



2017

# YEAR IN REVIEW

HOUSING & REAL ESTATE DEVELOPMENT



AFFILIATED  
RESOURCES  
GROUP



Housing  
Development  
Corporation



Resident  
Services  
Corporation





**BUILDING OPPORTUNITY**

Affiliated Resources Group (ARG) specializes in housing and real estate development. By coordinating the missions of its affiliated companies, ARG works to maximize opportunities for economic growth and development to enhance lives through programs that expand economic opportunities for individuals and their families. Our programs help to build strong, resilient families and vibrant communities. We develop and manage affordable housing and large government programs, and we provide consulting to facilitate programmatic sustainability.

**ENHANCING LIVES**

Our team works to enhance lives and transform communities through high-quality, stable, affordable housing to help families lead healthy, successful lives. ARG affiliates understand local challenges and support opportunities to improve outcomes for families and individuals living in poverty. The heart of our Agency’s mission is improving the lives of the families and individuals we serve. We encourage self-sufficiency and strive to improve life outcomes of residents by providing resident services to coordinate resources with local, public and private social service organizations, workforce development, educational institutions, transportation and health care providers.

**IMPACTING COMMUNITIES**

ARG affiliates have forged strong community partnerships with public and private partners to deliver social services, develop affordable housing, and manage high-quality, safe, sustainable communities. ARG is recognized for innovative leadership, practices, and expertise in housing. Our team of experts helps to facilitate pathways to sustainability for other agencies in the affordable housing industry by sharing successful practices and innovative solutions to challenges.

2017  
ARG YEAR IN REVIEW



**Dr. Glenwood Ross**  
Professor of Economics  
Georgia State University  
**HADC CHAIR**  
**HDC CHAIR**



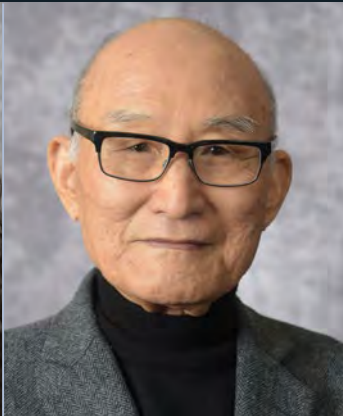
**Carleen Cumberbatch**  
Retired Educator  
**HADC VICE CHAIR**  
**RSC CHAIR**



**Dorothy Williams**  
CEO  
DWMG Real Estate Services  
**HADC Commissioner**  
**HDC Board of Directors**  
**PTS CHAIR**



**Yvette Hudson**  
Administration  
Veterans Affairs  
**HADC Commissioner**  
**RSC Board of Directors**  
**PTS Board of Directors**



**Charles Yi**  
Retired Program Director  
Pan Asian Community  
Services  
**HADC Commissioner**  
**RSC Board of Directors**



**Dr. Thomas Coleman**  
Retired Chief of Staff  
Executive Administrator  
**HADC Commissioner**  
**HDC Board of Directors**  
**PTS Board of Directors**

ARG BOARD OF COMMISSIONERS

**ENHANCING LIVES**  
through economic growth and development.



*“Research has shown that housing that is safe and affordable and in a strong and thriving neighborhood is a launching pad to upward mobility for families.”*

E.P. “Pete” Walker, Jr., *President & CEO*

## Committed to **OPERATIONAL EXCELLENCE**

A message from E.P. “Pete” Walker, Jr., *President & CEO*

2017 proved to be another successful year of progress toward our strategic goals of long-term sustainability, growth and development, quality of life, and creating a larger community. Affiliated Resources Group (ARG) is stronger than ever. ARG’s leadership team and staff have furthered our commitment to operational excellence throughout the Agency.

As you will see throughout our 2017 Year in Review, we continue to focus on sustainability by streamlining operations, enhancing technology, ensuring our processes and procedures are both efficient and effective, and expanding our reach into the community to generate greater impact. ARG’s diverse and talented team of highly engaged, innovative and capable individuals are motivated by and connected to the purpose and vision of the Agency to improve the well-being of people’s lives in tangible, significant ways.

