



FY 2025 COMPREHENSIVE BUDGET

For the fiscal year
beginning July 1, 2024
and ending June 30, 2025



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June 26, 2024

Mr. Larry E. Stewart, Chair
Board of Commissioners
The Housing Authority of the City of Atlanta, Georgia
230 John Wesley Dobbs Avenue
Atlanta, Georgia 30303-2421

**Re: Presentation of Proposed Atlanta Housing Comprehensive
Budget for Fiscal Year 2025**

Dear Chair Stewart,

I am pleased to present the proposed Fiscal Year (“FY”) 2025 Comprehensive Budget of The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing”) for your review and consideration. This Budget is the first that I have submitted as your President and Chief Executive Officer and reflects the priorities, goals and strategies honed from the execution of our aggressive Strategic Plan.

The balanced FY 2025 Budget positions AH to accomplish its objectives through the **largest investment in affordable housing resources in the history of Atlanta Housing totaling \$533.9 million**. This level of financial commitment is necessary given the unprecedented acceleration of development activities, including an expectation to participate in nearly two dozen affordable housing-related financial closings during Fiscal Year 2025.

The FY 2025 Budget demonstrates Atlanta Housing’s focus on using housing as a platform to uplift families on their journey to achieving economic and lifestyle independence and helping our seniors to age gracefully in place. These approaches will enable our families to thrive in amenity-rich, vibrant, and inclusive communities in Atlanta. We believe the FY 2025 Budget, coupled with the demonstrable real estate closing activity, will position AH to provide vital service to our residents and program participants and will drive catalytic investments into communities, profoundly enhancing the lives of Atlanta’s citizens and the vibrancy of its neighborhoods.

The FY 2025 Budget places increased urgency on helping families prosper through the creation and preservation of housing in healthy neighborhoods. Also, the investments in the creation of affordable housing within Atlanta’s unique and diverse neighborhoods highlight a robust development residential real estate activity agenda catalyzing public, private and philanthropic investments in neighborhoods. In addition, the investments in housing preservation initiatives

emphasize the continued partnership of AH with the private housing ecosystem, incentivizing affordability through the use of project-based vouchers (i.e., “HomeFlex”).

At a high level, expected investment of funds for the creation/preservation and ancillary **housing-related activities** constitutes nearly **83% of the Budget or \$442.8 million**. Contained in this amount are investments including:

- **\$284.1 million** in housing assistance and operating subsidy payments to support an estimated **21,855 households**:

AH Program	Investment	Estimated Households Served
○ Housing Choice	\$187.4 million	11,047 households
○ HomeFlex	\$ 76.9 million	8,981 households
○ Mixed Communities	\$ 10.0 million	1,141 households
○ AH-Owned Communities	\$ 9.8 million	686 households

- **\$153.8 million** to support the creation and preservation of approximately **2,240 units** and improve the communities surrounding many of them.
- **\$4.9 million** to support **224** first-time homebuyers purchase homes and build generational wealth.

The development activity also recognizes the planned activation of **45.7 vacant acres** bringing the total of Atlanta Housing activated vacant land to **126.4 acres**. Moreover, Atlanta Housing will continue to advance the following 8 vacant sites (containing **111 vacant acres**) towards activation or other disposition – Hollywood Courts, Johnson Road, North Avenue, Palmer, Jonesboro North, Jonesboro South, Leila Valley and Bankhead.

In addition, the FY 2025 Budget continues to emphasize service to families and contains a \$2.1 million investment in resident services programming to assist:

- *Youth* to gain valuable life and educational skills while broadening their horizons through tailored opportunities,
- *Adults* with the skills and aptitudes to move toward economic independence and generational wealth creation, and
- *Seniors* to age gracefully in place with the dignity and respect to which they are entitled.

Atlanta Housing expects to continue its unprecedented transparency and informational efforts employing AI and other technologies to create public-facing dashboards of its Strategic Plan progress, and expand on our story-telling platform in an effort to share the breadth and impact of Atlanta Housing’s support for families. In addition, the FY 2025 Budget also invests considerable funds to develop Atlanta Housing team members with a renewed emphasis on leadership training.

In short, Atlanta Housing’s financial support of over **half a billion dollars** in its FY 2025 Budget represents a dramatic increase in the production and preservation of affordable housing for vulnerable families. By the end of FY 2025, Atlanta Housing expects to have created or preserved nearly **8,200 affordable housing units** and be well on our way toward the Strategic Plan goal of

creating or preserving 10,000 units by 2027. This effort closely aligns with Mayor Dickens' collective vision of making Atlanta a *City of Opportunity for All*.

Even so, Atlanta Housing realizes that the need for affordability is so great, we must continue seeking out other financial resources and innovations to assist in addressing the affordable housing crisis. Atlanta Housing will seek support and partnerships from public, private, non-profit, religious, educational, foundations, philanthropic, and other institutions and organizations to increase available services and resources for the benefit of families. There is great urgency in providing families with a platform from which to gain economic freedom and Atlanta Housing will remain committed to this goal.

The FY 2025 Budget is contained in this Budget Book which describes Atlanta Housing's programs and business departments. The Budget Book also highlights how Atlanta Housing will allocate resources to our housing programs and support our residents. We believe FY 2025 will be an exciting and pivotal year for Atlanta Housing, the city of Atlanta, and most importantly, for the residents we are privileged to serve.

We are tremendously grateful for the leadership of the Atlanta Housing Board of Commissioners and for your comments and strategic input during the budget preparation and analysis process. We are particularly grateful for the insightful and invaluable comments and expertise of the Audit/Finance Committee Chair Duriya Farooqui. This FY 2025 Budget could not have been presented without the robust collaboration of the Board of Commissioners coupled with the excellent work of the Atlanta Housing staff.

We believe FY 2025 will be a transformative year as we implement this FY 2025 Budget with sincere dedication to making Atlanta more affordable for all.

Respectfully yours,



Terri M. Lee
President and Chief Executive Officer

cc: Board of Commissioners

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Executive Summary

The Fiscal Year (FY) 2025 Budget reflects The Atlanta Housing Authority of the City of Atlanta, Georgia's (AH) people-centric commitment and approach to responding to Atlantans' affordable housing needs with compassion, urgency, and integrity.

The FY 2025 Budget (Budget) anticipates sources of funds at **\$533.9 million** from the following:

- **\$503.0 million** in MTW Single funds provided by the U.S. Department of Housing and Urban Development (HUD), of which \$67.0 million will be drawn from prior year funds.
- **\$7.9 million** from development-related program income.
- **\$9.5 million** from transactions expected to close during FY 2025.
- **\$1.9 million** in repayment of development loan proceeds.
- **\$11.6 million** from other sources consisting of tenant dwelling income, interest on surplus cash, public improvement funds, and revenue from ancillary sources.

Proposed uses of these funds will total **\$533.9 million**, which will provide funding to house Atlanta families and advance AH's strategic priorities, including:

- **\$290.8 million** will be spent directly on housing for an estimated 21,855 Atlanta households.
- **\$158.7 million** for development and revitalization, including Choice Neighborhoods
- **\$63.9 million** for department operations.
- **\$7.0 million** for capital improvements.

- **\$4.2 million** for other uses, including human development services for residents, operations of AH Headquarters and other buildings.
- **\$9.3 million** contributed to reserves for future use

The proposed Budget supports the execution of AH's FY 2023-2027 Strategic Plan and the FY 2025 MTW Annual Plan. It allocates funding for the creation of **2,510 affordable housing units**, and the preservation of **1,558 affordable units**. The Budget funds AH activities to create housing and economic opportunities for AH residents, participants, assisted families and others in need, working independently and in collaboration with those who share AH's vision.

About Atlanta Housing

AH provides rental assistance to Atlantans who need our help most. AH serves extremely low- to moderate-income households, including but not limited to, families, seniors, veterans, individuals with disabilities, and those experiencing or at-risk of homelessness. Many of our families are considered essential workers, yet they struggle to find affordable housing. However, AH doesn't just house people, we also support economic mobility and provide pathways to building wealth, such as through homeownership.

As of March 31, 2024:

- AH assured the housing stability of 26,866 households, providing more than \$183.9 million in housing assistance and operating subsidies.

- About **96 percent** of AH households earned less than half the area median income – average earned incomes were just over **\$25,800**, and average fixed incomes were approximately **\$13,100**.
- AH’s project- and tenant-based voucher programs served approximately **19,430** households, of which **37 percent** were elderly, and **15 percent** were disabled.

Mission, Vision and Values

Vision

Our vision is a city where all Atlantans have a place they are proud to call home and can thrive, regardless of their income or address.

Mission

The mission of Atlanta Housing is to open doors to safe, quality affordable homes, build inclusive communities of choice, and create opportunities for economic mobility.

Values

We are a team of bold, compassionate, and committed change-makers dedicated to working collaboratively to serve the Atlanta community with our unique resources.

AH’s Strategic Plan (FY 2023 – 2027)

In January 2023, AH released its Five-year Strategic Plan, covering Fiscal Years 2023 through 2027 (“Strategic Plan” or the “Plan”). The Strategic Plan provides a blueprint for how to reach a key goal for the production and preservation of affordable housing, in alignment with the vision and goals set forth by the City of Atlanta Mayor Andre Dickens. The Plan has been informed by market realities, insights from AH’s key partners, our current commitments

and capacities, and anticipated challenges and opportunities. The Plan recognizes that no single organization can solve Atlanta’s housing affordability challenge alone, but working with others, AH can bring its different resources and various skillsets to bear to have a large impact. The result is a Plan that puts residents at the heart of everything AH does, while searching for better, smarter, and more efficient ways to operate.

The Strategic Plan sets forth the following Goals and Key Targets:

GOAL 1: Create or Preserve 10,000 Affordable Housing Units

AH will play a major role in achieving Mayor Dickens’ affordable housing goal. Accordingly, the Strategic Plan provides a road map for AH to achieve half of the Mayor Dickens’ housing goal within five years, by creating or preserving 10,000 affordable housing units. This ambitious goal will stretch AH as it creates more affordable units on publicly owned land than at any other point in more than a decade. And AH will focus on preserving our existing portfolio of affordable housing units.

Key Targets

- 1.A Produce 5,000 new affordable units.
 - 1.A.1 Repurpose 300 acres of AH-Owned vacant land toward housing and create healthy, thriving neighborhoods.
 - 1.A.2 To support the creation of 5,000 units, invest \$220 million over five years.
- 1.B Preserve and improve 5,000 units in AH’s existing portfolio.
 - 1.B.1 To support the preservation of 5,000 units, invest \$30 million over five years.
- 1.C Increase the designation of sustainability-certified units in our portfolio to 33% to lower the overall cost of living of our residents.

GOAL 2: Enhance housing assistance resources for Atlantans in need.

While AH builds and preserves affordable units, it will provide homeownership opportunities for families with lower incomes. AH will provide deeply affordable housing accessible to the families with the lowest incomes by maintaining and even improving its Housing Choice Voucher program. AH will also serve families with special needs and support the City's goal of reducing homelessness.

Key Targets

- 2.A Continue to provide stable housing for 1,900 families and individuals per year experiencing or at heightened risk of homelessness.
- 2.B Provide emergency assistance to 1,800 families and individuals facing eviction over five years.
- 2.C Increase the number of AH households living in amenity-rich and transit-connected neighborhoods to 3,500.
- 2.D Provide 1,400 new families with homeownership opportunities to help build wealth and combat displacement.

GOAL 3: Create opportunities for individuals, families, and children to thrive.

AH will lift its residents by providing better services, better connections to opportunity, and a better quality of life. AH also understands that families need support and community to break the cycle of poverty. Because the needs of each family are different, AH will solicit and support our partners who provide specialized competencies in delivering the best possible services.

Key Targets

- 3.A Advance efforts that address youth achievement by coordinating a cradle-to-career educational pipeline of programs and services for AH-assisted youth.
- 3.B Through increased partnerships, support residents to prepare for, connect to, and succeed in jobs and careers.
- 3.C Provide a continuum of care for AH-assisted seniors to enable them to stay healthy and live independently and with dignity in their homes.

GOAL 4: Build or expand partnerships to pool resources and maximize impact for the benefit of families.

AH will also forge new partnerships and build upon existing ones. Atlanta is fortunate to have strong business and philanthropic partners that work together to better Atlanta. The Strategic Plan recognizes the importance of partnership to pool resources and maximize impact.

Key Targets

- 4.A Secure a minimum of \$500,000 in new funding annually to support AH's mission.
- 4.B Collaborate with public agencies and initiatives to leverage resources and align efforts.
- 4.C Raise \$2 million to improve energy efficiency in AH units.

GOAL 5: Communicate the impact of Atlanta Housing's work to Atlanta.

In an era of increasing competition for resources and compassion, AH will work intentionally to communicate the impact of its work to Atlanta. AH will increase visibility into its work to support more people who might need assistance, and to partner more effectively with organizations who want to be involved. AH will also use communication to hold ourselves accountable to the public.

Key Targets

- 5.A Increase visibility into our progress and key successes to foster confidence in AH's work.
- 5.B Provide targeted communication and frequent updates to key stakeholders.

GOAL 6: Strengthen Atlanta Housing operations

AH will have to find new sources of funding and will have to find ways to stretch its existing dollars to maximize their impact. Underlying all the work is a dedicated team that ensures the management of the agency is effective and efficient.

Key Targets

- 6.A Increase efficiency, improve access to programs and services, and foster staff engagements with AH families, and improve access to programs and services.
- 6.B Create economic opportunity for AH residents and disadvantaged businesses by achieving 35% participation in eligible AH contracts for minority-, women-, and resident-owned small businesses.
- 6.C In support of City of Atlanta's 2019 Clean Energy Resolution to achieve 100% clean energy by 2035, AH will reduce its carbon footprint by 25% in five years.

The Strategic Plan can be found at [Strategic-Plan-Fiscal-Year-2023-2027.pdf \(atlantahousing.org\)](https://atlantahousing.org/Strategic-Plan-Fiscal-Year-2023-2027.pdf).

For an update on AH's cumulative progress through March 31, 2024, against these goals, see *Atlanta Housing's Cumulative Strategic Progress* (see page 13).

As outlined in greater detail in this document, the FY 2025 Budget funds each of these six goals.

Moving to Work and Atlanta Housing's FY 2025 Moving to Work Annual Plan

Moving to Work (MTW). AH operates wholistically under the United States Department of Housing and Urban Development's (HUD) MTW designation. Under its MTW authority, AH can combine program funds and deploy MTW flexibilities to modify and waive certain program rules and regulations in pursuit of innovative solutions to local housing challenges, provided that they meet 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 extension by the United States Department of Housing and Urban Development of AH's MTW agreement until 2038 assures continued flexibility. As an MTW agency, AH will continue to pursue innovative programs that enhance the quality of life for our residents and provide them with housing and economic

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.

FY 2025 MTW Annual Plan. Each year, AH prepares and submits its MTW Annual Plan, which summarizes activities that AH plans to administer, implement, or carry out during its upcoming fiscal year. On March 27, 2024, the Board of Commissioners (“Board”) of AH approved a resolution to adopt and submit the FY 2025 MTW Annual Plan (“MTW Plan”) to HUD.

The MTW Plan builds on the six goals identified in the Strategic Plan. It identifies AH’s goals and objectives for FY 2025, which are primarily activities necessary to achieve incremental progress needed for accomplishing the overarching goals set forth in the Strategic Plan. 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.

The MTW Plan can be found on AH’s website at:
[HA-GA006-FY-20254-Ann.-MTW-Plan-SUBMISSION.pdf](https://atlantahousing.org/HA-GA006-FY-20254-Ann.-MTW-Plan-SUBMISSION.pdf)
(atlantahousing.org)

Atlanta Housing’s FY 2025 Budget Priorities

This section outlines AH’s goals and objectives for the fiscal year, and how the FY 2025 Budget supports them. In addition, the agency’s Departmental goals and initiatives are linked to the AH

goals and objectives in *Section II – Department Information - Operating Divisions and Corporate Support.*

GOAL 1: Create or Preserve 10,000 Affordable Housing Units

In FY 2025, AH will continue to make the creation and preservation of affordable units its top priority. AH plans to create or preserve 3,738 affordable units, excluding 117 workforce units, in FY 2025.

1.A Create 5,000 affordable units

In furtherance of its goal to create new affordable housing, AH will **advance the construction of 1,350 projected new affordable units** in FY 2025. To support AH’s goal of creating or preserving affordable housing units, the FY 2025 Budget provides \$157.7 million for development and revitalization expenditures, and \$1 million for substantial rehabilitation to preserve units.

Affordable Units on AH Land. Projected FY 2025 closings on 761 units on 43.2 acres of AH-owned land include:

- **97 affordable rental units** at Bowen Phase 1 (2.7 acres)
- **148 affordable rental units** at Civic Center R1 (3.5 acres)
- **153 affordable rental units** at Herndon III (1.8 acres)
- **167 affordable rental units** at a potential acquisition in the Summerhill area of the city (3.3 acres)
- **120 affordable rental units** at Thomasville I (15.7 acres)
- **6 affordable homeownership units** of modular homes as part of AH’s model homes project (.5 acres)
- **16 affordable homeownership opportunities** at Englewood Phase IC (3.7 acres)
- **27 affordable homeownership opportunities** at the Magnolia Perimeter sites (1.8 acres)

- **27 affordable homeownership opportunities** at the Mechanicsville site (8 acres)
- **16 affordable homeownership opportunities** at Scholar's Landing (2.2 acres) planned for FY 2024 and is not included in the 761 projected closing, but may close in FY 2025

This Budget allocates \$82.3 million for development of new affordable housing on the former AH public housing sites listed above. The significant developments include \$16.5 million for the continued development at Scholars Landing as part of the Choice Neighborhoods project. Also included is \$19.4 million for the development of Englewood Manor, \$18.9 million for Herndon Homes and \$24.4 million to continue advancing the revitalization of Bowen Homes in alignment with the \$40 million HUD Choice Neighborhoods Implementation Grant award.

Co-Investment. AH's Co-Investments program leverages partners, such as Invest Atlanta, to spur the creation of affordable units. To date, AH has leveraged \$12.9 million of the \$60 million originally committed to create 424 affordable units. In March 2023, AH's Board of Commissioners pledged another \$50 million towards Co-Investment deals. AH is projected to close on 227 **affordable Co-Investment units** at Sylvan Hills in FY 2025.

AH expects the projects and unit counts listed below to financially close by June 30, 2024, but AH's contingency plan prepares for the possibility of these projects financially closing in early FY 2025.

- **145 affordable units** at 360 Peachtree
- **102 affordable units** at Heritage at West Lake
- **256 affordable units** at Stone Hogan Flats
- **192 affordable units** at Stone Hogan Villas
- **41 affordable units** at the Proctor

The FY 2025 Budget allocates \$35.9 million to the Co-Investment framework to fund the closings outlined above.

New HomeFlex. AH also projects the delivery and lease up of 104 new HomeFlex units (138 total affordable) in FY 2025, including:

- **42 AH-assisted units** at 111 Moreland Avenue
- **54 AH-assisted units** at 277 Moreland Avenue
- **8 AH-assisted units** (42 total affordable units) at Abbington at Ormewood

AH expects the projects and unit counts listed below to be completed and transitioned to the leasing phase by June 30, 2024, but AH's contingency plan includes the possibility of these projects transitioning to actual occupancy in early FY 2025.

- **6 AH-assisted units** at 1055 Arden
- **16 AH-assisted units** at 1265 Lakewood
- **8 AH-assisted units** at 356 James P. Brawley Drive
- **8 AH-assisted units** at 588 and 592 Paines Avenue
- **8 AH-assisted units** at 687 & 693 Dalvigney and 613 Echo Street
- **30 AH-assisted units** at McAuley Park Phase I
- **14 AH-assisted units** at The Mallory
- **6 AH-assisted units** at 507 English Avenue
- **10 AH-assisted units** at Stanton Park

The FY 2025 budget allocates \$76.9 in new rental assistance payments for the new HomeFlex units outlined above.

New and Preserved Units Supported by the FY 2025 Budget

1.A.1 Repurpose 300 acres of AH-owned vacant land

The combined activities funded by this Budget, as described above, will catalyze development through financial closings on **43.9 acres** of vacant land owned by AH in FY 2025. Another \$4.4 million will go towards planning and due diligence that will eventually repurpose an additional **218 acres** in future years.

1.A.2 Invest \$220 million to support AH's development strategy

The combined activities described above and funded by this Budget total \$157.7 million, representing 63% of AH's goal of investing \$220 million to support its development strategy by the end of FY 2027. This includes \$82.3 million for development on former public housing sites, \$36 million for Co-Investment, \$34.6 to begin development on other vacant land owned by AH, and \$4.8 million towards Homeownership Down Payment Loans.

1.B Preserve 5,000 affordable units

	FY 2025 Development Budget	Units Closing in FY 2025	Units available in FY 2025	Units available after FY 2025	Total Units
Create New Units					
AH-Owned Land	\$ 116,889,795	761	6	1,179	1,185
Co-Investments	35,947,500	227	0	963	963
Home Ownership	4,816,000	224	224	0	224
New HomeFlex	n/a	138	138	0	138
Total Created Units	\$ 157,653,295	1,350	368	2,142	2,510
Preserve Units					
HomeFlex Renewals	n/a	868	868	0	868
RAD	1,046,000	246	0	690	690
Total Preserved Units	\$ 1,046,000	1,114	868	690	1,558
Total Create and Preserve	\$ 158,699,295	2,464	1,236	2,832	4,068

"Units Closing in FY 2025" include all units which will be attributed to the financial closing in FY 2025.

"Units Available in FY 2025" include all units that will be available for rent within FY 2025.

"Units Available After FY 2025" include units that may have closed prior to FY 2024, or units within the financial closing that will close after FY 2025.

It does not include further phases that have not yet closed.

"Total Units" includes all units available within FY2025 and after FY 2025.

In FY 2025, AH plans to **preserve up to 1,114 existing affordable units**. Those preserved units are expected to include the following:

- **868 affordable units** are projected to be preserved by renewing 11 expiring HomeFlex Agreements.
- **246 affordable units** are projected to be preserved by converting the existing public housing unit to long-term Section 8 Project-Base Voucher assistance under the Rental Assistance Demonstration (“RAD PBV”) as well to non-RAD PBV under Section 18 of the RAD Program.

This Budget allocates \$1 million towards the rehabilitation and the conversion of public housing units under RAD at Ashley Collegetown (78 units), Capital Gateway (89 units) and Georgia Avenue (79 units). Cosby Spear (282 units) is planned for FY 2024 and is not included in the 246 projected RAD closings, but may close in FY 2025. AH will oversee the continued rehabilitation and preservation of 1,889 existing affordable units closed under RAD in previous years.

GOAL 2: Enhance Housing Assistance Resources for Atlantans in Need

The Housing Choice Voucher Program provides participating families the freedom to choose where they live. Participating households pay 30% of their income toward their monthly rent. AH’s certified inspections team focuses on tenant and landlord experience and assures all homes meet our enhanced standards or the new HUD NSPIRE standards, whichever is more rigorous.

AH will serve approximately 20,000 households through the administration of approximately 11,000 tenant-based vouchers (“TBV”) and approximately 9,000 HomeFlex units.

In total, the Budget provides for \$274.2 million in housing assistance and public housing subsidy payments, an increase of \$37.7 million over the FY 2024 Budget. The increased cost is due to a net increase of 1,074 paid vouchers, as well as the rising cost of housing in Atlanta.

2.A Continue to provide stable housing for 1,900 families experiencing or at heightened risk of homelessness

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 2025 include assisting up to 2,701 households through the administration and financial oversight of AH’s Special Voucher Programs (SVP). AH creates its SVPs by deploying MTW flexibilities to dedicate use of TBVs for targeted population groups.

Household counts for AH SVPs include:

- Assist up to 525 households with HAVEN Continuum of Care (“CoC”) Vouchers. AH combined several AH SVPs to form the HAVEN CoC. Partners for Home (“PFH”) leads this initiative and includes collaborations with City of Atlanta, Mercy Care, Grady Health Systems, and the United Way of Atlanta, among others, to assure optimum utilization and voucher performance.

- Assist up to 100 households with Special Voucher Programs for Homeless Students (“SPVHS”) as referred by Atlanta Public Schools (“APS”) System. AH also refers to these vouchers as “APS Vouchers”.

In total, the FY 2025 Budget allocates \$6.5 million toward assistance for formerly unhoused families and those at greatest risk of being unsheltered.

2.B Provide emergency assistance to families and individuals facing eviction

In many cases, receiving short-term rental assistance (for one to six months) can be the difference between staying in a home and becoming unsheltered. These shorter-term and targeted interventions are cost-effective, as it becomes more challenging and expensive to house families after they have already lost their housing. AH’s Home Again program provides emergency assistance to unassisted families. In FY 2025, AH plans to spend \$2.7 million to assist up to **405 households**.

2.C Increase the number of AH households living in amenity-rich and transit-connected neighborhoods

With the decreasing availability of affordable housing options in the City of Atlanta, AH provides funding for business marketing, outreach programs and incentives to landlords to encourage and expand new landlord participation in AH’s Tenant-Based Voucher program. AH also has several incentives which it has developed using its MTW Authorizations that includes leasing incentive payments, incentives for passing inspections the first time, and a property protection program to compensate landlords for any damage to units by HCV participants among others. The payment standards built into the FY 2025 budget are designed to encourage

participation by landlords with units in areas with increased amenities or opportunity for economic mobility.

2.D Provide families with homeownership opportunities to help build wealth and combat displacement.

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. This Budget provides \$4.8 million in homeownership down payment assistance for **224 first-time homebuyers** at or below 80 percent AMI.

GOAL 3: Create Opportunities for Individuals, Families, and Children to Thrive

Recognizing that families and individuals with lower incomes face the highest barriers to opportunities, economic and otherwise, AH is prioritizing strengthening the health, economic, and social wellbeing of AH residents. We will connect residents to resources, helping them to attain their goals and enhance the quality of their life.

3.A Advance efforts that address youth achievement

All of Atlanta’s young people deserve a great shot at life. AH is committed to assuring that the children and young adults living in AH-assisted housing are no exception. Among other things, the FY 2025 Budget allocates \$0.2 million for paid internships for assisted youths and young adults to gain professional experience and improve career readiness. It also provides for funding for scholarships, summer and holiday camps, after school activities, and tutoring.

3.B Support residents to prepare for, connect to, and succeed in jobs and careers

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 2025, we plan to invest \$2 million for human development support provided by specialized third-party professionals or AH's internal Human Development teams to support the self-sufficiency programs.

AH will expand training and job opportunities in high paying fields for residents in FY 2025. 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 2023 and anticipates launching it by the end of FY 2025.
- Hosting three cohorts (of up to 25 participants per cohort) of Achieving Connectivity to Create Equity, and Self-Sufficiency (ACCESS), AH's program for creating higher-paying job opportunities in the technology sector.
- AH plans to administer its Choice Neighborhoods Implementation Grant award at the former Bowen Homes site while continuing to oversee the delivery of supportive services by University Choice Neighborhoods ("UCN") case managers and service providers that connect participants to workforce development and employment opportunities.

3.C Enable AH-assisted seniors to stay healthy and live independently and with dignity in their homes

AH's goal is to enable our senior residents to live independently while improving their health, wellness, and quality of life. Therefore, AH is always looking for new ways to support assisted

seniors to age in place and remain connected to others. AH will continue to provide programs offering access to nutritious meals, life enrichment classes, health education, and fitness activities that promote healthy aging.

GOAL 4: Build or Expand Partnerships to Pool Resources and Maximize Impact for the Benefit of Families

In FY 2025, AH will seek new sources of funding and identify partners who will align their work with ours to support AH families. AH plans to develop a partnership strategy for attracting new partners for both housing services and direct services to residents.

GOAL 5: Communicate the Impact of Atlanta Housing's Work to Atlanta

In FY 2025, AH will continue to diversify and strengthen its messaging platforms to keep assisted families informed and improve internal and external stakeholder connections to AH successes, progress, and collaborative opportunities. The FY 2025 Budget allocates funding to continue the development and expansion of AH's Strategic Plan Dashboard. It will also allow AH to develop innovative new storytelling platforms to help communicate our successes, and to distribute its newly re-launched resident newsletter.

GOAL 6: Strengthen Atlanta Housing Operations

AH plans to accomplish its goals with an increase of 8 additional full-time positions and one intern. The cost impact of these new positions, combined with a three (3) percent merit pay increase, an expected 15 percent increase in the AH-provided medical plan, and other non-salary expenses result in an increase of \$3.2 million or 6% in FY 2025 over the FY 2024 Budget for the Operating Division and Corporate Support.

6.A Increase efficiency, improve access to programs and services, and foster staff interactions with AH families.

As costs increase and AH seeks to assist more families, AH must embrace strategies and techniques to achieve greater efficiency and/or maintain operational expenses at optimal levels. Such strategies and techniques include identifying and researching revenue generating opportunities that help offset operational expenditures, as well as optimizing operational costs. AH will continue to provide volunteer opportunities for AH staff to give back to the community through AH Cares, which provides a variety of opportunities through activities and events.

6.B Create economic opportunity for AH families and minority businesses by achieving 35% participation in eligible AH contracts for minority-, women-, and resident-owned businesses.

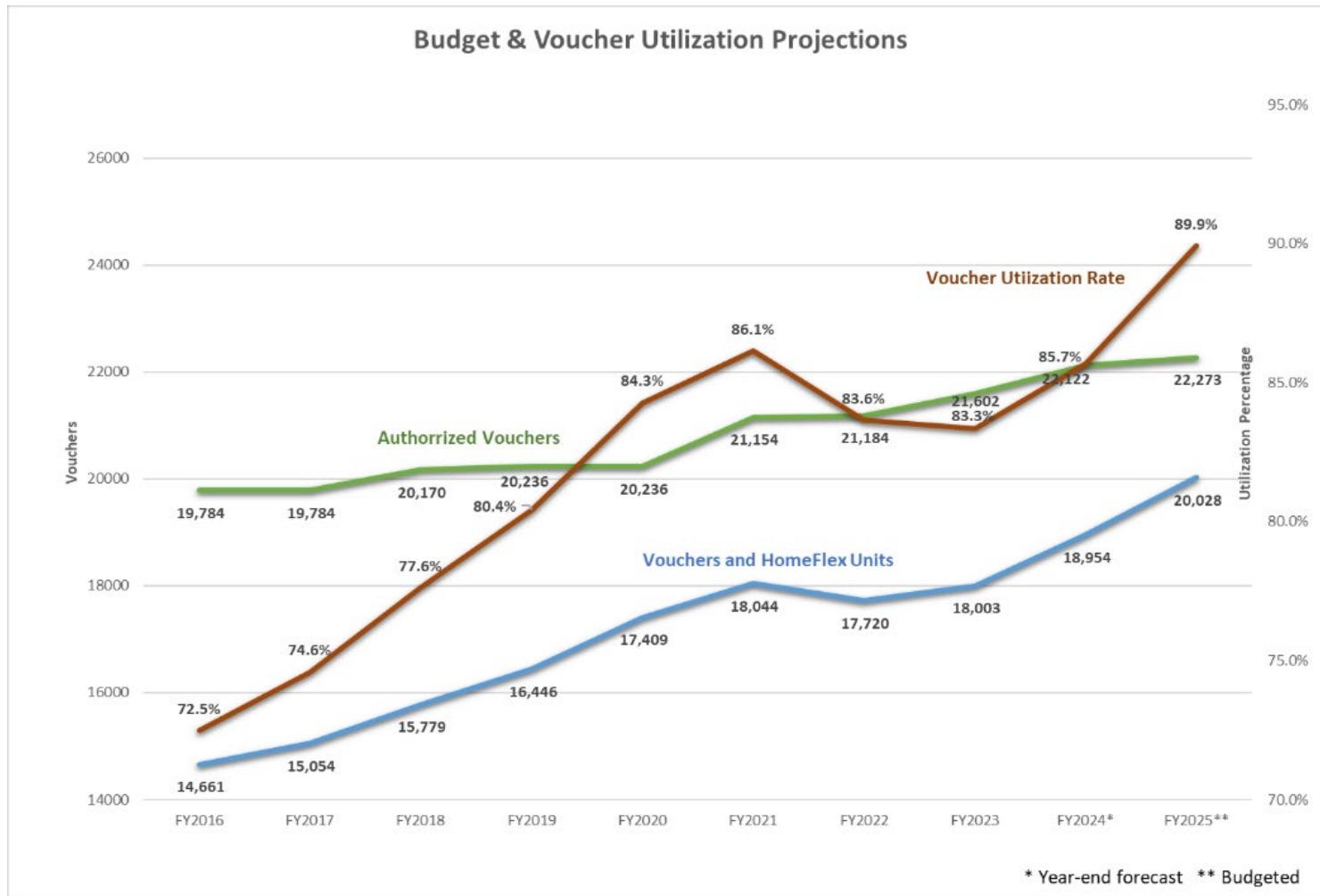
AH will continue to increase its diversity and inclusion efforts in its contracting and human resources practices, including recruitment from AH's assisted population, while increasing outreach efforts to Atlanta's Hispanic and Latino populations and recognizing companies that employ a workforce meeting Section 3 benchmarks.

The FY 2025 Budget includes funding for contracts from the Corporate Support and Operating Division totaling \$13.7 million, which are eligible for bidding by disadvantaged and resident-owned businesses. Contracts for development and revitalization activities represent additional opportunities that will be defined per the developer solicitations.

Budget Utilization

In addition to the above goals, AH remains committed to increasing the number of households served and improving its voucher

utilization. As depicted in the following chart, AH has made significant strides towards improving its voucher utilization rate and plans to continue its efforts to reach 90 percent from less than 70 percent in FY 2015. Unfortunately, a tight rental market and increased housing costs continue to adversely impact our utilization rate. **As of March 31, 2024, AH's voucher utilization stood at 84% however, the budget authority for the voucher program showed a utilization of 96% percent.**



Atlanta Housing's Cumulative Strategic Progress

FY 2024 was the second year operating under AH's new Strategic Plan. Progress against AH's six goals from the beginning of FY 2023 through the third quarter (Q3) of FY 2024, or March 31, 2024, is set forth below.

GOAL 1: Create or Preserve 10,000 Affordable Housing Units

Through the third quarter of FY 2024, AH created or preserved 1,650 units.

1.A AH produced 972 new affordable units

1.A.1 AH repurposed 17 acres of vacant land toward housing and create healthy, thriving neighborhoods

- 3 closings occurred for affordable housing on AH owned land, initiating the construction of 302 affordable units.

1.A.2 AH invested over \$81.7 million to support AH's development strategy

1.B AH preserved and improved 2,990 units in its existing portfolio

1.B.1 AH invested over \$13.9 million to support AH's preservation strategy

1.C Increase the designation of sustainability-certified units

- Tracking for this metric is under development

GOAL 2: Enhance Housing Assistance Resources

2.A AH provided stable housing for 2,249 families at heightened risk of homelessness

2.B AH provided emergency assistance to 736 families and individuals facing eviction

2.C AH increased the number of AH households living in amenity-rich and transit-connected neighborhoods to 3,195

2.D AH provided 321 new families with homeownership opportunities to help build wealth and combat displacement

GOAL 3: Create Opportunities to Thrive

In FY 2024, AH set a goal of having 65% of its non-exempt households comply with the work requirement. Through March 31, 2023, AH exceeded that goal by reaching 73% work/program compliance.

3.A AH advanced efforts that address youth achievement by coordinating a cradle-to-career educational pipeline of programs and services for 1,040 AH-assisted youth.

- Selected for the **Campaign for Grade-Level Reading's** Public Housing Communities Honor Roll.
- City of Atlanta **Intergovernmental Agreement Secured for the provision of Youth Services.**
-

3.B Through increased partnerships, AH supported 856 residents to prepare for, connect to, and succeed in jobs and careers.

- Launched the **OneTen Career Opportunities** initiative.
- Advanced the **Deconstruction Workforce Training Program**
- Launched **Resident Entrepreneurial Program** and graduated two cohorts of residents.

3.C AH provided a continuum of care for 3,337 AH-assisted seniors to enable them to stay healthy and live independently and with dignity in their homes.

- Advanced the **Affordable Internet Connectivity Program**, serving senior residents at AH high-rise properties.
- Extended partnership with Atlanta Regional Commission for mental and behavioral health services for seniors

- Distributed **fresh fruits and vegetables** in senior communities and in centralized locations.

GOAL 4: Build or Expand Partnerships

4.A AH secured \$44.84 million in new funding to support AH's mission

- Obtained two **\$472,000** Federal Self Sufficiency grants for resident services from the U.S Department of Housing and Urban Development
- Secured **\$1,000,000** in CBDG funding from the City of Atlanta for stormwater infrastructure at Bowen
- Secured **\$900,000** in CBDG funding from the City of Atlanta for Ashley Scholar's Landing II
- Secured **\$100,000** from United Healthcare for the Catalyst Health Initiative
- Secured **\$500,000** in CDBG funding from the City of Atlanta for additional public improvements for Ashley Scholar's Landing II
- Secured **\$900,000** in CDBG funding from the City of Atlanta for public improvements for the Towns at Ashley Scholar's Landing
- Secured **\$40,000,000** Choice Neighborhood Implementation Grant (CNIG) for revitalization of Bowen Homes

4.B AH collaborated with public agencies and initiatives to leverage resources and align efforts.

- Executed an intergovernmental agreement with Fulton County Department of Health to benefit AH residents.

- Executed an intergovernmental agreement with the City of Atlanta Parks and Recreation for access to after-school and summer camps.
- Extended an intergovernmental agreement with the Atlanta Regional Commission for mental and behavioral health services for seniors.
- Executed several agreements to developing workforce trainings, including WorkSource Atlanta, Atlanta Fulton County Public Library, and Fulton County's Senior Services.
- Launched relationship with Atlanta Urban Development Corporation staff.
- Hosted Urban Land Institute Advisory Board to devise solutions to real estate development challenges.

4.C Raised \$0 to improve energy efficiency in AH units

- Buildings UP grant application submitted to the Department of Energy for \$400,000.

GOAL 5: Communicate the Impact of Our Work

5.A AH increased visibility into our progress and key successes to foster confidence in AH's work.

- Implemented the **Opening Doors messaging campaign** through the publication of **digital billboards** adjacent to Centennial Olympic Park and the intersection of I-75 and John Lewis Freedom Parkway.
- Published **Season 1 of Unlocked**, a podcast focused on AH's strategic activities and featuring insights from AH leadership.
- Published a **Program Dashboard** to increase transparency and accountability.
- Selected as **2023 All American City's Award Finalist**

- Won 2023 American Marketing Association's **American Marketer of the Year Award** for multi-cultural advertising.
- Won the National Procurement Institute's **Achievement of Excellence Award**.
- Won the Government Finance Officer Association's **Distinguished Budget Presentation Award** for the FY 2022 Budget.

5.B AH provided targeted communication and frequent updates to key stakeholders.

- Re-launched the **Resident Newsletter** to keep AH families informed of important events.
- Re-launched the **REACH Digital Newsletter** to inform stakeholders of AH activities, events, and initiatives.
- **Created and promoted press releases** for groundbreakings at Ashley Scholars Landing II and Herndon II, a ribbon cutting at Intrada Westside, and other key AH events such as the award of the \$40 million Choice Neighborhood Implementation Grant for Bowen Homes and the induction of Terri M. Lee as President and Chief Executive Officer of Atlanta Housing.

GOAL 6: Strengthen AH Operations

6.A Increase efficiency, improve access to programs and services, and foster staff engagements with AH families, and improve access to programs and services.

- AH staff volunteered 1,844 hours at events with AH residents.
- AH staff volunteered additional time at 40 events representing AH as a corporate citizen of the City of Atlanta.

- AH staff completed 3,544 learning hours of in-person and online training.

6.B AH created economic opportunity for AH residents and disadvantaged businesses by achieving 41% participation in eligible AH contracts for minority-, women-, and resident-owned small businesses.

6.C Reduce AH carbon footprint by 25% over five years.

- As of the end of FY 2023, AH reduced its carbon footprint by **4.2%**.
- AH won **U.S. Department of Energy Award** for Energy Efficient Rent Boost Pilot.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**The Atlanta Housing Authority
Georgia**

For the Fiscal Year Beginning

July 1, 2023

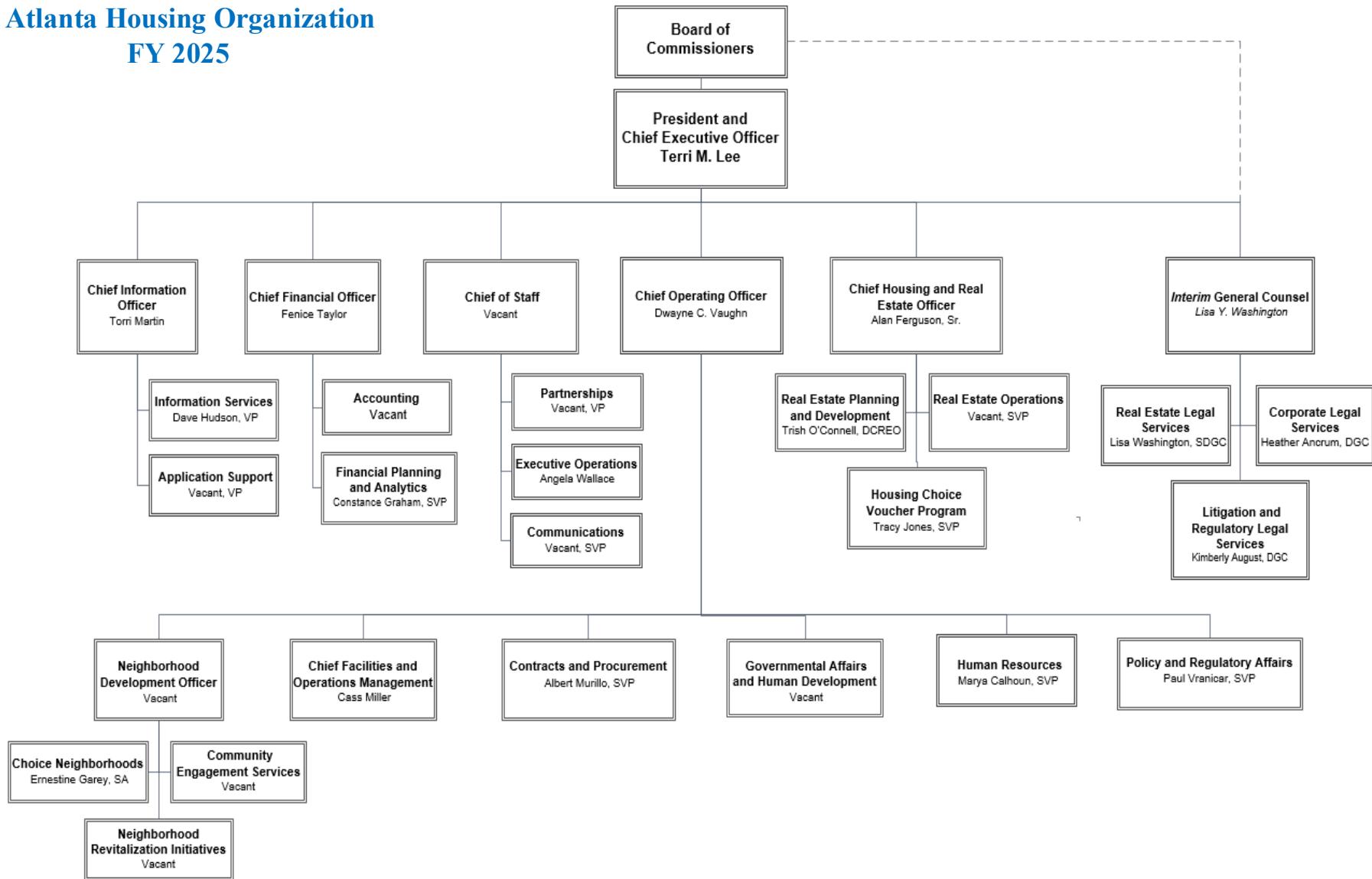
Christopher P. Morill

Executive Director

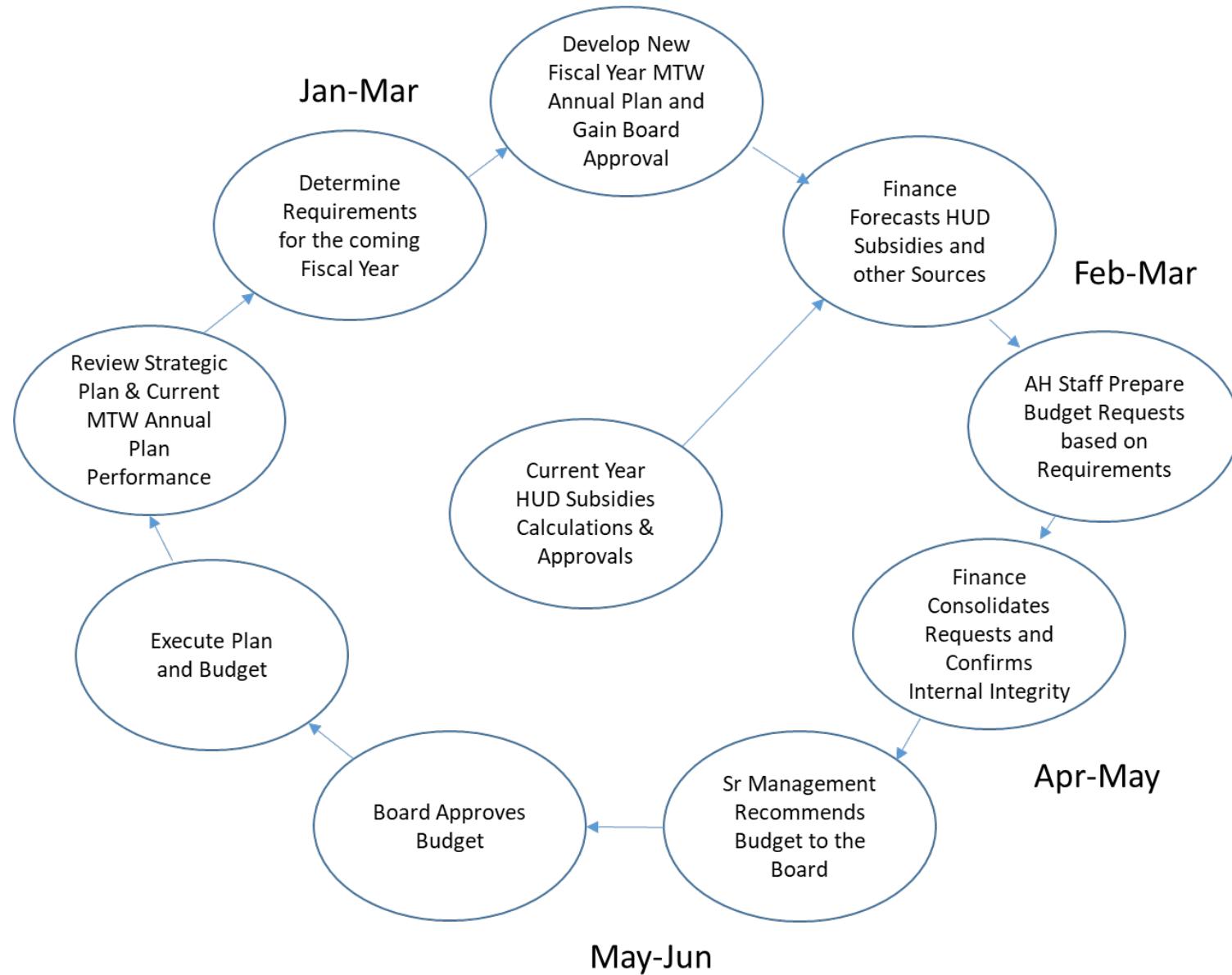
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Housing Authority of the City of Atlanta, Georgia, for its Annual Budget for the fiscal year beginning July 1, 2023 (AH Fiscal Year 2024). In order to receive 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.

Atlanta Housing Organization FY 2025



ATLANTA HOUSING'S BUDGET PROCESS



ATLANTA HOUSING'S BUDGET PROCESS

Atlanta Housing's (AH) annual budget process is a centralized, 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's 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 which 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.

Finance Forecasts HUD Subsidies and other Sources

Based on current year HUD Subsidies calculations and approvals, Finance forecasts the annual sources of funds which will be available for the next fiscal year.

Develop Budget Requests Based on MTW Plan and Annual Requirements

Senior staff, along with corporate and administrative departments, develop program budgets to support the Annual MTW Implementation Plan. Significant areas include:

- **AH-Owned Properties.** AH, in cooperation with private management agents who manage AH-Owned public housing properties, develop 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.

In order 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 2025 positions and contracts.

Finance Consolidates Budgets

Finance analyzes the budgets for accuracy and completeness and consolidates them into AH’s initial requested budget and compares the total uses to the forecasted annual sources. If required, Finance identifies funds reserved in prior years to support the new 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 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.

Senior Management Recommends Budget to the Board Senior Management reviews analysis supporting the Budget. The Budget is documented in the annual Budget Book 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 Chief Executive Officer 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 (CEO) 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 2025 MTW Annual Plan as long as AH remains within the FY 2025 Budget Use of Funds authority approved in this resolution.

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

If unallocated expenditures are required, the CEO or the CFO will authorize the spending in accordance with the Board guidance. The Board-approved budget will not be modified to reflect any transfer of budget authority, but any changes will be identified in subsequent reports.

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 or will enter into contractual relationships with various vendors to provide specialized expertise, technical assistance and temporary staff for various projects and programs. In addition, AH is authorized to purchase goods and services under the State of Georgia contracts and applicable United States General Services Administration (“GSA”) contracts, which allows AH to benefit from the buying power of each.

The Strategic Contract section of the Budget Resolution authorizes the 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 2025 Budget. The Budget Resolution provides for quarterly reports to the Board of Commissioners on actual expenditures against Strategic Contract allocated spending.

HUD Funding, Fiscal Years, and the Appropriation Process

HUD’s Voucher Program, Operating Subsidy and Capital Fund Programs are funded through the annual federal appropriations process. On March 25, 2024, the President signed the Consolidated Appropriations Act, 2024 (“2024 Appropriations Act”), authorizing Federal funding for Federal Fiscal Year 2024, which includes the funds HUD will provide to public housing agencies for calendar year 2024, which is HUD’s Funding Year 2024.

AH’s fiscal year begins July 1st and ends June 30th. The AH FY 2025 Budget, therefore, includes six months (July–December 2024) that will be funded based on HUD’s Funding Year 2024. Based on the provisions of the 2024 Appropriations Act, HUD has established Voucher Program, Public Housing Operating Fund, and Capital Fund Program funding levels for public housing agencies for calendar year 2024. HUD may adjust these funding levels based on the availability of remaining funds for each program at Federal fiscal year end.

Because of the differences in financial philosophy of the two houses of Congress, it is unlikely that an Appropriations Act will be passed by October 1, 2024, the beginning of the Federal Fiscal Year 2025, and it is likely that HUD and the rest of the Federal government will be funded by a series of continuing resolutions. Therefore, AH is required to use estimates for the revenues it will receive from January through June 2025. These estimates are explained in the following sections.

