

**DEVELOPMENT AUTHORITY OF FULTON COUNTY
SPECIAL CALL MEETING/ STRATEGIC PLANNING RETREAT HELD ON
WEDNESDAY, APRIL 13, 2022 AT 8:30 A.M.
GEORGIA POWER'S GEORGIA EXPERIENCE CENTER
75 5TH STREET, NW, SUITE 150, ATLANTA, GEORGIA 30308**

MINUTES

Present were the following Members of the Authority:

Mr. Michel M. Turpeau – Chairman
Mr. Brandon Beach – Vice Chairman
Mr. Kyle Lamont – Secretary
Mayor Mike Bodker – Treasurer
Mr. Tom Tidwell – Board Member
Ms. Pinky Cole – Board Member
Dr. Mike Looney – Board Member
Ms. Erica Long – Board Member

Also present were Ms. Sarah-Elizabeth Langford, Interim Executive Director of the Authority, Ms. Sandra Z. Zayac, Ms. Lauren W. Daniels and Ms. Eunice Lim, attorneys for the Authority, and Ms. Marva Bryan, Ms. Doris Coleman and Ms. Sabrina Kirkland, staff of the Authority.

Mr. Lamont gave the invocation and Chairman Turpeau called the meeting to order at approximately 8:45 a.m.

RECOGNITION OF VISITORS: Also present were Mr. Samir Abdullahi of Select Fulton, Mr. Jim Stevens of On-Call Accounting, Mr. John Ruch of Saporta Report, and Mr. Randall Toussaint of the Office of Economic Development of the City of Johns Creek.

COVID-19 UPDATE, GROUND RULES AND PUBLIC COMMENT: Chairman Turpeau explained that while this Special Call Meeting/Strategic Planning Retreat was being conducted in person and open to the public at Georgia Power's Georgia Experience Center, located at 75 5th Street, NW, Atlanta, Georgia 30308 in Suite 150, the Authority also had a Zoom videoconference and teleconference line available to the public in accordance with the Open Meetings Act (O.C.G.A. Section 50-14-1 (g)) in light of the COVID-19 pandemic and the emergency declaration by Governor Brian Kemp.

Chairman Turpeau explained the ground rules for participating in the Zoom videoconference and teleconference meeting and announced that the Authority had made recent updates to the public comment process. Chairman Turpeau announced that the public could visit the homepage of the DAFC website at www.developfultoncounty.com for more information on how to submit a public comment.

Chairman Turpeau further announced that any guests that would like to be recognized as being present for the Special Call Meeting/Strategic Planning Retreat should also send an email to Doris.Coleman@fultoncountyga.gov so that their attendance may be formally documented in the minutes. Chairman Turpeau invited the public to visit the homepage of the DAFC website at www.developfultoncounty.com for the most up-to-date information regarding DAFC meetings.

APPROVAL OF MEETING AGENDA: Upon a motion made by Mayor Bodker, which was seconded by Vice Chairman Beach, the Authority unanimously approved the agenda as presented.

PUBLIC COMMENTS: Chairman Turpeau announced that the Authority's staff had received no public comments in advance of this Special Call Meeting/Strategic Planning Retreat.

OLD BUSINESS: None.

NEW BUSINESS:

Letter of Inducement for Project Lemon Lime. Mr. Benton Blaine of McGuireWoods Consulting LLC and Mr. Kenneth Neighbors of McGuireWoods LLP appeared in connection with the request to approve a letter of inducement for the issuance of approximately \$75 million in taxable revenue bonds to construct and equip an approximately 188,000 to 238,000 square foot facility to house its life sciences, medical packaging, warehousing and office operations to be located at 11650 Johns Creek Parkway in the City of Johns Creek. More specific details are described in the Fact Sheet included as part of this item posted on the Authority's website. Upon a motion made by Mayor Bodker, which was seconded by Vice Chairman Beach, the Authority unanimously approved the letter of inducement for Project Lemon Lime.

APPROVAL:

DAFC Resolution Regarding Continuing COVID-19 Emergency. The Board agreed that while Governor Kemp's State of Emergency for Continued COVID-19 Economic Recovery is set to expire as of April 15, 2022, due to continued concerns surrounding the spread of COVID-19 in Fulton County and nearby communities, the Board should consider options to safely hold Authority meetings moving forward. After discussion and in light of President Biden's National Emergency Concerning the Coronavirus Disease 2019 (COVID-19) Pandemic, the Board agreed that COVID-19 conditions continue to exist in Fulton County and that given the number of potential attendees at Authority meetings and the difficulty of securing non-confined spaces for meetings that allow for social distancing for those who may be vulnerable, videoconference and teleconference meetings would provide a safer opportunity to conduct Authority business. Upon a motion made by Mayor Bodker, which was seconded by Mr. Lamont, the Authority unanimously approved the resolution to empower the Chairman and the chair of each Committee to determine if a meeting shall be held via videoconference and teleconference in accordance with the Open Meetings Act (O.C.G.A. Section 50-14-1 (g)). A copy of the executed resolution is attached hereto as Exhibit A.

STRATEGIC PLANNING RETREAT:

Brief Remarks from Dan McRae of Seyfarth Shaw LLP. Mr. McRae led discussion by sharing a presentation, a copy of which is attached hereto as Exhibit B, on Georgia's Development Authorities Law that explained the legal basis for the Authority's powers to encourage economic development and provided a framework with which the Board could analyze which projects to support and to what extent. After discussion, the Board thanked Mr. McRae for his insights and recommended metrics for evaluating project applications that come before the Board.

Brief Remarks from Ed Nelson of CEO/EANI Consulting. Mr. Nelson led discussion by sharing a presentation that highlighted Fulton County's and the Authority's successes and contributions to economic development over the years and offered recommendations on how to grow the Authority's reach and impact in the County, including expanding public-private partnerships, better leveraging the partnership with Select Fulton and pursuing new market tax credits. A copy of the presentation is attached hereto as Exhibit C. Following these remarks, Mr. Lamont noted that the Authority should consider implementing a post-project evaluation process to study the lasting impacts of projects approved by the Authority. Ms. Bryan offered to work with the Authority staff to gather data across the lifetime of projects and synthesize such data for the Board to review.

Attainable Fulton Program. Ms. Kc Krzic of The Collaborative Firm appeared to present on the Attainable Fulton Program, which aims to encourage increased levels of workforce housing in less developed census

tracts throughout Fulton County and which the Board considered at the previous March 22, 2022 Regular Meeting. More specific details on the program are included in the presentation, a copy of which is attached hereto as Exhibit D. The Board affirmed that the program at the core is about enabling middle-income families with the stability and power to choose where to reside as they accumulate savings to transition into permanent home ownership, and debated how to structure the program to best serve that purpose.

Mr. Lamont made a motion to approve the Attainable Fulton Program, which was seconded by Ms. Long (the “Original Proposal”). After further discussion among the Authority, Mayor Bodker proposed a friendly amendment to Mr. Lamont’s motion, which was seconded by Mr. Tidwell, to approve the Attainable Fulton Program with the removal of the geographical restrictions in connection with the distressed census tracts and areas South of I-20 and the understanding that staff will effectively market the program to relevant stakeholders (the “Revised Proposal”). Vice Chairman Beach, Mayor Bodker, Dr. Looney, and Mr. Tidwell voted to accept the Revised Proposal, with Chairman Turpeau, Mr. Lamont, and Ms. Long voting no. Chairman Turpeau, Mr. Lamont, Ms. Long and Dr. Looney voted to approve the Original Proposal, with Vice Chairman Beach, Mayor Bodker, and Mr. Tidwell voting no. After further discussion among the Authority, Chairman Turpeau made a motion for reconsideration, which was seconded by Dr. Looney, and the Authority approved the motion for reconsideration, with the exception of Vice Chairman Beach and Mr. Lamont voting no. Upon a motion made by Chairman Turpeau, which was seconded by Mayor Bodker, the Authority unanimously voted to approve the Revised Proposal. A copy of the final program is attached hereto as Exhibit E.

The Authority then had a discussion regarding potential additional incentive schedules. Mayor Bodker suggested that the additional schedules could allow the Authority to better align a project need to an incentive amount by adjusting the term of the lease. The Authority were all in favor of considering schedules with lease terms of 7, 10, 12 and 15 years.

Application Process & Criteria. Mayor Bodker led discussion by presenting his proposal for a need-based application process and a suggested timeline for that process. The Board agreed the proposal was a good launching point to discuss and set criteria with which staff could evaluate new projects in the pipeline and how such criteria could be reflected in application forms so that the Board can get as much information as possible before projects appear for Board approval. The Board acknowledged the need to define terms and keep criteria flexible as each project is different, but came to a consensus that the following criteria were of great importance: (i) need for the incentive; (ii) proposed capital investment; (iii) community benefits/impacts, including any impacts on the school systems; (iv) site challenges; (v) number and types of jobs created, their projected longevity and corresponding wages; and (vi) hurdle rate. The Board agreed to continue the conversation at a later date after individual Members had a separate opportunity to brainstorm further desired criteria.

Potential Fee Allocation and Strategic Initiative Grant Process and Criteria Discussion. The Board discussed with Mr. Jim Stevens of On-Call Accounting the need to create a sustainable formula for allocating funds, and agreed that in addition to setting aside a minimum amount of reserves and funds for operating expenses, the Authority should also set an amount aside for strategic initiatives to invest in organizations aligned with the Authority’s mission. Mr. Stevens suggested setting aside \$5 million in reserves, while some Board members voiced a desire to set a more flexible range. As for the strategic initiatives funding, Ms. Langford offered to draft an application for community organizations seeking such an investment. The Board concluded the discussion by noting the Authority’s current fees in comparison to those of other development authorities in neighboring regions were on the lower end and requested staff to provide a fee analysis and offer recommendations as to fee adjustments.

Brief Remarks from Pat Wilson, Commissioner of the Georgia Department of Economic Development. Mr. Wilson thanked the Authority for being a great economic development partner and provided insight on the

state of economic development in Georgia. Mr. Wilson emphasized the importance of workforce development and housing strategy in positioning Fulton County and the State of Georgia to be hotspots for economic development.

NEXT MEETING:

Chairman Turpeau announced that the Authority's next Regular Meeting is scheduled for Tuesday, April 26, 2022 at 2:00 p.m. Chairman Turpeau announced that the Regular Meeting would likely be held in person and reminded the public to visit the Authority's website at <http://www.developfultoncounty.com> for updates on upcoming meetings.

A motion to adjourn the meeting was made by Vice Chairman Beach, seconded by Mr. Lamont, and approved by all Members present.

There being no further business to discuss, the meeting was adjourned at approximately 2:38 p.m.

Kyle Lamont
Mr. Kyle Lamont, Secretary

Exhibit A

(Attached)

Development Authority of Fulton County

Resolution Regarding Continuing COVID-19 Emergency

Whereas, since March of 2020, the Development Authority of Fulton County (the "DAFC") has been holding meetings via videoconference and teleconference in accordance with the Open Meetings Act (O.C.G.A. Section 50-14-1 (g)) due to the COVID-19 pandemic and the emergency declarations by Governor Brian Kemp; and

Whereas, while the emergency declaration regarding economic recovery by Governor Kemp will be expiring at midnight on April 15, 2022, President Biden's National Emergency Concerning the Coronavirus Disease 2019 (COVID-19) Pandemic (the "Federal Declaration") has been continued; and

Whereas, the DAFC continues to be concerned about the health and welfare of its board members, staff and the general public when conducting meetings.

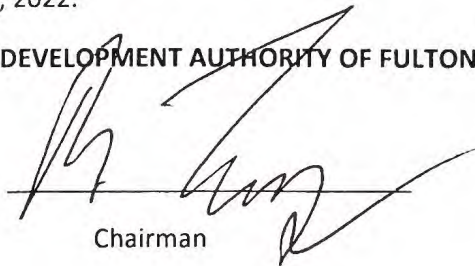
Now, therefore, be it resolved, the DAFC finds that the Federal Declaration is a basis for holding meetings via videoconference and teleconference in accordance with the Open Meetings Act (O.C.G.A. Section 50-14-1 (g)).

Be it further resolved, the DAFC finds that COVID-19 conditions continue to exist in Fulton County and that given the number of potential attendees at DAFC meetings and the difficulty of securing non-confined spaces for meetings that allow for social distancing for those who may be vulnerable, videoconference and teleconference meetings provide a safer opportunity to conduct DAFC business.

Be it further resolved, the DAFC hereby finds that holding virtual meetings (videoconference and teleconference) is in furtherance of the protection of the public, including board members, staff, and guests during the continuation of the COVID-19 pandemic and designates to the DAFC Chairman, Vice Chairman and all committee Chairs the option to hold all meetings by videoconference or teleconference, as appropriate.

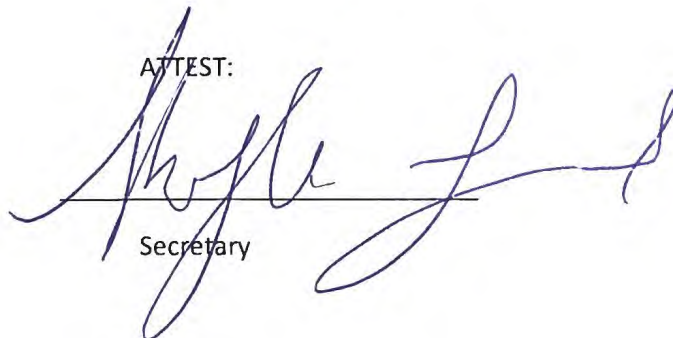
SO PASSED AND ADOPTED, this 13th day of April, 2022.