ARG’s work is strategic in creating sustainable affordable housing. The Agency works to maximize opportunities for growth and development that stabilize and lift communities and expand our portfolio. Our team works together to address complex issues by generating innovative approaches to affordable housing and real estate development and delivering social services to help our clients overcome socioeconomic issues to achieve long-term self-sufficiency and economic stability.

ARG companies continue to play a critical role in developing innovative affordable housing and implementing housing programs and resident service initiatives to stabilize and enhance lives for more than 15,000 individuals and families throughout DeKalb County. Collectively, we prioritize opportunities that strengthen communities and help families and individuals in high need – including

Our team works together to address complex issues – generating innovative approaches to affordable housing and real estate development and delivering social services to help our clients overcome socioeconomic issues to achieve long-term self-sufficiency and economic stability.

foster youth, homeless individuals and veterans – secure quality housing as a platform to enhance their quality of life and eliminate homelessness.

ARG’s investment in our community reaps benefits beyond neighborhoods that include lower social, health, and economic costs for our region. Throughout the Agency, we seek to leverage resources through public and private partnerships that enhance our impact on the community and help to achieve our collective missions. ARG continues to invest in opportunities that not only expand our housing portfolio and ensure long-term sustainability – including rehabilitation of existing properties and development of new sites, but which work to reverse entrenched poverty and provide needed opportunities and supports to help residents overcome their circumstances.

I am most proud of the inroads we are making with our Housing Choice Voucher participants through our programs that provide housing stability, seek to end homelessness, and support participants on the path to long-term self-sufficiency. Our Agency continues to work with the U.S. Department of Veterans Affairs (VA) and DeKalb County’s Continuum of Care (CoC) to address the issue of homelessness. Once again, this year the Agency was recognized by the National Association of Housing and Redevelopment Officials (NAHRO) with an Award of Merit in Housing and Community Development for our “Pathways to Self-Sufficiency” Program that details our Resident Services initiatives for our participants.

# OPERATIONAL EXCELLENCE



### ENHANCING LIVES

through economic growth and development.



# ARG STRATEGIC DIRECTION

The Affiliated Resources Group's (ARG) Strategic Direction for 2016-2018 is to reduce or eliminate our dependency on HUD to determine where we go in the future as we strive to maximize opportunities for growth and development.

ARG strategic goals include:

## LONG-TERM SUSTAINABILITY

### Revenue Streams

Increase the flow of unrestricted revenue

### Adequate Skills

Ensure that our workforce has the appropriate skills and systems to achieve our vision and mission

### Organizational Design

Optimize organizational and operational efficiencies and effectiveness

### Technology Capabilities

Provide the technology necessary to support our vision and mission

### Relationship Transformation

Transform our image to one of a catalyst that provides a "Return On Investment"(ROI)

## GROWTH & DEVELOPMENT

### Real Estate

Increase unrestricted revenue to a level that supports the operation and mission of the organization

### Outside Opportunities

Position ourselves to consider social entrepreneurship opportunities outside our jurisdiction in order to increase unrestricted revenue to support the operation and mission of the organization

### Document Success

Document HADC's model for success

## QUALITY OF LIFE

### Resident Services

Develop and execute comprehensive resident services programs for youth and adults to enhance quality of life and to provide opportunities for family self-sufficiency

### Environmental Impact

Develop and establish comprehensive programs to ensure our properties have a low impact on the environment

### Neighborhood Cohesiveness

Identify housing opportunities in proximity to residents' needed services

### Strong HADC Client Relationships

Create programs to recognize the accomplishments of our clients

### Financial Institution Feasibility

Explore the feasibility of creating a Community Development Financial Institution, Credit Union or other Financial Institution to serve clients that are either "underbanked" or "unbanked"