COMPREHENSIVE FY 2025 BUDGET

Description	FY 2025 Budget	FY 2024 Budget	FY2025B*		% Change	FY 2024 Forecast	FY2025B Over (Under) FY2024F**					
			Over (Under) FY2024B	% Change								
Sources of Funds												
Current Year Sources of Funds												
Housing Choice Voucher Funds Authorized	\$ 396,197,029	\$ 332,141,799	\$ 64,055,230	19%	\$ 334,085,389	\$ 62,111,640						
Public Housing Operating Subsidy	9,995,068	10,091,923	(96,855)	(1%)	9,977,542	17,526						
Capital Funds Program (CFP)	29,805,387	27,517,881	2,287,506	8%	17,746,607	12,058,780						
Total MTW Single Fund	435,997,484	369,751,603	66,245,881	18%	361,809,538	74,187,946						
Tenant Dwelling Revenue	2,883,017	3,608,161	(725,144)	(20%)	3,420,115	(537,098)						
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	3,156,232	N/A	2,217,667	938,565						
National Housing Compliance (NHC)	1,394,908	1,394,908	-	0%	1,539,909	(145,001)						
Development-related Income	6,318,385	3,587,827	2,730,558	76%	9,635,372	(3,316,987)						
Development Loan Repayments	1,926,134	2,761,196	(835,062)	(30%)	3,742,083	(1,815,949)						
Other Current Year Revenue and Grants	3,931,591	2,220,820	1,710,771	77%	7,122,768	(3,191,177)						
Non-Operating Sources of Funds	3,211,053	100,000	3,111,053	3111%	3,193,722	17,331						
Total Current Year Sources of Funds	458,818,804	383,424,515	75,394,289	20%	392,681,174	66,137,630						
Sources of Funds from Prior Year Accumulations												
Drawdown of HCV-Originated MTW Funds-held at HUD	67,048,495	54,123,209	12,925,286	24%	-	67,048,495						
Program Income and Other Funds	7,897,152	14,523,425	(3,660,963)	(25%)	12,872,431	(4,975,279)						
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	100,000	-	100,000	N/A	-	100,000						
Total Sources of Funds from Prior Year Accumulations	75,045,647	68,646,634	6,399,013	9%	12,872,431	62,173,216						
Total Sources of Funds	\$533,864,451	\$452,071,149	\$ 81,793,302	18%	\$405,553,605	\$128,310,846						
Uses of Funds												
Housing Assistance and Operating Subsidy Payments	\$ 274,231,781	\$ 236,562,026	\$ 37,669,755	16%	\$ 235,571,940	\$ 38,659,841						
Operating Expense for AH-Owned Residential Communities and Other AH Properties	18,591,161	19,196,973	(605,812)	(3%)	19,240,335	(649,174)						
Capital Expenditures for AH-Owned Residential Communities and AH Headquarters	6,975,963	15,401,874	(8,425,911)	(55%)	10,152,398	(3,176,435)						
Human Development, Supportive Housing Services and Community Relations	2,073,107	1,896,472	176,635	9%	1,317,726	755,381						
Operating Divisions	23,742,281	22,814,476	927,805	4%	18,955,292	4,786,989						
Corporate Support	40,112,169	37,955,364	2,156,805	6%	32,850,814	7,261,355						
Choice Neighborhoods Development and Revitalization	40,964,112	25,150,712	15,813,400	63%	11,996,568	28,967,544						
Development and Revitalization (excluding Choice Neighborhoods)	117,735,183	87,600,116	30,135,067	34%	48,370,398	69,364,785						
Debt Service on Energy Performance Contract (EPC) Capital Lease	142,796	184,131	(41,335)	(22%)	184,131	(41,335)						
Contributions to AH-held Reserves	9,295,898	5,309,005	3,986,893	75%	26,914,003	(17,618,105)						
Total Uses of Funds	533,864,451	452,071,149	\$ 81,793,302	18%	405,553,605	128,310,846						
Excess of Sources over Uses of Funds	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	\$ -					

* - "B" refers to the respective Budget column.

** - "F" refers to the Forecast column.

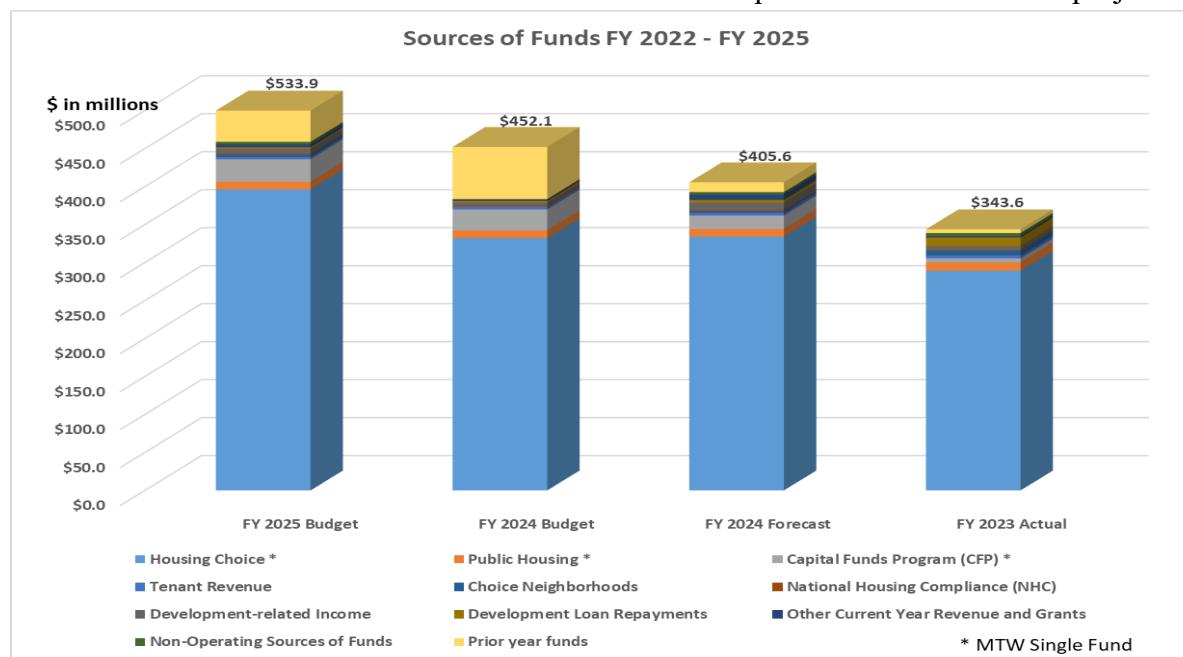
FY 2025 marks the twenty-third year of AH's participation in HUD's Moving-to-Work ("MTW") Demonstration Program. AH continues to employ the flexibility afforded by its MTW Agreement with HUD.

Consistent with its FY 2025 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 \$533.9 million, an increase of \$81.8 million from last year's Budget. Sources include drawing down \$75 million of funds accumulated in prior years, an increase of \$6.4 million from the FY 2024 Budget to fully fund the FY 2025 development projects. Total uses of funds in the FY 2025 Budget are projected to total \$533.9 million, which is \$81.8 million greater than the FY 2024 Budget.

These Uses include \$9.3 million of funds to be added to AH's program income and non-federal cash reserves. The increase in uses of funds is primarily due to higher budgets for development activities, an increase in housing assistance payments and operating subsidies, as well as spending increases in AH Headquarters' departments.

Although AH's MTW Annual Plan is comprehensive in nature and presented on a combined basis above, the FY 2025 Budget is presented in this document as two components: a FY 2025 Operating Budget and the FY 2025 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.



Description	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F
Sources of Funds					
Current Year Sources of Funds					
Housing Choice Voucher Funds Authorized	\$ 396,197,029	\$ 332,141,799	\$ 64,055,230	\$ 334,085,389	\$ 62,111,640
Public Housing Operating Subsidy	9,995,068	10,091,923	(96,855)	9,977,542	17,526
Capital Funds Program (CFP)	1,691,566	-	1,691,566	791,127	900,439
Total MTW Single Fund	407,883,663	342,233,722	65,649,941	344,854,058	63,029,605
Tenant Dwelling Revenue	2,883,017	3,608,161	(725,144)	3,420,115	(537,098)
National Housing Compliance (NHC)	1,394,908	1,394,908	-	1,539,909	(145,001)
Other Current Year Revenue and Grants	937,103	820,820	116,283	6,398,079	(5,460,976)
Non-Operating Sources of Funds	363,630	-	363,630	758,964	(395,334)
Total Current Year Sources of Funds	413,462,321	348,057,611	65,404,710	356,971,125	56,491,196
Sources of Funds from Prior Year Accumulations					
Drawdown of HCV-Originated MTW Funds-held at HUD	-	-	-	-	-
Total Sources of Funds	\$ 413,462,321	\$ 348,057,611	\$ 65,404,710	\$ 356,971,125	\$ 56,491,196
Uses of Funds					
Housing Assistance and Operating Subsidy Payments					
Tenant-Based and Homeownership Vouchers	\$ 187,332,093	\$ 158,132,355	\$ 29,199,738	\$ 157,645,422	\$ 29,686,671
HomeFlex Rental Assistance	76,861,701	68,964,832	7,896,869	69,203,835	7,657,866
Mixed Communities Operating Subsidy for AH-Assisted Units	10,037,987	9,464,839	573,148	8,722,683	1,315,304
Total Housing Assistance and Operating Subsidy Payments	274,231,781	236,562,026	37,669,755	235,571,940	38,659,841
Operating Expense for AH-Owned Residential Communities and Other AH Properties	18,591,161	19,196,973	(605,812)	19,240,335	(649,174)
Capital Expenditures for AH-Owned Residential Communities and AH Headquarters	6,975,963	15,401,874	(8,425,911)	10,152,398	(3,176,435)
Human Development, Supportive Housing Services and Community Relations	2,073,107	1,896,472	176,635	1,317,726	755,381
Operating Divisions	23,742,281	22,814,476	927,805	18,955,292	4,786,989
Corporate Support	40,112,169	37,955,364	2,156,805	32,850,814	7,261,355
Debt Service on Energy Performance Contract (EPC) Capital Lease	142,796	184,131	(41,335)	184,131	(41,335)
Excess MTW Funds Used for Development and Revitalization	45,881,125	13,951,382	3,986,893	36,373,489	9,507,636
Contributions to AH-held Reserves	1,711,938	94,913	1,617,025	2,325,000	(613,062)
Total Uses of Funds	413,462,321	348,057,611	65,404,710	356,971,125	56,491,196
Excess of Sources over Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -

FY 2025 Operating Budget Overview

AH expects to expend \$413.5 million in operating funds for operating activities in FY 2025.

One of AH's highest priorities continues to be serving low-income individuals in need of affordable housing. In FY 2025, AH will focus 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:

- \$187.3 million to cover the costs of over 11,000 vouchers and related fees, including fees or incentives to attract additional landlords to the TBV program and short-term housing Assistance.
- \$76.9 million in HomeFlex rental assistance to fund 8,981 affordable rental units, including 282 units at Cosby Spear which is converting to HomeFlex under RAD in FY 2025.
- \$10.0 million in operating subsidy to its partners to support 1,141 public housing units at MIXED Communities, which will decrease by 282 units once Cosby Spear converts to HomeFlex under RAD during FY 2025.

The FY 2025 Budget provides \$12.7 million to operate, maintain and provide capital improvements for 853 units at six AH-Owned communities. which includes 282 units at Cosby Spear that will convert to RAD in FY 2025. It also includes budget of \$12.9

million for operations, maintenance and capital expenditures for the AH Headquarters building and other AH-owned properties.

AH plans to spend \$2.1 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 \$0.1 million in Human Development Services at the nine AH-Owned communities.

The Budget provides \$23.7 million for staffing and operations of its Operating Divisions and \$40.1 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 2025 Operating Sources of Funds

AH projects \$413.5 million in funding sources from HUD and other external sources to support its FY 2025 operations, a \$65.4 million increase over the FY 2024 Budget, primarily resulting from increased Housing Choice funds. The details behind each of the funding sources are explained in the sections below.

Moving-to-Work (“MTW”) Single Fund

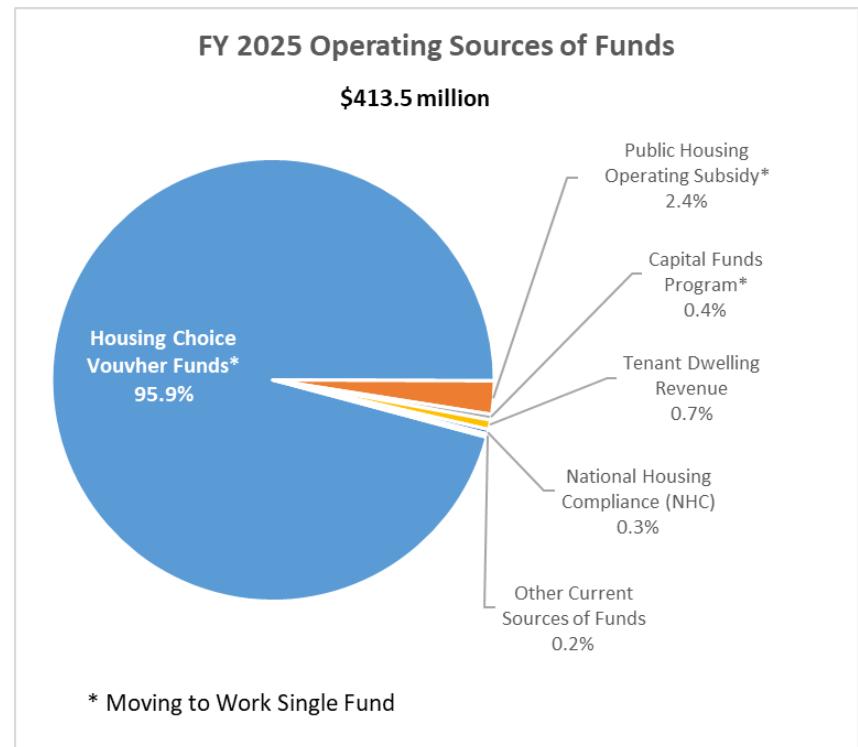
Under AH’s MTW Agreement, AH administers its funding for the Housing Choice Voucher Program (“HCVP”), Public Housing Operating Subsidy (“Operating Subsidy”) and Capital Fund Program (“CFP”) as a single fund (“MTW Single Fund”) in a substantially less regulated environment with increased programmatic 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 \$407.9 million of FY 2025 MTW funding from these funding sources, which are as follows:

Housing Choice Voucher Program Funds AH’s FY 2025 Budget includes \$396.2 million in Voucher Program funds, which represents an increase of \$64.1 million from the FY 2024 Budget primarily due to an inflation factor of 13.3 % applied in CY 2024.

In addition, two AH properties, which transitioned to Housing Choice funding on January 1, 2024, will receive a full 12 months of HCVP funding in FY 2025 and one (1) additional property will convert on January 1, 2024. Finally, HUD issued 260 new

vouchers to AH during FY 2024: 110 for tenants of Carver I, 149 for East Lake Highrise, 45 for Glenrose Gardens MTW vouchers as part of a fair share distribution of new vouchers. The \$396.2 million Housing Choice Voucher Program funds are comprised of the following:



- \$358.9 million for 19,271 authorized **MTW-qualified vouchers**, which includes \$24.7 million embedded administrative fees. HUD applied a 13.3% inflation factor and a 99.5% proration for CY 2024. This budget uses a more conservative approach for CY 2025 appropriations (second half of AH FY 2025) in assuming 6.5% inflation and 100% proration for these MTW vouchers and for all other HAP voucher types.
- \$15 million for 931 **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), Five-Year Mainstream (123), and the planned transfer of Gordon Fairburn vouchers (63). 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 the MTW Program for convenience purposes only but reported to HUD and managed separately.

- \$19.3 million for 2,171 **RAD vouchers**, corresponding to 12 months of RAD funding for 18 previously converted properties and six months of funding for Cosby Spear which will be converted in CY 2024. AH will not start receiving RAD HCVP subsidy from HUD for any properties that convert in the last half of FY 2024 until January 2025. AH will start making HomeFlex payments to owners for those units following each

financial closing. This HomeFlex funding will utilize CY 2024 Public Housing funds provided by HUD from closing until January 2025.

- 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 \$5.2 million in Housing Choice Administration Fees, which assumes an 93% 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 2025. 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 an elevated risk of housing instability. AH forecasts receiving \$3 million in EHV funding for HAP and fees.

Public Housing Operating Subsidy (Operating Subsidy)

During FY 2025, AH projects that HUD will provide \$10 million in Operating Subsidy, a decrease of \$0.1 million from the FY 2024 Budget due primarily to RAD conversions. AH has estimated a 90% proration factor for the last 6 months of FY 2025.

Capital Funds Program ("CFP") CFP funds are the third component of the MTW Single Fund. The CFP funds in the FY

2025 Budget are allocated to support development activities and not operating activities, although they may be used, if necessary, for operations in order to satisfy HUD disbursement deadlines.

Tenant Dwelling Revenue

AH projects it will receive \$2.9 million in Tenant Dwelling Revenue from the remaining six AH-Owned residential communities during FY 2025. This amount reflects a \$0.1 million decrease from the FY 2024 Budget based on RAD conversions.

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”)

For FY 2025, AH projects it will receive \$1.4 million in contributions as one of the 11 members of NHC, reflecting 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 2025. NHC plans to respond to such solicitations and any changes should not impact contributions in FY 2025.

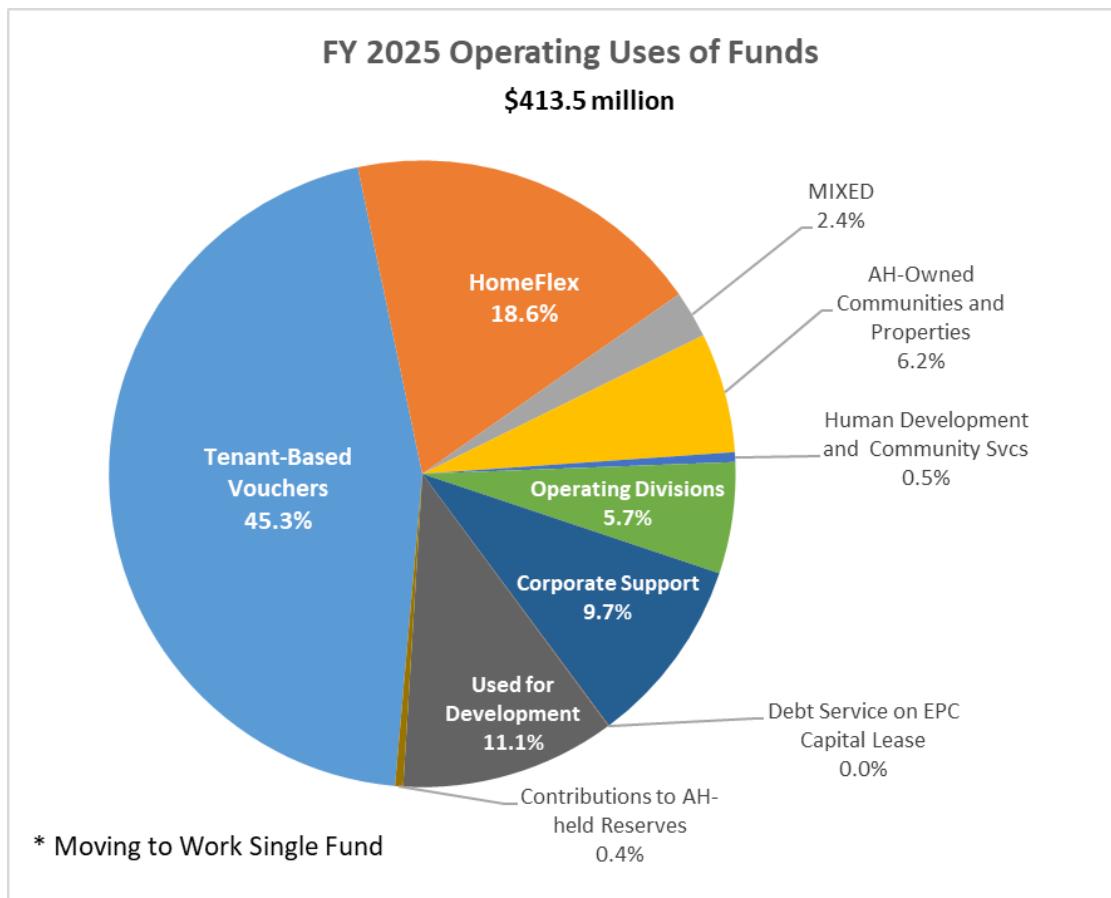
Other Current Year Operating Revenue and Grants

During FY 2025, AH anticipates it will receive \$0.9 million from various sources including cell tower leases, non-dwelling rents and other miscellaneous revenue earned at the AH-Owned communities. This category also includes \$0.4 million of HUD ROSS Grant funds for salaries for Family Self Sufficiency Coordinators.

FY 2025 OPERATING USES OF FUNDS

AH projects it will use \$413.5 million to support its FY 2025 Operating Budget, representing a \$65.4 million increase over the FY 2024 Budget, primarily due to increased housing assistance payments along with increased Direct Operating Divisions expenses required to implement the MTW Plan. The Operating uses of Operating sources produces an excess of \$47.6 million.

AH will use the excess MTW funds for development and revitalization, leaving a small balance of funds adding to AH-held reserves.



Housing Assistance and Operating Subsidy Payments

Two thirds 66% of the FY 2025 Budget (75% of development use is not included) will be expended to owners, landlords, and participants to provide housing for over 20,000 families throughout Atlanta utilizing:

- Housing Choice Tenant-Based Vouchers
- HomeFlex Rental Assistance
- MIXED Communities Operating Subsidy for AH-Assisted Units

Housing Assistance and Operating Subsidy Payments	FY 2025	FY 2024	Over (Under)	FY 2024	FY 2025B
	Budget	Budget	FY2024B	Forecast	Over (Under) FY2024F
Tenant-Based and Homeownership Vouchers					
Tenant-based Vouchers	\$ 178,612,960	\$ 152,634,374	\$ 25,978,586	\$ 152,014,851	\$ 26,598,109
Homeownership Vouchers *	117,084	95,988	21,096	97,889	19,195
Emergency Housing Assistance *	2,761,824	2,608,097	153,727	2,306,816	455,008
Short-Term Housing Assistance	3,000,000	861,000	2,139,000	1,031,472	1,968,528
Case Management and Administration of Supportive Housing Initiatives	630,000	239,000	391,000	229,486	400,514
Voucher Portability Administrative Fees	926,548	891,777	34,771	881,454	45,094
Leasing Incentive Fees	920,000	526,400	393,600	658,539	261,461
Property Damages	300,000	204,000	96,000	272,990	27,010
Emergency Housing Administrative Expenses and Fees**	63,677	71,719	(8,042)	151,925	(88,248)
Tenant-Based and Homeownership Vouchers	187,332,093	158,132,355	29,199,738	157,645,422	29,686,671
HomeFlex Sections 8, 9, and 18	76,861,701	68,964,832	7,896,869	69,203,835	7,657,866
MIXED Communities Operating Subsidy for AH-Assisted Units	10,037,987	9,464,839	573,148	8,722,683	1,315,304
Total	\$ 274,231,781	\$ 236,562,026	\$ 37,669,755	\$ 235,571,940	\$ 38,659,841

* All Homeownership and Emergency Housing Expenses have been excluded from other voucher expense line items.

** Includes direct administrative expenses and fees only. Allocated salaries are reflected in the department's budgets.

Housing Choice Tenant-Based Vouchers

The Budget includes \$187.3 million to support AH's Housing Choice Tenant-Based and Homeownership Voucher Program and related expenses, a \$29.2 million increase over the FY 2024 Budget. This increase in budget reflects an increase in the number of vouchers and the current challenges in locating acceptable affordable housing for voucher holders in the City of Atlanta, resulting in increased rental costs for both existing and new voucher participants.

The FY 2025 HAP Budget is calculated based on the number of vouchers paid in December 2023 when the average voucher payment was \$1,222. It then forecasts the number of voucher payments for July 2024 at a forecasted average HAP voucher cost of \$1,251 and applies a 10% annual increase monthly to arrive at an average HAP payment of \$1,371 by June 2025.

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

- Contracts providing rent assistance for 11,047 Housing Choice participant households by the end of FY 2025, a net increase of 741 vouchers.
- Included in FY 2025 projected vouchers are: 9,904 households (\$170.6 million) within AH's jurisdiction and 1,143 households (\$15.8 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 \$0.9 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers.

The vouchers identified above include existing voucher holders plus the following additional voucher holders:

- AH intends to issue **1,054** vouchers to new eligible households drawn from its 2019 Housing Choice waiting list.
- AH expects to absorb **144** additional participants who "port in" to Atlanta from other PHAs.
- AH plans to lease up **43** additional vouchers in HUD's special purpose programs which include Family Unification Vouchers supporting families with children leaving foster care and Mainstream vouchers which support low-income households that includes a person(s) with disabilities.
- **25** MTW vouchers will be used in response to youth homelessness.
- **12** Veteran Affairs Supportive Housing ("VASH") vouchers will be issued. VASH is a collaborative initiative with Veterans Affairs ("VA") and HUD to provide housing for homeless disabled veterans.
- **12** units will be leased up to expand AH's Homeless Reduction programs.

Also, included in the Budget is \$3 million to continue Short-Term Housing Assistance and case management support programs for 950 households as part of AH's Housing Stabilization Fund (which is also referred to as the "Home Again" program) to renters who are not participants in other AH programs but require short term financial assistance to meet rent, utility, or other requirements to avoid homelessness.

This Budget continues to support the Homeownership Voucher Program for \$0.1 million, which provides payments to 11 eligible homeowners to assist them in making their monthly mortgage payments. AH is no longer issuing vouchers for this program.

The Budget also includes \$0.9 million for Leasing Incentive Fees and \$0.3 million for Property Damage reimbursements, which were MTW-authorized enhancements for landlords 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 2025 Budget includes \$76.9 million in projected HomeFlex payments, a \$7.9 million increase over the FY 2024 Budget, to support 8,981 AH-assisted households by the end of

FY 2025 at 132 participating stand-alone, MIXED (including RAD-converted), and supportive housing (HAVEN) communities. This increased cost reflects inflation and the addition of new HomeFlex units during FY 2025 now receiving a full year of funding, as well as new HomeFlex and RAD units coming online in FY 2025, which are detailed in the table below.

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 \$10 million in operating subsidy payments to support 1,141 households during FY 2025. This is \$.5 million greater than in FY 2024 primarily due to increased subsidy costs from inflation.

New HomeFlex	
277 Moreland Ave	54
111 Moreland Ave	42
Abbington at Ormewood Park (Haven NOFA)	8
ABI-Madison Reynoldstown (890 Memorial)	46
Juanita H. Gardner Villas (fka Harmony at Bakers Ferry - Senior)	108
Total HomeFlex	258
New RAD	
Cosby Spear	282
Total New RAD	282

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

AH-Owned Residential Communities. AH projects to spend \$9.8 million for the operation and maintenance of AH-Owned residential communities, a \$1.3 million decrease from the FY 2024 Budget, primarily due to the pending RAD conversion of Cosby Spear.

In addition, the Budget provides for a total of \$8.8 million to maintain other AH properties, including property maintenance and protective services at AH Headquarters, Zell Miller Community Center, 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 as owner of the land.

The increase of \$0.5 million at AH Headquarters Building is primarily driven by the addition of armed security guards and the

associated liability insurance cost and expected capital improvement. The \$0.5 million increase at the Civic Center is primarily driven by an increased provision for extraordinary maintenance, property insurance, security and inflation.

The \$0.5 million decrease in Maintenance and Other Property Expense reflects the previous year’s increased investment in grounds maintenance including fencing control at AH’s vacant properties.

Operating Expense for AH-Owned Residential Communities and Other AH Properties	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B
AH-Owned Residential Communities			
Barge Road Highrise	\$ -	\$ 22,381	\$ (22,381)
Cheshire Bridge Road Highrise	2,046,063	1,977,823	68,240
Cosby Spear Highrise	1,681,171	2,783,438	(1,102,267)
East Lake Highrise	-	1,131,566	(1,131,566)
Georgia Avenue Highrise	1,149,614	1,076,067	73,547
Hightower Manor Highrise	-	12,890	(12,890)
Marian Road Highrise	2,514,786	2,264,532	250,254
Martin Street Plaza	1,756,236	1,207,094	549,142
Westminster	692,473	637,736	54,737
Total AH-Owned Residential Communities	9,840,343	11,113,527	(1,273,184)
Other AH Properties			
AH Headquarters Building	3,015,136	2,531,313	483,823
Zell Miller Center	208,796	196,185	12,611
Civic Center	1,994,879	1,419,172	575,707
Roosevelt Hall	1,188,634	1,042,794	145,840
Other Property Expenses			
PILOT	302,617	332,120	(29,503)
Maintenance and Other Property Expense	2,040,756	2,561,862	(521,106)
Total Other AH Properties	8,750,818	8,083,446	667,372
Total	\$ 18,591,161	\$ 19,196,973	\$ (605,812)

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

AH projects it will spend \$2.4 million in FY 2025 to make critical and necessary capital improvements to preserve the physical conditions of its AH-Owned residential communities. This represents a decrease of \$7.4 million from the FY 2024 Budget due to the types of projects funded in each year and the RAD conversion of Cosby Spear.

The Budget also includes \$0.6 million for renovations at the Zell Miller Center and \$1.3 million for renovations at Roosevelt Hall.

AH also projects it will spend \$0.3 million during FY 2025 for various technology investments to maintain and optimize AH's enterprise-wide operations. AH plans to purchase one electric vehicle and charger in FY 2025. Finally, AH has allocated \$1.8 million for improvements to the AH Headquarters building, parking lot, and grounds.

Impact of Capital Expenditures on Future Operating Budgets

It is projected that these capital improvements will have little or no impact on future operating budgets, which will be affected far more by the conversions to RAD HomeFlex, where AH does not directly own the properties.

Capital Expenditures for Modernization of AH-Owned Residential Communities and AH Headquarters	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B
AH-Owned Residential Communities			
Cheshire Bridge Road Highrise	\$ 646,494	\$ 3,680,275	\$ (3,033,781)
Cosby Spear Highrise	-	4,465,400	(4,465,400)
Georgia Avenue Highrise	897,872	489,525	408,347
Marian Road Highrise	1,192,248	1,403,344	(211,097)
Martin Street Plaza	10,700	32,100	(21,400)
Westminster	101,650	180,830	(79,180)
Total AH-Owned Residential Communities	2,848,963	10,251,474	(7,402,511)
Zell Miller Center			
Zell Miller Center	610,000	598,000	12,000
Civic Center	-	100,000	(100,000)
Roosevelt Hall	1,250,000	542,400	707,600
AH Headquarters			
Technology Investments	345,000	525,000	(180,000)
Vehicles	75,000	150,000	(75,000)
Building Improvements and Equipment	1,847,000	3,235,000	(1,388,000)
Total Other AH Properties	4,127,000	5,150,400	(1,023,400)
Total	\$ 6,975,963	\$ 15,401,874	\$ (8,425,911)

Human Development, Supportive Housing Services and Community Relations

The FY 2025 Human Development budget supports continued case management for families who are not compliant with AH's work requirements, the Good Neighbor training program, Aging Well programs for seniors, supportive services, and activities for youth, which are primarily provided through contracted service providers.

AH projects total spending of \$2.1 million, a .2 million increase over FY 2024. 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. Details of the services provided are found in Section IV, Support for Certain Financial Schedules and Strategic Contracts, Schedule V.

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.

In addition to the funds identified above, AH also provides \$25 per unit annually to each RAD community to be used for Human Development, Supportive Services and Community Relations. These funds are included in the RAD payments to each community and the use is determined by the owner-entity in collaboration with the Resident Councils.

Human Development, Supportive Housing Services and Community Relations	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B
Human Development Support	\$ 1,530,107	\$ 1,543,472	\$ (13,365)
Community Relations - MTW funds	178,000	70,000	108,000
Community Relations - Non-federal funds	345,000	263,000	82,000
Corporate Match for AH Scholarship Fund - Non-federal funds	20,000	20,000	-
Total	2,073,107	1,896,472	176,635

Operating Divisions

The Budget includes \$23.7 million for AH's Operating Divisions. A summary of the Operating Divisions is provided below and shows an increase of \$0.9 million over the FY 2024 Budget primarily due to increases in staffing, medical insurance benefits, and merit increases.

Operating Divisions	FY2025B		
	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B
Office of the Chief Housing and Real Estate Officer	\$ 464,073	\$ 442,184	\$ 21,889
Housing Choice Voucher Program	9,964,898	9,473,033	491,865
Real Estate Operations (excluding Choice)	8,604,124	8,805,164	(201,040)
Choice Neighborhoods Administration	2,045,334	1,390,413	654,921
Facilities and Operations Division	2,663,852	2,703,682	(39,830)
Total Operating Divisions Expenses	\$ 23,742,281	\$ 22,814,476	\$ 927,805

Corporate Support Expense

The Budget provides \$40.1 million for Corporate Support Expense, a \$2.2 million increase from the FY 2023 Budget, primarily due to increases in medical insurance benefits and merit increases.

A summary of Corporate Support Departments is provided below.

Corporate Support Expense	FY2025B		
	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B
Executive Office	\$ 1,971,943	\$ 1,705,668	\$ 266,275
Office of General Counsel	4,716,087	4,148,092	567,995
Corporate Finance	3,855,835	3,933,562	(77,727)
Activities Managed by Finance	1,072,046	827,274	244,772
Information Technology	12,396,658	11,213,192	1,183,466
Records and Information Management	1,319,305	1,661,255	(341,950)
Office of Strategy, Policy and Innovation	2,410,444	2,207,691	202,753
Resident and External Engagement	2,586,226	3,587,551	(1,001,325)
Communications and Marketing	1,962,613	1,852,394	110,219
Contracts and Procurement	2,943,303	2,720,524	222,779
Human Resources Operations	2,153,965	2,176,193	(22,228)
Severance and Related Expenses	240,000	120,000	120,000
Professional Development and Training	1,411,000	1,016,250	394,750
Agency-wide Temporary Service	601,744	524,718	77,026
Recruitment Expenses	471,000	261,000	210,000
Total Operating Divisions Expenses	\$ 40,112,169	\$ 37,955,364	\$ 2,156,805

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

FY 2025 Staffing Budget

The FY 2025 Budget includes salaries and benefits for 376 full time employees, 2 less positions than the FY 2024 Budget headcount. Details on positions in each department can be found in the Department Information in Section II of this budget book.

The FY 2025 Budget includes two intern positions on its staff to provide additional flexibility. AH also hires up to 20 interns during the summer; primarily students hired from families assisted through AH programs.

The Budget assumes an average merit increase of 3% for full time employees, effective July 1, 2024, based on comparable raises for other Georgia government organizations.

The Budget also provides employer-paid benefits at the same employee/employer ratio as FY 2024 and a projected 15% increase in major health care plan costs during the last six months of FY 2025 based on expected inflation and current plan performance.

Atlanta Housing Employee Headcount	FY25 Budget	FY24 Budget	FY25 HC Change
Operating Divisions			
Chief Housing and Real Estate Officer	2	2	0
Housing Choice Voucher Program	98	96	2
Real Estate Operations (excluding Choice)	58	62	(4)
Choice Neighborhoods*	16	12	4
Facilities & Operation Management	15	17	(2)
Total Operating Divisions	189	189	0
Corporate Support			
Executive Office	5	4	1
Office of General Counsel	22	19	3
Corporate Finance*	25	26	(1)
Information Management	49	55	(6)
Office of Strategy, Policy and Innovation	13	12	1
Governmental, External Affairs & Human Development	28	29	(1)
Communications, Marketing and Public Engagement*	12	12	0
Contracts and Procurement	21	19	2
Human Resources	12	13	(1)
Total Corporate Support	187	189	(2)
Total	376	378	(2)
*Headcount increase authorized during FY2024			
Atlanta Housing Intern Headcount	FY25 Budget	FY24 Budget	FY25 HC Change
Real Estate Operations	0	2	(2)
Facilities & Operation Management	0	1	(1)
Office of General Counsel	0	2	(2)
Resident and External Engagement Intern	1	1	0
Informatipon Technology Intern	1	1	0
Summer Interns	20	21	(1)
Total	22	28	(6)
Grand Total	398	406	(8)

Employee Compensation Special Funding Restrictions

The 2024 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 \$191,900. AH projects it will pay approximately \$0.7 million during FY 2025 in excess of the Congressional limit in connection with salaries paid during calendar year 2024. 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 Energy Performance Contract (EPC) Capital Lease. An EPC is part of a HUD-sponsored program designed to incentivize 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. Between 2017 and 2024, AH paid off the portion of the loan related to Juniper and Tenth, Piedmont Road, Hightower Manor, Peachtree Road Highrise, Marietta Road Highrise, Barge Road, East Lake Highrise, and Cosby Spear.

The FY 2025 Operating Budget includes \$0.1 million to cover FY 2025 principal and interest payments.

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 five (5) AH-owned communities, is presented below.

EPC Loan- Expected Payments				
Payment Date	Payment	Interest	Principal	Outstanding
				903,099.52
2/28/2025	142,795.62	44,974.36	97,821.26	805,278.26
2/28/2026	144,533.59	40,102.86	104,430.72	700,847.54
2/28/2027	145,265.28	34,902.21	110,363.07	590,484.47
2/29/2028	145,485.26	29,406.13	116,079.13	474,405.33
2/28/2029	145,297.88	23,625.39	121,672.49	352,732.85
2/28/2030	148,785.58	17,566.10	131,219.48	221,513.36
2/28/2031	149,165.69	11,031.37	138,134.32	83,379.04
8/28/2031	85,455.18	2,076.14	83,379.04	-

FY 2025 Development and Revitalization Budget

Description	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B	FY 2024 Forecast	FY2025B Over (Under) FY2024F
Sources of Funds					
MTW Funds used for Revitalization	\$ 113,472,292	\$ 68,767,435	\$ 44,704,857	\$ 23,086,005	\$ 90,386,287
Capital Fund Program	28,113,821	28,059,968	53,853	16,955,480	11,158,341
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	3,156,232	2,948,195	208,037
Program Income and Other Funds	10,862,462	14,523,425	(3,660,963)	12,872,431	(2,009,969)
Public Improvement Funds Provided by the City of Atlanta and Other Civt Agencies	3,094,488	1,400,000	1,694,488	4,504,853	(1,410,365)
Development-related Income	6,318,385	3,587,827	2,730,558	12,515,199	(3,316,987)
Development Loan Repayments	1,926,134	2,761,196	(835,062)	4,874,661	(1,815,949)
Total Sources of Funds	\$166,943,814	\$119,099,851	\$ 47,843,963	\$ 77,756,824	\$ 93,199,395
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 3,235,248	\$ 1,930,500	\$ 1,304,748	\$ 503,648	\$ 2,731,600
Property Acquisitions	24,900,000	6,040,000	18,860,000	239,704	24,660,296
Predevelopment Loans	8,107,462	2,221,912	5,885,550	1,971,892	6,135,570
Developer Loan Draws and Other Loans	84,780,455	60,243,791	24,536,664	23,307,337	61,473,118
Site Improvements	1,718,198	3,769,273	(2,051,075)	2,712,996	(994,798)
New Construction	600,000	-	600,000	-	600,000
Furniture, Fixtures & Equipment	-	-	-	9,705	(9,705)
Residential Structures	1,190,000	1,200,000	(10,000)	-	1,190,000
Non Residential Structures	-	-	-	66,056	(66,056)
Public Improvements	13,654,233	24,859,464	(11,205,231)	15,404,967	(1,750,734)
Homeownership Down Payment Assistance	4,936,000	5,486,000	(550,000)	3,837,664	1,098,336
Consulting and Professional Services	2,893,592	884,538	2,009,054	2,266,558	627,034
Outside Legal Counsel	1,380,000	420,000	960,000	2,361,409	(981,409)
Administrative Staffing	-	-	-	534,714	(534,714)
Meeting Expenses	64,615	12,100	52,515	59,437	5,178
Community Outreach	282,492	18,750	263,742	52,432	230,060
Owner Occupied Rehabs	-	-	-	83,516	(83,516)
Relocation Expense	-	250,000	(250,000)	16,077	(16,077)
EPC Capital Lease Repayment	500,000	300,000	200,000	-	500,000
Micro-Grants and Cash Donations	65,000	25,000	40,000	40,834	24,166
Construction Grant Contributions	-	-	-	2,337,668	(2,337,668)
Soft Cost Contingency	250,000	-	250,000	-	250,000
Hard Cost Contingency	10,000,000	5,000,000	5,000,000	-	10,000,000
Other Expenses	142,000	89,500	52,500	4,560,352	(4,418,352)
Total Development and Revitalization Expenditures	158,699,295	112,750,828	45,948,467	60,366,966	98,332,329
Total Excess Sources over Uses	\$ 8,244,519	\$ 6,349,023	\$ 1,895,496	\$ 17,389,858	\$ (5,132,934)

Development and Revitalization by Category	RAD Conversions	Former Public Housing	Co- Investments	Vacant Land	Homeownership Down Payment Loans	Total
Sources of Funds						
MTW Funds used for Revitalization	\$ 1,046,000	\$ 41,708,841	\$ 35,947,500	\$ 32,061,600	\$ 4,816,000	\$ 115,579,941
Capital Fund Program	-	28,113,821	-	-	-	28,113,821
Choice Neighborhoods Implementation Grant	-	3,156,232	-	-	-	3,156,232
Program Income and Other Funds	-	7,957,462	-	2,406,077	\$ -	10,363,539
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,385,762	-	100,000	-	1,485,762
Total Sources of Funds	\$ 1,046,000	\$ 82,322,118	\$ 35,947,500	\$ 34,567,677	\$ 4,816,000	\$ 158,699,295
Development and Revitalization Expenditures						
Demolition & Remediation	\$ 20,000	\$ 2,055,248	\$ 20,000	\$ 1,140,000	\$ -	\$ 3,235,248
Property Acquisitions	-	7,400,000	-	17,500,000	-	24,900,000
Predevelopment Loans	-	5,216,385	-	2,891,077	-	8,107,462
Developer Loan Draws and Other Loans	-	49,088,455	25,787,000	9,905,000	-	84,780,455
Site Improvements	-	1,718,198	-	-	-	1,718,198
New Construction	-	600,000	-	-	-	600,000
Residential Structures	-	-	-	1,190,000	-	1,190,000
Public Improvements	-	13,554,233	-	100,000	-	13,654,233
Homeownership Down Payment Assistance	-	120,000	-	-	\$ 4,816,000	4,936,000
Consulting and Professional Services	429,500	1,839,492	-	624,600	-	2,893,592
Outside Legal Counsel	65,000	360,000	80,000	875,000	-	1,380,000
Meeting Expenses	2,500	62,115	-	-	-	64,615
Community Outreach	15,000	132,492	50,000	85,000	-	282,492
EPC Capital Lease Repayment	500,000	-	-	-	-	500,000
Micro-Grants and Cash Donations	-	65,000	-	-	-	65,000
Soft Cost Contingency	-	-	-	250,000	-	250,000
Hard Cost Contingency	-	-	10,000,000	-	-	10,000,000
Other Expenses	14,000	110,500	10,500	7,000	-	142,000
Total Development and Revitalization Expenditures	\$ 1,046,000	\$ 82,322,118	\$ 35,947,500	\$ 34,567,677	\$ 4,816,000	\$ 158,699,295

FY 2025 Development and Revitalization Budget

Overview

In line with AH's **Agency Goal 1: Create and Preserve Housing 10,000 Affordable Housing Units**, the Budget includes \$158.7 million in real estate development and revitalization activities, which will be primarily funded from AH's HUD-held MTW reserve, and Capital Fund Program ("CFP") funds and program income from previous deals. In addition, over \$12.3 million of development-related income forecasted for receipt in FY 2025 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.

- \$1.0 million towards the RAD conversion preparation of other communities planned for either subsidy or rehabilitation conversion in the near future.
- \$82.3 million for development of new affordable housing on former AH public housing sites. This includes \$16.5 million for the continued development at Scholars Landing as part of the Choice Neighborhoods project and \$24.4 million towards the revitalization of Bowen Homes for which HUD has accepted our application for the Choice Neighborhood program and has awarded AH \$40 million in development funding. This category also includes \$19.4

million for the development of Englewood Manor, \$18.9 million for development at Herndon Homes and another \$3.1 million allocated to support planning and other activities at former AH communities.

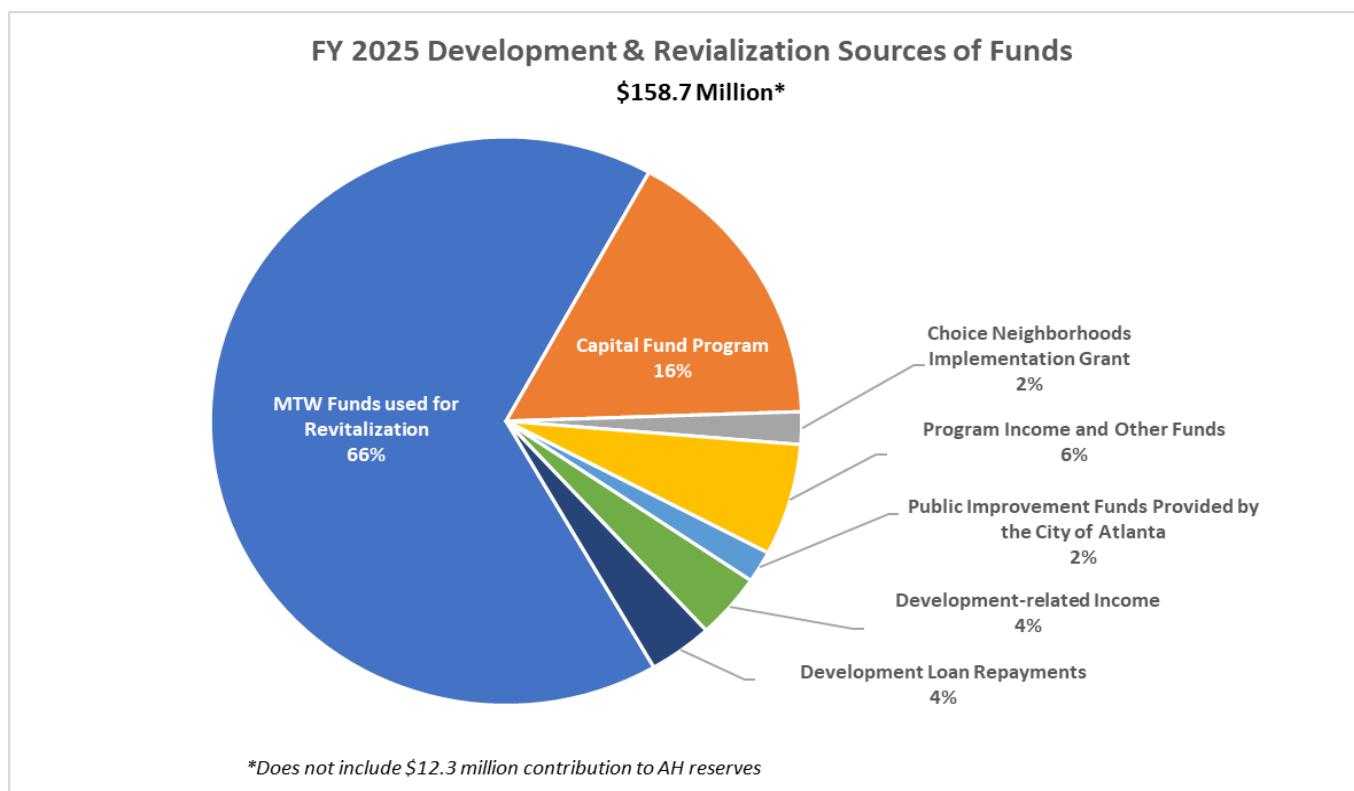
- \$35.9 million in Co-investment for the creation and rehabilitation of affordable housing in the City of Atlanta.
- \$34.6 million to begin the development of affordable housing on AH's vacant land at the Civic Center, 450 Capital Ave, Johnson Road/Quarry Park, North Avenue, Magnolia Perimeter sites, and The Proctor. This category also includes \$1.2 million for the development of six homes for sale as part of AH's Model Homes project.
- \$4.8 million in homeownership down payment assistance to help 224 citizens of Atlanta achieve their dreams of homeownership through AH's Down Payment Assistance Program and \$0.1 million for four future homeowners as part of the Choice Neighborhoods program.

FY 2025 DEVELOPMENT AND REVITALIZATION SOURCES OF FUNDS

AH plans to use a combination of MTW funds, Capital Funds Program (“CFP”) grants, program income funds accumulated in previous years and Public Improvement funds from the City of Atlanta and other City agencies to leverage private sources of funds raised by its private-sector development partners to advance its development and revitalization activities.

MTW Funds used for Revitalization

AH’s MTW Agreement permits it to use its MTW funds, including Housing Choice Voucher (HCV) funds for development and revitalization. The FY 2025 Budget includes \$113.5 million in HCV funds to be used for development. The FY 2025 Budget identifies \$45.9 million of FY 2025 current year funding will be in excess of the operation and maintenance requirements and will be available for this purpose.



Since 2012, HUD has permitted AH to draw only enough funds 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 \$123 million by the end of FY 2024, remains on account at HUD and can be utilized by AH when future qualifying expenditures exceed the annual obligations.

AH's FY 2025 development and revitalization program is expected to require over \$75 million in MTW funds which will be drawn from Housing Choice funds held at HUD.

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.

While Capital Fund Program funds are part of the MTW Single Fund, HUD disburses the funds 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 2025, AH plans to draw \$28.1 million in CFP funds for development.

HUD is expected to award a new 2024 Capital Fund Program grant to AH during FY 2025, but these funds will not be used in FY

2025 and will remain available for future spending in combination with the available funds as shown in the table below.

Projected Capital Fund Program Balances as of June 30, 2024						
Grant #	Obligate by	Disburse by	Authorized	Prior Disbursed	Available at HUD as of June 30, 2024	
GA01P006501-17	8/15/2021	8/15/2023	\$ 10,408,220	\$ 10,408,220	\$ -	-
GA01P006501-18	5/28/2022	5/28/2024	16,140,505	16,140,505	-	-
GA01P006501-19	4/15/2023	4/15/2025	16,398,914	788,581	15,610,333	
GA01P006501-20	3/25/2024	3/25/2026	16,689,508	-	16,689,508	
GA01P006501-21	2/22/2023	2/22/2025	14,195,054	-	14,195,054	
GA01P006501-22	5/11/2024	5/11/2026	7,634,034	-	7,634,034	
GA01P006501-23	2/17/2025	2/16/2027	6,097,119	-	6,097,119	
GA01P006501-24	5/5/2026	5/5/2028	5,622,860	-	5,622,860	
Total			\$93,186,214	\$27,337,306	\$65,848,908	

Program Income and Other Funds

Program Income is revenue which is subsequently generated from the use of Federal funds. HUD may place restrictions on these funds requiring their use be related to the project that produced them, or funds could be restricted to the use for affordable housing. Because the restrictions are often not known until a deal closes, AH does not plan the use of current year program income to support current year development. These funds are reserved for future years where they can be allocated against eligible costs.

Prior Year Program Income

The FY 2025 Budget identifies \$10.9 million in Program Income earned in previous years to be used in FY 2025.

Current Year Program Income The FY 2025 Budget forecasts \$12.3 million in program income which will be reserved for future uses from the following sources.

Development-related Income During FY 2025, AH forecasts a total of \$6.3 million in Development-related Income. FY 2025 Development-related Income is comprised of the following:

Source	FY 2025
Ground Lease Income	\$ 1,683,290
Developer Fee Income	1,475,000
Loan Interest Income	1,164,390
Asset Management Fee Income	979,021
Other	436,784
Inspection Fee Income	215,000
Transaction Fee Income	213,900
Share Appreciation Income	80,000
Homeownership Profit Participation	50,000
Incentive Fees	21,000
Total	\$ 6,318,385

- Loan Interest Income reflects interest earned on previous development deals, with much of it dependent on cash flow.
- Developer and transaction fee payments will be earned from AH's participation in three property development closings during FY 2025.
- Profit participation and share appreciation is related to home and land sales. Share appreciation is earned when a note is refinanced before the end of the compliance period. Any profit earned will be shared with AH, and it is determined by the burn-off period.

- Ground Lease Income and Asset Management Fee Income are earned based on the terms of previous developments.
- Inspection Fee Income is related to construction inspections by AH staff during FY 2025.

Development Loan Repayments In the course of 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 program income. AH forecasts receiving \$6.0 million in Development Loan Repayments in FY 2025, an increase of \$3.2 million due to the difference in which loans are repaid each year.

Many development deals direct the payment of fees and loan repayments be based on cash flows. Due to uncertainty of the timing and the 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.

