

Leveraging public, private, philanthropic and community partners and resources, the REPD 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. These new communities are linked to civic, transportation, economic, recreation, education and social amenities that offer opportunity and transform peoples' lives and the communities they live in. Based on extensive community engagement, the work is performed across multiple product types and market sectors that include rental and for-sale housing with mixed-use commercial development. The team delivers utilizing innovative, cost-effective design, sustainable environmental practices and sound real estate business analytics, practices and investments.

### Primary Functions

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

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

### Service Description

#### Business and Partnership Development

The Office of the Deputy Chief Real Estate Officer For Planning and Development, ("DCREO") establishes the real estate strategy executed through sound business practices, project delivery and community engagement. The DCREO seeks funding and develops public, philanthropic, business and community partnerships to increase resources that align and support the development of affordable housing, amenities and healthy communities and grows the portfolio through strategic acquisitions and investments.

#### Planning, Design and Community Development

The Planning, Design and Community Development Department ("Planning") is responsible to develop strategies to create diverse, affordable, and healthy urban communities with an array of housing choices and amenities, ensuring that AH communities are environmentally sustainable and fully integrated into their neighborhood context in a holistic, transformative way. The department uses an array of tools to explore innovative housing design and development feasibility for all types of sites ranging from single buildings to districts. Using AH internal staff resources as well as working with multidisciplinary teams of architects and engineers, the department lays the groundwork for project execution by the Real Estate Development team by performing due diligence, feasibility assessments, environmental and sustainability management and environmental remediation, planning, community engagement, entitlements, infrastructure design and land management. The Planning Department partners with communities, philanthropic organizations, public agencies and the private sector to develop amenities and create healthy communities through neighborhood revitalization and economic development.

## Real Estate Development (“RED”)

RED is responsible for delivering real estate strategies throughout the entire project development cycle for single phase and multi-phase projects on AH vacant and acquired land. They ensure delivery of real estate projects and programs through the project management of the end-to-end real estate development process and oversight of cross-functional Real Estate Project Management teams (“PDMT”) comprised of AH internal staff, vendors and developers. The RED team is responsible for (i) private sector developer selection and management, (ii) deal negotiations and transaction delivery, (iii) securing approvals from HUD, the AH Board and other public agencies necessary to commence construction, (iv) community engagement to incorporate resident feedback throughout the development process and secure project support and; and (v) oversight throughout the hand-off of the project to Construction and Facilities Management and Real Estate Operations. The staff is accountable for the delivery of project milestones, schedule and budget. RED supports the DCREO for Planning and Development

regarding business development, strategy, new initiatives, stakeholder management and acquisitions.

## Real Estate Market Analytics

The Real Estate Market Analytics (“Market Analytics”) provides AH with market data and analysis to help inform decisions related to AH investments and subsidy. The Market Analytics team works cross functionally to delivery services related to (i) rent analysis for Housing Choice, new HomeFlex and current portfolio properties, including new requests and contract renewals); (ii) rent studies involving online estimate service for potential landlords to support Housing Choice landlord recruitment, competitive analyses for potential development and acquisition; (iii) market studies performed on request of residential and commercial properties to assess strategies and competitiveness of any proposed development; and (iv) data analysis/reports and GIS mapping related to area profiles of demographics, employment, retail activity and market trends.



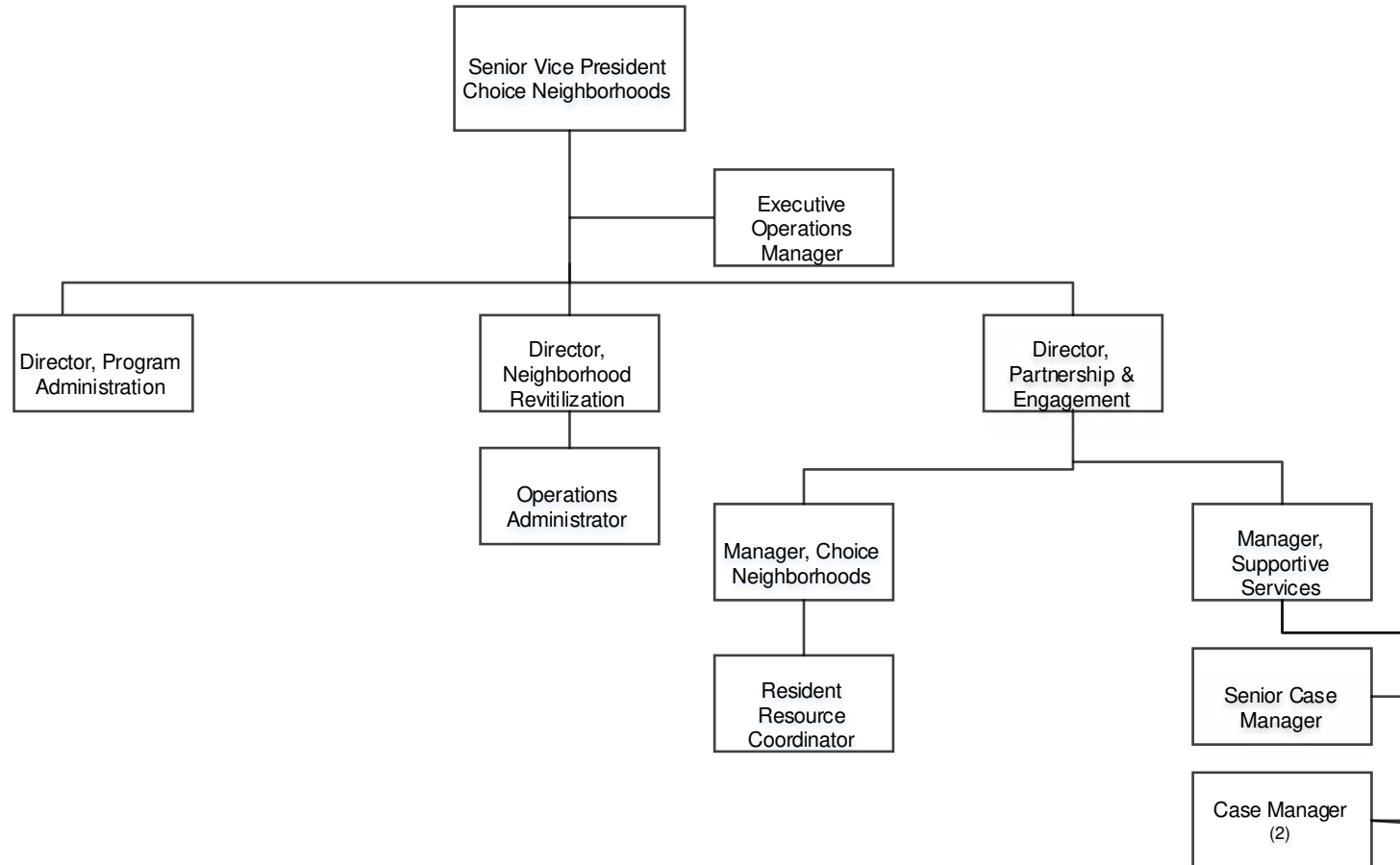
<b>Real Estate Planning &amp; Development</b>	<b>FY 2023 Budget</b>	<b>FY 2022 Budget</b>	<b>FY 2023B Over (Under) FY 2022B</b>	<b>FY 2022 Forecast</b>	<b>FY 2023B Over (Under) FY 2022F</b>
Salaries	2,295,126	2,168,750	126,376	1,683,730	611,396
Employer Paid Benefits and Taxes	528,380	516,416	11,964	400,625	127,755
Travel and Conferences	8,050	17,500	(9,450)	605	7,446
Consulting and Professional Services	150,000	84,602	65,398	96,914	53,086
Membership and Fees	11,524	11,398	126	3,499	8,025
Publications	-	125	(125)	-	-
Office Supplies	500	500	-	-	500
Bank Fees	-	-	-	3	(3)
Printing/Photocopying	-	-	-	9	(9)
Meeting Expense	6,500	6,500	-	1,054	5,446
Uniforms	550	-	550	-	550
Other General Expenses	-	350	(350)	-	-
<b>Total</b>	<b>\$ 3,000,630</b>	<b>\$ 2,806,141</b>	<b>\$ 194,489</b>	<b>\$ 2,186,438</b>	<b>\$ 814,192</b>

## Staffing

	<b>FY23 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Forecast</b>	<b>FY21 Actual</b>	Real Estate Planning & Development reduced in positions in FY 2023 due to the decision not to backfill the Resource Program Manager. This resulted in a decreased of one position.
<b>Authorized Positions</b>					
Administrative Assistant	1	1	0	1	
Deputy Chief Real Estate Officer - Planning & Development	1	1	1	1	
Director, Asset Valuation	1	1	1	1	
Director, Planning Design & Community Development	1	1	1	1	
Environmental & Sustainability Manager	1	1	1	1	
Environmental and Sustainability Project Manager	1	1	1	0	
Market Rent Analyst	1	1	1	1	
Operations Admin	1	1	1	1	
Project Management Assistant	1	1	0	1	
Real Estate Development Manager	3	3	1	1	
Resource Program Manager	0	1	0	0	
Senior Operations Project Manager	1	1	1	1	
Senior Real Estate Development Manager	4	4	2	4	
Senior Real Estate Market Analyst	1	1	1	1	
SVP, Real Estate Acquisitions & New Initiatives	1	1	1	0	
SVP, Real Estate Development	1	1	0	1	
	<b>20</b>	<b>21</b>	<b>13</b>	<b>16</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By directing AH resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Identify and implement opportunities to support new HomeFlex and create new public housing units (Faircloth).
By implementing innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Provide support to determine financial feasibility for Real Estate acquisitions through underwriting
By preserving the affordable housing units in the agency's existing mixed-income, mixed-finance portfolio including HomeFlex, Mixed, and AH-Owned properties	Collaborate with existing mission-aligned partners to renew HomeFlex agreements for additional years.
	Convert existing public housing units under RAD through rehab and /or subsidy only or new construction.
By supporting families to advance along the housing continuum	Support homeownership programs focused on helping residents transition from rental housing to homeownership
	Identify new acquisition and development opportunities to increase the supply of affordable housing
By streamlining operations to increase operational effectiveness and efficiency	Upgrade AH applications by leveraging technology to support evolving user requirements.

## Choice Neighborhoods Administration



Note: Only the SVP, Choice Neighborhoods and the Executive Operations Manager 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, acquire vacant parcels and provide owner occupied rehabilitation loans within the Choice Neighborhood footprint, leverage other investments to develop much needed community amenities and provide resources in the areas of education, health and workforce training to advance 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 512 new housing units (mixed income rental and homeownership) 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 512 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.
- Celebrate the rich history of the neighborhood by renovating the Roosevelt Hall into a vibrant and interactive community center for education and cultural training headquarter.
- Leverage other funding to develop community facilities and amenities throughout the CN footprint to provide needed services and attract residents.
- Initiate impactful place making initiatives to create a “sense of place” at Scholars landing and along Atlanta Student Movement Blvd.

Choice Neighborhoods Administration	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	307,087	291,914	15,173	264,682	42,406
Employer Paid Benefits and Taxes	99,498	85,869	13,629	86,800	12,698
Travel and Conferences	17,500	35,724	(18,224)	50	17,450
Membership and Fees	6,549	6,723	(174)	5,579	970
Uniforms	-	-	-	(230)	230
<b>Total</b>	<b>\$ 430,634</b>	<b>\$ 420,230</b>	<b>\$ 10,404</b>	<b>\$ 356,880</b>	<b>\$ 73,754</b>

## Staffing

	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Choice Neighborhoods reduced in positions in FY 2023 due to the decision not to backfill the Senior Data Analyst. This resulted in a decrease of one position.
<b>Authorized Positions</b>					
Choice Neighborhoods Case Manager	2	2	2	1	
Executive Operations Manager	1	1	1	1	
Manager, Supportive Services	1	1	1	1	
Operations Administrator	1	1	1	0	
Resident Resource Coordinator	1	1	1	1	
Senior Case Manager	1	1	1	1	
Director, Neighborhood Revitalization	1	1	1	1	
Director, Partnerships & Engagements	1	1	1	1	
Director, Program Administration	1	1	1	1	
Manager, Choice Neighborhoods	1	1	0	1	
Senior Data Analyst	0	1	0	1	
Senior Vice President, Choice Neighborhoods	1	1	1	1	
	<b>12</b>	<b>13</b>	<b>11</b>	<b>11</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By directing AH resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Complete construction of 72 units (25 Homeflex; 25 Workforce) by Feb. 28 2023
	Close on two property acquisition targets and expend \$150K within the Choice Neighborhood area Sept. 30, 2022
	Close seven owner occupied rehabilitation home loans and expend \$420K by Sept. 30, 2022
	Collaborate with Integral to close on financing for Phase 5 homeownership and begin construction of 31 townhomes (8 affordable) by December 31, 2022
By implementing innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Pursue resource development and grant opportunities to facilitate the redevelopment of Choice Neighborhoods.
By strengthening and developing public, private, and philanthropic partnerships	Conduct partner check ins for People, Neighborhood and Housing in preparation for grant close out by June 30, 2023
	Engage AUCC Inc. to enhance public/private partnership and implement nine educational programs/activities at Roosevelt Hall by June 30, 2023
	Implement and develop a Microgrant entrepreneurial pitch competition and training initiative by June 30, 2023
By providing access to resources that support and promote academic achievement and educational enrichment	Increase connections to educational programming and resources for targeted students in grades 3-12 by 10% above 2022 outcomes
	Award \$25K in scholarships to returning scholars by June 30, 2023
By connecting residents to primary and preventative healthcare, information and services leading to healthy lifestyles and habits	Extend Morehouse School of Medicine contract to continue providing health and wellness opportunities to target residents by Sept. 1, 2022
	Increase by 3% above 2022 outcomes the number of residents connected to health services, mental health services and obtaining health insurance
By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Identify service provider(s) to implement workforce training for up to 36 residents by June 30, 2023
	Increase the percentage of CN working adults by 5% above 2022 outcomes

	Engage and support residents enrolled in the Digital Leadership Academy leading to certification and job placement through June 30, 2023
By encouraging resident involvement in civic life	Update strategy to include in person and hybrid opportunities to increase targeted residents' participation in CN sponsored events and activities by June 30, 2023
	Develop civic programming at Roosevelt Hall for the benefit of AH and targeted residents
By providing access to wraparound services that promote self-sufficiency for special populations and tracking of partner performance	Provide ongoing Case Management and service coordination by touching 95% of CN Priority 1 and Priority 2 residents quarterly
By developing and preserving community amenities to support the holistic education and empowerment of community residents	Oversee the completion of the rehabilitation of Roosevelt Hall by August 31, 2022
	Complete one place making initiative in the Roosevelt Hall corridor that will facilitate the use of arts and culture by December 31, 2022
	Guide the completion and installation of History Wall for Roosevelt Hall and placement of artifacts and artwork in the interior by August 31, 2022
	Execute lease agreement and work with tenant to complete build out of space by April 30, 2023
	Finalize structure and programming and activate the library space at Roosevelt Hall by October 31, 2022
By streamlining operations to increase operational effectiveness and efficiency	Create sustainability plan as part of CN grant close out by June 30, 2023.
	Monitor and expend 100% of grant funds allocated through CDBG and CN for Roosevelt Hall renovation by August 31, 2022
	Determine use and receive approval from city to expend remaining \$350K in CDBG funds for Choice Neighborhood initiative December 31, 2022
	Fulfill 95% of replacement leverage for Choice Neighborhood by June 30, 2023
	Finalize down payment assistance policy for CN homeownership units by August 31, 2022
	Initiate development of Choice Neighborhood operational manual by June 30, 2023



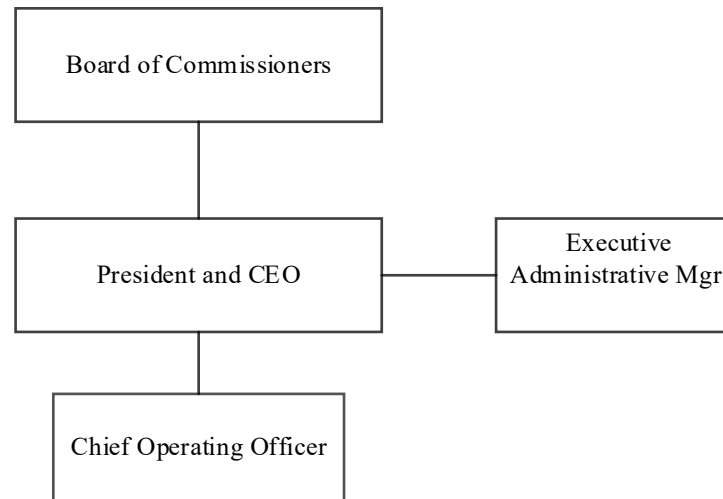
	Finalize and distribute Choice Neighborhood administrative support manual by December 31, 2022
By making AH an employer of choice with an accountable, diverse, trained and productive workforce	Each team member to successfully complete one professional development training and three training opportunities through Percipio
By ensuring that AH is a good neighbor and reliable community partner	Maintain accurate and on-time reporting to granting agencies
By working collaboratively across departments to optimize interconnectedness	Develop and implement document management structure and processes for Choice Neighborhood records by June 30, 2023

## Department Information – Corporate Support

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## Executive Office



## Executive Office

### Mission Statement

The Executive Office is responsible for leading the development and execution of the Agency's long-term strategy. The Executive Office is responsible for providing leadership for the Agency by working with the Board of Commissioners and the Senior Leadership Team to establish and implement long-range goals, strategic plans for program development, and policies and procedures to support operations.

The Executive Office's responsibilities are to ensure the efficient, cost-effective, safe, secure and administratively sound operation and management of the Agency. The Executive Office communicates on behalf of the Agency to stakeholders, employees, government agencies, and the public-at-large.

## 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 Voucher Group, Contracts & Procurement, Corporate Finance, Information Management, Government, External Affairs & Human Development, Strategy, Policy & Regulatory Affairs, the Real Estate Group (Real Estate Planning & Development and Real Estate Operations), and Construction & Facilities 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.

Executive Office	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	820,434	915,317	(94,883)	905,647	(85,213)
Employer Paid Benefits and Taxes	97,090	97,174	(84)	104,059	(6,969)
Travel and Conferences	29,000	9,700	19,300	14,829	14,171
Consulting and Professional Services	306,800	287,750	19,050	316,613	(9,813)
Membership and Fees	101,444	112,246	(10,802)	91,329	10,115
Publications	500	500	-	-	500
Other Misc Admin Expenses	1,500	1,000	500	1,303	197
Employee Activities/Promotions	-	-	-	2,380	(2,380)
Meeting Expense	21,000	21,000	-	29,080	(8,080)
Other General Expenses	-	-	-	58	(58)
<b>Total</b>	<b>\$ 1,377,768</b>	<b>\$ 1,444,687</b>	<b>\$ (66,919)</b>	<b>\$ 1,465,298</b>	<b>\$ (87,530)</b>

## Staffing

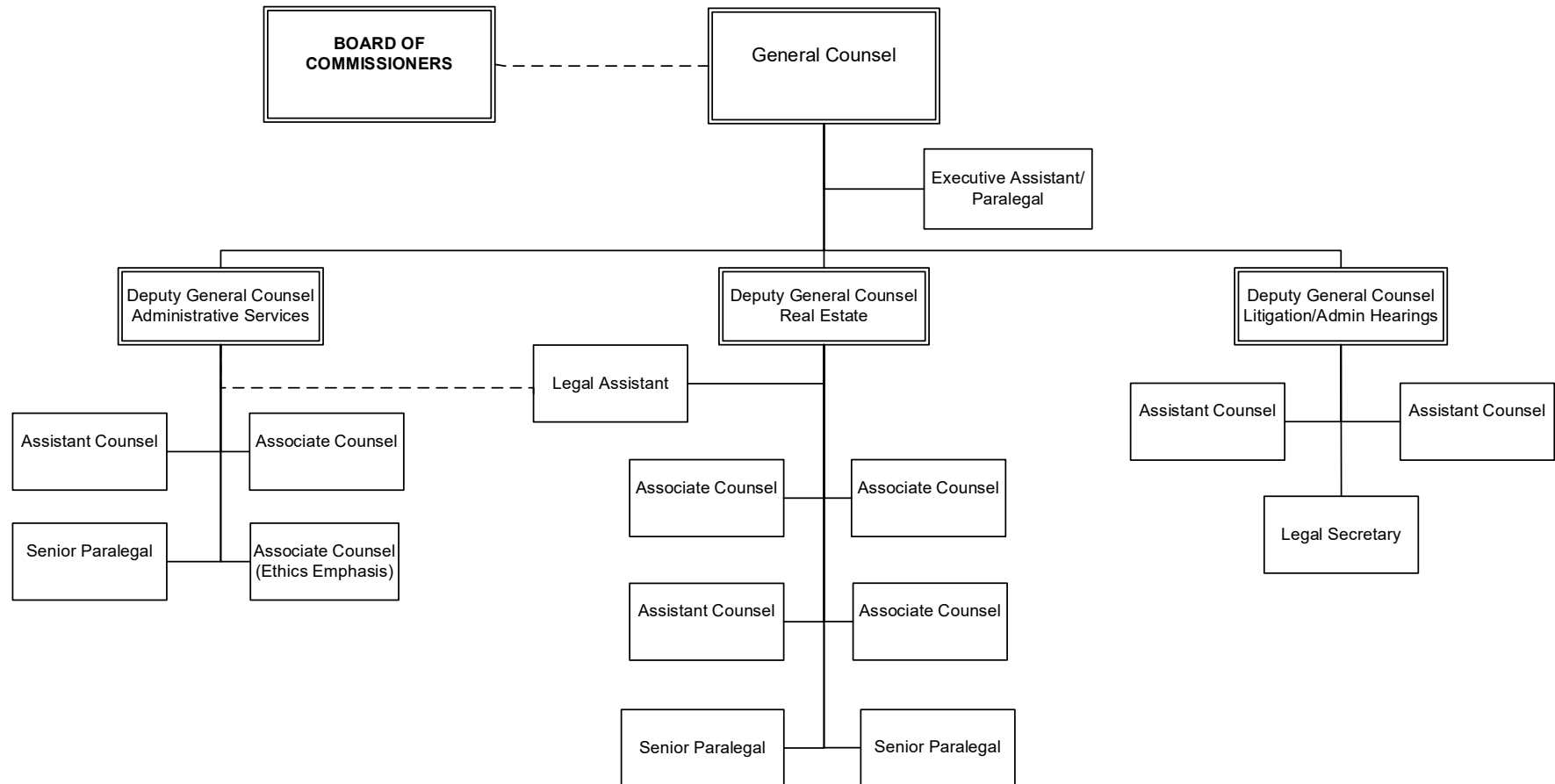
### Authorized Positions

Chief Operating Officer  
 Director, Housing  
 Executive Administrative Manager to the CEO & Board of Directors  
 President & CEO

FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual
1	1	1	1
0	1	0	1
1	1	1	1
1	1	1	1
<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>

Executive Office reduced in positions in FY 2023 due to the decision not to backfill the Housing Director.

## Office of General Counsel



## Office of General Counsel

### Mission Statement

The Office of General Counsel (“OGC”) serves as the in-house legal counsel for The Housing Authority of the City of Atlanta, Georgia (“AH”) and its Board of Commissioners. In this role, OGC serves as a partner, and through high quality, competent, responsive, and professional representation of AH, protects AH’s position, adds value to AH operational integrity and promotes AH’s goals by providing excellent legal services with integrity, zeal, prudence, accuracy, foresight and efficiency.