### Health Care Services

Explore the feasibility of providing on-site health services

## CREATING A LARGER COMMUNITY

### Children Aging Out of Foster Care

Create a program for children aging out of Foster Care

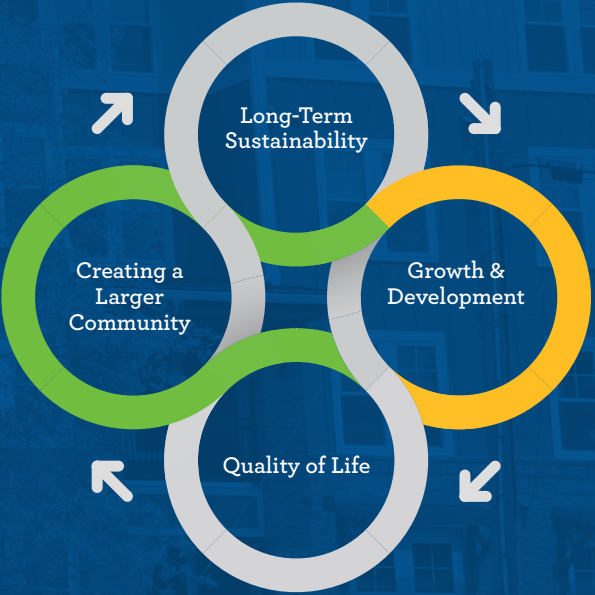
### Internships for Community Research

Expand internship opportunities focused on research of the community and low-income families

### Homelessness

Establish and enhance priority for housing the homeless in all of our programs and properties while coordinating access to the system of services needed

## THE ARG MODEL



# STRATEGIC DIRECTION



## HOUSING AUTHORITY OF DEKALB COUNTY (HADC)

Providing sustainable and affordable housing as a platform to enhance lives

### Strategic Focus

- Administration of Housing
- Choice Voucher Programs (HCV, PBV, VASH and RAD)
- Information Technology
- Bond Program
- Moving to Work (MTW) Preparation

## HOUSING DEVELOPMENT CORPORATION (HDC)

Developing and managing affordable and sustainable communities

### Strategic Focus

- Multi-family Development
- Single-Family Development
- Development Consulting
  - Asset Management
  - Property Management

## PTS CONSULTING GROUP (PTS)

Facilitating pathways to operational and programmatic sustainability

### Strategic Focus

- RAD Transformation
- Relocation Consulting
- PHA Financial Consulting
- PHA Operational Consulting

## AFFILIATED RESOURCES GROUP

## RESIDENT SERVICES CORPORATION (RSC)

Enhancing lives through promoting self-reliance and self-sufficiency

### Strategic Focus

- Resident Services
- Self-Sufficiency Programs
- Facilitation of Partnerships
- Nonprofit Fundraising

# AFFILIATED COMPANIES



## ARG FINANCE

The Finance team is responsible for all financial activities of ARG's affiliated companies. Activities include accounting, budget development, financial analysis, financial statement presentation, audit facilitation, managerial reporting, governmental compliance, risk management and participation in other projects critical to the attainment of the Agency's strategic goals.

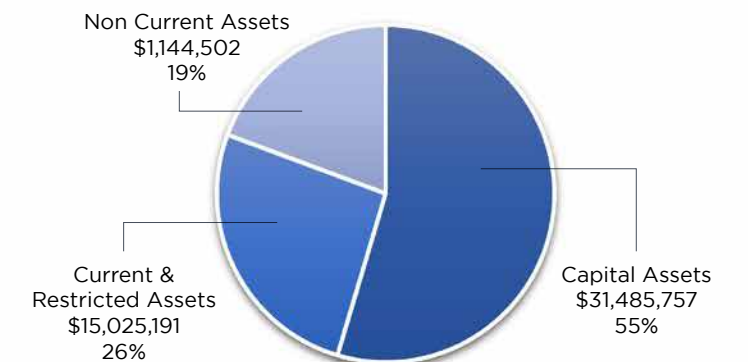
### Audit:

In FY2017, the HADC received an unqualified audit opinion. An unqualified opinion from independent auditors provides assurance that the Authority's financial records and statements are fairly and appropriately presented, and in accordance with Generally Accepted Accounting Principles (GAAP).