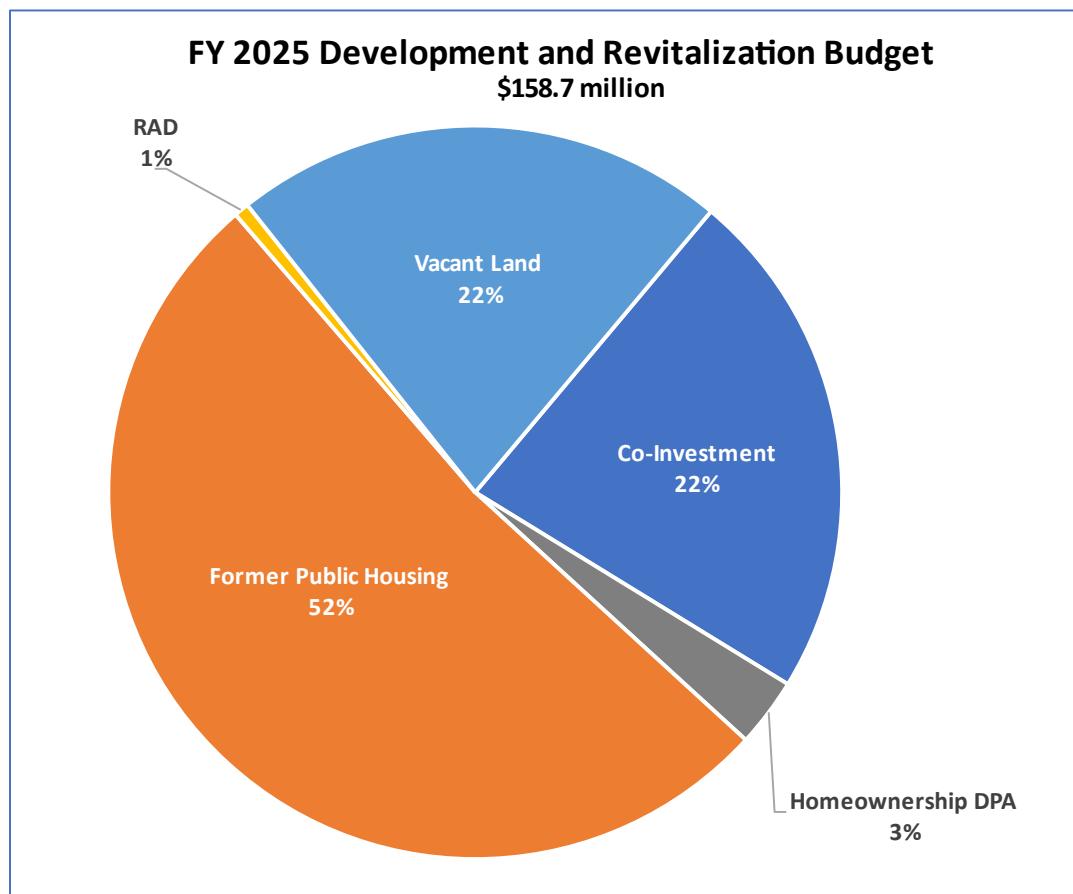
Public Improvement Funds Provided by the City of Atlanta

The City of Atlanta is forecasted to provide \$3.1 million in CDBG funds to support Ashley Scholars Landing II (\$0.9 million), Bowen Homes (\$1.0 million), Englewood Manor (\$1.1 million), and Herndon (\$0.1) infrastructure costs.

Choice Neighborhoods Implementation Grant (“CNIG”)

CNIG funds issued by HUD prior to FY 2024 supported the Choice Neighborhoods development at Scholars Landing. The grant funds were fully expended in FY 2023. In FY 2024, HUD awarded AH \$40 million in CNIG funding for the development of Bowen Homes. \$3.2 million in CNIG funding is projected to be spent in FY 2025.

DEVELOPMENT AND REVITALIZATION USES OF FUNDS AH projects it will spend \$158.7 million on development and revitalization initiatives in FY 2025, a \$45.9 million increase from the FY 2024 Budget due to differences in the projects funded. The main components of the FY 2025 Budget are comprised of the following programs and activities:



RAD Conversions

The Budget provides \$1.0 million in total projected expenses, primarily for 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.

A total of 348 affordable units were converted in FY 2024, including East Lake Highrise and Villages at Carver I. Cosby Spear (282 units) is expected to convert in FY 2025.

Rental Assistance Demonstration (RAD) by Revitalization Community	Capital Gateway	Cheshire Bridge	Cosby Spear	Georgia Avenue	Leila Valley	Peachtree Road Highrise	Total
Sources of Funds							
MTW Funds used for Revitalization	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000
Total Sources of Funds	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000
Development and Revitalization Expenditures							
Demolition & Remediation	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 20,000
Consulting and Professional Services	-	-	-	-	134,500	295,000	429,500
Outside Legal Counsel	20,000	20,000	5,000	20,000	-	-	65,000
Meeting Expenses	-	-	-	-	2,500	-	2,500
Community Outreach	-	-	10,000	-	5,000	-	15,000
EPC Capital Lease Repayment	-	250,000	-	250,000	-	-	500,000
Other Expenses	3,500	3,500	-	3,500	3,500	-	14,000
Total Development and Revitalization Expenditures	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000

Former Public Housing Sites.

During the last twenty-five years, AH has demolished a majority of its former public housing properties which were outdated, in need of renovation, and concentrated poverty. In many cases, vibrant new multi-income communities were introduced, but in other cases, sites were not developed and the land remained vacant. During FY 2025, AH will invest \$82.3 million to develop many of these properties as described below. It is projected that roughly 553 affordable housing units will be included in financial closings to occur in FY 2025.

Bowen Homes

AH is pleased to report that in FY 2024, HUD accepted its 2022 Choice Neighborhoods Implementation Grant application for the development of the Bowen Homes site. The award provides AH and the City of Atlanta \$40 million in Choice Neighborhoods Implementation Grant (“CNIG”) funding. In FY 2025, AH plans to spend \$24.4 million primarily for infrastructure and the acquisition of neighboring property.

University Choice Neighborhoods (Former University Homes)

AH and the City of Atlanta were awarded a \$30 million Choice Neighborhoods Implementation Grant (“CNIG”) in September 2015. These funds were fully utilized by the end of 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”).

Having fully expended the CNIG, AH will use \$10.1 million in CFP funds and \$5.0 million in MTW funds to further the

development of UCN, including the construction of Ashley Scholars Landing II (130 affordable units) and four (4) homeownership properties, as well as a number of sustainability programs for the neighborhood.

Englewood Manor

AH will spend \$19.4 million on the redevelopment of Englewood Manor, with \$10.7 million for infrastructure and \$8.8 million to further construction on the initial housing.

Herndon Homes

AH will spend \$18.9 million on the continued development of Herndon Homes with \$18.0 million for infrastructure. It is anticipated that 170 affordable housing units will be included in financial closings to take place in FY 2025.

Other Former Public Project sites

AH plans to spend \$3.0 million on planning and other pre-construction expenses on the following properties:

Carver Homes
Harris Homes
Hollywood Courts
Jonesboro North
Mechanicsville (former McDaniel Glenn)
Palmer House
Thomasville Heights
West Highlands (former Perry Homes)
The Cupola Building

Former Public Housing	Choice Neighborhoods (Bowen)	Choice Neighborhoods (University)	Carver Homes	Englewood Manor	Harris Homes	Herndon Homes	Hollywood Courts	Jonesboro North	Mechanicsville Homeownership	Palmer House	Thomasville Heights	West Highlands	Cupola Building	Total
Sources of Funds														
MTW Funds used for Revitalization	\$ 17,547,198	\$ 5,004,095	\$ 53,500	\$ 18,327,407	\$ 23,500	\$ 120,000	\$ 40,000	\$ 13,500	\$ 6,000	\$ 24,992	\$ 87,500	\$ -	\$ 28,500	\$ 41,276,192
Capital Fund Program	-	10,105,821	-	-	-	18,008,000	-	-	-	-	-	-	-	28,113,821
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	-	-	-	-	-	-	-	-	-	-	-	3,156,232
Program Income and Other Funds	2,740,004	525,000	300,372	-	-	751,008	875,000	-	\$ 240,000	-	-	1,000,000	\$ 350,001	6,781,385
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,000,000	885,762	-	1,108,726	-	-	-	-	-	-	-	-	-	2,994,488
Total Sources of Funds	\$ 24,443,434	\$ 16,520,678	\$353,872	\$19,436,133	\$ 23,500	\$18,879,008	\$915,000	\$ 13,500	\$ 246,000	\$24,992	\$ 87,500	\$1,000,000	\$378,501	\$82,322,118
Demolition & Remediation	\$ 1,967,248	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 15,500	\$ -	\$ -	\$ 2,055,248
Property Acquisitions	7,300,000	100,000	-	-	-	-	-	-	-	-	-	-	-	7,400,000
Predevelopment Loans	2,700,004	-	300,372	-	-	751,008	875,000	-	240,000	-	-	-	350,001	5,216,385
Developer Loan Draws and Other Loans	9,900,000	12,422,793	-	8,757,662	-	18,008,000	-	-	-	-	-	-	-	49,088,455
Site Improvements	-	1,718,198	-	-	-	-	-	-	-	-	-	-	-	1,718,198
New Construction	-	600,000	-	-	-	-	-	-	-	-	-	-	-	600,000
Public Improvements	1,000,000	885,762	-	10,668,471	-	-	-	-	-	-	-	1,000,000	-	13,554,233
Homeownership Down Payment Assistance	-	120,000	-	-	-	-	-	-	-	-	-	-	-	120,000
Consulting and Professional Services	1,256,742	465,750	-	-	-	-	-	-	-	20,000	72,000	-	25,000	1,839,492
Outside Legal Counsel	150,000	10,000	50,000	10,000	20,000	110,000	-	10,000	-	-	-	-	-	360,000
Meeting Expenses	46,690	15,425	-	-	-	-	-	-	-	-	-	-	-	62,115
Community Outreach	60,000	17,500	-	-	-	10,000	40,000	-	-	4,992	-	-	-	132,492
Micro-Grants and Cash Donations	40,000	25,000	-	-	-	-	-	-	-	-	-	-	-	65,000
Other Expenses	22,750	70,250	3,500	-	3,500	-	-	3,500	3,500	-	-	-	3,500	110,500
Total Development and Revitalization Expenditures	\$ 24,443,434	\$ 16,520,678	\$353,872	\$19,436,133	\$ 23,500	\$18,879,008	\$915,000	\$ 13,500	\$ 246,000	\$24,992	\$ 87,500	\$1,000,000	\$378,501	\$82,322,118

Co-investment.

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 program to support development activities as an integrated and collaborative strategy to support affordable housing production in the City of Atlanta. It allows AH to leverage external resources from other 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 to partner with

agencies 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.

In April 2019, AH's Board of Directors authorized \$60 million to be used for development in Co-investment with Invest Atlanta. By the end of 2024, AH will have spent over \$60.0 million of these funds to develop 1,459 affordable units. In March 2023, AH's Board of Directors authorized an additional \$50 million for additional Co-investments, \$10.1 million of that increase is included in the FY 2025 Budget for projects to be identified. AH's FY 2025 budget sets aside \$35.9 million for the ongoing development of 404 previously closed units in the Co-Investment Initiative and projected closing of 963 new affordable units.

Co-Investments	360 Peachtree	Stone Hogan Flats	Stone Hogan Villas	Sylvan Hills II	Future Deals	Total
Sources of Funds						
MTW Funds used for Revitalization	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500
Total Sources of Funds						
	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500
Development and Revitalization Expenditures						
Demolition & Remediation	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Developer Loan Draws and Other Loans	10,000,000	2,623,000	3,164,000	10,000,000	-	25,787,000
Outside Legal Counsel	-	10,000	10,000	10,000	50,000	80,000
Community Outreach	10,000	5,000	5,000	10,000	20,000	50,000
Hard Cost Contingency	-	-	-	-	10,000,000	10,000,000
Other Expenses	-	-	-	-	10,500	10,500
Total Development and Revitalization Expenditures	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500

Development on AH's Vacant Land

Over the years, AH has accumulated more than 400 acres of vacant and underutilized land across the city. The FY 2025 Budget includes \$34.6 million for the demolition, planning and initial construction of an estimated 43 acres on these properties as shown in the following table. The Model Homes Program includes utilization of small lots acquired through various development activities.

The Affordable Homes Pilot includes utilization of small lots acquired through various development activities. AH plans to spend \$1.2 million in FY 2025 on the development of six (6) new affordable homes for sale on previously acquired land.

The first project of the Affordable Homes Pilot will six (6) houses that will be sold to low- or moderate-income first-time homebuyers. The project will develop three (3) single-family houses ranging from 1,000 – 1,400 square feet and three Accessory Dwelling Units (ADUs) approximately 500 square feet each.

Modular construction may be used to build the houses; The houses will be constructed in a factory and sent to the site at about 90% completion. In preparation for building the houses, there will be grading, paving of driveways and walkways. The houses may include energy efficiency improvements (such as solar panels), smart home packages and other modern upgrades.

Vacant Land	450 Capital Ave	Johnson Rd/ Quarry Park	North Avenue	Magnolia Perimeter - ANDP	Magnolia Perimeter - City Place Westside	Magnolia Perimeter - Quest Westside	The Proctor	Affordable Homes Pilot	Other	Total	
Sources of Funds											
MTW Funds used for Revitalization	\$ 6,044,500	\$ 17,760,000	\$ 73,600	\$ 50,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ -	\$ 30,386,600	
Program Income and Other Funds	1,216,077	\$ -	-	1,675,000	-	-	-	-	1,190,000	- 4,081,077	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	-	-	-	-	-	-	\$ 100,000	100,000	
Total Sources of Funds	\$ 7,260,577	\$ 17,760,000	\$ 73,600	\$ 1,725,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ 1,190,000	\$ 580,000	\$ 34,567,677
Development and Revitalization Expenditures											
Demolition & Remediation	\$ 800,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 300,000	\$ -	\$ -	\$ 30,000	\$ 1,140,000	
Property Acquisitions	-	17,500,000	-	-	-	-	-	-	-	17,500,000	
Predevelopment Loans	1,216,077	-	-	1,675,000	-	-	-	-	-	2,891,077	
Developer Loan Draws and Other Loans	4,305,000	-	-	-	600,000	-	900,000	4,100,000	-	9,905,000	
Residential Structures	-	-	-	-	-	-	-	-	1,190,000	- 1,190,000	
Public Improvements	-	-	-	-	-	-	-	-	100,000	100,000	
Consulting and Professional Services	121,000	-	53,600	-	-	-	-	-	450,000	624,600	
Outside Legal Counsel	790,000	-	-	50,000	25,000	-	-	10,000	-	875,000	
Community Outreach	25,000	10,000	20,000	-	10,000	-	10,000	10,000	-	85,000	
Soft Cost Contingency	-	250,000	-	-	-	-	-	-	-	250,000	
Other Expenses	3,500	-	-	-	-	-	-	3,500	-	7,000	
Total Development and Revitalization Expenditures	\$ 7,260,577	\$ 17,760,000	\$ 73,600	\$ 1,725,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ 1,190,000	\$ 580,000	\$ 34,567,677

Homeownership Down Payment Assistance

AH will spend \$4.8 million to continue its Homeownership Down Payment Assistance Program. Under this program, AH provides eligible first-time homebuyers that earn up to 80% of Area Median Income (“AMI”) with financial assistance to purchase homes within or near AH’s MIXED communities, as well as neighborhoods throughout the City of Atlanta. AH projects it will assist approximately 224 new homebuyers in FY 2025. An additional \$0.1 million for homeownership down payment assistance for four (4) families is included in the Budget for Choice Neighborhoods.

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 2025:

Co-Investment Initiative. Projects presented so far under the Co-Investment Initiative 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.

RAD Conversions. 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 is expected to remain 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.

Former Public Housing and Vacant Land. The development of sites of former public housing and other vacant land will have an immediate operating impact by eliminating the costs of maintaining the vacant property including mowing, fencing, trash removal, and insurance. Depending on the type of development and whether AH provides rental subsidies to tenants, this housing may have long-term financial requirements.

Budget Risk Analysis

The FY 2025 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 95% of AH’s funding provided by HUD, reliance on this single source of funds represents by far AH’s largest risk. AH’s funding from HUD is based on the assumption that Congress will fund Federal Fiscal Year 2025 with 7% inflation factor, a 99.5% 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 2025, 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 forecasts that it will have \$122 million of Housing Choice Voucher funds held at HUD on June 30, 2024 that may be 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 sizable 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 2025, spending in excess of allocated amounts for FY 2025 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 more than 1,115 new Tenant-Based Housing Choice vouchers in FY 2025 before attrition. This will require that affordable, qualified units be available for participants. If such a level of affordable housing does not exist, AH may not be able to lease up and meet the allocated HAP levels.
- If the cost of affordable housing rents exceeds the estimated 10% annual estimate, the cost of Housing Assistance payments and Operating Subsidies may exceed allocated amounts.
- 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.

- Real estate capital markets have shifted priorities since COVID, causing the acquisition and consolidation of several designated development firms. This risk most often affects the pace of closings as the new partners come up to speed on the transactions but has not affected the structure of the deals.

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 41 for current CFP awards deadlines and funding availability.**

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 primarily 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, 2024, and June 30, 2025, by type of programs as well as expected changes in fund balances from AH operating and development and revitalization activities allocated for FY 2025. The fund balances presented

below include funds held by AH in local accounts, in either cash or investments, as well as funds held at HUD which are available either from unused funds from prior year appropriations or grant awards.

Funding Source	Estimated Available Funds at June 30, 2024		FY 2024 Sources/Awards	FY 2024 Uses/Drawdown	Estimated Available Funds at June 30, 2025	Estimated Net Change in Available Funds
	\$	\$			\$	\$
Held on account at HUD						
Capital Fund Program*	\$ 60,226,048	\$ 5,622,860		\$ 30,529,715	\$ 35,319,193	
Resident Opportunity & Self Sufficiency	203,747	407,494		407,494	203,747	
Housing Choice Voucher Program	122,091,404			68,921,951	53,169,453	
Total Held on account at HUD	\$ 182,521,199	\$ 6,030,354		\$ 99,859,160	\$ 88,692,393	\$ (93,828,806)
Held locally by AH						
MTW - Housing Choice Voucher Program	\$ 34,332,579	\$ 387,379,127		\$ 387,379,127	\$ 34,332,579	
Tenant Deposits and Rent Payments	183,736	2,883,017		2,883,017	183,736	
Public Housing Operating Subsidy**	5,096,865	9,995,068		9,995,068	5,096,865	
Program Income	133,269,162	12,290,386		10,879,194	134,680,354	
Entrepreneurial Income (non-federal)	10,706,750	1,394,908		1,394,908	10,706,750	
Public Improvement funds provided by City of Atlanta	2,083,840	2,994,488		2,994,488	2,083,840	
Component Units	1,708,311				1,708,311	
Other Sources of Funds		500,319		500,319	-	
Total Held locally by AH	\$ 187,381,243	\$ 417,437,313		\$ 416,026,121	\$ 188,792,435	\$ 1,411,192
Total	\$ 369,902,442	\$ 423,467,667		\$ 515,885,281	\$ 277,484,828	\$ (92,417,614)

*FY 2025 Sources/Awards reflect an estimated of the CY 2025 CFP award as the amount is unknown as of the date of this report. This amount is not included in the Budget.

**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 expenses, including depreciation and amortization, are 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 allocated when they are expected to be received by AH, with the exception of Housing Choice Voucher funds, described below. Expenditures, including capital items are allocated in the period in which the obligation for payment occurs.

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

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

Balanced Budget

AH develops its annual budget assuring allocated sources of funds, including prior year funds held at HUD or AH, meet or exceed allocated 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, 2023, 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 forecasts 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 \$81,650 in 2023.
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 Expenditure	The use of funds for the acquisition or development of assets which meet AH's capitalization requirements for cost and/or life. They may affect currently exiting properties or the development of new ones.

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 \$40 million Choice Neighborhoods Implementation Grant in 2023 for Bowen Homes.
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 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.
United States Department of 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.

Moving to Work (MTW)	An agreement with HUD that provides AH with substantial statutory and regulatory relief to implement local solutions to address local challenges in providing affordable housing opportunities to low-income families. The MTW Agreement allows AH to combine multiple types of HUD funding: Housing Choice Voucher Program funds, Public Housing Operating Subsidy and Capital Fund Program grants into a single fund to be used for MTW eligible activities.
MTW Annual Plan	The annual planning document submitted by AH to HUD which, among other requirements, outlines programs, strategies and initiatives for the fiscal year, as well as identifies any necessary regulatory flexibilities to accomplish them.
M/W/SBE partners	Minority-owned, women-owned, and small business enterprises with which AH contracts to provide goods and services.
National Housing Compliance (NHC)	This term refers to Georgia HAP Administrators, Inc. (GHA) d/b/a National Housing Compliance (NHC). As contract administrator for HUD's multi-family portfolio in Georgia and Illinois, NHC earns base and incentive fees for the services it performs. NHC was specifically created by its member agencies to conduct performance-based contract administration for HUD including professional services to the affordable housing industry.
Next Steps	AH's youth self-sufficiency program to develop term-limited solutions that support the development and economic self-sufficiency of youth transitioning from foster care. This includes providing Housing Choice vouchers and partnering with state agencies, service providers and the education system.
Non-Operating Sources of Funds	Funds received by AH which were not generated by its normal public housing operations. These include, but are not limited to, interest income and proceeds from the sale of AH property.

Obligations	Funds which the federal government has formally set aside or earmarked that will be used in the future for the purchase of goods or services through the award of grants or subsidies. HUD obligates funds for AH's use when HUD amends AH's Annual Contribution Contracts (CFP and Housing Choice funding) and/or when it increases the available amount of funding in its electronic financial management system (Public Housing Operating Subsidy)
Operating Divisions	AH's headquarters departments that provide housing assistance to citizens of Atlanta through its AH-Owned and MIXED communities public housing, Housing Choice Vouchers, HomeFlex, Homeownership Down Payment Assistance or the development and revitalization of affordable properties.
Operating Subsidy	Funds provided by HUD to AH under the Public Housing Operating Subsidy program as subsidy. Also refers to monthly funds provided by AH to PMDs and MIXED community partners under contractual agreements to provide assisted housing to qualified tenants.
Public Housing Authority (or Agency) (PHA)	Any state, county, municipality, or other governmental entity or public body, or agency or instrumentality of these entities that is authorized to engage or assist in the development or operation of low-income housing under the U.S. Housing Act of 1937, as amended.
Public Housing Operating Subsidy (Operating Subsidy)	Funding provided by HUD to AH for the support of operations and maintenance for Section 9 public housing, either at AH-Owned or MIXED communities.
Public Improvement Funds	Funds provided by the City of Atlanta or other City agencies to AH for the purpose of construction, enlargement, extension or other construction of a facility intended for dedication to the City, including, but not limited to a street, curb and gutter, sidewalk cross drain, catch basin, traffic control and street name signs; domestic water supply system main, fire hydrant, sanitary sewerage main or outfall, lift station, force main, or manhole.

Property Management-Developer (PMD) Company	Property management/development firms hired by AH to provide property management services and pre-development planning services together with the grant of a development option for the AH-Owned Residential Communities.
Portability	A feature of the HCVP that permits an eligible voucher holder to move from the jurisdiction that issued the HC voucher (Initial PHA) to any other jurisdiction that administers a HCVP (Receiving PHA) which will either administer the HC voucher for the Initial PHA or absorb the eligible voucher holder into its HCVP.
Program Income	Gross income earned by AH or other non-Federal entities that is directly generated by a supported activity or earned as a result of a federal grant award during the period of performance. Program Income may retain federal limitations on its use depending on its origin.
Proration	Percentage of requested funding that reflects Congressional funding authorization that does not equal the request. For example, if the sum of all PHAs Operating Subsidy calculations equaled \$100 billion and HUD requested that amount for total Operating Subsidy, but Congress authorized only \$90 billion, HUD would enforce a 90% proration. Each PHA would receive only 90% of the funds that were originally calculated as being required.
Quality of Life Initiative (QLI)	An AH initiative that allowed families in AH's distressed and obsolete public housing family communities and high-rise communities to relocate from those environments using housing choice vouchers. The buildings were demolished, and AH has solicited proposals from private sector developers for mixed-use, mixed income developments for selected sites.

Short-Term Housing Assistance	AH program, working with the United Way of Greater Atlanta, to prevent homelessness and to support rapid re-housing of families dealing with temporary setbacks. Also referred to as the “Home Again Program.”
Special-Purpose Vouchers	HUD-issued vouchers administered by AH which cannot be rolled into AH’s MTW Single Fund. AH includes special purpose voucher participants in its MTW program with allowances for any requirements imposed by HUD. This category includes Mainstream, VASH, RAD, and FUP vouchers
Tenant Based Voucher	AH Housing Choice Voucher used to subsidize the affordable housing of a qualified individual living in a qualified house or apartment community.
Tenant Dwelling Revenue	Rent paid by tenants at AH-owned Residential Communities, usually calculated as a percentage of adjusted income. Such rental income is used at the communities for operations and maintenance expenses.
Veterans Affairs Supportive Housing (VASH)	Federal program which provides a combination of HUD rental assistance and VA case management services for very-low-income homeless veterans.
Voucher Portability Administrative Fees	AH payment issued 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 20 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

Acronyms

ACC	Annual Contributions Contract
AH	Atlanta Housing
AMI	Area Median Income
CFP	Capital Fund Program
COVID-19	[Novel] Coronavirus COVID-19
FSS	Family Self Sufficiency Program
FFY	Federal Fiscal Year
DDTF	Demolition or Disposition Transitional Funding
DPA	Down Payment Assistance
HUD	U.S. Department of Housing and Urban Development
HCV	Housing Choice Voucher
HCVP	Housing Choice Voucher Program
HAP	Housing Assistance Payment
MTW	Moving to Work
M/W/SBE	Minority-owned/Women-owned/Small Business Enterprises
NHC	National Housing Compliance
PHA	Public Housing Authority (or Agency)
PMD	Property Management-Developer Company
QLI	Quality of Life Initiative
RAD	Rental Assistance Demonstration Program
REG	Real Estate Group
RHF	Replacement Housing Factor
VASH	Veterans Affairs Supportive Housing

Statistical and Other Information Regarding the Atlanta Housing Authority

Organization

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

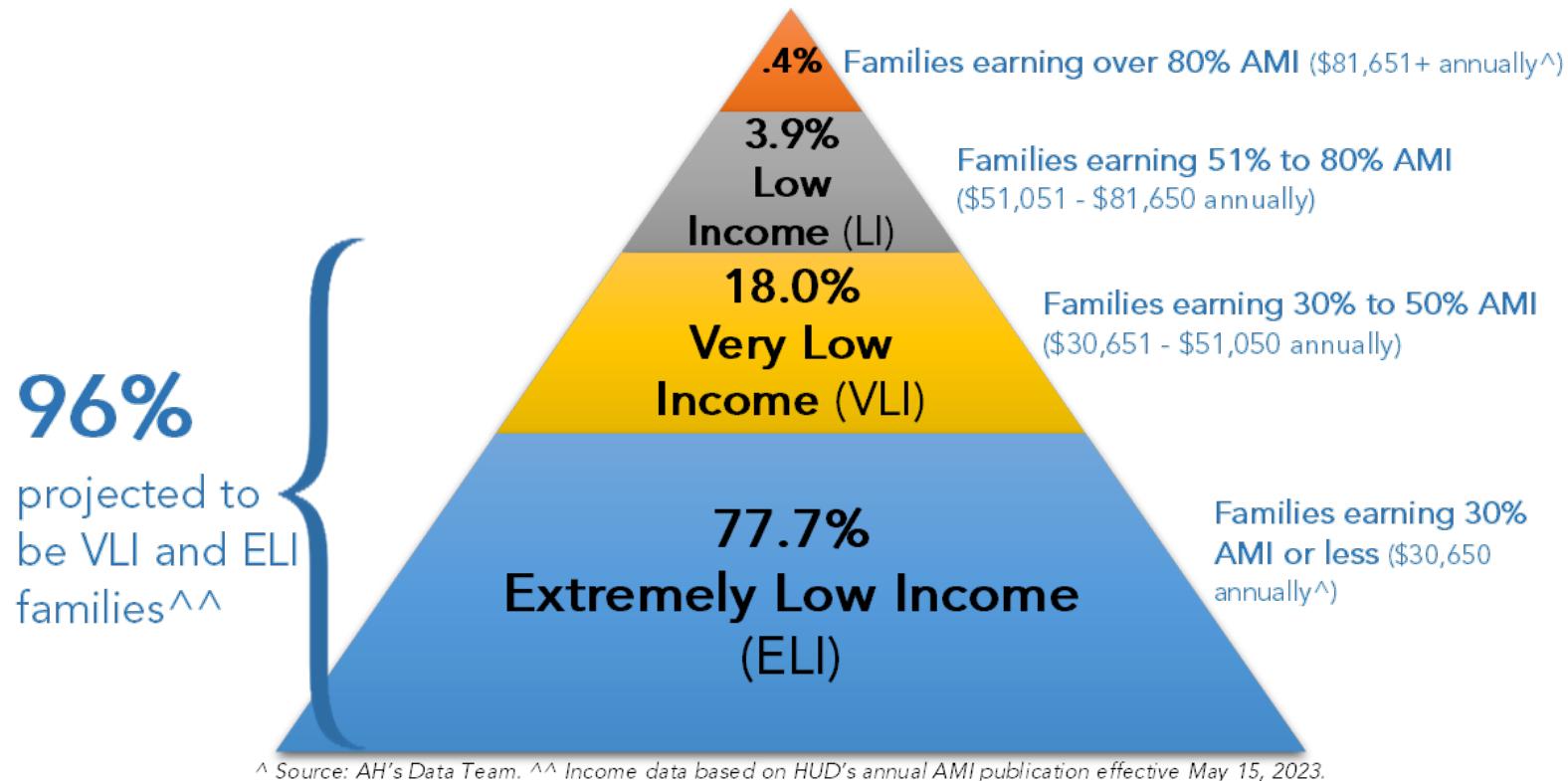
The governing body of AH is its Board of Commissioners (Board) which, pursuant to state laws, should be comprised of seven members appointed by the Mayor of the City of Atlanta and includes two resident commissioners. The resident commissioners serve one-year terms, and the five remaining members serve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

AH is an MTW agency under HUD's MTW Demonstration Program which provides certain "high-performing" agencies with substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended (1937 Act), as reflected in an agreement between the selected agency and HUD. AH negotiated and entered into its MTW Agreement with HUD on September 25, 2003, which was effective from July 1, 2003, through June 30, 2010. In response to HUD's decision to introduce a standard form of agreement and expand the MTW Demonstration Program, AH successfully negotiated and executed an Amended and Restated MTW Agreement on November 13, 2008. On January 16, 2009, AH and HUD executed a further amendment to the Amended and Restated MTW Agreement. AH's MTW Agreement as amended and restated, is referred to as the MTW Agreement.

In December 2015, AH's MTW Agreement was extended until June 30, 2028, under the same terms and conditions, which was confirmed by HUD in a letter dated April 14, 2016. Congress has since extended the MTW Program through 2038. 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 2025 MTW Annual Plan submitted to HUD in April 2023.

Assisted Household Projection by Area Median Income (AMI)[^]



Planned Households - By Unit Size

Community and Program Type	FY 2025 Households by Unit Size					
	0 BRs	1 BRs	2 BRs	3 BRs	4+ BRs	Total
AH-Owned	192	608	45	20	27	892
MIXED	10	1,275	1,059	357	21	2,722
RAD PBV Conversions	83	865	402	195	24	1,569
HomeFlex	267	2,754	1,446	281	10	4,758
Housing Choice: Tenant-Based	87	2,460	3,379	2,737	897	9,560
Housing Choice: Ports	1,281	0	0	0	0	1,281
Totals:	1,920	7,962	6,331	3,590	979	20,782

Note: The table reflects estimates based on data that AH has direct access, such as AH-sponsored, ongoing assistance programs. The table excludes local, non-traditional data in which AH is unable to access, such as AH-supported one-time assistance programs.

Planned Households - By Family Size

Community and Program Type	FY 2025 Households by Family Size					
	1 Member	2 Members	3 Members	4 Members	5+ Members	Total
AH-Owned	768	70	19	11	24	892
MIXED	1,634	492	314	174	108	2,722
RAD PBV Conversions	1,010	270	160	81	48	1,569
HomeFlex	3,476	843	253	119	67	4,758
Housing Choice: Tenant-Based	3,172	2,333	1,725	1,177	1,153	9,560
Housing Choice: Ports	265	236	231	269	280	1,281
Totals:	10,325	4,244	2,702	1,831	1,680	20,782

Note: The table reflects estimates based on data that AH has direct access, such as AH-sponsored, ongoing assistance programs. The table excludes local, non-traditional data in which AH is unable to access, such as AH-supported one-time assistance programs.

Planned Households - By Income Group

Community and Program Type	FY 2025 Households by Area Median Income				
	≤ 30% AMI	31 to 50% AMI	51 to 80% AMI	≥ 80% AMI	Total
AH-Owned	821	62	7	2	892
MIXED	2,030	548	127	16	2,721
RAD PBV Conversions	1,260	258	46	5	1,569
HomeFlex	3,924	749	80	5	4,758
Housing Choice: Tenant-Based	6,999	1,993	522	47	9,561
Housing Choice: Ports	1,109	133	36	3	1,281
Totals:	16,143	3,743	818	78	20,782

	Total ≤ 50% AMI (VLI & ELI Families)	Total > 50% AMI
Number of HHs by Income	19,886	896
% of HHs Served	95.7%	4.3%

Note: The table reflects estimates based on data that AH has direct access, such as AH-sponsored, ongoing assistance programs. The table excludes local, non-traditional data in which AH is unable to access, such as AH-supported one-time assistance programs.

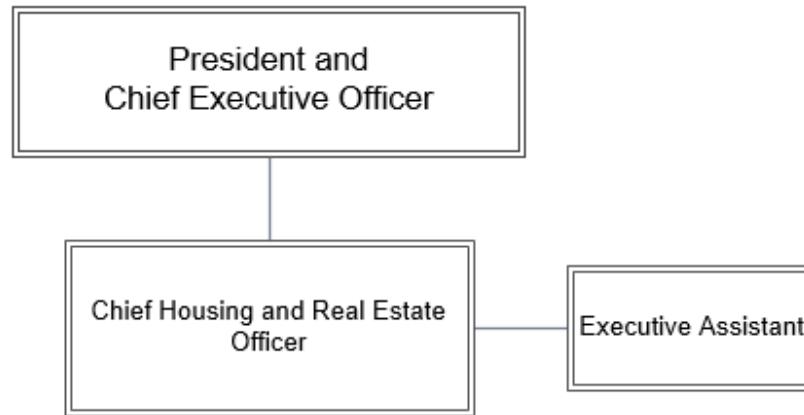
II. Department Information – Operating Divisions and Corporate Support

Department Information – Operating Divisions

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Office of the Chief Housing and Real Estate Officer



Office of the Chief Housing and Real Estate Officer

Mission Statement

The Office of the Chief Housing and Real Estate Officer is a newly created position and is responsible for the strategic day-to-day leadership of all of the housing and real estate departments of AH. This includes strategic leadership and direction to Real Estate Planning and Development, Real Estate Operations, Real Estate Transactions Management and Capital Markets, Homeownership, and Housing Choice Voucher Program (both Tenant-based and HomeFlex vouchers). The Office of the Chief Housing and Real Estate Officer will create and preserve affordable housing under AH's purview or influence and assist qualified families in renting safe, decent, and sanitary dwelling units in amenity-rich communities for the betterment of the community and the families AH serves.

Primary Functions

The Office of the Chief Housing and Real Estate Officer provides strategic leadership and management oversight to Real Estate Planning and Development, Real Estate Operations, Real Estate Transactions Management and Capital Markets, Homeownership, and Housing Choice Voucher Program (both Tenant-based and HomeFlex vouchers) and other program support services.

Service Description

The Chief Housing and Real Estate Officer performs the following functions in support of its mission:

- Full oversight of the housing creation and preservation activities and real estate assets of AH
- Oversight of AH's robust planning and development activities
- Oversight of the Asset Management activities of AH
- Oversight of AH's Housing Choice Voucher Program
- Quality Assurance reviews
- Compliance with AH and applicable HUD requirements
- Staff internal and external training
- Budget Management
- Updates of Procedural and Operational Manuals
- Project Management
- Change Management

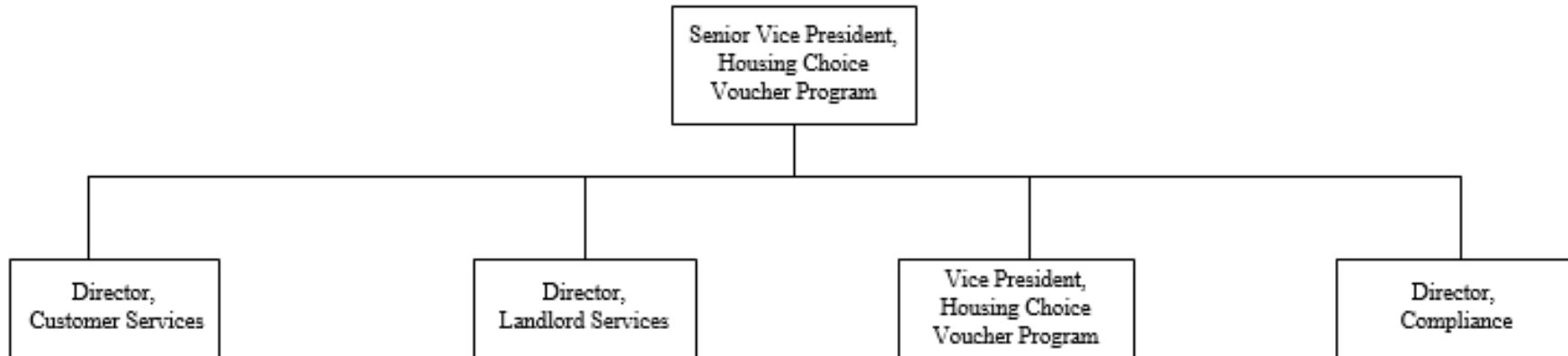
Atlanta Housing
FY 2025 Budget
Office of the Chief Housing and Real Estate Officer

Description	FY 2025		FY2025B		FY2025B	
	Budget	FY 2024	Over (Under)	FY 2024	Forecast	Over (Under)
Salaries	\$ 336,000	\$ 296,001	\$ 39,999	\$ 307,556	\$ 28,444	
Employer Paid Benefits and Taxes	86,751	108,288	(21,537)	101,938	(15,187)	
Staff Training	6,500	6,500	-	-	6,500	
Travel and Conferences	10,500	7,000	3,500	5,714	4,786	
Membership and Fees	2,762	1,835	927	2,211	551	
Meeting Expense	16,500	18,000	(1,500)	16,906	(406)	
Uniforms	5,060	4,560	500	-	5,060	
Total	\$ 464,073	\$ 442,184	\$ 21,889	\$ 434,325	\$ 29,748	

Staffing

Authorized Positions	FY25	FY24	FY24	FY23	The Office of the Chief Housing and Real Estate Officer is a newly created office designed to bring together all of AH's housing and real estate activities under consolidated leadership. The position of Chief Real Estate Officer has been abolished.
	Budget	Budget	Forecast	Actual	
Chief Housing and Real Estate Officer	1	0	1	0	
Chief Real Estate Officer	0	1	0	0	
Operations Administrator	1	1	0	1	
	<hr/>	<hr/>	<hr/>	<hr/>	
	2	2	1	1	

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 and 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 Program Group is made up of four primary 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 Group team members perform a number of functions in support of its mission:

Housing Choice Administration

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

Housing Services

- Voucher administration – eligibility, admissions, recertifications, moves and portability
- Compliance – fingerprinting, hearings, and criminal background screenings

Housing Choice Contact Center

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

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

HOUSING CHOICE VOUCHER PROGRAM - FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Increase total households served by 1,050 households	House an additional 840 families through the Tenant-based Housing Choice Voucher Program, for a net increase of 0 (zero) new households.
	On a monthly basis lease up 70 new Housing Choice Voucher Program households during FY 2025.
	Complete contract renewals 30 days prior to the contract effective day throughout FY2025.
	Maintain a RTA cycle time of 24 days for single family units during FY 2025.
	Maintain a RTA cycle time of 10 days for multi-family units during FY 2025.
	During FY 2025, complete the contract execution process within 10 calendar days of sending the contract to the landlord for signature.
	On a monthly basis, provide sufficient applicants from the Housing Choice Voucher Program waiting list to support the successful implementation of the lease-up strategy.
	Provide timely and sufficient numbers of applicant referrals to the Housing Services Team to support the Households Served goals assuring maximum utilization of supportive housing vouchers.
	To support the lease-up goal, on a monthly basis provide leads to Housing Choice Voucher Program housing counselors.
Increase voucher utilization to 84% of authorized vouchers	Increase households served through the Tenant-based Housing Choice Voucher Program to 10,950.
	On a monthly basis lease up 88 new Housing Choice Voucher Program households during FY 2025.
	Develop and maintain an automated reporting mechanism by which AH can track families who reside in an area of opportunity by September 30, 2025.

Continue to develop and build housing programs serving homeless or formerly homeless populations	Expand Housing Choice Homelessness Services initiative by establishing 2 new housing programs for families with local partners such as Grady Heath, United Way, PAV.
	Identify and pursue special purpose vouchers to increase vouchers available to support vulnerable populations.
	Pursue HUD NOFA and other program sources of funds to increase special program vouchers for the vulnerable populations.
Target and attract Housing Choice landlords in areas of opportunity and amenity-rich neighborhoods	Increase opportunities for voucher holders to live in areas of opportunity.
	During FY 2025, meet at least bi-annually with the Atlanta Apartment Association with the purpose of presenting the Housing Choice Voucher Program to prospective landlords who own/manage properties in Areas Of Opportunity and/or do not already participate in the Housing Choice Voucher Program.
	During FY 2025, work collaboratively with the Atlanta Housing's Housing Counselors to attract prospective landlords with units in Areas of Opportunity.
	Add at least 15 new multi-family communities to the Housing Choice Voucher Program in FY 2025.
	In collaboration Human Development Services Department and implement a seamless cross-departmental processes.
Improve customer service	Encourage employee growth and customer-focused leadership.
	Encourage employee growth by delegating departmental projects (Sustainability Initiative and housing families in areas of opportunity) to staff and assisting and mentoring them through completion.
	Implement Participant Advisory Group by September 30, 2024, by ensuring that 13 members are established, and meetings occur at least once quarterly, with the first meeting being 2nd quarter for FY 2025.
	Improve services to property owners through facilitation of enhanced landlord advisory group meetings that seek feedback for improvement for operations and program enhancements.

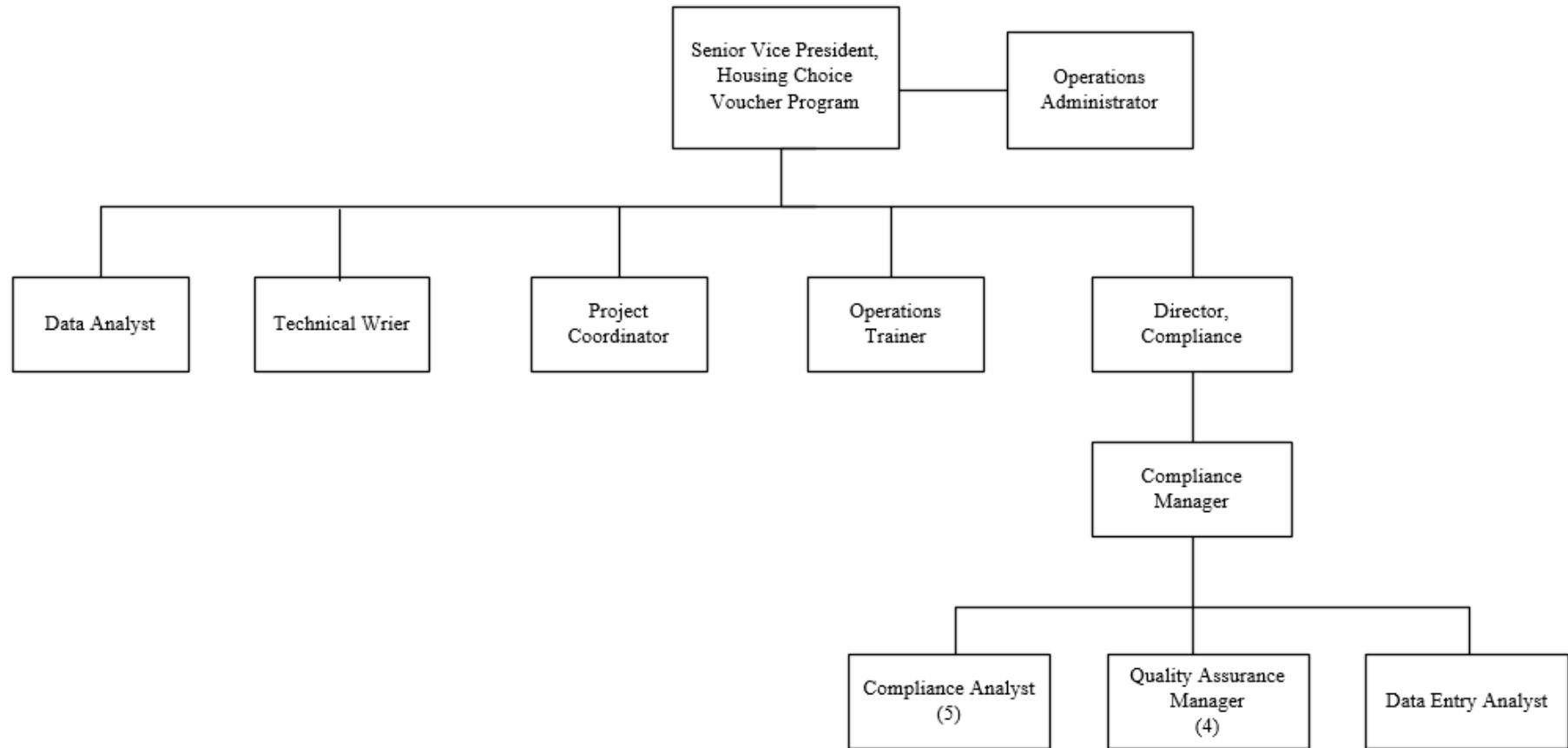
	During FY 2025, continue to refresh and refine the Landlord Group members and meetings by ensuring that we appoint at least 5 new members to the group to ensure that we are receiving optimal feedback.
Increase opportunities for employee growth and development	Encourage "up next" leaders within the department and provide professional development and leadership and training opportunities.
	Establish a training calendar for that focuses on a different monthly training topic throughout the fiscal year. Topics should include those that build and support Housing Choice Voucher knowledge and cross-training opportunities. Staff will share learnings at team meetings.
Streamline operations to increase operational effectiveness and efficiency	Improve cycle times and other Key Performance Indicators.
	Maintain a departmental average post call survey of 90% or greater.
	Maintain a monthly Answer Rate Goal of 90% or greater of calls answered by the Contact Center.
	Maintain a departmental average monthly quality score of 95% for all Contact Center staff.
	Process Reasonable Accommodations requests 21 calendar days (from receipt to decision).
	Process vacant units and Violence Against Women Act requests within 7 calendar days and 5 calendar days respectively (from receipt to completion).
	Ensure vacant unit holds meet or exceed the less than 75 days benchmark on a monthly basis.
	Process requests for emergency moves due to crime and neighborhood activities within 10 days (from request to the decision).
	Process waiting list inquiries and waiting list updates within 3 calendar days (from receipt to completion).

	Meet the Move To Work Inspections Benchmark of completing at least 1.4% Quality Control Inspections by June 30, 2025.
	Assist with containing landlord overpayments to less than \$75,000 as of June 30, 2025 by monitoring overpayments caused by landlord and inspection related processes. Train team, where appropriate, on overpayments caused by these processes.
	Meet the Move To Work Inspections Benchmark of completing 98% or greater of scheduled Annual Inspections by June 30, 2025.
	Monitor special inspections conducted after new move-ins to determine effectiveness of virtual inspections; track trends to determine if additional tools need to be required by landlords to complete the virtual inspection process.
	Complete Recertifications in 60 days.
	Complete Interim's within 30 days of receipt of the interim change form.
	Complete the Initial Eligibility Cycle Time within 27 days.
	Increase and maintain HAVEN Voucher utilization throughout FY 2025.
	Process 100% of portability billings within 30 calendar days of receipt by AH in compliance with AH's port out procedures.
	Process outbound portability billings within 10 days.
	Develop a comprehensive training schedule and plan for Housing Services Administrators based on Quality Assurance feedback.
	Assure continued delivery of training to the Housing Services Administrators resulting in the achievement of an overall average quality contract accuracy rating of 90% or greater throughout FY 2025.
	Establish a training calendar for that focuses on a different monthly training topic throughout the fiscal year. Topics should include those that build and support Housing Choice Voucher knowledge and cross-training opportunities. Staff will share learnings at team meetings.
	Establish an active live lab for training reinforcing skill sets for Housing Choice Voucher Program staff.

	Establish an online training platform made available to staff when refresher training is required.
	Successfully optimize Housing Services processes allowing for more efficiency within the Housing Services Team.
	Improve performance management within the Housing Services group through the implementation of Quality Assurance Scores as well as income error threshold.
	Create online trainings to help remediate staff performance.
	Develop incentive to recognize high performers.
	Ensure 120 Day Enterprise Income Verification review continues to occur for new program participants.
	Streamline validation process for income discovered through HUD's Income Validation Tool.
	Successfully optimization of Housing Services processes through implementation of the Housing Services restructure.
	Ensure a successful optimization of Rent Cafe implementation
	Optimize the participant portal to improve the document submission process and increase automation within Housing Services through batch messaging, interim processing and tracking, library of letters to support process.
	Improve portability reporting to ensure maximum visibility and efficiency in the portability process.
	Complete monthly reconciliation of challenged Public Housing Authorities, quarterly reconciliation on local Public Housing Authorities, and semiannual on randomly selected 12 Public Housing Authorities outside of Atlanta Housing's metropolitan areas.
	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.

	By November 30, 2024 work to further automate the landlord self-service function of determining the submarket and payment standard for prospective units within the City of Atlanta.
	Fully document operational procedure, in order to identify opportunity to streamline and simplify business processes.
	Engage a skilled technical writer to help Housing Choice Voucher Program streamline process, procedures and identify gaps that will ultimately help increase productivity, resolve issues, avoid errors, and increase credibility.
Create a business model that is data-driven and high performing	Optimize management reporting tools as needed to ensure appropriate tracking and oversight of performance management and measurements.
	Work with IT utilizing to develop operational reports utilizing data from SharePoint, and Yardi that provide informative reporting to determine the status of operations in real-time.

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 5 and Continuum of Care programing, etc.] for AH. HCV's primary mission is to assist qualified families in renting safe, decent, and sanitary dwelling units in amenity-rich communities for the betterment of the community and the families AH serves.