### Primary Functions

- Oversee all legal services for AH provided by in-house attorneys of the OGC and retained outside counsel
- Ensure relevant legal and regulatory issues are understood and addressed
- Defend AH in litigation and against other adverse 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, redevelopment, rehabilitation and financing of real estate for mixed-income mixed-finance affordable housing and for community transformation
- Conduct closings for the new construction or rehabilitation of mixed multifamily developments, including HUD Rental Assistance Demonstration (“RAD”) conversions

- Conduct or facilitate closings for down payment assistance financing and single-family homeownership development
- Draft and amend HomeFlex and other housing assistance 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
- Negotiate and draft task orders, amendments and other contract documents

### Corporate Governance

- Perform Corporate Secretary functions for AH and its affiliates
- Coordinate meetings of the Board of Commissioners and affiliate boards
- Advise Board, Executive leadership, and senior management 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 and regulations
- Defend against Fair Housing complaints
- Provide Fair Housing and discrimination training to AH and management providers
- Assist AH compliance with fair housing laws and agreements

### **Human Resources**

- Provide advice and counsel to Human Resources relating to employee benefits and other employment matters
- Perform legal analysis of progressive disciplinary proceedings, up to and including terminations
- Support HR in responding to Equal Employment Opportunity Commission (“EEOC”), Department of Labor (“DOL”) and other administrative complaints
- Support Human Resources department in interpreting and drafting policies
- Partner with Human Resources department to conduct investigations

### **Legislative Strategy**

- Comment on Proposed Legislation, HUD Proposed Rules and other laws, initiatives and rules that impact AH
- Coordinate State Legislation Strategy
- Participate in national trade organizations that support and seek to advance affordable housing and other human development initiatives

### **Operations**

- Provide legal advice and counsel on plans, initiatives and other activities of various internal AH business units including, but not limited to, Housing Choice Voucher Program (“HCVP”), HomeFlex, Asset Management
- Provide assistance in the drafting of policies and procedures/process improvements
- Assist with the preparation of liability insurance applications and year end claims reporting
- Advise IT on data security issues
- Provide legal defense and guidance to AH in threatened and actual litigation, administrative and other adversarial actions



Office of General Counsel	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	2,272,420	2,145,087	127,333	1,888,487	383,933
Employer Paid Benefits and Taxes	599,340	463,968	135,372	442,837	156,503
Outside Legal Counsel	1,187,000	1,215,000	(28,000)	722,899	464,101
Travel and Conferences	29,400	35,920	(6,520)	3,500	25,900
Consulting and Professional Services	10,000	10,000	-	2,500	7,500
Other Staff Augmentation	-	57,500	(57,500)	(3,992)	3,992
Membership and Fees	11,542	8,920	2,622	5,480	6,062
Publications	31,440	26,510	4,930	19,771	11,669
Office Supplies	750	750	-	343	407
Meeting Expense	-	1,500	(1,500)	-	-
Other General Expenses	-	2,500	(2,500)	4,338	(4,338)
<b>Total</b>	<b>\$ 4,141,892</b>	<b>\$ 3,967,655</b>	<b>\$ 174,237</b>	<b>\$ 3,086,163</b>	<b>\$ 1,055,729</b>

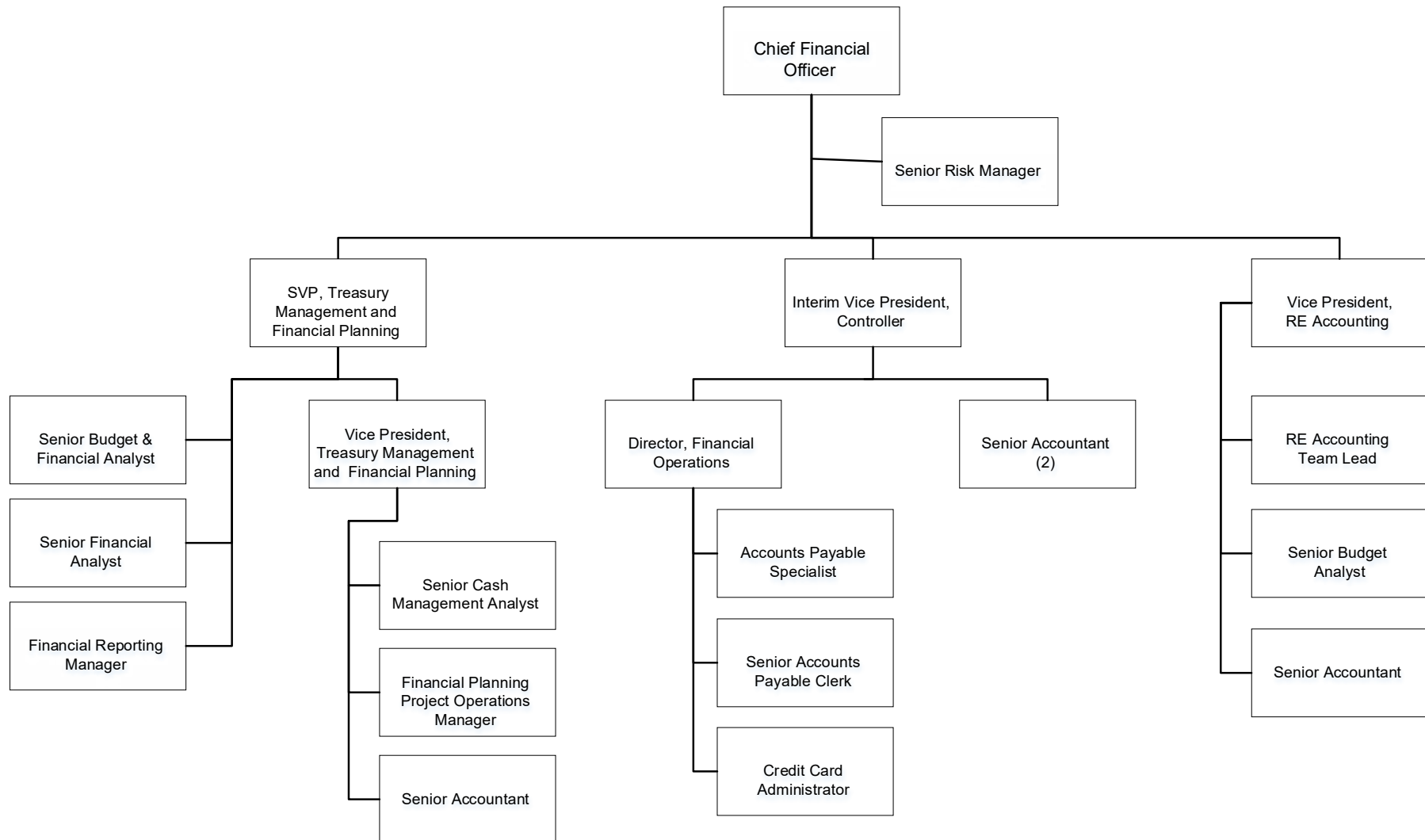
## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Office of General Counsel was approved to hire an additional Associate Counsel. This resulted in an increase of one positions.
Assistant Counsel	2	2	2	2	
Assistant Counsel II	1	1	1	1	
Associate Counsel	6	5	3	3	
Deputy General Counsel Administrative Services	1	1	1	1	
Deputy General Counsel Real Estate	1	1	1	1	
Deputy General Counsel, Ethics and Compliance	1	1	1	1	
Executive Assistant / Paralegal	1	1	1	1	
General Counsel	1	1	1	1	
Legal Secretary	2	2	1	1	
Senior Paralegal	3	3	3	2	
	<b>19</b>	<b>18</b>	<b>15</b>	<b>14</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By increasing voucher utilization to [90%] of authorized vouchers	Providing increased legal support to AH's HomeFlex and other Housing Choice Voucher Program ("HCVP") property initiatives and activities, including administrative hearing and participant/landlord conflict resolution support. Due Date: Ongoing
By implementing innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Provide timely and comprehensive legal support for the preservation and creation of catalytic affordable and mixed-income housing through the acquisition, development, rehabilitation, repositioning and preservation of housing.
By preserving the affordable housing units in the agency's existing mixed-income, mixed-finance portfolio including HomeFlex, Mixed, and AH-Owned properties	Providing legal closing, resyndication and other refinancing support to AH's internal AH-owned or AH-affiliated property preservation initiatives and activities. Due Date: TBD on transaction-by-transaction basis
By preserving the supply of non-AH owned or assisted affordable (including existing expiring properties, naturally occurring affordable properties)	Providing legal closing, acquisition, repositioning and other refinancing support for non-AH owned and other NOAH property preservation initiatives and activities. Due Date: TBD on transaction-by-transaction basis
By streamlining operations to increase operational effectiveness and efficiency	Efficiently operate the Office of General Counsel according to the OGC Legal Department Succession Plan and selected best practices of quality Georgia medium sized law firms.
By streamlining operations to increase operational effectiveness and efficiency	Efficiently operate the Office of General Counsel according to the OGC Legal Department Succession Plan and selected best practices of quality Georgia medium sized law firms.
By working collaboratively across departments to optimize interconnectedness	Improve interdepartmental communication with the Office of General Counsel, establish Ethics and Compliance Program, and create operational efficiency through improvements in electronic access to Office of General Counsel documents and information.
	Improve interdepartmental communication with the Office of General Counsel, establish Ethics and Compliance Program, and create operational efficiency through improvements in electronic access to Office of General Counsel documents and information.
By making AH an employer of choice with an accountable, diverse, trained and productive workforce	Increasing legal competencies and training levels of OGC staff and implementing annual staff training plan.

	Increasing legal competencies and training levels of OGC staff and implementing annual staff training plan.
By incorporating energy conservation measures and sustainable practices throughout AH operations	Incorporate and refine existing green development criteria and standards in all RFPs, NOFAs, voucher allocation and prequalification processes, and scoring schemes. Due Date: October 31, 2022
By collaborating with local and national partners to champion green innovation within low-income communities	Ensure compliance with local ordinances across AH operations, and support compliance amongst development and property partners. Due Date: Updated Review - October 31, 2022 / Ongoing review - June 30, 2023
	Partner with national experts on best practice and innovation in supporting low-income and affordable housing communities. Due Date: Ongoing review - June 30, 2023
By achieving certification as a green organization	Update the prioritization sustainability awareness and practice in procurement policies and hiring practices Due Date: November 15, 2022

## 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. The department is structured based on its four core functions: Financial Planning and Analytics, Corporate Accounting, Real Estate Accounting and Risk Management and is responsible for AH's accounting, budgeting, financial planning and analysis, cash management and treasury functions, and other financial and risk management services. Core duties include preparing the agency's Fiscal Year Budget and performance monitoring, cash and investment management, long-term financial planning, Housing Choice Voucher finance administration and budget management, basic financial statement preparation (General Ledger oversight), audit management, managing accounting transactions (Accounts Payable and Accounts Receivable), tax return management, capital (Real Estate) budgeting and performance monitoring, Real Estate Investment performance analytics, Real Estate funding resource management, general Real Estate Finance administration, property and liability insurance management, identification, management, and mitigation of risks,

long-term insurance strategy development and implementation, and the review, assessment and implementation of risk management policies and procedures. In addition, Corporate Finance coordinates with the US Department of Housing and Urban Development (HUD) to ensure the continued flow of grant and operating funds to support AH's mission.

## Service Description

- Manages the development of AH budgets, long-term plans and financial investments
- Submits documentation required by HUD to provide funds (except for grant application); reports financial and other required data to HUD
- Optimizes uses of cash and grants available from HUD.
- Conducts financial analysis for departments including buy versus rent
- Issues checks and processes electronic and wire transfers to pay vendors, landlords and participants as part of the Housing Choice Program
- Manages annual external audits and produces annual financial statements
- Publishes monthly and quarterly financial statements
- Publishes monthly and quarterly actual to budget reports and ad hoc reports
- Develops models and interactive spreadsheets
- Files Income Tax Returns for AH and its component units
- Deposits cash (checks) received by AH
- Books travel reservations, issues travel advances and makes reimbursement payments
- Manages the use of corporate credit cards
- Processes purchase orders

- Reviews loss runs to ensure reported losses are progressing towards conclusion
- Ensures contract vendor compliance per the agency's requirements
- Produces the agency's risk management reports to include the annual insurance budget

Corporate Finance	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	2,257,988	2,197,427	60,561	2,111,755	146,233
Employer Paid Benefits and Taxes	646,677	983,101	(336,424)	580,588	66,089
Travel and Conferences	35,800	25,600	10,200	11,785	24,015
Auditing Fees	172,000	168,000	4,000	168,000	4,000
Consulting and Professional Services	126,000	196,000	(70,000)	143,333	(17,333)
Other Staff Augmentation	54,000	-	54,000	-	54,000
Membership and Fees	9,683	5,380	4,303	1,863	7,820
Publications	249	659	(410)	382	(133)
Office Supplies	450	450	-	173	277
Bank Fees	-	-	-	(1)	1
Meeting Expense	1,155	5,500	(4,345)	310	845
Uniforms	1,760	300	1,460	-	1,760
Fiduciary Insurance	233,000	219,808	13,192	199,110	33,890
Property Insurance	43,000	-	43,000	-	43,000
Workers Comp Insurance	350,800	181,281	169,519	235,616	115,184
Workers Comp Claims Expense	100,000	20,000	80,000	78,827	21,173
Liability Insurance	360,000	186,687	173,313	422,077	(62,077)
Cyber Liability Insurance	500,000	-	500,000	-	500,000
Auto Insurance	94,000	81,740	12,260	72,789	21,211
<b>Total</b>	<b>\$ 4,986,562</b>	<b>\$ 4,271,933</b>	<b>\$ 714,629</b>	<b>\$ 4,026,606</b>	<b>\$ 959,956</b>

## Staffing

### Authorized Positions

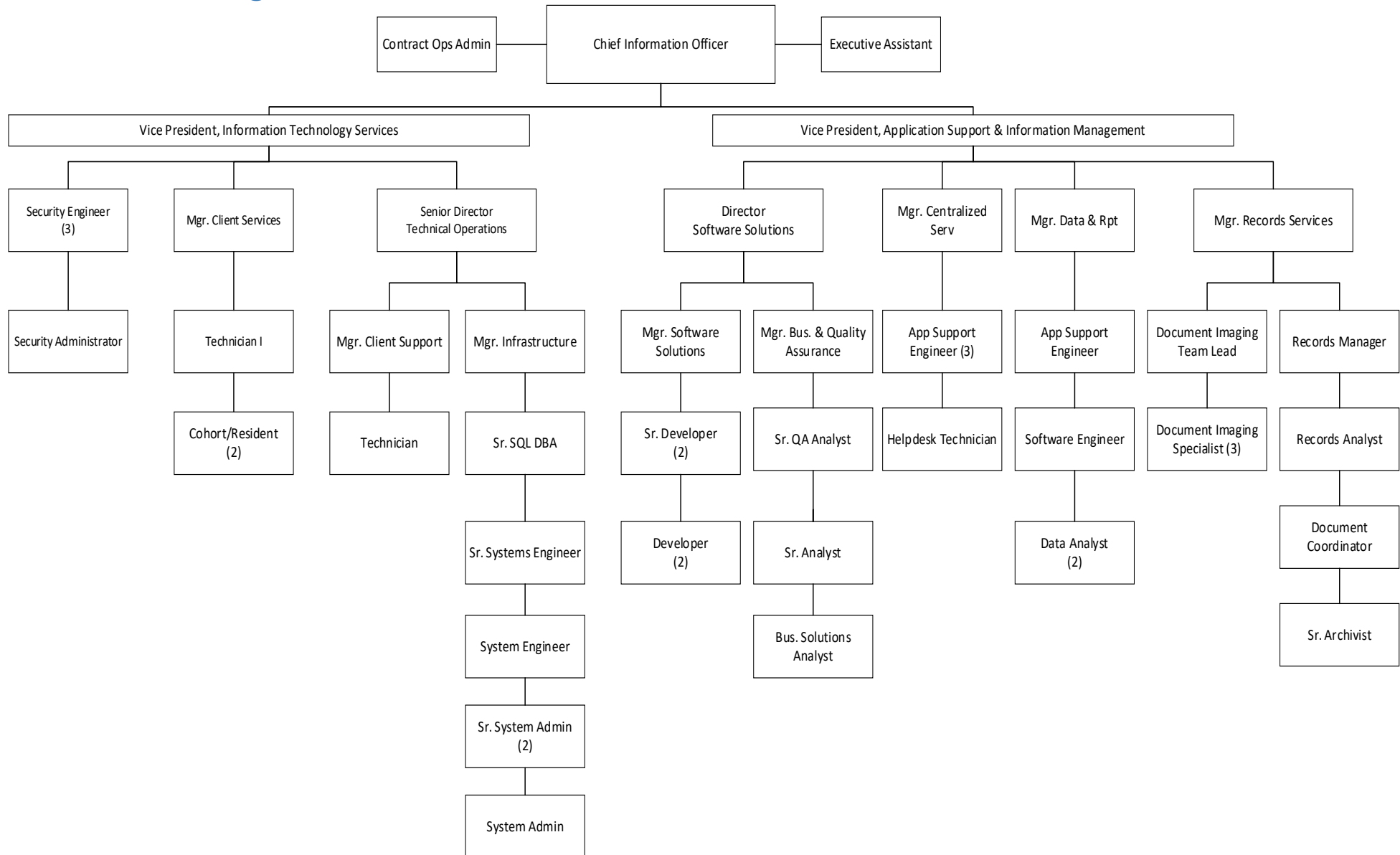
	<b>FY23 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Forecast</b>	<b>FY21 Actual</b>
Accounts Payable Specialist	1	1	1	1
Chief Financial Officer	1	1	0	1
Credit Card Administrator	1	1	1	1
Director, Financial Operations	1	1	1	1
Financial Planning Project Operations Manager	1	1	1	1
Financial Reporting Manager	1	1	0	1
RE Accounting Team Lead	1	1	1	1
Senior Accountant	4	4	4	4
Senior Accounts Payable Clerk	1	1	1	1
Senior Budget & Financial Analyst	1	1	1	1
Senior Budget Analyst	1	1	1	1
Senior Cash Management Analyst	1	1	1	1
Senior Financial Analyst	1	1	1	1
Senior Risk Manager	1	1	1	1
SVP, Treasury Management & Planning	1	1	1	1
Vice President, Controller	1	1	1	1
Vice President, Real Estate Accounting	1	1	1	1
Vice President, Treasury Management & Planning	1	1	1	1
	<b>21</b>	<b>21</b>	<b>19</b>	<b>21</b>

Corporate Finance is requesting the same number of staffing as authorized in FY 2022.

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By creating a business model that is data-driven and high performing	Perform a cost/benefit analysis of future RAD conversions by March 31, 2023
By improving AH's overall financial health	Refine the AH cash investment strategy by December 31, 2022.
By upgrading management reporting tools as needed to ensure appropriate tracking and oversight of AH finances	Evolve Phase 2 of the 10-Year Financial Model in order to help balance the agency's priorities and drive its long-term health and viability NLT December 31, 2022.
	Optimize the use of Yardi and Prophix across multiple areas
	Identify a software solution(s) to improve efficiency of Finance operations
By assessing staff skill levels and training needs, and implement annual staff training plan	Increase opportunities for employees' professional growth and development
By document operational procedure, in order to identify opportunity to streamline and simplify business processes	Prioritize the Corporate BPA Initiative for Finance Processes to ensure all processes are documented



# Information Management



# Information Management

## Mission Statement

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

## Primary Functions

Information Management provides the following core functions:

- Infrastructure Services – Procures, implements, and supports all IT infrastructure services, including all networking, server, data storage and backup and virtualization platforms, as well as all physical datacenter facilities hosting these services.
- Client Services - Provides support services for all employee VDI's, workstations and associated peripherals and devices, as well as employee productivity applications running on these devices.
- Telecomm Services – Procures, implements, and supports all telephony and communications systems for the agency, including Contact Center call systems.
- Governance, Risk and Compliance – Procures, implements and supports all procedures, systems and applications which protect and secure AH systems and data.
- Application Support - Provides technical and functional production support for Enterprise Applications.
- Software Development/Implementation/Process Automation/Support - Develops proprietary software,

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 imaging, migration, retention, and storage of documents.
- 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.
- Data & Reporting – Provides analytical, technical and executive reporting to support program management, compliance and integrity of AH's program administration.

## Service Description

Information Management offers the following services:

- Procurement, implementation and support of all IT-related systems and services for the agency, including networking, virtualization, data storage and backup, servers, PC's, laptops and all associated peripherals.
- Maintain all datacenter services supporting all IT systems.
- Procure, deploy and support all employee productivity software, including email, Microsoft 365 suite, adobe, softphones and web conferencing.

- Implementation, maintenance, and support of all database and SharePoint services, including integration with other software systems.
- Technology 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.
- Create and publish IT security-related procedures and guidance and provide enforcement and compliance of these procedures and guidance.
- Implementation, maintenance, and support of all services which provide security for AH systems and data.
- Provide responses for internal and external audits.
- Vendor management for all technology-related

services for the agency.

- 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.
- Management and maintenance of archival materials.
- Management of couriers, copiers, mailing and postage systems, and copier supplies.
- Scanning of agency documents.
- Agency data reporting related to affordable housing programs and the families it serves.

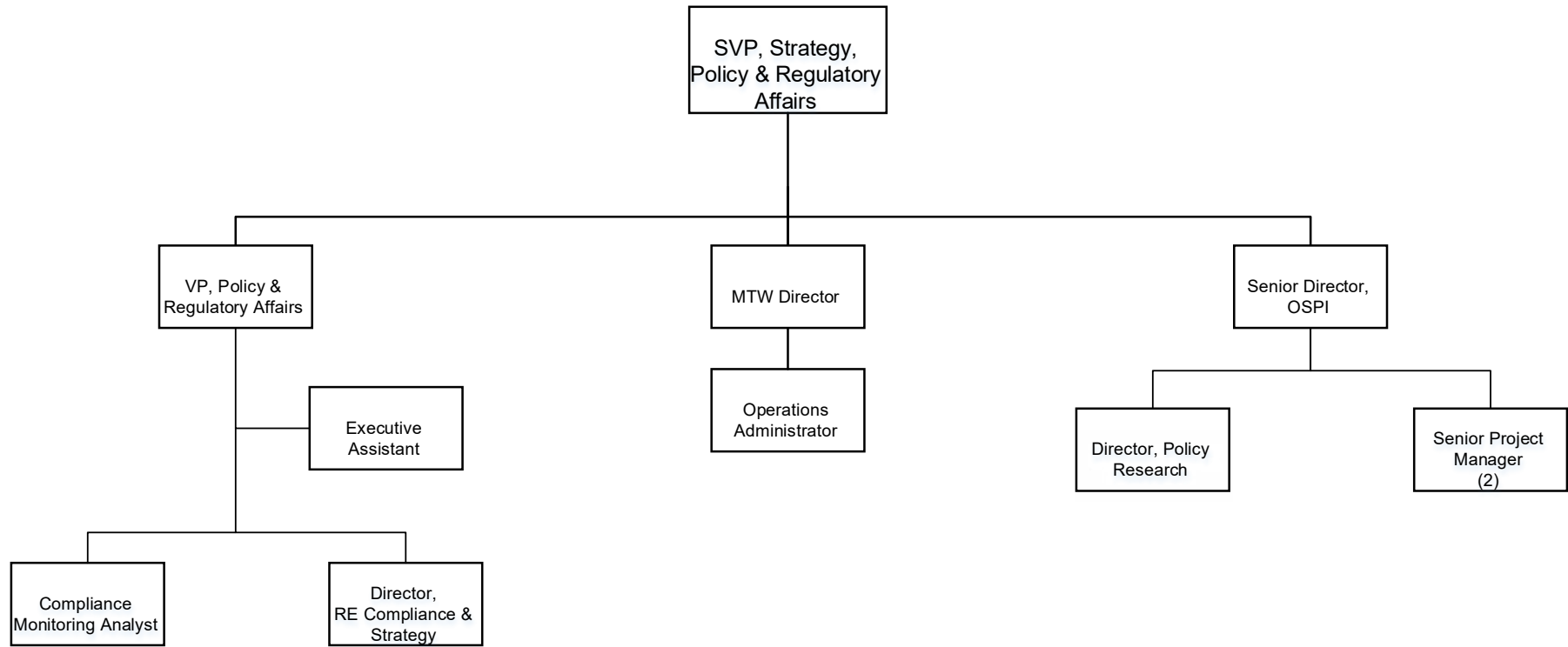
Information Management	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	5,098,579	5,034,934	63,645	4,470,353	628,226
Employer Paid Benefits and Taxes	1,686,957	1,385,271	301,686	1,361,199	325,758
Travel and Conferences	30,081	12,298	17,783	25	30,056
Consulting and Professional Services	995,080	984,331	10,749	560,439	434,641
Other Staff Augmentation	-	-	-	21,476	(21,476)
Membership and Fees	47,400	35,300	12,100	15,165	32,235
Office Supplies	127,200	127,200	-	20,305	106,895
Telephone	35,159	125,000	(89,841)	109,419	(74,260)
License Fees & Maintenance Contracts	3,234,864	3,234,864	-	2,481,298	753,566
Internet	138,003	93,000	45,003	56,699	81,304
Cell Phones	276,000	192,000	84,000	289,060	(13,060)
Computer Maintenance & Repairs	2,500	2,500	-	2,730	(230)
Small Office Equipment	10,000	10,000	-	13,174	(3,174)
Meeting Expense	-	-	-	3,016	(3,016)
Non-Capitalized Hardware	250,000	250,000	-	265,273	(15,273)
Non-Capitalized Software	5,000	5,000	-	5,000	-
Contract-Building Repairs	15,000	25,000	(10,000)	2,880	12,120
Supplies-Maintenance & Repairs	4,000	6,000	(2,000)	1,500	2,500
Contract Costs-Other	116,000	155,139	(39,139)	67,360	48,640
<b>Total</b>	<b>\$ 12,071,823</b>	<b>\$ 11,677,837</b>	<b>\$ 393,986</b>	<b>\$ 9,746,370</b>	<b>\$ 2,325,453</b>

## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Information Technology is requesting the same number of staffing as authorized in FY 2022.
Application Support Engineer	4	5	4	5	
Business Solutions Analyst	1	1	1	1	
Chief Information Officer	1	1	1	1	
Client Technologies Technician	2	2	2	2	
Cohort/Resident	2	2	0	0	
Contracts & Operations Manager	1	1	1	1	
Data Analyst	2	1	1	1	
Director, Records and Information Management	0	1	0	0	
Director, Software Solutions	1	1	0	1	
Document Coordinator	1	0	1	0	
Document Imaging Specialist	3	3	3	0	
Document Imaging Team Lead	1	1	1	1	
Executive Assistant	1	1	1	1	
Helpdesk Technician	1	1	1	1	
Manager, Application Support	1	1	0	1	
Manager, Business Quality Assurance	1	1	1	1	
Manager, Client Support	1	1	1	1	
Manager, Data Reporting & Analysis	1	1	1	0	
Manager, Infrastructure	1	1	1	1	
Manager, Records Services	1	1	1	1	
Manager, Software Solutions	1	1	1	1	
Records Analyst	1	1	1	1	
Records Manager	1	1	1	1	
Security Administrator	1	1	0	0	
Security Engineer	3	3	2	1	
Senior Archivist	1	1	1	1	
Senior Business Solutions Analyst	1	1	1	1	
Senior Client Technologies Technician	1	1	1	1	
Senior Director, Technology Operations	1	1	1	1	
Senior Quality Assurance Analyst	1	1	1	1	
Senior Software Developer	2	2	2	2	
Senior SQL Database Administrator	1	1	1	1	
Senior System Engineer	1	1	1	1	
Senior Systems Administrator	1	1	1	1	
Software Developer	3	3	3	3	
Sr. Systems Administrator	1	1	1	1	
System Engineer	1	1	1	1	
Systems Administrator	1	1	1	1	
Vice President, Application Support	1	1	1	1	
Vice President, Information Services	1	1	1	1	
	52	52	45	42	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Collaborate with organizations and institutions that identify higher paying job opportunities and provide a means of acquiring such opportunities through certifications and reskilling/upskilling in high demand fields
By creating a business model that is data-driven and high performing	Develop and implement agency-wide data and dashboard tools that more efficiently connect decision- and policymakers with information.
	Develop standard reports from the model to be distributed to SLT and Board as needed
	Fully document operational procedure, in order to identify opportunity to streamline and simplify business processes
By streamlining operations to increase operational effectiveness and efficiency	Leverage technology by upgrading AH hardware and software as necessary to support evolving user requirements to increase productivity and efficiency.
	Develop and Implement technologies that support virtual/remote capabilities for employees, participants, and other stakeholders.
By improving customer service	Develop and Implement IT customer satisfaction survey that collects and measures how its products and services supplied by the IT department meet or surpass customer expectation.
By improving and documenting operational processes for maximum efficiency and output	Develop and Implement IT equipment (disbursement and collection) process that supports Human Resources hire and termination of all employees and contingency workers.
By increasing opportunities for employee growth and development	Leverage loans for learning or enhancing the employee's ability by commitment to paid trainings to increase personal job satisfaction and employee motivation.
	Develop core competencies for team to achieve greater performance and growth

## Strategy, Policy and Regulatory Affairs



## Strategy, Policy and Regulatory Affairs

### Mission Statement

The Office of Strategy, Policy & Regulatory Affairs (OSPRA) drives strategy, performance, problem-solving, policy development and implementation in support of AH's mission. OSPRA 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.