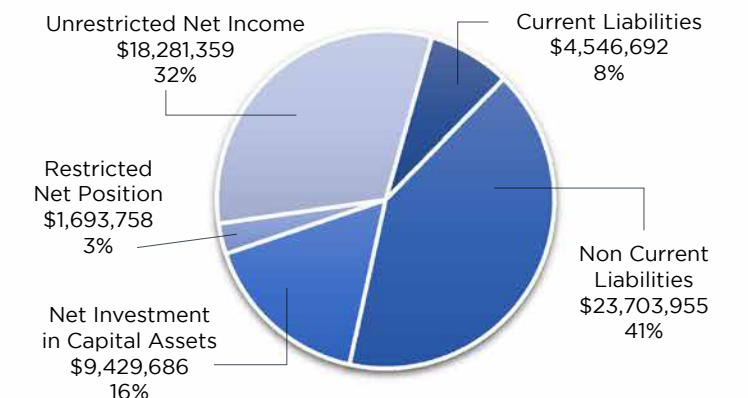
### Portability Financial Management:

For FY2017, the Portability Financial Management team continued to successfully manage the \$14M accounts receivable balances for the Authority's Port participants. The Authority currently has 1,700 Port participants from 274 housing authorities. The collection rate for Ports continues to be at 99%.

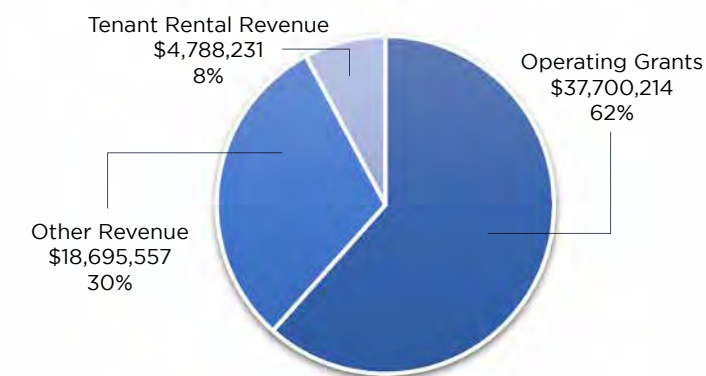
## ASSETS



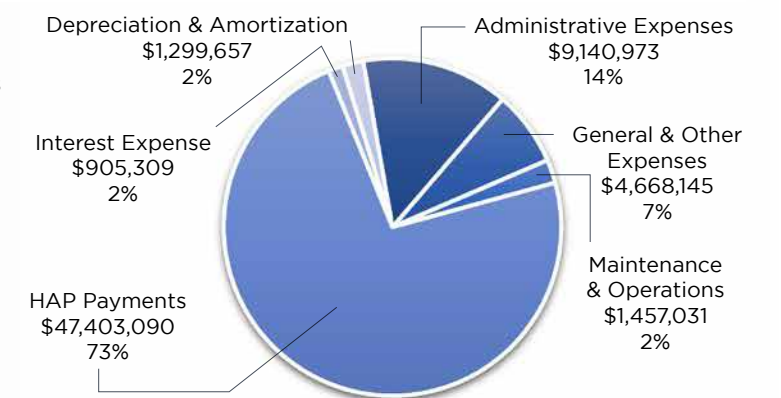
## LIABILITIES AND NET ASSETS



## OPERATING REVENUE



## OPERATING EXPENSES





## ARG HUMAN RESOURCES

Specializing in affordable housing and real estate development, ARG offers meaningful career opportunities in a variety of functions that provide strategic operational support for the Agency. Professional development of staff is key to our success. Human Resources supports the Agency and its divisions through strategic planning, training and development.

## 2017 MILESTONES AND ACHIEVEMENTS

### Benefits, Compensation & Incentives

A Benefits and Compensation Analysis was performed to ensure that employees were being provided with the most competitive and comprehensive benefits.