Primary Functions

Housing Choice Administration provides strategic leadership and 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:

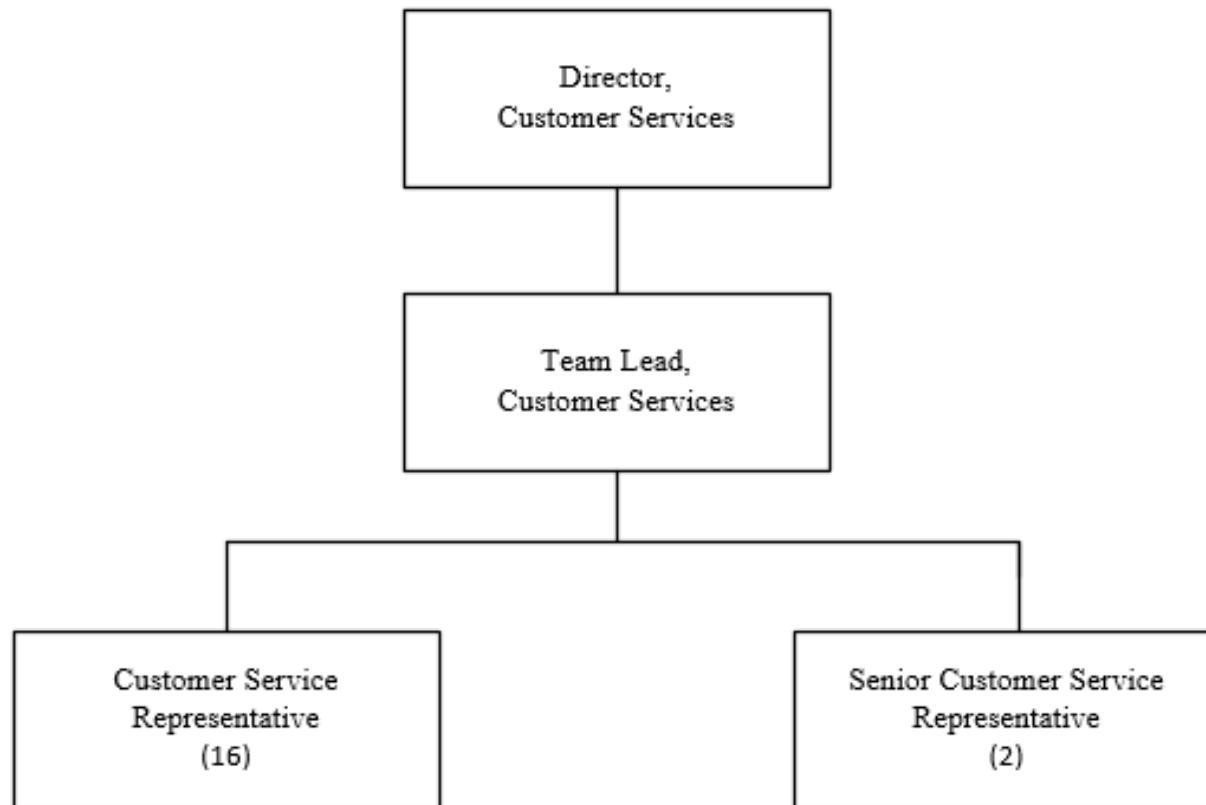
- Full oversight of the Voucher Administration Process
- Quality Assurance reviews
- Program Compliance
- Staff internal and external training
- Budget Management
- Updates of Procedural and Operational Manuals
- Project Management
- Auditing
- Change Management

Housing Choice Administration	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 1,329,899		\$ 1,261,972		\$ 67,927		\$ 879,195		\$ 450,704	
Employer Paid Benefits and Taxes		358,502		436,641		(78,139)		254,538		103,964
Background Checks		60,000		32,000		28,000		21,099		38,901
Staff Training		5,995		8,650		(2,655)		8,650		(2,655)
Travel and Conferences		5,100		5,200		(100)		5,200		(100)
Other Staff Augmentation		40,000		85,000		(45,000)		190,746		(150,746)
Membership and Fees		1,200		1,200		-		1,200		-
Publications		1,400		1,300		100		1,300		100
Office Supplies		500		100		400		100		400
Uniforms		-		300		(300)		300		(300)
Total	\$ 1,802,596		\$ 1,832,363		\$ (29,767)		\$ 1,362,328		\$ 440,268	

Staffing

Authorized Positions	FY25	FY24	FY24	FY23	Housing Choice Administration increased by two positions due to two positions transferred and repurposed from Housing Services.
	Budget	Budget	Forecast	Actual	
Compliance Analyst	5	5	3	3	
Compliance Manager	1	1	0	0	
Data Analyst	1	0	0	0	
Data Entry Analyst	1	1	1	1	
Director, Compliance	1	1	1	1	
Operations Administrator	1	1	1	1	
Operations Trainer	1	0	0	0	
Program Technical Support Analyst	0	1	0	1	
Project Coordinator	1	0	1	0	
Quality Assurance Analyst	4	4	4	4	
Senior Vice President, Housing Choice Voucher Program	1	1	1	1	
Technical Writer	1	1	1	1	
	18	16	13	13	

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 responding to participants' and landlords' inquiries and resolving issues at first point of contact for Atlanta Housing (AH). The HCCC responds to all callers, walk-in visitors, and inquiries via the AH website.

Primary Functions

HCCC team members receive approximately ten thousand (10,000) calls from participating families, landlords, and the general public each month.

Service Description

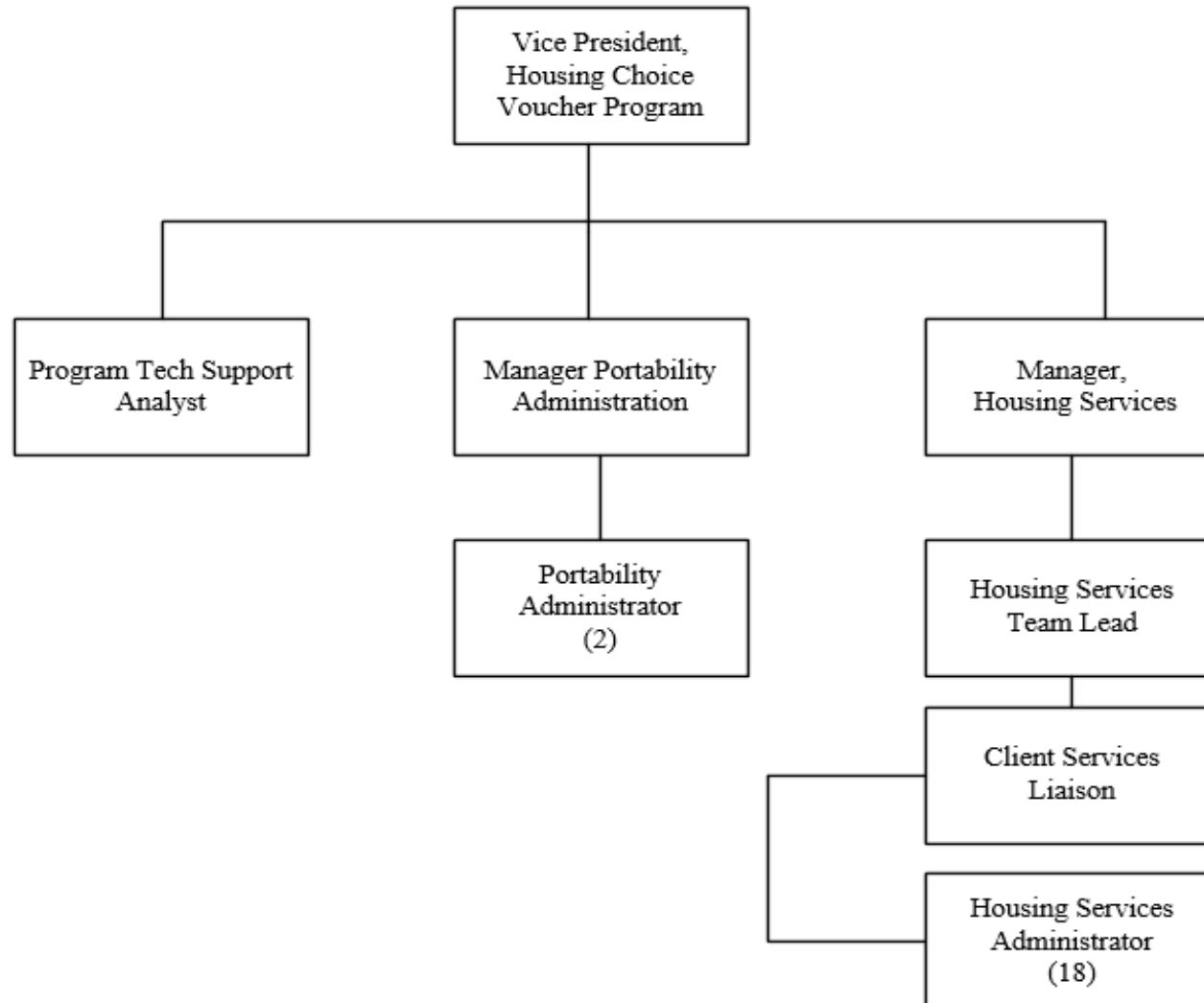
Team members answer and triage inquiries and respond to requests for information. The Front Desk staff receives hundreds of visitors monthly for appointments with staff and for general information. They process requests and accept any paperwork being dropped off. HCCC team members process requests for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

Housing Choice Contact Center	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 1,080,307		\$ 927,033		\$ 153,274		\$ 756,105		\$ 324,202	
Employer Paid Benefits and Taxes		359,015		401,515		(42,500)		230,480		128,535
Staff Training		3,150		6,291		(3,141)		6,291		(3,141)
Travel and Conferences		6,000		3,000		3,000		3,000		3,000
Consulting and Professional Services		3,000		6,000		(3,000)		2,500		500
Other Staff Augmentation		55,000		55,000		-		94,025		(39,025)
Membership and Fees		150		119		31		119		31
Meeting Expense		1,500		1,500		-		1,500		-
Emergency Assistance		4,000		6,000		(2,000)		2,500		1,500
Uniforms		300		250		50		250		50
Total	\$ 1,512,422		\$ 1,406,708		\$ 105,714		\$ 1,096,770		\$ 415,652	

Staffing

Authorized Positions	FY25	FY24	FY24	FY23	Housing Choice Contact Center increased by two positions due to two positions transferred and repurposed from Housing Services.	
	Budget	Budget	Forecast	Actual		
Customer Service Representative	16	14	9	10		
Director, Customer Services	1	1	1	1		
Senior Customer Service Representative	2	2	2	2		
Team Lead Customer Services	1	1	1	1		
	20	18	13	14		

Housing Services



Housing Services

Mission Statement

The primary mission of the Housing Services department is to assure that all customers participating on the Housing Choice Voucher Program (HCVP) meet the general program requirements for initial and continued eligibility in accordance with AH Policies and Procedures and applicable HUD requirements. Team members manage the relationship with AH voucher customers from initial certification 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 responsible for Admissions, Recertification/ Interims, Request to Move, Portability, HAP Validation, HAVEN, and Housing Counseling. The Housing Services team members process hundreds of applicants for initial certification as well as continued program eligibility annually. The team administers the voucher, process requests to port in and out of AH's jurisdiction and communicates with participants during mandatory briefings. Housing Services members process recertifications (i.e., annual, biannual, triannual, and interim), requests to move, household changes, tenant repayment agreements, Portability billings, and manage 120-day income reviews of all new families along with any other matters impacting the households participating on the HCVP.

Housing Services	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 2,637,976		\$ 2,218,002		\$ 419,974		\$ 1,574,670		\$ 1,063,306	
Employer Paid Benefits and Taxes	672,558		867,545		(194,987)		456,144		216,414	
Staff Training	14,967		12,389		2,578		12,389		2,578	
Travel and Conferences	9,000		6,800		2,200		6,800		2,200	
Consulting and Professional Services	144,000		169,000		(25,000)		93,311		50,689	
Other Staff Augmentation	65,000		-		65,000		198,924		(133,924)	
Office Supplies	-		100		(100)		100		(100)	
Meeting Expense	-		500		(500)		500		(500)	
Uniforms	-		500		(500)		500		(500)	
Total	\$ 3,543,501		\$ 3,274,836		\$ 268,665		\$ 2,343,338		\$ 1,200,163	

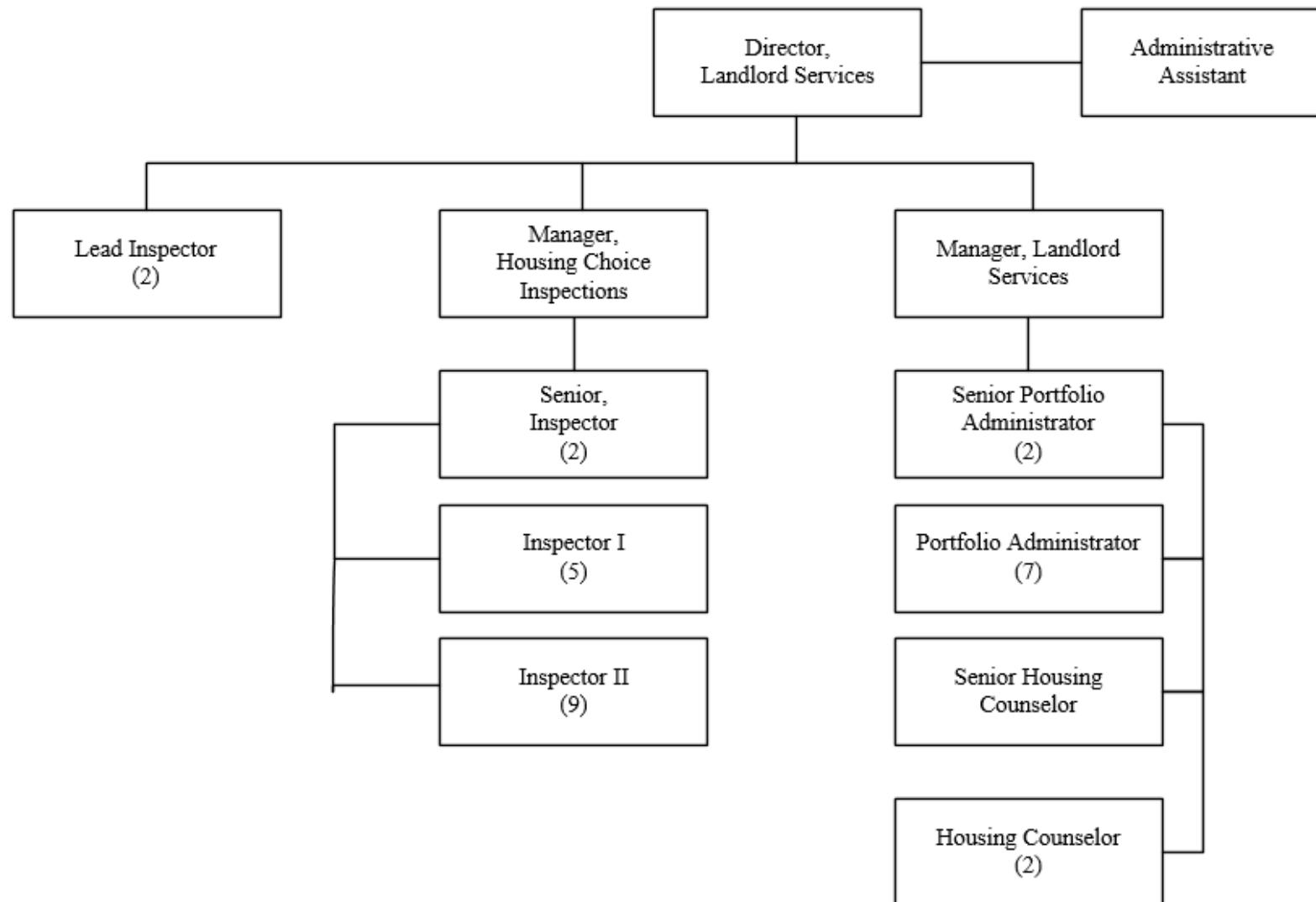
Staffing

Authorized Positions

FY25 FY24 FY24 FY23 Housing Services decreased by six positions due to the positions transferred and
 Budget Budget Forecast Actual repurposed to other departments.

Client Services Liaison	1	1	1	1
Housing Services Administrator	18	24	12	15
Housing Services Team Lead	1	1	0	0
Manager, Housing Services	1	1	1	1
Manager, Portability Administration	1	1	1	1
Portability Administrator	2	2	2	2
Program Technical Support Analyst	1	1	1	1
VP, Housing Choice Voucher Program	1	1	1	1
	26	32	19	22

Inspections Services



Inspections Services

Mission Statement

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

Primary Functions

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

Service Description

Inspectors conduct various inspection types on a daily basis to assure units meet AH's Enhanced Inspection Standards. The Landlord Services team manages landlord relationships by not only onboarding new landlords but by also handling all landlord related processes once a landlord becomes an active vendor on the HCVP. The Landlord Services team not only recruits new landlords but also handles the landlord related functions of processing landlords for eligibility onto the voucher program, Requests for Tenancy Approval (RTA), changes in ownership or management, rent increases for multi-family and single-family units, Property Protection (P2) Claims, monitoring foreclosures for HCVP assisted units, and providing assistance to applicants/participants who are seeking housing.

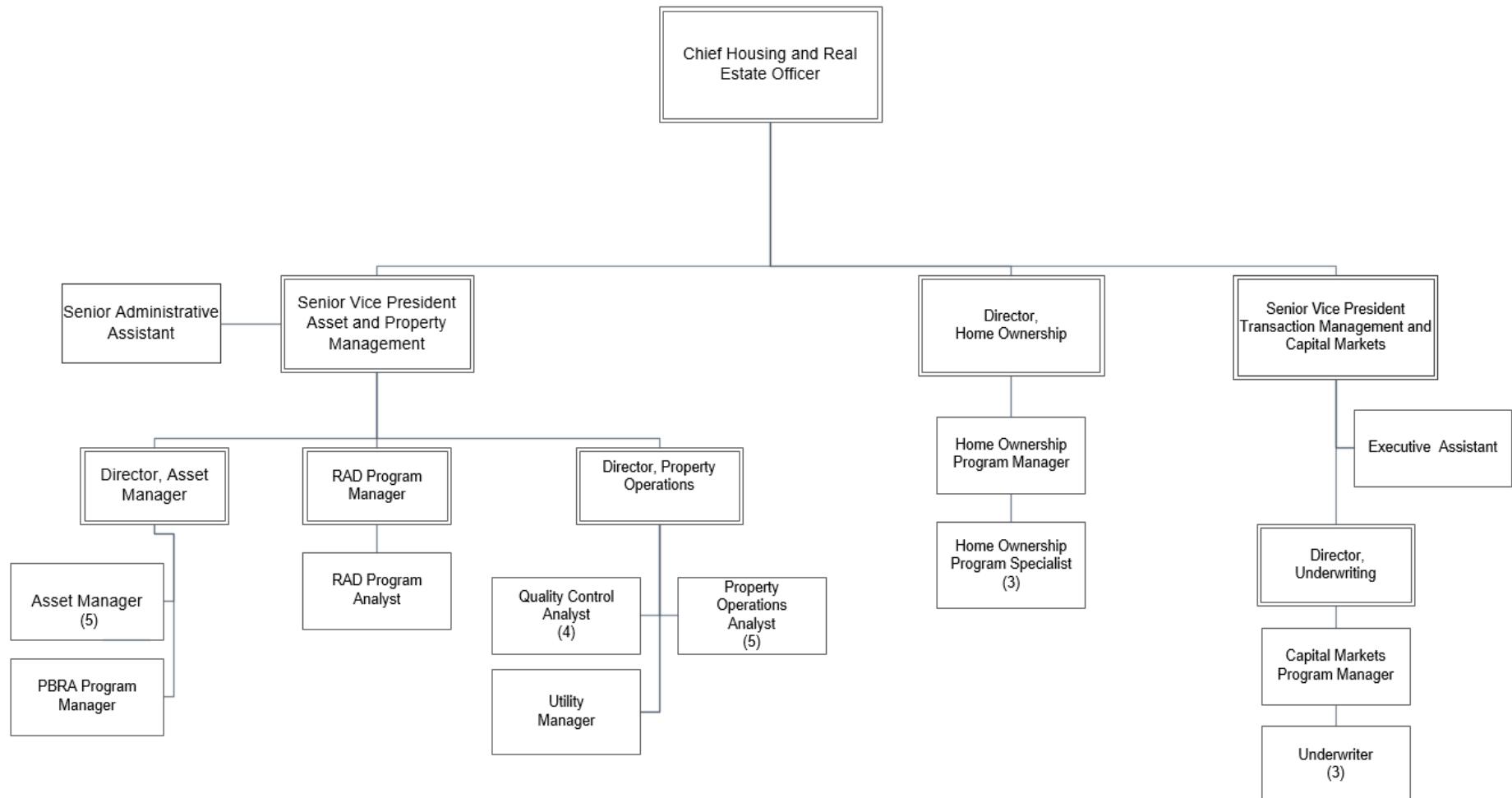
Landlord Services also builds relationships with landlords by conducting quarterly Landlord Advisory Group Meetings. The Landlord Advisory Group is made up of landlords who own or manage Multi-family and Single-family properties participating on the HCVP. This group acts as a sounding board regarding current operations and proposed future program changes.

Inspections Services	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 2,133,497		\$ 2,021,063		\$ 112,434		\$ 1,913,958		\$ 219,539	
Employer Paid Benefits and Taxes		820,369		850,824		(30,455)		655,976		164,393
Staff Training		8,220		5,670		2,550		5,670		2,550
Recruitment		-		-		-		14,617		(14,617)
Travel and Conferences		-		4,500		(4,500)		4,500		(4,500)
Consulting and Professional Services		19,404		16,800		2,604		16,800		2,604
Other Staff Augmentation		60,000		-		60,000		82,121		(22,121)
Membership and Fees		3,939		2,739		1,200		2,739		1,200
Publications		-		-		-		2,000		(2,000)
Office Supplies		1,500		1,500		-		1,500		-
Other Misc Admin Expenses		3,250		3,250		-		-		3,250
Meeting Expense		46,200		46,200		-		-		46,200
Uniforms		8,000		4,500		3,500		-		8,000
Tools and Equipment		2,000		2,080		(80)		-		2,000
Total	\$ 3,106,379		\$ 2,959,126		\$ 147,253		\$ 2,699,881		\$ 406,498	

Staffing

Authorized Positions	FY25	FY24	FY24	FY23	Inspections Services increased by five positions due to two positions transferred and repurposed from Housing Services; and three positions transferred as part of the repurposing of certain vacant positions from other departments.
	Budget	Budget	Forecast	Actual	
Administrative Assistant	1	1	1	1	
Director, Landlord Services	1	1	1	1	
Housing Counselor	2	2	2	2	
Inspector I	5	2	2	1	
Inspector II	9	6	6	6	
Lead Inspector	2	2	1	1	
Manager, Housing Choice Inspections	1	1	1	1	
Manager, Landlord Services	1	1	0	0	
Portfolio Administrator	7	7	7	7	
Senior Housing Counselor	1	1	1	1	
Senior Inspector	2	3	3	3	
Senior Portfolio Administrator	2	2	2	2	
	34	29	27	26	

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 assures new acquisition and existing real estate projects being capitalized or recapitalized are underwritten to be financially sustainable long-term with minimal AH investment for the greatest return.

The APM team is responsible for the day-to-day property management oversight for properties within 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, each shares 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 and 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 and 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. This includes: 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 and the resolution of the concerns.

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 2025	FY 2024	Over (Under)	FY 2024	FY 2025B
	Budget	Budget	FY2024B	Forecast	Over (Under)
Salaries	\$ 3,687,176	\$ 3,515,685	\$ 171,491	\$ 3,164,429	\$ 522,747
Employer Paid Benefits and Taxes	1,085,155	1,212,407	(127,252)	845,689	239,466
Staff Training	41,690	16,825	24,865	16,583	25,107
Travel and Conferences	119,552	49,450	70,102	49,048	70,504
Marketing	6,000	1,858	4,142	5,335	665
Consulting and Professional Services	15,000	18,500	(3,500)	-	15,000
Other Staff Augmentation	30,000	21,314	8,686	33,518	(3,518)
Membership and Fees	8,250	7,200	1,050	637	7,613
Publications	400	200	200	200	200
Office Supplies	-	250	(250)	1,272	(1,272)
Other Misc Admin Expenses	-	-	-	75	(75)
Meeting Expense	16,250	3,750	12,500	-	16,250
Total	\$ 5,009,473	\$ 4,847,439	\$ 162,034	\$ 4,116,786	\$ 892,687

Staffing

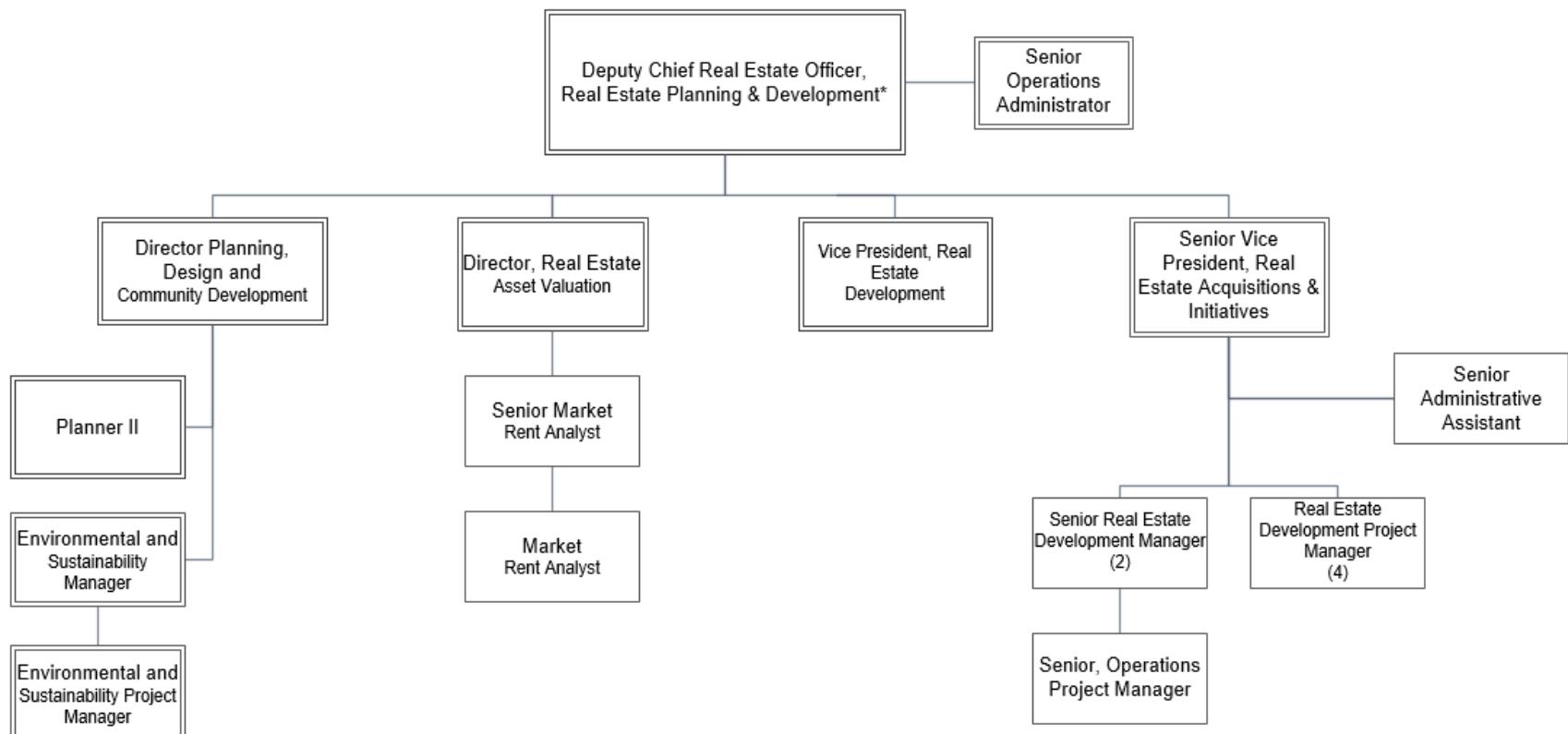
Authorized Positions

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	
Asset Manager	5	5	5	4	Real Estate Planning and Development decreased by one position as part of an initial restructuring which includes abolishing the position of the Deputy Chief Real Estate Officer position early in the first quarter of FY 2025.
Capital Markets Program Manager	1	1	1	1	
Deputy Chief Real Officer	0	1	0	0	
Director, Asset Management	1	1	1	1	
Director, Homeownership	1	1	1	1	
Director, Property Operations	1	1	0	0	
Director, Underwriting	1	1	1	1	
Executive Assistant	1	1	1	1	
Homeownership Program Manager	1	1	1	1	
Homeownership Program Specialist	3	3	2	2	
PBRA Program Manager	1	1	1	1	
Property Operations Analyst	5	5	5	5	
Quality Control Analyst	4	4	4	4	
RAD Program Analyst	1	1	1	1	
RAD Program Manager	1	1	0	0	
Senior Administrative Assistant	1	1	1	1	
Senior Vice President, Asset and Property Management	1	1	1	1	
Senior Vice President, Transaction Management and Capital Markets	1	1	0	1	
Underwriter	3	3	3	2	
Utility Manager	1	1	1	1	
	<hr/> 34	<hr/> 35	<hr/> 30	<hr/> 29	

REAL ESTATE OPERATIONS – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Identify and implement opportunities to support new HomeFlex units and create new public housing units via Faircloth to Rental Assistance Demonstration by June 30, 2025	Facilitate the successful onboarding of 3 new HomeFlex properties with 138 units by June 30, 2025.
	To support an initiative for using tenant-based vouchers in real estate development projects by June 30, 2025.
By preserving the supply of non-Atlanta Housing owned or assisted affordable (including existing expiring properties, naturally occurring affordable properties)	Complete financial closing on 4 Rental Assistance Demonstration properties totaling 408 preserved affordable unit by June 30, 2025. Submit Rental Assistance Demonstration applications, Relocation Plans, and Financing Plans.
	Close on Ashley Collegetown I totaling 78 public housing units.
	Close on Capitol Gateway I, totaling 89 public housing units.
	Close on Cheshire Bridge, totaling 162 public housing units.
By supporting families to advance along the housing continuum	Identify new acquisition and development opportunities to increase the supply of affordable housing.
Develop and implement an aggressive action plan to convert the Real Estate Group property portfolio to the Atlanta Housing - YARDI platform by July 31, 2024 that complies with HUD's HOTMA and HIP requirements	Create and implement a YARDI training plan and procedures protocol for new and existing Atlanta Housing Partners by Q1 FY 2025.
	Develop and implement a protocol for tracking residents' concerns to include the reporting, investigation, follow-up, and resolution of resident concerns by December 31, 2024.
	Establish a Task Force Team to develop and implement a universal communication protocol to address resident concerns (First Responder).
By streamlining operations to increase operational effectiveness and efficiency	Upgrade Atlanta Housing applications by leveraging technology to support evolving user requirements.

	Work with Information Technology, Program Management Office, and Procurement to modify the agency's current YARDI platform to accommodate the Real Estate Group property portfolio by August 31, 2024.
	Work with Information Technology and Program Management Office to identify a software solution that will be utilized for conducting end-to-end processing of resident concerns by December 31, 2024.

REAL ESTATE PLANNING AND DEVELOPMENT



* Deputy Chief Real Estate Officer,
Real Estate Planning & Development
retiring 7/17/2024

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, religious 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

REPD establishes the real estate strategy executed through sound business practices, project delivery and community engagement. The office 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, assuring 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. RED assures 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 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 Planning and Development Department 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.

Real Estate Planning and Development	FY2025B			FY2025B		
	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	
Salaries	\$ 2,185,813	\$ 2,084,588	\$ 101,225	\$ 1,983,397	\$ 202,416	
Employer Paid Benefits and Taxes	530,496	713,396	(182,900)	412,698	117,798	
Staff Training	36,054	21,730	14,324	7,096	28,958	
Travel and Conferences	48,600	36,995	11,605	16,205	32,395	
Other Staff Augmentation	15,000	14,704	296	23,136	(8,136)	
Membership and Fees	5,116	11,532	(6,416)	5,449	(333)	
Office Supplies	200	500	(300)	-	200	
Meeting Expense	20,000	417	19,583	656	19,344	
Uniforms	200	500	(300)	-	200	
Total	\$ 2,841,479	\$ 2,884,362	\$ (42,883)	\$ 2,448,637	\$ 392,842	

Staffing

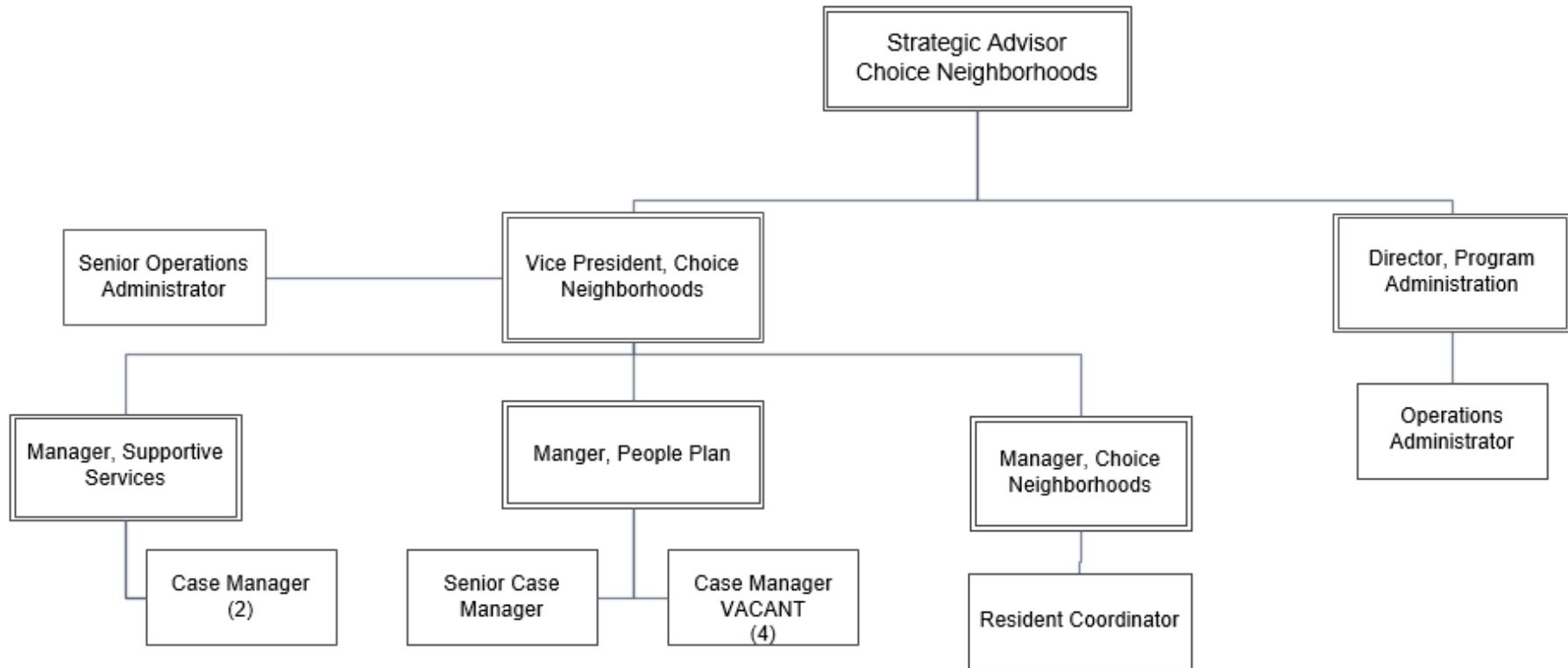
Authorized Positions	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Real Estate Planning and Development decreased by one position as part of the repurposing of certain vacant positions to support other departments.
Deputy Chief Real Estate Officer	0	1	1	1	
Director, Planning Design and Community Development	1	1	1	1	
Director, Real Estate Asset Valuation	1	1	1	1	
Environmental and Sustainability Manager	1	1	1	1	
Environmental and Sustainability Project Manager	1	1	1	1	
Market Rent Analyst	1	1	1	1	
Planner II	1	1	0	0	
Real Estate Development Project Manager	4	4	4	3	
Senior Administrative Assistant	1	1	1	1	
Senior Market Rent Analyst	1	1	1	1	
Senior Operations Administrator	1	1	0	0	
Senior Operations Project Manager	1	1	0	0	
Senior Real Estate Development Manager	2	2	2	2	
SVP, Real Estate Acquisitions and Initiatives	1	1	1	1	
VP, Real Estate Development	1	1	0	0	
	18	19	15	14	

REAL ESTATE PLANNING AND DEVELOPMENT - FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
By directing Atlanta Housing resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Complete the evaluation of proposals submitted, select a developer, obtain Board approval, negotiate and execute Master Developer Agreements by December 31, 2024.
Secure development partners for Atlanta Housing vacant land on 4 sites	Perform predevelopment on 7 vacant Atlanta Housing sites.
Perform planning, community engagement, due diligence and prepare for closing on Civic Center, Thomasville, Bowen, Hollywood Courts, North Avenue, Palmer, and Johnson Road.	Complete financial closing on 1,147 total units including 641 affordable rental units on Atlanta Housing land and 99 affordable homeownership units on Atlanta Housing vacant land.
	Close on Scholars Landing (condo) homeownership to produce 38 total homeownership units including 8 affordable units.
	Close on Bowen I (97 units).
	Close on Mechanicsville to produce 136 total homeownership units including 27 affordable homes.
	Close on Englewood Phase IA (Multi Family) to produce 200 total rental units including 160 affordable (100 Atlanta Housing-assisted and 60 affordable/non-Atlanta Housing assisted) as well as 40 market rate units.
	Close on Englewood Phase IB (Senior) to produce 160 total rental units including 128 Atlanta Housing-assisted affordable & 32 market rate units
	Close on Englewood Phase IIA (Multi Family) to produce 227 rental units including 183 affordable (113 Atlanta Housing-assisted and 70 affordable/non-Atlanta Housing assisted) as well as 44 market rate units.
	Close on Magnolia Perimeter to produce 18 affordable homeownership units (all affordable).

	Close on Herndon Phase III to produce units including 170 affordable (80 Atlanta Housing-assisted and 90 affordable/non-Atlanta Housing assisted) as well as 30 market rate units.
	Close on West Highlands (3B South and 2000 Perry) to produce 168 total homeownership units including 64 affordable homes.
	Identify and implement opportunities to support new HomeFlex units and create new public housing units via Faircloth to RAD by June 30, 2025.
	Facilitate the successful onboarding of 3 new HomeFlex properties totaling 138 units by June 30, 2025.
	To support an initiative for using tenant-based vouchers in real estate development projects by June 30, 2025.
By preserving the supply of non-Atlanta Housing owned or assisted affordable (including existing expiring properties, naturally occurring affordable properties)	Complete financial closing on 4 Rental Assistance Demonstration properties totaling 408 preserved affordable unit by June 30, 2025. Submit Rental Assistance Demonstration applications, Relocation Plans, and Financing Plans.
	Close on Ashley Collegetown I totaling 78 public housing units.
	Close on Capitol Gateway I, totaling 89 public housing units.
	Close on Cheshire Bridge, totaling 162 public housing units.
	Close on Georgia Avenue, totaling 79 public housing units.
	Complete 11 HomeFlex Contract Renewals for 868 units.
	Initiate the Rental Assistance Demonstration conversion process for the remaining 1,754 public housing units in the Atlanta Housing-Owned/ MIXED properties to obtain a Contract Housing Assistance Program Award by September 30, 2024.
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 two sites.
	Design, secure funding and install infrastructure on Bowen and Civic Center.

By working collaboratively across departments to optimize interconnectedness.	Establish vision and business plan for coordinated closings of AH's development and preservation pipeline.
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	Establish governance structure and business plan for coordinated closings of AH's development and preservation pipeline.
	Establish partnerships to support development of PAC.
	Develop strategic plan to implement programming at Civic Center site.
By creating, maintaining, and sustaining a culture based on values, thoughts, and actions that reflect respect and dignity	Operationalize and engage Atlanta Housing website for community engagement.

Choice Neighborhoods Administration



Choice Neighborhoods Administration

Mission Statement

The primary mission of Atlanta Housing's (AH) Choice Neighborhoods Atlanta program is to revitalize targeted AH public housing sites, support improvements to the surrounding neighborhoods, and make workforce, education, and health investments that advance self-sufficiency for affected AH-assisted households and community residents.

Primary Functions

The work of AH's Choice team is accomplished through application and receipt of the U.S. Department of Housing and Urban Development's Choice Neighborhoods Implementation Grant (CNIG) awards and through partnerships and investments by AH and other public, private, philanthropic, religious, educational and private organizations.

Working with the City of Atlanta and other strategic partners, AH's Choice team currently administers two CNIG awards for the 19-acre University Homes and 74-acre Bowen Homes public housing sites. Residents were relocated from both sites in 2007 and the sites were demolished in 2009. The Choice team works to assist in the delivery of 557 new housing units (mixed income rental and homeownership) for the University site, 756 mixed-income rentals on the Bowen site, and as the lead organization for the People strategy which is designed to improve the lives of former residents who were relocated from these sites and that continue to receive housing assistance from AH. The Choice team also collaborates with the City and strategic partners to create or enhance neighborhood-serving amenities.

Service Description

University Choice Neighborhood Program

AH is finalizing Housing, People, and Neighborhood activities associated with a \$30M CNIG award on September 28, 2015, that leveraged \$400 million in other public, private, and philanthropic dollars, to revitalize University Homes (renamed Scholars Landing) and the surrounding neighborhoods of Atlanta University Center, Ashview Heights, and Vine City. The Choice Team has responsibility for the following:

- Complete the development of 557 units of mixed income rental and homeownership housing at Scholars Landing, 63% of which will be affordable.
- Revitalize the surrounding neighborhoods by eliminating blight through acquisition of vacant parcels for affordable housing development and providing owner-occupied rehabilitation loans to legacy homeowners.
- Promote public safety through installation of surveillance cameras and increased police presence.
- Improve the economic, education, and health outcomes of former residents of University Homes, the new residents of Scholars Landing, and residents within the CNIG footprint through delivery of wraparound services and active case management.
- Install impactful placemaking enhancements that commemorate and preserve the rich cultural history of the site and neighborhoods and create a “sense of place” at Scholars Landing.
- Celebrate the rich history of the Atlanta University Center neighborhood by renovating the Roosevelt Hall into a vibrant

and interactive community center as an educational and cultural training hub for residents.

- Leverage other funding to develop community facilities and amenities throughout the CNIG footprint to provide needed services and attract residents.

Bowen Choice Neighborhood Program

AH received a 2022 \$40M CNIG award on July 26, 2023, to revitalize the Bowen Homes public housing site, support economic development surrounding the site, provide investments in the neighboring Carey Park and business corridors, and support the provision of case management and services to target Bowen households. With over \$330 million in leveraged investments from other public, private and philanthropic dollars, the Choice team has responsibility for the following:

- Develop 756 units of mixed-income rental housing on 24 acres associated with the CNIG housing phases with approximately 73% affordability.
- Enhance the neighborhood with improvements to include higher quality commercial and retail for Bowen households and the community.
- Create more vibrant public spaces for gathering and recreation that commemorate culture and history.
- Improve environmental health through the development of community facilities or practices aimed at reducing waste and dumping while promoting education, restoration, and environmental stewardship.
- Support self-sufficiency goals and aspirations of the former residents of Bowen Homes and new residents that move to the revitalized site.

Choice Neighborhoods Administration	FY2025B			FY2025B		
	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	
Salaries	\$ 1,541,438	\$ 1,036,137	\$ 505,301	\$ 1,020,453	\$ 520,985	
Employer Paid Benefits and Taxes	439,423	311,267	128,156	266,431	172,992	
Staff Training	22,045	15,550	6,495	8,712	13,333	
Travel and Conferences	32,500	21,000	11,500	3,116	29,384	
Membership and Fees	6,728	6,459	269	2,269	4,459	
Office Supplies	1,200	-	1,200	-	1,200	
Meeting Expense	2,000	-	2,000	3,661	(1,661)	
Total	\$ 2,045,334	\$ 1,390,413	\$ 654,921	\$ 1,304,642	\$ 740,692	

Staffing

Authorized Positions	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Choice Neighborhoods increased by four positions to support the 2022 Choice Neighborhood Bowen Grant.
	Budget	Budget	Forecast	Actual	Neighborhood Bowen Grant.
Choice Neighborhoods Case Manager	6	4	4	3	
Data Analyst	0	0	0	0	
Director, Resident Supportive Services	1	1	1	1	
Manager, Choice Neighborhood	2	1	2	1	
Operations Administrator	2	2	2	1	
Program Manager (Partnerships)	1	0	1	0	
Resident Resource Coordinator	1	1	1	1	
Senior Case Manager- CN	1	1	1	1	
Sr Manager, Resource Development & Program Administration	1	1	1	1	
Strategic Advisor, Choice Neighborhoods	1	1	1	1	
	<hr/> 16	<hr/> 12	<hr/> 14	<hr/> 10	

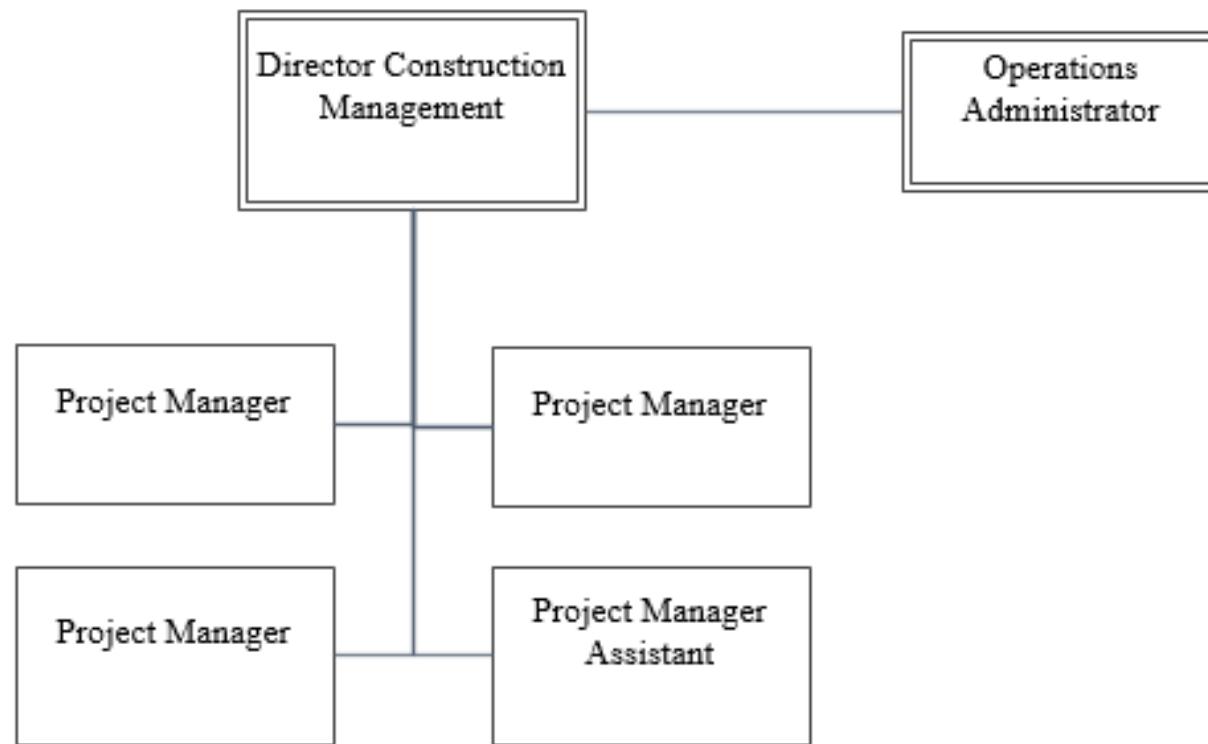
CHOICE NEIGHBORHOODS – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Direct AH resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Guide ongoing construction of 212 units (90 HomeFlex, 24 LIHTC, 98 Market) through June 30, 2025 with a completion scheduled for September 30, 2025.
	Collaborate with Real Estate Development on a plan for construction of seven single family homes on infill lots in Ashview Heights by June 30, 2025.
	Provide Choice Neighborhood DPA to four affordable townhome homeowners by June 30, 2025.
Implement innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Expend \$250K in awarded CDBG funds for Ashley II public infrastructure work by August 31, 2024.
	Submit applications to the City of Atlanta for additional CDBG for public infrastructure at Scholars Landing or other transformation plan activities.
	Document need and apply for one or more infrastructure grants to facilitate additional public improvements at Ashley II by June 30, 2025.
Provide access to resources that support and promote academic achievement and educational enrichment	Referencing the UCN Sustainability Plan, continue to provide supportive services to UCN residents until the final phase of multifamily housing is complete.
	Provide coaching and counseling services and conduct quarterly check-ins to 90% of Priority I and Priority II UCN residents.
	Successfully connect at least 30 UCN residents to workforce training and career opportunities through various partners by June 30, 2025.
	Provide educational resources to 80% of households that opt in with early learners, school age youth and young adults.
	Make primary care, chronic care and health insurance connections to 90% of target populations.
	Connect CN early learners to United Way Learning Spaces at Roosevelt Hall and measure outcomes quarterly.

	Award up to \$20k in scholarships to returning UCN scholars by June 30, 2025.
	Resident Engagement Goal: Develop and implement comprehensive annual resident engagement strategy to include virtual opportunities to increase targeted residents' participation in UCN sponsored events.
Help AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Guide former Bowen residents with education support, medical care referrals, career exploration, job preparedness and placement on a path to earning a livable wage.
	Execute multi-year agreements with four service providers by March 31, 2025 with MSM, ULGA, APS, CIS; and conduct regular partner check-ins by June 30, 2025.
	Resident Engagement Goal: Develop and implement comprehensive annual resident engagement strategy to include virtual opportunities to increase targeted residents' participation in BCN sponsored events.
	Case Management Goal: Implement ongoing Bowen Case Management and service coordination by touching 90% of former Bowen Homes resident caseload monthly.
	Educational Resources Goal: Engage 70% of former Bowen Home residents with school-aged students that opt-in to CN Educational programming by March 31, 2025.
	Award up to \$40k in scholarships to new Bowen Choice scholars by June 30, 2025.
	Collaborate with Morehouse School of Medicine to continue providing a medical home and other health and wellness opportunities to target residents through June 30, 2025.
	Hold quarterly CN resident resource events at Roosevelt Hall through June 30, 2025.
	Increase the percentage of CN working adults by 5% above 2023 outcomes.

	Develop and preserve community amenities to support the holistic education and empowerment of community residents
	Activate the library space at Roosevelt Hall and hold four events by June 30, 2025.
	Implement Placemaking activities to celebrate the history and heritage of Roosevelt Hall quarterly through June 30, 2025.
Strengthen and develop public, private and philanthropic partnerships	Execute contract agreements with people partners identified in the CN Sustainability Plan by December 31, 2024.
	Conduct regular partner check-ins for People and Housing as part of the CN Sustainability Plan by June 30, 2025.
	Collaborate with AUCC, Inc. and other partners to implement eight educational programs/activities at Roosevelt Hall by June 30, 2025.
	Lead tours of Roosevelt Hall to educate residents and the AUC faculty, staff and students on the history and heritage of University Homes and the AUC institutions.
	Collaborate with Facilities to activate first floor vacant retail space by June 30, 2025.
	Identify additional opportunities to leverage funding for Choice Neighborhood activities.
	Program the library space at Roosevelt Hall and hold four events by June 30, 2025.
	Implement solution to manage library book inventory and distribution.
	Spearhead tours and presentations for local and national organizations of Roosevelt Hall and Scholars Landing development to highlight the successes of the CN Program in Atlanta.
	Update the Choice Neighborhood website to highlight both the University and Bowen Choice Programs.
	Install next round of placemaking banners in and around Roosevelt Hall and Scholars Landing.

	Engage with other housing organizations by presenting at conferences and providing technical assistance to share best practices and impact.
Streamline operations to increase operational effectiveness and efficiency	Train staff on CN Operations Manual quarterly.
	Train staff, oversee and maintain SharePoint/central filing system for CN Department.
	Maintain accurate and on-time reporting to AH and granting agencies.
	Track expenditures of CN funding and leverage commitments.
	Fulfill 100% of HUD approved replacement leverage investments for Choice Neighborhoods by June 30, 2024.
Make AH an employer of choice with an accountable, diverse, trained and productive workforce	Each team member to successfully complete three training opportunities including Percipio.