DEVELOPMENT AUTHORITY OF FULTON COUNTY



Chairman

ATTEST:



Secretary

Exhibit B

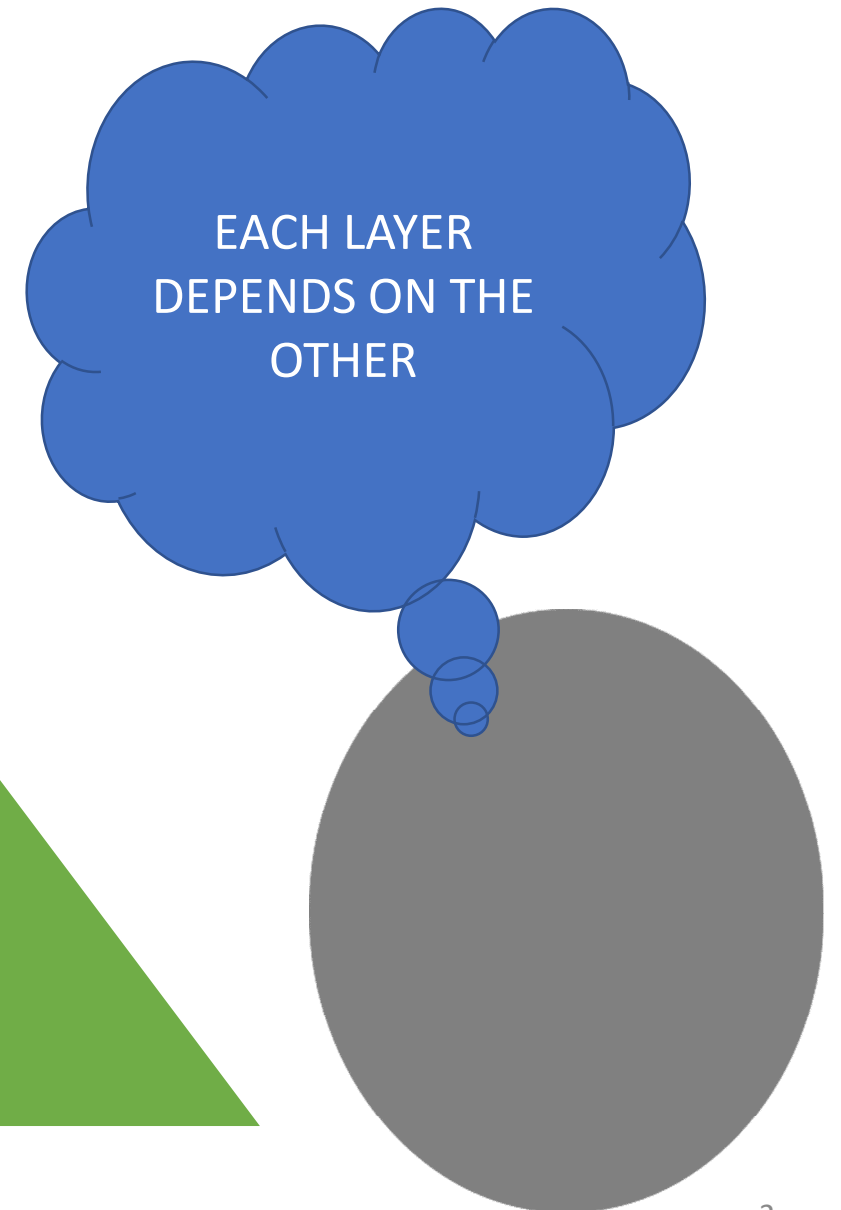
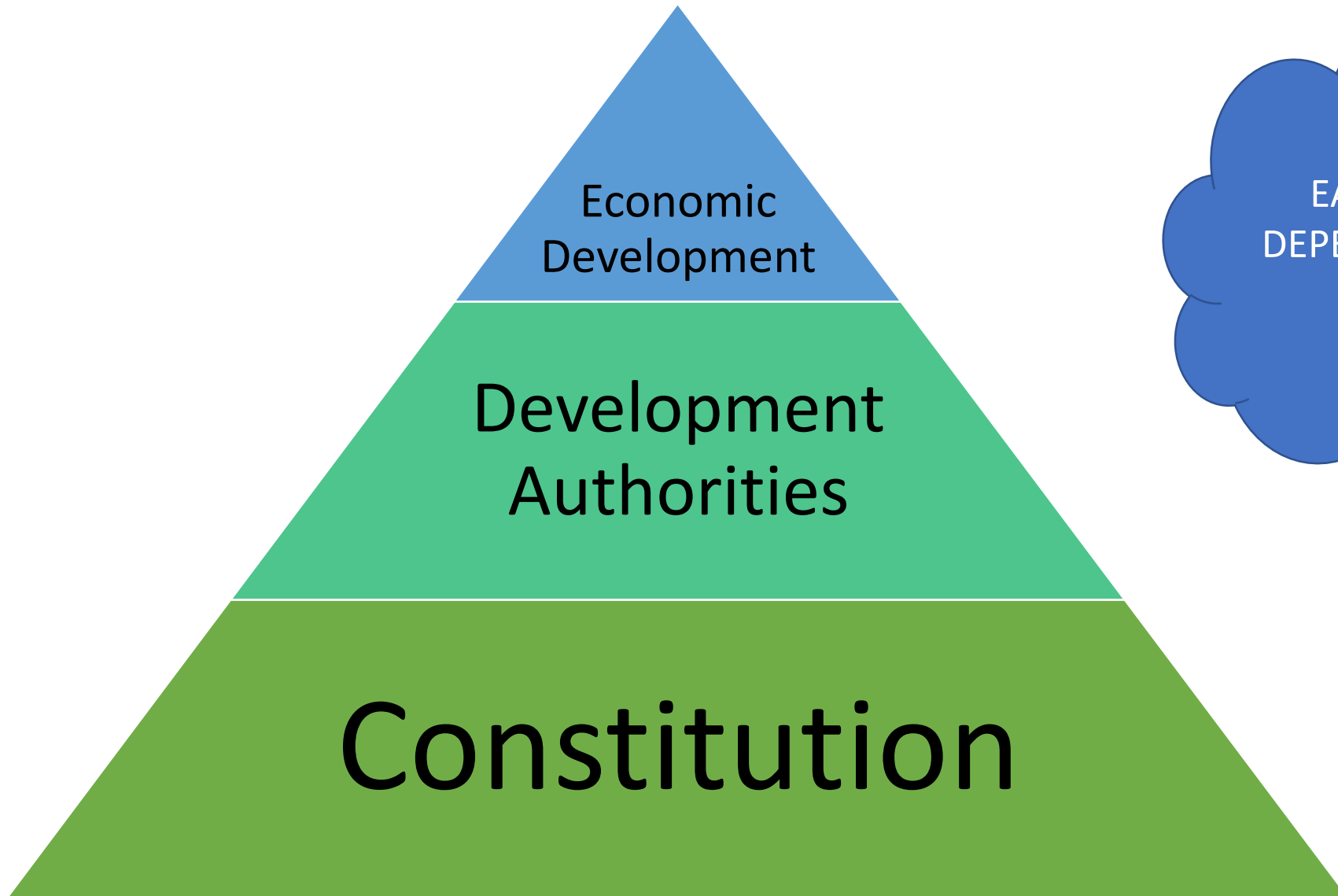
(Attached)

DEVELOPMENT AUTHORITIES

“QUICK TAKES”

Daniel M. McRae, Partner
Seyfarth Shaw LLP
1075 Peachtree Street, N.E.
Suite 2500
Atlanta, GA 30309
404.888.1883
dmcrae@seyfarth.com
dan@danmcrae.com
danmcrae.com





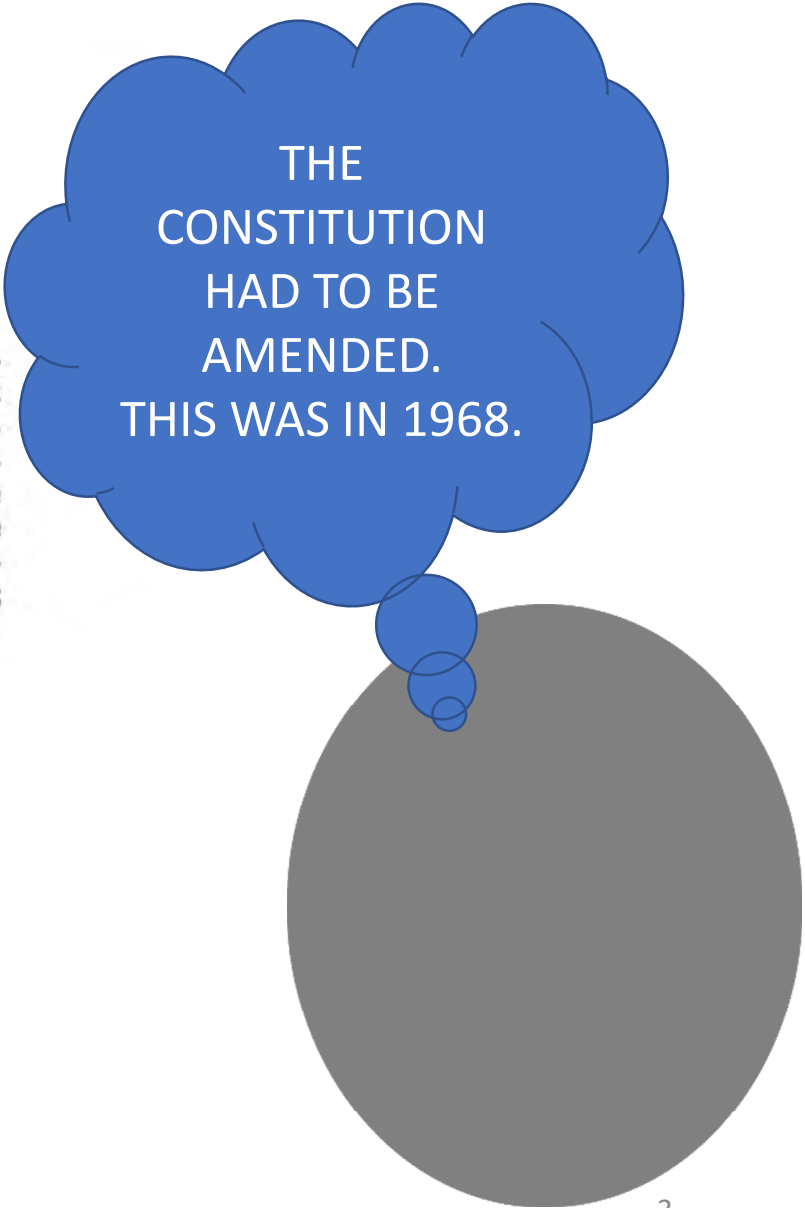
CREATION OF DEVELOPMENT AUTHORITIES
AUTHORIZED.

Proposed Amendment to the Constitution.

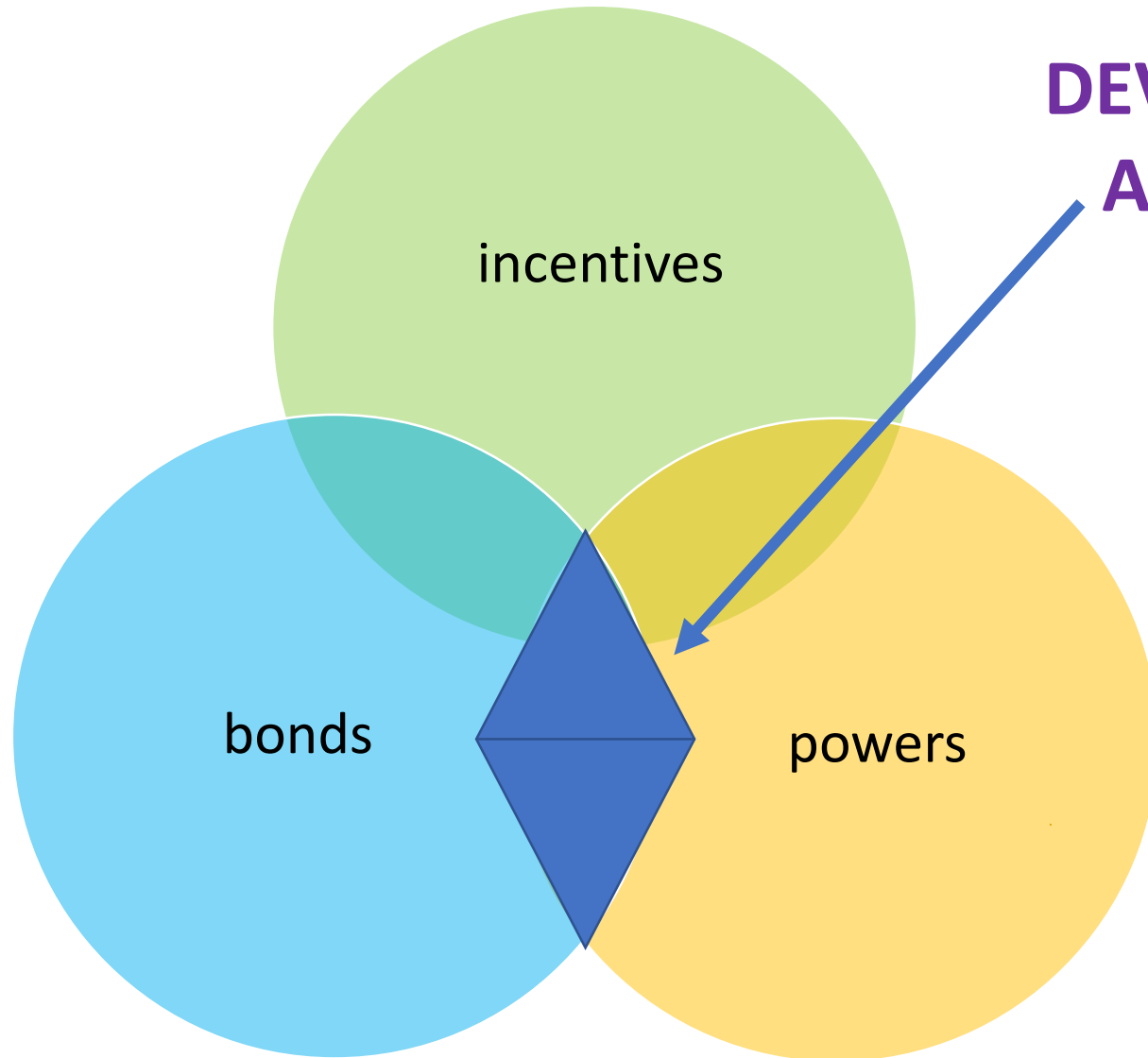
No. 202 (House Resolution No. 399-912).

A Resolution.

Proposing an amendment to the Constitution so as to provide that the General Assembly may create Development Authorities or authorize any county or municipal corporation or combinations thereof to create Development Authorities and authorize such Authorities to issue revenue obligations for the purpose of developing industry, trade and employment opportunities; to provide for the submission of this amendment for ratification or rejection; and for other purposes.



THE
CONSTITUTION
HAD TO BE
AMENDED.
THIS WAS IN 1968.



**DEVELOPMENT
AUTHORITY**

THE ONLY
PLACE IT ALL
COMES
TOGETHER.



FINDING YOUR WAY

Navigation

BUT FOR

No matches

Headings Pages **Results**

We couldn't find what you were looking for.

Do you want to look for something else?

YES, I'D LIKE TO LOOK FOR SOMETHING ELSE.

Westlaw.