- Annual Leave accruals were increased.
- Birthday Leave was increased to one (1) full day.
- Long-Term Disability, Basic Life and Accidental Death & Dismemberment Insurances were offered to all full-time employees at no charge.
- Optional Short-Term Disability Insurance was offered to all full-time employees.
- The Bereavement Leave Policy was amended to provide up to one (1) day of bereavement leave for non-immediate family members that are related to the employee by blood and/or marriage.
- HR completed Employment Certification forms for employees relating to the Public Service Loan Forgiveness Act. All employees were notified of the opportunity to have their student loans forgiven.

### Internship & Graduate Research Assistance Opportunities

The Agency's Graduate Research Assistant Program commenced in September 2017. The program is facilitated by Georgia State University's Department of Public Management and Policy in the Andrew Young School. The University agreed to provide ARG with one (1) Graduate Research Assistant for the academic year who is currently developing a formalized research plan relating to DeKalb County's rental market affordability between 2000-2017.

### Mass Communication

The HR Department partnered with EZ Texting to enhance communication with the ARG staff in an effort to maximize lines of communication and prevent disruptions in operations. A text messaging pilot test was successfully performed in September 2017 and all employees are now receiving communication via text message on an as-needed basis.

# HUMAN RESOURCES

## ENHANCING LIVES

through economic growth and development.



### Onboarding

The HR Department created a new and improved Onboarding Program for all new hires. The previous onboarding system has been supercharged and streamlined with paperless processing, interactive media and visuals that create the opportunity to have maximum engagement and retention.

- **Paperless New Hires** Onboarding paperwork has been exchanged and automated with an Electronic Employee Onboarding System. New hires are now able to complete and submit required forms electronically and risk-free from the comfort of their home prior to the start of employment. This solution has been an essential timesaver for the applicant and the HR Department and it has created a better, first day experience for the new employees of ARG.
- **Interactive Media** In addition to traditional dialogue, the HR Department created interactive media that introduces each new hire to the President and CEO, Board of Commissioners, Vice Presidents of each entity, ARG's portfolio and the staff of ARG. This interactive meeting allows each new hire to feel more welcome and poised to succeed.

### Professional Employer Organization (PEO) Transition & Acquisition

ARG transitioned to a new PEO, Paychex, beginning January 1, 2018 – terminating its partnership with ADP effective December 31, 2017. PayChex provides lower medical premiums, additional medical plans, transparent worker's compensation fees and a flat billing fee per employee in addition to other benefits.

- **Benefits Open Enrollment Sessions** were held for staff on November 21, 2017. Over 98% of the staff enrolled in benefits that were provided by ARG via PayChex.

### Recognition Programs

- An Employee of the Month initiative was created in an effort to acknowledge and recognize employees who have exemplified exceptional and outstanding service, professionalism, aptitude and a positive attitude.
- A "Behind the Scenes Award" was created to recognize employees who make a profound impact behind the scenes. These individuals possess a strong and consistent devotion not only to their job, but to the teams with whom they work.

### Corporate Training

Continued training and professional development are essential necessities within the Agency. Training presents a prime opportunity to expand the knowledge base and personal and professional skillset of all employees. In 2017, the HR Department scheduled and budgeted training programs that would benefit the Agency's day-to-day operations and increase employee engagement, while promoting ARG to be an employer of choice. Corporate trainings that were held include:

- Leadership Development Training for Managers
- Workplace Violence Training
- Life Insurance Educational Meetings
- Annual Medical Open Enrollment Meetings
- HART Retirement Meetings
- Preventing Harassment in the Workplace for Employees
- Preventing Harassment in the Workplace for Managers
- The Do's & Don'ts of Write-Ups & Performance Improvement Plans
- DISC Training

### Workplace Wellness

- ARG continued the workplace wellness initiative, including membership discounts to L.A. Fitness and spearheading a change to healthier options for the vending machine.
- HR partnered with Rite Aid in an effort to provide on-site influenza vaccination services to our staff. A Flu Clinic was held November 2, 2017, prior to the peak of flu season.



# ARG BUSINESS INTELLIGENCE

The ARG Business Intelligence (BI) Department implements and supports the flow of information needed to be effective in today's work environment. By focusing on software utilization, automation, and cost savings, the BI Team implements IT solutions and provides technical support for over 100 users at multiple locations for the Agency and Affiliate companies.