### 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;
- **Regulatory Guidance**, including advisory services involving evaluation and monitoring of the AH operation to ensure it performs optimally in administering local, state and federally-assisted housing programs.

### 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 department oversees the Agency's five-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.

#### Evaluation and Research

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.

#### Regulatory Guidance

The regulatory affairs team issues objective compliance and program performance report findings with recommendations to mitigate compliance slips and performance shortcomings and other related risks. The team assists in the submission of documentation required by HUD to provide funds (e.g., for real estate closings), and monitor and conduct objective regulatory analyses for departments.



Strategy, Policy & Regulatory Affairs	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	1,335,729	1,543,498	(207,769)	1,597,483	(261,754)
Employer Paid Benefits and Taxes	426,090	428,804	(2,714)	430,372	(4,282)
Travel and Conferences	30,400	29,900	500	6,596	23,804
Consulting and Professional Services	417,500	839,992	(422,492)	845,000	(427,500)
Membership and Fees	3,258	4,100	(842)	371	2,887
Publications	2,350	2,350	-	199	2,151
Advertising & Public Notices	1,000	5,000	(4,000)	(1,440)	2,440
Office Supplies	300	300	-	75	225
Meeting Expense	3,600	5,000	(1,400)	6,086	(2,486)
<b>Total</b>	<b>\$ 2,220,227</b>	<b>\$ 2,858,944</b>	<b>\$ (638,717)</b>	<b>\$ 2,884,742</b>	<b>\$ (664,515)</b>

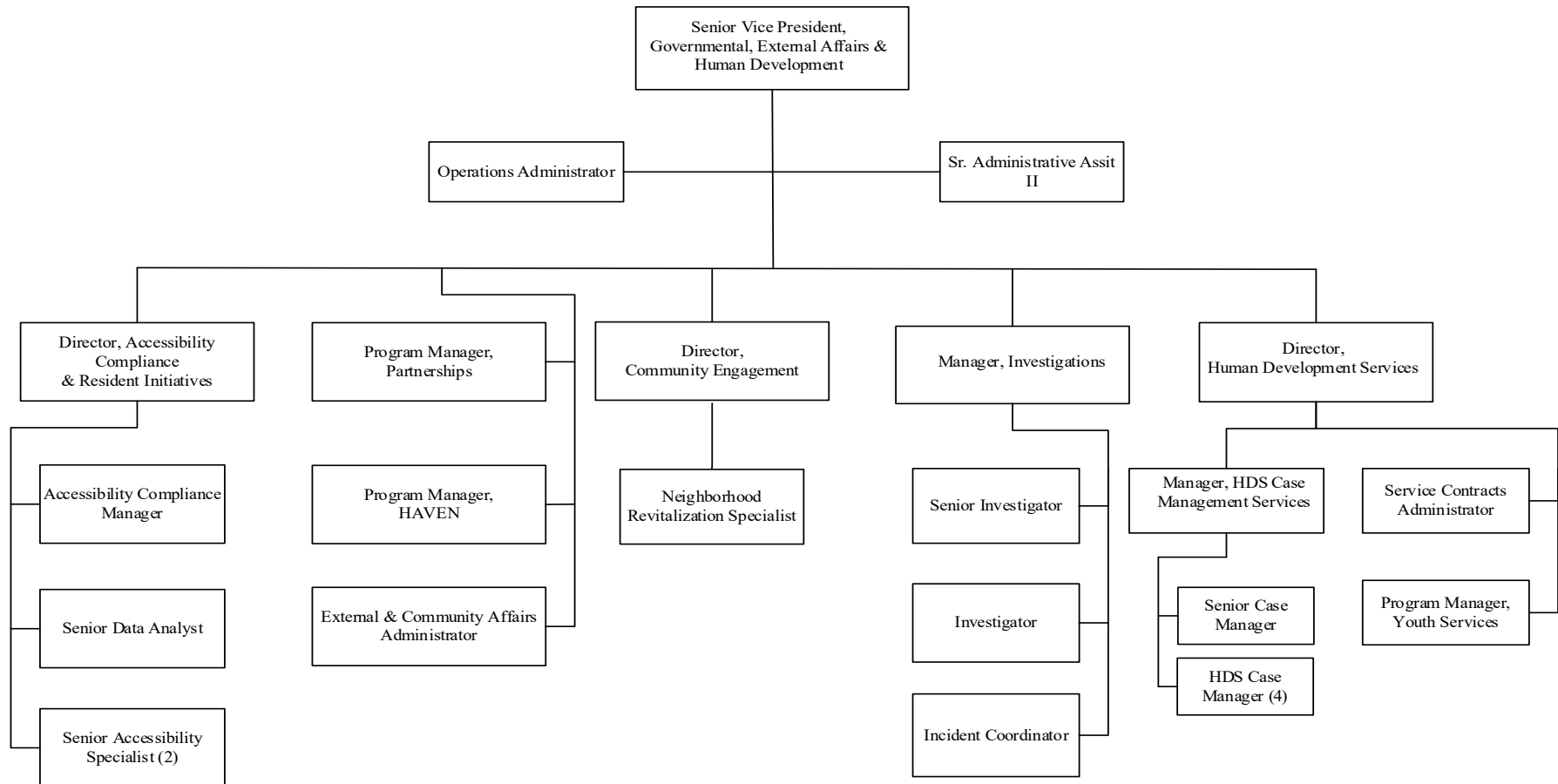
## Staffing

	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Office of Strategy, Policy and Regulatory Affairs reduced in positions in FY 2023 due to the decision not to backfill a Senior Project Manager and Policy Research Analyst. This resulted in a decrease of two positions.
<b>Authorized Positions</b>					
Senior Project Manager	2	3	2	3	
Compliance Monitoring Analyst	1	1	0	1	
Director of Compliance	1	1	1	1	
Director, MTW	1	1	1	1	
Executive Assistant	1	1	1	1	
Operations Administrator	1	1	1	1	
Policy Research Analyst	0	1	0	1	
Policy Research Director	1	1	1	1	
Senior Vice President, Policy & Regulatory Affairs	1	1	1	1	
Sr Director of Strategy, Policy & Innovation	1	1	1	1	
Vice President, Policy & Regulatory Affairs	1	1	1	1	
	<b>11</b>	<b>13</b>	<b>10</b>	<b>13</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By developing a Five-Year Real Estate Capital Plan for acquisitions, new development and recapitalizations	Identify strategies to create new capital sources to fund AH projects over next five years.
By developing and implementing a finance and acquisition and preservation strategy that invests in well-located communities across the city	Identify acquisition and preservation criteria.
	Develop an agency-wide acquisition preservation plan for non-AH owned units
	Seek out mission-aligned investors to support an acquisition preservation strategy
	Create the case for investment opportunities in high-asset neighborhoods
By continuing to develop and build housing programs serving homeless or formerly homeless populations	Partner with agencies to further understand locations to house SRO participants and voucher holders
By supporting families to advance along the housing continuum	Support residents interested in upward mobility but concerned about the loss of public subsidies
	Expand training and job opportunities for residents in innovative growth sectors such as green and tech
By assessing staff skill levels and training needs and implementing annual staff training plan.	Increase opportunities for employees' professional growth and development
	Re-launch MTW training for staff
By creating a business model that is data-driven and high performing	Create management reporting tools to ensure appropriate tracking and oversight of performance management and measurements
	Support and implement agency-wide data and dashboard strategies/tools
	Develop an educational study focusing on Housing Choice Voucher families with AH-assisted students.
By streamlining operations to increase operational effectiveness and efficiency	Support implementation of department and enterprise level projects for FY23
	Fully document operational procedure, in order to identify opportunity to streamline and simplify business processes
By implementing a corporate Sustainability Plan focused on resiliency programs and practices to reduce AH impacts on the environment	Finalize plan to reduce AH's carbon footprint by 2035

	Draft and implement AH operations sustainability program
	With the Sustainability Task Force, launch the AH Sustainability Initiative, "AHGreen."
By leveraging and seeking new resources to incentivize energy and efficiency upgrades	Execute sale of carbon credits by 6/30/23
By achieving certification as a green organization	Confirm the type of certification to achieve by 9/30/2022
	Develop the plan to achieve certification by 12/30/2022

## 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.

Government, External Affairs & Human Development	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	2,205,952	1,929,714	276,238	1,882,376	323,576
Employer Paid Benefits and Taxes	808,762	591,605	217,157	642,366	166,396
Travel and Conferences	29,547	27,220	2,327	60	29,487
Consulting and Professional Services	86,450	10,500	75,950	2,378	84,072
Other Staff Augmentation	280,000	-	280,000	14,077	265,923
Membership and Fees	3,380	3,373	7	2,085	1,295
Publications	-	-	-	225	(225)
Office Supplies	120	120	-	30	90
Tenant Meetings	6,200	11,200	(5,000)	7,690	(1,490)
Uniforms	2,800	2,800	-	-	2,800
<b>Total</b>	<b>\$ 3,423,211</b>	<b>\$ 2,576,532</b>	<b>\$ 846,679</b>	<b>\$ 2,551,287</b>	<b>\$ 871,924</b>

#### Staffing

	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Governmental, External Affairs & Human Development was approved to hire two Senior Accessibility Specialists and an additional HDS Case Manager. This resulted in an increase of three
<b>Authorized Positions</b>					
Accessibility Compliance Manager	1	1	1	1	
Director, Accessibility Compliance and Resident Initiatives Oversight	1	1	1	1	
Director, Community Engagement	1	1	1	1	
External & Community Affairs Administrator	1	1	1	1	
Incident Coordinator	1	1	1	1	
Investigator	1	1	1	1	
Manager, Investigations	1	1	1	1	
Neighborhood Revitalization Specialist	1	1	1	1	
Operations Administrator	1	1	1	1	
Program Manager	3	3	3	3	
Senior Accessibility Specialist	2	0	0	0	
Senior Administrative Assistant	1	1	1	1	
Senior Data Analyst	1	1	1	1	
Senior Investigator	1	1	1	1	
Senior Vice President, External Affairs	1	1	1	1	
Director, Human Development Services	1	1	1	1	
Human Development Services Case Manager	4	3	3	3	
Manager, Human Development Case Management Service	1	1	1	1	
Senior Human Development Case Manager	1	1	1	1	
Service Contracts Administrator	1	1	1	1	
	<b>26</b>	<b>23</b>	<b>23</b>	<b>23</b>	

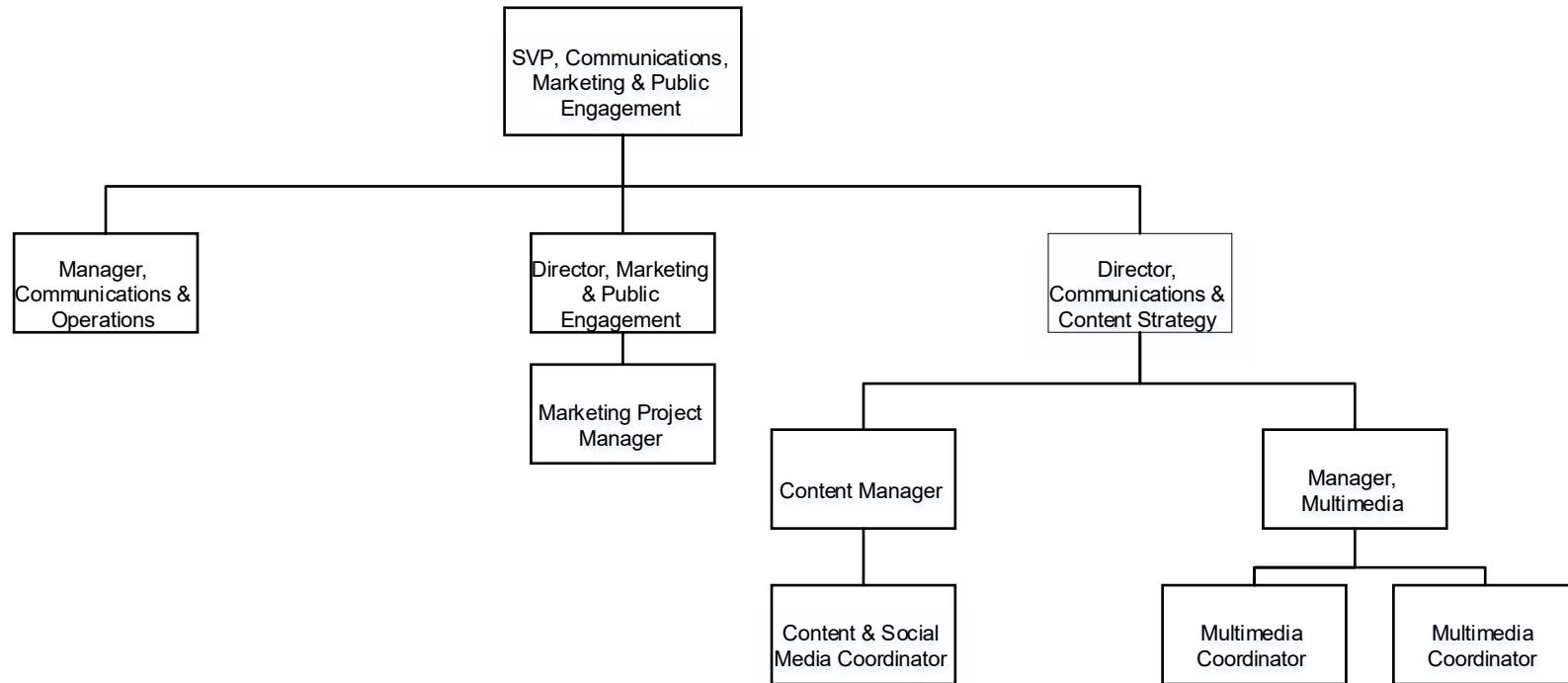
<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By developing relationships with public agencies, private organizations, and individuals to support AH's development strategy	Develop relationships with public agencies, private organizations and individuals to support AH's development strategy
By continuing to develop and build housing programs serving homeless or formerly homeless populations	Continue to develop and build housing programs serving homeless or formerly homeless populations
	Provide trauma informed care training for property management at HAVEN communities.
By encouraging resident involvement in civic life	Improve the sustainability of Resident Associations at highrises
	Update the Resident Association operating framework - By-Laws and election process
	Conduct quarterly training/team building programs for resident association officers and members
By creating and administering programs aimed at serving special populations and needs	Provide staffing and program oversight of HUD mandate for John Hope EnVision Program to ensure self-sufficiency for AH and Community Residents
	Support the growth of AH homeownership programs, and extend to voucher recipients
	Administer the 5-Star Tenant Program at Generation Atlanta in order to maintain the 34 allotted units
	Administer the People component of the Bowen Choice Neighborhood Planning Grant
	Administer the Accessibility Compliance & Fair Housing Program for the agency
	Collaborate with disability advocacy organizations to identify and implement methods to reduce barriers to full utilization of AH programs and services
	Develop and implement supportive strategies and programs to promote and ensure agency efficiency and regulatory compliance (accessibility & fair housing training, expected to have AH conducted reporting training and dependent upon HUD continue extensive AH lead Fair Housing / Accessibility Matters Training)
	Define and implement an agency-wide relocation & reoccupancy program



	Conduct program investigations for the agency
	Fulfill HUD annual reporting requirements for public housing
By providing seniors and residents with disabilities with supportive services and diverse community and civic engagement opportunities	Provide education, programs and services designed to maintain the health and well-being of our seniors
	Develop new partnerships with service providers focused on initiatives/issues for seniors/disabled
	Provide training and/or access to enrichment programs in focus areas of digital literacy and financial literacy to all highrises
	Partner with organizations providing services and activities to promote healthy lifestyles
	Streamline a communications process to and from Property Managers on behalf of Seniors in AH developments as a means of providing them with information and shortening the response time to their needs
By strengthening and developing public, private, and philanthropic partnerships	Develop and implement fundraising strategy to support expansion of resident programs and address other identified strategic objectives
	Create and grow cross-agency partnerships
By providing access to resources that support and promote academic achievement and educational enrichment (Including but not limited to: Capacity Building and Literacy Programs i.e... SFAD and BRE, JHEC, Devices/Training/Connectivity)	Promote, manage, and identify opportunities for scholarships available to students
	Execute AH's Education Support Partnership (ESP) with APS schools
By creating, maintaining, and sustaining a culture based on values, thoughts, and actions that reflect respect and dignity	Create volunteer and other engagement opportunities for AH staff that connect them to the diverse population of AH clients and stakeholders we serve
By supporting families to advance along the housing continuum	
	Identify and develop partnerships with human development service providers
By connecting residents to primary and preventative healthcare, information and services leading to healthy lifestyles and habits	Connect residents to resources to secure health insurance benefits
	Provide a continuum of care for seniors to enable them to stay healthy and live independently and with dignity in their homes
By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Connect participants with employment and training opportunities that have the ability to increase wages and household income

	Promote opportunities for youth to receive training and supportive services that educate on life skills, transitioning to adulthood, and self-sufficiency
By streamlining operations to increase operational effectiveness and efficiency	Monitor partnership agreements to ensure that contract objectives are accomplished, and vendors fulfill their responsibilities
By improving customer service	Evaluate service quality and impact

## Communications, Marketing and Public Engagement



# Communications, Marketing and Public Engagement

## Mission Statement

To position AH and its executives as best-in-class leaders in housing affordability; and to guard and elevate the agency's reputation and brand while strategically and passionately telling the stories of the work we do to serve our residents and the people, teams, and partners who help bring our vision to life.

## Primary Function

- Take a multifaceted approach to telling the agency's story
- Guard the AH brand
- Define and shape corporate identity through strategic internal and external communications.
- Shape public perception
- Craft clear, concise messages and provide communications solutions that positively impact business
- Support president and CEO in efforts to drive culture
- Serve as primary point of contact for local and national media outlets.

- To operate as an in-house agency of communications experts to support the executive office and business units of Atlanta Housing with content, business marketing strategy and management, brand management, public relations, multimedia design, social media management and other mission-aligned solutions

## Service Description

- Internal and External Messaging
  - Press Releases
  - Publications
  - Collateral Material (brochures, flyers, signage, etc.)
  - Executive PowerPoint Presentations
  - Talking Points and Executive Speeches
  - Internal memos
  - Social Engagement
- Media Relations
- Website management
- Multimedia Services
  - Photography
  - Videography
  - Weekly Monitor Movies
  - Short film production

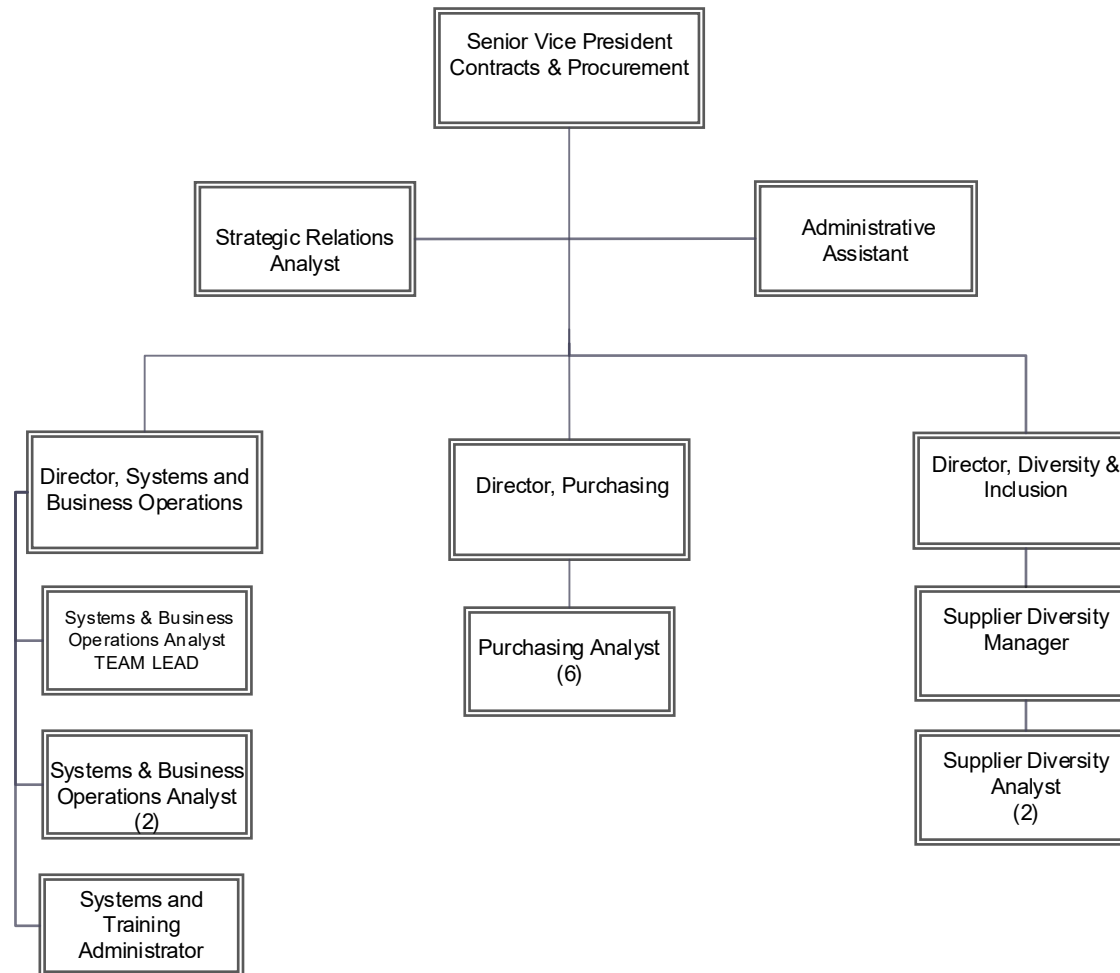
Communications, Marketing & Public Engagement	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	937,925	832,666	105,259	624,988	312,937
Employer Paid Benefits and Taxes	250,959	204,013	46,946	157,324	93,635
Travel and Conferences	20,500	18,000	2,500	-	20,500
Marketing	134,610	69,500	65,110	16,697	117,913
Consulting and Professional Services	526,699	430,000	96,699	364,315	162,384
Membership and Fees	2,698	5,540	(2,842)	250	2,448
Publications	550	22,422	(21,872)	2,250	(1,700)
Office Supplies	1,200	1,200	-	350	850
Uniforms	40,700	1,000	39,700	6,334	34,366
<b>Total</b>	<b>\$ 1,915,841</b>	<b>\$ 1,584,341</b>	<b>\$ 331,500</b>	<b>\$ 1,172,508</b>	<b>\$ 743,333</b>

## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Communication, Marketing and Public Engagement is requesting the same number of staffing as authorized in FY 2022.
Content and Social Media Coordinator	1	1	1	1	
Director, Communications & Content Strategy	1	1	0	1	
Manager, Content Development	1	1	0	1	
Manager, Marketing and Public Engagement	1	1	1	1	
Manager, Multi-Media	1	1	0	1	
Marketing Project Manager	1	1	1	1	
Multimedia Coordinator	2	2	1	1	
Operations Administrator	1	1	1	0	
Senior Vice President, Communications, Marketing & Public Engagement	1	1	1	1	
	<b>10</b>	<b>10</b>	<b>6</b>	<b>8</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By executing events and developing verbal and visual content publicizing AH's real estate development progress and partnerships	Provide more access for stakeholders to company information and news
By executing events and developing verbal and visual content publicizing AH's housing assistance resources for low-income Atlantans	Drive traffic to our website and social platforms, and promote company programs and events
By executing events and developing verbal and visual content publicizing AH's human development success stories and partnerships	Strategically tell our story to elevate our brand
By executing events and developing verbal and visual content publicizing AH's programmatic success stories and partnerships	Help define company culture and inspire employee engagement
	Position our leaders as influencers

## Contracts and Procurement



# Contracts and Procurement

## Mission Statement

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

## Primary Functions

C&PD staff facilitates four primary functions for Atlanta Housing (“AH”). The teams are interconnected and are named Contracts and Procurement Services, Systems and Quality Assurance, Strategic Relations, and Diversity and Inclusion. The teams have the following overall roles and responsibilities:

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

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

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

Diversity and Inclusion – This staff assures supplier diversity in AH Contracting by conducting outreach to traditionally

disadvantaged businesses and encouraging them to participate in a AH's public procurement process. In addition, this staff secures commitments from majority contractors to utilize disadvantaged businesses on AH Contracts.