Ga. Code Ann., § 36-62-1

C West's Code of Georgia Annotated [Currentness](#)

Title 36. Local Government

[Provisions Applicable to Counties and Municipal Corporations](#)

[Chapter 62. Development Authorities \(Refs & Annos\)](#)

→ § 36-62-1. Short title

This chapter may be referred to as the "Development Authorities Law."



**INCENTIVES =
EQUIVALENT VALUE =
FAIR MARKET VALUE + ANY “OTHER SUBSTANTIAL BENEFIT”**

“The Georgia Constitution prohibits the General Assembly from granting any donation or gratuity. Ga. Const. 1983, Art. III, Sec. VI, Para. VI....This office has opined repeatedly that agencies may not dispose of publicly owned property without obtaining fair market value, **or** its equivalent in an exchange, for the transaction. See, e.g., 1971 Op. Att’y Gen. U71-17; 1995 Op. Att’y Gen. 95-25; 1997 Op. Att’y Gen. 97-6. Therefore, based upon these legal authorities, it is my official opinion that the Department [of Transportation] must receive in return for the disposal of access rights under O.C.G.A. § 32-6-133(b), the fair market value of such rights **or** other substantial benefit in aid of the performance of the Department's governmental mission.”
Op. Ga. Atty. Gen. No. 97-14

HERE'S WHAT
I FOUND.
THERE'S
ALGEBRA.



A municipal advisor suggested to the Council of Development Finance Agencies that the real question is- “How Much Help Is Needed?” His presentation offered these as some guidelines for that decision-making-

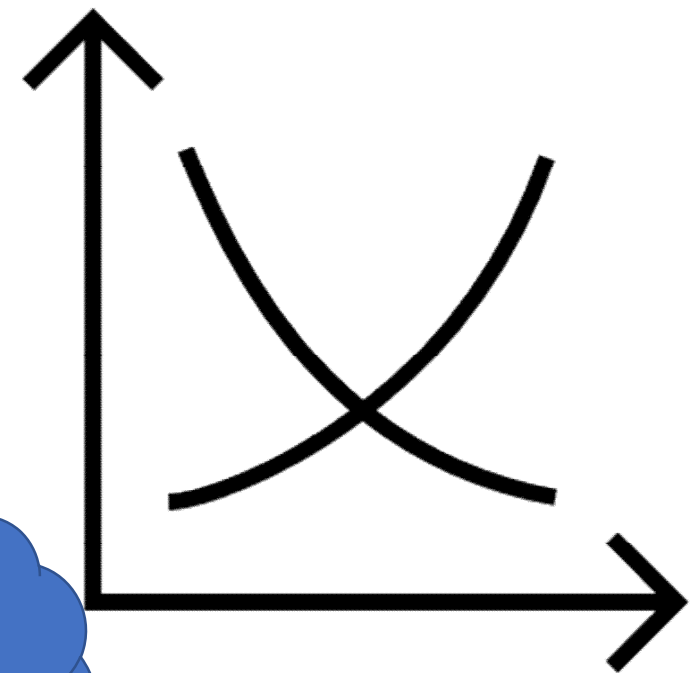
1. Primary Ways to Determine:

- Subsidy needed in order to achieve reasonable rates of return
- True capital gap without which project could literally not start construction
- Amount readily explained by extraordinary costs in budget
- Cost of providing true publicly dedicated improvements
- Incentive deal: incremental cost of building at proposed site versus alternate locations

2. Other Factors Often Considered (use these as yardsticks and limiters, but not for primary decision-making):

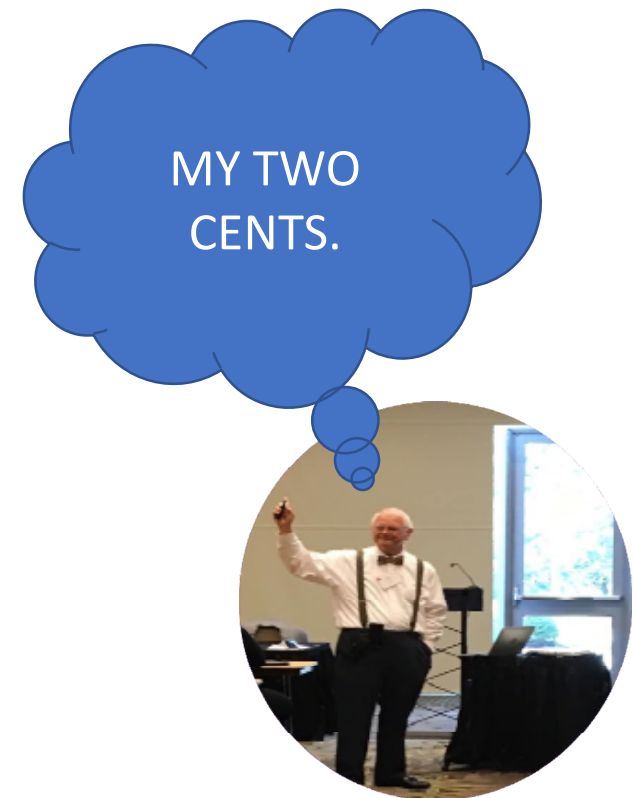
- Subsidy as % of Incremental Property Tax to be generated
- Subsidy as % of Project Cost (Public funds “leverage” private)
- \$ Amount Per Job Attracted/Retained

Tony Q. Smith, “TIF Underwriting and Deal-Making: Financing Gap Analysis and Deal Terms” (December 10, 2014)(hereafter “TIF Presentation”).



More generally, on the community level these are some of the questions that can help answer the “good bargain or not” question. “But for” incentives in a certain range...

- Will the project locate in this community or in this part of the community?
- Will the project go forward now, or will it stall if incentives are not provided now?
- If the project does not go forward now, will it miss the economic cycle, and be delayed, potentially for years, or lost forever?
- Will the project provide public infrastructure or neighborhood amenities as a “give back”?
- Will the project be built to the level of quality that the community desires?
- Will the project provide a return on investment to the equity provider and debt provider sufficient to attract financing?
- Is another community (or another state) more competitive for this project, because it is more willing to cost-share?
- Is this a transformational, catalytic project that is a once in a lifetime opportunity?
- And more.





CONCLUSION

ECONOMIC
DEVELOPMENT
ISN'T EASY. BUT
IT'S IMPORTANT.



SCOPE

This presentation is a quick-reference guide for elected and appointed officials and their staffs, company executives and managers, economic developers, participants in the real estate and financial industries, and their advisors. The information in this presentation is general in nature. Various points which could be important in a particular case have been condensed or omitted in the interest of readability. Specific professional advice should be obtained before this information is applied to any particular case.

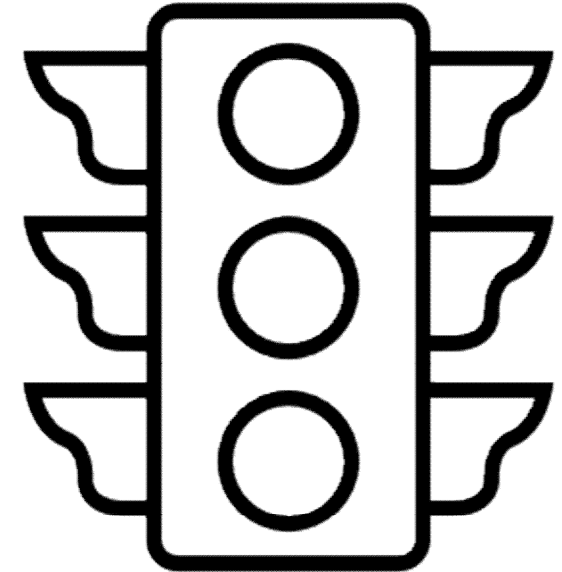


Exhibit C

(Attached)



Making it Happen

Edward A. Nelson, Jr., CEcD, FM,
HLM Chairman & CEO



Agenda

Introduction

Experience Timeline

Definition, Role and
Responsibility

Incentives

Programs and Services and
Recommendations to
Consider

Examples

Questions and Discussion





Teamwork



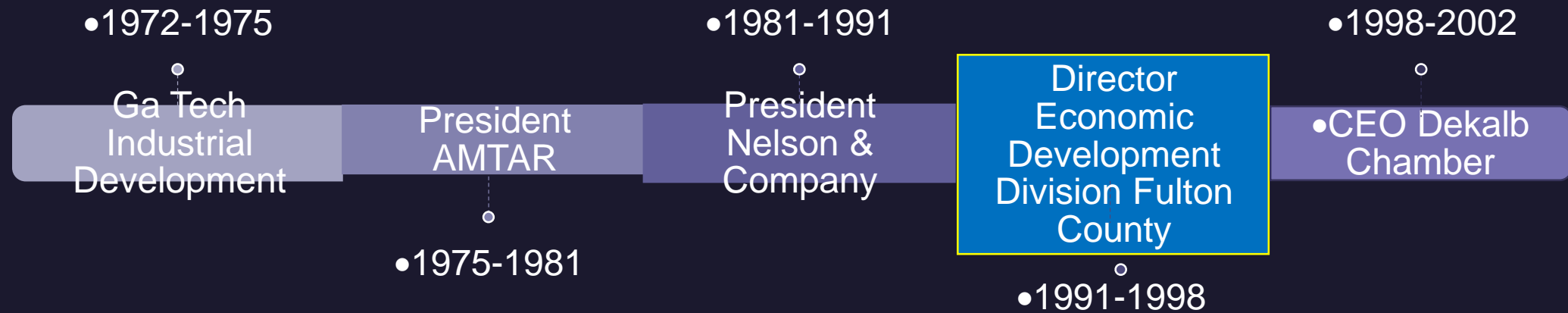
SOUTH FULTON
UNINCORPORATED

ECONOMIC DEVELOPMENT INITIATIVE

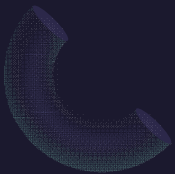
Introduction

The strategy for building a local economy must be dynamic in nature, especially in this day and time of the many challenges that communities face. It requires all stakeholders to come together and establish a working partnership to create solutions that will benefit all the citizens of Fulton County.

Experience Timeline



2002 to Present: Chairman & CEO EAN International Consulting, Inc. d/b/a EANI Consulting



Economic Development

IDENTIFY PRACTICAL SOLUTIONS AND RESOURCES TO PROTECT THE QUALITY OF LIFE BY INTEGRATING THE PROCESS. 1) GROWING AND EXPANDING EXISTING BUSINESSES 2) RECRUITING AND ATTRACTING APPROPRIATE NEW BUSINESSES 3) AFFIRMING THE ENTREPRENEURIAL SPIRIT 4) EXPLORING AND PROMOTING THE STRENGTHS OF THE COMMUNITY 5) FOSTERING A STRONG SENSE OF COMMUNITY PRIDE AND 6) BUILDING PARTNERSHIPS AND CONSENSUS AMONG THE COMMUNITY LEADERS.

AND WE DO THIS TO; CREATING WEALTH IN THE COMMUNITY THROUGH MOBILIZING HUMAN, FINANCIAL, CAPITAL, PHYSICAL, AND NATURAL RESOURCES TO GENERATE MARKETABLE GOODS AND SERVICES; THUS, EXPANDING THE TAX BASE AND CREATING EMPLOYMENT. THIS CREATES A HEALTHY COMMUNITY. AND WE MUST DO THIS TOGETHER.

ROLE OF THE ECONOMIC DEVELOPMENT PROFESSIONAL

“OUR DUTY AS ECONOMIC DEVELOPMENT PROFESSIONALS IS TO HELP BUILD LOCAL ECONOMIES.

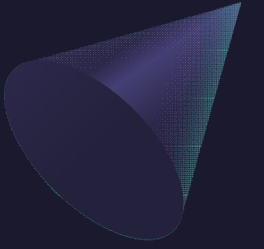
HLM

Edward A. Nelson, Jr., CEcD, FM,



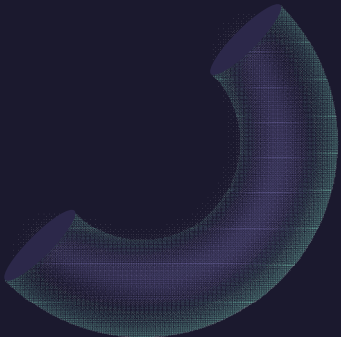
INCENTIVES

Adopted 21st July 1993



GROWTH INITIATIVE

- 90% reduction in fees where development activity is below 25% of overall development activity
- Development Fees in Southwest and South Fulton.
- Business License Fees



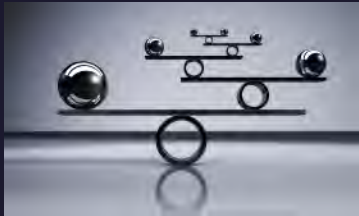
COST AND ECONOMIC GAIN

- Geographically balanced and diversified economic base and housing options to provide a stimulus for development and through job creation, retention, affordable housing and adequate revenue to support improved services.
- Balance the use of incentives with responsibility to taxpayers
- Cost effectiveness based on analysis
- Commercial, industrial and residential projects will be evaluated of its merits on a case-by-case basis. Schedule for waving fees.