## 2017 MILESTONES AND ACHIEVEMENTS

The biggest milestone for ARG's IT team this year was the transition from "IT" to Business Intelligence (BI). Instead of the traditional IT focus on providing service to equipment and technical needs, the ARG Business Intelligence team is constantly evolving to evaluate and implement the strategies and technologies used by the agency, with a focus on providing historical, current and predictive views of business operations. In this way the Business Intelligence team can provide comprehensive services to the entire agency by anticipating its business needs and recommending technology-focused strategies to achieve its business goals.

The Business Intelligence team continues to provide traditional support for software and hardware issues, but the focus of the ARG BI team is to ensure that we, as a larger team, "work smarter and not harder" at all points. Together with its HelpDesk support team, the Business Intelligence group brings more than 40 years of IT experience to the Agency and provides national leadership in the PHA IT industry at multiple levels. The team operates from

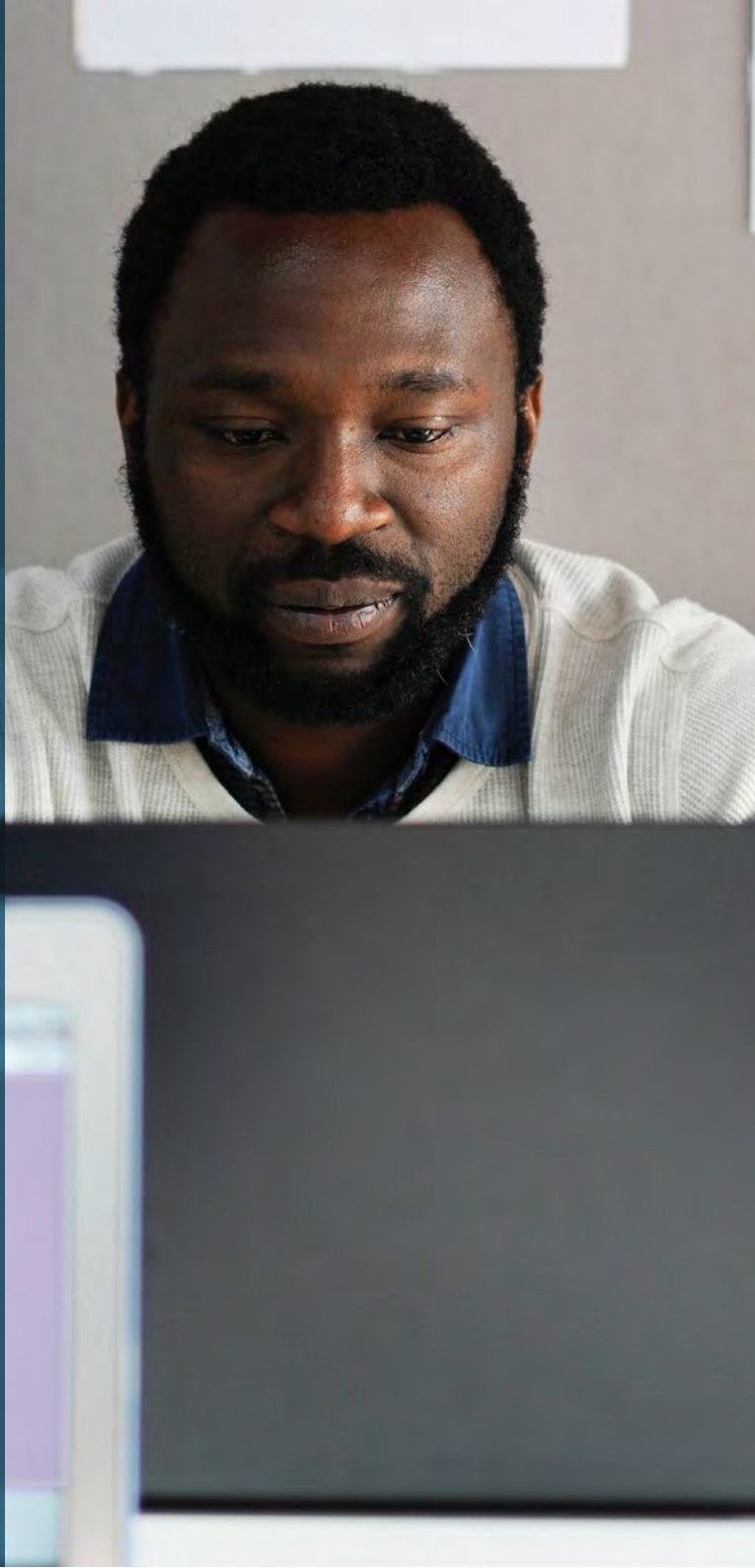
a comprehensive HelpDesk system used to track user requests and issues. Providing an efficient, secure infrastructure designed for secure remote access, the agency's IT systems allow users to work remotely with the same capacity as they have while connected to the network on-site. Wireless system access is maintained at all major sites for both staff and guests while a variety of online solutions allow partners and clients to access program specific information and apply for assistance.