Construction



Construction

Mission Statement

In support of Atlanta Housing's mission of developing new affordable housing units and preserving existing units, the Construction Division (CD) provides construction management and oversight on all active Atlanta Housing construction projects.

The division is responsible for representing the agency's interest by directly managing and/or providing oversight on all construction projects, from the start of construction to the completion of construction. The team works with all parties on the project (i.e., developers, investors, design consultants, general contractors, stakeholders, and other partners) in different aspects of a project that include – project management, monitoring the project budget, monitoring the project schedule, contract administration and safety – to assure a project is completed successfully.

Primary Functions

- Construction Management
- Construction Oversight (Monitoring)

Service Description

Construction Management

- Self-Development Projects
- Major/Minor Construction Projects
- Renovation and Upgrade Construction Projects

Construction Oversight

- Partner Construction Projects
- Rental Assistance Demonstration (RAD) Construction Projects
- Choice Funded Construction Projects
- HomeFlex Construction Projects

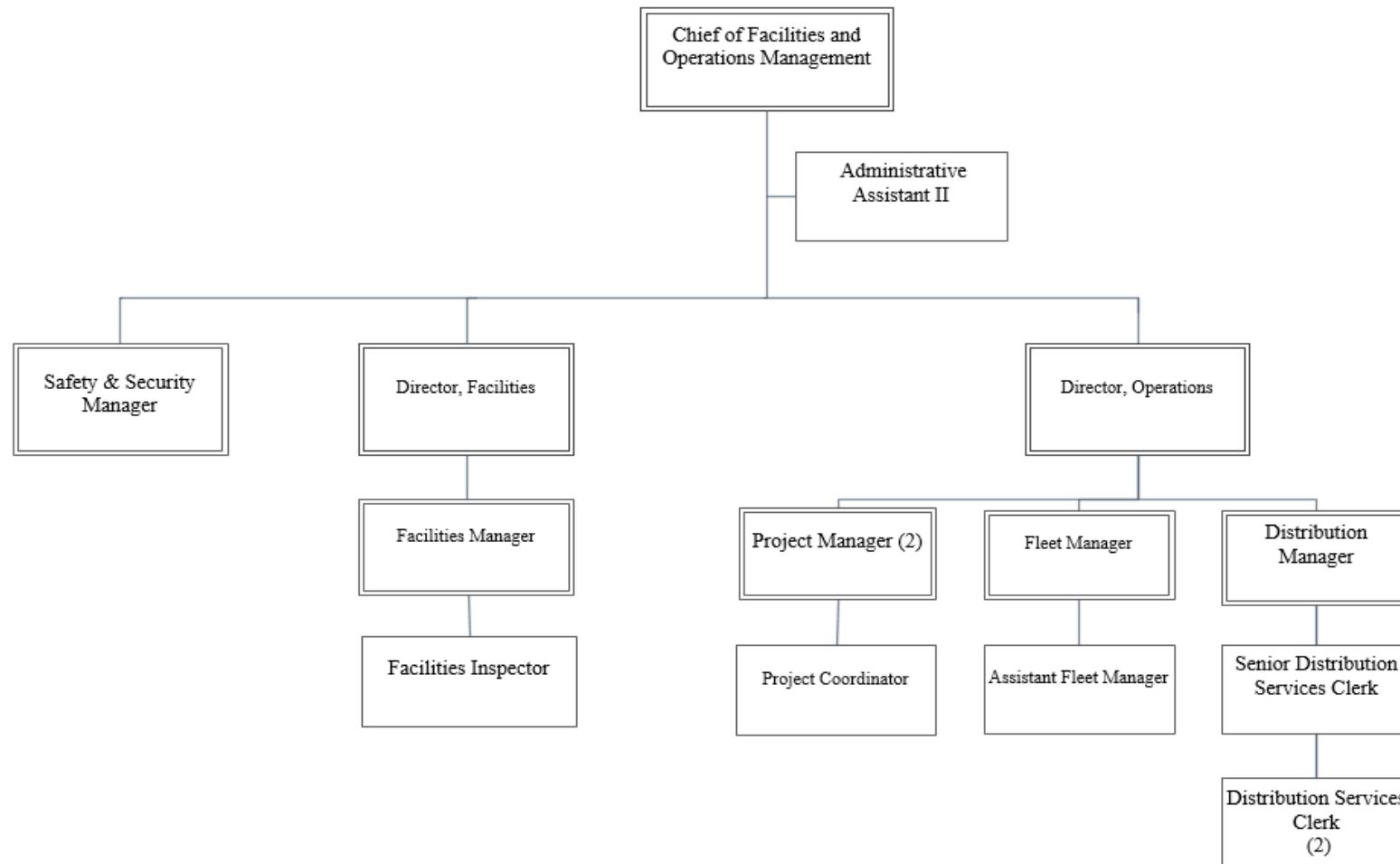
Construction	FY 2025		FY 2024		Over (Under)		Mar 2024		FY 2025	
	Budget		Budget		FY2024B		YTD	Actuals	Forecast	Over (Under) FY2024F
Salaries	\$ 563,494		\$ 815,575		\$ (252,081)		\$ 472,305		\$ 688,470	\$ (124,976)
Employer Paid Benefits and Taxes	153,362		223,690		(70,328)		109,379		151,172	2,190
Staff Training	15,000		3,995		11,005		1,255		2,003	12,997
Travel and Conferences	15,000		18,160		(3,160)		6,510		10,389	4,611
Membership and Fees	3,866		7,143		(3,277)		858		1,369	2,497
Publications	-		600		(600)		-		-	-
Office Supplies	200		200		-		50		80	120
Meeting Expense	1,000		1,000		-		-		-	1,000
Uniforms	1,000		2,500		(1,500)		-		-	1,000
Tools and Equipment	250		500		(250)		-		-	250
Total	\$ 753,172		\$ 1,073,363		\$ (320,191)		\$ 590,357		\$ 853,483	\$ (100,311)

Staffing

Authorized Positions	FY25	FY24	FY24	FY23	Construction decreased by two positions as part of the repurposing of certain vacant positions to support other departments.
	Budget	Budget	Forecast	Actual	
CADD Operator	0	1	0	0	
Director, Construction Management	1	1	1	1	
Operations Administrator	1	1	1	1	
Project Management Assistant	1	1	1	1	
Project Manager	3	3	3	2	
SVP, Constructions	0	1	0	0	
	6	8	6	5	

CONSTRUCTION - FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
By directing AH resources, including land, finances, and staff capacity, towards the creation of the highest number of housing units	Provide construction management and oversight on the construction projects identified by REG
By implementing innovative housing, financing, construction and sustainability strategies to expedite the creation of housing units	Complete remaining construction related projects at Roosevelt Hall by September 30, 2025.
	Provide construction management on REG new pilot project on the construction of three modular/conventional single-family homes
By working collaboratively across departments to optimize interconnectedness.	Participate in REG project pre-development meetings and work sessions.
By increasing opportunities for employee growth and development	Require staff members to attend/participate in one (1) conference and a minimum of two (2) professional development training opportunities each year.
By documenting operational procedure, in order to identify opportunity to streamline and simplify business processes	Increase operational effectiveness and efficiency by supporting implementation of new procedures to improve the department's operations

Facilities and Operations Management



Facilities and Operations Management

Mission Statement

In support of Atlanta Housing's mission of developing new affordable housing units and preserving existing units, Facilities and Operations provides support and oversight of related Atlanta Housing capital improvement projects to include facilities and operations management of all AH-owned residential communities, maintenance and management operations for all AH commercial properties and vacant land. The Department oversees Fleet Management which provides the employees of Atlanta Housing, with safe and dependable vehicles that are operated in a cost-effective manner. The Distribution Center provides 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

- Capital Improvement Oversight and Management
- Facilities and Operations for AH Owned Properties
- Maintenance and Management Operations of AH Commercial Properties and Vacant Land
- Fleet Management
- Project Management
- Distribution Services
- Short/Long-term License Agreements
- Generate Revenue for AH

Service Description

The Facilities and Operations department is key to the daily functions of the agency. Facilities assures policies and procedures are enforced, creates measures to deliver a safe work environment for staff and a safe home environment for residents. Oversight is provided to monitor the private owners/managers of AH-assisted units and collaborating with establishment of protocols and best business practices. At the forefront of every function and responsibility of the Department is assuring a high level of customer service with residents, employees, stakeholders, and the public. The Department's goal is to provide innovative approaches, build community partnerships, support AH residents, and streamline processes to assure efficient operations among AH's residential, commercial, and vacant land portfolios.

Facilities and Operations Division	FY 2025		FY2025B		FY2025B	
	Budget	FY 2024	Over (Under)	FY2024B	Forecast	Over (Under)
Salaries	\$ 1,447,913	\$ 1,519,578	\$ (71,665)	\$ 1,344,848	\$ 103,065	
Employer Paid Benefits and Taxes	434,325	432,400	1,925	290,219	144,106	
Staff Training	37,728	47,885	(10,157)	12,080	25,648	
Travel and Conferences	24,000	15,000	9,000	3,034	20,966	
Consulting and Professional Services	177,000	170,000	7,000	81,028	95,972	
Other Staff Augmentation	-	35,248	(35,248)	54,533	(54,533)	
Membership and Fees	3,066	1,497	1,569	2,427	639	
Office Supplies	500	1,200	(700)	3,958	(3,458)	
Postage, Shipping and Courier	116,765	106,236	10,529	95,840	20,925	
Copiers	149,937	142,800	7,137	279,803	(129,866)	
Other Misc Admin Expenses	-	4,988	(4,988)	-	-	
Printing/Photocopying	60,000	42,000	18,000	17,643	42,357	
Meeting Expense	36,800	26,600	10,200	12,926	23,874	
Uniforms	4,064	4,375	(311)	1,602	2,462	
Vehicle Maintenance and Fuel	161,754	133,875	27,879	89,160	72,594	
Supplies-Maintenance & Repairs	-	-	-	795	(795)	
Tools and Equipment	10,000	20,000	(10,000)	5,206	4,794	
Total	\$ 2,663,852	\$ 2,703,682	\$ (39,830)	\$ 2,295,102	\$ 368,750	

Staffing

Authorized Positions

Administrative Assistant II
 Assistant Fleet Manager
 Capital Improvements Program Manager
 Chief of Facilities and Operations Management
 Director, Facilities and Operations
 Director, Operations
 Distribution Manager
 Distribution Services Clerk
 Facilities and Operations Manager
 Facilities Manager
 Fleet Manager
 Lead Inspector
 Manager, Facilities Projects
 Project Coordinator
 Safety & Security Manager
 Senior Distribution Services Clerk

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Facilities and Operations decreased by two positions as part of the repurposing of certain vacant positions to support other departments.
Administrative Assistant II	1	1	0	0	
Assistant Fleet Manager	1	1	1	1	
Capital Improvements Program Manager	1	1	1	1	
Chief of Facilities and Operations Management	1	1	1	1	
Director, Facilities and Operations	1	1	1	1	
Director, Operations	1	1	1	1	
Distribution Manager	1	1	1	1	
Distribution Services Clerk	1	2	1	1	
Facilities and Operations Manager	1	1	1	1	
Facilities Manager	0	1	0	0	
Fleet Manager	1	1	1	1	
Lead Inspector	1	1	1	1	
Manager, Facilities Projects	1	1	1	1	
Project Coordinator	1	1	1	1	
Safety & Security Manager	1	1	0	0	
Senior Distribution Services Clerk	1	1	1	1	
	15	17	13	13	

FACILITIES AND OPERATIONS DIVISION – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Preserve the affordable housing units in the agency's existing mixed-income, mixed-finance portfolio including HomeFlex, Mixed, and AH-Owned properties	Complete outstanding (approximately 30%) Board of Commissioners approved capital improvements at AH owned properties (i.e., Marian Rd., Georgia Ave., Cheshire Bridge) by 6/30/25.
	Complete 100% Inspections for AH-Owned Properties to include new NSPIRE protocol through 6/30/2025.
	Move to NSPIRE protocols to complete Community Safety, UPSC+, and Pre-NSPIRE inspections for Mixed Income properties by 6/30/2025.
	Implement findings or provide recommendations to partners about safety and security observations for all AH, Mixed and RAD properties by 6/30/2025.
	Create a process to provide oversight of work orders at properties reported to AH by 6/30/2025.
Increase the designation of sustainability-certified units in our portfolio to 33%.	Implement additional life and safety equipment at all AH owned properties to comply with new NSPIRE protocol by 6/30/2025.
Increase efficiency, improve access and interaction	Complete technology and equipment upgrade for the Pecan room by 9/30/2024.
Streamline operations to increase operational effectiveness and efficiency	Implementation of vacant land work order systems (internal and external) specifically for land management by 6/30/25.
	In collaboration with REPD evaluate all vacant land to determine a holistic and long-term management plan to include submission of dispositions for selected properties to HUD by 9/30/2024.
	Develop strategy to use Monday.com to manage ongoing and new processes and projects 12/31/2024.
	Develop a process to identify each department's fleet, distribution, space and event requirement needs by 6/30/2025.
	Implement lease vs. purchase initiative by 6/30/2025.
	Create a database to track AH vacant land 6/30/2025.
	Implement dual dashcam for AH Fleet by 6/30/2025.
	Lease Zell Miller for usage by 6/30/2025.

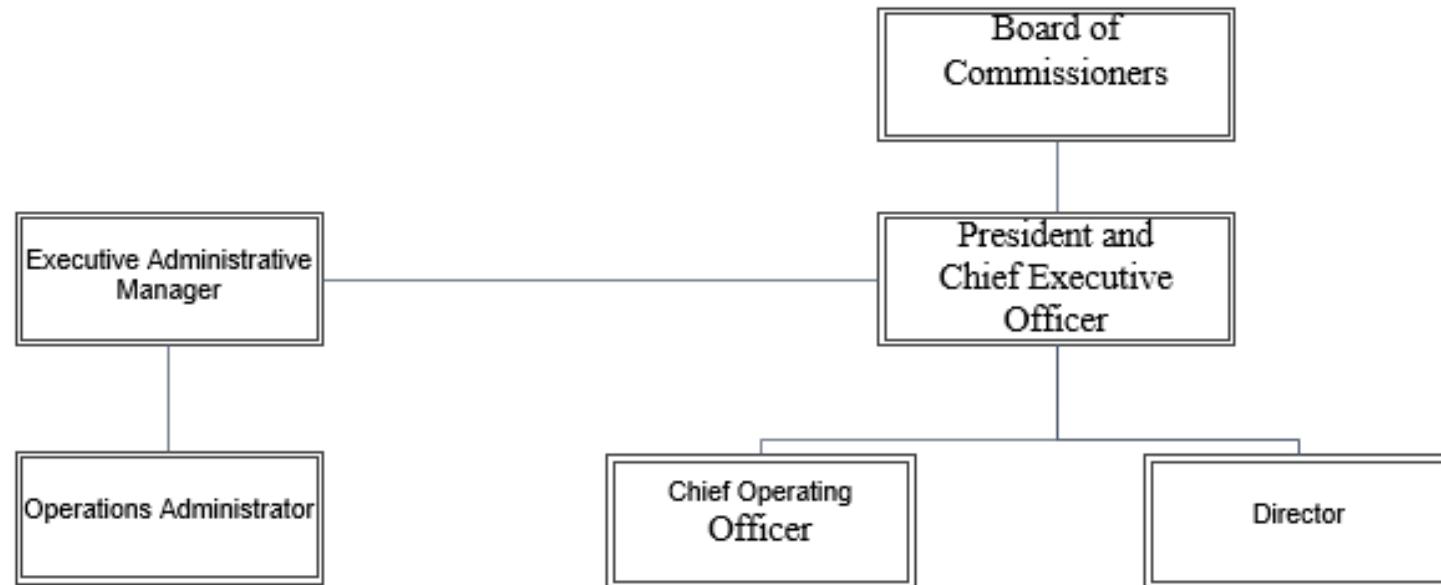
Improve and document operational processes for maximum efficiency and output	Streamline processes for Operations (Distribution, Fleet, License Agreements, and Vacant Land) by 6/30/2025.
	Increase and promote available services through Operations.
	Analyze the impact of removing network printers throughout administrative buildings 9/30/2024.
	Coordinate with Communications to assist in the design and creation of assets by using software like Adobe Creative Suite utilizing Photoshop, InDesign and Illustrator by 6/30/2025.
	Create marketing campaign to promote the use of spaces at JWD, Roosevelt, and Zell Miller by 6/30/2025.
Increase opportunities for employee growth and development	Conduct two online and in-person safety training classes by 06/30/2025.
	Provide NSIPRE training for PMD partners by 12/31/2024.
	Provide self-defense safety training for Lone workers (i.e., workers who are alone providing services in the field).
	Initiate driver safety program to include incentives for safe drivers by 6/30/2025.
Incorporate energy conservation measures and sustainable practices throughout AH operations	Design a sustainability program for all AH-owned facilities to include performing UPSCS Plus Life Safety Inspections and 100% inspections of all units by 06/30/2024.
	Implement Electric Vehicles and charging infrastructure at identified commercial properties by 6/30/2025.

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 strategic leadership for the Agency by working with the Board of Commissioners and the Leadership Team to establish and implement long-range goals, implement AH's strategic plans, oversee coordinated program development, and policies and procedures to support operations and the delivery of quality services.

The Executive Office's responsibilities are to assure the efficient, cost-effective, timely, 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 (for a portion of the FY); Human Resources; Contracts and Procurement; Government, External Affairs and Human Development; Strategy, Policy and Regulatory Affairs; 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, execution and cost savings.

Executive Office	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 1,093,854		\$ 990,871		\$ 102,983		\$ 1,066,577		\$ 27,277	
Employer Paid Benefits and Taxes		161,219		165,453		(4,234)		124,872		36,347
Staff Training		14,850		9,800		5,050		567		14,283
Travel and Conferences		97,600		42,000		55,600		48,746		48,854
Consulting and Professional Services		354,700		305,800		48,900		223,087		131,613
Membership and Fees		119,860		104,744		15,116		129,934		(10,074)
Publications		500		500		-		50		450
Other Misc Admin Expenses		1,500		1,500		-		2,140		(640)
Meeting Expense		127,860		85,000		42,860		132,189		(4,329)
Total	\$ 1,971,943		\$ 1,705,668		\$ 266,275		\$ 1,728,162		\$ 243,781	

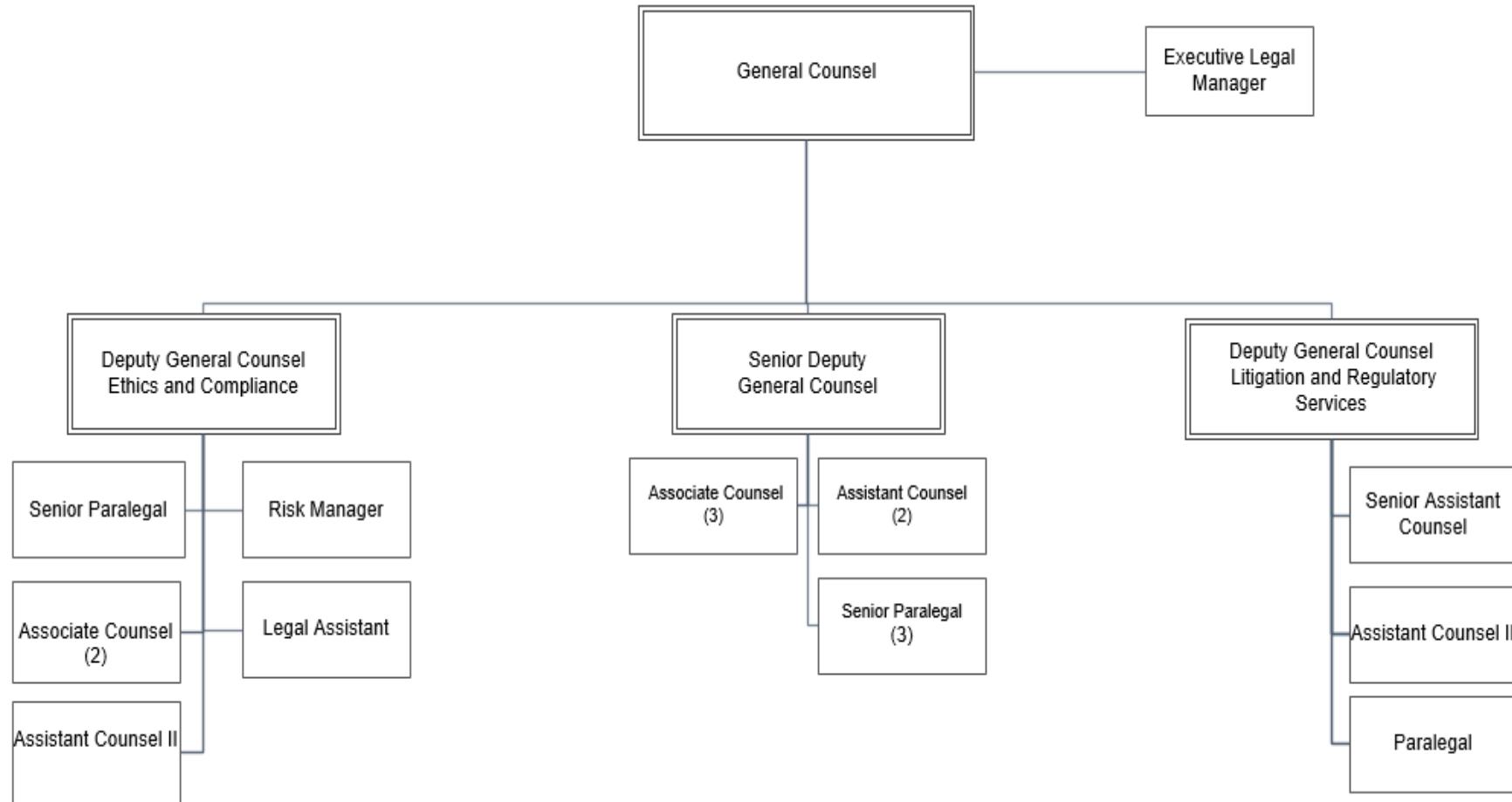
Staffing

Authorized Positions

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	
Chief Operating Officer	1	1	1	1	
Director	1	0	0	0	
Executive Administrative Manager	1	1	0	1	
Operations Administrator	1	1	1	1	
President and Chief Executive Officer	1	1	1	1	
	5	4	3	4	

Executive Office is requesting to hire a Director-level or above position. As a result, the headcount for the Executive Office will increase in FY 2025 by one position.

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 counsel to the Board of Commissioners. In these roles, 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.
- Assure relevant legal and regulatory issues are understood and addressed.
- Defend AH in litigation, administrative matters and against other adverse or asserted 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 the Voluntary Compliance Agreement (VCA) and 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 and providing legal advice relating to employee matters.
- 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 and local 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, and 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 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 3,097,103		\$ 2,400,502		\$ 696,601		\$ 2,164,337		\$ 932,766	
Employer Paid Benefits and Taxes		625,940		651,526		(25,586)		402,665		223,275
Staff Training		16,800		33,550		(16,750)		5,100		11,700
Travel and Conferences		28,200		59,450		(31,250)		6,700		21,500
Outside Legal Counsel		896,900		935,500		(38,600)		935,500		(38,600)
Other Staff Augmentation		-		-		-		32,360		(32,360)
Membership and Fees		13,397		11,138		2,259		11,473		1,924
Publications		29,872		46,426		(16,554)		29,243		629
Office Supplies		375		750		(375)		375		-
Meeting Expense		4,000		8,500		(4,500)		4,000		-
Other General Expense		3,500		750		2,750		3,500		-
Total	\$ 4,716,087		\$ 4,148,092		\$ 567,995		\$ 3,595,253		\$ 1,120,834	

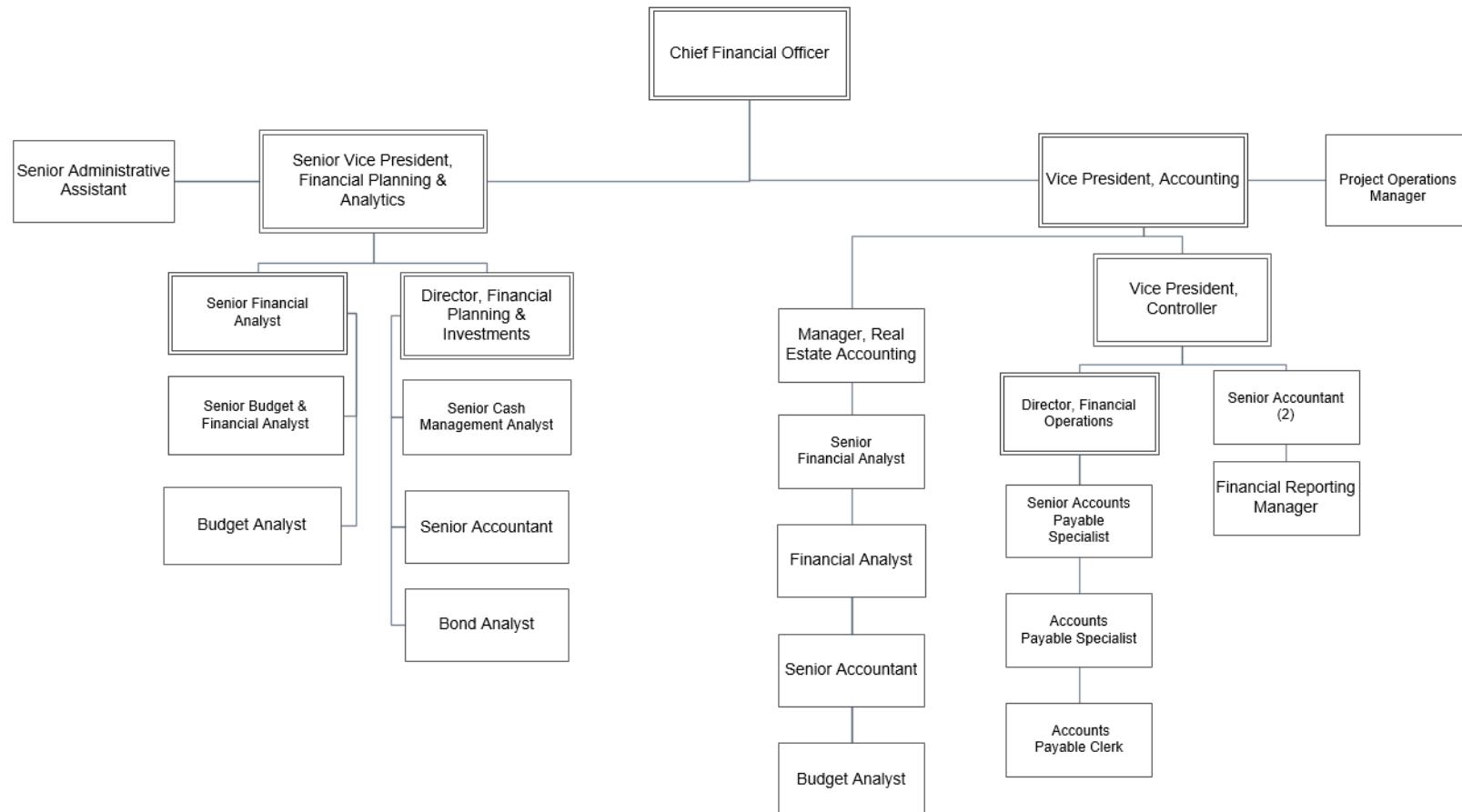
Staffing

Authorized Positions	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Office of General Counsel is requesting to hire a Senior Paralegal and Associate Counsel. As a result of repurposing certain vacant positions, the headcount will increase in FY 2025 by two positions.
Assistant Counsel	2	2	2	2	
Assistant Counsel II	2	2	2	0	
Associate Counsel	5	4	3	2	
Deputy General Counsel – Litigation and Regulatory Services	1	1	1	1	
Deputy General Counsel Ethics and Compliance	1	1	1	1	
Executive Legal Manager	1	1	1	0	
General Counsel	1	1	1	1	
Legal Assistant	1	1	1	1	
Paralegal	1	1	1	1	
Risk Manager	1	1	1	1	
Senior Assistant Counsel	1	1	1	0	
Senior Deputy General Counsel	1	1	0	1	
Senior Paralegal	4	3	3	2	
	22	20	18	13	

OFFICE OF GENERAL COUNSEL – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Create or preserve 10,000 homes	Provide legal support and drafting of legal documents for the closing of mixed-finance transactions and Rental Assistance Demonstration (RAD) Program transactions to support the creation and/or preservation of affordable housing rental units.
	Produce 5,000 new affordable units
Repurpose 300 acres of AH-owned vacant land toward housing	Provide legal support and drafting of legal documents for the closing of Non-Traditional mixed-finance transactions, Faircloth to RAD and Choice Neighborhoods Implementation Grant related transactions to support the creation of affordable housing rental units and amenities on AH vacant land.
Preserve and improve 5,000 units	Provide legal support and drafting of legal documents to support the execution of HomeFlex agreements to create and/or preserve affordable housing rental units.
	Providing legal closing, acquisition, repositioning and other refinancing support for both AH owned and non-AH owned properties to support AH's preservation initiatives and activities.
	Enhance housing assistance resources for low-income Atlantans.
Communicate the Impact of Atlanta Housing's Work	Provide effective efficient and timely communication, information, and advice and counsel to management staff and the Board of Commissioners.
Provide targeted communication and key updates to key stakeholders	Work collaboratively with AH Business Units to champion AH's story and presence in local government and community networks.
Strengthen AH operations to better serve residents.	To safeguard the Agency from harm; to drive responsible growth; to be dependable and trusted advisers by serving as a resource for informed decision-making, and creative problem-solving to facilitate Atlanta Housing's pursuit of its non-profit mission.
	Streamline operations to increase operational effectiveness and efficiency.

Improve and document operational processes for maximum efficiency and output	Purchase and implement a document management tool to improve records management at Atlanta Housing by setting objectives related to increasing efficiency in handling legal and real estate matters.
Increase opportunities for employee growth and development	Develop, maintain, and improve upon processes, plans, and practices that build a strong succession plan for OGC.
Assess staff skill levels and training needs and implement annual staff training plan.	Provide training and education support to AH employees, vendors, program participants and sub-recipients of federal financial assistance.

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 and 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 three core functions: Financial Planning and Analytics, Corporate Accounting, and Real Estate Accounting. As such, Corporate Finance 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 (i.e., General Ledger oversight), audit management, managing accounting transactions (i.e., 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 casualty insurance management, identification, and mitigation of financial risks, long-term insurance strategy development and implementation (in coordination with the Office of General Counsel), and the review, assessment and implementation of risk management policies and procedures. In addition, Corporate Finance coordinates with the U.S. Department of Housing and Urban Development (HUD) to assure 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 analyses.
- 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 other ad hoc financial 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
- Investigate incidents and report claims to insurance carriers and brokers (in coordination with the Office of General Counsel).
- Prepare and review incident reports to ensure claims are handled in a timely manner (in coordination with the Office of General Counsel).
- Maintain a comprehensive insurance portfolio to best serve the needs of the agency.
- Proactively manage self-insurance and retention levels for each line of coverage.
- Maintain and process certificates of insurance to assure ongoing vendor compliance.
- Produces the agency's risk management reports to include the annual insurance budget.

Corporate Finance	FY 2025		FY 2024		Over (Under)		FY 2024		FY 2025B	
	Budget		Budget		FY2024B		Forecast		Over (Under)	
									FY2024F	
Salaries	\$ 2,616,321		\$ 2,548,230		\$ 68,091		\$ 2,353,771		\$ 262,550	
Employer Paid Benefits and Taxes		721,276		819,236		(97,960)		523,536		197,740
Staff Training		50,298		28,872		21,426		8,123		42,175
Travel and Conferences		119,696		70,800		48,896		20,295		99,401
Auditing Fees		180,000		200,000		(20,000)		267,265		(87,265)
Consulting and Professional Services		132,500		202,500		(70,000)		93,471		39,029
Other Staff Augmentation		25,000		54,000		(29,000)		88,817		(63,817)
Membership and Fees		4,544		7,331		(2,787)		12,647		(8,103)
Office Supplies		500		500		-		-		500
Meeting Expense		3,500		893		2,607		2,478		1,022
Uniforms		2,200		1,200		1,000		-		2,200
Total	\$ 3,855,835		\$ 3,933,562		\$ (77,727)		\$ 3,370,403		\$ 485,432	

Description	FY 2025		FY 2024		Over (Under)		FY 2024		FY 2025B	
	Budget		Budget		FY2024B		Forecast		Over (Under)	
									FY2024F	
Fiduciary Insurance	\$ 59,952		\$ 60,000		\$ (48)		\$ 63,773		\$ (3,821)	
Workers Comp Insurance		179,453		195,000		(15,547)		166,649		12,804
Claims Expense		150,000		150,000		-		150,000		-
Liability Insurance		352,289		76,274		276,015		316,148		36,141
Cyber Liability Insurance		275,352		291,000		(15,648)		240,325		35,027
Auto Insurance		55,000		55,000		-		-		55,000
Total	\$ 1,072,046		\$ 827,274		\$ 244,772		\$ 936,895		\$ 135,151	

Staffing

Authorized Positions

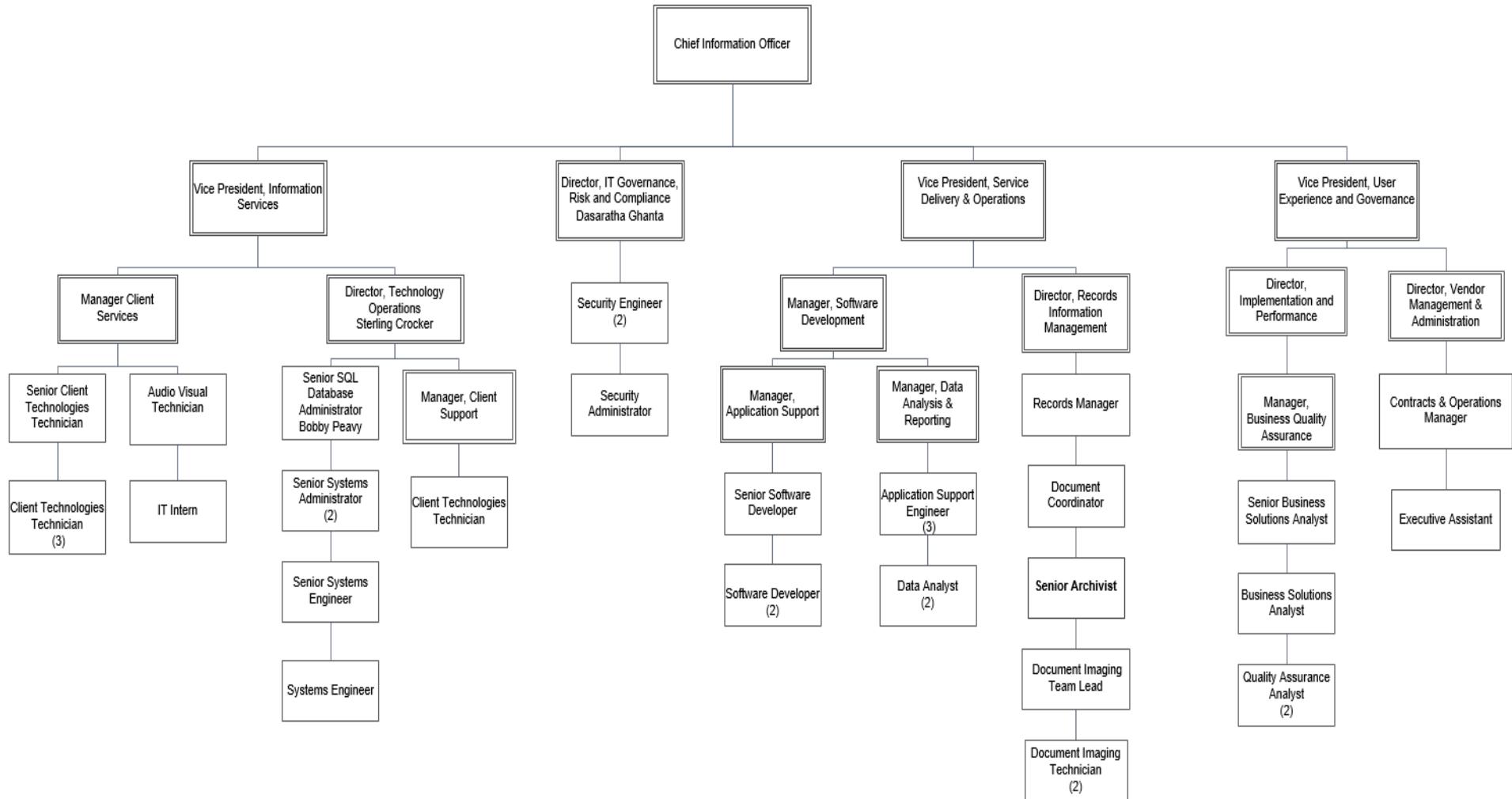
	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	FY 2024
Accounts Payable Clerk	1	1	0	0	
Accounts Payable Specialist	1	1	0	0	
Bonds Analyst	1	1	0	0	
Budget Analyst	2	2	1	1	
Chief Financial Officer	1	1	1	1	
Credit Card Administrator	0	1	0	1	
Director, Financial Operations	1	1	1	1	
Director, Financial Planning and Investments	1	1	0	0	
Financial Analyst	2	2	2	2	
Financial Reporting Manager	1	1	0	0	
Manager, Real Estate Accounting	1	0	0	0	
Project Operations Manager	1	1	1	1	
Senior Accountant	4	4	4	4	
Senior Accounts Payable Specialist	1	1	1	1	
Senior Administrative Assistant	1	1	0	0	
Senior Budget & Financial Analyst	1	1	1	1	
Senior Cash Management Analyst	1	1	1	1	
Senior Financial Analyst	1	1	1	1	
Senior Vice President, Financial Planning and Analytics	1	1	1	1	
Vice President, Accounting	1	1	1	1	
Vice President, Controller	1	1	1	1	
	25	25	17	18	

Corporate Finance is requesting the same number of positions as authorized in FY 2024.

CORPORATE FINANCE – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Strengthen AH operations, by creating a business model that is data-driven and high performing.	Develop and implement a methodology that allows AH to include cost/benefit analysis in decision making by June 30, 2025.
By streamlining operations to increase operational effectiveness and efficiency.	Complete the Finance Department organization optimization and implement by December 31, 2024.
By improving AH's overall financial health.	Seek out new non-HUD funding opportunities .
By upgrading management reporting tools as needed to ensure appropriate tracking and oversight of AH finances.	Continue to 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, 2024.
	Improve quarterly and ad hoc reports driven by the model which will inform leadership decisions based on changing conditions by September 30, 2024.
	Select and implement an improved Budgeting, Reporting and Forecasting tool by September 30, 2024.
	Identify and disseminate new management, financial statement, and analytical-reports to support AH Operations by September 30, 2024.
	Identify a software solution(s) to improve efficiency of Finance operations.
	Identify and implement an AR/NR solution by September 30, 2024.
	Identify a Fixed Assets solution by September 30, 2024.
By assessing staff skill levels and training needs and implementing an annual staff training plan.	Increase opportunities for employees' professional growth and development.
	Train Finance staff on the executive level reporting by October 31, 2024.
	Ensure the Finance team members complete at least one technical and one soft skills training by June 30, 2025.

By documenting operational procedures in order to identify opportunities to streamline and simplify business processes.	Prioritize the Corporate BPA Initiative for Finance Processes to assure all processes are documented.
	Update Finance BPAs to reflect changes in operations no later than December 31, 2024.
	Reconcile BPA product with AH Policies and Procedures by December 31, 2024.
	Identify all updated processes that impact AH employees via The Insider by September 30, 2024, and communicate key changes and/or updates to the Senior Leadership Team NLT by December 31, 2024.
	Produce and distribute "user friendly" guides on financial issues important to AH employees.

Information Management



Information Management

Mission Statement

The mission of the Information Management Department is to enable technology driven organizational improvements to eliminate silos, promote cross-collaboration, and transparency in a digital ecosystem to meet the agency's evolving needs, while providing first class 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 and 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 Technology	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Salaries	\$ 4,173,023	\$ 4,365,420	\$ (192,397)	\$ 3,922,103	\$ 250,920
Employer Paid Benefits and Taxes	1,316,024	1,469,454	(153,430)	976,026	339,998
Staff Training	68,305	84,890	(16,585)	8,493	59,812
Travel and Conferences	59,200	54,886	4,314	40,671	18,529
Consulting and Professional Services	1,888,656	1,124,358	764,298	1,229,705	658,951
Membership and Fees	19,450	32,770	(13,320)	14,400	5,050
Office Supplies	5,000	3,000	2,000	6,938	(1,938)
Telephone	210,000	237,300	(27,300)	187,340	22,660
License Fees & Maintenance Contracts	4,100,000	3,234,864	865,136	2,559,368	1,540,632
Cell Phones	305,000	325,000	(20,000)	240,994	64,006
Computer Maintenance & Repairs	2,000	1,250	750	162	1,838
Small Office Equipment	10,000	20,000	(10,000)	5,627	4,373
Other Misc Admin Expenses	-	-	-	5,742	(5,742)
Meeting Expense	10,000	5,000	5,000	33,060	(23,060)
Non-Capitalized Hardware	225,000	250,000	(25,000)	222,493	2,507
Non-Capitalized Software	5,000	5,000	-	-	5,000
Total	\$ 12,396,658	\$ 11,213,192	\$ 1,183,466	\$ 9,453,122	\$ 2,943,536

Records and Information Management	FY 2025	FY 2024	Over (Under)	FY 2024	FY2025B	FY2025B
	Budget	Budget	FY2024B	Forecast	Over (Under) FY2024F	
Salaries	\$ 850,725	\$ 1,046,310	\$ (195,585)	\$ 662,533	\$ 188,192	
Employer Paid Benefits and Taxes	247,950	367,049	(119,099)	169,359	78,591	
Staff Training	10,026	6,219	3,807	8,397	1,629	
Travel and Conferences	11,204	17,942	(6,738)	7,631	3,573	
Other Staff Augmentation	-	-	-	34,820	(34,820)	
Membership and Fees	2,400	1,735	665	-	2,400	
Office Supplies	80,000	117,000	(37,000)	58,810	21,190	
Supplies-Maintenance & Repairs	2,000	4,000	(2,000)	-	2,000	
Contract Costs-Other	115,000	101,000	14,000	61,083	53,917	
Total	\$ 1,319,305	\$ 1,661,255	\$ (341,950)	\$ 1,002,633	\$ 316,672	

Staffing

Authorized Positions

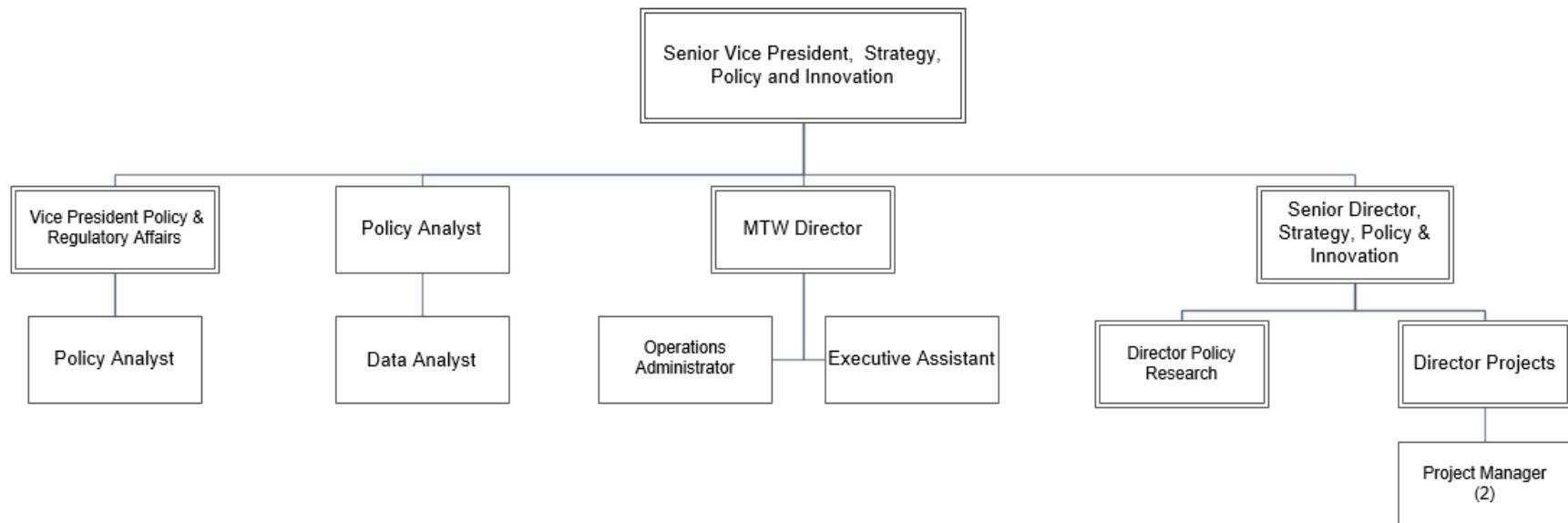
	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual
Application Support Engineer	3	4	3	2
Audio Visual Technician	1	1	1	0
Business Solutions Analyst	1	1	1	1
Chief Information Officer	1	1	1	1
Client Services Manager	1	1	1	1
Client Technologies Technician	4	4	4	3
Data Analyst	2	2	2	2
Director, Implementation and Performance	1	0	0	0
Director, IT Governance, Risk and Compliance	1	1	1	1
Director, Records & Information Management	1	1	1	1
Director, Technology Operations	1	1	1	1
Director, Vendor Management and Administration	1	0	0	0
Document Coordinator	1	1	1	1
Document Imaging Team Lead	1	1	1	1
Document Imaging Technician	2	4	1	1
Executive Assistant	1	1	1	1
IT Operations Manager	1	1	1	1
Manager, BI, Data, & Information Services	1	1	1	1
Manager, Centralized Services	1	1	1	1
Manager, Client Support	1	1	1	1
Manager, Cybersecurity	0	1	0	0
Manager, Data Reporting & Analysis	1	1	1	1
Manager, Document Imaging	0	1	0	0
Manager, Software Solutions	1	1	1	1
Quality Assurance Analyst	2	2	2	1
Records Manager	1	1	1	1
Security Administrator	1	3	1	1
Security Engineer	2	2	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 Software Developer	1	1	1	1
Senior SQL Database Administrator	1	1	1	1
Senior System Engineer	2	2	2	2
Senior Systems Administrator	2	2	1	2
Software Developer	2	4	2	2
Technical Support COHORT	0	1	0	0
VP, Information Services	1	1	1	1
VP, Service Delivery and Operations	1	1	0	1
VP, User Experience and Governance	1	0	0	0
	49	56	43	40

Information Management decreased by seven positions as part of repurposing of certain vacant positions to support other departments and automation and software advances.

INFORMATION TECHNOLOGY – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Create opportunities for individuals, families, and children to thrive. By helping AH residents with career exploration, job preparedness and placement on a path to earning a livable wage	Collaborate with organizations and institutions to identify higher paying job opportunities and provide a means of acquiring such opportunities through certifications skilling, reskilling and upskilling in high demand fields.
	Develop partnership network and establish ACCESS Advisory Board by 9/30/2024.
	Conduct three cohorts per fiscal year for various IT certifications by June 30, 2025.
Strengthen AH operations, 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 decisions and policymakers with information.
	100% completion of implementation of Enterprise Information Management (EIM) by June 30, 2025.
	Develop standard reports from the model to be distributed to SLT and Board as needed.
	Fully document remaining operational procedures in order to identify opportunity to streamline and simplify business processes by December 31, 2024.
	Foster adoption of the Business Process Assessment Implementation by October 31, 2024.
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.
	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 that measures how the products and services supplied by the IT department meet or surpass customer expectations.
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 learning platforms to enhance the employee's ability by committing to paid trainings to increase personal job satisfaction and employee motivation.
	Develop core competencies for team to achieve greater performance and growth

Office of Strategy, Policy, and Innovation



Office of Strategy, Policy and Innovation

Mission Statement

The Office of Strategy, Policy and Innovation (OSPI) drives strategy, performance, problem-solving, policy development, innovation and implementation in support of AH's mission. OSPI oversees the administration and implementation of AH's MTW efforts, assures reporting and program planning and performance tracking. OSPI 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 assure it performs optimally in administering local, state and federally assisted housing programs.
- **Government Affairs**, including interface with local, state and federal agencies and elected officials to educate on housing related matters and to keep informed on legislative and regulatory pronouncements and initiatives.

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.

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 concerns, performance lags 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.