PROGRAMING

- Taxable Revenue Bonds
- Economic Development Corporation of Fulton County
- Business Improvements Loans, Participative Loans, Tax Increment Financing
- Freeport, Enterprise Zones, Customized training
- Business Retention and Expansion

Programs and Services and Recommendations to Consider



**Public Private
Partnerships**



**New Market Tax
Credits or
CDFI**



**Partner with
Select Fulton**



**Industrial
Park**

COMMUNITY PROFILE



Bartow, Catoosa, Chatooga, Cherokee, Cobb, Dade, Floyd, Gilmer, Gordon, Murray, Paulding, Pickens, Walker, Whitfield, Bradley, TN, Marion, TN



Located in the SE US Manufacturing Corridor
Manufacturing | Warehouse | Distribution



DALTON | WHITFIELD COUNTY | GEORGIA

TRANSPORTATION

FRONTAGE
I-75, Carbondale Road, US 41

CITIES
Chattanooga, TN - 30 mi / 45 km
Atlanta, GA - 90 mi / 145 km
Birmingham, AL - 178 mi / 286 km
Savannah, GA - 337 mi / 542 km

HIGHWAYS
Interstate 75 - 0.25 mi / 0.40 km
Interstate 24 - 30 mi / 48 km
Interstate 85 - 75 mi / 121 km
Interstate 40 West - 120 mi / 193 km



AIRPORTS
Local: Dalton Municipal - 6 mi / 10 km
Chattanooga Metro - 37 mi / 60 km
Hartsfield-Jackson (Atl) - 95 mi / 153 km

PORTS
Port of Chattanooga - 35 mi / 56 km
Center South Riverport - 37 mi / 60 km
Savannah, GA - 337 mi / 542 km

INLAND PORT
Appalachian Regional Port - 20 mi / 32 km
**Dual rail access (Norfolk Southern & CSX) at the transload facility

RAIL
Norfolk Southern - 2 mi / 3 km
CSX, Rail Yard - 6 mi / 10 km

GRAD Certified Shovel Ready Site
GA's Only GRAD Site on I-75
Largest Contiguous Tract-53 Acres +/-
100+ Acres Available
Interstate Frontage Sites
LDCT - GA Job Tax Credits



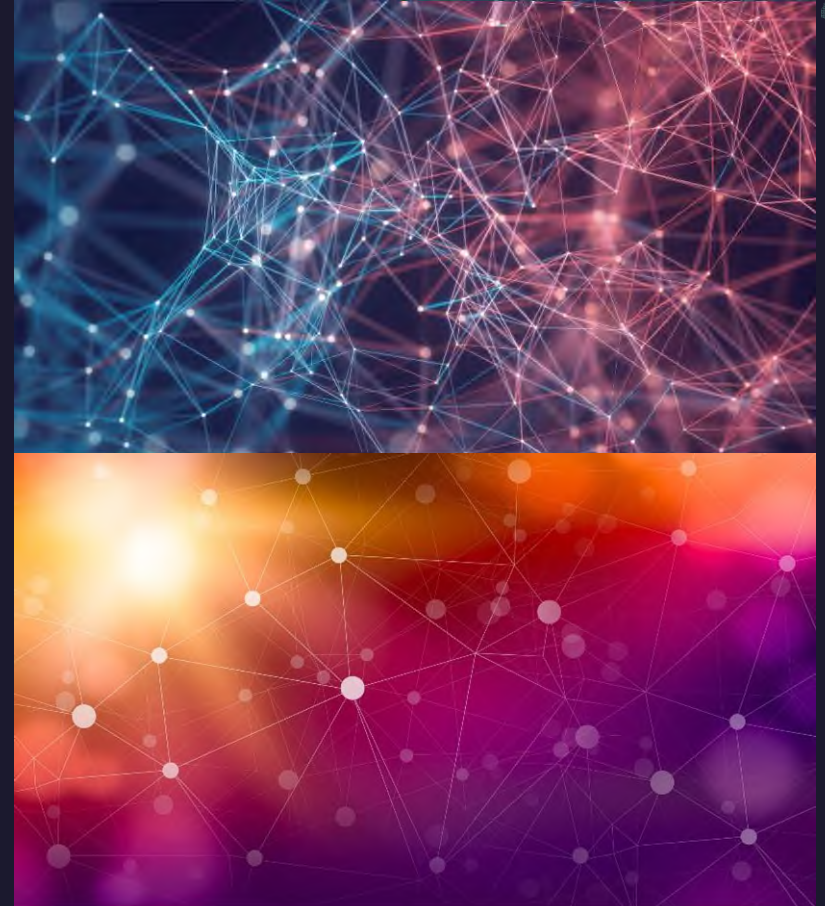
Dalton - Whitfield County
JOINT DEVELOPMENT AUTHORITY

Contact:
Carl Campbell
Phone: (706) 712-0958
campbell@daltonchamber.org
www.locationdalton.com

100 S. Hamilton Street | Dalton, GA 30720 | www.locationdalton.com

Example No. 1

Example No.2



An Opportunity

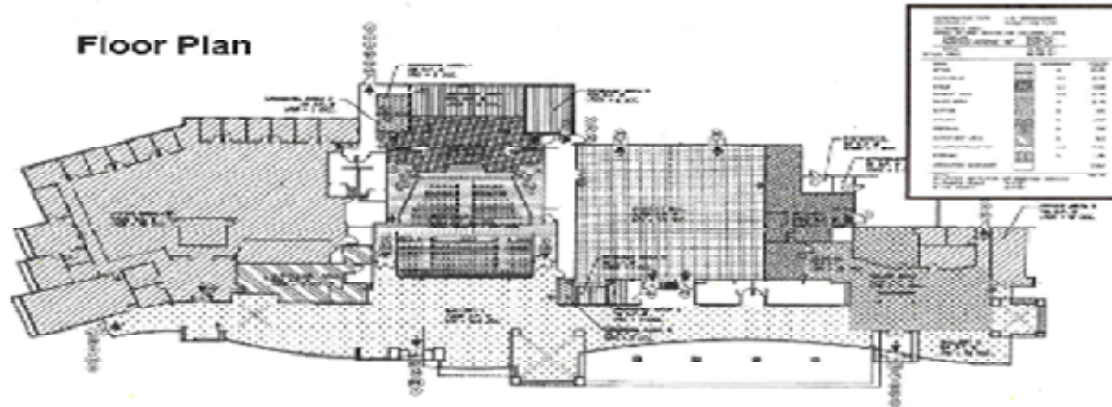
The Acquisition of the Atlanta Black
Cardiologist Building

CONFIDENTIAL



- ❑ The project consists of the development of portions of a 125-acre parcel located at 5355 Hunter Road in Atlanta, Georgia.
- ❑ A single story, 39,000 square foot office building

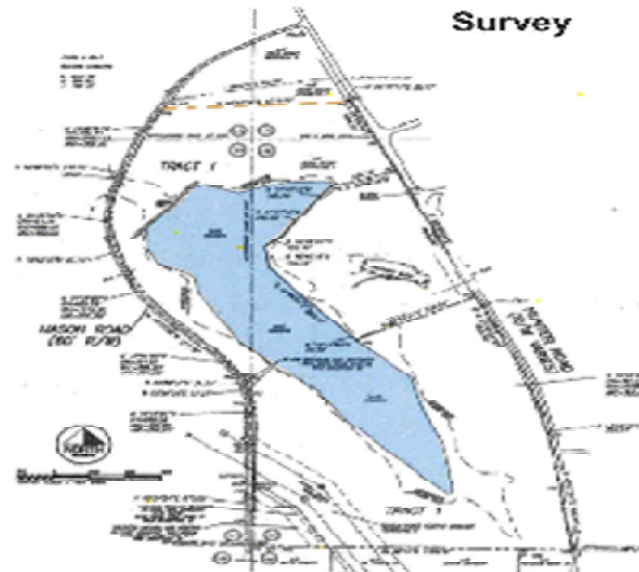
Floor Plan



Possible Property Uses

- Corporate Headquarters
- Corporate Meeting Facility
- Medical Facility/Campus
- Association Headquarters
- Education Facility/Campus
- Religious/Church Location

Survey



Roswell Headquarters

The Kimberly-Clark Campus, located just north of Atlanta in Roswell, Georgia, is nestled on 98 acres of private land, with 45 acres of undeveloped natural habitat. The site contains a 9 acre lake that provides water for irrigation and wildlife as well as running and walking trails. The campus includes four office buildings, an Activities Center that includes a lake side restaurant and 24,000-square-foot Health Center that offers on-site medical services, fully equipped exercise room, complimentary towel and laundry services, on-site exercise classes and 25-meter indoor swimming pool.

The Roswell Site serves as the global headquarters for Kimberly-Clark's business sectors, including Global Health Care, Kimberly-Clark Professional and Global Non-Wovens. Over 1200 scientists, engineers, marketers, financial analysts, sales and operations employees make up the campus' diverse population.



A very similar development

INDUSTRY FOCUS



GAME CHANGERS

With Atlanta being a commercial real estate town, it's never been a stranger to ambitious, transformative projects. Here are Atlanta Business Chronicle's stories about the game-changing developments in Atlanta for 2014.

Braves move transforming Cobb, Atlanta

BY H.V. CAULEY
Contributing Writer

State Farm heightens Perimeter urbanization

GM site could generate 21K jobs

BY JANET JONES KENDALL
Contributing Writer

Tower boom equals Midtown momentum



INDUSTRY FOCUS

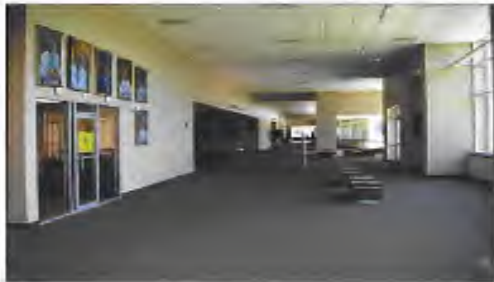
Buckhead Atlanta leads reset of Buckhead's East Village

Residential options boost downtown



GAME CHANGERS





DAFC's Game Changer

WHY?

- ☐ **Generate Bond Issues**
- ☐ **Create additional revenue opportunities**
 - **Sale/lease of development sites**
 - **Cash flow from operations**
- ☐ **DAFC should be The Economic Development Leader**
- ☐ **Create development opportunities**
- ☐ **Create a catalyst for Economic Development**
- ☐ **Potential Business & Economic Development Center for Fulton County**
- ☐ **Potential Conference Center and Event Center**

WHAT'S NEXT

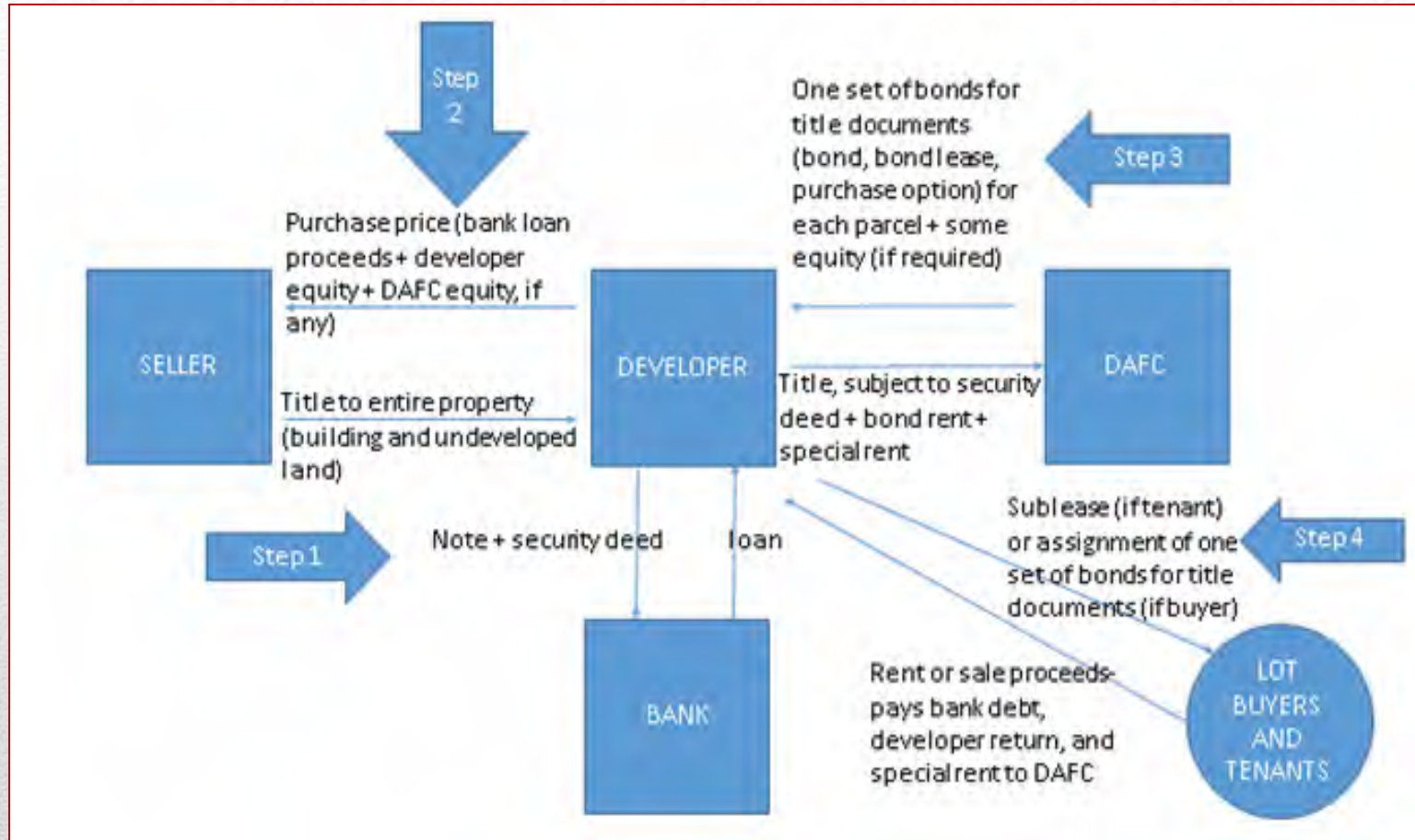
- ☐ **Make a decision**
- ☐ **Negotiate price**
- ☐ **Take the building off the market**
- ☐ **Solidify the support network for analysis**
- ☐ **Identify the development team**
- ☐ **Determine financing structure**
- ☐ **Determine Public-Private Partnership**
- ☐ **Develop Business Plan**



CONCEPTUAL STRUCTURE

PUBLIC/PRIVATE PARTNERSHIP

CONCEPTUAL STRUCTURE: PUBLIC/PRIVATE PARTNERSHIP



GENERAL NOTE- THIS CONCEPTUAL STRUCTURE IS ONE OF MANY THAT COULD BE USED TO IMPLEMENT THIS PUBLIC/PRIVATE PARTNERSHIP. IT CAN BE REFINED OR MODIFIED AS DISCUSSIONS CONTINUE.

NOTES

- STEP 1- DEVELOPER OBTAINS BANK LOAN. REQUIRED EQUITY PROVIDED BY DEVELOPER AND POSSIBLY SOME EQUITY FROM DAFC. DAFC IS NOT LIABLE ON BANK LOAN.
- STEP 2- DEVELOPER PAYS NEGOTIATED PRICE FOR PROPERTY. DIVIDES PROPERTY INTO PARCELS.

NOTES

- STEP 3- DEVELOPER ENTERS INTO BONDS FOR TITLE TRANSACTION WITH DAFC. DEVELOPER TRANSFERS EACH PARCEL (INCLUDING PARCEL WITH EXISTING BUILDING) TO DAFC IN EXCHANGE FOR BOND, BOND LEASE AND PURCHASE OPTION. BOND LEASE CONTAINS DEVELOPMENT AGREEMENTS (FOR LEASE OR SALE OF EXISTING BUILDING AND DEVELOPMENT OF UNDEVELOPED PARCELS). UNDER BOND LEASE, BOND RENT IS PAID BY DEVELOPER AS BOND LESSEE TO DEVELOPER AS BOND PURCHASER. ALSO DEVELOPER AS BOND LESSEE PAYS SPECIAL RENT TO DAFC WHICH DAFC RETAINS. SPECIAL RENT IS NOT PLEDGED TO ANY BOND BUT INSTEAD IS ECONOMIC RETURN TO DAFC. BOND LEASE ON EXISTING BUILDING CAN ALSO PROVIDE FOR DAFC TO OCCUPY SOME SPACE IN EXISTING BUILDING RENT FREE.