### Microsoft Office 365 Migration

The migration to MS Office 365 Online has proven to be a solid improvement to the Agency's workload, offering staff access to the latest and greatest version of MS Office products immediately and constantly, without the need for continuous upgrades.

### HelpDesk & Expanded Support Team

In June 2017, the Business Intelligence team implemented a live HelpDesk thanks to its partnership with PremierePC. In addition to expanding our availability of technical support resources, PremierePC has been an invaluable partner assisting us with every major project we have undertaken since.



### Yardi Hosted Transition

The Yardi database has been migrated to a private cloud-based server that is hosted by Yardi itself. While this was in keeping with Yardi's evolving business model, this milestone also grants us access to a wealth of improved resources and potential system enhancements that were unavailable to the Agency prior to transition.

### Electronic Signatures

Using the SignNow product, agency executives are now able to securely sign documents from nearly anywhere using any device including computers, iPads and smartphones. This enhancement has greatly improved the timely signing of critical documents and allowed team members at multiple levels much greater flexibility as they go about their day.

### Enhanced Web Security

2017 saw a massive increase in cyberattacks and web-based security threats to agencies across the United States. ARG was not immune to this increase and the Business Intelligence team has expended considerable resources to ensure that our systems are as secure as possible at all points. This work is ongoing and constant as new threats arise daily, but enhancements implemented this year make our network and systems more secure than they ever have been before.

# BUSINESS INTELLIGENCE

ENHANCING LIVES  
through economic growth and development.





The Housing Authority of DeKalb County (HADC) administers the Housing Choice Voucher (HCV) Program in DeKalb County to provide rental assistance to low-income families, the elderly, and the disabled to afford high-quality, safe, and sanitary housing in the private market. Formerly known as Section 8, program funding is provided by the U.S. Department of Housing and Urban Development (HUD).

[www.dekalbhousing.org](http://www.dekalbhousing.org)

## MISSION

To provide sustainable and affordable housing as a platform to enhance lives

## VISION

To be recognized and respected as one of the premier housing authorities in the nation, strong community partners and leaders in affordable housing

## CORE VALUES

### Excellence

- We pursue excellence in all our endeavors

### Integrity

- We are committed to act in an ethical, honest manner
- We hold ourselves and others responsible for delivering what we say we will deliver

### Respect

- We believe that all people should be treated with compassion and dignity
- We proactively respond to the needs of those we serve
- We empathize with the experiences of all people impacted by our work

## GUIDING PRINCIPLES

- Identify with the plight and needs of our clients
- Commit to vital partnerships and community development
- Assist clients in transitioning out of subsidized housing
- Promote culturally and economically diverse communities
- Foster education and awareness programs
- Provide the best affordable homes possible
- Improve communities
- Enhance lives

**AFFORDABLE HOUSING**  
as a platform to enhance lives.





**HADC HOUSING CHOICE VOUCHER DIVISION**

The Housing Choice Voucher (HCV) Department administers the federally-funded Housing Choice Voucher Program for unincorporated DeKalb County, Georgia. The program is funded by the U.S. Department of Housing and Urban Development (HUD) and offers much needed rental assistance to low-income families through the issuance of housing vouchers.