## Service Description

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

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

## Contract Administration activities including:

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

## Systems & Quality Assurance

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



- Website procurement portal posting/updating/maintenance
- Vendor Database monitoring/maintenance
- Contract Room, document control and retention, records maintenance
- Internal file audits and reviews
- Internal Reporting (i.e., Contract Register, Procurement Forecast, etc.)
- Trends analyses and Special Projects

### **Strategic Relations**

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

- Vendor Outreach (i.e., Recruitment, Marketing, AH Exhibitor)
- Surplus asset disposition
- Procurement-related Policies and Procedures, Guidebooks and forms review and update

### **Diversity and Inclusion**

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

<b>Contracts &amp; Procurement</b>	<b>FY 2023 Budget</b>	<b>FY 2022 Budget</b>	<b>FY 2023B</b>	<b>FY 2022</b>	<b>FY 2023B</b>
			<b>Over (Under) FY 2022B</b>	<b>Forecast</b>	<b>Over (Under) FY 2022F</b>
Salaries	1,801,562	1,566,934	234,628	1,560,688	240,874
Employer Paid Benefits and Taxes	508,442	372,750	135,692	412,188	96,254
Travel and Conferences	17,500	18,000	(500)	422	17,078
Marketing	14,500	11,700	2,800	9,000	5,500
Consulting and Professional Services	35,000	50,000	(15,000)	19,500	15,500
Membership and Fees	27,988	25,445	2,543	26,099	1,889
Publications	1,000	1,000	-	250	750
Advertising & Public Notices	6,975	6,500	475	1,438	5,538
Office Supplies	3,500	3,500	-	583	2,917
Meeting Expense	15,000	15,000	-	3,840	11,160
<b>Total</b>	<b>\$ 2,431,467</b>	<b>\$ 2,070,829</b>	<b>\$ 360,638</b>	<b>\$ 2,034,007</b>	<b>\$ 397,460</b>

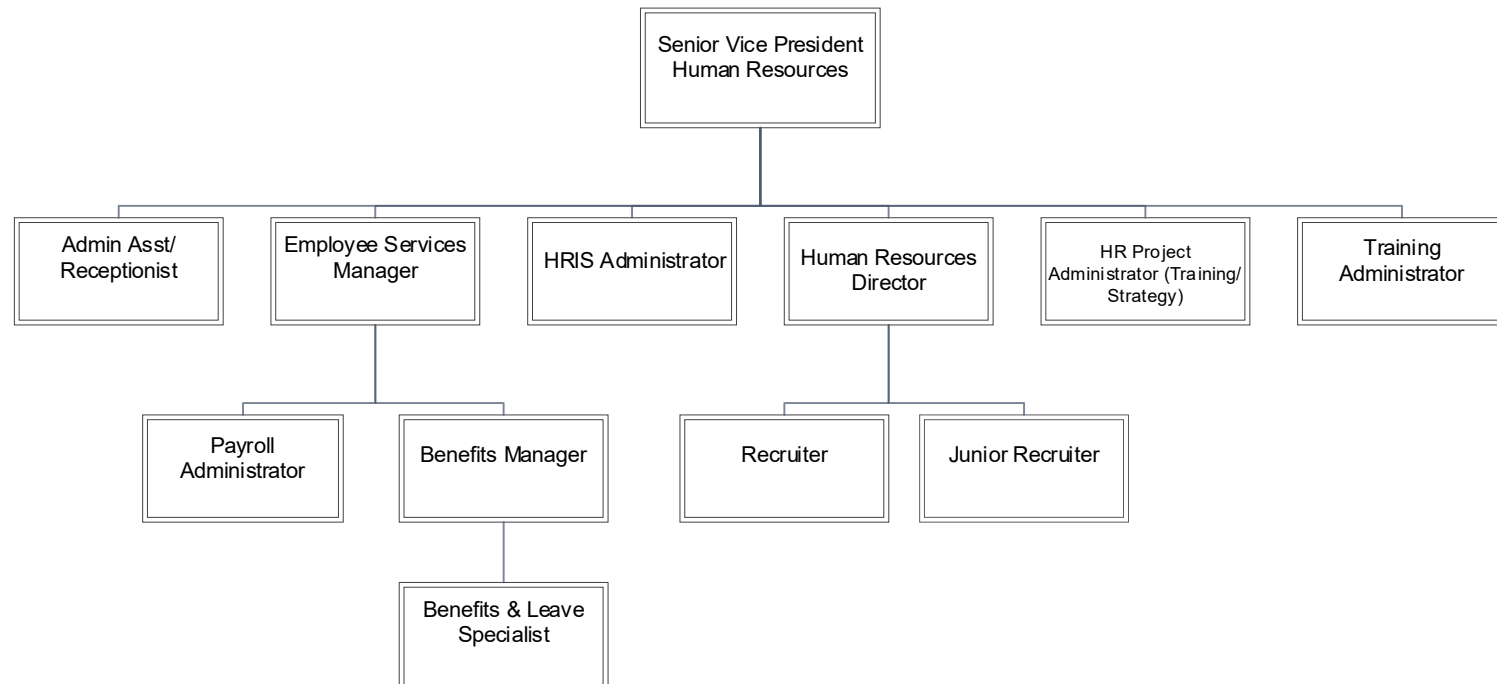
## Staffing

<b>Authorized Positions</b>	<b>FY23 Budget</b>	<b>FY22 Budget</b>	<b>FY22 Forecast</b>	<b>FY21 Actual</b>	Contracts and Procurement was approved to hire an additional Purchasing Analyst. This resulted in an increase of one position.
Administrative Assistant	1	1	1	1	
Director, Diversity & Inclusion	1	1	1	1	
Director, Purchasing	1	1	1	1	
Director, Systems and Business Operations	1	1	1	1	
Manager, Supplier Diversity & Inclusion	1	1	1	1	
Purchasing Analyst	6	4	4	4	
Senior Vice President, Contracts & Procurement	1	1	1	1	
Strategic Relations Analyst	1	1	1	1	
Supplier Diversity Analyst	2	2	2	1	
System & Business Operations Analyst	2	2	2	2	
System and Business Operations Analyst Team Lead	1	1	1	1	
System and Training Administrator	1	1	1	1	
	<b>19</b>	<b>17</b>	<b>17</b>	<b>16</b>	

<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By strengthening and developing public, private and philanthropic partnerships	Identify and collaborate with organizations that provide training and mentoring toward entrepreneurship to support AH residents interested in starting or expanding their own businesses.
By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Expand entrepreneurship program to provide business training and guidance to resident-owned businesses.
	Encourage and create training opportunities for vendors or Section 3 businesses to promote the hiring of AH residents
By improving customer service	Enhance website tools available to residents, HCV participants and property owners, AH vendors, partners and others to streamline and expand access to relevant information and services.
	Actively solicit & disseminate feedback on AH performance from residents, vendors, partners, HCV property owners and others through surveys, informational sessions and other methods.
By streamlining operations to increase operational effectiveness and efficiency	Enhance electronic tools available to residents, HCV participants and property owners, AH vendors, partners and others to streamline and expand access to relevant information and services.
	Optimize procurement requirements to create efficiencies including minimizing the amount of time to procure services while maintaining diversity and inclusion goals.
By creating a business model that is data-driven and high performing	Implement MBE/WBE and Section 3 contracting and compliance activities to achieve agency goals.
	Working on optimizing the procurement requirements (NOFA, inter-governmental agreement, etc.) to minimize the amount of time it takes to procure services
By improving AH's overall financial health	Explore state & local opportunities to improve cost efficiencies in acquiring products & services

By improving and documenting operational processes for maximum efficiency and output	Improve the processing time of formal procurements.
By increasing opportunities for employee growth and development	Have CPD Staff Sit for Professional Examinations
By increasing utilization of M/W/SBE partners	Improve regular and on demand reporting of M/W/SBE utilization on AH spending
By conducting key corporate administrative activities to support all aspects of agency operations	Improve the intake and processing of all invoices to support prompt payments to contractors and aid their cash flows while assuring contract compliance.
By incorporating energy conservation measures and sustainable practices throughout AH operations	Incorporate green development criteria and standards in all RFPs, NOFAs, voucher allocation and prequalification processes, and scoring schemes
	Seek to reduce/reuse/recycle in all operations, including building maintenance, land clearance, EV fleet, office equipment disposal, etc.
By leveraging and seeking new resources to incentivize energy and efficiency upgrades	Implement buyers' club with local suppliers
	Maximize energy and water efficiency in RAD conversions
	Assist PMDs to improve water and energy efficiency and sustainability status of AH-monitored properties
	Assist in developing job opportunities and upskilling for residents in the green sector
By collaborating with local and national partners to champion green innovation within low-income communities	Ensure compliance with local ordinances across AH operations, and support compliance amongst development and property partners
By achieving certification as a green organization	Establish and implement benchmark tracking system
	Include and prioritize sustainability awareness and practice in procurement policies and hiring practices

## Human Resources



# Human Resources

## Mission Statement

Through strategic partnerships and collaboration, the Human Resources department strives to ensure Atlanta Housing is a great place to work, where employees are valued, enabled to grow and develop and contribute toward the success of the organization.

## Primary Functions

- Hire and retain qualified, high performing employees
- Provide systems and procedures that enhance the employee experience
- Ensure compensation and benefits are aligned and competitive

- Provide training and development opportunities to enhance knowledge and skills

## Service Description

The Human Resources department serves the agency by:

- Promoting and recruiting the best-qualified people and recognizing and encouraging the value of diversity in the workplace.
- Providing a competitive salary and benefits package and developing the full potential of our workforce by providing training and development for career enhancement.
- Providing a work atmosphere that is safe, healthy, and secure.

Human Resources	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	1,172,320	966,159	206,161	701,870	470,450
Employer Paid Benefits and Taxes	294,795	242,187	52,608	158,420	136,375
Tuition Reimbursement	-	55,000	(55,000)	5,418	(5,418)
Background Checks	-	20,000	(20,000)	9,012	(9,012)
Staff Training	-	-	-	10,000	(10,000)
Travel and Conferences	39,000	13,147	25,853	1,200	37,800
Recruitment	-	195,590	(195,590)	23,843	(23,843)
Consulting and Professional Services	510,000	445,000	65,000	263,118	246,882
Other Staff Augmentation	-	-	-	48,037	(48,037)
Membership and Fees	4,900	7,950	(3,050)	2,347	2,553
Publications	400	400	-	390	10
Office Supplies	1,000	1,000	-	316	684
Employee Activities/Promotions	-	86,500	(86,500)	64,216	(64,216)
Meeting Expense	-	41,000	(41,000)	6,500	(6,500)
<b>Total</b>	<b>\$ 2,022,415</b>	<b>\$ 2,073,933</b>	<b>\$ (51,518)</b>	<b>\$ 1,294,686</b>	<b>\$ 727,729</b>

Activities Managed by Human Resources	FY 2023 Budget	FY 2022 Budget	FY 2023B	FY 2022 Forecast	FY 2023B
			Over (Under) FY 2022B		Over (Under) FY 2022F
Salaries	216,480	100,000	116,480	47,008	169,472
Employer Paid Benefits and Taxes	22,810	11,979	10,831	4,537	18,273
Tuition Reimbursement	55,000	-	55,000	-	55,000
Background Checks	20,000	-	20,000	-	20,000
Staff Training	1,431,390	1,341,107	90,283	754,166	677,224
Recruitment	228,000	-	228,000	-	228,000
Consulting and Professional Services	20,000	100,000	(80,000)	5,000	15,000
Agency-wide Temporary Services	250,000	125,000	125,000	161,320	88,680
Employee Activities/Promotions	86,500	-	86,500	-	86,500
Meeting Expense	30,245	-	30,245	-	30,245
Severance Expense	100,000	75,000	25,000	37,500	62,500
<b>Total</b>	<b>\$ 2,460,425</b>	<b>\$ 1,753,086</b>	<b>\$ 707,339</b>	<b>\$ 1,009,531</b>	<b>\$ 1,450,894</b>

## Staffing

Authorized Positions	FY23 Budget	FY22 Budget	FY22 Forecast	FY21 Actual	Human Resources was approved to hire a Junior Recruiter. This resulted in an increase of one position.
Benefits & Leave Administrator	1	1	0	1	
Benefits Manager	1	1	0	0	
Employee Relations Manager	1	1	0	1	
HR Project Manager	1	1	0	0	
HRIS Administrator	1	1	1	1	
Junior Recruiter	1	0	0	0	
Payroll Administrator	1	1	1	1	
Recruiter	1	1	1	1	
Senior Administrative Assistant	1	1	0	0	
Senior Vice President, Human Resources	1	1	1	1	
Talent Management Manager	1	1	1	1	
Training Administrator	1	1	1	1	
	<b>12</b>	<b>11</b>	<b>6</b>	<b>8</b>	



<b>FY 2023 OBJECTIVES AND GOALS</b>	
<b>AH OBJECTIVE</b>	<b>DEPARTMENT GOAL</b>
By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Partner, plan and implement Annual Summer Internship program for current residents & non-residents
By streamlining operations to increase operational effectiveness and efficiency	Document HR processes and protocols related to core functions.
By increasing opportunities for employee growth and development	
By providing 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.
	Provide agency-wide staff level training opportunities
	Design and implement management development program
	Design and implement leadership development program

### **III. Financial Schedules**

## Combined Sources and Uses of Funds FY 2023 Budget

	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
<b>Sources of Funds</b>					
<b>Current Year Sources of Funds</b>					
Housing Choice Voucher Funds Authorized	\$ 274,636,182	\$ 251,947,984	\$ 22,688,197	\$ 259,114,327	\$ 15,521,854
Public Housing Operating Subsidy	9,974,122	10,928,112	(953,991)	11,342,511	(1,368,389)
Capital Funds Program (CFP)	25,161,038	35,324,913	(10,163,875)	12,052,320	13,108,718
<b>Total MTW Single Fund</b>	<b>309,771,341</b>	<b>298,201,010</b>	<b>11,570,332</b>	<b>282,509,158</b>	<b>27,262,183</b>
Tenant Dwelling Revenue	3,459,647	3,743,092	(283,445)	4,311,157	(851,510)
Choice Neighborhoods Implementation Grant (CNIG)	7,227,751	13,726,000	(6,498,249)	5,962,887	1,264,864
National Housing Compliance (NHC)	1,394,909	1,694,800	(299,891)	1,394,891	18
Development-related Income	3,916,197	4,396,764	(480,567)	5,336,535	(1,420,338)
Development Loan Repayments	7,865,865	5,273,637	2,592,228	7,694,493	171,372
Other Current Year Revenue and Grants	693,246	821,957	(128,710)	1,428,518	(735,272)
Non-Operating Sources of Funds	1,218,250	1,833,506	(615,256)	4,588,176	(3,369,926)
<b>Total Current Year Sources of Funds</b>	<b>335,547,206</b>	<b>329,690,765</b>	<b>5,856,441</b>	<b>313,225,814</b>	<b>22,321,392</b>
<b>Sources of Funds from Prior Year Accumulations</b>					
Drawdown of HCV-Originated MTW Funds-held at HUD	63,600,646	80,015,174	(16,414,528)	2,927,940	60,672,706
Program Income and Other Funds	1,840,500	1,600,000	240,500	588,271	1,252,229
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,708,559	1,858,259	(149,700)	249,347	1,459,212
<b>Total Sources of Funds from Prior Year Accumulations</b>	<b>67,149,705</b>	<b>83,473,433</b>	<b>(16,323,727)</b>	<b>3,765,558</b>	<b>63,384,147</b>
<b>Total Sources of Funds</b>	<b>\$ 402,696,911</b>	<b>\$ 413,164,198</b>	<b>\$ (10,467,287)</b>	<b>\$ 316,991,372</b>	<b>\$ 85,705,539</b>
<b>Uses of Funds</b>					
Housing Assistance and Operating Subsidy Payments	\$ 210,763,071	\$ 204,511,123	\$ 6,251,948	\$ 195,055,042	\$ 15,708,029
Housing Assistance and Operating Subsidy Payments	14,695,936	15,129,905	(433,969)	15,135,256	(439,320)
Operating Expense for AH-Owned Residential Communities & Other AH Properties	16,042,026	16,497,976	(455,950)	6,898,956	9,143,070
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	1,944,420	1,837,125	107,295	969,689	974,731
Human Development, Supportive Housing Services and Community Relations	20,507,493	19,021,272	1,486,221	16,437,952	4,069,541
Corporate Support	37,051,631	34,279,777	2,771,854	29,271,198	7,780,433
Choice Neighborhoods Development and Revitalization	31,691,904	53,530,617	(21,838,713)	20,221,052	11,470,852
Development and Revitalization (excluding Choice Neighborhoods)	57,233,921	58,219,387	(985,465)	13,123,445	44,110,476
Debt Service on Energy Performance Contract (EPC) Capital Lease	209,547	196,465	13,083	290,290	(80,743)
Contributions to AH-held Reserves	12,556,961	9,940,552	2,616,409	19,588,492	(7,031,531)
<b>Total Uses of Funds</b>	<b>402,696,911</b>	<b>413,164,198</b>	<b>(10,467,287)</b>	<b>316,991,372</b>	<b>85,705,539</b>
<b>Excess of Sources over Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Sources and Uses of Funds

### FY 2023 Budget

Operating Sources and Uses			FY 2023B		FY 2023B
	FY 2023	FY 2022	Over (Under)	FY 2022	Over (Under)
	Budget	Budget	FY 2022B	Forecast	FY 2022F
<b>Sources of Funds</b>					
Housing Choice Voucher Funds Authorized	\$ 274,636,182	\$ 251,947,984	\$ 22,688,197	\$ 259,114,327	\$ 15,521,854
Public Housing Operating Subsidy	9,974,122	10,928,112	(953,991)	11,342,511	(1,368,389)
Capital Funds Program (CFP)	7,608,069	-	7,608,069	1,309,251	6,298,818
Total MTW Single Fund	292,218,372	262,876,097	29,342,276	271,766,090	20,452,282
Tenant Dwelling Revenue	3,459,647	3,743,092	(283,445)	4,311,157	(851,510)
National Housing Compliance (NHC)	1,394,909	1,694,800	(299,891)	1,394,891	18
Other Current Year Revenue and Grants	693,246	1,097,978	(404,731)	1,151,047	(457,801)
Non-Operating Sources of Funds	443,350	1,017,982	(574,632)	574,811	(131,461)
<b>Sources of Funds from Prior Year Accumulations</b>					
Drawdown of Funds-held at HUD	3,004,600	21,313,845	(18,309,245)	-	3,004,600
<b>Total Operating Sources of Funds</b>	<b>\$ 301,214,125</b>	<b>\$ 291,743,793</b>	<b>\$ 9,470,332</b>	<b>\$ 279,197,996</b>	<b>\$ 22,016,129</b>
<b>Uses of Funds</b>					
Housing Assistance and Operating Subsidy Payments					
Tenant-Based and Homeownership Vouchers	\$ 135,288,085	\$ 134,737,120	\$ 550,965	\$ 129,732,544	\$ 5,555,541
HomeFlex Rental Assistance (formally PBRA)	68,867,151	62,642,688	6,224,463	57,570,015	11,297,136
Mixed Income Operating Subsidy	6,607,835	7,131,316	(523,481)	7,644,236	(1,036,401)
Total Housing Assistance and Operating Subsidy Payments	210,763,071	204,511,123	6,251,948	194,946,795	15,816,276
Operating Expense for AH-Owned Residential Communities & Other AH Properti	14,695,936	15,129,905	(433,969)	15,135,256	(439,320)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarter	16,042,026	16,497,976	(455,950)	6,898,956	9,143,070
Human Development, Supportive Housing Services and Community Relations	1,944,420	1,837,125	107,295	969,689	974,731
Operating Divisions	20,507,493	19,021,272	1,486,221	16,437,952	4,069,541
Corporate Support	37,051,631	34,279,777	2,771,854	29,271,198	7,780,433
Debt Service on Energy Performance Contract (EPC) Capital Lease	209,547	196,465	13,083	290,290	(80,743)
Contributions to AH-held Reserves	-	270,151	(270,151)	15,247,860	(15,247,860)
Total Other Operating Activities	90,451,054	87,232,670	3,218,384	84,251,201	6,199,853
<b>Total Operating Uses of Funds</b>	<b>\$ 301,214,125</b>	<b>\$ 291,743,793</b>	<b>\$ 9,470,332</b>	<b>\$ 279,197,996</b>	<b>\$ 22,016,129</b>
<b>Excess of Sources over Uses of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Schedule I.A**  
**Sources and Uses of Funds by Major Program (FYTD)**  
**FY 2023 Budget**

	MTW Program*	Non-federal Funds	Non-MTW Revitalization Program	Total
<b>Sources of Funds</b>				
Housing Choice Voucher Funds Authorized	\$ 274,636,182	\$ -	\$ -	\$ 274,636,182
Public Housing Operating Subsidy	9,974,122	-	-	9,974,122
Capital Funds Program (CFP)	25,161,038	-	-	25,161,038
Tenant Dwelling Revenue	3,459,647	-	-	3,459,647
Choice Neighborhoods Implementation Grant (CNIG)	-	-	7,227,751	7,227,751
National Housing Compliance (NHC)	-	1,394,909	-	1,394,909
Development-related Income	537,331	15,000	3,363,865	3,916,197
Development Loan Repayments	2,755,612	-	5,110,253	7,865,865
Other Current Year Revenue and Grants	693,246	-	-	693,246
Non-Operating Sources of Funds	326,350	117,000	774,900	1,218,250
<b>Total Current Year Sources of Funds</b>	<b>317,543,528</b>	<b>1,526,909</b>	<b>16,476,769</b>	<b>335,547,206</b>
<b>Sources of Funds from Prior Year Accumulations</b>				
HCV-Originated MTW Funds (HUD Held)	63,600,646	-	-	63,600,646
Program Income and Other Funds	-	240,500	1,600,000	1,840,500
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,708,559	1,708,559
<b>Total Sources of Funds from Prior Year Accumulations</b>	<b>63,600,646</b>	<b>240,500</b>	<b>3,308,559</b>	<b>67,149,705</b>
<b>Total Current Year Sources of Funds</b>	<b>\$ 381,144,174</b>	<b>\$ 1,767,409</b>	<b>\$ 19,785,328</b>	<b>\$ 402,696,911</b>
<b>Uses of Funds</b>				
Tenant-Based and Homeownership Vouchers	\$ 135,288,085	\$ -	\$ -	\$ 135,288,085
HomeFlex Section 8	67,053,148	-	-	67,053,148
Mixed Income Operating Subsidy	6,607,835	-	-	6,607,835
HomeFlex Section 9	1,814,003	-	-	1,814,003
Total Housing Assistance and Operating Subsidy Payments	210,763,071	-	-	210,763,071
Operating Expense for AH-Owned Residential Communities & Other AH Properties	14,695,936	-	-	14,695,936
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	16,042,026	-	-	16,042,026
Human Development, Supportive Housing Services and Community Relations	1,717,670	226,750	-	1,944,420
Operating Divisions	20,324,204	183,289	-	20,507,493
Corporate Support	36,036,476	1,015,155	-	37,051,631
Choice Neighborhoods Development and Revitalization	22,685,653	26,500	9,375,751	32,087,904
Development and Revitalization (excluding Choice Neighborhoods)	55,463,362	214,000	1,160,559	56,837,921
Debt Service on Energy Performance Contract (EPC) Capital Lease	209,547	-	-	209,547
Contributions to AH-held Reserves	3,206,228	101,715	9,249,018	12,556,961
<b>Total Current Year Uses of Funds</b>	<b>\$ 381,144,174</b>	<b>\$ 1,767,409</b>	<b>\$ 19,785,328</b>	<b>\$ 402,696,911</b>
<b>Excess of Sources over Uses of Funds**</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
* For simplicity of presentation, all non-MTW Housing Choice Voucher Program, Family Self-Sufficiency and Component Units revenue and expenses are included as MTW Program.				