NOTES

- STEP 4- SINCE PROPERTY IN BONDS FOR TITLE STRUCTURE, PROPERTY TAX SAVINGS ARE AVAILABLE TO TENANTS (SUBLESSEES UNDER BOND LEASES) OR PURCHASERS (ASSIGNEES OF BOND DOCUMENTS). DEVELOPER LEVERAGES THIS INCENTIVE TO LEASE UP OR SELL EXISTING BUILDING AND TO DEVELOP AND LEASE OR SELL UNDEVELOPED PARCELS. PROCEEDS OF THESE ACTIVITIES GENERATE REVENUES THAT ARE USED TO PAY BANK DEBT, RETURN TO DEVELOPER AND SPECIAL RENT TO DAFC.

GENERAL NOTE- THIS CONCEPTUAL STRUCTURE IS ONE OF MANY THAT COULD BE USED TO IMPLEMENT THIS PUBLIC/PRIVATE PARTNERSHIP. IT CAN BE REFINED OR MODIFIED AS DISCUSSIONS CONTINUE.

PUBLIC/PRIVATE PARTNERSHIP: Proposal #1

HK.FFC.09022014

- 1) Purchase 125 acres including the building for \$2.4 million; lease back to the Development Authority for a 15-year triple net lease for the 39,000 sq. ft. building. Tenant responsible for all expenses associated with the building. Base rent will be \$240,000 annually plus all expenses which is estimated at \$10.00 per foot or 10% of the purchase price
- 2) Company to manage the maintenance and pass expenses to the Development Authority
- 3) Development Authority will manage all rentals of the space to third parties
- 4) Improvements to the building will be the responsibility of the Development Authority
- 5) Give the under the undeveloped building pads to the Authority for future use, approximately 20.5 acres. Estimated value of the three parcels is \$750,000. Pads can be used as incentives to prospects for bond financing to construct the building(s) for prospects

Questions and Discussion

Thank You!

Edward A. Nelson, Jr. CEcD, FM, HLM

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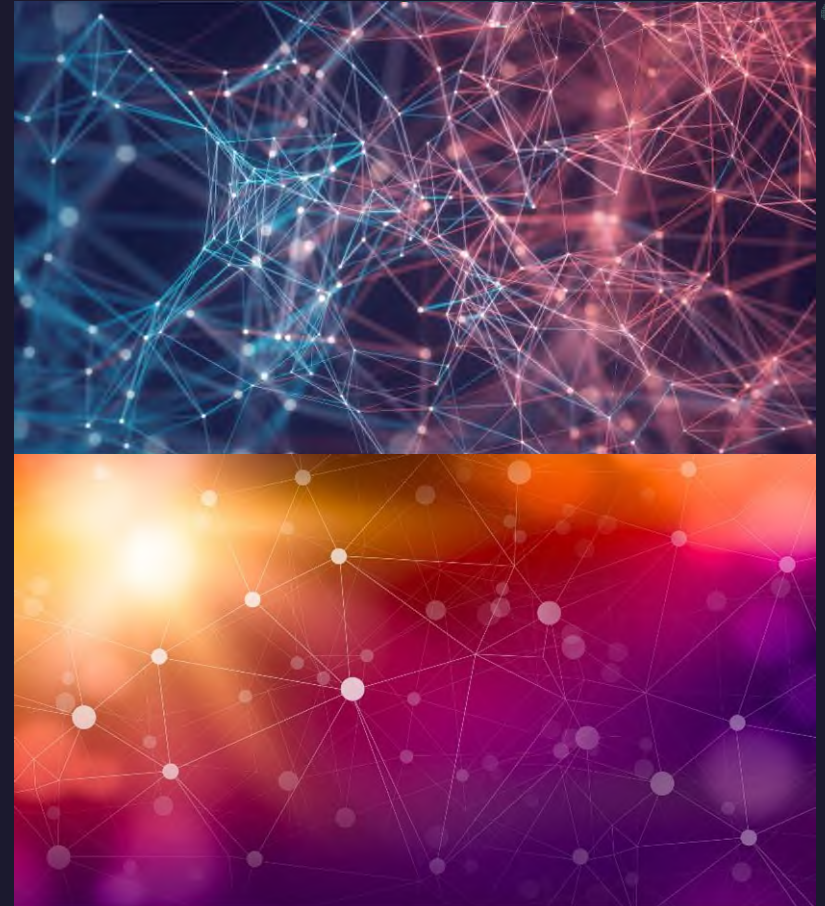
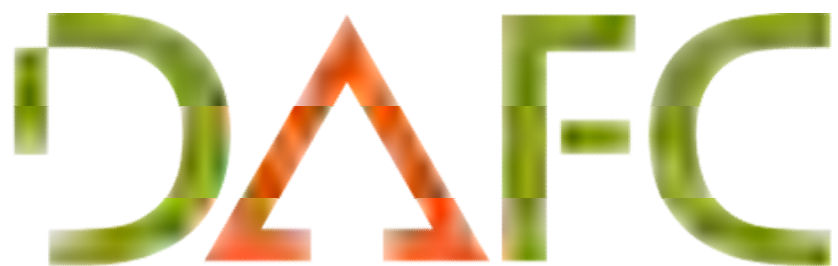


Exhibit D

(Attached)



DEVELOPMENT AUTHORITY
of **FULTON COUNTY**

Attainable Fulton

**Housing Opportunities for Cost-
Burdened Middle-Income Workers**

The Opportunity

- Address workforce housing as an extension of continued work with business attraction, job creation, adding to the tax base and community development.
- For residents who live and work in Fulton County there is a critical need to have a variety of housing choices available at prices they can afford.
- Many agencies, organizations and local governments throughout the region have begun to move forward with plans and projects to mitigate the crisis of housing affordability in their communities.
- Through collaboration with residential developers, new workforce units are being added to the housing landscape, helping to relieve the cost-burden so many families in the region bear because of the current scarcity of units that meet their housing budgets.



Regional Housing Snapshot 2021

Percent of Cost-Burdened Households* by Tenure

ARC 10-County Region, 2007 to 2019

in the last 10 years, roughly half the

costing more than 30% of their income for

declining.



Data Source:

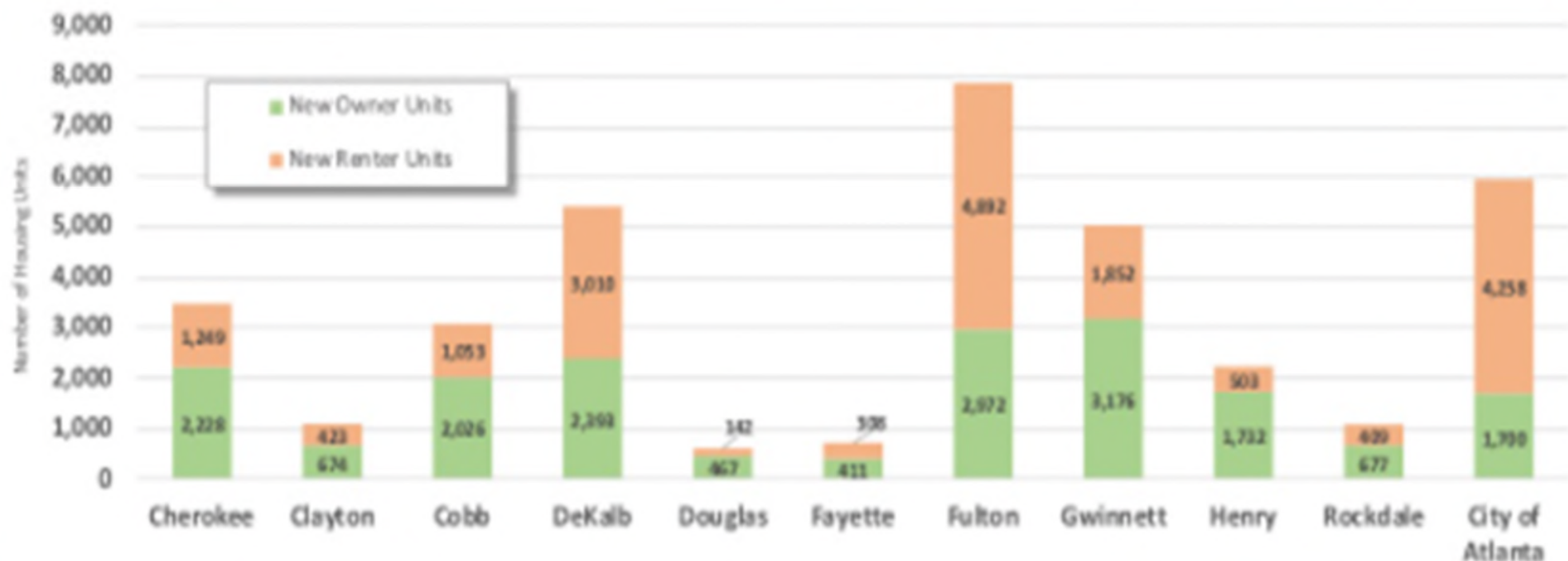
U.S. Census Bureau, American Housing Survey, 2007 to 2019

* Spending more than 30% of income on housing costs

Annual Housing Demand Forecast for 70% AMI and higher

Annual demand for new units by county (and City of Atlanta), 2020 to 2025

Based on the status quo (i.e., we have the same affordability issues), the region needs to build about 31,000 units annually to meet demand among households earning 70% or more of the regional AMI.



Base on analysis by KB Advisory Group

Income

\$52,964

Per capita income

more than 1.5 times the amount in
Georgia: \$32,657

about 1.5 times the amount in United
States: \$35,679

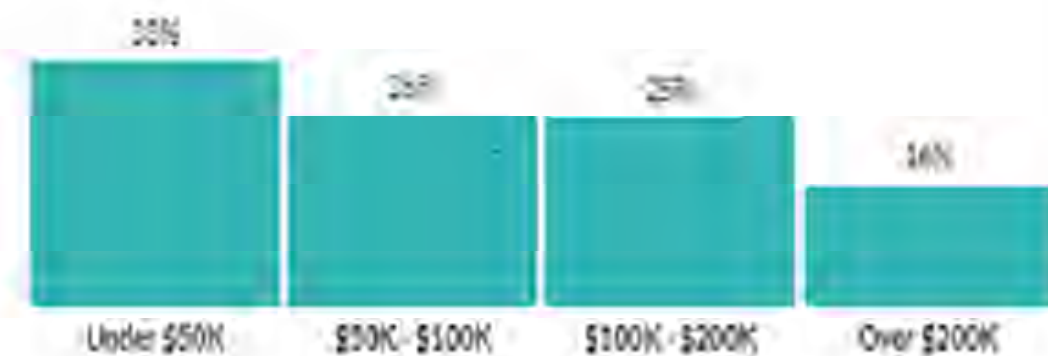
\$80,013

Median household income

about 1.5 times the amount in
Georgia: \$61,980

about 25 percent higher than the
amount in United States: \$63,712

Household Income



[Show data](#) / [Embed](#)

The Program

DAFC will focus its efforts on developing attainable rental housing for the County's middle-income residents with annual incomes between 60 -100 percent of AMI

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)

60% of AMI

\$51,720

80% of AMI

\$68,960

100% of AMI

\$86,200

The Goal

To increase the supply of workforce housing for middle-income workers

To attract and retain a viable middle class in Fulton County communities primarily south of I-20 and other areas throughout the County that need this type of assistance

To spur economic development activity that will support new commercial and retail services near attainable housing developments

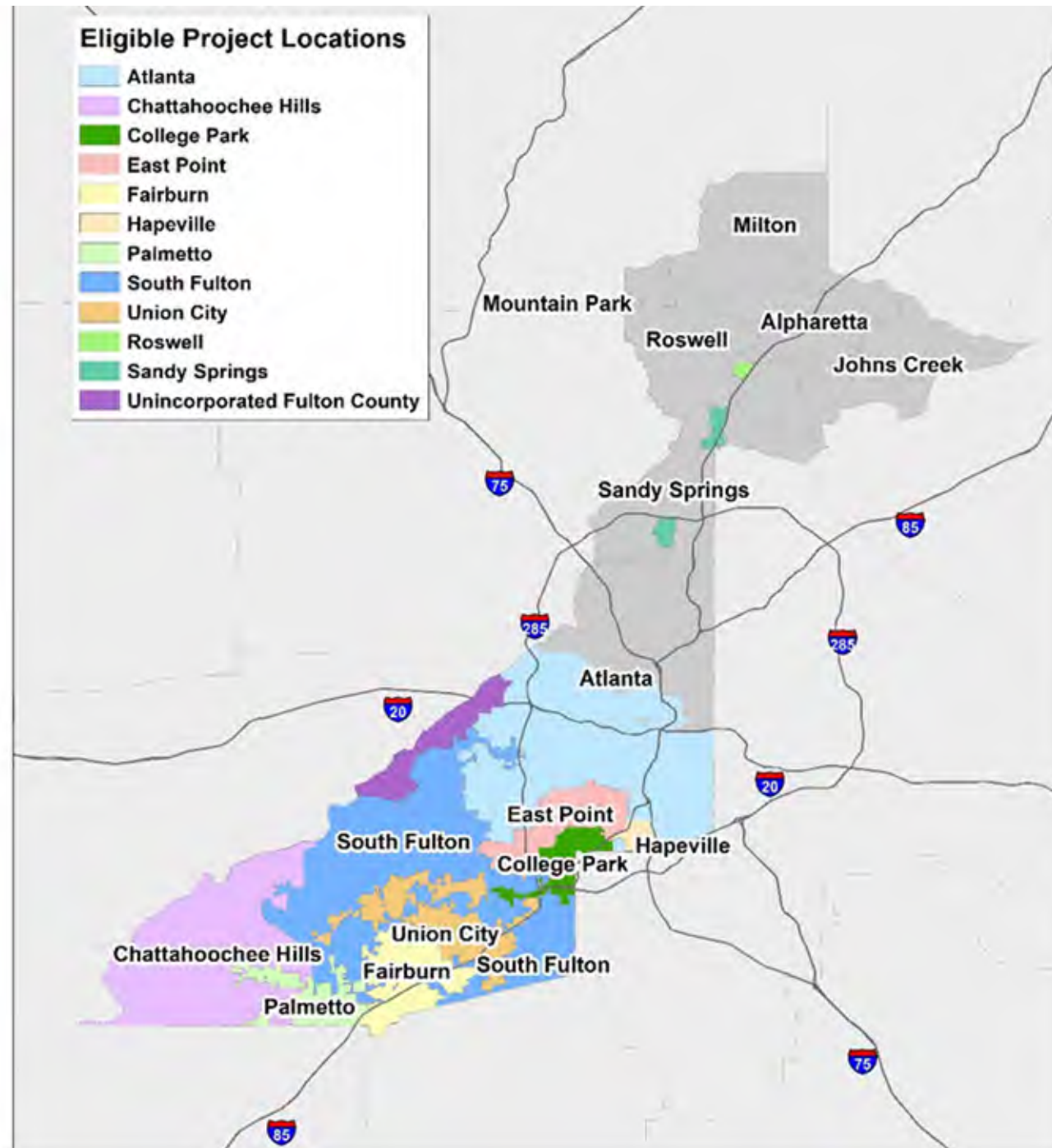


Developer Eligibility

A great development provides amenities that aim to improve the residents' quality of life. On-site amenities can provide a convenience that saves a tenant both time and money, such as:

- On-site management
- Business center and/ or cyber café
- 24-hour cardio and fitness center
- Resort style pool with sundeck
- Club house with resident lounge, billiards, and/ or game room
- Community gathering pavilion with open hearth fireplace and seating
- Gated or similarly controlled building access
- Varied parking options, such as attached garages or covered/ enclosed parking areas
- On-site guest suites for friends and family to reside in during their stay
- On-site dry cleaners
- On site grocery store
- Car wash and cleaning bay
- Bike share program
- Package delivery pick up and drop off area
- Recycling program

Program Boundaries



Discount Rate

15-year schedule



Year	Payment Percentage	Savings Percentage
Year 1	30%	70%
Year 2	34%	66%
Year 3	39%	61%
Year 4	43%	57%
Year 5	48%	52%
Year 6	52%	48%
Year 7	57%	43%
Year 8	61%	39%
Year 9	66%	34%
Year 10	70%	30%
Year 11	75%	25%
Year 12	79%	21%
Year 13	84%	16%
Year 14	89%	11%
Year 15	94%	6%
Year 16	100%	0%



Set Aside Requirement

- Target of 30 percent
- The percent of set asides may also be proportional to the percent of market rate units, (e.g., if the market-rate units are 60 percent one-bedroom units and 40 percent two-bedroom units, the attainable workforce units must also be 60 percent one-bedroom and 40 percent two-bedroom)



Attainable Fulton Housing Rate

- Based on the average metro Atlanta monthly rent (\$1,790 according to RentCafe.com), *Attainable Fulton* tenants could realize a potential **average savings of \$400 per month**
- This savings amounts to additional disposable income greater economic impact (consumer spending) in communities where *Attainable Fulton* housing units are located.

Fair Market Housing Rate

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Alpharetta					
30004	\$1,230	\$1,260	\$1,440	\$1,810	\$2,220
30005	\$1,300	\$1,330	\$1,520	\$1,910	\$2,340
30009	\$1,270	\$1,300	\$1,480	\$1,860	\$2,280

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
College Park					
30337	\$870	\$890	\$1,010	\$1,270	\$1,550
30334	\$970	\$990	\$1,130	\$1,420	\$1,740
30349	\$920	\$940	\$1,070	\$1,350	\$1,650
30354	\$850	\$870	\$990	\$1,250	\$1,520

Attainable Fulton Example

Savings of \$330 per month

DAFC Attainable Fulton Adjusted Rent			
Type	<u>Fair Market Rent</u> (New Construction)	<u>Fair Market Rent</u> (Zip Code)	<u>Adjusted Rent</u>
Efficiency	\$1,230	\$850	\$900
1 Bedroom	\$1,260	\$870	\$930
2 Bedroom	\$1,440	\$990	\$1,110

Attainable
Fulton
Maximum
Housing Rate

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)

<u>% AMI</u>	<u>Income</u>	<u>30% of Income</u>	<u>Monthly Rent</u>
60% of AMI	\$51,720	\$15,516	\$1,293
80% of AMI	\$68,960	\$20,688	\$1,724
100% of AMI	\$86,200	\$25,860	\$2,155
115% of AMI	\$99,130	\$29,739	\$2,478
120% of AMI	\$103,440	\$31,032	\$2,586

Local Collaboration & Marketing



- Work with City and County Leadership
- Public/ Private Partnerships to market potential property and developers
- Creating a web/ social media presence to keep people in the community informed
- Utilization of local newspapers, TV and radio for advertising and press releases
- Communicate through social media
- Outreach with direct mail, flyers, bumper stickers, and events (good on-the-ground tools)

Thank you!



Exhibit E

(Attached)



DEVELOPMENT AUTHORITY
of **FULTON COUNTY**

The Development Authority of Fulton County (DAFC) seeks to expand on its mission to create economic development opportunities within Fulton County by addressing the growing problem of housing affordability and the effect it is having on County residents.

Attainable Fulton

Housing Opportunities for Cost-Burdened Middle-Income Workers



Adopted:
April 13, 2022

Acknowledgements

DAFC Board Members

Michel M. Turpeau, Chairman

Brandon Beach, Vice Chairman

Mike Bodker, Treasurer

Kyle Lamont, Secretary

Thomas G. Tidwell, Board Member

Erica Long, Board Member

Dr. Mike Looney, Board Member

Pinky Cole, Board Member

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Lauren Daniels, Authority Counsel/Attorney at Law

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Attainable Fulton: Housing Opportunities for Cost-Burdened Middle-Income Workers

INTRODUCTION

The Development Authority of Fulton County (DAFC) seeks to expand on its mission to create economic development opportunities within Fulton County by addressing the growing problem of housing affordability and the effect it is having on County residents, particularly those whose incomes prohibit them from being able to obtain housing to meet their needs at attainable workforce rates.

Many residents make too much to qualify for government-subsidized workforce housing and are essentially stuck in the middle of the housing affordability crisis. While the lack of attainable workforce units affects lower income households more acutely, data shows that the crisis has come to middle income workers who are struggling to find workforce units convenient to their jobs, commercial and retail services and other amenities associated with viable, sustainable communities.

DAFC's OPPORTUNITY

DAFC views the opportunity to address workforce housing as an extension of our work with business attraction and investment, job creation, adding to the tax base and community development. For residents who live and work in Fulton County there is a critical need to have a variety of housing choices available at prices they can afford. Many agencies, organizations and local governments throughout the region have begun to move forward with plans and projects to mitigate the crisis of housing affordability in their communities.

Through collaboration with residential developers, new workforce units are being added to the housing landscape, helping to relieve the cost-burden so many families in the region bear because of the current scarcity of units that meet their housing budgets. National and local studies have documented the growing challenges of housing affordability and the urgency to address the need.

Even though the rising cost of housing is a contributing factor to this crisis, in communities like Fulton County there is simply not enough workforce housing supply to meet demand. It is especially challenging for low-income families but has also reached crisis proportions for middle

income households, forcing them to seek housing in areas further from their employment and destabilizing otherwise mixed-income neighborhoods. This is especially true for African American households, many of whom find their housing cost-burden to be severe, meaning their housing costs exceed 50 percent of their income.

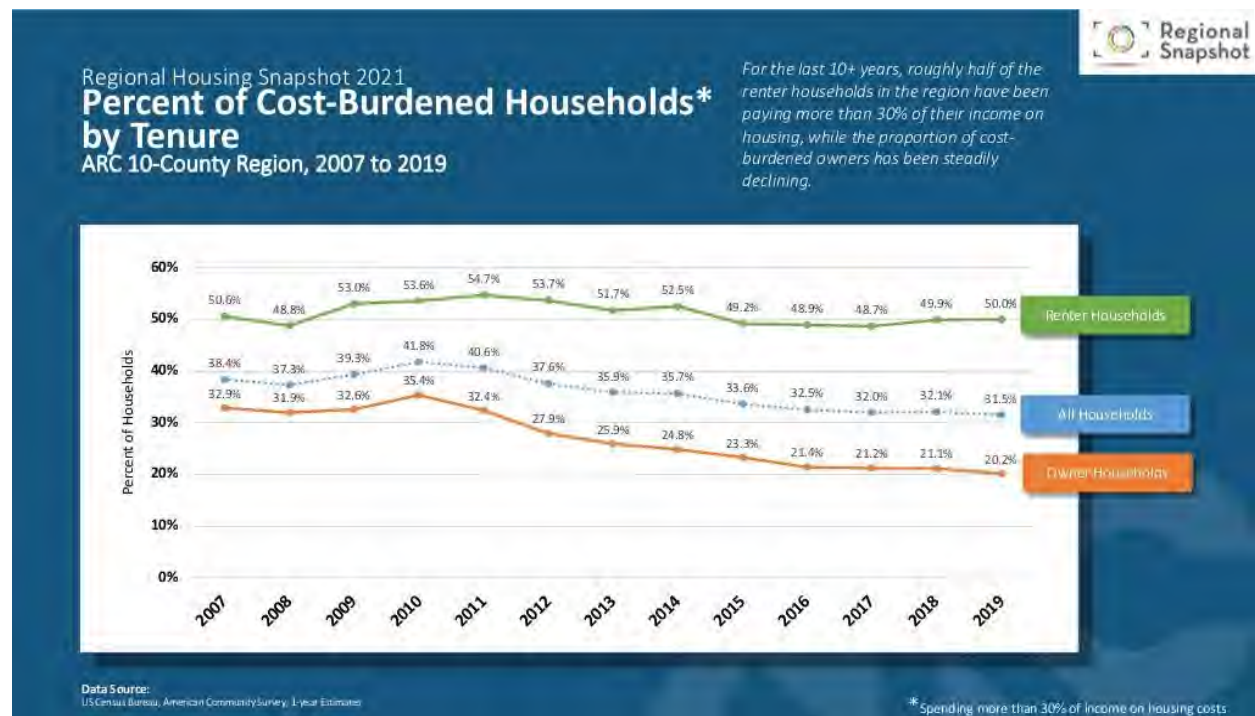
DATA TRENDS

Current data and trends show that several factors have contributed to the housing affordability crisis both locally and nationally, including the rising cost of residential construction along with higher rents; stagnant wages; and the basic shortage of attainable workforce units. This has put a strain on middle income families who are having to seek housing away from close-in neighborhoods, forcing longer commutes to employment, childcare providers, shopping, etc., to secure workforce housing.

The added transportation cost adds to their overall expenditure for housing and creates what is known as “cost-burden.” The U.S. Department of Housing and Urban Development (HUD) has established a threshold for housing affordability, suggesting that housing cost should be no more than 30 percent of a family’s gross income. Some workers do not have the option of moving to other, more attainable locations and are thus having to pay more for housing that meets their needs.

Many households in Fulton County are having to spend far more than 30 percent of their income for housing. Indeed, data from U.S. Census American Community Survey shows that 50 percent of the Metropolitan Atlanta Region’s renter households are cost-burdened (*Figure 1*).

Figure 1



LACK OF AVAILABLE & ATTAINABLE UNITS

The primary issue for middle income households is the lack of available, attainable units in areas where they are most needed. The affordability shortage in the Atlanta area has been trending since the end of the great recession when housing prices began to rise.

Estimates by the Urban Land Institute indicate that the current and future demand for attainable workforce housing will require over 1 million units to be built in the Atlanta region between the years of 2017 through 2027, with a need for nearly 400,000 units in the region’s core counties (Clayton, Cobb, Dekalb, Fulton and Gwinnett).

Furthermore, the Atlanta Regional Commission has projected that the region needs to build nearly 5,000 workforce units annually through 2025 for households earning 70 percent or lower of the area median income (AMI). Of that number, 1,400 workforce rental units are needed in Fulton County (*Figure 2*).

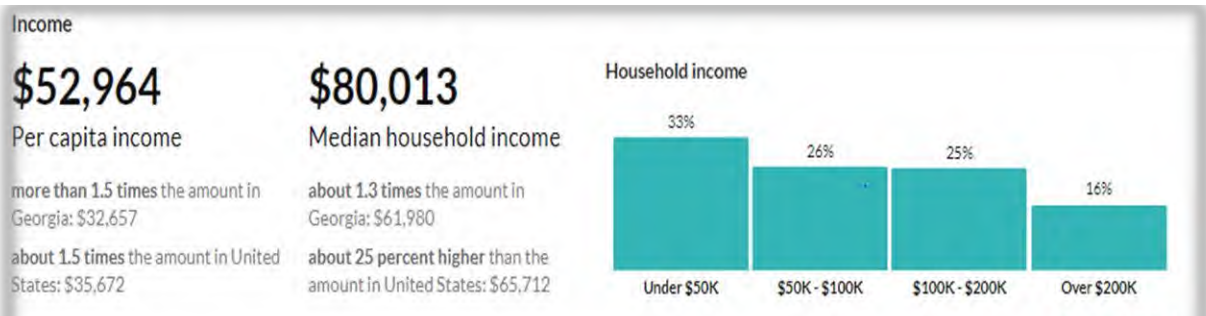
Figure 2



Source: KB Advisory Group

For those making 70 percent of AMI and higher, the need is for 31,000 units overall in the region and nearly 5,000 renter units in Fulton County. HUD has established the current AMI for the Atlanta region at \$86,200. The median household income for Fulton County is \$80,013, with 26 percent of County residents earning middle income salaries between \$50,000-\$100,000 (Figure 3).

Figure 3



Source: U.S. Census Bureau, American Community Survey, 2019

A closer look at median incomes within the cities that comprise Fulton County shows a glaring disparity between those communities located in the northern part of the County and those located south of I-20. All the cities that make up north Fulton County except two have median household incomes above the County median, while none of the cities to the south have median incomes that equal or exceed Fulton's overall median (*Figure 4*).

Figure 4

Fulton County Cities – Median Household Income	
Municipality	Median Income
Alpharetta	\$136,047
Atlanta	66,657
Chattahoochee Hills	60,867
College Park	35,470
East Point	41,767
Fairburn	46,785
Hapeville	44,881
Johns Creek	122,514
Milton	128,559
Mountain Park	75,885
Palmetto	47,019
Roswell	99,726
Sandy Springs	78,613
South Fulton	65,919
Union City	45,324

Source: 2019 American Community Survey

The cost of both rental and for-sale housing units has risen dramatically in the Atlanta area. According to the Georgia Multiple Listing Service (GAMLS), the median price of a home in Metro Atlanta is \$304,560, as of April 2021. This represents a nearly 15 percent increase (14.93 percent) in the median price from April of last year, according to GAMLS data.