Office of Strategy, Policy and Innovation	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 1,494,426		\$ 1,335,161		\$ 159,265		\$ 1,494,194		\$ 232	
Employer Paid Benefits and Taxes		402,539		372,410		30,129		319,355		83,184
Staff Training		19,635		13,990		5,645		13,990		5,645
Travel and Conferences		52,223		50,800		1,423		50,800		1,423
Consulting and Professional Services		430,811		425,500		5,311		305,500		125,311
Membership and Fees		2,580		1,950		630		1,950		630
Publications		2,980		2,980		-		2,480		500
Advertising & Public Notices		-		1,000		(1,000)		1,000		(1,000)
Office Supplies		150		300		(150)		150		-
Meeting Expense		5,100		3,600		1,500		3,600		1,500
Total	\$ 2,410,444		\$ 2,207,691		\$ 202,753		\$ 2,193,019		\$ 217,425	

Staffing

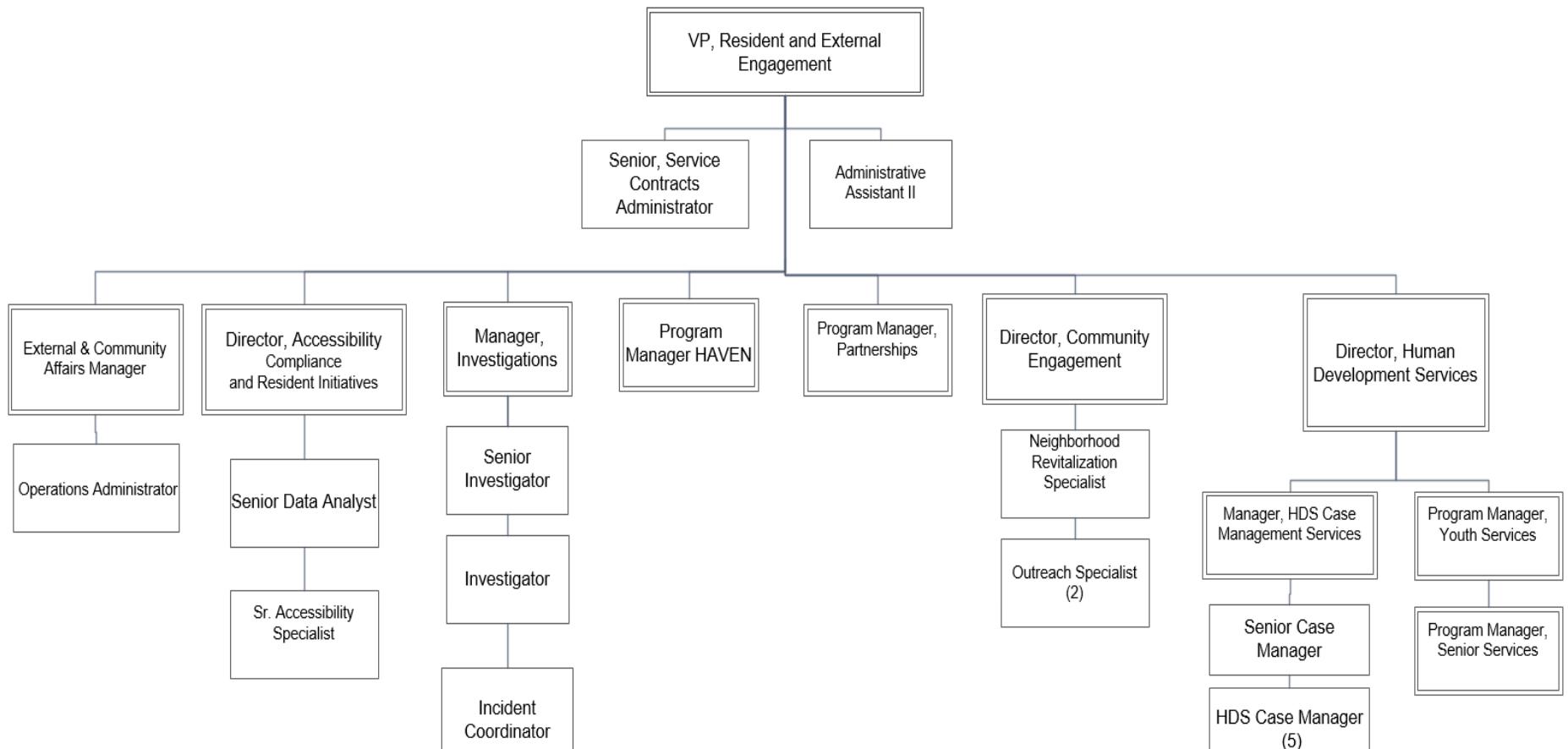
Authorized Positions	FY25	FY24	FY24	FY23	Analyst. As a result of repurposing certain vacant positions, the headcount will increase in FY 2025 by one position.
	Budget	Budget	Forecast	Actual	
Data Analyst	1	0	0	0	
Director, MTW	1	1	1	1	
Director, Projects	1	1	1	1	
Executive Assistant	1	1	1	1	
Operations Administrator	1	1	0	1	
Policy Analyst	2	2	2	2	
Policy Research Director	1	1	1	1	
Project Manager	2	2	2	1	
Senior Vice President, Strategy, Policy and Innovation	1	1	1	1	
Sr Director of Strategy, Policy and Innovation	1	1	1	1	
Vice President, Policy and Regulatory Affairs	1	1	0	0	
	13	12	10	10	

OFFICE OF POLICY, STRATEGY AND INNOVATION – FY 2024 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
By developing a Five-Year Real Estate Capital Plan for acquisitions, new development, and recapitalizations	<p>Identify strategies to create new capital sources to fund AH projects over next five years.</p> <p>Develop scope of work and procure consultants by December 31, 2024.</p> <p>Finalize AH Capital Plan by June 30, 2025.</p>
By developing and implementing a finance and acquisition and preservation strategy that invests in well-located communities across the city	<p>Develop an agency-wide acquisition plan to expand AH portfolio or preserve affordable Multifamily supply.</p> <p>Develop operating and due diligence protocols for an acquisition finance program by December 31, 2024.</p> <p>Seek out mission-aligned investors to support an acquisition preservation strategy</p> <p>Identify and reach out to two potential investor partners (i.e., social investors, foundations, etc.) by December 31, 2024.</p>
Create opportunities for individuals, families, and children to thrive. By supporting residents to prepare and connect to jobs and careers	<p>Expand training and career opportunities for residents in innovative growth sectors such as green and tech</p> <p>Expand the ACCESS program curriculum, partners and funding sources by December 31, 2024.</p> <p>With the sustainability task force, initiate 2 partnerships to provide training opportunities for green sector jobs by September 30, 2024.</p>
Build or Expand Partnerships to Pool Resources and Maximize Impact, by raising \$500,000 annually	With lead departments, identify and solicit three grant opportunities
Build or Expand Partnerships to Pool Resources and Maximize Impact, by raising \$500,000 annually	With lead departments, identify and solicit three grant opportunities
By collaborating with public agencies to leverage resources	Collaborate with the City of Atlanta on its Capital Plan, including resources, timing, and priorities

	Set up LIHTC project funding pipeline, including analysis of the DCA LIHTC program, by December 31, 2024.
	Complete updated economic impact analysis, by June 30, 2025.
By raising \$2 million to improve energy efficiency	With lead departments, research and solicit three grant opportunities to fund energy efficiency initiatives
Communicate the Impact of Atlanta Housing's work by increasing visibility into our progress and key successes to foster confidence in AH's work	Provide public dashboards that show progress on key performance indicators
By providing targeted communication and key updates to key stakeholders	Provide details of our work at housing forums, public meetings, and various stakeholder constituencies
	Provide quarterly updates to the Mayor's Office and the Atlanta City Council's CDHS Committee.
Strengthen AH operations to better serve residents. By increasing opportunities for employee growth and development	Increase opportunities for employees' professional growth and development.
	Each staff person takes one technical and one soft skills/professional development and one writing class by June 30, 2025.
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.
	Refine design system for tracking progress towards the key metrics in the Strategic Plan by December 31, 2024.
	Support and implement agency-wide data and dashboard strategies/tools
	Continue to support the refinement, implementation and use of internal and external facing dashboards by June 30, 2025.
	Propose a project prioritization process and tracking tool by December 31, 2024.

	With HUD PD&R, partner on one research project focusing on mobility trends, analyses, barriers and opportunities in high asset areas by June 30, 2025.
By streamlining operations to increase operational effectiveness and efficiency	Support implementation of department and enterprise level projects for FY 2025. Lead Phase 2 EIM design, refinement and implementation by December 31, 2024.
	Lead update, refinement and implementation of real estate database by December 31, 2024.
	Fully document operational procedure, in order to identify opportunity to streamline and simplify business processes.
	Support adoption and implementation of BPA by December 31, 2024.
By implementing a corporate Sustainability Plan focused on resiliency programs and practices to reduce AH impacts on the environment	With lead departments, implement plan to reduce AH's carbon footprint by 2035.
	With the Sustainability Task Force, launch and maintain the AH Sustainability Initiative, "AHGreen."
By leveraging and seeking new resources to incentivize energy and efficiency upgrades	With consultants, identify funding sources and pursue opportunities for funding for AH activities.

Resident and External Engagement



Resident and External Engagement

Mission Statement

The Resident and External Engagement department serves as the agency's liaison to AH participants, residents, local 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, or for seniors, age in place with dignity. 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

- Local Governmental Relations
- Community Affairs
- Partnerships
- Investigations
- Resident Services and Resident Association Technical Assistance and Guidance
- HAVEN Program Oversight and Management
- Human Development Services

Service Description

Resident and External Engagement (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 (e.g., 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 noncompliance of Housing Choice Program rules and regulations.
- Facilitate resolution of customer service inquiries and/or complaints.
- Provide investigations findings and make appropriate recommendations, including proposing 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 and 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:

- In coordination with HCVP, provide oversight and resident support 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 (e.g., workforce development, education, training, etc.)
- Youth services – provide information, guidance and connections to supportive services (e.g., after school care, summer camps, etc.); host/facilitate activities for youth/parents (e.g., 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.
- Assure 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.

Resident and External Engagement	FY 2025 Budget	FY 2024 Budget	FY2025B		FY2025B	
			Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	
Salaries	\$ 1,687,061	\$ 2,450,122	\$ (763,061)	\$ 2,200,904	\$ (513,843)	
Employer Paid Benefits and Taxes	807,765	935,621	(127,856)	659,695	148,070	
Staff Training	15,100	14,800	300	4,800	10,300	
Travel and Conferences	57,600	22,308	35,292	22,308	35,292	
Consulting and Professional Services	-	11,000	(11,000)	11,000	(11,000)	
Other Staff Augmentation	10,000	140,000	(130,000)	229,662	(219,662)	
Membership and Fees	2,500	2,380	120	2,380	120	
Office Supplies	-	120	(120)	120	(120)	
Meeting Expense	-	-	-	344	(344)	
Tenant Meetings	1,200	6,200	(5,000)	2,869	(1,669)	
Uniforms	5,000	5,000	-	1,000	4,000	
Total	\$ 2,586,226	\$ 3,587,551	\$ (1,001,325)	\$ 3,135,082	\$ (548,856)	

Staffing

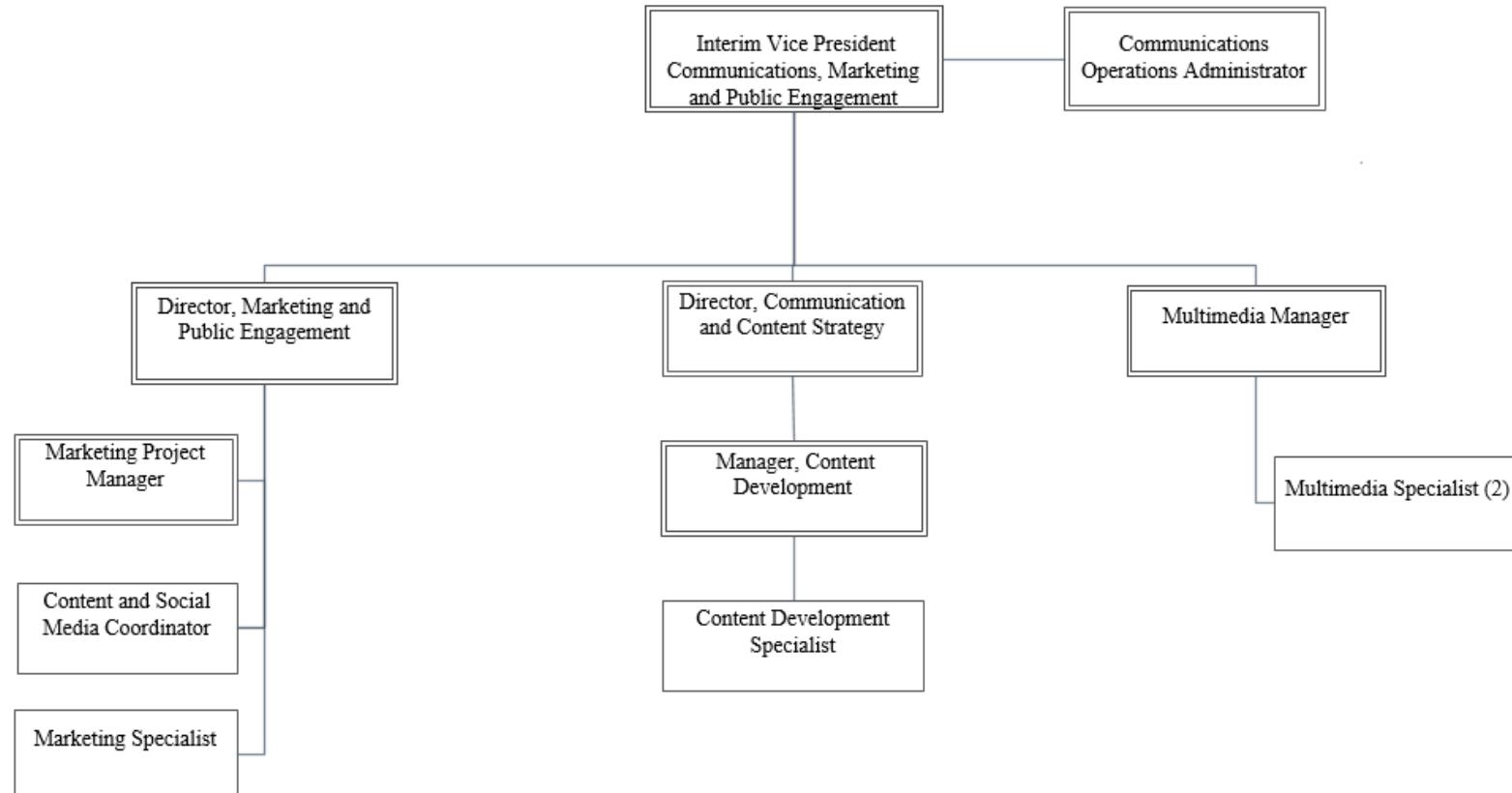
Authorized Positions

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Resident and External Engagement decreased by one position as part of repurposing of certain vacant positions to support other departments.
Accessibility Compliance Manager	0	1	1	1	
Administrative Assistant II	1	1	1	1	
Director, Accessibility Compliance and Resident Initiatives	1	1	1	1	
Director, Community Engagement	1	1	1	1	
Director, Human Development Services	1	1	1	1	
External and Community Affairs Manager	1	1	1	1	
Human Development Services Case Manager	5	5	3	3	
Incident Coordinator	1	1	1	1	
Investigator	1	1	1	1	
Manager, Human Development Case Management Service	1	1	1	0	
Manager, Investigations	1	1	1	1	
Neighborhood Revitalization Specialist	1	1	1	1	
Operations Administrator	1	1	0	0	
Outreach Specialist	2	2	2	2	
Program Manager	4	4	4	4	
Senior Accessibility Specialist	1	1	1	1	
Senior Case Manager	1	1	1	1	
Senior Data Analyst	1	1	1	1	
Senior Investigator	1	1	1	1	
Senior Service Contracts Administrator	1	1	1	0	
VP, Resident and External Engagement	1	1	0	0	
	28	29	25	23	

RESIDENT AND EXTERNAL ENGAGEMENT – FY 2024 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
By advancing efforts that address youth achievement by coordinating a cradle-to-career educational pipeline of programs and services for AH-assisted youth	Increase engagement in afterschool and summer camp programs.
	Develop and implement a comprehensive life skills program to prepare youth for adulthood.
	Increase education and access to early learning programs.
	Increase career literacy and employment opportunities for AH youth.
	Increase AH scholarship outreach and participation.
By supporting residents to prepare for, connect to, and succeed in jobs and careers through increased partnerships	Through the provision of case management services, 75% of participants will be connected to employment opportunities, training, social services, therapeutic counseling, and/or other supportive services designed to help participants meet/exceed AH's work requirement.
	Increase access to education opportunities, workforce readiness training and employment.
	Provide life skills workshops that promote economic independence and resiliency.
	Provide financial education and counseling.
	Increase access to mental health services and support programs.
By providing a continuum of care for AH-assisted seniors to enable them to stay healthy and live independently and with dignity in their homes	Provide information and access to civic engagement opportunities, training, and employment.
	Provide access to life enrichment classes, meals, health education, fitness and activities that promote health and well-being.
	Expand and improve access to preventative home and community-based services, telehealth and care management

	Provide education and access to universal home design features to create a safe and comfortable environment that promotes independence, increases accessibility, and improves safety.
Build or Expand Partnerships to Pool Resources and Maximize Impact By securing a minimum of \$500,000 in new funding annually to support AH's mission	Engage public and private entities to share information and identify areas of collaborative opportunity.
	Develop new partnerships aligned to HUD's strong family's initiative, focusing on health, education and economic empowerment.
	Identify grants and secure funding to support resident programs.
By collaborating with public agencies and initiatives to leverage resources and align efforts	Increase services and supports that address homelessness prevention and housing stability.
	Develop and implement a resident engagement strategy to increase access to programs and services.
	Develop and implement partnership symposiums to educate Residents, AH Landlords and Property Managers on programs and services that support residents.
	Increase resident and neighborhood engagement efforts that promote quality living environments within AH's service jurisdiction.
	Strengthen AH's Resident Associations to assure effective leadership and governance.

Communications, Marketing and Public Engagement



Communications, Marketing and Public Engagement

Mission Statement

To position AH, the President and Chief Executive Officer, 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 AH does to serve its families and the people, teams, and partners who help bring AH's vision to life.

Primary Function

- Take a multifaceted approach to agency story telling.
- Guard the AH brand.
- Define and shape corporate identity through strategic internal and external communications, marketing campaigns, and events.
- Shape public perception.
- Craft clear, concise messages and provide communications solutions that positively impact AH.
- Support President and Chief Executive Officer in efforts to drive culture.
- Operate as an in-house agency of communications, marketing, and multimedia experts to support the executive office and business units of Atlanta Housing with content strategy and development, business development strategy and marketing campaign management, brand management, public relations, multimedia design, social media management, event planning and other mission-aligned solutions.

- Serve as primary point of contact for local and national media outlets

Service Description

- Internal and External Print and Digital Communication Assets
 - Press Releases
 - Publications
 - Collateral Material (e.g., brochures, flyers, signage, etc.)
 - Executive PowerPoint Presentations
 - Executive Talking Points and Speeches
 - Internal memos
 - Newsletters
- Marketing
 - Program and Real Estate Brand Development
 - Event Planning
 - Business Development
 - Promotional Campaigns
 - Promotional Collateral (e.g., swag, branded event setup, uniforms, etc.)
 - Social Media
- Media Relations
 - Media advisories
 - Press conferences.
- Website Management
- Intranet Management

- Multimedia Services
 - Graphic Design
 - Photography
 - Videography
 - Weekly Monitor Movies
 - Short film production

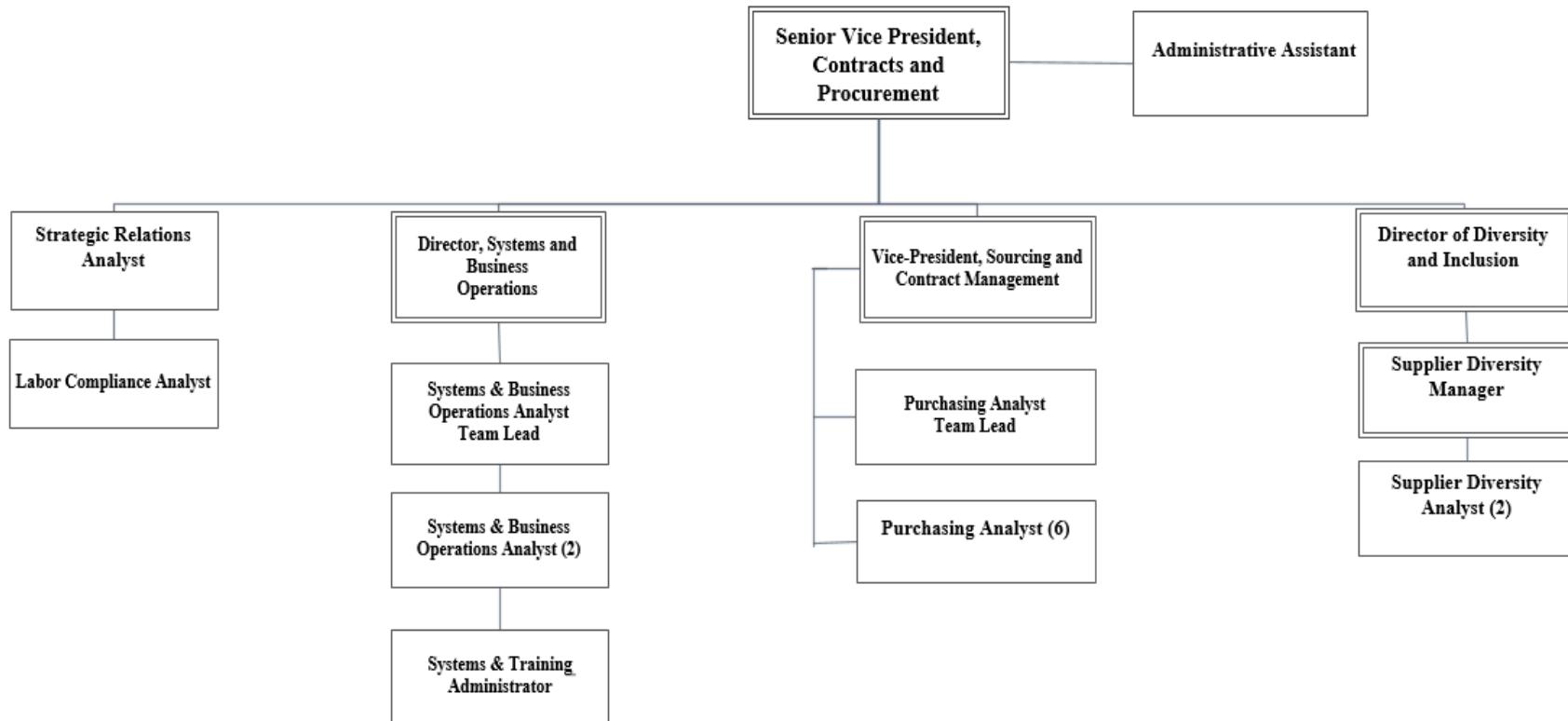
Communications, Marketing and Public Engagement	FY 2025		FY 2024		Over (Under)		FY 2024B		FY 2025B	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 1,118,148		\$ 916,190		\$ 201,958		\$ 712,488		\$ 405,660	
Employer Paid Benefits and Taxes		307,520		321,335		(13,815)		190,194		117,326
Staff Training		4,489		24,070		(19,581)		12,000		(7,511)
Travel and Conferences		34,500		34,900		(400)		28,500		6,000
Marketing		116,550		139,050		(22,500)		113,873		2,677
Consulting and Professional Services		353,700		369,199		(15,499)		305,805		47,895
Other Staff Augmentation		-		-		-		35,930		(35,930)
Membership and Fees		1,706		4,450		(2,744)		4,450		(2,744)
Publications		-		-		-		15,000		(15,000)
Office Supplies		1,000		1,000		-		1,000		-
Small Office Equipment		-		2,200		(2,200)		2,200		(2,200)
Meeting Expense		10,000		-		10,000		3,487		6,513
Uniforms		15,000		40,000		(25,000)		25,000		(10,000)
Total	\$ 1,962,613		\$ 1,852,394		\$ 110,219		\$ 1,449,927		\$ 512,686	

Staffing

Authorized Positions	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Communications, Marketing and Public Engagement is requesting the same number of positions as authorized in FY 2024.
Communications Operations Administrator	1	1	1	0	
Content and Social Media Coordinator	1	1	1	0	
Content Development Specialist	1	1	1	0	
Director, Communication and Content Strategy	1	1	0	0	
Director, Marketing and Public Engagement	1	1	1	1	
Manager, Content Development	1	1	1	1	
Marketing Project Manager	1	1	1	1	
Marketing Specialist	1	1	0	1	
Multimedia Manager	1	1	0	0	
Multimedia Specialist	2	2	2	2	
Vice President, Communications, Marketing & Public Engagement	1	1	1	1	
	12	12	9	7	

COMMUNICATIONS, MARKETING AND PUBLIC ENGAGEMENT – FY 2025 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Increase visibility into our progress and key successes	Expand our storytelling platforms to continue strategic efforts to raise brand awareness and further our mission.
	Procure Press Release Services contract by June 30, 2025.
	Finalize plan for redesign AH website to improve user experience by June 30, 2025.
	Finalize plan for redesign AH Intranet to improve communication by June 30, 2025.
	Position leadership as influencers.
	Provide media training for SLT by June 30, 2025.
	Initiate a video series for Senior Vice Presidents on departmental activities in alignment with Strategic Plan.
	Develop media partnerships and placements that help us tell our story.
Provide targeted communication and updates to key stakeholders	Increase stakeholders access to company information and news.
	Update AH brand guidelines by June 30, 2025.
	Revise sub-brands by June 30, 2025.
	Work with internal clients to create marketing assets that increase stakeholder awareness of AH activities.
	Increase traffic to our website and social platforms.
	Increase engagement 5% by June 30, 2025.
	Help define company culture and inspire employee engagement.
	Execute a communications and marketing campaign around re-launch of strategic plan.

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, services, and professional services necessary for effective, efficient and regulatorily compliant administration of purchasing with public funds through the use of sound business practices with a focus on continuous improvement.

Primary Functions

C&PD staff facilitates all centralized procurement and contract management functions for Atlanta Housing (AH). Currently the three (3) major divisions of C&PD teams are Contracts and Procurement Services, Systems and Quality Assurance, and Supplier 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 (for non-Housing Choice vendors) and trends analysis activities.

Supplier Diversity and Inclusion – This staff assures supplier diversity in AH Contracting by conducting outreach to traditionally disadvantaged businesses and encouraging them to participate in 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 (i.e., 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 include:

- 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 and 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 (e.g., Contract Register, Procurement Forecast, etc.)
- Trends analyses and Special Projects

Diversity and Inclusion

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

Contracts and Procurement	FY 2025		FY 2024		Over (Under)		FY 2024		Over (Under)	
	Budget		Budget		FY2024B		Forecast		FY2024F	
Salaries	\$ 2,116,451		\$ 1,911,784		\$ 204,667		\$ 1,955,685		\$ 160,766	
Employer Paid Benefits and Taxes		578,728		588,949		(10,221)		477,456		101,272
Staff Training		60,400		46,000		14,400		8,346		52,054
Travel and Conferences		46,500		48,000		(1,500)		32,064		14,436
Marketing		13,000		13,000		-		6,126		6,874
Consulting and Professional Services		70,000		60,000		10,000		18,376		51,624
Membership and Fees		34,224		29,291		4,933		14,660		19,564
Publications		1,000		1,000		-		1,000		-
Advertising & Public Notices		4,000		4,000		-		2,000		2,000
Office Supplies		4,000		3,500		500		-		4,000
Meeting Expense		15,000		15,000		-		6,042		8,958
Uniforms		-		-		-		884		(884)
Total		\$ 2,943,303		\$ 2,720,524		\$ 222,779		\$ 2,522,639		\$ 420,664

Staffing

Authorized Positions

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual
Administrative Assistant	1	1	1	1
Director, Diversity and Inclusion	1	1	1	1
Director, Systems and Business Operations	1	1	1	1
Labor Compliance Analyst	1	0	0	0
Purchasing Analyst	6	5	5	3
Purchasing Analyst Team Lead	1	1	1	1
Senior Vice President, Contracts and Procurement	1	1	1	1
Strategic Relations Analyst	1	1	1	1
Supplier Diversity Analyst	2	2	2	2
Supplier Diversity Manager	1	1	1	1
System and Business Operations Analyst	2	2	2	2
System and Business Operations Analyst Team Lead	1	1	1	1
Systems and Training Administrator	1	1	1	1
VP, Sourcing and Contract Management	1	1	1	1
	21	19	19	17

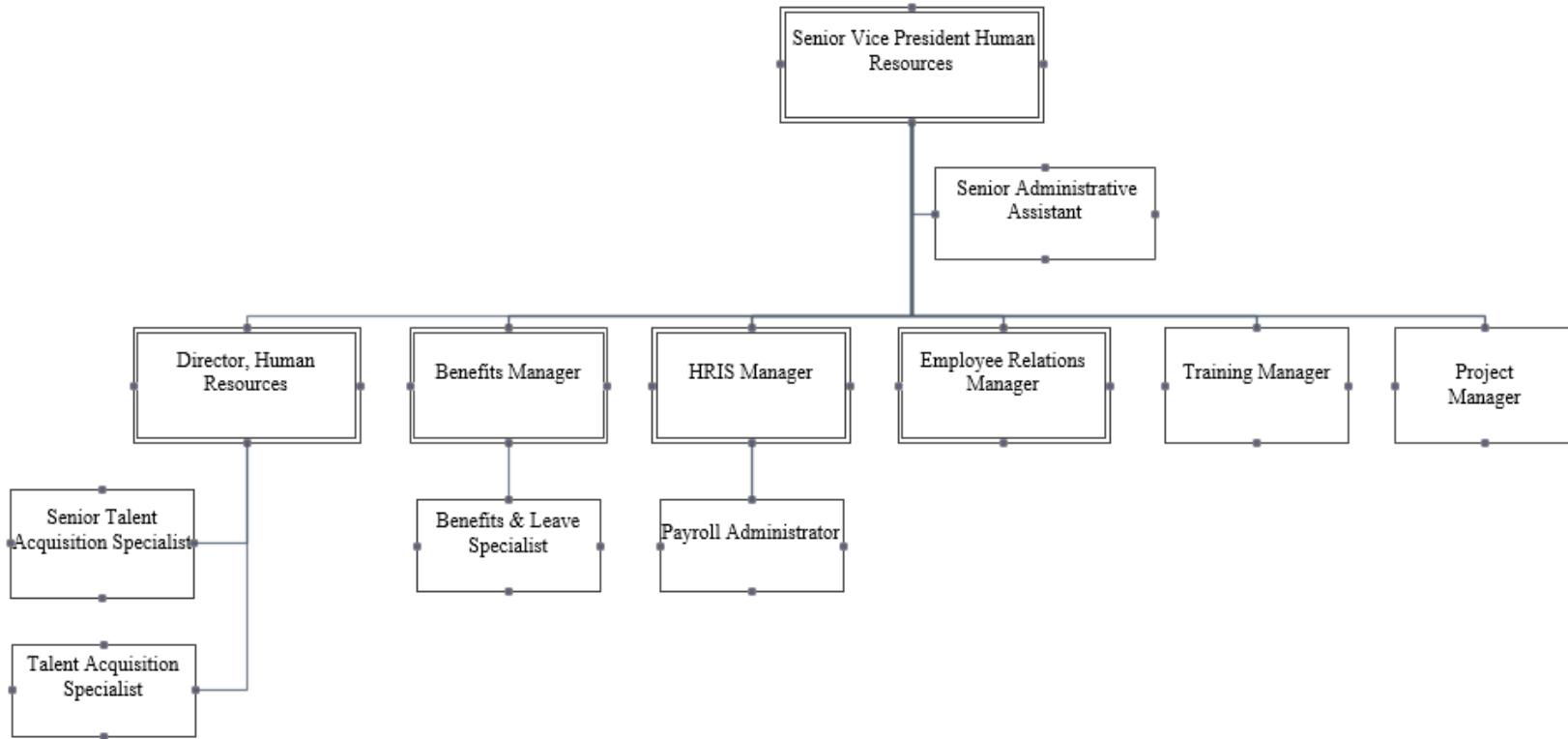
Office of Contracts and Procurement is requesting to hire an additional Purchasing Analyst and Contracts Administrator/Labor Compliance. As a result of repurposing certain vacant positions, the headcount will increase in FY 2025 by two positions.

CONTRACTS AND PROCUREMENT – FY 2024 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
Create opportunities for individuals, families, and children to thrive. By supporting residents to prepare and connect to jobs and careers	Engage the business community and our internal business units while educating and advocating on behalf of Minority, Women, Small Businesses and Section 3 businesses.
	Advocate for Minority, Women, Small Businesses and Section 3 businesses via subcontractor utilization plans with business partners.
	Help AH residents with employment, job preparedness and placement on a path to sustained employment through career development via Section 3.
	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.
	Source and implement a software platform to assist AH in aggregating data regarding MBE/WBE/SBE and Section 3 commitments and actuals.
	Present good options for the People component of the Choice Neighborhood Implementation Grant (CNIG) Application and CNIG site visits.
	Explain and support Section 3 People Component and business outreach to HUD decision makers for favorable consideration.
By advancing efforts that address youth achievement	Conduct training of AH staff members and other stakeholders about Supplier Diversity and Inclusion Mission.
Strengthen AH operations to better serve residents. By increasing efficiency, improving access and through interaction	Improve procedures to safeguard against instances of attempted fraud by 6/24
	Collaborate with Finance and HCVP on vendor maintenance and payment processing.
	Actively solicit and disseminate feedback on AH performance from residents, vendors, partners, HCV property owners and others through surveys, informational sessions, and other methods by June 30, 2025.

	Develop and conduct a survey to demonstrative areas for improvements and show customers satisfaction from a minimum of 10 of our internal and external clients by December 31, 2024.
	Improve the e-procurement system of record or the ERP Financial System of Record to maintain information about Certificates of Insurance and becoming notified of expiring insurance coverages for active contracts September 30, 2024.
	Continue to require valid Certificates of Insurance at the inception of a new contract.
	Obtain and act on automatic notices of expiring insurance to collect proof of current and valid required levels of insurance.
	Provide reporting capabilities and senior level report formats to improve the status of active and pending procurement activity for forecasting spikes in work.
	Optimize procurement requirements to create efficiencies including minimizing the amount of time to procure services while maintaining diversity and inclusion goals by October 31, 2024.
	Provide training to AH internal clients about roles and responsibilities concerning procurement activities.
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.
	Continue to report actuals quarterly with yearly summary.
	Set contract specific aspirational goals.
	Optimize the procurement requirements (NOFA, inter-governmental agreement, etc.) to minimize the amount of time it takes to procure services.
	Research cooperative agreements and other contracts available for piggybacking (e.g., NASPO, State of Georgia, etc.) - this includes attending meeting with various procurement entities to assure the value add of such practices to the agency overall.
	Create and publish procurement checklists.

	Publish standardized internal service level agreements for expected timeframes for various procurement activities.
By improving AH's overall financial health	Explore state and local opportunities to improve cost efficiencies in acquiring products and services.
	Create a protocol wherein sourcing analyst consider cooperative purchasing opportunities such as national contracts, intergovernmental agreements, cooperative purchasing agreements, state contracts, general services contracts and agreements with not-for-profits for goods and services by December 31, 2024.
By improving and documenting operational processes for maximum efficiency and output	Improve the processing time of formal procurements.
	Create new openings within the Sourcing Division to manage heavier volumes of work.
	Complete complex formal solicitations intended to yield multi-year agreements within 90 days of initiation (excluding items requiring Board approval; additional 30 – 45 day timeframe added for this approval).
By increasing opportunities for employee growth and development	Have CPD Staff Sit for Professional Examinations.
	Conduct study sessions for staff to prepare for Certified Public Purchasing Buyer/Officer (CPPB/O).

Human Resources



Human Resources

Mission Statement

Through strategic partnerships and collaboration, the Human Resources department strives to assure 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.
- Assure 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 AH's workforce by providing training and development for career enhancement.
- Providing a work atmosphere that is safe, healthy and secure.

Human Resources Operations	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Salaries	\$ 1,173,559	\$ 1,164,915	\$ 8,644	\$ 1,211,669	\$ (38,110)
Employer Paid Benefits and Taxes	345,383	371,458	(26,075)	289,652	55,731
Staff Training	14,733	35,600	(20,867)	-	14,733
Travel and Conferences	41,090	39,120	1,970	26,656	14,434
Consulting and Professional Services	544,000	543,000	1,000	249,895	294,105
Other Staff Augmentation	-	-	-	16,382	(16,382)
Membership and Fees	17,400	10,100	7,300	9,251	8,149
Publications	7,800	6,000	1,800	25,849	(18,049)
Office Supplies	1,000	1,000	-	378	622
Meeting Expense	4,000	-	4,000	176	3,824
Tools and Equipment	5,000	5,000	-	342	4,658
Total	\$ 2,153,965	\$ 2,176,193	\$ (22,228)	\$ 1,830,250	\$ 323,715

Activities Managed by Human Resources	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Agency-wide Staff Training *	1,411,000	1,016,250	394,750	905,633	505,367
Agency-wide Temporary Services	601,744	524,718	77,026	522,834	78,910
Recruitment Expenses	471,000	261,000	210,000	204,962	266,038
Severance and Related Expense	\$ 240,000	\$ 120,000	\$ 120,000	\$ -	\$ 240,000
Total	\$ 2,723,744	\$ 1,921,968	\$ 801,776	\$ 1,633,429	\$ 1,090,315

* Staff Training excludes training budgeted at the department level.

Staffing

Authorized Positions

Benefits and Leave Specialist
Director, Human Resources
Employee Relations Manager
Manager, Benefits
Manager, HRIS
Payroll Administrator
Project Manager
Senior Administrative Assistant
Senior Talent Acquisition Specialist
Senior Vice President, Human Resources
Talent Acquisition Specialist
Training Administrator
Training Manager

	FY25 Budget	FY24 Budget	FY24 Forecast	FY23 Actual	Office of Human Resources decreased by one position as part of repurposing of certain vacant positions to support other departments.
	1	1	1	1	
	1	1	1	1	
	1	1	1	0	
	1	1	1	1	
	1	1	1	1	
	1	1	1	1	
	1	1	0	0	
	1	1	1	1	
	1	1	1	1	
	1	1	1	1	
	0	1	0	1	
	1	1	0	0	
	12	13	10	10	

HUMAN RESOURCES – FY 2024 OBJECTIVES AND GOALS	
AH OBJECTIVE	DEPARTMENT GOAL
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 and non-residents.
By streamlining operations to increase operational effectiveness and efficiency	Document HR processes and protocols related to core functions.
	Update employee handbook to reflect the current needs of employees, the organization and industry standards.
	Streamline process and procedures to ensure administrative consistency and efficiency.
By increasing opportunities for employee growth and development	Drive and implement a Learning Management System to design, deliver and monitor training across the agency.
By providing opportunities that will enhance knowledge, develop skills, and enrich the organization	Provide agency-wide staff level training opportunities.
	Design, refine and implement management development program.
	Design, refine and implement leadership development program.

III. Financial Schedules

Schedule I
Combined Sources and Uses of Funds
FY 2025 Budget

Description	FY 2025 Budget	FY 2024 Budget	FY2025B*		% Change	FY 2024 Forecast	FY2025B Over (Under) *					
			Over (Under) FY2024B	% Change								
Sources of Funds												
Current Year Sources of Funds												
Housing Choice Voucher Funds Authorized	\$ 396,197,029	\$ 332,141,799	\$ 64,055,230	19%	\$ 334,085,389	\$ 62,111,640						
Public Housing Operating Subsidy	9,995,068	10,091,923	(96,855)	(1%)	9,977,542	17,526						
Capital Funds Program (CFP)	29,805,387	27,517,881	2,287,506	8%	17,746,607	12,058,780						
Total MTW Single Fund	435,997,484	369,751,603	66,245,881	18%	361,809,538	74,187,946						
Tenant Dwelling Revenue	2,883,017	3,608,161	(725,144)	(20%)	3,420,115	(537,098)						
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	3,156,232	N/A	2,217,667	938,565						
National Housing Compliance (NHC)	1,394,908	1,394,908	-	0%	1,539,909	(145,001)						
Development-related Income	6,318,385	3,587,827	2,730,558	76%	9,635,372	(3,316,987)						
Development Loan Repayments	1,926,134	2,761,196	(835,062)	(30%)	3,742,083	(1,815,949)						
Other Current Year Revenue and Grants	3,931,591	2,220,820	1,710,771	77%	7,130,351	(3,198,760)						
Non-Operating Sources of Funds	3,211,053	100,000	3,111,053	3111%	3,193,722	17,331						
Total Current Year Sources of Funds	458,818,804	383,424,515	75,394,289	20%	392,688,757	66,130,047						
Sources of Funds from Prior Year Accumulations												
Drawdown of HCV-Originated MTW Funds-held at HUD	67,048,495	54,123,209	12,925,286	24%	-	67,048,495						
Program Income and Other Funds	7,897,152	14,523,425	(3,660,963)	(25%)	12,872,431	(4,975,279)						
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	100,000	-	100,000	N/A	-	100,000						
Total Sources of Funds from Prior Year Accumulations	75,045,647	68,646,634	6,399,013	9%	12,872,431	62,173,216						
Total Sources of Funds	\$ 533,864,451	\$ 452,071,149	\$ 81,793,302	18%	\$ 405,561,188	\$ 128,303,263						
Uses of Funds												
Housing Assistance and Operating Subsidy Payments	\$ 274,231,781	\$ 236,562,026	\$ 37,669,755	16%	\$ 235,571,940	\$ 38,659,841						
Operating Expense for AH-Owned Residential Communities and Other AH Properties	18,591,161	19,196,973	(605,812)	(3%)	19,240,335	(649,174)						
Capital Expenditures for AH-Owned Residential Communities and AH Headquarters	6,975,963	15,401,874	(8,425,911)	(55%)	10,152,398	(3,176,435)						
Human Development, Supportive Housing Services and Community Relations	2,073,107	1,896,472	176,635	9%	1,317,726	755,381						
Operating Divisions	23,742,281	22,814,476	927,805	4%	18,955,292	4,786,989						
Corporate Support	40,112,169	37,955,364	2,156,805	6%	32,850,814	7,261,355						
Choice Neighborhoods Development and Revitalization	40,964,112	25,150,712	15,813,400	63%	11,996,568	28,967,544						
Development and Revitalization (excluding Choice Neighborhoods)	117,735,183	87,600,116	30,135,067	34%	48,370,398	69,364,785						
Debt Service on Energy Performance Contract (EPC) Capital Lease	142,796	184,131	(41,335)	(22%)	184,131	(41,335)						
Contributions to AH-held Reserves	9,295,898	5,309,005	3,986,893	75%	26,921,586	(17,625,688)						
Total Uses of Funds	\$ 533,864,451	\$ 452,071,149	\$ 81,793,302	18%	\$ 405,561,188	\$ 128,303,263						
Excess of Sources over Uses of Funds	\$ -	\$ -	\$ -	N/A	\$ -	\$ -	\$ -					

* - "B" refers to the respective Budget column.

** - "F" refers to the Forecast column.

Schedule I.A
Combined Sources and Uses of Funds - Operating Only
FY 2025 Budget

Description	FY 2025 Budget	FY 2024 Budget	FY2025B		FY2025B			
			Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	FY 2024 Forecast		
Sources of Funds								
Current Year Sources of Funds								
Housing Choice Voucher Funds Authorized	\$ 396,197,029	\$ 332,141,799	\$ 64,055,230	\$ 334,085,389	\$ 62,111,640			
Public Housing Operating Subsidy	9,995,068	10,091,923	(96,855)	9,977,542	17,526			
Capital Funds Program (CFP)	1,691,566	-	1,691,566	791,127	900,439			
Total MTW Single Fund	407,883,663	342,233,722	65,649,941	344,854,058	63,029,605			
Tenant Dwelling Revenue	2,883,017	3,608,161	(725,144)	3,420,115	(537,098)			
National Housing Compliance (NHC)	1,394,908	1,394,908	-	1,539,909	(145,001)			
Other Current Year Revenue and Grants	937,103	820,820	116,283	6,405,661	(5,468,558)			
Non-Operating Sources of Funds	363,630	-	363,630	758,964	(395,334)			
Total Current Year Sources of Funds	413,462,321	348,057,611	65,404,710	356,978,707	56,483,614			
Sources of Funds from Prior Year Accumulations								
Drawdown of HCV-Originated MTW Funds-held at HUD	-	-	-	-	-			
Total Sources of Funds	\$ 413,462,321	\$ 348,057,611	\$ 65,404,710	\$ 356,978,707	\$ 56,483,614			
Uses of Funds								
Housing Assistance and Operating Subsidy Payments								
Tenant-Based and Homeownership Vouchers	\$ 187,332,093	\$ 158,132,355	\$ 29,199,738	\$ 157,645,422	\$ 29,686,671			
HomeFlex Rental Assistance	76,861,701	68,964,832	7,896,869	69,203,835	7,657,866			
Mixed Communities Operating Subsidy for AH-Assisted Units	10,037,987	9,464,839	573,148	8,722,683	1,315,304			
Total Housing Assistance and Operating Subsidy Payments	274,231,781	236,562,026	37,669,755	235,571,940	38,659,841			
Operating Expense for AH-Owned Residential Communities and Other AH Properties	18,591,161	19,196,973	(605,812)	19,240,335	(649,174)			
Capital Expenditures for AH-Owned Residential Communities and AH Headquarters	6,975,963	15,401,874	(8,425,911)	10,152,398	(3,176,435)			
Human Development, Supportive Housing Services and Community Relations	2,073,107	1,896,472	176,635	1,317,726	755,381			
Operating Divisions	23,742,281	22,814,476	927,805	18,955,292	4,786,989			
Corporate Support	40,112,169	37,955,364	2,156,805	32,850,814	7,261,355			
Debt Service on Energy Performance Contract (EPC) Capital Lease	142,796	184,131	(41,335)	184,131	(41,335)			
Excess MTW Funds Used for Development and Revitalization	45,881,125	13,951,382	3,986,893	36,381,071	9,500,054			
Contributions to AH-held Reserves	1,711,938	94,913	1,617,025	2,325,000	(613,062)			
Total Uses of Funds	413,462,321	348,057,611	65,404,710	356,978,707	56,483,614			
Excess of Sources over Uses of Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

Schedule I.B
Sources and Uses of Funds by Major Program (FYTD)
FY 2025 Budget

Description	MTW Program*	Non-Federal Funds	Non-MTW Revitalization Program		Total			
Sources of Funds								
Current Year Sources of Funds								
Housing Choice Voucher Funds Authorized	\$ 396,197,029	\$ -	\$ -	\$ 396,197,029				
Public Housing Operating Subsidy	9,995,068	-	-	9,995,068				
Capital Funds Program (CFP)	29,805,387	-	-	29,805,387				
Total MTW Single Fund	435,997,484				435,997,484			
Tenant Dwelling Revenue	2,883,017			2,883,017				
Choice Neighborhoods Implementation Grant (CNIG)	-		3,156,232	3,156,232				
National Housing Compliance (NHC)	-	1,394,908	-	1,394,908				
Development-related Income	41,552	15,000	6,261,833	6,318,385				
Development Loan Repayments	-	-	1,926,134	1,926,134				
Other Current Year Revenue and Grants	830,407	-	3,101,184	3,931,591				
Non-Operating Sources of Funds	272,630	91,000	2,847,423	3,211,053				
Total Current Year Sources of Funds	440,025,090	1,500,908	17,292,806	458,818,804				
Sources of Funds from Prior Year Accumulations								
Drawdown of HCV-Originated MTW Funds-held at HUD	67,048,495	-	-	67,048,495				
Program Income and Other Funds	-	94,178	7,802,974	7,897,152				
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	100,000	100,000				
Total Sources of Funds from Prior Year Accumulations	67,048,495	94,178	7,902,974	75,045,647				
Total Sources of Funds	\$ 507,073,585	\$ 1,595,086	\$ 25,195,780	\$ 533,864,451				
Uses of Funds								
Housing Assistance and Operating Subsidy Payments								
Operating Expense for AH-Owned Residential Communities and Other AH Properties	\$ 274,231,781	\$ -	\$ -	\$ 274,231,781				
Capital Expenditures for AH-Owned Residential Communities and AH Headquarters	18,561,983	29,178	-	18,591,161				
Human Development, Supportive Housing Services and Community Relations	6,975,963	-	-	6,975,963				
Operating Divisions	1,708,107	365,000	-	2,073,107				
Corporate Support	23,696,704	45,577	-	23,742,281				
Choice Neighborhoods Development and Revitalization	39,433,043	679,126	-	40,112,169				
Development and Revitalization (excluding Choice Neighborhoods)	32,657,114	65,000	8,241,998	40,964,112				
Debt Service on Energy Performance Contract (EPC) Capital Lease	108,928,999	-	8,806,184	117,735,183				
Contributions to AH-held Reserves	142,796	-	-	142,796				
Total Uses of Funds	737,095	411,205	8,147,598	9,295,898				
Excess of Sources over Uses of Funds	\$ -	\$ -	\$ -	\$ -				

Schedule II
Housing Assistance and Operating Subsidy Payments
FY 2025 Budget

Schedule	Description	FY 2025 Budget	FY 2024 Budget	FY2025B		FY2025B	
				Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	FY 2024 Forecast
Tenant-Based and Homeownership Vouchers							
	Tenant-based Vouchers	\$ 178,612,960	\$ 152,634,374	\$ 25,978,586	\$ 152,014,851	\$ 26,598,109	
	Homeownership Vouchers *	117,084	95,988	21,096	97,889	19,195	
	Emergency Housing Assistance *	2,761,824	2,608,097	153,727	2,306,816	455,008	
	Short-Term Housing Assistance	3,000,000	861,000	2,139,000	1,031,472	1,968,528	
	Case Management and Administration of Supportive Housing Initiatives	630,000	239,000	391,000	229,486	400,514	
	Voucher Portability Administrative Fees	926,548	891,777	34,771	881,454	45,094	
	Leasing Incentive Fees	920,000	526,400	393,600	658,539	261,461	
	Property Damages	300,000	204,000	96,000	272,990	27,010	
	Emergency Housing Administrative Expenses and Fees**	63,677	71,719	(8,042)	151,925	(88,248)	
II.A	Tenant-Based and Homeownership Vouchers	187,332,093	158,132,355	29,199,738	157,645,422	29,686,671	
II.B	HomeFlex Sections 8, 9, and 18	76,861,701	68,964,832	7,896,869	69,203,835	7,657,866	
	MIXED Communities Operating Subsidy for AH-Assisted Units	10,037,987	9,464,839	573,148	8,722,683	1,315,304	
	Total	\$ 274,231,781	\$ 236,562,026	\$ 37,669,755	\$ 235,571,940	\$ 38,659,841	

* All Homeownership and Emergency Housing Expenses have been excluded from other voucher expense line items.