**Schedule II**  
**Housing Assistance and Operating Subsidy Payments**  
**FY 2022 Budget**  
**for the Eleven Months Ended May 31, 2022**

Schedule	Housing Assistance and Operating Subsidy Payments			FY 2023B		
		2023	2022	Over	2022	FY 2023B
		Budget	Budget	(Under)	Forecast	(Under)
				FY 2022B		FY 2022F
II.A II.B	<b>Tenant-Based and Homeownership Vouchers</b>					
	Tenant-based Vouchers	\$ 130,992,417	\$ 132,434,918	\$ (1,442,501)	\$ 127,412,322	\$ 3,580,095
	Voucher Portability Administration Fees	955,795	946,530	9,265	905,058	50,737
	Emergency Housing Assistance	1,925,000	-	1,925,000	200,676	1,724,324
	Short-Term Housing Assistance	377,200	400,000	(22,800)	409,307	(32,107)
	Case Management and Administration of Supportive Housing Initiatives	132,800	110,000	22,800	114,543	18,257
	Leasing Incentive Fees	568,140	583,400	(15,260)	387,597	180,543
	Homeownership Vouchers	136,733	137,271	(538)	134,897	1,837
	Property Damages	200,000	125,000	75,000	164,742	35,258
	Emergency Housing Administrative and Other Expenses	-	-	-	111,649	(111,649)
	Tenant-Based and Homeownership Vouchers	135,288,085	134,737,120	550,965	129,840,791	5,447,294
	HomeFlex Section 8 and Section 9	68,867,151	62,642,688	6,224,463	57,570,015	11,297,136
	Mixed Communities Operating Subsidy for AH-Assisted Units	6,607,835	7,131,316	(523,481)	7,644,236	(1,036,401)
	<b>Total</b>	<b>\$ 210,763,071</b>	<b>\$ 204,511,123</b>	<b>\$ 6,251,948</b>	<b>\$ 195,055,042</b>	<b>\$ 15,708,029</b>

**Schedule II.A (1 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2023 Budget**

Community	FY 2023	FY 2022	FY 2023B	FY 2022	FY 2023B
	Budget	Budget	Over (Under) FY 2022B	Forecast	Over (Under) FY 2022F
Academy Lofts at Adair Park	\$ 34,800	\$ 5,419	\$ 29,381	\$ 9,959	\$ 24,841
Adamsville Green	594,156	580,685	13,471	578,194	15,962
Arcadia at Parkway Village	1,037,532	988,584	48,948	991,425	46,107
Ashley Auburn Pointe I	84,792	79,470	5,322	75,131	9,661
Ashley Scholars Landing I	551,928	578,604	(26,676)	543,305	8,623
Ashton at Browns Mill	556,536	565,231	(8,695)	605,570	(49,034)
Atrium at CollegeTown	1,010,952	1,003,484	7,468	936,697	74,255
Auburn Glenn	982,152	1,077,129	(94,977)	977,824	4,328
Avalon Park Family	428,772	485,676	(56,904)	440,367	(11,595)
Avalon Park Senior	1,072,788	1,110,684	(37,896)	1,096,604	(23,816)
Avalon Ridge Family	603,348	707,952	(104,604)	603,253	95
Barge Road (RAD)	458,231	107,220	351,011	-	458,231
Campbell Stone	2,666,676	2,370,168	296,508	2,515,318	151,358
Capitol Gateway II	156,684	164,256	(7,572)	154,976	1,708
Capitol View Apartments	587,419	708,732	(121,313)	660,404	(72,985)
Centennial Place I	424,956	430,332	(5,376)	419,874	5,082
Centennial Place II	371,196	383,508	(12,312)	368,359	2,837
Centennial Place III	474,864	463,408	11,456	462,333	12,531
Centennial Place IV	536,292	516,677	19,615	524,256	12,036
Columbia at Sylvan Hills	584,952	530,704	54,248	536,820	48,132
Columbia Colony Senior	428,028	419,637	8,391	415,987	12,041
Columbia Commons (RAD)	389,796	346,975	42,821	341,575	48,221
Columbia Creste (RAD)	137,225	146,332	(9,107)	73,166	64,059
Columbia Grove (RAD)	184,388	67,168	117,220	33,584	150,804
Columbia Estates (RAD)	336,084	310,873	25,211	318,027	18,057
Columbia Heritage	1,095,384	1,072,812	22,572	1,054,140	41,244
Columbia High Point Senior	570,336	575,852	(5,516)	558,292	12,044
Columbia Park Citi (RAD)	357,600	338,203	19,397	347,612	9,988
Columbia Mechanicsville Apartments (RAD)	783,900	672,245	111,655	672,761	111,139
Columbia Senior Blackshear	559,548	551,752	7,796	536,072	23,476
Columbia Senior Edgewood	1,211,820	1,206,296	5,524	1,175,741	36,079
Columbia Senior Mechanicsville (RAD)	1,059,312	904,508	154,804	901,595	157,717
Columbia Senior at MLK Village	779,256	791,068	(11,812)	760,743	18,513
Columbia South River Gardens	345,564	351,846	(6,282)	340,685	4,879

**Schedule II.A (2 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2023 Budget**

Community	FY 2023	FY 2022	FY 2023B	FY 2022	FY 2023B
	Budget	Budget	Over (Under) FY 2022B	Forecast	Over (Under) FY 2022F
Columbia Tower at MLK Village	\$ 800,148	\$ 762,756	\$ 37,392	\$ 760,745	\$ 39,403
Columbia Village (RAD)	126,684	122,157	4,527	112,741	13,943
Constitution Avenue Apartments	518,076	540,010	(21,934)	529,137	(11,061)
Dwell at Alcove	100,020	96,876	3,144	97,066	2,954
East Lake Highrise	108,876	-	108,876	-	108,876
Gateway at Capitol View	485,448	1,128,043	(642,595)	1,034,431	(548,983)
Gateway at East Point	672,312	690,677	(18,365)	645,165	27,147
GE Towers	1,636,716	1,286,386	350,330	1,231,690	405,026
Heritage Green	297,900	284,890	13,010	277,045	20,855
Heritage Station Family	709,020	699,221	9,799	687,710	21,310
Heritage Station Senior	1,281,300	1,255,733	25,567	1,247,033	34,267
Herndon Square Senior	884,832	953,820	(68,988)	882,109	2,723
Imperial Hotel (Commons at Imperial)	757,176	707,526	49,650	702,579	54,597
Lakewood Christian Manor	716,292	694,300	21,992	602,576	113,716
Legacy at Vine City	752,880	771,264	(18,384)	738,245	14,635
Legacy at Walton Lake	185,796	183,963	1,833	180,866	4,930
Lillie R. Campbell House	366,420	468,900	(102,480)	375,939	(9,519)
London Townhomes	1,362,156	932,009	430,147	457,864	904,292
Manor at DeKalb Medical	1,245,648	1,204,212	41,436	1,221,899	23,749
Manor at Indian Creek II	485,448	479,885	5,563	472,499	12,949
Manor at Scotts Crossing	666,120	720,504	(54,384)	664,452	1,668
Marietta Road Highrise (RAD)	964,800	939,569	25,231	943,958	20,842
Martin House at Adamsville	654,168	760,512	(106,344)	656,251	(2,083)
Mechanicsville Crossing (RAD)	531,542	406,952	124,590	312,765	218,777
Mechanicsville Station (RAD)	552,919	424,512	128,407	342,454	210,465
Oasis at Scholars Landing	523,152	504,156	18,996	501,690	21,462
Odyssey at Villas	216,924	219,264	(2,340)	208,930	7,994
O'Hearn House	342,504	352,344	(9,840)	329,079	13,425
Park Commons-Gates Park (HFOP)	1,229,748	1,185,191	44,557	1,180,006	49,742
Park Commons-Gates Park (HFS)	882,636	849,853	32,783	851,642	30,994
Parkside at Mechanicsville (RAD)	603,732	542,844	60,888	516,459	87,273



**Schedule II.A (3 of 3)**  
**HomeFlex Rental Assistance (formerly PBRA) by Community**  
**FY 2023 Budget**

Community	FY 2023		FY 2022		FY 2023B		FY 2022B	
	Budget		Budget		Over (Under) FY 2022B		Forecast	Over (Under) FY 2022F
Peachtree Road Highrise (RAD)	\$ 1,472,616	\$	1,458,528	\$	14,088	\$	1,431,114	\$ 41,502
Peaks at MLK	724,056		683,624		40,432		654,415	69,641
Phoenix House	281,604		326,700		(45,096)		285,921	(4,317)
Piedmont Senior Tower	1,403,928		1,398,000		5,928		1,383,763	20,165
Providence at Parkway Village	252,816		263,136		(10,320)		252,401	415
Quest Village III	82,980		86,544		(3,564)		79,606	3,374
Renaissance at Park Place South Senior	661,008		620,478		40,530		610,831	50,177
Retreat at Edgewood	362,376		351,060		11,316		344,715	17,661
Reynoldstown Senior Residences	190,440		171,612		18,828		181,157	9,283
Seven Courts	221,472		207,264		14,208		209,051	12,421
Springview Apartments	174,360		166,092		8,268		168,760	5,600
Sterling at Candler Village	1,272,324		1,286,652		(14,328)		1,235,128	37,196
Summerdale Commons II	471,300		439,147		32,153		445,868	25,432
Summit Trail	212,580		287,892		(75,312)		222,771	(10,191)
Tenth and Juniper	877,428		912,324		(34,896)		871,545	5,883
The Remington	1,116,048		1,174,488		(58,440)		1,113,175	2,873
Veranda at Auburn Pointe	652,992		635,724		17,268		636,125	16,867
Veranda at Auburn Pointe II	890,592		864,492		26,100		863,080	27,512
Veranda at Auburn Pointe III	921,516		929,220		(7,704)		906,405	15,111
Veranda at Carver Senior	763,608		683,642		79,966		707,684	55,924
Veranda at CollegeTown	751,296		720,024		31,272		721,849	29,447
Veranda at Groveway	391,200		396,648		(5,448)		387,129	4,071
Veranda at Scholars Landing	805,392		772,611		32,781		771,394	33,998
Villages at Carver I	332,208		-		332,208		-	332,208
Villages at Castleberry Hill I (RAD)	466,908		479,256		(12,348)		455,936	10,972
Villages at Castleberry Hill II (RAD)	199,105		-		199,105		-	199,105
Villas of H.O.P.E	38,536		359,856		(321,320)		321,841	(283,305)
Welcome House	151,884		153,504		(1,620)		149,927	1,957
Westminster Apartments	42,660		-		42,660		-	42,660
Woodbridge at Parkway Village	749,292		713,143		36,149		715,327	33,965
Villages of East Lake	1,968,828		2,095,632		(126,804)		1,931,663	37,165
HomeFlex Future	3,456,312		1,568,944		1,887,368		439,988	3,016,324
HomeFlex Rent Increase Contingency, net of rent reform	4,388,826		1,654,632		2,734,194		275,772	4,113,054
<b>Total HomeFlex Rental Assistance Payments</b>	<b>\$ 68,867,151</b>	<b>\$</b>	<b>62,642,688</b>	<b>\$</b>	<b>6,224,463</b>	<b>\$</b>	<b>57,570,015</b>	<b>\$ 11,297,136</b>

**Schedule II.B**  
**MIXED Communities Operating Subsidy for AH-Assisted Units**  
**FY 2023 Budget**

Community	FY 2023		FY 2022		FY 2023B		FY 2022		FY 2023B	
	Budget		Budget		Over (Under) FY 2022B		Forecast		Over (Under) FY 2022F	
Ashley Auburn Pointe I	\$	226,947	\$	211,091	\$	15,856	\$	196,259	\$	30,688
Ashley Auburn Pointe II		279,549		212,594		66,955		213,864		65,685
Ashley CollegeTown		504,627		251,135		253,492		282,465		222,162
Ashley CollegeTown II		717,922		411,440		306,482		429,287		288,635
Ashley Courts at Cascade I		470,364		328,234		142,130		335,717		134,647
Ashley Courts at Cascade II		258,392		198,677		59,715		202,018		56,374
Ashley Courts at Cascade III		219,302		176,351		42,951		180,123		39,179
Ashley Terrace at West End		133,971		89,216		44,755		94,274		39,697
Atrium at CollegeTown		652,637		660,295		(7,658)		672,831		(20,194)
Capitol Gateway I		296,913		327,194		(30,281)		319,338		(22,425)
Capitol Gateway II		263,624		179,331		84,293		187,230		76,394
Columbia Creste (RAD)		-		292,665		(292,665)		400,358		(400,358)
Columbia Grove (RAD)		-		134,335		(134,335)		193,740		(193,740)
Columbia Village (RAD)		-		31,659		(31,659)		11,832		(11,832)
Gardens at CollegeTown		-		182,828		(182,828)		172,832		(172,832)
Magnolia Park I		344,435		582,143		(237,708)		550,384		(205,949)
Magnolia Park II		319,878		511,967		(192,089)		463,665		(143,787)
Mechanicsville Crossing (RAD)		-		342,278		(342,278)		462,488		(462,488)
Mechanicsville Station (RAD)		-		300,899		(300,899)		382,186		(382,186)
Veranda at Auburn Pointe		197,689		157,443		40,246		161,358		36,331
Villages at Carver I		465,492		512,749		(47,257)		537,964		(72,472)
Villages at Carver II		138,690		76,202		62,488		74,404		64,286
Villages at Carver III		598,981		391,306		207,675		429,438		169,543
Villages at Carver V		452,998		180,545		272,453		204,796		248,202
Villages at Castleberry Hill II (RAD)		-		289,718		(289,718)		463,381		(463,381)
MIXED Communities Capital Reserve Contingency		65,424		99,021		(33,597)		22,004		43,421
<b>Total MIXED Communities Operating Subsidy</b>	<b>\$</b>	<b>6,607,835</b>	<b>\$</b>	<b>7,131,316</b>	<b>\$</b>	<b>(523,481)</b>	<b>\$</b>	<b>7,644,236</b>	<b>\$</b>	<b>(1,036,401)</b>

**Schedule III**  
**Operating Expense for AH-Owned Residential Communities**  
**& Other AH Properties**  
**FY 2023 Budget**

for AH-Owned Residential Communities & Other AH Properties		B		B	
	Budget	Budget	B	Forecast	F
<b>AH-Owned Residential Communities</b>					
Barge Road Highrise	\$ 68,612	\$ 783,813	\$ (715,201)	\$ 893,831	\$ (825,219)
Cheshire Bridge Road Highrise	1,674,914	1,626,008	48,906	1,553,318	121,596
Cosby Spear Highrise	2,553,768	2,433,923	119,845	2,368,193	185,575
East Lake Highrise	995,360	1,058,965	(63,606)	1,039,418	(44,059)
Georgia Avenue Highrise	1,017,361	955,766	61,595	868,172	149,189
Hightower Manor Highrise	94,283	597,810	(503,527)	696,263	(601,980)
Marian Road Highrise	2,014,087	1,922,112	91,975	1,879,142	134,946
Martin Street Plaza	1,053,205	911,932	141,273	885,316	167,889
Westminster	440,991	362,588	78,404	309,275	131,716
<b>Total AH-Owned Residential Communities</b>	<b>9,912,582</b>	<b>10,652,918</b>	<b>(740,336)</b>	<b>10,492,930</b>	<b>(580,348)</b>
<b>Other AH Properties</b>					
AH Headquarters Building	1,561,409	1,362,833	198,576	1,936,739	(375,330)
Zell Miller Center	108,975	178,820	(69,845)	178,021	(69,045)
Civic Center	939,788	1,292,478	(352,690)	1,029,773	(89,985)
Roosevelt Hall	742,523	723,791	18,732	147,293	595,230
<b>Other Property Expenses</b>					
PILOT	315,596	298,376	17,220	273,511	42,085
Maintenance Expense	1,115,063	620,689	494,374	1,076,989	38,074
<b>Total Other AH Properties and Property Expenses</b>	<b>4,783,354</b>	<b>4,476,987</b>	<b>306,367</b>	<b>4,642,326</b>	<b>141,028</b>
<b>Total</b>	<b>\$ 14,695,936</b>	<b>\$ 15,129,905</b>	<b>\$ (433,969)</b>	<b>\$ 15,135,256</b>	<b>\$ (439,320)</b>

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

## Schedule III.A

### Operating Expense for AH-Owned Residential Communities & Other AH Properties FY 2023 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total YTD Budget
<b>AH-Owned Residential Communities</b>							
Barge Road Highrise	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,612	\$ 68,612
Cheshire Bridge Road Highrise	385,367	273,000	603,159	112,958	159,290	141,141	1,674,914
Cosby Spear Highrise	521,858	533,077	835,562	251,124	196,657	215,490	2,553,768
East Lake Highrise	242,037	147,641	304,396	104,616	109,581	87,088	995,360
Georgia Avenue Highrise	187,868	129,411	385,347	105,006	110,031	99,698	1,017,361
Hightower Manor Highrise	-	-	-	-	-	94,283	94,283
Marian Road Highrise	447,851	367,259	740,950	110,242	167,284	180,502	2,014,087
Martin Street Plaza	132,752	301,502	373,047	115,885	40,273	89,746	1,053,205
Westminster	71,246	87,411	186,174	16,656	18,250	61,254	440,991
<b>Total AH-Owned Residential Communities</b>	<b>1,988,980</b>	<b>1,839,302</b>	<b>3,428,634</b>	<b>816,487</b>	<b>801,367</b>	<b>1,037,813</b>	<b>9,912,582</b>
<b>Other AH Properties</b>							
AH Headquarters Building	\$ 246,551	\$ 225,509	\$ 756,769	\$ 276,270	\$ -	\$ 56,310	\$ 1,561,409
Zell Miller Center	11,090	14,771	40,690	12,024	-	30,400	108,975
Civic Center	9,165	134,572	240,051	556,000	-	-	939,788
Roosevelt Hall	120,558	29,793	400,472	180,000	-	11,700	742,523
<b>Other Property Expenses</b>							
PILOT	-	-	-	-	-	315,596	315,596
Maintenance Expense	1,200	2,500	831,158	-	-	280,205	1,115,063
<b>Total Other AH Properties</b>	<b>388,564</b>	<b>407,145</b>	<b>2,269,140</b>	<b>1,024,294</b>	<b>-</b>	<b>694,211</b>	<b>4,783,354</b>
<b>Total</b>	<b>\$ 2,377,544</b>	<b>\$ 2,246,447</b>	<b>\$ 5,697,774</b>	<b>\$ 1,840,781</b>	<b>\$ 801,367</b>	<b>\$ 1,732,024</b>	<b>\$ 14,695,936</b>

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

## Schedule IV

### Capital Expenditures for Modernization of AH-Owned Residential Communities & Other Properties FY 2023 Budget

Description	FY 2023		FY 2023B		FY 2023B	
	Budget	Budget	Over (Under) FY 2022B	FY 2022 Forecast	Over (Under) FY 2022F	
<b>AH-Owned Residential Communities</b>						
Cheshire Bridge Road Highrise	\$ 4,101,580	\$ 4,130,422	\$ (28,842)	\$ 513,141	\$ 3,588,439	
Cosby Spear Highrise	3,943,836	2,592,201	1,351,635	44,288	3,899,548	
East Lake Highrise	-	132,807	(132,807)	82,191	(82,191)	
Georgia Avenue Highrise	1,228,895	162,055	1,066,840	85,611	1,143,284	
Hightower Manor Highrise	-	136,418	(136,418)	10,535	(10,535)	
Marian Road Highrise	1,547,798	845,057	702,741	221,259	1,326,539	
Martin Street Plaza	36,915	109,020	(72,105)	93,897	(56,982)	
Westminster	465,882	207,503	258,380	51,596	414,286	
<b>Total AH-Owned Residential Communities</b>	<b>11,324,906</b>	<b>8,315,484</b>	<b>3,009,422</b>	<b>1,102,518</b>	<b>10,222,388</b>	
<b>Zell Miller</b>	<b>1,401,500</b>	<b>566,600</b>	<b>834,900</b>	<b>174,479</b>	<b>1,227,021</b>	
<b>Civic Center</b>	<b>-</b>	<b>110,000</b>	<b>(110,000)</b>	<b>9,167</b>	<b>(9,167)</b>	
<b>Roosevelt Hall</b>	<b>62,400</b>	<b>120,000</b>	<b>(57,600)</b>	<b>30,000</b>	<b>32,400</b>	
<b>AH Headquarters</b>						
Technology Investments	1,167,000	1,010,000	157,000	265,991	901,009	
Vehicles	50,000	100,250	(50,250)	72,962	(22,962)	
Building Improvements and Equipment	2,036,220	6,275,642	(4,239,422)	5,243,840	(3,207,620)	
<b>Total AH Headquarters</b>	<b>3,253,220</b>	<b>7,385,892</b>	<b>(4,132,672)</b>	<b>5,582,792</b>	<b>(2,329,572)</b>	
<b>Total</b>	<b>\$ 16,042,026</b>	<b>\$ 16,497,976</b>	<b>\$ (455,950)</b>	<b>\$ 6,898,956</b>	<b>\$ 9,143,070</b>	

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 2023 Budget**

Description	Managed by	FY 2023		FY 2022		FY 2023B	FY 2023B				
		Budget	Budget	Over (Under)	FY 2022	Over (Under)	Forecast	FY 2022F			
Human Development Support Professional Services	Human Development	\$	1,585,270	\$	1,669,325	\$	(84,055)	\$	839,064	\$	746,206
Community Relations - MTW funds	Governmental and External Affairs		132,400		103,800		28,600		6,438		125,962
Community Relations - Non-federal funds	Governmental and External Affairs		206,750		44,000		162,750		124,180		82,570
Corporate Match for AHA Scholarship Fund - Non-federal funds	Governmental and External Affairs		20,000		20,000		-		-		20,000
Total		\$	1,944,420	\$	1,837,125	\$	107,295	\$	969,682	\$	974,738

\* 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.

# Atlanta Housing

## Summary: Operating Divisions & Corporate Support Expense

### FY 2023 Budget

				FY 2023B		FY 2023B		FY 2023B		FY 2023B	
				Over		Over		FTE		FTE	
				(Under)		(Under)		FY 2023		FY 2022	
				FY 2022B		FY 2022		Budget		Budget	
				Forecast		FY 2022F		FY 2023		FY 2022	
				FY 2022B		Forecast		Budget		Budget	
Operating Divisions											
Housing Choice Administration	\$	1,734,397	\$	1,688,367	\$	46,030	\$	1,490,290	\$	244,107	
Housing Choice Contact Center		1,432,414		1,298,481		133,933		1,042,918		389,496	
Housing Services		3,152,314		3,125,671		26,643		2,883,054		269,260	
Inspections Services		2,860,840		2,570,967		289,873		2,616,396		244,444	
Total Housing Choice Voucher Program		9,179,965		8,683,486		496,479		8,032,658		1,147,307	
Real Estate Operations		4,948,566		4,255,361		693,205		3,765,567		1,182,999	
Real Estate Planning & Development		3,000,630		2,806,141		194,489		2,186,438		814,192	
Choice Neighborhoods Administration		430,634		420,230		10,404		356,880		73,754	
Construction and Facilities Management		2,947,698		2,856,054		91,644		2,096,409		851,289	
Total Operating Divisions		20,507,493		19,021,272		1,486,221		16,437,952		4,069,541	
Corporate Support											
Executive Office	\$	1,377,768	\$	1,444,687	\$	(66,919)	\$	1,465,298	\$	(87,530)	
Office of General Counsel		4,141,892		3,967,655		174,237		3,086,163		1,055,729	
Corporate Finance		4,986,562		4,271,933		714,629		4,026,606		959,956	
Information Technology		10,337,372		10,049,653		287,719		8,443,946		1,893,426	
Records & Information Management		1,734,451		1,628,184		106,267		1,302,423		432,028	
Strategy, Policy & Regulatory Affairs		2,220,227		2,858,944		(638,717)		2,884,742		(664,515)	
Government, External Affairs and Human Development		3,423,211		2,576,532		846,679		2,551,287		871,924	
Communications, Marketing and Public Engagement		1,915,841		1,584,341		331,500		1,172,508		743,333	
Contracts and Procurement		2,431,467		2,070,829		360,638		2,034,007		397,460	
Human Resources Operations		2,022,415		2,073,933		(51,518)		1,294,686		727,729	
Activities Managed by Human Resources		2,460,425		1,753,086		707,339		1,009,531		1,450,894	
Total Corporate Support		37,051,631		34,279,777		2,771,854		29,271,198		7,780,433	
Choice Neighborhoods - Grant											
Grand Total	\$	57,559,124	\$	53,301,049	\$	4,258,075	\$	45,709,150	\$	11,849,974	

## Schedule VI

### Operating Divisions \*

### FY 2023 Budget

Description	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
<b>Housing Choice Voucher Program</b>					
Housing Choice Administration	\$ 1,734,397	\$ 1,688,367	\$ 46,030	\$ 1,490,290	\$ 244,107
Housing Choice Contact Center	1,432,414	1,298,481	133,933	1,042,918	389,496
Housing Services	3,152,314	3,125,671	26,643	2,883,054	269,260
Inspections Services	2,860,840	2,570,967	289,873	2,616,396	244,444
<b>Total Housing Choice Voucher Program</b>	<b>9,179,965</b>	<b>8,683,486</b>	<b>496,479</b>	<b>8,032,658</b>	<b>1,147,307</b>
<b>Real Estate Operations</b>	<b>4,948,566</b>	<b>4,255,361</b>	<b>693,205</b>	<b>3,765,567</b>	<b>1,182,999</b>
<b>Construction and Facilities Management</b>	<b>2,947,698</b>	<b>2,856,054</b>	<b>91,644</b>	<b>2,096,409</b>	<b>851,289</b>
<b>Total Operating Divisions before Development-related Expenses</b>	<b>17,076,229</b>	<b>15,794,901</b>	<b>1,281,328</b>	<b>13,894,634</b>	<b>3,181,595</b>
<b>Program Income Funded Development &amp; Revitalization Operational Expenses</b>					
Real Estate Planning & Development	3,000,630	2,806,141	194,489	2,186,438	814,192
Choice Neighborhoods Administration	430,634	420,230	10,404	356,880	73,754
<b>Total Program Income Funded Expenses</b>	<b>3,431,264</b>	<b>3,226,371</b>	<b>204,893</b>	<b>2,543,318</b>	<b>887,946</b>
<b>Total Operating Divisions Expenses</b>	<b>\$ 20,507,493</b>	<b>\$ 19,021,272</b>	<b>\$ 1,486,221</b>	<b>\$ 16,437,952</b>	<b>\$ 4,069,541</b>

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



## Schedule VI.A

### Operating Divisions Expense by Category

#### FY 2023 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services	Agency-wide Services and Expenses	Other*	Total Budget
<b>Housing Choice Voucher Program</b>					
Housing Choice Administration	\$ 1,694,997	\$ 30,000	\$ -	\$ 9,400	\$ 1,734,397
Housing Choice Contact Center	1,359,695	58,000	-	14,719	1,432,414
Housing Services	2,948,814	192,750	-	10,750	3,152,314
Inspections Services	2,821,690	16,800	-	22,350	2,860,840
<b>Total Housing Choice Voucher Program</b>	<b>8,825,196</b>	<b>297,550</b>	<b>-</b>	<b>57,219</b>	<b>9,179,965</b>
<b>Real Estate Operations</b>	<b>4,786,061</b>	<b>114,000</b>	<b>-</b>	<b>48,505</b>	<b>4,948,566</b>
<b>Construction and Facilities Management</b>	<b>2,396,680</b>	<b>95,000</b>	<b>388,800</b>	<b>67,218</b>	<b>2,947,698</b>
<b>Total Operating Divisions before Development-Related Expenses</b>	<b>16,007,937</b>	<b>506,550</b>	<b>388,800</b>	<b>172,942</b>	<b>17,076,229</b>
<b>Development &amp; Revitalization Operational Expenses</b>					
Real Estate Planning & Development	2,823,506	150,000	-	27,124	3,000,630
Choice Neighborhoods Administration	406,585	-	-	24,049	430,634
<b>Total Program Income Funded Expenses</b>	<b>3,230,091</b>	<b>150,000</b>	<b>-</b>	<b>51,173</b>	<b>3,431,264</b>
<b>Total Operating Divisions Expenses</b>	<b>\$ 19,238,028</b>	<b>\$ 656,550</b>	<b>\$ 388,800</b>	<b>\$ 224,115</b>	<b>\$ 20,507,493</b>

\* 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 2023 Budget

Description	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
Executive Office	\$ 1,377,768	\$ 1,444,687	\$ (66,919)	\$ 1,465,298	\$ (87,530)
Office of General Counsel	4,141,892	3,967,655	174,237	3,086,163	1,055,729
Corporate Finance	4,986,562	4,271,933	714,629	4,026,606	959,956
Information Technology	10,337,372	10,049,653	287,719	8,443,946	1,893,426
Records & Information Management	1,734,451	1,628,184	106,267	1,302,423	432,028
Strategy, Policy & Regulatory Affairs	2,220,227	2,858,944	(638,717)	2,884,742	(664,515)
Government, External Affairs and Human Development	3,423,211	2,576,532	846,679	2,551,287	871,924
Communications, Marketing and Public Engagement	1,915,841	1,584,341	331,500	1,172,508	743,333
Contracts and Procurement	2,431,467	2,070,829	360,638	2,034,007	397,460
Human Resources Operations	2,022,415	2,073,933	(51,518)	1,294,686	727,729
Activities Managed by Human Resources:					
Severance & Related Expenses	120,000	85,000	35,000	42,500	77,500
Agency-wide Temporary Services**	489,290	236,979	252,311	213,965	275,325
Professional Development & Training	1,603,135	1,431,107	172,028	753,066	850,069
Recruitment Expenses	248,000	-	248,000	-	248,000
<b>Total</b>	<b>\$ 37,051,631</b>	<b>\$ 34,279,777</b>	<b>\$ 2,771,854</b>	<b>\$ 29,271,198</b>	<b>\$ 7,780,433</b>

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

\*\* Temporary Services will be managed by the HR department as opposed to residing in each department.