Households in many of Fulton County's cities (particularly in the south suburbs) would have difficulty purchasing a median priced home in the current market. It would require an annual income of at least \$49,852, assuming 20 percent down (\$60,912) at 4 percent interest on a 30-year fixed-rate mortgage.

ATTAINABLE HOUSING

Often, the terms “workforce,” “affordable,” and “attainable” are used interchangeably when discussing workforce housing. However, some communities have defined attainable housing as housing, including utilities and other basic housing-related amenities, which cost no more than 30 percent of the gross household income.

Another definition uses housing that is attainable for those earning 60 to 120 percent of the median area income. In fact, others see attainable housing as “market rate” housing (available to households with an annual income that is 120 percent of AMI), essentially non-subsidized housing for middle income households.

Some have argued that the use of the term “attainable housing” is an attempt by communities and the development community to expand or broaden the swath of those who need and demand workforce housing, and to change the perception of affordable housing as being housing only for low-income households. Attainable housing can be described as housing developed by means other than federal government subsidy to make it more affordable.

This may include units that are workforce by design, whereby a developer is able to lower costs of construction that would allow for lower market rents. Another example would be developing more units on a site and thus lowering the cost per unit of the land.

THE OPPORTUNITY

DAFC will focus its efforts on developing attainable rental housing for the County's middle-income residents with annual incomes between 60 -100 percent of AMI (*Figure 5*).

Figure 5

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)	
60% of AMI	\$51,720
80% of AMI	\$68,960
100% of AMI	\$86,200

And, while definitions of middle-class income vary by agencies, housing organizations, geography and local and state cost of living, the Pew Research Center defines middle class as those with incomes that are two-thirds to twice the U.S. median income which currently is \$78,500.

INCOME REQUIREMENTS

In establishing income eligibility for the program, everyone eighteen (18) years of age or older will be used to determine the household income.

In addition, the term "1 and 2 Person Households" is used to describe the entity that is eligible for the opportunity. In regulation, 1 and 2 person households are defined broadly to include, but is not limited to (regardless of actual or perceived age, sexual orientation, gender identity, or marital status) the following:

- A single person;
- A couple;
- Siblings;
- Parent and child; and
- Any other two persons residing together.

INCOME INCLUDED

Items included within income are:

- Earnings from employment, including overtime pay, tips, and bonuses;
- Payments from Social Security, pensions, or other retirement benefits;
- Disability income, including veterans' disability benefits, death benefits, and insurance payments;
- Unemployment compensation, disability compensation, and workers' compensation;
- Alimony and child support; and
- Military pay.

TARGET POPULATION

Rental housing for middle income single and two-person households will be the target population for the Authority's Attainable Housing Initiative since this population segment represents about 35 percent of all Fulton County households.

According to data from the 2019 American Community Survey, Fulton households age 25-44 have a median income of \$82,317, and those age 45-64 have a median income of \$100,971. These households also represent the middle-income segment that does not qualify for government subsidized housing programs but are priced out of much of the housing available today and thus, are experiencing a cost-burden.

THE GOAL

The goal of the Authority's Attainable Housing initiative is three-fold,

1. *To increase the supply of workforce housing for middle-income workers;*
2. *To attract and retain a viable middle class in Fulton County communities that need this type of assistance; and*
3. *To spur economic development activity that will support new commercial and retail services near attainable housing developments.*

IMPORTANCE OF LOCATION

The location of attainable workforce housing units is an important consideration not only for the residents who will live in them, but for the community/neighborhood in general and the ability to attract new retail opportunities and commercial services that will add to the vitality and economic viability of the area.

Studies have shown that workforce housing has both direct and indirect economic impacts that benefit residents, businesses, and local governments. For residents, having a home they can afford close to employment, good schools, commercial and retail services health care, etc. relieves the cost burden and the stresses of everyday living. Employers benefit from having access to potential employees who are in close proximity to their businesses and local governments see the benefit of additional revenue generated from property and sales taxes.

ECONOMIC BENEFIT

As communities throughout the County continue to recover from the impacts of the pandemic, they will need to find ways to retain and attract residents, jobs, and businesses to stabilize and grow their economies. Attracting middle income wage earners will be critical to their economic revitalization efforts since they represent a demographic that is coveted by retailers and others looking to provide goods and services.

According to the Brookings Institute, middle class residents have more disposal income than poor households to spend on groceries, restaurants, movies, dry cleaners, etc., so that the economic multiplier is greater. Wealthy households tend to spend a smaller share of their income for local goods and services.

Therefore, providing workforce housing for middle income households then becomes a tool for the attraction of new commercial, retail and other services that will be needed by new and existing residents. This can also contribute to job creation and a stronger economy as new housing opportunities can also generate new jobs and new development opportunities.

Developers interested in providing attainable housing under the Authority's initiative would be required to offer a commercial component as part of their proposal that could include retail, office, personal services, and other uses that would provide additional revenue to the project.

The DAFC “Attainable Fulton” Housing Incentive Program

PROGRAM NAME

Attainable Fulton

PROGRAM POLICY

DAFC can facilitate property tax incentives for developments that will create new “attainable” housing units. Developers must be able to demonstrate that the project is meeting a market need and is creating new affordability.

PROGRAM DEFINITION

The *Attainable Fulton* program will focus on developing attainable rental housing for the County’s middle-income residents with annual incomes between 60 percent - 100 percent of AMI (Figure 6).

Figure 6

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)	
60% of AMI	\$51,720
80% of AMI	\$68,960
100% of AMI	\$86,200

While definitions of middle-class income vary by agencies, housing organizations, geography and local and state cost of living, the Pew Research Center defines middle class as those with incomes that are two-thirds to twice the U.S. median income which currently is \$78,500.

The terms “workforce,” “affordable” and “attainable” are used interchangeably when discussing workforce housing. However, some communities have defined attainable housing as housing, including utilities and other basic housing-related amenities, which cost no more than 30 percent of gross household income. Using this definition, *Attainable Fulton* will assist middle income

households whose incomes are between 60 percent -100 percent of the area median income (AMI).

Traditional workforce housing programs administered by HUD offer funding that targets the needs of households with income levels between 30 percent and 60 percent of AMI. The Low-Income Housing Tax Credit (LIHTC) program finances housing targeted for households earning up to 80 percent of AMI.

However, there exists a bracket of working households that earn too much to qualify for these workforce housing programs, but not enough to meet the rising costs of housing in their communities. Nationally, throughout the 2000's, incomes have not continued to increase relative to rising costs of living; further, housing affordability has been greatly exacerbated by the lag in new housing units which has put an upward pressure on housing costs. The Atlanta region is no different.

Workforce housing policies often reference the needs of teachers, firefighters and police as appropriate target populations needing assistance. However, workforce housing also provides options for young professionals, construction industry workers, office, and service workers. Using an online salary survey tool, Atlanta area average teacher, firefighter and police salaries fall within the 80 percent - 100 percent brackets.

INCOME REQUIREMENTS

In establishing income eligibility for the program, everyone eighteen (18) years of age or older will be used to determine the household income.

To further the program goals of *Attainable Fulton*, the DAFC will allow an income adjustment of \$31,200 to eligible households.

In the case of a two-person household, eligibility will be based on the income of the person with the highest income, not to exceed \$86,200. The income of a second person in the household (identified in the lease agreement) will be included to calculate total gross annual income. The second income will be adjusted at \$31,200, and all reported incomes will be verified to ensure all households meet income eligibility requirements (Figure 7 and 8).

Figure 7

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)	
60% of AMI	\$51,720
80% of AMI	\$68,960
100% of AMI	\$86,200

The following chart illustrates rent affordability for households earning 60 percent, 80 percent and 100 percent of area median income, plus the income adjustment not exceeding \$31,200 annually (*Figure 8*).

Figure 8

Area Median Income (AMI)	Additional Income	Total Annual Income	30% of Total Income	Maximum Attainable Monthly Rent
60% (\$51,720)	\$31,200	\$82,920	\$24,876	\$2,073
80% (68,960)	\$31,200	\$100,160	\$30,048	\$2,504
100% (86,200)	\$31,200	\$117,400	\$35,220	\$2,935

*Based on 2022 data. Table to be updated annually.

Based on the above income scenarios and the current, average metro Atlanta monthly rent (\$1,790 according to RentCafe.com), *Attainable Fulton* tenants could realize a potential average savings of \$700 per month. This savings amounts to additional disposable income for *Attainable Fulton* households allowing for greater economic impact (consumer spending) in communities where *Attainable Fulton* housing units are located.

In addition to relieving the housing cost-burden for middle income families, *Attainable Fulton* seeks to attract new and retain existing, middle-income residents by offering Class-A rental units in areas of the County where few exist. Middle-income legacy residents and their families within Fulton County represent a prime market for this program and would fulfill a major program objective to attract and stabilize the middle-class.

In addition, the term "1 and 2 Person Households" is used to describe the entity that is eligible for the opportunity. In regulation, 1 and 2 person households are defined broadly to include, but is not limited to (regardless of actual or perceived age, sexual orientation, gender identity, or marital status) the following:

- A single person;
- A couple;
- Siblings;
- Parent and child (18 years of age and older); and
- Any other two persons residing together.

Family members under the age of 18, including an adopted child, a stepchild, or a recognized natural child can also reside within the 1 and 2 person households, without altering the 1- and 2-person household annual income amount identified in Figure 8 above.

INCOME INCLUDED

Items included within income are:

- Earnings from employment, including overtime pay, tips, and bonuses;
- Payments from Social Security, pensions, or other retirement benefits;
- Disability income, including veterans' disability benefits, death benefits, and insurance payments;
- Unemployment compensation, disability compensation, and workers' compensation;
- Alimony and child support; and
- Military pay.

DEVELOPER ELIGIBILITY

Projects may be new construction or adaptive reuse. The program is not typically intended to involve acquisition or rehabilitation of an existing development; however, if significant renovations are undertaken both to the property, the amenities, and the individual units, the DAFC Board may consider the project.

Developers interested in providing attainable housing under the *Attainable Fulton* initiative would be required to offer a commercial component as part of their proposal that could include retail, office, personal services, on-site day care and other uses that would provide additional revenue to the project and convenience for the residents. Also, the overall site plan should

include other amenities that enhance the project's marketability and provide for the needs/desires of the tenant population.

A great development provides amenities that aim to improve the residents' quality of life. On-site amenities can provide a convenience that saves a tenant both time and money. These amenities should include a variety of services and experiences including, but not limited to:

- On-site management
- 24-hour emergency maintenance
- Business center and/ or cyber café
- 24-hour cardio and fitness center
- Resort style pool with sundeck
- Courtyard with gas grills and patio seating
- Club house with resident lounge, billiards, and/ or game room
- Community gathering pavilion with open hearth fireplace and seating
- Gated or similarly controlled building access
- Varied parking options, such as attached garages or covered/ enclosed parking areas
- On-site guest suites for friends and family to reside in during their stay
- On-site dry cleaners
- On site grocery store
- Community garden
- Dog park
- Car wash and cleaning bay
- Bike share program
- Package delivery pick up and drop off area
- Recycling program

In addition to site amenities, tenants could benefit from social services that include, but are not limited to:

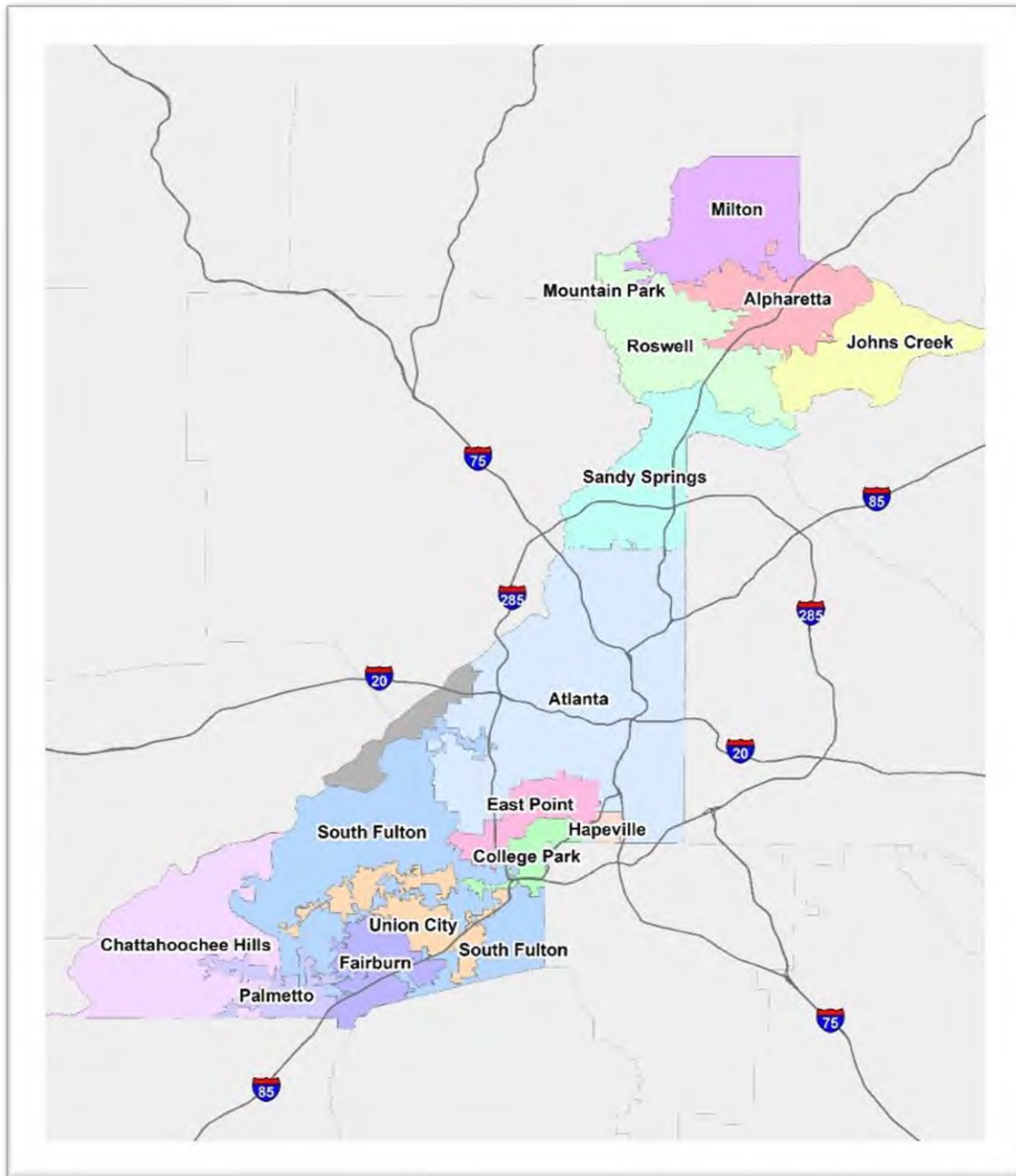
- Health care providers with monthly on-site services, including, heart monitoring, blood draw, body screenings, vaccinations, blood donation, and other mobile services
- Additional health services, such as healthy eating habits, mini work-out, and group fitness classes
- Resume review and writing services
- Credit counseling
- Childcare services
- Group activities for all ages, such as chess/board game tournaments, scavenger hunts, card games, and similar holiday events
- On-site meals or vendor services

PROGRAM BOUNDARIES

Eligible projects can be located Countywide (*Figure 9*), including:

- City of Atlanta
- City of Chattahoochee Hills
- City of College Park
- City of East Point
- City of Fairburn
- City of Hapeville
- City of Palmetto
- City of Roswell
- City of Sandy Springs
- City of South Fulton
- City of Union City
- Unincorporated Fulton County

Figure 9



DAFC TAX INCENTIVE PACKAGE

The DAFC offers ad valorem property tax incentives that allow for special tax consideration through taxable bond financing for qualified capital projects, involving real and/or personal property.