Schedule II.A
HomeFlex by Community
FY 2025 Budget

Description	FY 2025		FY 2024		Over (Under) FY2024B	FY2025B		FY2025B	
	Budget		Budget			FY 2024 Forecast		Over (Under) FY2024F	
Academy Lofts of Adair Park	\$ 67,338		\$ 33,564		\$ 33,774	\$ 61,548		\$ 5,790	
Adamsville Green	575,261		599,492		(24,231)	551,044		24,217	
Arcadia at Parkway Village	1,187,866		1,180,969		6,897	1,127,633		60,233	
Ashley Auburn Pointe I	85,830		70,570		15,260	81,619		4,211	
Ashley I at Scholars Landing	549,153		558,027		(8,874)	518,963		30,190	
Ashley IC at Scholars Landing	214,055		300,660		(86,605)	200,979		13,076	
Ashton at Browns Mill	663,689		690,858		(27,169)	633,825		29,864	
Atrium at Collegetown	1,247,811		1,065,290		182,521	1,187,105		60,706	
Avalon Park Family	497,321		498,575		(1,254)	478,533		18,788	
Avalon Park Senior	1,449,492		1,342,285		107,207	1,370,147		79,345	
Avalon Ridge Family	905,023		755,984		149,039	807,093		97,930	
Barge Road (RAD)	1,041,357		198,599		842,758	936,773		104,584	
395 Brawley	177,167		292,009		(114,842)	169,517		7,650	
Campbell Stone	2,878,007		2,699,517		178,490	2,746,052		131,955	
Capitol Gateway II	146,026		152,549		(6,523)	138,828		7,198	
Capitol View Apartments	815,084		741,459		73,625	727,379		87,705	
Centennial Place I	407,615		459,365		(51,750)	383,360		24,255	
Centennial Place II	711,885		675,149		36,736	675,735		36,150	
Centennial Place III	428,805		447,542		(18,737)	406,623		22,182	
Centennial Place IV	854,995		821,605		33,390	808,887		46,108	
Columbia at Sylvan Hills	799,344		617,000		182,344	531,729		267,615	
Columbia Colony Senior	646,559		505,502		141,057	614,835		31,724	
Columbia Commons	331,332		353,371		(22,039)	319,899		11,433	
Columbia Estates	365,820		332,888		32,932	349,611		16,209	
Columbia Heritage	1,467,067		1,418,190		48,877	1,279,005		188,062	
Columbia High Point Senior	823,098		620,842		202,256	564,559		258,539	
Columbia Mechanicsville Apartments	734,361		676,178		58,183	706,389		27,972	
Columbia Park Citi	342,948		383,548		(40,600)	330,704		12,244	
Columbia Senior at MLK Village	1,040,427		1,057,443		(17,016)	1,016,340		24,087	
Columbia Senior Blackshear	693,843		720,398		(26,555)	680,855		12,988	
Columbia Senior Edgewood	1,457,068		1,384,621		72,447	1,321,135		135,933	
Columbia Senior Residences at Mechanicsville	1,005,022		927,879		77,143	969,659		35,363	
Columbia South River Gardens	442,714		423,240		19,474	365,615		77,099	

Continued on the next page

Schedule II.A
HomeFlex by Community
FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Columbia Tower at MLK Village	819,641	895,999	(76,358)	798,321	21,320
Columbia Village	115,948	99,648	16,300	110,908	5,040
Constitution Avenue Apartments	728,644	585,724	142,920	690,057	38,587
Covenant House	171,078	366,384	(195,306)	158,916	12,162
Dwell at Alcove	99,020	105,482	(6,462)	95,415	3,605
East Lake Highrise (RAD)	-	-	-	144,711	(144,711)
507 English Ave	62,064	62,064	-	45,701	16,363
Gateway at Capitol View	1,624,893	1,202,616	422,277	1,554,228	70,665
Gateway at East Point	1,022,017	820,769	201,248	974,669	47,348
GE Towers	1,906,778	1,449,280	457,498	1,641,301	265,477
Heritage Green	446,171	389,416	56,755	342,256	103,915
Heritage Station Family	931,577	735,351	196,226	904,687	26,890
Heritage Station Senior	1,531,906	1,406,079	125,827	1,457,331	74,575
Herndon Square Senior	910,840	884,889	25,951	867,481	43,359
Hightower Manor (RAD)	1,177,225	-	1,177,225	438,767	738,458
Imperial Hotel-Commons at Imperial	750,562	628,167	122,395	722,959	27,603
Intrada Westside	326,220	308,520	17,700	301,932	24,288
Lakewood Christian Manor	927,373	592,812	334,561	487,195	440,178
Legacy at Vine City	973,895	953,160	20,735	934,880	39,015
Legacy at Walton Lake	183,279	149,390	33,889	174,879	8,400
Lillie R. Campbell House	570,168	340,562	229,606	548,253	21,915
London Townhomes	1,714,302	1,070,955	643,347	1,581,367	132,935
Manor at DeKalb Medical	1,722,357	1,285,695	436,662	1,650,073	72,284
Manor at Indian Creek II	557,084	445,525	111,559	530,689	26,395
Manor at Scotts Crossing	1,025,662	899,204	126,458	976,320	49,342
Marietta Road Highrise	1,050,730	1,043,245	7,485	1,002,520	48,210
Martin House at Adamsville	999,076	869,385	129,691	820,169	178,907
Mechanicsville Crossing	241,785	318,620	(76,835)	309,753	(67,968)
Mechanicsville Station	277,155	337,571	(60,416)	324,059	(46,904)
55 Milton	210,044	234,576	(24,532)	199,467	10,577
Oasis at Scholars Landing	548,317	520,256	28,061	440,411	107,906
Odyssey at Villas	218,042	198,722	19,320	209,549	8,493
O'Hearn House	374,703	391,221	(16,518)	367,353	7,350
Park Commons-Gates Park_HFOP	1,397,459	1,449,967	(52,508)	1,319,688	77,771
Park Commons-Gates Park_HFS	1,062,710	1,158,754	(96,044)	1,011,741	50,969

Continued on the next page

Schedule II.A
HomeFlex by Community
FY 2025 Budget

Description	FY 2025 Budget	FY2025B		FY2025B	
		FY 2024 Budget	Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F
Parkside at Mechanicsville	527,815	506,103	21,712	509,444	18,371
Peachtree Road Highrise	1,488,201	1,521,498	(33,297)	1,421,843	66,358
Peaks at MLK	694,245	542,199	152,046	624,232	70,013
Phoenix House	312,714	307,793	4,921	299,244	13,470
Piedmont Senior Tower	1,501,340	1,497,944	3,396	1,436,877	64,463
Providence at Parkway Village	348,300	375,271	(26,971)	346,364	1,936
Quest Village III	85,039	71,060	13,979	76,923	8,116
Renaissance at Park Place South Senior	791,463	803,214	(11,751)	941,837	(150,374)
Retreat at Edgewood	371,198	362,185	9,013	359,815	11,383
Reynoldstown Senior Residences	272,511	217,904	54,607	260,265	12,246
Seven Courts	6,232	194,495	(188,263)	156,713	(150,481)
Springview Apartments	226,090	193,665	32,425	216,801	9,289
Sterling at Candler Village	1,729,492	1,541,573	187,919	1,646,544	82,948
Summerdale Commons Phase II	502,463	523,326	(20,863)	491,317	11,146
Summit Trail	259,360	198,053	61,307	244,896	14,464
Tenth and Juniper	970,960	983,758	(12,798)	952,049	18,911
The Remington	1,673,446	1,545,323	128,123	1,607,169	66,277
Thrive Sweet Auburn	-	258,636	(258,636)	228,323	(228,323)
Veranda at Auburn Pointe	693,640	691,959	1,681	659,593	34,047
Veranda at Auburn Pointe II	907,267	917,141	(9,874)	876,895	30,372
Veranda at Auburn Pointe III	945,510	969,403	(23,893)	899,293	46,217
Veranda at Carver Senior	787,196	726,504	60,692	760,385	26,811
Veranda at Collegetown	825,383	783,587	41,796	774,105	51,278
Veranda at Groveway	467,333	413,663	53,670	406,089	61,244
Veranda at Scholars Landing	808,249	830,098	(21,849)	769,559	38,690
Villages at Castleberry Hill I	462,855	471,533	(8,678)	443,257	19,598
Villages at Castleberry Hill II (RAD)	1,060,131	1,323,936	(263,805)	811,051	249,080
Villages of Carver I	1,064,160	622,476	441,684	454,724	609,436
Villages of East Lake	2,291,737	1,930,126	361,611	2,213,121	78,616
Welcome House	243,819	150,546	93,273	230,227	13,592
Woodbridge at Parkway Village	972,996	875,120	97,876	881,896	91,100
HomeFlex Future	1,838,448	994,277	844,171	-	1,838,448
HomeFlex Rent Increases Contingency, net of rent reform	-	415,291	(415,291)	-	-
HomeFlex Relocation Adjustment	-	-	-	3,000	(3,000)
Total	\$ 76,861,701	\$ 68,964,832	\$ 7,896,865	\$ 69,203,835	\$ 7,657,866

Schedule II.B
MIXED Communities Operating Subsidy for AH-Assisted Units
FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	FY2025B	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2025B	FY2024F
Ashley Auburn Pointe I	\$ 424,091	\$ 288,571	\$ 135,520	\$ 307,881	\$ 116,210	
Ashley Auburn Pointe II	330,680	292,858	37,822	300,759	29,921	
Ashley Collegetown	-	406,366	(406,366)	449,994	(449,994)	
Ashley Collegetown II	613,246	578,318	34,928	591,653	21,593	
Ashley Courts at Cascade I	696,935	428,643	268,292	481,465	215,470	
Ashley Courts at Cascade II	328,338	244,324	84,014	260,226	68,112	
Ashley Courts at Cascade III	319,670	235,899	83,771	253,035	66,635	
Ashley Terrace At West End	217,384	134,665	82,719	156,327	61,057	
Atrium at Collegetown	867,830	731,892	135,938	735,312	132,518	
Capitol Gateway I	-	278,858	(278,858)	326,769	(326,769)	
Capitol Gateway II	312,946	191,368	121,578	215,653	97,293	
Columbia Creste	574,333	425,170	149,163	518,886	55,447	
Columbia Grove	586,054	257,338	328,716	293,229	292,825	
Gardens at Collegetown	426,169	205,476	220,693	201,844	224,325	
Magnolia Park I	561,056	493,800	67,256	559,264	1,792	
Magnolia Park II	578,896	384,948	193,948	474,635	104,261	
Mechanicsville Crossing	706,831	513,467	193,364	520,062	186,769	
Mechanicsville Station	720,348	377,169	343,179	437,723	282,625	
Veranda at Auburn Pointe	232,356	189,460	42,896	197,416	34,940	
Villages at Carver I	-	-	-	325,640	(325,640)	
Villages at Carver II	306,233	141,010	165,223	171,529	134,704	
Villages at Carver III	731,884	603,429	128,455	632,784	99,100	
Villages at Carver V	502,707	361,810	140,897	397,004	105,703	
MIXED Capital and Operating Reserve Contingency	-	1,700,000	(1,700,000)	(86,407)	86,407	
Total	\$ 10,037,987	\$ 9,464,839	\$ 573,148	\$ 8,722,683	\$ 1,315,304	

Schedule III

Operating Expense for AH-Owned Residential Communities and Other AH FY 2025 Budget

Description	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B	FY 2024 Forecast	FY2025B Over (Under) FY2024F
AH-Owned Residential Communities					
Barge Road Highrise	\$ -	\$ 22,381	\$ (22,381)	\$ 5,595	\$ (5,595)
Cheshire Bridge Road Highrise	2,046,063	1,977,823	68,240	2,129,238	(83,175)
Cosby Spear Highrise	1,681,171	2,783,438	(1,102,267)	2,814,979	(1,133,808)
East Lake Highrise	-	1,131,566	(1,131,566)	585,071	(585,071)
Georgia Avenue Highrise	1,149,614	1,076,067	73,547	984,705	164,909
Hightower Manor Highrise	-	12,890	(12,890)	12,319	(12,319)
Marian Road Highrise	2,514,786	2,264,532	250,254	2,145,890	368,896
Martin Street Plaza	1,756,236	1,207,094	549,142	1,266,552	489,684
Westminster	692,473	637,736	54,737	565,802	126,671
Total AH-Owned Residential Communities	9,840,343	11,113,527	(1,273,184)	10,510,151	(669,808)
Other AH Properties					
AH Headquarters Building	3,015,136	2,531,313	483,823	2,424,474	590,662
Zell Miller Center	208,796	196,185	12,611	158,837	49,959
Civic Center	1,994,879	1,419,172	575,707	1,610,508	384,371
Roosevelt Hall	1,188,634	1,042,794	145,840	1,314,708	(126,074)
Other Property Expenses					
PILOT	302,617	332,120	(29,503)	332,120	(29,503)
Maintenance and Other Property Expense	2,040,756	2,561,862	(521,106)	2,889,537	(848,780)
Total Other AH Properties	8,750,818	8,083,446	667,372	8,730,184	20,635
Total	\$ 18,591,161	\$ 19,196,973	\$ (605,812)	\$ 19,240,335	\$ (649,173)

Schedule III.A
Operating Expense for AH-Owned Residential Communities and Other AH Properties
FY 2025 Budget

Description	Administrative Expense	Utilities	Maintenance and Operations	Protective Services	Human Development Services	Other*	Total
AH-Owned Residential Communities							
Cheshire Bridge Road Highrise	\$ 497,668	\$ 334,265	\$ 571,005	\$ 440,460	\$ 28,325	\$ 174,340	\$ 2,046,063
Cosby Spear Highrise	387,510	342,596	304,154	360,000	12,289	274,622	1,681,171
Georgia Avenue Highrise	233,526	143,625	467,960	200,880	21,050	82,573	1,149,614
Marian Road Highrise	547,583	442,349	851,391	355,686	48,000	269,777	2,514,786
Martin Street Plaza	183,519	380,255	394,760	607,356	10,025	180,321	1,756,236
Westminster	94,334	80,716	253,364	232,200	8,685	23,174	692,473
Total AH-Owned Residential Communities	1,944,140	1,723,806	2,842,634	2,196,582	128,374	1,004,807	9,840,343
Other AH Properties							
AH Headquarters Building	585,725	255,187	1,520,116	480,000	-	174,108	3,015,136
Zell Miller Center	750	22,122	105,364	67,150	-	13,410	208,796
Civic Center	-	103,066	1,023,389	632,100	-	236,324	1,994,879
Roosevelt Hall	157,307	74,512	613,815	343,000	-	-	1,188,634
Other Property Expenses							
PILOT	-	-	-	-	-	302,617	302,617
Maintenance Expense	170,000	2,675	1,862,877	-	-	5,204	2,040,756
Total Other AH Properties	913,782	457,562	5,125,561	1,522,250	-	731,663	8,750,818
Total	\$ 2,857,922	\$ 2,181,368	\$ 7,968,195	\$ 3,718,832	\$ 128,374	\$ 1,736,470	\$ 18,591,161

Schedule IV
Capital Expenditures for Modernization of AH-Owned Residential Communities
and AH Headquarters
FY 2025 Budget

Description	FY 2025	FY 2024	FY2025B	FY 2024	FY2025B
	Budget	Budget	Over (Under) FY2024B	Forecast	Over (Under) FY2024F
AH-Owned Residential Communities					
Cheshire Bridge Road Highrise	\$ 646,494	\$ 3,680,275	\$ (3,033,781)	\$ 3,331,587	\$ (2,685,093)
Cosby Spear Highrise	-	4,465,400	(4,465,400)	3,549,318	(3,549,318)
Georgia Avenue Highrise	897,872	489,525	408,347	221,864	676,008
Marian Road Highrise	1,192,248	1,403,344	(211,097)	755,527	436,721
Martin Street Plaza	10,700	32,100	(21,400)	46,545	(35,845)
Westminster	101,650	180,830	(79,180)	67,144	34,506
Total AH-Owned Residential Communities	2,848,963	10,251,474	(7,402,511)	7,971,985	(5,123,021)
Zell Miller Center					
Zell Miller Center	610,000	598,000	12,000	-	610,000
Civic Center	-	100,000	(100,000)	100,000	(100,000)
Roosevelt Hall	1,250,000	542,400	707,600	675,000	575,000
AH Headquarters					
Technology Investments	345,000	525,000	(180,000)	583,245	(238,245)
Vehicles	75,000	150,000	(75,000)	59,359	15,641
Building Improvements and Equipment	1,847,000	3,235,000	(1,388,000)	762,809	1,084,191
Total Other AH Properties	4,127,000	5,150,400	(1,023,400)	2,180,413	1,946,587
Total	\$ 6,975,963	\$ 15,401,874	\$ (8,425,911)	\$ 10,152,398	\$ (3,176,434)

Schedule V
Human Services, Supportive Services and Community Relations*
FY 2025 Budget

Description	Managed by	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B	FY 2024 Forecast	FY2025B Over (Under) FY2024F
Human Development Support	Human Development	\$ 1,530,107	\$ 1,543,472	\$ (13,365)	\$ 964,880	\$ 565,228
Community Relations - MTW funds	Resident and External Engagement	178,000	70,000	108,000	40,000	138,000
Community Relations - Non-federal funds	Resident and External Engagement	345,000	263,000	82,000	300,000	45,000
Corporate Match for AH Scholarship Fund - Non-federal funds	Resident and External Engagement	20,000	20,000	-	12,846	7,154
Total		2,073,107	1,896,472	176,635	1,317,726	755,382

Atlanta Housing
Summary: Operating Divisions and Corporate Support Expense
FY 2025 Budget

	FY 2025 Budget	FY 2024 Budget	FY2025B			FY2025B			FTE FY 2025 Budget	FTE FY 2024 Budget	FY 2025B			FTE FY 2024 Forecast	FTE FY 2025B Over (Under) FY 2024F
			Over (Under) FY2024B	% Change	FY 2024 Forecast	Over (Under) FY2024F	FY 2024 Forecast	Over (Under) FY 2024B			FTE FY 2024 Forecast	Over (Under) FY 2024B	FTE FY 2024 Forecast	Over (Under) FY 2024F	
Operating Divisions															
Office of the Chief Housing and Real Estate Officer	464,073	442,184	21,889	5%	434,325	29,748	2	2	0	0	0	2	0	0	2
Housing Choice Voucher Program	9,964,898	9,473,033	491,865	5%	7,502,317	2,462,581	98	96	2	86	2	12	86	86	12
Real Estate Operations (excluding Choice)	8,604,124	8,805,164	(201,040)	(2%)	7,418,906	1,185,218	58	62	(4)	47	47	11	47	47	11
Choice Neighborhoods Administration	2,045,334	1,390,413	654,921	47%	1,304,642	740,692	16	12	4	10	10	6	10	10	6
Facilities and Operations Division	2,663,852	2,703,682	(39,830)	(1%)	2,295,102	368,750	15	17	(2)	11	11	4	11	11	4
Total Operating Divisions	\$ 23,742,281	\$ 22,814,476	\$ 927,805	4%	\$ 18,955,292	\$ 4,786,989	189	189	0	154	154	35	154	154	35
Corporate Support															
Executive Office	\$ 1,971,943	\$ 1,705,668	\$ 266,275	16%	\$ 1,728,162	\$ 243,781	5	4	1	4	4	1	4	4	1
Office of General Counsel	4,716,087	4,148,092	567,995	14%	3,595,253	1,120,834	22	19	3	13	13	9	13	13	9
Corporate Finance	3,855,835	3,933,562	(77,727)	(2%)	3,370,403	485,432	25	26	(1)	20	20	5	20	20	5
Activities Managed by Finance	1,072,046	827,274	244,772	30%	936,895	135,151	0	0	0	0	0	0	0	0	0
Information Technology	12,396,658	11,213,192	1,183,466	11%	9,453,122	2,943,536	38	40	(2)	29	29	9	29	29	9
Records and Information Management	1,319,305	1,661,255	(341,950)	(21%)	1,002,633	316,672	11	15	(4)	13	13	(2)	13	13	(2)
Office of Strategy, Policy and Innovation	2,410,444	2,207,691	202,753	9%	2,193,019	217,425	13	12	1	8	8	5	8	8	5
Resident and External Engagement	2,586,226	3,587,551	(1,001,325)	(28%)	3,135,082	(548,856)	28	29	(1)	23	23	5	23	23	5
Communications and Marketing	1,962,613	1,852,394	110,219	6%	1,449,927	512,686	12	12	0	7	7	5	7	7	5
Contracts and Procurement	2,943,303	2,720,524	222,779	8%	2,522,639	420,664	21	19	2	18	18	3	18	18	3
Human Resources Operations	2,153,965	2,176,193	(22,228)	(1%)	1,830,250	323,715	12	13	(1)	7	7	5	7	7	5
Activities Managed by Human Resources	2,723,744	1,921,968	801,776	42%	1,633,429	1,090,315	0	0	0	0	0	0	0	0	0
Total Corporate Support	\$ 40,112,169	\$ 37,955,364	\$ 2,156,805	6%	\$ 32,850,814	\$ 7,261,355	187	189	(2)	142	142	45	142	142	45
Grand Total	\$ 63,854,450	\$ 60,769,840	\$ 3,084,610	5%	\$ 51,806,106	\$ 12,048,344	376	378	(2)	296	296	80	296	296	80

Schedule VI
Operating Divisions *
FY 2025 Budget

Description	FY 2025	FY 2024	FY2025B		FY2025B	
	Budget	Budget	Over (Under)	FY2024B	Forecast	Over (Under)
Office of the Chief Housing and Real Estate Officer	\$ 464,073	\$ 442,184	\$ 21,889	\$ 434,325	\$ 29,748	
Housing Choice Voucher Program	9,964,898	9,473,033	491,865	7,502,317	2,462,581	
Real Estate Operations (excluding Chocie)	8,604,124	8,805,164	(201,040)	7,418,906	1,185,218	
Choice Neighborhoods Administration	2,045,334	1,390,413	654,921	1,304,642	740,692	
Facilities and Operations Division	2,663,852	2,703,682	(39,830)	2,295,102	368,750	
Total Operating Divisions Expenses	\$ 23,742,281	\$ 22,814,476	\$ 927,805	\$ 18,955,292	\$ 4,786,989	

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

Schedule VI.A

Operating Divisions Expense by Category

FY 2025 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services *	Agency-wide Services & Expenses	Other**	Total
Office of the Chief Housing and Real Estate Officer	\$ 422,751	\$ -	\$ -	\$ 41,322	\$ 464,073
Housing Choice Voucher Program	9,392,123	446,404	-	126,371	9,964,898
Real Estate Operations (excluding Choice)	8,205,496	60,000	-	338,628	8,604,124
Choice Neighborhoods Administration	1,980,861	-	-	64,473	2,045,334
Facilities and Operations Division	1,882,238	177,000	488,456	116,158	2,663,852
Total	\$ 21,883,469	\$ 683,404	\$ 488,456	\$ 686,952	\$ 23,742,281

* Includes Staff Augmentation.

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

Schedule VII

Corporate Support Expense *

FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	FY 2025B
	Budget	Budget	FY2024B	Forecast	Over (Under)
Executive Office	\$ 1,971,943	\$ 1,705,668	\$ 266,275	\$ 1,728,162	\$ 243,781
Office of General Counsel	4,716,087	4,148,092	567,995	3,595,253	1,120,834
Corporate Finance	3,855,835	3,933,562	(77,727)	3,370,403	485,432
Activities Managed by Finance	1,072,046	827,274	244,772	936,895	135,151
Information Technology	12,396,658	11,213,192	1,183,466	9,453,122	2,943,536
Records and Information Management	1,319,305	1,661,255	(341,950)	1,002,633	316,672
Office of Strategy, Policy and Innovation	2,410,444	2,207,691	202,753	2,193,019	217,425
Resident and External Engagement	2,586,226	3,587,551	(1,001,325)	3,135,082	(548,856)
Communications and Marketing	1,962,613	1,852,394	110,219	1,449,927	512,686
Contracts and Procurement	2,943,303	2,720,524	222,779	2,522,639	420,664
Human Resources Operations	2,153,965	2,176,193	(22,228)	1,830,250	323,715
Severance and Related Expenses	240,000	120,000	120,000	-	240,000
Professional Development and Training	1,411,000	1,016,250	394,750	905,633	505,367
Agency-wide Temporary Services**	601,744	524,718	77,026	522,834	78,910
Recruitment Expenses	471,000	261,000	210,000	204,962	266,038
Total Operating Divisions Expenses	\$ 40,112,169	\$ 37,955,364	\$ 2,156,805	\$ 32,850,814	\$ 7,261,355

* 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 2025 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services *	Licenses & Hardware/ Software Expense	Agency-wide Services & Expenses	Other**	Total
Executive Office	\$ 1,255,073	\$ 354,700	\$ -	\$ -	\$ 362,170	\$ 1,971,943
Office of General Counsel	3,723,043	896,900	-	-	96,144	4,716,087
Corporate Finance	3,337,597	337,500	-	-	180,738	3,855,835
Activities Managed by Finance:						
Insurance Expense	-	-	-	922,046	-	922,046
Claims Expense	-	-	-	150,000	-	150,000
Information Technology	5,489,047	1,888,656	4,330,000	515,000	173,955	12,396,658
Records and Information Management	1,098,675	-	-	195,000	25,630	1,319,305
Office of Strategy, Policy and Innovation	1,896,965	430,811	-	-	82,668	2,410,444
Resident and External Engagement	2,494,826	10,000	-	-	81,400	2,586,226
Communications and Marketing	1,425,668	353,700	-	-	183,245	1,962,613
Contracts and Procurement	2,695,179	70,000	-	-	178,124	2,943,303
Human Resources Operations	1,518,942	544,000	-	-	91,023	2,153,965
Activities Managed by Human Resources:						
Severance and Related Expense	-	-	-	240,000	-	240,000
Agency-wide Staff Training	-	-	-	1,411,000	-	1,411,000
Agency-wide Temporary Services	-	-	-	601,744	-	601,744
Recruitment Expenses	-	-	-	471,000	-	471,000
Total	\$ 24,935,015	\$ 4,886,267	\$ 4,330,000	\$ 4,505,790	\$ 1,455,097	\$ 40,112,169

* Includes Staff Augmentation and Outside Legal.

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

Schedule VIII
Development and Revitalization *
FY 2025 Budget

Description	FY 2025 Budget	FY 2024 Budget	FY2025B Over (Under) FY2024B	FY 2024 Forecast	FY2025B Over (Under) FY2024F
Sources of Funds					
MTW Funds used for Revitalization	\$ 113,472,292	\$ 68,767,435	\$ 44,704,857	\$ 23,086,005	\$ 90,386,287
Capital Fund Program	28,113,821	28,059,968	53,853	16,955,480	11,158,341
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	3,156,232	2,948,195	208,037
Program Income and Other Funds	10,862,462	14,523,425	(3,660,963)	12,872,431	(2,009,969)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	3,094,488	1,400,000	1,694,488	4,504,853	(1,410,365)
Development-related Income	6,318,385	3,587,827	2,730,558	12,515,199	(3,316,987)
Development Loan Repayments	1,926,134	2,761,196	(835,062)	4,874,661	(1,815,949)
Total Sources of Funds	\$ 166,943,814	\$ 119,099,851	\$ 47,843,963	\$ 77,756,824	\$ 93,199,395
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 3,235,248	\$ 1,930,500	\$ 1,304,748	\$ 503,648	\$ 2,731,600
Property Acquisitions	24,900,000	6,040,000	18,860,000	239,704	24,660,296
Predevelopment Loans	8,107,462	2,221,912	5,885,550	1,971,892	6,135,570
Developer Loan Draws and Other Loans	84,780,455	60,243,791	24,536,664	23,307,337	61,473,118
Site Improvements	1,718,198	3,769,273	(2,051,075)	2,712,996	(994,798)
New Construction	600,000	-	600,000	-	600,000
Furniture, Fixtures & Equipment	-	-	-	9,705	(9,705)
Residential Structures	1,190,000	1,200,000	(10,000)	-	1,190,000
Non Residential Structures	-	-	-	66,056	(66,056)
Public Improvements	13,654,233	24,859,464	(11,205,231)	15,404,967	(1,750,734)
Homeownership Down Payment Assistance	4,936,000	5,486,000	(550,000)	3,837,664	1,098,336
Consulting and Professional Services	2,893,592	884,538	2,009,054	2,266,558	627,034
Outside Legal Counsel	1,380,000	420,000	960,000	2,361,409	(981,409)
Administrative Staffing	-	-	-	534,714	(534,714)
Meeting Expenses	64,615	12,100	52,515	59,437	5,178
Community Outreach	282,492	18,750	263,742	52,432	230,060
Owner Occupied Rehabs	-	-	-	83,516	(83,516)
Relocation Expense	-	250,000	(250,000)	16,077	(16,077)
EPC Capital Lease Repayment	500,000	300,000	200,000	-	500,000
Micro-Grants and Cash Donations	65,000	25,000	40,000	40,834	24,166
Construction Grant Contributions	-	-	-	2,337,668	(2,337,668)
Soft Cost Contingency	250,000	-	250,000	-	250,000
Hard Cost Contingency	10,000,000	5,000,000	5,000,000	-	10,000,000
Other Expenses	142,000	89,500	52,500	4,560,352	(4,418,352)
Total Development and Revitalization Expenditures	158,699,295	112,750,828	45,948,467	60,366,966	98,332,329
Total Excess Sources over Uses	\$ 8,244,519	\$ 6,349,023	\$ 1,895,496	\$ 17,389,858	\$ (5,132,934)

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Please refer to Schedule VIII.C for Choice Neighborhoods Development and Revitalization funding sources and expenditures.

Please refer to Schedule VIII.D for Development and Revitalization (excluding Choice Neighborhoods) funding sources and expenditures.

Schedule VIII.A
Development and Revitalization by Community/Property
FY 2025 Budget

Description	RAD Conversions	Former Public Housing	Co-Investments	Vacant Land	Homeownership Down Payment Loans		Total
Sources of Funds							
MTW Funds used for Revitalization	\$ 1,046,000	\$ 41,708,841	\$ 35,947,500	\$ 32,061,600	\$ 4,816,000	\$ 115,579,941	
Capital Fund Program	-	28,113,821	-	-	-	28,113,821	
Choice Neighborhoods Implementation Grant	-	3,156,232	-	-	-	3,156,232	
Program Income and Other Funds	-	7,957,462	-	2,406,077	\$ -	10,363,539	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	1,385,762	-	100,000	-	1,485,762	
Total Sources of Funds	\$ 1,046,000	\$ 82,322,118	\$ 35,947,500	\$ 34,567,677	\$ 4,816,000	\$ 158,699,295	
Development and Revitalization Expenditures							
Demolition & Remediation	\$ 20,000	\$ 2,055,248	\$ 20,000	\$ 1,140,000	\$ -	\$ 3,235,248	
Property Acquisitions	-	7,400,000	-	17,500,000	-	24,900,000	
Predevelopment Loans	-	5,216,385	-	2,891,077	-	8,107,462	
Developer Loan Draws and Other Loans	-	49,088,455	25,787,000	9,905,000	-	84,780,455	
Site Improvements	-	1,718,198	-	-	-	1,718,198	
New Construction	-	600,000	-	-	-	600,000	
Residential Structures	-	-	-	1,190,000	-	1,190,000	
Public Improvements	-	13,554,233	-	100,000	-	13,654,233	
Homeownership Down Payment Assistance	-	120,000	-	-	\$ 4,816,000	4,936,000	
Consulting and Professional Services	429,500	1,839,492	-	624,600	-	2,893,592	
Outside Legal Counsel	65,000	360,000	80,000	875,000	-	1,380,000	
Meeting Expenses	2,500	62,115	-	-	-	64,615	
Community Outreach	15,000	132,492	50,000	85,000	-	282,492	
EPC Capital Lease Repayment	500,000	-	-	-	-	500,000	
Micro-Grants and Cash Donations	-	65,000	-	-	-	65,000	
Soft Cost Contingency	-	-	-	250,000	-	250,000	
Hard Cost Contingency	-	-	10,000,000	-	-	10,000,000	
Other Expenses	14,000	110,500	10,500	7,000	-	142,000	
Total Development and Revitalization Expenditures	\$ 1,046,000	\$ 82,322,118	\$ 35,947,500	\$ 34,567,677	\$ 4,816,000	\$ 158,699,295	

Schedule VIII.A.1
Rental Assistance Demonstration (RAD) by Revitalization Community
FY 2025 Budget

Description	Capital Gateway	Cheshire Bridge	Cosby Spear	Georgia Avenue	Leila Valley	Peachtree Road Highrise	Total
Sources of Funds							
MTW Funds used for Revitalization	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000
Total Sources of Funds	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000
Development and Revitalization Expenditures							
Demolition & Remediation	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 20,000
Consulting and Professional Services	-	-	-	-	134,500	295,000	429,500
Outside Legal Counsel	20,000	20,000	5,000	20,000	-	-	65,000
Meeting Expenses	-	-	-	-	2,500	-	2,500
Community Outreach	-	-	10,000	-	5,000	-	15,000
EPC Capital Lease Repayment	-	250,000	-	250,000	-	-	500,000
Other Expenses	3,500	3,500	-	3,500	3,500	-	14,000
Total Development and Revitalization Expenditures	\$ 23,500	\$ 283,500	\$ 15,000	\$ 283,500	\$ 145,500	\$ 295,000	\$ 1,046,000

Schedule VIII.A.2
Former Public Housing
FY 2025 Budget

Description	Choice Neighborhoods (Bowen)	Choice Neighborhoods (University)	Carver Homes	Englewood Manor	Harris Homes	Herndon Homes	Hollywood Courts	Jonesboro North	Mechanicsville Homeownership	Palmer House	Thomasville Heights	West Highlands	Cupola Building	Total
Sources of Funds														
MTW Funds used for Revitalization	\$ 17,547,198	\$ 5,004,095	\$ 53,500	\$ 18,327,407	\$ 23,500	\$ 120,000	\$ 40,000	\$ 13,500	\$ 6,000	\$ 24,992	\$ 87,500	\$ -	\$ 28,500	\$ 41,276,192
Capital Fund Program	-	10,105,821	-	-	-	18,008,000	-	-	-	-	-	-	-	28,113,821
Choice Neighborhoods Implementation Grant (CNIG)	3,156,232	-	-	-	-	-	-	-	-	-	-	-	-	3,156,232
Program Income and Other Funds	2,740,004	525,000	300,372	-	-	751,008	875,000	-	\$ 240,000	-	-	1,000,000	\$ 350,001	6,781,385
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,000,000	885,762	-	1,108,726	-	-	-	-	-	-	-	-	-	2,994,488
Total Sources of Funds	\$ 24,443,434	\$ 16,520,678	\$ 353,872	\$ 19,436,133	\$ 23,500	\$ 18,879,008	\$ 915,000	\$ 13,500	\$ 246,000	\$ 24,992	\$ 87,500	\$ 1,000,000	\$ 378,501	\$ 82,322,118
Demolition & Remediation	\$ 1,967,248	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 15,500	\$ -	\$ -	\$ 2,055,248
Property Acquisitions	7,300,000	100,000	-	-	-	-	-	-	-	-	-	-	-	7,400,000
Predevelopment Loans	2,700,004	-	300,372	-	-	751,008	875,000	-	\$ 240,000	-	-	-	-	5,216,385
Developer Loan Draws and Other Loans	9,900,000	12,422,793	-	8,757,662	-	18,008,000	-	-	-	-	-	-	-	49,088,455
Site Improvements	-	1,718,198	-	-	-	-	-	-	-	-	-	-	-	1,718,198
New Construction	-	600,000	-	-	-	-	-	-	-	-	-	-	-	600,000
Public Improvements	1,000,000	885,762	-	10,668,471	-	-	-	-	-	-	-	1,000,000	-	13,554,233
Homeownership Down Payment Assistance	-	120,000	-	-	-	-	-	-	-	-	-	-	-	120,000
Consulting and Professional Services	1,256,742	465,750	-	-	-	-	-	-	-	20,000	72,000	-	25,000	1,839,492
Outside Legal Counsel	150,000	10,000	50,000	10,000	20,000	110,000	-	10,000	-	-	-	-	-	360,000
Meeting Expenses	46,690	15,425	-	-	-	-	-	-	-	-	-	-	-	62,115
Community Outreach	60,000	17,500	-	-	-	10,000	40,000	-	-	4,992	-	-	-	132,492
Micro-Grants and Cash Donations	40,000	25,000	-	-	-	-	-	-	-	-	-	-	-	65,000
Other Expenses	22,750	70,250	3,500	-	3,500	-	-	3,500	3,500	-	-	-	3,500	110,500
Total Development and Revitalization Expenditures	\$ 24,443,434	\$ 16,520,678	\$ 353,872	\$ 19,436,133	\$ 23,500	\$ 18,879,008	\$ 915,000	\$ 13,500	\$ 246,000	\$ 24,992	\$ 87,500	\$ 1,000,000	\$ 378,501	\$ 82,322,118

Schedule VIII.A.3
Co-Investments
FY 2025 Budget

Description	360 Peachtree	Stone Hogan Flats	Stone Hogan Villas	Sylvan Hills II	Future Deals	Total
Sources of Funds						
MTW Funds used for Revitalization	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500
Total Sources of Funds	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500
Development and Revitalization Expenditures						
Demolition & Remediation	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Developer Loan Draws and Other Loans	10,000,000	2,623,000	3,164,000	10,000,000	-	25,787,000
Outside Legal Counsel	-	10,000	10,000	10,000	50,000	80,000
Community Outreach	10,000	5,000	5,000	10,000	20,000	50,000
Hard Cost Contingency	-	-	-	-	10,000,000	10,000,000
Other Expenses	-	-	-	-	10,500	10,500
Total Development and Revitalization Expenditures	\$ 10,010,000	\$ 2,638,000	\$ 3,179,000	\$ 10,020,000	\$ 10,100,500	\$ 35,947,500

Schedule VIII.A.4
Vacant Land
FY 2025 Budget

Description	450 Capital	Civic Center	Johnson Rd/ Quarry Park	North Avenue	Magnolia Perimeter - ANDP	Magnolia Perimeter - City Place Westside	Magnolia Perimeter - Quest Westside	The Proctor	Affordable Homes Pilot	Other	Total
	Ave										
Sources of Funds											
MTW Funds used for Revitalization	\$ 6,044,500	\$ 17,760,000	\$ 73,600	\$ 50,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ -	\$ 480,000	\$ 30,386,600
Program Income and Other Funds	1,216,077	\$ -	-	1,675,000	-	-	-	-	1,190,000	-	4,081,077
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	-	-	-	-	-	-	-	\$ 100,000	100,000
Total Sources of Funds	\$ 7,260,577	\$ 17,760,000	\$ 73,600	\$ 1,725,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ 1,190,000	\$ 580,000	\$ 34,567,677
Development and Revitalization Expenditures											
Demolition & Remediation	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 300,000	\$ -	\$ -	\$ 30,000	\$ 1,140,000
Property Acquisitions	-	17,500,000	-	-	-	-	-	-	-	-	17,500,000
Predevelopment Loans	1,216,077	-	-	1,675,000	-	-	-	-	-	-	2,891,077
Developer Loan Draws and Other Loans	4,305,000	-	-	-	600,000	-	900,000	4,100,000	-	-	9,905,000
Residential Structures	-	-	-	-	-	-	-	-	1,190,000	-	1,190,000
Public Improvements	-	-	-	-	-	-	-	-	-	100,000	100,000
Consulting and Professional Services	121,000	-	53,600	-	-	-	-	-	-	450,000	624,600
Outside Legal Counsel	790,000	-	-	50,000	25,000	-	-	10,000	-	-	875,000
Community Outreach	25,000	10,000	20,000	-	10,000	-	10,000	10,000	-	-	85,000
Soft Cost Contingency	-	250,000	-	-	-	-	-	-	-	-	250,000
Other Expenses	3,500	-	-	-	-	-	-	3,500	-	-	7,000
Total Development and Revitalization Expenditures	\$ 7,260,577	\$ 17,760,000	\$ 73,600	\$ 1,725,000	\$ 635,000	\$ 10,000	\$ 1,210,000	\$ 4,123,500	\$ 1,190,000	\$ 580,000	\$ 34,567,677

Schedule VIII.B
Development and Revitalization by Major Program
FY 2025 Budget

Description	Choice Neighborhoods	Program Income and Other Funds	Public Improvement and Other City Funds	Capital Funds Program	Moving to Work (MTW)	Total
Demolition & Remediation	\$ -	\$ -	\$ -	\$ -	\$ 1,268,000	\$ 1,268,000
Property Acquisitions	-	-	-	-	17,600,000	17,600,000
Predevelopment Loans	-	8,107,462	-	-	-	8,107,462
Developer Loan Draws and Other Loans	2,880,990	500,000	-	28,113,821	46,266,634	77,761,445
Site Improvements	-	-	-	-	1,718,198	1,718,198
New Construction	-	-	-	-	600,000	600,000
Residential Structures	-	1,190,000	-	-	-	1,190,000
Public Improvements	-	1,000,000	3,094,488	-	9,559,745	13,654,233
Homeownership Down Payment Assistance	-	-	-	-	4,936,000	4,936,000
Consulting and Professional Services	257,742	-	-	-	1,636,850	1,894,592
Outside Legal Counsel	-	-	-	-	1,230,000	1,230,000
Meeting Expenses	-	-	-	-	17,925	17,925
Community Outreach	-	-	-	-	222,492	222,492
EPC Capital Lease Repayment	-	-	-	-	500,000	500,000
Micro-Grants and Cash Donations	-	65,000	-	-	-	65,000
Soft Cost Contingency	-	-	-	-	250,000	250,000
Hard Cost Contingency	-	-	-	-	10,000,000	10,000,000
Other Expenses	17,500	-	-	-	17,666,448	17,683,948
Total Development and Revitalization Expenditures	\$ 3,156,232	\$ 10,862,462	\$ 3,094,488	\$ 28,113,821	\$ 113,472,292	\$ 158,699,295

Schedule VIII.C
Development and Revitalization - Choice Neighborhoods
FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Sources of Funds					
Choice Neighborhoods Implementation Grant (CNIG)	\$ 3,156,232	\$ -	\$ 3,156,232	\$ 2,948,195	\$ 208,037
MTW Funds used for Revitalization	22,551,293	6,162,244	16,389,049	4,001,293	18,550,000
Capital Fund Program	10,105,821	17,559,968	(7,454,147)	4,311,084	5,794,737
Program Income and Other Funds	3,265,004	28,500	3,236,504	62,814	3,202,190
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,885,762	1,400,000	485,762	673,182	1,212,580
Total Sources of Funds	\$ 40,964,112	\$ 25,150,712	\$ 15,813,400	\$ 11,996,568	\$ 28,967,544
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 2,037,248	\$ 857,500	\$ 1,179,748	\$ 136,345	\$ 1,900,903
Property Acquisitions	7,400,000	1,000,000	6,400,000	-	7,400,000
Predevelopment Loans	2,700,004	450,000	2,250,004	49,047	2,650,957
Developer Loan Draws and Other Loans	22,322,793	17,559,968	4,762,825	4,186,893	18,135,900
Site Improvements	1,718,198	2,776,186	(1,057,988)	1,472,686	245,512
New Construction	600,000	-	600,000	-	600,000
Furniture, Fixtures & Equipment	-	-	-	9,705	(9,705)
Non Residential Structures	-	-	-	66,056	(66,056)
Public Improvements	1,885,762	1,620,010	265,752	785,260	1,100,502
Homeownership Down Payment Assistance	120,000	240,000	(120,000)	-	120,000
Consulting and Professional Services	1,722,492	552,948	1,169,544	1,108,520	613,972
Outside Legal Counsel	160,000	-	160,000	1,039,016	(879,016)
Administrative Staffing	-	-	-	534,714	(534,714)
Meeting Expenses	62,115	12,100	50,015	57,639	4,476
Community Outreach	77,500	4,500	73,000	52,432	25,068
Owner Occupied Rehabs	-	-	-	83,516	(83,516)
Relocation Expense	-	-	-	16,077	(16,077)
Micro-Grants and Cash Donations	65,000	25,000	40,000	40,834	24,166
Construction Grant Contributions	-	-	-	2,337,668	(2,337,668)
Other Expenses	93,000	52,500	40,500	20,160	72,840
Total Development and Revitalization Expenditures	\$ 40,964,112	\$ 25,150,712	\$ 15,813,400	\$ 11,996,568	\$ 28,967,544

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Please refer to Schedule VIII.C for Choice Neighborhoods Development and Revitalization funding sources and expenditures.

Please refer to Schedule VIII.D for Development and Revitalization (excluding Choice Neighborhoods) funding sources and expenditures.

Schedule VIII.C.1
Development and Revitalization - Choice Neighborhoods (University Homes)
FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Sources of Funds					
Choice Neighborhoods Implementation Grant (CNIG)	\$ -	\$ -	\$ -	\$ 2,510,650	\$ (2,510,650)
MTW Funds used for Revitalization	5,004,095	3,689,244	1,314,851	1,779,986	3,224,109
Capital Fund Program	10,105,821	17,559,968	(7,454,147)	4,311,084	5,794,737
Program Income and Other Funds	525,000	26,500	498,500	42,146	482,854
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	885,762	400,000	485,762	673,182	212,580
Total Sources of Funds	\$ 16,520,678	\$ 21,675,712	\$ (5,155,034)	\$ 9,317,048	\$ 7,203,630
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ 70,000
Property Acquisitions	100,000	-	100,000	-	100,000
Predevelopment Loans	-	-	-	49,047	(49,047)
Developer Loan Draws and Other Loans	12,422,793	17,559,968	(5,137,175)	4,186,893	8,235,900
Site Improvements	1,718,198	2,776,186	(1,057,988)	1,472,686	245,512
New Construction	600,000	-	600,000	-	600,000
Furniture, Fixtures & Equipment	-	-	-	9,705	(9,705)
Non Residential Structures	-	-	-	66,056	(66,056)
Public Improvements	885,762	620,010	265,752	785,260	100,502
Homeownership Down Payment Assistance	120,000	240,000	(120,000)	-	120,000
Consulting and Professional Services	465,750	390,948	74,802	164,114	301,636
Outside Legal Counsel	10,000	-	10,000	40,778	(30,778)
Administrative Staffing	-	-	-	3,147	(3,147)
Meeting Expenses	15,425	12,100	3,325	1,197	14,228
Community Outreach	17,500	2,500	15,000	52,432	(34,932)
Owner Occupied Rehabs	-	-	-	83,516	(83,516)
Relocation Expense	-	-	-	16,077	(16,077)
Micro-Grants and Cash Donations	25,000	25,000	-	40,834	(15,834)
Construction Grant Contributions	-	-	-	2,337,668	(2,337,668)
Other Expenses	70,250	49,000	21,250	7,638	62,612
Total Development and Revitalization Expenditures	\$ 16,520,678	\$ 21,675,712	\$ (5,155,034)	\$ 9,317,048	\$ 7,203,630

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Please refer to Schedule VIII.C for Choice Neighborhoods Development and Revitalization funding sources and expenditures.

Please refer to Schedule VIII.D for Development and Revitalization (excluding Choice Neighborhoods) funding sources and expenditures.

Schedule VIII.C.2
Development and Revitalization - Choice Neighborhoods (Bowen Homes)
FY 2025 Budget

Description	FY 2025	FY 2024	FY2025B		FY2025B	
	Budget	Budget	Over (Under) FY2024B	FY 2024 Forecast	Over (Under) FY2024F	
Sources of Funds						
Choice Neighborhoods Implementation Grant (CNIG)	\$ 3,156,232	\$ -	\$ 3,156,232	\$ 437,545	\$ 2,718,687	
MTW Funds used for Revitalization	17,547,198	2,473,000	15,074,198	2,221,307	15,325,891	
Program Income and Other Funds	2,740,004	2,000	2,738,004	20,668	2,719,336	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,000,000	1,000,000	-	-	1,000,000	
Total Sources of Funds	\$ 24,443,434	\$ 3,475,000	\$ 20,968,434	\$ 2,679,520	\$ 21,763,914	
Development and Revitalization Expenditures						
Demolition & Remediation	\$ 1,967,248	\$ 857,500	\$ 1,109,748	\$ 136,345	\$ 1,830,903	
Property Acquisitions	7,300,000	1,000,000	6,300,000	-	7,300,000	
Predevelopment Loans	2,700,004	450,000	2,250,004	-	2,700,004	
Developer Loan Draws and Other Loans	9,900,000	-	9,900,000	-	9,900,000	
Public Improvements	1,000,000	1,000,000	-	-	1,000,000	
Consulting and Professional Services	1,256,742	162,000	1,094,742	944,406	312,336	
Outside Legal Counsel	150,000	-	150,000	998,238	(848,238)	
Administrative Staffing	-	-	-	531,567	(531,567)	
Meeting Expenses	46,690	-	46,690	56,442	(9,752)	
Community Outreach	60,000	2,000	58,000	-	60,000	
Micro-Grants and Cash Donations	40,000	-	40,000	-	40,000	
Other Expenses	22,750	3,500	19,250	12,522	10,228	
Total Development and Revitalization Expenditures	\$ 24,443,434	\$ 3,475,000	\$ 20,968,434	\$ 2,679,520	\$ 21,763,914	

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Please refer to Schedule VIII.C for Choice Neighborhoods Development and Revitalization funding sources and expenditures.

Please refer to Schedule VIII.D for Development and Revitalization (excluding Choice Neighborhoods) funding sources and expenditures.

Schedule VIII.D
Development and Revitalization (excluding Choice Neighborhoods)
FY 2025 Budget

Description	FY 2025	FY 2024	Over (Under)	FY 2024	Over (Under)
	Budget	Budget	FY2024B	Forecast	FY2024F
Sources of Funds					
MTW Funds used for Revitalization	\$ 90,920,999	\$ 62,605,191	\$ 28,315,808	\$ 19,084,712	\$ 71,836,287
Capital Fund Program	18,008,000	10,500,000	7,508,000	12,644,396	5,363,604
Program Income and Other Funds	7,597,458	14,494,925	(6,897,467)	12,809,617	(5,212,159)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,208,726	-	1,208,726	3,831,671	(2,622,945)
Total Sources of Funds	\$ 117,735,183	\$ 87,600,116	\$ 30,135,067	\$ 48,370,396	\$ 69,364,787
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 1,198,000	\$ 1,073,000	\$ 125,000	\$ 367,303	\$ 830,697
Property Acquisitions	17,500,000	5,040,000	12,460,000	239,704	17,260,296
Predevelopment Loans	5,407,458	1,771,912	3,635,546	1,922,845	3,484,613
Developer Loan Draws and Other Loans	62,457,662	42,683,823	19,773,839	19,120,444	43,337,218
Site Improvements	-	993,087	(993,087)	1,240,310	(1,240,310)
Residential Structures	1,190,000	1,200,000	(10,000)	-	1,190,000
Public Improvements	11,768,471	23,239,454	(11,470,983)	14,619,707	(2,851,236)
Homeownership Down Payment Assistance	4,816,000	5,246,000	(430,000)	3,837,664	978,336
Consulting and Professional Services	1,171,100	331,590	839,510	1,158,038	13,062
Outside Legal Counsel	1,220,000	420,000	800,000	1,322,393	(102,393)
Meeting Expenses	2,500	-	2,500	1,798	702
Community Outreach	204,992	14,250	190,742	-	204,992
EPC Capital Lease Repayment	500,000	300,000	200,000	-	500,000
Soft Cost Contingency	250,000	-	250,000	-	250,000
Hard Cost Contingency	10,000,000	5,000,000	5,000,000	-	10,000,000
Other Expenses	49,000	37,000	12,000	4,540,192	(4,491,192)
Total Development and Revitalization Expenditures	\$ 117,735,183	\$ 87,600,116	\$ 30,135,067	\$ 48,370,398	\$ 69,364,785

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Please refer to Schedule VIII.C for Choice Neighborhoods Development and Revitalization funding sources and expenditures.

Please refer to Schedule VIII.D for Development and Revitalization (excluding Choice Neighborhoods) funding sources and expenditures.