## Schedule VII.A

### Corporate Support Expense by Category

#### FY 2023 Budget

Description	Salaries Benefits & Taxes	Consulting & Professional Services * (1)	Licenses & Hardware/ Software Expense	Agency-wide Services and Expenses*	Other**	Total Budget
Executive Office	\$ 917,524	\$ 306,800	\$ -	\$ -	\$ 153,444	\$ 1,377,768
Office of General Counsel	2,871,760	1,197,000	-	-	73,132	4,141,892
Corporate Finance	2,904,665	352,000	-	1,680,800	49,097	4,986,562
Information Technology including RIM	6,785,536	995,080	3,489,864	689,362	111,981	12,071,823
Strategy, Policy & Regulatory Affairs (including PMO)	1,761,819	417,500	-	-	40,908	2,220,227
Government, External Affairs and Human Development (Including HDS)	3,014,714	366,450	-	-	42,047	3,423,211
Communications and Business Marketing	1,188,884	526,699	-	-	200,258	1,915,841
Contracts and Procurement	2,310,004	35,000	-	-	86,463	2,431,467
Human Resources Operations	1,467,115	510,000	-	-	45,300	2,022,415
Activities Managed by Human Resources:						
Severance & Related Expense	-	-	-	120,000	-	120,000
Professional Development & Training	-	-	-	1,603,135		1,603,135
Agency-wide Temporary Services	-	-	-	489,290	-	489,290
Recruitment Expenses	-	-	-	248,000	-	248,000
<b>Total</b>	<b>\$ 23,222,021</b>	<b>\$ 4,706,529</b>	<b>\$ 3,489,864</b>	<b>\$ 4,830,587</b>	<b>\$ 802,630</b>	<b>\$ 37,051,631</b>

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

(1) Also includes Outside Legal Counsel expenses.

**Schedule VIII**  
**Development and Revitalization \***  
**FY 2023 Budget**

Description	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2022F
<b>Sources of Funds</b>					
Choice Neighborhoods Implementation Grant (CNIG)	\$ 7,227,751	\$ 13,726,000	\$ (6,498,249)	\$ 5,962,887	\$ 1,264,864
Program Income and Other Funds	1,840,500	1,770,000	70,500	588,271	1,252,229
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,708,559	1,858,259	(149,700)	249,347	1,459,212
Development-related Income	3,916,197	4,396,764	(480,567)	5,336,535	(1,420,338)
Development Loan Repayments	7,865,865	8,622,595	(756,730)	52,892,858	(45,026,993)
CFP Funds used for Revitalization	17,552,969	35,324,913	(17,771,944)	6,888,384	10,664,585
MTW Funds used for Revitalization	60,596,046	59,070,831	1,525,215	19,655,608	40,940,438
<b>Total Sources of Funds</b>	<b>\$ 100,707,886</b>	<b>\$ 124,769,362</b>	<b>\$ (24,061,476)</b>	<b>\$ 91,573,890</b>	<b>\$ 9,133,996</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	3,115,000	2,676,500	438,500	246,639	2,868,361
Property Acquisitions	5,216,228	10,895,000	(5,678,772)	1,335,824	3,880,404
Predevelopment Loans	5,831,835	3,736,206	2,095,630	1,171,118	4,660,718
Developer Loan Draws and Other Loans	41,211,450	44,539,457	(3,328,007)	8,497,245	32,714,206
Site Improvements	4,545,458	14,664,909	(10,119,451)	2,488,560	2,056,898
Furniture, Fixtures & Equipment	-	350,000	(350,000)	120,000	(120,000)
Extraordinary Sitework	-	203,191	(203,191)	-	-
Non Residential Structures	1,474,985	8,890,436	(7,415,451)	5,272,558	(3,797,573)
Homeownership Down Payment Assistance	5,180,000	5,180,000	-	5,171,333	8,667
Public Improvements	15,278,191	8,967,281	6,310,910	87,731	15,190,461
Consulting and Professional Services	2,939,061	3,672,896	(733,835)	3,092,849	(153,788)
Outside Legal Counsel	625,000	344,427	280,573	616,084	8,916
Administrative Staffing	1,094,783	1,305,719	(210,936)	1,100,834	(6,051)
Other Staff Augmentation	-	-	-	19,118	(19,118)
Meeting Expense	42,100	18,503	23,597	8,363	33,737
Community Outreach	280,000	45,000	235,000	41,903	238,097
Modular Office Expenses	-	85,318	(85,318)	140,476	(140,476)
Owner Occupied Rehabs	700,000	550,000	150,000	176,721	523,280
Relocation Expense	75,000	60,000	15,000	58,200	16,800
EPC Capital Lease Repayment	286,000	-	286,000	-	286,000
Micro-Grants and Cash Donations	25,000	120,000	(95,000)	53,499	(28,499)
Construction Grant Contributions	717,587	5,346,661	(4,629,074)	3,547,018	(2,829,431)
Hard Cost Contingency	167,079	-	167,079	-	167,079
Other Expenses	121,068	98,500	22,568	98,425	22,643
Contributions to AH-held Reserves	11,782,061	13,019,359	(1,237,298)	58,229,393	(46,447,332)
<b>Total Development and Revitalization Expenditures (including operations)</b>	<b>\$ 100,707,886</b>	<b>\$ 124,769,362</b>	<b>\$ (24,061,476)</b>	<b>\$ 91,573,890</b>	<b>\$ 9,133,996</b>
<b>Excess of Sources over Development and Revitalization Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

**Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**FY 2023 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)	\$	-	\$ 7,029,751	\$ -	\$ -	\$ 198,000	\$ 7,227,751
Program Income and Other Funds		-	1,626,500	-	-	214,000	1,840,500
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies		-	350,000	-	-	1,358,559	1,708,559
CFP Funds used for Revitalization		-	17,552,969	-	-	-	17,552,969
MTW Funds used for Revitalization		17,653,454	5,132,684	776,528	21,737,999	15,295,382	60,596,046
Total Sources of Funds	\$	17,653,454	\$ 31,691,904	\$ 776,528	\$ 21,737,999	\$ 17,065,941	\$ 88,925,825
Development and Revitalization Expenditures							
Demolition and Remediation		-	7,500	7,500	95,000	3,005,000	3,115,000
Property Acquisitions		-	140,000	-	4,076,228	1,000,000	5,216,228
Predevelopment Loans		500,568	128,044	-	2,857,445	2,345,778	5,831,835
Developer Loan Draws and Other Loans		17,106,886	21,774,086	290,028	2,040,450	-	41,211,450
Site Improvements		-	4,143,458	-	-	402,000	4,545,458
Non Residential Structures		-	29,000	-	-	1,445,985	1,474,985
Homeownership Down Payment Assistance		-	180,000	-	-	5,000,000	5,180,000
Public Improvements		-	1,782,757	-	11,986,875	1,508,559	15,278,191
Consulting and Professional Services		39,000	719,021	15,000	535,000	1,631,040	2,939,061
Outside Legal Counsel		-	50,000	175,000	125,000	275,000	625,000
Administrative Staffing		-	1,094,783	-	-	-	1,094,783
Meeting Expense		-	42,100	-	-	-	42,100
Community Outreach		-	42,500	-	15,000	222,500	280,000
Owner Occupied Rehabs		-	700,000	-	-	-	700,000
Relocation Expense		-	75,000	-	-	-	75,000
EPC Capital Lease Repayment		-	-	286,000	-	-	286,000
Micro-Grants and Cash Donations		-	25,000	-	-	-	25,000
Construction Grant Contributions		-	717,587	-	-	-	717,587
Hard Cost Contingency		-	-	-	-	167,079	167,079
Total Development and Revitalization Expenditures	\$	17,653,454	\$ 31,691,904	\$ 776,528	\$ 21,737,999	\$ 17,065,941	\$ 88,925,825

\* 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

## Co-investment and New Initiatives

### FY 2023 Budget

Description	Juanita Gardner Village	Madison Reynoldstown	Invest Atlanta Coinvestment	London Townhomes	Total Budget
<b>Sources of Funds</b>					
MTW Funds Used for Revitalization	\$ 2,365,000	\$ 5,246,664	\$ 6,463,222	\$ 3,578,568	\$ 17,653,454
MTW Funds Used for Revitalization	<b>\$ 2,365,000</b>	<b>\$ 5,246,664</b>	<b>\$ 6,463,222</b>	<b>\$ 3,578,568</b>	<b>\$ 17,653,454</b>
<b>Development and Revitalization Expenditures</b>					
Predevelopment Loans	-	-	500,568	-	500,568
Developer Loan Draws and Other Loans	2,365,000	5,246,664	5,916,654	3,578,568	17,106,886
Consulting and Professional Services	-	-	39,000	-	39,000
Other Expenses	-	-	7,000	-	7,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 2,365,000</b>	<b>\$ 5,246,664</b>	<b>\$ 6,463,222</b>	<b>\$ 3,578,568</b>	<b>\$ 17,653,454</b>

## Schedule VIII.A.2

### Rental Assistance Demonstration (RAD) by Community

#### FY 2023 Budget

Description	Columbia Portfolio	East Lake Highrise	Westminster	Total Budget
<b>Sources of Funds</b>				
MTW Funds Used for Revitalization	\$ 390,028	\$ 336,000	\$ 50,500	\$ 776,528
<b>Total Sources of Funds</b>	<b>\$ 390,028</b>	<b>\$ 336,000</b>	<b>\$ 50,500</b>	<b>\$ 776,528</b>
<b>Development and Revitalization Expenditures</b>				
Demolition and Remediation	\$ -	\$ -	\$ 7,500	\$ 7,500
Developer Loan Draws and Other Loans	290,028	-	-	290,028
Consulting and Professional Services	-	-	15,000	15,000
Outside Legal Counsel	100,000	50,000	25,000	175,000
EPC Capital Lease Repayment	-	286,000	-	286,000
Other Expenses	-	-	3,000	3,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 390,028</b>	<b>\$ 336,000</b>	<b>\$ 50,500</b>	<b>\$ 776,528</b>

# Schedule VIII.A.3

## Site Acquisitions and Development

### FY 2023 Budget

Description	Cupola Building	Englewood Manor	Heritage Village at West Lake	Herndon Homes	Total Budget
<b>Sources of Funds</b>					
CFP Funds Used for Revitalization	\$ -	\$ -	\$ -	\$ -	\$ -
MTW Funds Used for Revitalization	126,000	10,132,048	5,185,286	6,294,665	21,737,999
<b>Total Sources of Funds</b>	<b>\$ 126,000</b>	<b>\$ 10,132,048</b>	<b>\$ 5,185,286</b>	<b>\$ 6,294,665</b>	<b>\$ 21,737,999</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ 87,500	\$ -	\$ -	\$ 7,500	\$ 95,000
Property Acquisitions	-	-	4,076,228	-	4,076,228
Predevelopment Loans	-	1,889,375	-	968,070	2,857,445
Developer Loan Draws and Other Loans	-	1,021,392	1,019,058	-	2,040,450
Public Improvements	-	6,681,280	-	5,305,595	11,986,875
Consulting and Professional Services	35,000	450,000	40,000	10,000	535,000
Outside Legal Counsel	-	75,000	50,000	-	125,000
Community Outreach	-	15,000	-	-	15,000
Other Expenses	3,500	-	-	3,500	7,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 126,000</b>	<b>\$ 10,132,048</b>	<b>\$ 5,185,286</b>	<b>\$ 6,294,665</b>	<b>\$ 21,737,999</b>



**Schedule VIII.A.4**  
**Other Development Activities**  
**FY 2023 Budget**

Description	Bowen Homes	Centennial Place	Civic Center	Magnolia Perimeter	West Highlands	Other Development	Total Budget
<b>Sources of Funds</b>							
Choice Neighborhoods Implementation Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198,000	198,000
Program Income and Other Funds	214,000	-	-	-	-	-	214,000
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,358,559	-	-	-	-	1,358,559
MTW Funds Used for Revitalization	3,142,000	-	3,595,364	1,704,028	473,500	6,380,490	15,295,382
<b>Total Sources of Funds</b>	<b>\$ 3,356,000</b>	<b>\$ 1,358,559</b>	<b>\$ 3,595,364</b>	<b>\$ 1,704,028</b>	<b>\$ 473,500</b>	<b>\$ 6,578,490</b>	<b>\$ 17,065,941</b>
<b>Development and Revitalization Expenditures</b>							
Demolition and Remediation	1,100,000	-	1,060,000	317,500	25,000	502,500	3,005,000
Property Acquisitions	1,000,000	-	-	-	-	-	1,000,000
Predevelopment Loans	450,000	-	250,000	1,214,528	-	431,250	2,345,778
Site Improvements	-	-	-	-	402,000	-	402,000
Non Residential Structures	-	-	1,445,985	-	-	-	1,445,985
Homeownership Down Payment Assistance	-	-	-	-	-	5,000,000	5,000,000
Public Improvements	150,000	1,358,559	-	-	-	-	1,508,559
Consulting and Professional Services	589,000	-	554,800	61,500	36,000	389,740	1,631,040
Outside Legal Counsel	50,000	-	100,000	100,000	-	25,000	275,000
Community Outreach	189,000	-	15,000	-	-	18,500	222,500
Hard Cost Contingency	-	-	167,079	-	-	-	167,079
Other Expenses	26,000	-	2,500	10,500	10,500	13,500	63,000
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 3,554,000</b>	<b>\$ 1,358,559</b>	<b>\$ 3,595,364</b>	<b>\$ 1,704,028</b>	<b>\$ 473,500</b>	<b>\$ 6,380,490</b>	<b>\$ 17,065,941</b>

**Schedule VIII.B**  
**Development and Revitalization Expenditures by Funding Program**  
**FY 2023 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	\$ -	\$ 7,000	\$ -	\$ -	\$ 3,108,000	\$ 3,115,000
Property Acquisitions	-	140,000	-	-	5,076,228	5,216,228
Predevelopment Loans	-	-	-	-	5,831,835	5,831,835
Developer Loan Draws and Other Loans	12,996,754	5,577,332	1,600,000	-	21,037,364	41,211,450
Site Improvements	4,143,458	-	-	-	402,000	4,545,458
Non Residential Structures	-	29,000	-	-	1,445,985	1,474,985
Homeownership Down Payment Assistance	-	-	-	-	5,180,000	5,180,000
Public Improvements	412,757	150,000	-	1,708,559	13,006,875	15,278,191
Consulting and Professional Services	-	79,250	50,000	-	2,809,811	2,939,061
Outside Legal Counsel	-	50,000	-	-	575,000	625,000
Administrative Staffing	-	275,014	-	-	819,769	1,094,783
Meeting Expense	-	-	1,500	-	40,600	42,100
Community Outreach	-	45,000	144,000	-	91,000	280,000
Owner Occupied Rehabs	-	140,000	-	-	560,000	700,000
Relocation Expense	-	-	-	-	75,000	75,000
EPC Capital Lease Repayment	-	-	-	-	286,000	286,000
Micro-Grants and Cash Donations	-	-	25,000	-	-	25,000
Construction Grant Contributions	-	717,587	-	-	-	717,587
Hard Cost Contingency	-	-	-	-	167,079	167,079
Other Expenses	-	17,568	20,000	-	83,500	121,068
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 17,552,969</b>	<b>\$ 7,227,751</b>	<b>\$ 1,840,500</b>	<b>\$ 1,708,559</b>	<b>\$ 60,596,046</b>	<b>\$ 88,925,825</b>

**Schedule VIII.C**  
**Development and Revitalization - Choice Neighborhoods**  
**FY 2023 Budget**

Description	FY 2023 Budget	FY 2022 Budget	FY 2023B Over (Under) FY 2022B	FY 2022 Forecast	FY 2023B Over (Under) FY 2023F
<b>Sources of Funds</b>					
Choice Neighborhoods Implementation Grant (CNIG)	\$ 7,029,751	\$ 13,471,500	\$ (6,441,749)	\$ 5,702,192	\$ 1,327,559
Program Income and Other Funds	1,626,500	1,651,500	(25,000)	328,265	1,298,235
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	350,000	499,700	(149,700)	227,942	122,058
CFP Funds used for Revitalization	17,552,969	25,017,599	(7,464,630)	6,351,661	11,201,308
MTW Funds Used for Revitalization	5,132,684	12,890,318	(7,757,634)	7,610,993	(2,478,309)
<b>Total Sources of Funds</b>	<b>\$ 31,691,904</b>	<b>\$ 53,530,617</b>	<b>\$ (21,838,713)</b>	<b>\$ 20,221,052</b>	<b>\$ 11,470,852</b>
<b>Development and Revitalization Expenditures</b>					
Demolition and Remediation	\$ 7,500	\$ 33,500	\$ (26,000)	\$ 88,441	\$ (80,941)
Property Acquisitions	140,000	500,000	(360,000)	385,324	(245,324)
Predevelopment Loans	128,044	307,344	(179,300)	502,908	(374,864)
Developer Loan Draws and Other Loans	21,774,086	23,745,787	(1,971,701)	5,112,654	16,661,432
Site Improvements	4,143,458	10,285,963	(6,142,505)	2,363,807	1,779,651
Non Residential Structures	29,000	8,707,120	(8,678,120)	5,272,558	(5,243,558)
Furniture, Fixtures & Equipment	-	350,000	(350,000)	120,000	(120,000)
Homeownership Down Payment Assistance	180,000	180,000	-	-	180,000
Public Improvements	1,782,757	289,175	1,493,582	-	1,782,757
Consulting and Professional Services	719,021	1,504,027	(785,006)	1,268,765	(549,744)
Outside Legal Counsel	50,000	110,000	(60,000)	54,503	(4,503)
Administrative Staffing	1,094,783	1,305,719	(210,936)	1,100,834	(6,051)
Other Staff Augmentation	-	-	-	19,118	(19,118)
Meeting Expense	42,100	18,503	23,597	5,205	36,896
Community Outreach	42,500	10,000	32,500	-	42,500
Modular Office Expenses	-	85,318	(85,318)	140,476	(140,476)
Owner Occupied Rehabs	700,000	550,000	150,000	176,721	523,280
Relocation Expense	75,000	60,000	15,000	-	75,000
Micro-Grants and Cash Donations	25,000	120,000	(95,000)	53,499	(28,499)
Construction Grant Contributions	717,587	5,346,661	(4,629,074)	3,547,018	(2,829,431)
Other Expenses	41,068	21,500	19,568	9,222	31,846
<b>Total Development and Revitalization Expenditures</b>	<b>\$ 31,691,904</b>	<b>\$ 53,530,617</b>	<b>\$ (21,838,713)</b>	<b>\$ 20,221,052</b>	<b>\$ 11,470,852</b>

# Atlanta Housing

## Development by Project

### FY 2023 Budget

Development Project	FY 2023B					FY 2023B
	FY 2023	FY 2022	Over (Under)	FY 2022	Over (Under)	
	Budget	Budget	FY 2022B	Forecast	FY 2022F	
Bowen Homes	\$ 3,554,000	\$ 925,456	\$ 2,628,544	\$ 759,217	\$ 2,794,783	
Centennial Place	1,358,559	1,358,559	-	-	1,358,559	
Choice Neighborhoods	31,691,904	53,530,617	(21,838,713)	20,221,052	11,470,852	
Chosewood Park I	-	3,432,720	(3,432,720)	-	-	
Chosewood Park II	-	3,147,000	(3,147,000)	27,739	(27,739)	
City Place Westside	600,000	28,940	571,060	-	600,000	
Civic Center	3,595,364	2,559,515	1,035,849	656,738	2,938,626	
Co-Investment	6,463,222	7,703,722	(1,240,500)	39,044	6,424,178	
Columbia Properties (RAD)	390,028	335,349	54,679	54,344	335,684	
Cupola Building	126,000	-	126,000	-	126,000	
East Lake Highrise (RAD)	336,000	10,500	325,500	310,122	25,878	
Englewood Manor	10,132,048	9,636,334	495,714	668,046	9,464,001	
Heritage Village at West Lake	5,185,286	4,838,376	346,910	8,222	5,177,064	
Herndon Homes	6,294,665	3,258,104	3,036,561	195,576	6,099,089	
Johnson Rd/Quarry Park	443,740	870,000	(426,260)	3,962	439,778	
Juanita Gardner Village	2,365,000	1,471,528	893,472	549,023	1,815,977	
London Townhomes	3,578,568	5,793,841	(2,215,273)	1,452,556	2,126,012	
Magnolia Perimeter	818,528	63,500	755,028	-	818,528	
Mechanicsville Homeownership	514,750	483,236	31,514	-	514,750	
890 Memorial Drive	5,246,664	2,195,000	-	1,134,795	-	
North Avenue	35,500	54,000	(18,500)	10,500	25,000	
Palmer House	33,000	27,500	5,500	-	33,000	
Phoenix Ridge	-	-	-	109,343	(109,343)	
Quest Westside	285,500	305,306	(19,806)	2,400	283,100	
Thomasville Heights	149,500	3,000	146,500	1,875	147,625	
West Highlands	473,500	1,573,848	(1,100,348)	11,750	461,750	
Westminster (RAD)	50,500	10,500	40,000	-	50,500	
Carver Homes	35,500	-	35,500	48,500	(13,000)	
Hollywood Courts	68,500	-	68,500	-	68,500	
Homeownership Down Payment Loans	5,000,000	5,000,000	-	5,215,924	(215,924)	
Other	100,000	3,133,553	(3,033,553)	1,863,768	(1,763,768)	
Total All Projects	\$ 88,925,825	\$ 111,750,003	\$ (22,824,178)	\$ 33,344,497	\$ 55,581,328	

#### **IV. Support for Certain Financial Schedules and Strategic Contracts**

**FY 2023 Budget  
Support for Schedule IV**

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

Department/Description	FY 2023 Budget
<b>Capital Expenditures for AH-Owned Residential Communities</b>	
<b>Cheshire Bridge Road Highrise</b>	
Window replacement	\$ 3,424,000
Sidewalk & Patio improvement	422,717
Replace HVAC	96,300
Interior Painting	51,842
Garbage Disposal/ Ice makers/ Dish Washers/ Fitness Equipment	46,802
Lighting in hallways	27,820
Replace Appliances	21,400
Card Reader/Access Control elevators	10,700
<b>Total Cheshire Bridge Highrise</b>	<b>\$ 4,101,580</b>
<b>Cosby Spear Highrise</b>	
Balcony structural repairs	\$ 3,415,000
Engineer Inspections	223,980
Pedestrian gate	206,700
Access Control	70,556
Architect SAP/Permit	27,600
<b>Total Cosby Spear Highrise</b>	<b>\$ 3,943,836</b>
<b>Georgia Avenue Highrise</b>	
Elevator upgrade	\$ 438,700
Common areas	246,635
Hot/Cold water galvanized distributors	203,300
Replace Roof	160,500
Site gas lines	83,460
Replace window seals	80,250
Emergency exit lights	16,050
<b>Total Georgia Avenue Highrise</b>	<b>\$ 1,228,895</b>