Working in collaboration with the Fulton County Board of Assessors, the DAFC can enter a form of sale/leaseback financing transaction to facilitate the incentives/favorable tax treatment.

Under this structure, the DAFC would issue taxable bonds, which could either be purchased by the Developer or sold to an investor. The DAFC would take ownership of the property and then lease it back to the Developer during the incentive period. The leasehold interest of the Developer would be valued for ad valorem tax purposes at 30 percent of the fair market value of the property, in the first year after completion of construction, and would then increase each year over a fifteen (15) year period. Therefore, the overall benefit of the property tax incentive is a reduced tax liability for 15 years, which equates to a 36 percent discount over 15 years on the ad-valorem taxes. In the 16th year, the project would be fully taxable.

DAFC DISCOUNT RATE

The DAFC 15-year discount rate will be as follows:

Figure 10

Year	Payment Percentage	Savings Percentage
Year 1	30%	70%
Year 2	34%	66%
Year 3	39%	61%
Year 4	43%	57%
Year 5	48%	52%
Year 6	52%	48%
Year 7	57%	43%
Year 8	61%	39%
Year 9	66%	34%
Year 10	70%	30%
Year 11	75%	25%
Year 12	79%	21%
Year 13	84%	16%
Year 14	89%	11%
Year 15	94%	6%
Year 16	100%	0%

PERCENT SET-ASIDE REQUIREMENT POLICY

Program Distribution by Set-Aside Requirement research shows that nationally, most programs require between 10 percent and 20 percent of units be set aside for a subsidy or discount. The percent of set asides may also be proportional to the per cent of market rate units, (e.g., if the market-rate units are 60 percent one-bedroom units and 40 percent two-bedroom units, the attainable workforce units must also be 60 percent one-bedroom and 40 percent two-bedroom).

The target percentage for the Attainable Fulton program is to secure 30 percent of units in each development to be set-aside and offer an attainable workforce rate (The “Workforce Units”). However, knowing that no development is the same size and scale, we encourage DAFC to work with potential development partners having less than 200 residential units to secure a minimum of 20 percent of total units to be set-aside.

AFFORDABILITY PERIOD

The subsidy discounts for each development shall be for an affordability period of fifteen (15) years, which is concurrent with the incentive period. The subsidy will run with the land, not with the owner.

If the DAFC chooses to work with the Developer to refinance the arrangement after 10 years, the incentive package will be structured in a way that will be mutually agreed upon and beneficial to all parties and the community.

INCOME REQUIREMENTS

The program goal target is to have at least 30% of the units of the development to be attainable to those earning 60 percent - 100 percent of AMI and this will be reflected in a Developer Agreement to be agreed upon by the DAFC and the Developer (Figure 11).

Figure 11

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)	
60% of AMI	\$51,720
80% of AMI	\$68,960
100% of AMI	\$86,200

The income limit for an *Attainable Fulton* development is the maximum amount of income a household can earn to qualify to lease a workforce unit. A household’s income is calculated by its gross income, which is the total income received before making subtractions for taxes and other deductions. However, the following exception exists in the case of a two-person household, eligibility will be based on the income of the person with the highest income if the additional second income is less than \$31,200. If the second income is over \$31,200, the combined incomes will be calculated for the eligibility requirement.

Property owners and/ or their management companies shall be responsible for verifying that the households leasing a workforce unit are eligible for the unit. That includes verifying income through obtaining documentation to substantiate the income eligibility. Property owners and/ or their management companies shall be required to complete an annual workforce unit compliance report.

ATTAINABLE FULTON PROGRAM HOUSING RATE

The *Attainable Fulton* maximum housing rate will be based upon the fair market rate in the prevailing zip code area (*Figure 12*) and negotiated with each eligible entity at the time of agreement to join the “*Attainable Fulton*” program.

Based on the average metro Atlanta monthly rent (\$1,790 according to RentCafe.com), *Attainable Fulton* tenants could realize a potential average savings of \$700 per month. This savings amounts to additional disposable income for *Attainable Fulton* households allowing for greater economic impact (consumer spending) in communities where *Attainable Fulton* housing units are located.

The DAFC should negotiate all leasing terms with the Developer, while considering the fair market rate in the prevailing zip code area and the neighboring zip code areas, as identified below.

Figure 12

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021					
ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Alpharetta					
30004	\$1,230	\$1,260	\$1,440	\$1,810	\$2,220
30005	\$1,300	\$1,330	\$1,520	\$1,910	\$2,340
30009	\$1,270	\$1,300	\$1,480	\$1,860	\$2,280
Atlanta					
30303	\$1,090	\$1,110	\$1,270	\$1,600	\$1,950
30304	\$1,050	\$1,080	\$1,230	\$1,550	\$1,890
30305	\$1,450	\$1,480	\$1,690	\$2,130	\$2,600
30306	\$1,350	\$1,390	\$1,580	\$1,990	\$2,430

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
30307	\$1,170	\$1,200	\$1,370	\$1,720	\$2,110
30308	\$1,460	\$1,490	\$1,700	\$2,140	\$2,620
30309	\$1,500	\$1,540	\$1,750	\$2,200	\$2,690
30310	\$880	\$900	\$1,030	\$1,300	\$1,580
30311	\$830	\$850	\$970	\$1,220	\$1,490
30312	\$1,170	\$1,190	\$1,360	\$1,710	\$2,090
30313	\$930	\$960	\$1,090	\$1,370	\$1,680
30314	\$850	\$870	\$990	\$1,250	\$1,520
30315	\$840	\$860	\$980	\$1,230	\$1,510
30316	\$1,050	\$1,070	\$1,220	\$1,530	\$1,880
30317	\$960	\$980	\$1,120	\$1,410	\$1,720
30318	\$1,000	\$1,030	\$1,170	\$1,470	\$1,800
30319	\$1,490	\$1,530	\$1,740	\$2,190	\$2,680
30324	\$1,510	\$1,540	\$1,760	\$2,210	\$2,710
30326	\$1,530	\$1,560	\$1,780	\$2,240	\$2,740
30328	\$1,340	\$1,370	\$1,560	\$1,960	\$2,400
30331	\$960	\$980	\$1,120	\$1,410	\$1,720
30334	\$1,050	\$1,080	\$1,230	\$1,550	\$1,890
30336	\$990	\$1,020	\$1,160	\$1,460	\$1,780
30337	\$870	\$890	\$1,010	\$1,270	\$1,550
30338	\$1,480	\$1,520	\$1,730	\$2,180	\$2,660
30342	\$1,240	\$1,270	\$1,450	\$1,820	\$2,230
30344	\$970	\$990	\$1,130	\$1,420	\$1,740
30349	\$920	\$940	\$1,070	\$1,350	\$1,650
30350	\$1,200	\$1,230	\$1,400	\$1,760	\$2,150
30363	\$1,530	\$1,560	\$1,780	\$2,240	\$2,740

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Chattahoochee Hills					
30213	\$980	\$1,000	\$1,140	\$1,430	\$1,750
College Park					
30337	\$870	\$890	\$1,010	\$1,270	\$1,550
30334	\$970	\$990	\$1,130	\$1,420	\$1,740
30349	\$920	\$940	\$1,070	\$1,350	\$1,650
30354	\$850	\$870	\$990	\$1,250	\$1,520
East Point					
30311	\$830	\$850	\$970	\$1,220	\$1,490
30315	\$840	\$860	\$980	\$1,230	\$1,510
30320	\$880	\$900	\$1,030	\$1,300	\$1,580
30331	\$960	\$980	\$1,120	\$1,410	\$1,720
30337	\$870	\$890	\$1,010	\$1,270	\$1,550
30344	\$970	\$990	\$1,130	\$1,420	\$1,740
30349	\$920	\$940	\$1,070	\$1,350	\$1,650
Fairburn					
30313	\$930	\$960	\$1,090	\$1,370	\$1,680
Hapeville					
30344	\$970	\$990	\$1,130	\$1,420	\$1,740
30354	\$850	\$870	\$990	\$1,250	\$1,520
Johns Creek					
30022	\$1,250	\$1,280	\$1,460	\$1,840	\$2,250

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Milton					
30004	\$1,230	\$1,260	\$1,440	\$1,810	\$2,220
Mountain Park					
30075	\$1,170	\$1,190	\$1,360	\$1,710	\$2,090
30188	\$1,250	\$1,280	\$1,460	\$1,840	\$2,250
Palmetto					
30268	\$860	\$880	\$1,000	\$1,260	\$1,540
Roswell					
30004	\$1,230	\$1,260	\$1,440	\$1,810	\$2,220
30009	\$1,270	\$1,300	\$1,480	\$1,860	\$2,280
30022	\$1,250	\$1,280	\$1,460	\$1,840	\$2,250
30075	\$1,170	\$1,190	\$1,360	\$1,710	\$2,090
30076	\$1,190	\$1,220	\$1,390	\$1,750	\$2,140
30092	\$1,130	\$1,160	\$1,320	\$1,660	\$2,030
Sandy Springs					
30075	\$1,170	\$1,190	\$1,360	\$1,710	\$2,090
30076	\$1,190	\$1,220	\$1,390	\$1,750	\$2,140
30092	\$1,130	\$1,160	\$1,320	\$1,660	\$2,030
30319	\$1,490	\$1,530	\$1,740	\$2,190	\$2,680
30327	\$1,350	\$1,380	\$1,570	\$1,980	\$2,420
30328	\$1,340	\$1,370	\$1,560	\$1,960	\$2,400
30338	\$1,480	\$1,520	\$1,730	\$2,180	\$2,660
30339	\$1,350	\$1,390	\$1,580	\$1,990	\$2,430
30342	\$1,240	\$1,270	\$1,450	\$1,820	\$2,230
30346	\$1,400	\$1,430	\$1,630	\$2,050	\$2,510
30350	\$1,200	\$1,230	\$1,400	\$1,760	\$2,150

Atlanta Metropolitan Area, GA HUD Metro FMR Area Small Area FMRs By Unit Bedrooms for 2021

ZIP Code	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
South Fulton					
30213	\$980	\$1,000	\$1,140	\$1,430	\$1,750
30331	\$960	\$980	\$1,120	\$1,410	\$1,720
30336	\$990	\$1,020	\$1,160	\$1,460	\$1,780
30349	\$920	\$940	\$1,070	\$1,350	\$1,650
Union City					
30213	\$980	\$1,000	\$1,140	\$1,430	\$1,750
30291	\$870	\$890	\$1,010	\$1,270	\$1,550
30349	\$920	\$940	\$1,070	\$1,350	\$1,650

* Note: The Fair Market Rate will be reviewed and updated annually.

ANNUAL RENT INCREASES

The permissible annual allowable increase for monthly rent, as defined under the lease terms, is identified in the table below:

Figure13

Annual Increase	
Lease Term	Percent (maximum)
6 months or less	5%
7 to 13 months	3%

RENT ADJUSTMENT DUE TO INCREASED INCOME

Qualifying tenants whose primary incomes have increased at the time of their lease term expiration may remain in their *Attainable Fulton* unit but will continue to pay rent that is no more than 30 percent of their gross income or no more than the prevailing fair market rent for the unit (*Figure 14*).

Figure 14

DAFC Attainable Housing Income Eligibility (1 & 2 Person Households)			
<u>% AMI</u>	<u>Income</u>	<u>30% of Income</u>	<u>Monthly Rent</u>
60% of AMI	\$51,720	\$15,516	\$1,293
80% of AMI	\$68,960	\$20,688	\$1,724
100% of AMI	\$86,200	\$25,860	\$2,155
115% of AMI	\$99,130	\$29,739	\$2,478
120% of AMI	\$103,440	\$31,032	\$2,586

LOCAL COLLABORATION

The successful implementation of this program will require support and buy-in from each local jurisdiction where *Attainable Fulton* projects are initiated. DAFC anticipates that collaboration between local governments, private developers, and residents will be essential in the conception, development, and completion of *Attainable Fulton* projects.

Many communities have already established goals and targets to address their workforce housing needs. The purpose of *Attainable Fulton* is to augment and complement these efforts. DAFC will work closely with local governments to help ensure that appropriate regulatory procedures and requirements are followed and guarantee that the Developer is adhering to the various planning, zoning, and administrative processes required to expedite development.

MARKETING

A major key to the success of *Attainable Fulton* housing developments will be the creation and implementation of an effective marketing strategy focused on the intended target population. This will include creating a development brand, utilizing online and print media channels to advertise and highlight the developments' visual appeal, amenities, and incentives. Creating interest and curiosity about the units during construction and after they are completed. The obvious effectiveness of the marketing strategy will be measured by the number of prospects that visit and view the online messaging, requests for print information (brochures) and by those who make in-person visits to the project.

Before a development is made public, it will be important to cultivate community and political support, enlist local leadership to help educate the community on the need for workforce housing by presenting relevant data and information; define the development's nomenclature (i.e., 'attainable housing' vs. 'subsidized/section 8 housing'); and highlight a development's positive benefits to the community, as well as clear objectives for the community (e.g., to raise awareness regarding the need for workforce housing; to gain support and approval for the development).

Potential marketing strategies that would help with community buy-in may include:

- Creating a web presence from the beginning of the development process to keep people in the community informed and up to date on what is going on with the development.
- Utilization of local newspapers, TV and radio for advertising and press releases.
- Communicate through social media
- Outreach with direct mail, flyers, bumper stickers, and events (good on-the-ground tools and provide a grass roots approach that can be remarkably effective for a local development).

A project marketing strategy will be required as part of the overall development agreement.