Schedule VIII.E
Development Expenditures by Project (Details)
FY 2025 Budget

Development Project	FY 2025 Budget	FY 2024 Budget	Over (Under) FY2024B	FY 2024 Forecast	FY 2025B Over (Under) FY2024F
	\$ -	\$ -	\$ -	\$ 986	\$ (986)
Barge Road (RAD)	\$ -	\$ -	\$ -	\$ 986	\$ (986)
Choice Neighborhoods-Bowen Homes	24,443,434	3,475,000	20,968,434	2,679,520	21,763,914
Choice Neighborhoods-University Homes	16,520,678	21,675,712	(5,155,034)	9,317,048	7,203,630
450 Capitol Avenue	17,760,000	-	17,760,000	234,653	17,525,347
Capitol Homes	-	-	-	600,000	(600,000)
Capitol Gateway	23,500	-	23,500	-	23,500
Carver Homes	-	13,000	(13,000)	1,190,239	(1,190,239)
Carver Homeownership	353,872	-	353,872	-	353,872
Cheshire Bridge (RAD)	283,500	-	283,500	-	283,500
City Place Westside	10,000	225,000	(215,000)	16,000	(6,000)
Civic Center	7,260,577	291,500	6,969,077	908,260	6,352,317
Co-Investment - Future Deals	10,100,500	15,203,500	(5,103,000)	939	10,099,561
Columbia Properties (RAD)	-	-	-	4,549	(4,549)
Cosby Spear (RAD)	15,000	925,000	(910,000)	453,559	(438,559)
Cupola Building	378,501	23,500	355,001	5,500	373,001
East Lake Highrise (RAD)	-	10,505,000	(10,505,000)	10,736,052	(10,736,052)
Englewood Manor	19,436,133	25,936,376	(6,500,243)	17,974,466	1,461,667
Georgia Avenue (RAD)	283,500	-	283,500	-	283,500
Grady Homes	-	-	-	1,616,000	(1,616,000)
Harris Homes	23,500	-	23,500	600,000	(576,500)
Heritage Village at West Lake	-	8,316,844	(8,316,844)	-	-
Herndon Homes	18,879,008	5,314,782	13,564,226	782,482	18,096,526
Hightower Manor (RAD)	-	-	-	112	(112)
Hollywood Courts	915,000	68,500	846,500	23,513	891,487
Leila Valley	145,500	-	145,500	10,380	135,120
Johnson Rd/Quarry Park	73,600	410,240	(336,640)	25,253	48,347
Jonesboro North	13,500	13,500	-	22,231	(8,731)
Jonesboro South	-	72,000	(72,000)	-	-
Juanita Gardner Village	-	1,814,101	(1,814,101)	-	-
Magnolia Perimeter	635,000	815,265	(180,265)	16,134	618,866
Mechanicsville Homeownership	246,000	265,500	(19,500)	-	246,000
890 Memorial Drive	-	3,818,004	(3,818,004)	5,953,867	(5,953,867)
North Avenue	1,725,000	25,500	1,699,500	23,673	1,701,327
Palmer House	24,992	15,000	9,992	14,053	10,939
360 Peachtree Road	10,010,000	-	10,010,000	16,808	9,993,192
Peachtree Road (RAD)	295,000	-	295,000	15,560	279,440
Quest Westside	1,210,000	437,752	772,248	9,376	1,200,624
Stone Hogan Flats	2,638,000	1,458,335	1,179,665	3,461	2,634,539
Stone Hogan Villas	3,179,000	1,145,835	2,033,165	3,461	3,175,539
Sylvan Hills II	10,020,000	2,850,395	7,169,605	267,334	9,752,666
The Proctor	4,123,500	-	4,123,500	-	4,123,500
Thomasville Heights	87,500	58,250	29,250	1,750	85,750
West Highlands	1,000,000	993,087	6,913	1,099,654	(99,654)
Homeownership Down Payment Loans	4,816,000	5,246,000	(430,000)	2,721,500	2,094,500
Affordable Homes Pilot and Other	1,770,000	1,338,350	431,650	3,018,593	(1,248,593)
Total Development by Project	\$ 158,699,295	\$ 112,750,828	\$ 45,948,467	\$ 60,366,966	\$ 98,332,329

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

FY 2025 Budget
Support for Schedule IV

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

Department/Description	FY 2025 Budget
Capital Expenditures for AH-Owned Residential Communities	
Cheshire Bridge Road Highrise	
Exterior Building Painting	\$ 160,500
Exterior Panel Upgrade	128,400
Installation of Additional Smoke Detectors in Unit	86,670
Security Camera System Upgrade (including Atlanta Police Department connection)	70,620
Resurface Parking Lot	64,200
Patio Pavilion - (FY 24 Carryover)	48,150
Access Control Locks - Exterior Doors	32,100
Entrance Roof Upgrade/Replacement	32,100
New Store Front Doors (3)	23,754
Total Cheshire Bridge Highrise	\$ 646,494
Georgia Avenue Highrise	
Elevator Upgrade	\$ 421,313
Grab Bar and Shower Improvements in Units	207,904
Additional Smoke Detectors in Units	85,880
Security Camera System Upgrade (including Atlanta Police Department connection)	75,250
Irrigation System	53,850
Signage	53,675
Total Georgia Avenue Highrise	\$ 897,872
Marian Road Highrise	
Roof Replacement (FY 24 Carryover)	\$ 428,000
Bathroom Shut Off Valves (240)	256,800
Smoke Detector Installs in Units	128,400
Generator Replacement	77,040
Community Room Carpet and Painting (FY 24 Carryover)	64,200
Toilet Tank Replacement (75)	60,188
MCC Panel Upgrade	59,920
Solarium Furniture	37,450
Site Signage	26,750
Access Control - Elevator Doors	26,750
Community Room Chairs	16,050
Security Camera System Upgrade (including Atlanta Police Department connection)	10,700
Total Marian Road Highrise	\$ 1,192,248

FY 2025 Budget
Support for Schedule IV

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

Continued from Previous Page

Department/Description	FY 2025 Budget
Martin Street Plaza	
Security Camera System Upgrade (including Atlanta Police Department connection)	10,700
	Total Martin Street Plaza \$ 10,700
Westminster	
Laundry Room Upgrade (FY 24 Carryover)	37,450
Drain Replacement - Entrance (FY 24 Carryover)	32,100
Painting Exterior Fence	21,400
Security System Upgrade	10,700
	Total Westminster \$ 101,650
	Total Capital Expenditures for AH-Owned Residential Communities \$ 2,848,963
Capital Expenditures for Other AH Properties	
Zell Miller Center	
Drain Line Pipe Redesign	\$ 275,000
Exterior Lift Repair/Replacement	100,000
Basement Remediation	65,000
Landscaping Renovations (ground cover and bushes redesign)	50,000
Gutter Replacement	45,000
Office Furniture	30,000
Electrical Panel Replacement	25,000
Security Camera Replacement	20,000
	Total Zell Miller Center \$ 610,000
Roosevelt Hall	
Rooftop Upgrades (event space upgrade, tile sealant and lighting)	\$ 375,000
Community Room Audio Visual System	300,000
Cistern Replacement (Underground Storage Tank)	225,000
Public Announcement System	90,000
Flood Prevention Installations	85,000
Electric Vehicle Charging Stations	63,000
Fire Alarm Redundancy Panel	40,000
Electrical Upgrades	30,000
New Community Room Chairs	25,000
Courtyard Sound Speakers	15,000
Community Room Window Tint	2,000
	Total Roosevelt Hall \$ 1,250,000
AH Headquarters	
Technology Investments	
Server Hardware	\$ 150,000
10 GB Firewall	100,000
KVM Switch Replacement - Data Center	40,000
Scanning Stations - Lobby	30,000
Hardware Contingency	25,000
	Total Technology Investments \$ 345,000
Vehicles	
Vehicle Contingency	\$ 75,000
	Total Vehicles \$ 75,000

FY 2025 Budget
Support for Schedule IV

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

Continued from Previous Page

Department/Description	FY 2025 Budget
Building Improvements and Equipment	
Roof Replacement	\$ 515,000
Elevator Modernization	425,000
Building Recommissioning - Energy Efficiency upgrades	225,000
Bell Street Parking Lot Upgrades (fence, electric vehicle charging stations, canopies and covered parking)	200,000
Recoat Building	165,000
Office Furniture and Design Fees	100,000
Painting of Parking Deck and Stairwell	75,000
Parking Deck Storage Buildout	50,000
JWD Parking Lot Upgrades (fence, electric vehicle charging stations and striping)	50,000
Dash Cam Equipment for Atlanta Housing Vehicles	42,000
Total Building Improvements and Equipment	\$ 1,847,000
Total Capital Expenditures for Other AH Properties	\$ 4,127,000
Total Capital Expenditures for AH-Owned Residential Communities and Other AH Properties	\$ 6,975,963

FY 2025 Budget
Support for Schedule V
Details for Human Services, Supportive Services and Community Relations

Department/Description	FY 2025 Budget
Human Development Support	
Youth Services - After School Camp	\$ 489,041
Workforce Readiness	220,311
Fulton County Government Senior Services	194,514
Atlanta Regional Commission	187,341
MLK - Good Neighbor	179,200
Senior Center	125,000
Gardens at College town	84,700
Atlanta Achievers	20,000
Furniture Bank	10,000
Job Fairs and Workshops	10,000
Marta Cards	5,000
Therapeutic Services	5,000
	Total Human Development Support
	1,530,107
Community Relations - MTW funds	
Resident Initiatives	\$ 35,000
Juneteenth Activities	33,000
Resident Engagement	30,000
Aging Well Initiatives/Older Americans Month	20,000
Resident Outreach	15,000
Senior Farmers Market	15,000
Transportation Services	10,000
Partnership Summit	7,500
Economic and Homeownership Summit	7,500
Evaluation Activities	5,000
	Total Community Relations - MTW funds
	178,000
Community Relations - Non-federal funds	
Senior Events	\$ 275,000
Resident Engagement Activities (Partnership Programs, Juneteenth, Education, etc.)	30,000
ACSA Scholars	25,000
Senior Resident Officer Leadership Meeting	10,000
AH Cares	5,000
	Total Community Relations - Non-federal funds
	345,000
Corporate Match for AH Scholarship Fund - Non-federal funds	20,000
	Total Human Services, Supportive Services and Community Relations
	2,073,107

FY 2025 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Consulting and Professional Services"

Department/Vendor	Description	FY 2025 Budget
Housing Choice Voucher Program		
Housing Choice Administration		
Inquiries Acquisition, LLC dba Screen ID	Criminal Background screening	\$ 60,000
<i>Vendor to be determined</i>	Contractors	40,000
		Total Housing Choice Administration
		\$ 100,000
Housing Choice Contact Center		
<i>Vendor to be determined</i>	Contractors	\$ 55,000
<i>Vendor to be determined</i>	Interpreting services	3,000
		Total Housing Choice Contact Center
		\$ 58,000
Housing Services		
TALX Corporation	Employment verification for participants	\$ 144,000
<i>Vendor to be determined</i>	Contractors	65,000
		Total Housing Services
		\$ 209,000
Inspections Services		
<i>Vendor to be determined</i>	Contractors	\$ 60,000
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	19,404
		Total Inspections Services
		\$ 79,404
		Total Housing Choice Voucher Program
		\$ 446,404
Other Operating Groups		
Real Estate Operations		
<i>Vendor to be determined</i>	Contractors	\$ 30,000
<i>Vendor to be determined</i>	RAD consulting services	15,000
		Total Real Estate Operations
		\$ 45,000
Real Estate Planning and Development		
<i>Vendor to be determined</i>	Contractors	\$ 15,000
		Total Real Estate Planning and Development
		\$ 15,000
Facilities and Operations Division		
KBL Enterprises, LLC	REAC consulting services, NSPIRE (Building Inspections)	\$ 100,000
<i>Vendor to be determined</i>	Accessibility consulting services	75,000
<i>Vendor to be determined</i>	Fleet Safety - Dash Cam Support	2,000
		Total Facilities and Operations Division
		\$ 177,000
		Total Other Operating Groups
		\$ 237,000
		Total Operating Divisions Expenses - Consulting and Professional Services
		\$ 683,404

FY 2025 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY 2025 Budget
Facilities and Operations Division		
Canon Financial Services, Inc.	Copiers	\$ 149,937
<i>Vendor to be determined</i>	Vehicle Maintenance and Fuel	161,754
United States Postal Service/United Parcel Service/Apple Courier	Postage and Shipping	116,765
More Business Solutions	Printing and Photocopying	60,000
	Total Facilities and Operations Division	\$ 488,456
Total Operating Divisons Expense - Agency-wide Services and Expenses		\$ 488,456

FY 2025 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"

Department/Description	FY 2025 Budget
Housing Choice Voucher Program	
Housing Choice Administration	
Staff Training	\$ 5,995
Travel and Conferences	5,100
Publications	1,400
Membership Dues	1,200
Office Supplies - Department Specific*	500
	Total Housing Choice Administration
	\$ 14,195
Housing Choice Contact Center	
Travel and Conferences	\$ 6,000
Emergency Assistance	4,000
Staff Training	3,150
Meeting Expense	1,500
Uniforms	300
Membership Dues	150
	Total Housing Choice Contact Center
	\$ 15,100
Housing Services	
Staff Training	\$ 14,967
Travel and Conferences	9,000
	Total Housing Services
	\$ 23,967
Inspections Services	
Meeting Expense	\$ 46,200
Staff Training	8,220
Uniforms	8,000
Membership Dues	3,939
Other Miscellaneous Administrative Expenses	3,250
Tools and Equipment	2,000
Office Supplies - Department Specific*	1,500
	Total Inspections Services
	\$ 73,109
	Total Housing Choice Voucher Program
	\$ 126,371

FY 2025 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"

Continued from Previous Page

Department/Description	FY 2025 Budget
Other Operating Groups	
Office of the Chief Housing and Real Estate Officer	
Meeting Expense	\$ 16,500
Travel and Conferences	10,500
Staff Training	6,500
Uniforms	5,060
Membership Dues	2,762
	Total Office of the Chief Housing and Real Estate Officer
	\$ 41,322
Real Estate Operations	
Travel and Conferences	\$ 119,552
Staff Training	41,690
Meeting Expense	16,250
Membership Dues	8,250
Marketing	6,000
Publications	400
	Total Real Estate Operations
	\$ 192,142
Real Estate Planning and Development	
Travel and Conferences	\$ 48,600
Staff Training	36,054
Meeting Expense	20,000
Membership Dues	5,116
Uniforms	200
Office Supplies - Department Specific*	200
	Total Real Estate Planning and Development
	\$ 110,170
Choice Neighborhoods Administration	
Travel and Conferences	\$ 32,500
Staff Training	22,045
Membership Dues	6,728
Meeting Expense	2,000
Office Supplies - Department Specific*	1,200
Uniforms	-
	Total Choice Neighborhoods Administration
	\$ 64,473
Construction Division	
Staff Training	\$ 15,000
Travel and Conferences	15,000
Membership Dues	3,866
Meeting Expense	1,000
Uniforms	1,000
Tools and Equipment	250
Office Supplies - Department Specific*	200
	Total Construction Division
	\$ 36,316

Continued from Previous Page

Department/Description	FY 2025 Budget
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FY 2025 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"

Facilities and Operations Division

Staff Training	\$ 37,728
Meeting Expense	36,800
Travel and Conferences	24,000
Tools and Equipment	10,000
Uniforms	4,064
Membership Dues	3,066
Office Supplies - Department Specific*	500

Total Facilities and Operations Division \$ **116,158**

Total Other Operating Groups \$ **560,581**

Total Operating Divisons Expenses - Other \$ **686,952**

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting and Professional Services"

Department/Vendor	Description	FY 2025 Budget
Executive Office		
<i>Vendor to be determined</i>	Professional Strategic and Public Outreach consulting services	\$ 194,700
<i>Vendor to be determined</i>	Business Unit Optimization consulting services	85,000
<i>Vendor to be determined</i>	Other Consulting Services	75,000
		Total Executive Office
		\$ 354,700
Office of General Counsel		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Outside Legal Services	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Employment Law/Ethics Advice	\$ 260,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Other General Legal Services	240,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	220,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Fair Housing	130,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	HUD Issues	32,500
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Corporate Governance Issues	9,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Real Estate related costs and other issues that are not covered at Closings	4,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Information Technology	1,400
		Total Office of General Counsel
		896,900
Corporate Finance		
Clifton Larson-Allen	Annual Audit fees	\$ 180,000
<i>Vendor to be determined</i>	Contractors	25,000
<i>Vendor to be determined</i>	Captive Insurance Consultant	50,000
Clifton Larson-Allen	Non-Profit Entity tax preparation services	30,000
Innovative Financial Housing	Corporate Finance consulting	20,000
Thomson Reuters, Inc.	IRS 1099/1120 support	15,000
Victoria Reed	Financial Report Editing Services	10,000
<i>Vendor to be determined</i>	Environmental Review Consultant	7,500
		Total Corporate Finance
		\$ 337,500
Information Technology		
<i>Vendor to be determined</i>	Asset Management and Finance Implementation	\$ 400,000
Yardi	Fee to add 8000 Units	282,000
Key2 Consulting, Inc./Akissa Stokes	Enterprise Information Management (EIM) and technical writer services	260,000
<i>Vendor to be determined</i>	Data Centralization & Application Automation	200,004
WrightNow Solutions	ACCESS Digital Leadership Academy	150,000
<i>Vendor to be determined</i>	IT Assessment Consulting Services	130,000
Converge	Disaster Recovery services	120,000
<i>Vendor to be determined</i>	Infotech Services	88,296
<i>Vendor to be determined</i>	Gov-A-Thom services	75,000
<i>Vendor to be determined</i>	Interactive Voice Response solution	70,000
Driven Technologies	Manage IT security and compliance services	38,856
Pro Video Talent	Board Meeting Streaming	30,000
<i>Vendor to be determined</i>	Build Tech Group (Service Now Discovery)	25,000
<i>Vendor to be determined</i>	Minisys Cloud Migration	19,500
		Total Information Technology
		\$ 1,888,656

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting and Professional Services"

Continued from Previous Page

Department/Vendor	Description	FY 2025 Budget	
Strategy, Policy and Regulatory Affairs (Including PMO)			
Vendor to be determined	Strategic Capital Plan	\$ 100,000	
Vendor to be determined	AH RES-UP Green Cohort	100,000	
Vendor to be determined	Business process assessment	100,000	
Vendor to be determined	Economic Impact Study	80,000	
Vendor to be determined	Innovation Strategies	50,000	
Vendor to be determined	Translation Services	811	
	Total Strategy, Policy and Regulatory Affairs (Including PMO)	\$ 430,811	
Governmental and External Affairs (including HDS)			
Vendor to be determined	Contractors	\$ 10,000	
		Total Governmental and External Affairs (Including HDS)	\$ 10,000
Communications, Marketing and Public Engagement			
Vendor to be determined	Media consulting	\$ 238,000	
VIVO	Podcast Production - Season II	60,000	
Killkelly Media	REACH publication services	20,000	
Cision US Inc.	Press Releases	13,000	
Vendor to be determined	Website services design services (no hosting)	12,700	
Vendor to be determined	Freelance videography services	10,000	
	Total Communications, Marketing and Public Engagement	\$ 353,700	
Contracts and Procurement			
Vendor to be determined	Resident Entrepreneurial Program	\$ 40,000	
Vendor to be determined	MBE/WBE and Section 3 configuration services	15,000	
Vendor to be determined	Ignite Small Business Program	15,000	
	Total Contracts and Procurement	\$ 70,000	
Human Resources Operations			
One Source Virtual HR, Inc.	Payroll and benefits outsourced and supplement services	\$ 400,000	
Vendor to be determined	401(a)/457(b) deferred compensation plan administration	90,000	
Vendor to be determined	Employee Handbook update services	20,000	
Vendor to be determined	Professional Investigator	20,000	
Vendor to be determined	Employee Confidentiality Hotline services	10,000	
Vendor to be determined	FMLA case management services	4,000	
	Total Human Resources Operations	\$ 544,000	
Total Corporate Support Expense - Consulting and Professional Services		\$ 4,886,267	

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

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Licenses and Hardware/Software Expense"

	Description	FY 2025 Budget
Information Technology		
Software Maintenance Contracts and Licenses		
Yardi Systems	Yardi Voyager, Payscan (ERP System) and Housing Café PHA Portals	750,690
Yardi Systems	Additional Unit Licenses for all units/Project Based Voucher Management and Compliance	330,000
Dell Marketing	Microsoft Enterprise Agreement	325,000
TBD - NEW	Budgeting, forecasting, and financial reporting software.	225,000
One Source/Workday Enterprise	Workday Software Maintenance for Human Resources Employee Management	200,000
Asset Management Software	The "Pilot" software acquisition initiative	200,000
Dell Marketing	Microsoft Azure Overages	175,000
Dell Marketing	Microsoft Unified Support	150,000
SciQuest (Jaggaer)	Requisition, Purchasing and Contract Management Maintenance annual subscription	125,000
CDWG	VMWare License Maintenance for Virtual Server/Desktop Hosts	100,895
Contingency Requests	Contingency Requests	100,000
Dell Marketing	Microsoft Copilot	100,000
CDWG/NEW	CrowdStrike Falcon Antivirus software	100,000
TBD/NEW	Document Management software	95,000
IBM	IBM Hardware maintenance	90,000
Caseworthy, Inc.	Caseworthy - Case Management software - SaaS	75,000
TBD/NEW	(MWBE)/Davis Bacon Electronic Compliance Tracking Management System.	72,748
Opkey	Test Automation Tool	70,000
CVR Associates	Landlord Portal/File Audit Management Tool - Landlord Portal and QCMS Hosting	61,600
CoStar Realty	Real Estate software	60,000
CDWG	Cisco SMARTnet premium	52,000
TBD/NEW	GIS Vacant Land Database	50,000
TBD	Quality Control Management System for HC and REOS	50,000
Knowledge Lake	Knowledge Lake Software Maintenance for SharePoint and Advanced Share/Cloud Upgrade	48,750
Procore	Construction Management Solution	43,000
DocuSign	DocuSign - Agency-wide	42,000
Dell Marketing	VLA Adobe E-Sign to support CVR Associates landlord management system	37,700
Xakia Technologies, Inc	Legal Matters	37,600
CDWG	Veeam software maintenance for Backing Up and Restoring Virtual Machines	32,500
Carousel	15 Additional Contact Center Agent licenses	31,000
Monday.com	Project Management Solution	30,839
NEW	Wireless Management software	30,000
Carousel	Replace Call Reporting System	30,000
Various Vendors	Other software maintenance and licenses under \$30,000	178,678
	Total Software Maintenance Contracts and Licenses	4,100,000
Non-Capitalized Hardware		
<i>Vendor to be determined</i>	Servers, Hardware, Desktop and Laptop Refresh	\$ 225,000
		Total Non-Capitalized Hardware
Non-Capitalized Software		
<i>Vendor to be determined</i>	Contingency - business requested software	\$ 5,000
		Total Non-Capitalized Software
	Total Corporate Support Expense - Licenses and Hardware/Software Expense	\$ 4,330,000

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY 2025 Budget
Activities Managed by Corporate Finance		
Arthur J. Gallagher Risk Management Service	Liability insurance	\$ 352,289
Arthur J. Gallagher Risk Management Service	Cyber Liability insurance	275,352
Arthur J. Gallagher Risk Management Service/State Board of Worker's Compensation	Workers Compensation insurance	179,453
Arthur J. Gallagher Risk Management Service	Claims expense	150,000
Arthur J. Gallagher Risk Management Service	Fiduciary insurance	59,952
Arthur J. Gallagher Risk Management Service	Auto insurance	55,000
	Total Activities Managed by Corporate Finance	\$ 1,072,046
Information Technology		
AT&T/Sprint Solutions	Telecommunications	\$ 515,000
	Total Information Technology	\$ 515,000
Records and Information Management		
Staples Contract & Commercial, Inc.	Office supplies/toner	80,000
Iron Mountain Information Management	Off-site storage expenses	115,000
	Total Records and Information Management	\$ 195,000
Activities Managed by Human Resources		
<i>Not Applicable</i>	Agency-wide Staff training and Other	\$ 1,020,500
<i>Vendor will be selected from existing IDIQ Contract*</i>	Agency-wide Temporary Services	601,744
<i>Vendor to be determined</i>	Recruitment	471,000
<i>Vendor to be determined</i>	Meeting Expenses	50,000
<i>Vendor to be determined</i>	Employee Related Activities	285,500
<i>Vendor to be determined</i>	Severance and Related expense	240,000
<i>Not Applicable</i>	Tuition Reimbursement	55,000
	Total Activities Managed by Human Resources	\$ 2,723,744
Total Corporate Support Expense - Agency-wide Services and Expenses		\$ 4,505,790

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"

Department/Description	FY 2025 Budget
Executive Office	
AH and Affiliates Board Related Meeting Expense	\$ 127,860
Industry and Civic Membership and Fees	119,860
Travel and Conferences	97,600
Staff Training	14,850
Miscellaneous Expense	1,500
Publications	500
	Total Executive Office
	\$ 362,170
Office of General Counsel	
Legal Publications, Subscriptions and Federal Regulations	\$ 29,872
Travel and Conferences	28,200
Staff Training	16,800
Bar Membership Dues	13,397
Meeting Expense	4,000
Other Administrative Fees	3,500
Office Supplies - Department Specific*	375
	Total Office of General Counsel
	\$ 96,144
Corporate Finance	
Travel and Conferences	\$ 119,696
Staff Training	50,298
Industry Membership Dues	4,544
Uniforms	2,200
Meeting Expense	3,500
Office Supplies - Department Specific*	500
	Total Corporate Finance
	\$ 180,738
Information Technology	
Staff Training	\$ 68,305
Travel and Conferences	59,200
Industry Membership Dues	19,450
Small Office Equipment	10,000
Meeting Expense	10,000
Office Supplies - Department Specific*	5,000
Computer Maintenance & Repairs	2,000
	Total Information Technology
	\$ 173,955
Records and Information Management	
Staff Training	\$ 10,026
Travel and Conferences	11,204
Industry Membership Dues	2,400
Maintenance and Repair Supplies	2,000
	Total Records and Information Management
	\$ 25,630

FY 2025 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"

Continued from Previous Page

Department/Description	FY 2025 Budget
Strategy, Policy and Regulatory Affairs (Including PMO)	
Travel and Conferences	\$ 52,223
Staff Training	19,635
Meeting Expense including MTW-related Activities	5,100
Publications	2,980
Industry Membership Dues	2,580
Office Supplies - Department Specific*	150
Total Strategy, Policy and Regulatory Affairs (Including PMO)	\$ 82,668
Government and External Affairs (Including HDS)	
Travel and Conferences	\$ 57,600
Staff Training	15,100
Uniforms	5,000
Membership Dues	2,500
Tenant Meetings	1,200
Total Government and External Affairs (Including HDS)	\$ 81,400
Communications, Marketing and Public Engagement	
Business and Landlord Marketing	\$ 116,550
Travel and Conferences	34,500
Uniforms	15,000
Meeting Expense	10,000
Staff Training	4,489
Industry Membership Dues	1,706
Office Supplies - Department Specific*	1,000
Total Communications, Marketing and Public Engagement	\$ 183,245
Contracts and Procurement	
Staff Training	\$ 60,400
Travel and Conferences	46,500
Industry Membership Dues	34,224
Meeting Expense	15,000
Marketing Procurement Related Events/Fair	13,000
Procurement-related Advertising	4,000
Office Supplies - Department Specific*	4,000
Publications	1,000
Total Contracts and Procurement	\$ 178,124
Human Resources Operations	
Travel and Conferences	\$ 41,090
Staff Training	14,733
Industry Membership Dues	17,400
Publications	7,800
ADA Related Tools and Equipment	5,000
Office Supplies - Department Specific*	1,000
Meeting Expense	4,000
Total Human Resources Operations	\$ 91,023
Total Corporate Support Expense - Other	\$ 1,455,097

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

FY 2025 Budget
Support for Schedule VIII.A
Development and Revitalization by Category
Details for the Category "Demolition and Remediation"

Program/Vendor	Description	FY 2025 Budget
RAD Conversions		
<i>Vendor to be determined</i>	Cheshire Bridge	\$ 10,000
<i>Vendor to be determined</i>	Georgia Avenue	10,000
		Total RAD Conversions
		\$ 20,000
Former Public Housing		
<i>Vendor to be determined</i>	Bowen Homes	\$ 1,967,248
<i>Vendor to be determined</i>	Choice Neighborhoods Environmental PH II lots	70,000
<i>Vendor to be determined</i>	Thomasville Heights	15,500
<i>Vendor to be determined</i>	Mechanicsville Homeownership	2,500
		Total Former Public Housing
		\$ 2,055,248
Co-investments		
<i>Vendor to be determined</i>	Invest Atlanta	\$ 20,000
		Total Co-investments
		\$ 20,000
Vacant Land		
<i>Vendor to be determined</i>	Civic Center	\$ 800,000
<i>Vendor to be determined</i>	Quest Westside	300,000
<i>Vendor to be determined</i>	Affordable Homes, PILOT and Other	30,000
<i>Vendor to be determined</i>	City Place	10,000
		Total Vacant Land
		\$ 1,140,000
Total Development and Revitalization by Category - Demolition and Remediation		\$ 3,235,248

FY 2025 Budget
Support for Schedule VIII.A
Development and Revitalization by Category
Details for the Category "Consulting and Professional Services"

Program/Vendor	Description	FY 2025 Budget
RAD Conversions		
<i>Vendor to be determined</i>	Detention Pond Design Modification	\$ 295,000
<i>Vendor to be determined</i>	Site LDP and Modular RFP	120,000
<i>Vendor to be determined</i>	Site and Neighborhood Standards Analysis	12,000
<i>Vendor to be determined</i>	Survey	2,500
	Total RAD Conversions	\$ 429,500
Former Public Housing		
Urban League of Greater Atlanta	Urban League of Greater Atlanta	\$ 250,000
<i>Vendor to be determined</i>	Communities In Schools (Education Lead)	250,000
<i>Vendor to be determined</i>	Offsite Infill	180,000
<i>Vendor to be determined</i>	Morehouse School of Medicine (Healthcare Lead)	175,000
<i>Vendor to be determined</i>	EJP - Program Management	137,742
<i>Vendor to be determined</i>	Atlanta Public Schools	130,000
<i>Vendor to be determined</i>	City of Atlanta - Neighborhood Project Manager	120,000
<i>Vendor to be determined</i>	Summer and After School Program	90,000
<i>Vendor to be determined</i>	Urban League - Pathways to Empowerment University	89,750
<i>Vendor to be determined</i>	Morehouse School of Medicine - Healthcare Lead University	75,000
<i>Vendor to be determined</i>	Green Infrastructure/Stormwater Management Study	60,000
<i>Vendor to be determined</i>	Families First - Behavioral Health and Teenage Pregnancy Prevention - University 1	50,000
<i>Vendor to be determined</i>	Summer and After School Program University	45,000
<i>Vendor to be determined</i>	John Carey School - Survey	30,000
<i>Vendor to be determined</i>	John Carey School - Historic Consultant	20,000
<i>Vendor to be determined</i>	Curator - Memorial Plaza	20,000
<i>Vendor to be determined</i>	Educational Resources	20,000
<i>Vendor to be determined</i>	Historic consultant	20,000
<i>Vendor to be determined</i>	Cost Validation	20,000
<i>Vendor to be determined</i>	Historic consultant	20,000
<i>Vendor to be determined</i>	United Way - Learning Spaces	14,000
<i>Vendor to be determined</i>	Site and Neighborhood Standards Analysis	12,000
<i>Vendor to be determined</i>	United Way - Learning Spaces University	6,000
<i>Vendor to be determined</i>	Appraisal	5,000
	Total Former Public Housing	\$ 1,839,492

FY 2025 Budget
Support for Schedule VIII.A
Development and Revitalization by Category
Details for the Category "Consulting and Professional Services"

Continued from Previous Page

Program/Vendor	Description	FY 2025 Budget
Vacant Land		
<i>Vendor to be determined</i>	Microsoft Project Consultant	\$ 450,000
<i>Vendor to be determined</i>	PAC - Consultant to Review Financials	50,000
<i>Vendor to be determined</i>	R1 - Appraisal and Market Study	36,000
<i>Vendor to be determined</i>	Property Assessment	33,600
<i>Vendor to be determined</i>	PAC - Collection Technical/Historic Structure Report	20,000
<i>Vendor to be determined</i>	Site Expansion Feasibility Study	20,000
<i>Vendor to be determined</i>	Site and Neighborhood Standards Analysis	15,000
		Total Vacant Land <u>\$ 624,600</u>
Total Development and Revitalization by Category - Consulting and Professional Services \$ 2,893,592		

*Consulting and Professional Services include Architectural/Engineering Services, Civil Engineering expenses and Development Master Planning

FY 2025 Budget
Support for Schedule VIII.A
Development and Revitalization by Category
Details for the Category "Outside Legal Counsel"

Program/Vendor	Description	FY 2025 Budget
RAD Conversions		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Capitol Gateway	\$ 20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Cheshire Bridge	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Georgia Avenue	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Cosby Spears	5,000
	Total RAD Conversions	\$ 65,000
Former Public Housing		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Bowen Homes	\$ 150,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Herndon Homes	110,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Carver Homeownership	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Ashley Collegetown	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Englewood IA	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Jonesboro North	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	University Homes	10,000
	Total Former Public Housing	\$ 360,000
Co-Investments		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Invest Atlanta	\$ 50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Stone Hogan Flats	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Stone Hogan Villas	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Sylvan Hills II	10,000
	Total Co-Investments	\$ 80,000
Vacant Land		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Civic Center	\$ 790,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	North Avenue	50,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Atlanta Neighborhood Development Partnership	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	The Proctor	10,000
	Total Vacant Land	\$ 875,000
Total Development and Revitalization by Category - Outside Legal Counsel		
\$ 1,380,000		

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

FY 2025 Budget
Support for Schedule VIII.A
Development and Revitalization by Category
Details for the Category "Other Expenses"

Program/Vendor	Description	FY 2025 Budget
RAD Conversions		
Advertising		\$ 14,000
		Total RAD Conversions
		\$ 14,000
Former Public Housing		
Program Sustainability Costs		\$ 41,000
Advertising		42,000
Travel and Conferences		16,500
Transportation Assistance		5,000
Office Supplies		2,500
License Fees		2,500
Contract-Maintenance Consultants		1,000
		Total Former Public Housing
		\$ 110,500
Co-Investments		
Advertising		\$ 10,500
		Total Co-Investments
		\$ 10,500
Vacant Land		
Advertising		\$ 7,000
		Total Vacant Land
		\$ 7,000
Total Development and Revitalization by Category - Other Expenses		\$ 142,000

STRATEGIC CONTRACTS
FY 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

STRATEGIC CONTRACTS

Strategic Contracts - Contracts that provide strategic 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 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., Enterprise Resource Program (ERP), Human Capital Management (HCM), Disaster Recovery (DR));
- B. Regarding mission critical activity (e.g., Environmental Contracts, Private Management Developers (PMDs));
- C. May require large upfront investment (e.g., ERP, HCM, DR);
- D. Must be greater than 5 years (e.g., ERP, HCM, DR);
- E. May be supporting compliance obligation (e.g., 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., 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 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

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			FY25 BUDGET
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	
REG-1 12/17/2014	2015-0036001	Facilities Management and Related Services	Colliers Facility Solutions	3/1/2015	3/1/2024	2/28/2025	\$8,996,062
REO/REM-1 05/01/2013	2013-0066001	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	Columbia Residential, LLC	7/1/2013	7/1/2024	6/30/2025	\$1,059,453
REO/REM-1 05/01/2013	2013-0066003	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	The Integral Group LLC	7/1/2013	7/1/2024	6/30/2025	\$8,903,815
TOTAL							\$18,959,330

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

STRATEGIC CONTRACTS
FY 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

SUPPLEMENTAL IDIQ CONTRACTS

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

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD			FY25 BUDGET
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	
23-07 02/22/23	2023-0031001	Environmental Consulting and Remediation Services	GLE Associates, Inc.	4/12/2023	4/11/2025	4/12/2027	\$1,268,000
23-07 02/22/23	2023-0031002	Environmental Consulting and Remediation Services	KEMRON Environmental Services	4/12/2023	4/11/2025	4/12/2027	
23-07 02/22/23	2023-0031003	Environmental Consulting and Remediation Services	Oasis Construction Services, Inc.	4/12/2023	4/11/2025	4/12/2027	
23-07 02/22/23	2023-0031004	Environmental Consulting and Remediation Services	Tetra Tech Inc.	6/1/2023	5/30/2025	5/30/2027	
23-07 02/22/23	2023-0031005	Environmental Consulting and Remediation Services	United Consulting Group, LTD dba United Consulting	8/1/2023	7/31/2025	7/31/2027	
23-07 02/22/23	2023-0031006	Environmental Consulting and Remediation Services	Stantec Consulting Services	4/12/2023	4/11/2025	4/12/2027	
23-07 02/22/23	2023-0031007	Environmental Consulting and Remediation Services	ECS Southeast LLP	6/1/2023	5/30/2025	5/30/2027	
23-07 02/22/23	2023-0031008	Environmental Consulting and Remediation Services	NOVA Engineering and Environmental, LLC	8/1/2023	7/31/2025	7/31/2027	
REG-3 01/30/2019	2019-0042001	Professional Planning, Architect and Engineering	Boye Architecture	7/5/2019	7/4/2024	7/4/2026	\$353,600
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	CBI International Group, Inc.	8/1/2019	7/31/2024	7/31/2026	
REG-3 01/30/2019	2019-0042002	Professional Planning, Architect and Engineering	Chasm Architecture	7/29/2019	7/28/2024	7/28/2026	
REG-3 01/30/2019	2019-0042004	Professional Planning, Architect and Engineering	Gaskins Surveying	4/15/2019	4/14/2025	4/14/2026	
REG-3 01/30/2019	2019-0042003	Professional Planning, Architect and Engineering	GSB Architects & Interiors, Inc.	4/15/2019	4/14/2025	4/14/2026	
REG-3 01/30/2019	2019-0042005	Professional Planning, Architect and Engineering	Goode Van Slyke Architecture	7/1/2019	6/30/2024	6/30/2026	
REG-3 01/30/2019	2019-0042006	Professional Planning, Architect and Engineering	Harris+Smith	7/1/2019	6/30/2024	6/30/2026	
REG-3 01/30/2019	2019-0042008	Professional Planning, Architect and Engineering	Kai Design & Build	4/1/2019	3/31/2025	3/31/2026	
REG-3 01/30/2019	2019-0042007	Professional Planning, Architect and Engineering	Khafra Engineering Consultants, Inc.	5/20/2019	5/19/2024	5/19/2026	
REG-3 01/30/2019	2019-0042009	Professional Planning, Architect and Engineering	Mayweather Enterprise, Inc.	4/15/2019	4/14/2025	4/14/2026	
REG-3 01/30/2019	2019-0042015	Professional Planning, Architect and Engineering	Moody Nolan	4/1/2019	3/31/2025	3/31/2026	
REG-3 01/30/2019	2019-0042010	Professional Planning, Architect and Engineering	Silver Studio Architects, LLC.	11/8/2019	11/7/2024	11/7/2026	
REG-3 01/30/2019	2019-0042013	Professional Planning, Architect and Engineering	Williams-Russell & Johnson, Inc.	8/1/2019	7/31/2024	5/5/2026	
--	2023-0051001	Criminal History Report Services	Inquiries, Inc. dba ScreenID	1/1/2024	12/31/2025	12/31/2028	\$60,000
CSG-1 02/28/2018	2017-0157001	Income Verification Services	Equifax Workforce Solutions LLC (Formerly TALX)	6/1/2022	5/31/2024	5/31/2025	\$144,000
FIN-1 04/25/2018	2018-0107001	Professional Consulting and Advisory Services	Bronner Group, LLC	6/25/2018	6/24/2024	6/24/2026	
FIN-1 04/25/2018	2018-0107003	Professional Consulting and Advisory Services	Clifton Larson-Allen	7/9/2018	7/8/2024	7/8/2026	
FIN-1 04/25/2018	2018-0107002	Professional Consulting and Advisory Services	CVR Associates Inc.	6/15/2018	6/14/2024	6/14/2026	

STRATEGIC CONTRACTS
FY 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
FIN-1 04/25/2018	2018-0107004	Professional Consulting and Advisory Services	Deloitte Services LP	5/29/2019	6/24/2024	6/24/2028	\$235,000
FIN-1 04/25/2018	2018-0107005	Professional Consulting and Advisory Services	Dixon Hughes Goodman, LLP	5/1/2019	6/24/2024	6/24/2026	
FIN-1 04/25/2018	2018-0107006	Professional Consulting and Advisory Services	Du & Associates, Inc.	2/13/2019	7/8/2024	7/8/2026	
FIN-1 04/25/2018	2018-0107007	Professional Consulting and Advisory Services	Dumas Edwards, LLC	7/9/2018	7/8/2024	7/8/2026	
FIN-1 04/25/2018	2018-0107009	Professional Consulting and Advisory Services	Efficient Process Implementation	2/8/2019	7/16/2024	7/16/2026	
FIN-1 04/25/2018	2018-0107008	Professional Consulting and Advisory Services	EJP Consulting	2/8/2019	7/8/2024	7/8/2026	
FIN-1 04/25/2018	2018-0107010	Professional Consulting and Advisory Services	Fortis Advisory Partners	7/9/2018	7/8/2024	7/8/2026	
FIN-1 04/25/2018	2018-0107011	Professional Consulting and Advisory Services	Innovative Financial Housing Solutions	7/17/2018	7/16/2024	7/16/2026	
FIN-1 04/25/2018	2018-0107013	Professional Consulting and Advisory Services	Local Initiatives Support Corporation	6/25/2018	6/24/2024	6/4/2026	
FIN-1 04/25/2018	2018-0107014	Professional Consulting and Advisory Services	Novogradac & Co. LLP	9/26/2018	7/31/2024	7/31/2026	
FIN-1 04/25/2018	2018-0107016	Professional Consulting and Advisory Services	TAG Associates, Inc.	12/7/2018	7/31/2024	7/31/2026	
FIN-1 04/25/2018	2018-0107017	Professional Consulting and Advisory Services	Yortech Solutions, Inc.	7/9/2018	7/8/2024	7/8/2026	
FIN-2	2020-0073001	Defined Contribution Retirement Program	The Principal Group	11/30/2021	11/29/2024	11/29/2031	\$90,000
HR-1 07/27/2022	2022-0095001	Comprehensive Employee Health and Benefits - Medical & Pharmacy	Aetna Helath, Inc.	1/1/2023	12/31/2024	12/31/2024	\$5,030,000
HR-1 07/27/2022	2022-0098001	Comprehensive Employee Health and Benefits - Vision Coverage	Metropolitan Life Insurance Co.	1/1/2023	12/31/2024	12/30/2026	\$30,000
HR-1 07/27/2022	2022-0095002	Comprehensive Employee Health and Benefits - Flexible Spending	PayFlex Systems USA	1/1/2023	12/31/2024	12/31/2024	\$4,000
HR-1 07/27/2022	2022-0096001	Comprehensive Employee Health and Benefits - Dental Coverage	Aetna Helath, Inc.	1/1/2023	12/31/2024	12/30/2024	\$245,000
HR-1 07/27/2022	2022-0100001	Comprehensive Employee Health and Benefits - Short Term Disability	New York Life Group (CIGNA)	1/1/2023	12/31/2024	12/30/2025	\$100,000
HR-1 07/27/2022	2022-0100002	Comprehensive Employee Health and Benefits - Long Term Disability	New York Life Group (CIGNA)	1/1/2023	12/31/2024	12/30/2025	\$65,000
HR-1 07/27/2022	2022-0097002	Comprehensive Employee Health and Benefits - Basic / Supplemental Life Ins.	Metropolitan Life Insurance Co.	1/1/2023	12/31/2024	12/30/2024	\$136,000
HR-1 07/27/2022	2022-0097001	Comprehensive Employee Health and Benefits - Voluntary Supplemental	Metropolitan Life Insurance Co.	1/1/2023	12/31/2024	12/30/2027	\$125,000
IT-1 03/30/2016	2016-0063001	Off-Site Documents Storage and Retrieval Services	Iron Mountain Information Management, Inc.	9/1/2016	4/30/2024	4/30/2025	\$115,000
FIN-1 05/24/2023	2023-0058001	Auditing and Tax Services	Clifton Larson-Allen	6/16/2023	6/15/2024	6/15/2026	\$180,000
--	2022-0113001	Elevator Consultant Services	VDA, Inc. (FORMERLY John A. Van Deusen & Associates, Inc.)	9/30/2022	9/29/2023	9/29/2031	\$48,000
OGC-1 10/26/2022	2022-0091001	Professional Legal Services	Baker Donelson Beaman Caldwell & Berkowitz PC	8/9/2023	8/8/2026	8/8/2028	
OGC-1 10/26/2022	2022-0091002	Professional Legal Services	Coleman Talley LLP	12/23/2022	12/22/2025	12/22/2027	
OGC-1 10/26/2022	2022-0091003	Professional Legal Services	Dentons US LLP	4/24/2023	4/23/2026	4/23/2028	
OGC-1 10/26/2022	2022-0091004	Professional Legal Services	Elarbee, Thompson, Sapp & Wilson	12/13/2022	12/12/2025	12/12/2027	
OGC-1 10/26/2022	2022-0091005	Professional Legal Services	Fincher Denmark LLC	5/18/2023	5/17/2026	5/17/2028	

STRATEGIC CONTRACTS
FY 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
OGC-1 10/26/2022	2022-0091006	Professional Legal Services	Hughes White Kraicek, PC	12/14/2022	12/13/2025	12/13/2027	\$2,276,900
OGC-1 10/26/2022	2022-0091007	Professional Legal Services	Hunton Andrews Kurth LLP	5/22/2023	5/21/2026	5/21/2028	
OGC-1 10/26/2022	2022-0091008	Professional Legal Services	Keystone A Scott Legal Group LLC d/b/a/ Wong Fleming	9/6/2023	9/7/2026	9/7/2028	
OGC-1 10/26/2022	2022-0091009	Professional Legal Services	Parker, Hudson, Rainer & Dobbs LLP	6/1/2023	5/30/2026	5/30/2028	
OGC-1 10/26/2022	2022-0091010	Professional Legal Services	Patrick Law Group, LLC	8/23/2023	8/22/2026	8/22/2028	
OGC-1 10/26/2022	2022-0091011	Professional Legal Services	Quintairous, Prieto, Wood and Boyer, P.A.	8/16/2023	8/15/2026	8/16/2028	
OGC-1 10/26/2022	2022-0091012	Professional Legal Services	Reed Smith, LLP	7/7/2023	7/6/2026	7/6/2028	
OGC-1 10/26/2022	2022-0091013	Professional Legal Services	Reno & Cavanaugh	5/9/2023	5/8/2026	5/8/2028	
OGC-1 10/26/2022	2022-0091014	Professional Legal Services	Smithers + Ume-Nwagbo, LLC	12/13/2022	12/12/2025	12/12/2027	
OGC-1 10/26/2022	2022-0091015	Professional Legal Services	Squire Patton Boggs US LLP	9/22/2023	9/21/2026	9/21/2028	
OGC-1 10/26/2022	2022-0091016	Professional Legal Services	Swift, Currie, McGhee & Hiers, LLP	9/19/2023	9/18/2026	9/18/2028	
OGC-1 10/26/2022	2022-0091017	Professional Legal Services	Taylor English Duma LLP	4/26/2023	4/25/2026	4/25/2028	
OGC-1 10/26/2022	2022-0091018	Professional Legal Services	The Law Firm of Williams Edelstein Tucker, PC	12/19/2022	12/18/2025	12/18/2027	
OGC-1 10/26/2022	2022-0091019	Professional Legal Services	Thompson Hine LLP	8/30/2023	8/29/2026	8/29/2028	
OGC-1 10/26/2022	2022-0091020	Professional Legal Services	The Banks Law Firm, P.A.	1/12/2023	1/11/2026	1/11/2028	
OGC-1 10/26/2022	2022-0091021	Professional Legal Services	The Valburn Law Group	12/14/2022	12/13/2025	12/13/2027	
23-62 11/15/23	2024-0076001	Enterprise Resource Program (ERP)	Yardi Systems, Inc.	10/1/2023	9/30/2026	9/30/2031	\$ 1,080,690
HR-1 5/22/2024	2024-0138001	Comprehensive Payroll and Human Resources System	WorkDay	7/1/2024	6/30/2025	6/30/2029	\$ 200,000
TOTAL							\$ 11,786,190

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

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

STRATEGIC CONTRACTS
FY 2025 PROJECTED EXPENDITURES JULY 1, 2024 THROUGH JUNE 30, 2025

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	FY25 BUDGET
Printers, Multi-Functional Printers (MFPs) and Related Technologies This contract provides for digital copiers and various multifunctional devices.	Canon USA Inc. 99999-SPD-SPD0000137-0005	10/31/2024	\$149,937
Printers, Multi-Functional Printers (MFPs) and Related Technologies This contract provides for digital copiers and various multifunctional devices.	Xerox Corporation 99999-001-SPD0000042-0004 99999-SPD-SPD0000137-0004	10/31/2024	
PC Hardware, Related Equipment and Services This contract provides for PC computers and accessories.	HP Inc. 99999-SPD-SPD0000161-0007 Howard Technology Solutions 99999-SPD-SPD0000161-0010 LENOVO - United States Inc. 99999-SPD-SPD0000161-0008	6/2/2025	\$5,915
Software This contract provides for enterprise software: Microsoft, Oracle and various databases. Services includes maintenance, support, training and installation.	Dell Marketing, LP 99999-SPD-SPD0000060-0006	4/30/2025	\$847,150
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. security software, e-mail archiving).	Presidio Networked Solutions 99999-SPD-SPD0000060-0002	4/30/2025	\$9,000
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. security software, e-mail archiving).	SHI International Corp. 99999-SPD-SPD0000060-0003	4/30/2025	\$58,400
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. VMWare).	CDW Government, LLC 99999-SPD-SPD0000060-0004	4/30/2025	\$369,000
Software This contract provides for Atlanta Housing's Automated Vendor Management, E-Sourcing and Contract Management (Jaggaer)	Jaggaer (fka SciQuest) SWC-80779	9/27/2026	\$125,000
Rapid Copy and Digital Printing Services This contract provides for on demand Specialty Printing Services for various envelopes, newsletters posters, etc.	More Business Solutions (WBE) 99999-001-SPD0000211-0002	7/31/2024	\$60,000
Mail Equipment Services This contract provides for mailing machines, mail inserts and folders, postage meters and other related equipment, accessories and supplies.	Pitney Bowes, Inc. 99999-SPDT20270514-002-0002 Quadient, Inc. 99999-SPDT20270514-002-0001	5/14/2025	\$116,765
Fuel Card Management Services The Fuel Card Program contract provides a universally accepted fuel purchasing card for making fuel purchases at more than 7,000 locations in Georgia.	WEX Bank 99999-001-SPD0000112-0001	9/30/2024	\$161,754
Fleet Maintenance Services This contract provides access to 3,000 Georgia vendors that offer quality services at discounted prices. When repairs are needed, drivers can call a toll-free number for referral to the nearest vendor. Service offerings include a call center, emergency roadside assistance, and vehicle maintenance services.	Automotive Rentals Inc. SWC90816	12/31/2024	
TOTAL	\$1,902,921		

V. Atlanta Housing Affiliate Entities

ATLANTA HOUSING'S AFFILIATE ENTITIES

To manage its business and financial affairs more effectively, AH has created affiliate entities to support its various ventures. While AH, the parent entity, manages federal programs, the affiliate entities support the various functions necessary to meet AH's mission of providing quality affordable housing and related services and amenities.

- 230 John Wesley Dobbs Boulevard Ventures, Inc. (“JWD”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board in order to lessen the burdens of government by acquiring and holding title to real property and improvements, and by providing such real property and improvements to AH for an occupancy fee equivalent to its operating cost.
- Atlanta Affordable Housing for the Future, Inc. (“AAHFI”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board in order to facilitate the revitalization of AH-Owned distressed public housing projects. AAHFI may participate in the revitalization of AH-Sponsored communities by holding limited partnership interests in either the related development project partnership (Owner Entity) or an interest in the general partner of the related development project partnership of the various public/private partnerships that own the MIXED (formerly known as “MIMF”) rental communities.
- Special Housing and Homeownership, Inc. (“SHHI”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board in order to develop, maintain and implement programs to assist income-

eligible individuals in achieving the goal of homeownership.

- Renaissance Affordable Housing, Inc. (“RAH”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board in order for AH to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AH communities or other appropriate locations in metropolitan-Atlanta.
- Strategic Resource Development Corporation, Inc. (“SRDC”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board to solicit and receive contributions and gifts, in any forms, and to use such funds for the intended purposes or any other purposes as determined by the Board of Directors.
- Westside Affordable Housing, Inc. (“WAH”) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AH Board in order for AH to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AH communities or other appropriate locations in metropolitan-Atlanta.
- Atlanta Housing Investment Company, Inc. (“AHICI”) is a for-profit corporation created at the direction of the AH Board in order to assist AH in its revitalization efforts at or near AH communities or other appropriate locations in metropolitan-Atlanta. AHICI participates in the revitalization of AH-Sponsored MIXED communities by holding partnership and financial interests in various transactions.

- Atlanta Housing Development Corporation (“AHDC”) is a Georgia not-for-profit organization, organized solely to serve as an “instrumentality” of AH for the purpose of issuing tax-exempt bonds for construction, acquisition and rehabilitation of low-income housing pursuant to Section 11(b) of the Housing Act of 1937, as amended (42 U.S.C. Section 1437i). This entity had no activity in recent years.
- City of Atlanta Urban Development Corporation (“AUD”) is a Georgia not-for-profit corporation of AH formed to aid in the development of affordable housing in the City by deploying funds that have been committed for the development of publicly owned lands, in accordance with applicable Georgia law, in order to enhance the creation and preservation of affordable housing developments through the Housing Opportunity Program, to assist with the implementation of the Housing Strike Force.

AH has one affiliate, Atlanta Housing Opportunity, Inc. (“AHOI”), which is not a component unit. It is, however, considered a related entity. AHOI is a Georgia not-for-profit corporation created at the direction of the AH Board in order to facilitate the Housing Opportunity Bond Program established by the City of Atlanta. The activities of AHOI are limited to participation in the Housing Opportunity Bond Program. Since the City of Atlanta is financially accountable and responsible for the debt of AHOI, the financial activity of AHOI is not included in AH’s Financial Statements but is included in the City of Atlanta’s Financial Statements.

Atlanta Urban Development

Historical and Projected Sources and Uses

As of June 11, 2024

**PRELIMINARY
DRAFT BUDGET****Historical (Since December, 2023)****Sources**

City of Atlanta Initial Funding 3,000,000.00

Uses

Contract Staffing	372,500.00
Travel Expenses	6,775.65
Office and Misc Expenses	11,813.95
Legal	-

(Legal Expenses paid from \$1M Cash reserved at COA)

AUD Cash Balance (as of 6/11/24) 2,608,910.40**Projected (Through EOY 2024)****Sources**

Deal Fees	600,000.00
Ground Leases	20,000.00
Lending	20,000.00
Dev Fee Participation	60,000.00
Cashflow Participation	-

Uses

Staffing (Combination of Contract and Perm)	540,000.00
Travel Expenses	10,000.00
Office and Misc Expenses	15,000.00
Legal and Due Dil	1,000,000.00

AUD Cash Balance (Proj EOY 24) 1,743,910.40**Projected (Through EOY 2025)****Sources**

Deal Fees	900,000.00
Ground Leases	500,000.00
Lending	356,000.00
Dev Fee Participation	1,200,000.00
Cashflow Participation	-

Uses

Staffing (Combination of Contract and Perm)	1,080,000.00
Travel Expenses	30,000.00
Office and Misc Expenses	30,000.00
Legal and Due Dil	1,000,000.00

AUD Cash Balance (Proj EOY 25) 2,559,910.40