## FY 2023 Budget Support for Schedule IV

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

*Continued from Previous Page*

Department/Description	FY 2023 Budget
<b>Marian Road Highrise</b>	
Replace Switch Gear	\$ 428,000
Elevator Improvements - Door Operator Equipment	393,546
Replace Appliances	266,687
Interior upgrade	248,775
Window Seal replacement	148,730
Parking lot repair	46,010
Replace Fire System Control Panel	16,050
<b>Total Marian Road Highrise</b>	<b>\$ 1,547,798</b>
<b>Martin Street Plaza</b>	
Cold water shut off valve	\$ 13,375
Replace security cameras	12,840
Replace shower heads	10,700
<b>Total Martin Street Plaza</b>	<b>\$ 36,915</b>
<b>Roosevelt Hall</b>	
Retail tenant improvement	\$ 42,400
Office furniture	20,000
<b>Total Roosevelt Hall</b>	<b>\$ 62,400</b>
<b>Westminster</b>	
Gas Line PNA	\$ 168,422
Carpet replacement	123,050
Window replacement	78,110
Site furniture and signage	39,590
Interior & Exterior LED Lighting PNA	29,960
Repair main sewer lines	26,750
<b>Total Westminster</b>	<b>\$ 465,882</b>
<b>Total Capital Expenditures for AH-Owned Residential Communities</b>	<b>\$ 11,387,306</b>
<b>Capital Expenditures for Zell Miller</b>	
Full Renovation	\$ 825,000
Parking lot and Landscaping services	270,000
Roof Replacement	270,000
Security Window and Panel installations	36,500
<b>Total Capital Expenditures for Zell Miller</b>	<b>\$ 1,401,500</b>

## FY 2023 Budget Support for Schedule IV

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

*Continued from Previous Page*

Department/Description	FY 2023 Budget
<b>Capital Expenditures for AH Headquarters</b>	
<b>Technology Investments</b>	
Corporate Network Site Switch Upgrades	\$ 310,000
Server Hardware	300,000
Document Management System & Governance software	260,000
Contingency Software	150,000
Agile Access Control Fleet Commander Key Control module	75,000
Remote Site Switch Upgrades	50,000
LTO8 Tape Drives	22,000
<b>Total Technology Investments</b>	<b>\$ 1,167,000</b>
<b>Vehicles</b>	
Vehicle contingency	\$ 50,000
<b>Total Vehicles</b>	<b>\$ 50,000</b>
<b>Building Improvements and Equipment</b>	
Parking deck/lot repair upgrade	\$ 916,288
Roof Replacement	409,700
Recoat Building	150,000
Building Recommissioning - energy efficiency upgrades	105,050
Distribution Center Refresh	67,756
Security Booth Refresh	60,000
Exterior Security Enhancement	50,000
Open Area Artwork, Murals and Art Appraisals	47,150
Elevator Modification	44,276
P-level Shop Buildout	40,000
1st Floor Recertification Workstation Reconfigurations	36,000
Elevator Traveling Cables	25,000
Display Case & Boardroom A/V Cabinet	22,000
IT Workroom Renovation	20,500
Front Entrance Epoxy	20,000
Integrate card access system with CCTV system	15,000
Exterior Planter Seating	7,500
<b>Total Building Improvements and Equipment</b>	<b>\$ 2,036,220</b>
<b>Total Capital Expenditures for AH Headquarters</b>	<b>\$ 3,253,220</b>
<b>Total Capital Expenditures for AH-Owned Residential Communities &amp; AH Headquarters</b>	<b>\$ 16,042,026</b>



# FY 2023 Budget Support for Schedule V

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

Department/Description	FY 2023 Budget
<b>Human Development Support Professional Services</b>	
Youth Services - After school and Camp	462,347
Workforce Readiness	312,676
MLK - Good Neighbor	173,815
Quality Living Services	172,774
Fulton County Government Senior Services	140,847
Liberty Group Senior Services	136,531
Atlanta Regional Commission	102,186
Gardens at Collegetown	55,419
Atlanta Achievers	10,000
Therapeutic Services	10,000
Marta Cards	3,675
Furniture Bank	3,000
Job Fairs and Workshops	2,000
<b>Total Human Development Support Professional Services</b>	<b>1,585,270</b>
<b>Community Relations - MTW funds</b>	
5 Star Tenant Program	40,000
AH Building Blocks	36,000
Transportation Services	20,000
Senior Farmers Market	17,000
Resident Satisfaction Survey	10,000
Bowen Device/Training/Connectivity Program	4,500
Black History Month Program	2,500
Lowes Community Garden	1,500
Bowen Jr. Achievement	500
Senior Wellness and Resource Fair	400
<b>Total Community Relations - MTW funds</b>	<b>132,400</b>
<b>Community Relations - Non-federal funds</b>	
CEO Meal Program	80,000
Senior's Appreciation	55,000
Santa For a Day	30,000
Mayor's Masked Ball	12,500
Book Rich Environments Program	10,000
Turkey Giveaway	5,250
ACSA Scholars	5,000
AH "Cares" related services	5,000
Corporate Match related expenses	4,000
<b>Total Community Relations - Non-federal funds</b>	<b>206,750</b>
<b>Corporate Match for AH Scholarship Fund - Non-federal funds</b>	<b>20,000</b>
<b>Total Human Development, Supportive Housing Services and Community Relations</b>	<b>1,944,420</b>

**FY 2023 Budget**  
**Support for Schedule VI.A**  
**Operating Divisions Expense**  
**Details for the Category "Consulting & Professional Services"**

Department/Vendor	Description	FY 2023 Budget
<b>Housing Choice Voucher Program</b>		
<b>Housing Choice Administration</b>		
<i>Vendor to be determined</i>	Criminal Background screening	\$ 30,000
	<b>Total Housing Choice Administration</b>	<b>\$ 30,000</b>
<b>Housing Choice Contact Center</b>		
<i>Vendor to be determined</i>	Contractors	\$ 52,000
<i>Vendor to be determined</i>	Interpreting services	6,000
	<b>Total Housing Choice Contact Center</b>	<b>\$ 58,000</b>
<b>Housing Services</b>		
TALX Corporation	Employment verification for participants	\$ 150,000
Nan McKay	File Processing services	\$ 42,750
	<b>Total Housing Services</b>	<b>\$ 192,750</b>
<b>Inspections Services</b>		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	\$ 16,800
	<b>Total Inspections Services</b>	<b>\$ 16,800</b>
	<b>Total Housing Choice Voucher Program</b>	<b>\$ 297,550</b>
<b>Real Estate Operations</b>		
<i>Vendor to be determined</i>	RAD consulting services	\$ 60,000
Action Staffing	Contractors	54,000
	<b>Total Real Estate Operations</b>	<b>\$ 114,000</b>
<b>Construction and Facilities Management</b>		
KBL Enterprises, LLC	REAC consulting services	\$ 95,000
	<b>Total Construction and Facilities Management</b>	<b>\$ 95,000</b>
	<b>Total Operating Divisions before Development-Related Expenses</b>	<b>\$ 506,550</b>
<b>Development-Related Operational Expenses</b>		
<b>Real Estate Planning &amp; Development</b>		
<i>Vendor to be determined</i>	Grant Writing consulting services	\$ 150,000
	<b>Total Development-Related Operational Expenses</b>	<b>\$ 150,000</b>
	<b>Total Operating Divisions Expenses - Consulting &amp; Professional Services</b>	<b>\$ 656,550</b>

**FY 2023 Budget**  
**Support for Schedule VI.A**  
**Operating Divisions Expense**  
**Details for the Category "Agency-wide Services and Expenses"**

Department/Vendor	Description	FY 2023 Budget
<b>Construction and Facilities Management</b>		
Canon Financial Services, Inc.	Copiers	\$ 136,000
<i>Vendor to be determined</i>	Vehicle Maintenance and Fuel	127,500
United States Postal Service/United Parcel Service/Apple Courier	Postage & shipping	85,300
More Business Solutions	Printing & photocopying	40,000
<b>Total Construction and Facilities Management</b>		<b>\$ 388,800</b>
<b>Total Corporate Support Expense - Agency-wide Services and Expenses</b>		<b>\$ 388,800</b>

**FY 2023 Budget**  
**Support for Schedule VI.A**  
**Operating Divisions Expense**  
**Details for the Category "Other"**

Department/Description	FY 2023 Budget
<b>Housing Choice Voucher Program</b>	
<b>Housing Choice Administration</b>	
Travel and Conferences	\$ 6,000
Membership Dues	1,200
Publications	1,400
Uniforms	600
Office Supplies - Department Specific*	200
<b>Total Housing Choice Administration</b>	<b>\$ 9,400</b>
<b>Housing Choice Contact Center</b>	
Emergency Assistance	\$ 7,500
Travel and Conferences	6,000
Meeting Expense	1,000
Membership Dues	219
<b>Total Housing Choice Contact Center</b>	<b>\$ 14,719</b>
<b>Housing Services</b>	
Travel and Conferences	\$ 10,300
Uniforms	350
Office Supplies - Department Specific*	100
<b>Total Housing Services</b>	<b>\$ 10,750</b>
<b>Inspections Services</b>	
Travel and Conferences	\$ 8,000
Membership Dues	6,800
Other Miscellaneous Administrative Expenses	2,250
Tools and Equipment	2,000
Office Supplies - Department Specific*	1,500
Uniforms	1,000
Meeting Expense	800
<b>Total Inspections Services</b>	<b>\$ 22,350</b>
<b>Total Housing Choice Voucher Program</b>	<b>\$ 57,219</b>
<b>Real Estate Operations</b>	
Travel and Conferences	\$ 28,165
Membership Dues	10,350
Meeting Expense	6,000
Uniforms	3,040
Publications	700
Office Supplies - Department Specific*	250
<b>Total Real Estate Operations</b>	<b>\$ 48,505</b>

**FY 2023 Budget  
Support for Schedule VI.A  
Operating Divisions Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2023 Budget
<b>Construction and Facilities Management</b>	
Travel and Conferences	\$ 31,002
Tools and Equipment	10,000
Other Miscellaneous Administrative Expenses	9,500
Uniforms	5,000
Membership Dues	4,716
Meeting Expense	3,200
Office Supplies - Department Specific*	3,000
Publications	800
<b>Total Construction and Facilities Management</b>	<b>\$ 67,218</b>
<b>Total Operating Divisions before Development-Related Expenses</b>	<b>\$ 172,942</b>
<b>Development-Related Operational Expenses</b>	
<b>Real Estate Planning &amp; Development</b>	
Membership Dues	\$ 11,524
Travel and Conferences	8,050
Meeting Expense	6,500
Uniforms	550
Office Supplies - Department Specific*	500
<b>Total Real Estate Planning &amp; Development</b>	<b>\$ 27,124</b>
<b>Choice Neighborhoods Administration</b>	
Travel and Conferences	\$ 17,500
Membership Dues	6,549
<b>Total Choice Neighborhoods Administration</b>	<b>\$ 24,049</b>
<b>Total Development-Related Operational Expenses</b>	<b>\$ 51,173</b>
<b>Total Operating Divisions Expenses - Other</b>	<b>\$ 224,115</b>

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

**FY 2023 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Consulting & Professional Services"**

Department/Vendor	Description	FY 2023 Budget
<b>Executive Office</b>		
JC Oliver	Executive consulting	\$ 100,800
David Horne, LLC	Government relations consulting	84,000
JW Fitzgerald & Associates, LLC	Real Estate Operations and Development consulting	72,000
Krista Falconer	Executive consulting	50,000
	<b>Total Executive Office</b>	<b>\$ 306,800</b>
<b>Office of General Counsel</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	<b>Outside Legal Services</b>	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Fair Housing	\$ 400,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	250,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Employment Law/Ethics Advice	250,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Other General Legal Services	175,000
<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>	Information Technology	35,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Corporate Governance Issues	15,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Real Estate related costs and other issues that are not covered at Closings	12,000
		1,187,000
	<b>Other Professional Services</b>	
<i>Vendor to be determined</i>	Other legal consulting services	10,000
	<b>Total Office of General Counsel</b>	<b>\$ 1,197,000</b>
<b>Corporate Finance</b>		
Cohn Reznick, LLP	Annual Audit fees	\$ 172,000
<i>Vendor to be determined</i>	Contractors	54,000
<i>Vendor to be determined</i>	Captive Feasibility Study	50,000
NFP Retirement, Inc.	Investment and Fiduciary advisory services	35,000
Cohn Reznick, LLP	Non-Profit Entity tax preparation services	21,000
Thomson Reuters, Inc.	IRS 1099 support	15,000
<i>Vendor to be determined</i>	Strategic Partner consulting services	5,000
	<b>Total Corporate Finance</b>	<b>\$ 352,000</b>
<b>Information Technology (Including RIM)</b>		
<i>Vendor to be determined</i>	Enterprise Information Management (EIM) services	\$ 493,328
<i>Vendor to be determined</i>	Landlord Portal and QCMS Compliance services	120,000
Corus360	Disaster Recovery services	100,000
<i>Vendor to be determined</i>	Test Automation tool	80,000
WrightNow Solutions	ACCESS Digital Leadership Academy	61,766
<i>Vendor to be determined</i>	Cisco network access control installation services	60,000
<i>Vendor to be determined</i>	Quality Control management system	40,000
Driven Technologies	Manage IT security and compliance services	38,861
Melissa Data	Global address check services	1,125
	<b>Total Information Technology (Including RIM)</b>	<b>\$ 995,080</b>

**FY 2023 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Consulting & Professional Services"**

*Continued from Previous Page*

Department/Vendor	Description	FY 2023 Budget
<b>Strategy, Policy &amp; Regulatory Affairs (Including PMO)</b>		
<i>Vendor to be determined</i>	Business process assessment and implementation plan	\$ 100,000
<i>Vendor to be determined</i>	Green Communities advisory services	95,000
<i>Vendor to be determined</i>	Applied real estate analysis (AREA) services	90,000
<i>Vendor to be determined</i>	Strategic plan - interim reporting and dashboard graphics services	87,500
<i>Vendor to be determined</i>	Research study	45,000
	<b>Total Strategy, Policy &amp; Regulatory Affairs (Including PMO)</b>	<b>\$ 417,500</b>
<b>Governmental and External Affairs</b>		
<i>Vendor to be determined</i>	Contractors	\$ 280,000
<i>Vendor to be determined</i>	Accessibility consulting services	75,450
<i>Vendor to be determined</i>	Translation services	11,000
	<b>Total Governmental and External Affairs</b>	<b>\$ 366,450</b>
<b>Communications and Business Marketing</b>		
Dickerson Communications	Media consulting	\$ 138,000
VIVO360	Communication video production services	137,000
Jacobs Eye	PR monitoring tool research and acquisition services	99,299
Keven Williams	Multimedia consulting services	90,000
<i>Vendor to be determined</i>	Freelance videography services	50,000
<i>Vendor to be determined</i>	Website services	7,100
<i>Vendor to be determined</i>	Event support services	4,800
<i>Vendor to be determined</i>	Transcription services	500
	<b>Total Communications and Business Marketing</b>	<b>\$ 526,699</b>
<b>Contracts and Procurement</b>		
<i>Vendor to be determined</i>	MBE/WBE & Section 3 configuration services	\$ 15,000
<i>Vendor to be determined</i>	Micro grant program	15,000
SciQuest, Inc.	Jaggaer optimization services	5,000
	<b>Total Contracts and Procurement</b>	<b>\$ 35,000</b>
<b>Human Resources Operations</b>		
One Source Virtual HR, Inc.	Payroll and benefits outsourced and supplement services	\$ 250,000
<i>Vendor to be determined</i>	Benefits Broker	100,000
<i>Vendor to be determined</i>	401(a)/457(b) deferred compensation plan administration	90,000
<i>Vendor to be determined</i>	Employee Confidentiality Hotline services	30,000
<i>Vendor to be determined</i>	Employee Handbook update services	20,000
<i>Vendor to be determined</i>	Salary Survey Reports	20,000
	<b>Total Human Resources Operations</b>	<b>\$ 510,000</b>
<b>Total Corporate Support Expense - Consulting &amp; Professional Services</b>		<b>\$ 4,706,529</b>

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

**FY 2023 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Licenses & Hardware/Software Expense"**

		Description	FY 2023 Budget
<b>Information Technology</b>			
<b>Software Maintenance Contracts &amp; Licenses</b>			
Yardi Systems	Yardi Voyager and Payscan (ERP System) and HousingCafe PHA Portals	\$	550,690
Dell Marketing	Microsoft Enterprise software maintenance for servers and all users		325,000
One Source/Workday Enterprise	Workday Software Maintenance for Human Resources Employee Mgt		200,000
Asset Mgmt. Software	The "pilot" software acquisition initiative to test the process that was implemented last year.		194,750
Dell Marketing	Microsoft Azure overages		175,000
SciQuest (Jaggaer)	Requisition, Purchasing and Contract Management Maintenance and Annual Subscription		125,000
Yardi	Loan Manager Quote		95,000
ARCHIBUS	Software company shall digitize all facility, parcels, and survey drawings, and provide an AH owned work order system.		84,687
TBD	Document Management Software		75,000
TBD	(MWBE)/Davis Bacon Electronic Compliance Tracking Management System.		72,748
TBD	Sensitive data detection system		70,000
CDWG	VMWare License Maintenance for Virtual Server/Desktop Hosts		66,829
Dell Marketing	Knowledge Lake Software Maintenance for SharePoint and Advanced Share		65,000
Caseworthy, Inc.	Caseworthy - Case Management Software - SaaS		63,620
Canto	Digital Asset Management (DAM) Solution - manage digital assets, allows for metadata tagging, digital file management/organization, file sharing/cc		60,650
Unifier/TBD	Construction Mgmt. Solution		60,000
DocuSign	DocuSign - Entire Agency		57,200
CVR Associates	Landlord Portal/File Audit Management Tool - Landlord Portal and QCMS Hosting		56,000
Policy Map Custom Data Tool	Custom data tool		54,700
CDWG	Cisco SMARTnet premium		51,000
TBD	Legal Management Document Tracking System		50,000
TBD	XDR Endpoint protection		50,000
CoStar Realty	Real Estate software		40,292
Computer Services Corp/TriBridge	Prophix Budget & Forecasting Software License Fees plus Phoenix support		34,000
Smartsheet	Enterprise Plan - Excel based platform to plan, capture, manage, automate & report on work + Control Center		32,000
SHI International	SmartSheets - Excel based platform to plan, capture, manage, automate & report on work		30,250
CDWG	Adobe Acrobat Standard		28,600
Dell Marketing	VLA Adobe E-Sign to support CVR Associates landlord mgmt. system		27,423
Lenovo Inc	Lenovo Hardware Maintenance		26,441
TBD	Ethics and Compliance Monitoring System		25,000
Carahsoft	Symantec DLP Solution software for network storage and security		23,000
DLT Solutions	SolarWinds - storage, performance, application, monitoring maintenance		22,106
Bang The Table	Community engagement software used by real estate, external and gov affairs, communications, and HDS		19,800
SHI International	Zoom web and teleconferencing		19,000
SHI International	DUO Security - two factor security authentication software		16,000
CDWG	Veeam Software Maintenance for Backing UP and Restoring Virtual Machines		15,531
Intrado Interactive Services Corporation	Auto Messenger Plan/USED TO BE AUTODIALER		15,000
CDWG	Fujitsu Scanner Maintenance		14,115



**FY 2023 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 2023 Budget
CDWG	Sharefile service unlimited	14,000
LogRhythm SIEM	The LogRhythm SIEM provides all security log management which allow us to comply with log retention procedures.	14,000
Flagship Solutions LLC	HCL BigFix Lifecycle Starter Kit Client Device, 1-HCL BigFix Lifecycle Starter Kit RVU	13,320
IBM	Flagship SG - Software Maintenance for BigFix (Patching)	13,000
MSA dba Driven Technologies	Mimecast S1, Add On-Secure Messaging, LCS-Gold	13,000
Emerald Data Solutions	Board Docs Pro services	12,000
TBD	Social listening tools can help companies gather and analyze customer data from a variety of social media and online review platforms.	12,000
Newton Software, Inc	Newton Subscription for Applicant Tracking/Recruiting for Human Resources	11,916
Agile Access Control, Inc./Fleet Mgmt.	Software to monitor fleet activities, vehicles, drivers, fuel usage, GPS tracking, and maintenance in a centralized location	11,763
Carousel Industries	Carahsoft, Harmony & Teleopti - call recording applications, quality monitoring, contact viewer & archive, WFM	11,000
SHI International	Pluralsight	11,000
Neudesic	Nintex Software & Maint Support Workflow Designer for SharePoint	10,118
CRM	In development with IT	10,000
<b>Various Vendors</b>	<b>Other software maintenance and licenses under \$10,000</b>	<b>86,315</b>
<b>Total Software Maintenance Contracts &amp; Licenses</b>		<b>\$ 3,234,864</b>
<b>Non-Capitalized Hardware</b>		
<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
<b>Total Non-Capitalized Hardware</b>		<b>\$ 250,000</b>
<b>Non-Capitalized Software</b>		
<i>Vendor to be determined</i>	Contingency - business requested software	\$ 5,000
<b>Total Non-Capitalized Software</b>		<b>\$ 5,000</b>
<b>Total Corporate Support Expense - Licenses &amp; Hardware/Software Expense</b>		<b>\$ 3,489,864</b>

**FY 2023 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Agency-wide Services and Expenses"**

Department/Vendor	Description	FY 2023 Budget
<b>Corporate Finance</b>		
Housing Authority Risk Retention Group, Inc.	Cyber Liability insurance	\$ 500,000
Midwest Employers Casualty Company	Workers Compensation insurance	450,800
Housing Authority Risk Retention Group, Inc.	Liability insurance	360,000
Arthur J Gallagher Risk Management Service	Fiduciary insurance	233,000
Housing Authority Risk Retention Group, Inc.	Auto insurance	94,000
Arthur J Gallagher Risk Management Service	Property insurance	43,000
	<b>Total Corporate Finance</b>	<b>\$ 1,680,800</b>
<b>Information Technology including RIM</b>		
AT&T/Sprint Solutions	Telecommunications	\$ 449,162
Staples Contract & Commercial, Inc.	Office supplies/toner	124,200
Iron Mountain Information Management	Off-site storage expenses	116,000
	<b>Total Information Technology (Including RIM</b>	<b>\$ 689,362</b>
<b>Activities Managed by Human Resources</b>		
<i>Not Applicable</i>	Agency-wide Staff training	\$ 1,431,390
<i>Vendor to be determined</i>	Agency-wide Temporary Services	489,290
<i>Vendor to be determined</i>	Recruitment	228,000
<i>Vendor to be determined</i>	Employee Related Activities	136,745
<i>Vendor to be determined</i>	Severance & Related Expense	120,000
<i>Vendor to be determined</i>	Tuition Reimbursement	\$ 55,000
	<b>Total Activities Managed by Human Resources</b>	<b>\$ 2,460,425</b>
<b>Total Corporate Support Expense - Agency-wide Services and Expenses</b>		<b>\$ 4,830,587</b>

**FY 2023 Budget**  
**Support for Schedule VII.A**  
**Corporate Support Expense**  
**Details for the Category "Other"**

Department/Description	FY 2023 Budget
<b>Executive Office</b>	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 101,444
Travel and Conferences	29,000
AH and Affiliates Board Related Meeting Expense	21,000
Miscellaneous Expense	1,500
Publications	500
<b>Total Executive Office</b>	<b>\$ 153,444</b>
<b>Office of General Counsel</b>	
Legal Publications, Subscriptions and Federal Regulations	31,440
Travel and Conferences	\$ 29,400
Bar Membership Dues	11,542
Office Supplies - Department Specific*	750
<b>Total Office of General Counsel</b>	<b>\$ 73,132</b>
<b>Corporate Finance</b>	
Travel and Conferences	\$ 35,800
Industry Membership Dues	9,683
Uniforms	1,760
Meeting Expense	1,155
Office Supplies - Department Specific*	450
Publications	249
<b>Total Corporate Finance</b>	<b>\$ 49,097</b>
<b>Information Technology (Including RIM)</b>	
Industry Membership Dues	\$ 47,400
Travel and Conferences	30,081
Building Repairs	15,000
Small Office Equipment	10,000
Maintenance & Repair Supplies	4,000
Office Supplies - Department Specific*	3,000
Computer Maintenance & Repairs	2,500
<b>Total Information Technology(Including RIM)</b>	<b>\$ 111,981</b>
<b>Strategy, Policy &amp; Regulatory Affairs (Including PMO)</b>	
Travel and Conferences	\$ 30,400
Meeting Expense including MTW-related Activities	3,600
Industry Membership Dues	3,258
Publications	2,350
Advertising support - Public Hearing Meetings	1,000
Office Supplies - Department Specific*	300
<b>Total Strategy, Policy &amp; Regulatory Affairs (Including PMO)</b>	<b>\$ 40,908</b>

**FY 2023 Budget  
Support for Schedule VII.A  
Corporate Support Expense  
Details for the Category "Other"**

*Continued from Previous Page*

Department/Description	FY 2023 Budget
<b>Government, External Affairs and Human Development (Including HDS)</b>	
Travel and Conferences	\$ 29,547
Tenant Meetings	6,200
Membership Dues	3,380
Uniforms	2,800
Office Supplies - Department Specific*	120
<b>Total Government, External Affairs and Human Development (Including HDS)</b>	<b>\$ 42,047</b>
<b>Communications and Business Marketing</b>	
Business and Landlord Marketing	\$ 134,610
Uniforms	40,700
Travel and Conferences	20,500
Industry Membership Dues	2,698
Office Supplies - Department Specific*	1,200
Publications	550
<b>Total Communications and Business Marketing</b>	<b>\$ 200,258</b>
<b>Contracts and Procurement</b>	
Industry Membership Dues	\$ 27,988
Travel and Conferences	17,500
Meeting Expense	15,000
Marketing procurement related events/fair	14,500
Procurement-related Advertising	6,975
Office Supplies - Department Specific*	3,500
Publications	1,000
<b>Total Contracts and Procurement</b>	<b>\$ 86,463</b>
<b>Human Resources Operations</b>	
Travel and Conferences	\$ 39,000
Industry Membership Dues	4,900
Office Supplies - Department Specific*	1,000
Publications	400
<b>Total Human Resources Operations</b>	<b>\$ 45,300</b>
<b>Total Corporate Support Expense - Other</b>	<b>\$ 802,630</b>

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

**FY 2023 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Demolition & Remediation"**

Program/Vendor	Description	FY 2023 Budget
<b>Choice Neighborhoods</b>		
<i>Vendor to be determined</i>	University sites	\$ 7,500
	<b>Total Choice Neighborhoods</b>	<b>\$ 7,500</b>
<b>RAD Revitalization</b>		
<i>Vendor to be determined</i>	Westminster	\$ 7,500
	<b>Total RAD Revitalization</b>	<b>\$ 7,500</b>
<b>Site Acquisitions and Development</b>		
<i>Vendor to be determined</i>	Cupola Building	\$ 87,500
<i>Vendor to be determined</i>	Herndon Multi-family	7,500
	<b>Total Site Acquisitions and Development</b>	<b>\$ 95,000</b>
<b>Other Development</b>		
<i>Vendor to be determined</i>	Civic Center	\$ 1,060,000
<i>Vendor to be determined</i>	Johnson Road	396,000
<i>Vendor to be determined</i>	Quest Westside	255,000
<i>Vendor to be determined</i>	Bowen Homes	1,100,000
<i>Vendor to be determined</i>	Mechanicsville Homeownership	38,000
<i>Vendor to be determined</i>	Atlanta Neighborhood Development	35,000
<i>Vendor to be determined</i>	City Place	27,500
<i>Vendor to be determined</i>	West Highlands	25,000
<i>Vendor to be determined</i>	North Avenue	7,500
<i>Vendor to be determined</i>	Palmer	7,500
<i>Vendor to be determined</i>	Thomasville	7,500
<i>Vendor to be determined</i>	Carver I	7,500
<i>Vendor to be determined</i>	Hollywood Courts	38,500
	<b>Total Other Development</b>	<b>\$ 3,005,000</b>
<b>Total Development and Revitalization by Major Program - Demolition and Remediation</b>		<b>\$ 3,115,000</b>

**FY 2023 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Consulting and Professional Services"**

Program/Vendor	Description	FY 2023 Budget
<b>Co-investments and New Initiatives</b>		
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	\$ 24,000
<i>Vendor to be determined</i>	Surveys	15,000
<b>Total Co-investments and New Initiatives</b>		<b>\$ 39,000</b>
<b>Choice Neighborhoods</b>		
United Way of Greater Atlanta	United Way - Position & Educational Resources	\$ 191,271
Morehouse School of Medicine	Morehouse School of Medicine - Healthcare Lead	100,000
Atlanta Public Schools	Atlanta Public Schools - Education Liaison	98,000
Urban League of Greater Atlanta	Urban League - Pathways to Empowerment	90,000
<i>Vendor to be determined</i>	Creation of Mosiac Wall	75,000
Families First	Families First - Behavioral Health & Teenage Pregnancy Prevention	50,000
Atlanta Development Authority DBA Invest Atlanta	Invest Atlanta - Service Costs	44,250
<i>Vendor to be determined</i>	Placemaking Design Consultant	25,000
Boys and Girls Club/YMCA	Summer & After School Program RFP	20,000
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	12,000
<i>Vendor to be determined</i>	Library Programming & Events Consultant	8,500
<i>Vendor to be determined</i>	Third Party Inspections	5,000
<b>Total Choice Neighborhoods</b>		<b>\$ 719,021</b>
<b>RAD Revitalization</b>		
<i>Vendor to be determined</i>	RAD Consulting Services	\$ 15,000
<b>Total RAD Revitalization</b>		<b>\$ 15,000</b>
<b>Site Acquisitions and Development</b>		
<i>Vendor to be determined</i>	Civil Engineer/Design (Landscape Architecture, Environmental, Traffic)	\$ 450,000
<i>Vendor to be determined</i>	Historic Preservation	40,000
<i>Vendor to be determined</i>	Cost Reasonableness Review	20,000
<i>Vendor to be determined</i>	Design-Ready Land Survey	10,000
<i>Vendor to be determined</i>	A&E Services	10,000
<i>Vendor to be determined</i>	Appraisals	5,000
<b>Total Site Acquisitions and Development</b>		<b>\$ 535,000</b>

**FY 2023 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 2023 Budget
<b>Other Development</b>		
<i>Vendor to be determined</i>	Land Planning, Design & Engineering Consultant	\$ 280,000
<i>Vendor to be determined</i>	Roof Design	175,000
<i>Vendor to be determined</i>	Site & Neighborhood Standards Analysis	159,000
<i>Vendor to be determined</i>	Appraisals	114,500
<i>Vendor to be determined</i>	Governance Structure for Performing Arts Center	100,000
<i>Vendor to be determined</i>	Boundary Surveys	100,000
<i>Vendor to be determined</i>	Real Estate Financial Consultant	100,000
<i>Vendor to be determined</i>	Design-Ready Land Survey	93,500
<i>Vendor to be determined</i>	Master Planning	85,000
<i>Vendor to be determined</i>	Development Master Planning/Charrette	80,000
<i>Vendor to be determined</i>	Historic Preservation Consultant	80,000
<i>Vendor to be determined</i>	Physical Needs Assessment	75,000
<i>Vendor to be determined</i>	Inspectors	64,040
<i>Vendor to be determined</i>	Community Planner/Real Estate Analyst	60,000
<i>Vendor to be determined</i>	Schools Facilities Assessments	50,000
<i>Vendor to be determined</i>	Cost Validation A/E Services	7,500
<i>Vendor to be determined</i>	HUD Environmental Review	7,500
	<b>Total Other Development</b>	<b>\$ 1,631,040</b>
<b>Total Development and Revitalization by Major Program - Consulting and Professional Services</b>		<b>\$ 2,939,061</b>

**FY 2023 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Outside Legal Counsel"**

Program/Vendor	Description	FY 2023 Budget
<b>Choice Neighborhoods</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Ashley at Scholars Landing	\$ 50,000
	<b>Total Choice Neighborhoods</b>	<b>\$ 50,000</b>
<b>RAD Revitalization</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Esat Lake Highrise	\$ 50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Creste	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Grove	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Mechanicsville Crossing	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Columbia Mechanicsville Station	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Westminster	25,000
	<b>Total RAD Revitalization</b>	<b>\$ 175,000</b>
<b>Site Acquisitions and Development</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Englewood	\$ 75,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Heritage Village at West Lake	50,000
	<b>Total Site Acquisitions and Development</b>	<b>\$ 125,000</b>
<b>Other Development</b>		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Civic Center	\$ 100,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Atlanta Neighborhood Development	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	City Place	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Bowen Homes	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Carver I	25,000
	<b>Total Other Development</b>	<b>\$ 275,000</b>
<b>Total Development and Revitalization by Major Program - Outside Legal Counsel</b>		<b>\$ 625,000</b>



**FY 2023 Budget**  
**Support for Schedule VIII.A**  
**Development and Revitalization by Major Program**  
**Details for the Category "Other Expenses"**

Program/Vendor	Description	FY 2023 Budget
<b>Co-Investments and New Initiatives</b>		
Advertising		\$ 7,000
	<b>Total Co-Investments and New Initiatives</b>	<b>\$ 7,000</b>
<b>Choice Neighborhoods</b>		
Marketing		\$ 20,000
Office Supplies		11,568
Transportation Assistance		5,000
Advertising		3,000
Travel and Conferences		1,500
	<b>Total Choice Neighborhoods</b>	<b>\$ 41,068</b>
<b>RAD Revitalization</b>		
Advertising		\$ 3,000
	<b>Total RAD Revitalization</b>	<b>\$ 3,000</b>
<b>Site Acquisitions and Development</b>		
Advertising		\$ 7,000
	<b>Total Site Acquisitions and Development</b>	<b>\$ 7,000</b>
<b>Other Development</b>		
Advertising		\$ 37,000
Office Supplies		1,000
Marketing		25,000
	<b>Total Other Development</b>	<b>\$ 63,000</b>
<b>Total Development and Revitalization by Major Program - Other Expenses</b>		<b>\$ 121,068</b>

**STRATEGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

**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 \$250,000);
- 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 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

**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			FY2023
				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	2/27/2022	2/28/2025	\$6,507,254
REO/REM-1 05/01/2013	2013-0066001	Property Management and Development Services (includes operational and capital improvement services)	Columbia Residential, LLC	7/1/2013	6/30/2022	6/30/2023	\$7,795,205
REO/REM-1 05/01/2013	2013-0066003	Property Management and Development Services (includes operational and capital improvement services)	The Integral Group LLC	7/1/2013	6/30/2022	6/30/2023	\$13,553,331
<b>TOTAL</b>							<b><u>\$27,855,790</u></b>

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

**STRATEFGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

**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.

				CONTRACT PERIOD			FY23 BUDGET
BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	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	8/21/2023	8/21/2023	\$1,850,311
REG-1 12/13/2017	2018-0001001	Real Estate Development and Financial Advisory Services	Bleakly Advisory Group	5/10/2018	5/9/2023	5/9/2023	
REG-1 12/13/2017	2018-0001005	Real Estate Development and Financial Advisory Services	Duvernay & Brooks, LLC	6/14/2018	6/13/2023	6/13/2023	
REG-1 12/13/2017	2018-0001006	Real Estate Development and Financial Advisory Services	Interstate Professional Group, Inc.	8/8/2018	8/7/2023	8/7/2023	
REG-1 12/13/2017	2018-0001011	Real Estate Development and Financial Advisory Services	Pritchett, Ball & Wise, Inc.	5/1/2018	4/30/2023	4/30/2023	
REG-1 12/13/2017	2018-0001012	Real Estate Development and Financial Advisory Services	Smith Real Estate Services, Inc.	10/18/2018	10/17/2022	10/17/2023	
REG-1 12/13/2017	2018-0001010	Real Estate Development and Financial Advisory Services	Tax Credit Asset Management, LLC	5/1/2018	4/30/2023	4/30/2023	
REG-1 12/13/2017	2018-0001003	Real Estate Development and Financial Advisory Services	U3 Advisors, Inc.	1/31/2018	1/30/2023	1/30/2023	
REG-3 03/28/2018	2018-0098004	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Weston Solutions, Inc.	5/26/2018	5/25/2023	5/25/2023	\$2,805,000
REG-3 03/28/2018	2018-0098002	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KEMRON Environmental Services, Inc.	4/13/2018	4/12/2023	4/12/2023	
REG-3 03/28/2018	2018-0098001	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Tetra Tech Incorporated	4/13/2018	4/13/2023	4/12/2023	
REG-3 03/28/2018	2018-0098003	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Wood Environment & Infrastructure	5/26/2018	5/25/2023	5/25/2023	
REG-3 03/28/2018	2018-0098008	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Stantec Consulting Services Inc. (formerly Wenck)	5/26/2018	5/25/2023	5/25/2023	
REG-3 03/28/2018	2018-0098007	Comprehensive Environmental Evaluation, Remediation and Demolition Services	GLE	5/4/2018	5/3/2023	5/3/2023	
REG-3 03/28/2018	2018-0098005	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KHAFRA Engineering Consultants, Inc.	5/4/2018	5/3/2023	5/3/2023	
REG-3 03/28/2018	2018-0098006	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Oasis	5/4/2018	5/3/2023	5/3/2023	
REG-3 01/30/2019	2019-0042001	Professional Planning, Architect and Engineering	Boye Architecture	7/5/2019	7/4/2022	7/4/2026	\$905,000
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	CBI International Group, Inc.	8/1/2019	7/31/2022	7/31/2026	
REG-3 01/30/2019	2019-0042002	Professional Planning, Architect and Engineering	Chasm Architecture	7/29/2019	7/28/2022	7/28/2026	
REG-3 01/30/2019	2019-0042004	Professional Planning, Architect and Engineering	Gaskins Surveying	4/15/2019	4/14/2023	4/14/2026	
REG-3 01/30/2019	2019-0042003	Professional Planning, Architect and Engineering	GSB Architects & Interiors, Inc.	4/15/2019	4/14/2023	4/14/2026	
REG-3 01/30/2019	2019-0042005	Professional Planning, Architect and Engineering	Goode Van Slyke Architecture	7/1/2019	6/30/2023	6/30/2026	
REG-3 01/30/2019	2019-0042006	Professional Planning, Architect and Engineering	Harris+Smith	7/1/2019	6/30/2023	6/30/2026	
REG-3 01/30/2019	2019-0042008	Professional Planning, Architect and Engineering	Kai Design & Build	4/1/2019	3/31/2023	3/31/2026	
REG-3 01/30/2019	2019-0042007	Professional Planning, Architect and Engineering	Khafra Engineering Consultants, Inc.	5/20/2019	5/19/2023	5/19/2026	

**STRATEFGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-3 01/30/2019	2019-0042009	Professional Planning, Architect and Engineering	Mayweather Enterprise, Inc.	4/15/2019	4/14/2023	4/14/2026	
REG-3 01/30/2019	2019-0042015	Professional Planning, Architect and Engineering	Moody Nolan	4/1/2019	3/31/2023	3/31/2026	
REG-3 01/30/2019	2019-0042010	Professional Planning, Architect and Engineering	Silver Studio Architects, LLC.	11/8/2019	11/7/2021	11/7/2026	
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	Williams-Russell & Johnson, Inc.	8/1/2019	7/31/2021	5/5/2026	
HCVP-1 11/30/2011	2012-0023001	Criminal History Report Services	Inquiries, Inc.	12/20/2011	12/19/2021	12/19/2021	\$30,000
CSG-1 02/28/2018	2017-0157001	Income Verification Services	Talx (Equifax)	6/1/2020	5/31/2022	PENDING	\$150,000
CFM-1 3/28/2021	2021-0046001	General Construction Contracting	Engineering Design Technologies, Inc.	6/1/2021	5/30/2024	5/30/2028	\$33,646
CFM-1 3/28/2021	2021-0046002	General Construction Contracting	G.S.A.T. Restoration, Inc.	6/1/2021	5/30/2024	5/30/2028	
CFM-1 3/28/2021	2021-0046003	General Construction Contracting	Greenheart Construction Co. Inc.	6/1/2021	5/30/2024	5/30/2028	
CFM-1 3/28/2021	2021-0046004	General Construction Contracting	F.H. Paschens S.N. Nielsen & Associates LLC	6/1/2021	5/30/2024	5/30/2028	
CFM-1 3/28/2021	2021-0046005	General Construction Contracting	Lang Enterprises LTD. Co.	6/1/2021	5/30/2024	5/30/2028	
CFM-1 3/28/2021	2021-0046007	General Construction Contracting	Vesta Housing Solutions, LLC	6/1/2021	5/30/2024	5/30/2028	
CFM-1 3/28/2021	2021_0016001	REAC Inspection/Training Services	KBL Enterprises, LLC	7/15/2019	12/20/2020	12/21/2021	\$29,000
FIN-1 04/25/2018	2018-0107001	Professional Consulting & Advisory Services	Bronner Group, LLC	6/25/2018	6/24/2023	6/24/2026	\$176,000
FIN-1 04/25/2018	2018-0107003	Professional Consulting & Advisory Services	Clifton Larson-Allen	7/9/2018	7/8/2023	7/8/2026	
FIN-1 04/25/2018	2018-0107002	Professional Consulting & Advisory Services	CVR Associates Inc.	6/15/2018	6/14/2023	6/14/2026	
FIN-1 04/25/2018	2018-0107004	Professional Consulting & Advisory Services	Deloitte Services LP	5/29/2019	6/24/2023	6/24/2028	
FIN-1 04/25/2018	2018-0107005	Professional Consulting & Advisory Services	Dixon Hughes Goodman, LLP	5/1/2019	6/24/2023	6/24/2026	
FIN-1 04/25/2018	2018-0107006	Professional Consulting & Advisory Services	Du & Associates, Inc.	2/13/2019	7/8/2023	7/8/2026	
FIN-1 04/25/2018	2018-0107007	Professional Consulting & Advisory Services	Dumas Edwards, LLC	7/9/2018	7/8/2023	7/8/2026	
FIN-1 04/25/2018	2018-0107009	Professional Consulting & Advisory Services	Efficient Process Implementation	2/8/2019	7/16/2023	7/16/2026	
FIN-1 04/25/2018	2018-0107008	Professional Consulting & Advisory Services	EJP Consulting	2/8/2019	7/8/2023	7/8/2026	
FIN-1 04/25/2018	2018-0107010	Professional Consulting & Advisory Services	Fortis Advisory Partners	7/9/2018	7/8/2023	7/8/2026	
FIN-1 04/25/2018	2018-0107011	Professional Consulting & Advisory Services	Innovative Financial Housing Solutions	7/17/2018	7/16/2023	7/16/2026	
FIN-1 04/25/2018	2018-0107013	Professional Consulting & Advisory Services	Local Initiatives Support Corporation	6/25/2018	6/24/2023	6/4/2026	
FIN-1 04/25/2018	2018-0107014	Professional Consulting & Advisory Services	Novogradac & Co. LLP	9/26/2018	7/31/2023	7/31/2026	
FIN-1 04/25/2018	2018-0107016	Professional Consulting & Advisory Services	TAG Associates, Inc.	12/7/2018	7/31/2023	7/31/2026	
FIN-1 04/25/2018	2018-0107017	Professional Consulting & Advisory Services	Yortech Solutions, Inc.	7/9/2018	7/8/2023	7/8/2026	
FIN-2	2020-0073001	Defined Contribution Retirement Program	The Principal Group	Pending**	PENDING	PENDING	\$90,000

**STRATEFGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
HR-2 9/24/14	2014-0079001	Comprehensive Employee Health and Benefits - Medical & Pharmacy	United Healthcare Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$5,600,000
HR-2 9/24/14	2014-0079002	Comprehensive Employee Health and Benefits - Vision Coverage	United Healthcare Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$24,000
HR-2 9/24/14	2014-0079003	Comprehensive Employee Health and Benefits - Flexible Spending	United Healthcare Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$8,000
HR-2 9/24/14	2014-0079004	Comprehensive Employee Health and Benefits - Dental Coverage	Metropolitan Life Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$270,000
HR-2 9/24/14	2014-0079005	Comprehensive Employee Health and Benefits - Short Term Disability	Metropolitan Life Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$110,000
HR-2 9/24/14	2014-0079006	Comprehensive Employee Health and Benefits - Long Term Disability	Metropolitan Life Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$50,000
HR-2 9/24/14	2014-0079007	Comprehensive Employee Health and Benefits - Basic / Supplemental Life Ins.	Metropolitan Life Insurance Co.	1/1/2015	12/30/2022	12/30/2022	\$130,000
IT-1 03/30/2016	2016-0063001	Off-Site Documents Storage and Retrieval Services	Iron Mountain Information Management, Inc.	9/1/2016	7/31/2022	7/31/2022	\$116,000
AMS-1 8/29/2012	2013-0047001	Jaggaer Vendor Management, E-Sourcing, Contract Management	Jaggaer (Formerly SciQuest)	9/28/2012	9/27/2023	9/27/2023	\$5,000
FIN-1 04/27/16	2016-0077001	Auditing and Tax Services	CohnReznick LLP	7/1/2016	6/30/2023	6/30/2023	\$172,000
REO/REM-2 05/20/2010	2010-0041001	Energy Management Advisory & Technical Services	Johnson Controls, Inc.	6/18/2010	6/17/2022	6/17/2030	\$35,997
REO-1 04/03/2014	2014-0034001	Elevator Consultant Services	John A. Van Deusen & Associates, Inc.	7/1/2014	6/30/2021	6/30/2022	\$33,160
OGC-1 10/25/2017	2017-0119001	Comprehensive Legal Services	Baker, Donelson, Beaman, Cadwell and Berkowitz, PC	1/1/2018	12/31/2022	12/31/2022	\$1,812,000
OGC-1 10/25/2018	2017-0119002	Comprehensive Legal Services	Ballard Spahr, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119003	Comprehensive Legal Services	Chen Malin, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2018	2017-0119004	Comprehensive Legal Services	Coleman Talley, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119006	Comprehensive Legal Services	Dye Snyder, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119007	Comprehensive Legal Services	Elarbee, Thompson, Sapp & Wilson, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119009	Comprehensive Legal Services	Feaver Law, LLC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119011	Comprehensive Legal Services	Hecht Walker, PC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119012	Comprehensive Legal Services	Hughes White Kralicek, PC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119016	Comprehensive Legal Services	Morris, Manning & Martin, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119017	Comprehensive Legal Services	Nelson, Mullins, Riley & Scarborough, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119018	Comprehensive Legal Services	Patrick Law Group, LLC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119021	Comprehensive Legal Services	Reed Smith, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119022	Comprehensive Legal Services	Reno & Cavanaugh	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119024	Comprehensive Legal Services	Smith, Gambrell & Russell, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119025	Comprehensive Legal Services	Smithers Thorton & Ume-Nwagbo, LLC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119026	Comprehensive Legal Services	Smith Patton Boggs US, LLP	1/1/2018	12/31/2022	12/31/2022	

**STRATEFGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
OGC-1 10/25/2017	2017-0119027	Comprehensive Legal Services	Swift, Currie, McGhee & Hiers, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119028	Comprehensive Legal Services	Taylor English Duma, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119029	Comprehensive Legal Services	The Employment Law Solution: McFadden Davis, LLC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119030	Comprehensive Legal Services	The Law Firm of Williams & Edelstein, PC	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119020	Comprehensive Legal Services	Thomas, Kennedy, Sampson & Tompkins, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119032	Comprehensive Legal Services	Thompson Hine, LLP	1/1/2018	12/31/2022	12/31/2022	
OGC-1 10/25/2017	2017-0119033	Comprehensive Legal Services	Troutman Sanders, LLP	1/1/2018	12/31/2022	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	3/24/2023	3/24/2023	\$851,265
HR-1 06/15/2011	2010-0055001	Comprehensive Payroll & Human Resources System	OneSource Virtual, Inc.	8/8/2011	6/30/2022	PENDING	\$250,000
HR-1 5/23/2018	2010-0055002	Comprehensive Payroll & Human Resources System	WorkDay	8/8/2011	6/30/2022	PENDING	\$200,000
<b>TOTAL</b>							<b>\$ 15,736,379</b>

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

\*\*Pending contracts are in transition and pending to be finalized.

**STRATEGIC CONTRACTS**  
**FY 2023 PROJECTED EXPENDITURES - JULY 1, 2022 - JUNE 30, 2023**

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	FY23 ANNUAL BUDGET
<b>Printers, Multi-Functional Printers (MFPs) and Related Technologies</b> This contract provides for digital copiers and various multifunctional devices.	Canon USA Inc. <a href="#">99999-SPD-SPD0000137-0005</a>	<a href="#">6/30/2023</a>	\$216,000
<b>Printers, Multi-Functional Printers (MFPs) and Related Technologies</b> This contract provides for digital copiers and various multifunctional devices.	Xerox Corporation 99999-001-SPD0000042-0004 <a href="#">99999-SPD-SPD0000137-0004</a>	<a href="#">6/30/2023</a>	
<b>Expedited Delivery</b> This contract provides express mail and package delivery services for standard, premium next day, standard next day and second day deliveries.	Federal Express Corporation 99999-SPD-S20211209-0001	1/25/2023	\$4,000
<b>PC Hardware, Related Equipment and Services</b> 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
<b>Software</b> 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	4/30/2023	\$601,673
<b>Software</b> 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	4/30/2023	\$15,000
<b>Software</b> 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).	SHI International Corp. 99999-SPD-SPD0000060-0003	4/30/2023	\$85,853
<b>Software</b> 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	4/30/2023	\$234,042
<b>Software</b> This contract provides for Atlanta Housing's Automated Vendor Management, E-Sourcing and Contract Management (Jaggaer)	Jaggaer (fka SciQuest) SWC-80779	9/27/2023	\$125,000
<b>Rapid Copy and Digital Printing Services</b> This contract provides for on demand Specialty Printing Services for various envelopes, newsletters posters, etc.	More Business Solutions ( <b>WBE</b> ) 99999-SPD-SPD00000108-0001	2/28/2023	\$40,000
<b>Mail Equipment Services</b> 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	12/31/2022	\$40,000
<b>Fuel Card Management Services</b> 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	9/30/2022	\$127,500
<b>Fleet Maintenance Services</b> 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	12/31/2022	
<b>TOTAL</b>			<b>\$1,739,068</b>