**2017 MILESTONES AND ACHIEVEMENTS**

HADC has the third largest Housing Choice Voucher (HCV) Program in the state of Georgia, the 48th largest in the Country, and is considered a high performing Public Housing Authority (PHA).

HCV administers almost 6,400 vouchers, including Tenant-Based and Project-Based Housing Choice Vouchers, Incoming and Outgoing Portable Housing Choice Vouchers, Rental Assistance Demonstration (RAD) Vouchers, Veterans Administration Supportive Housing (VASH) Vouchers, as well as other special program vouchers that include the Family Unification Program (FUP), Homeless Demonstration Program, Foster and Homeless Youth Program and the Homeownership Voucher Program.

HCV ensures the Agency’s compliance with federal laws and regulations as well as the policies approved by our Board of Commissioners. The HCV team qualifies families for voucher issuance and certifies program participants for continued eligibility. HCV works closely with multi-family and single-family property owners to provide high-quality, safe and sanitary housing and to ensure Housing Quality Standards, Fair Housing and Reasonable Accommodations are all met. HCV also administers monthly rental assistance payments to property owners for contracted project-based units as well as private market tenant-based units and monthly Utility Reimbursement Payments (URP) for all qualified HCV program participants.

**Project Based Voucher Property Rehabilitation**

In 2017, HCV and Housing Development Corporation began renovations at the Spring Chase II Apartment community. The renovation will increase the number of PBV units serving near-elderly families from 40 to 73, while also making improvements to units and community amenities.

HOUSING CHOICE VOUCHER



**FEDERAL ASSISTED HOUSING PORTFOLIO**

**HADC manages a total of 6,393 vouchers:**

**1,743 Incoming Portable Housing Choice Vouchers**

**4,650 Allocated Housing Choice Vouchers including:**



- 3,011 Tenant Based Housing Choice Vouchers
- 657 Project Based Vouchers
- 266 Rental Assistance Demonstration Vouchers
- 716 VASH Vouchers

36%

of households live on a fixed income

46%

of non-elderly, non-disabled families are working families

Average family pays

\$192

per month for rent

Average HAP voucher was

\$610

per month

Average working household income is \$18,412

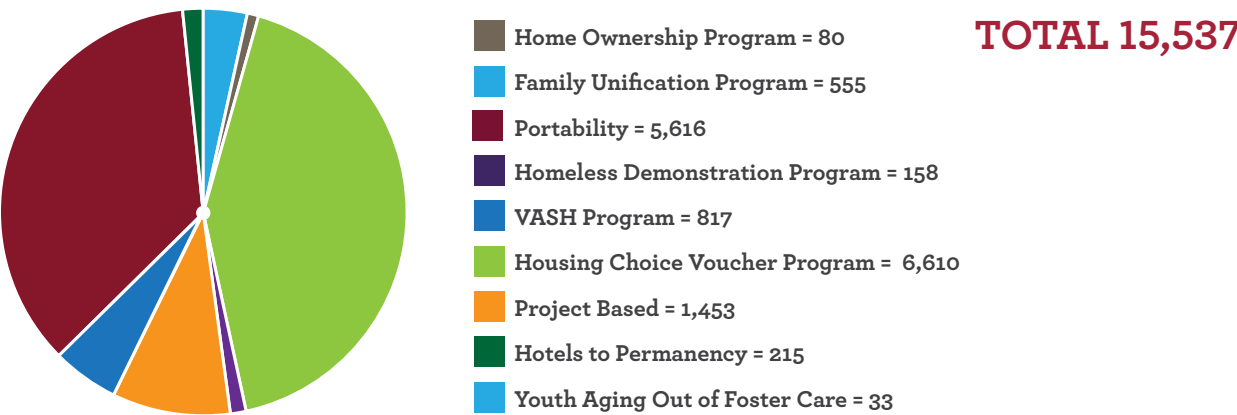
Average annual income for nonworking families \$10,439

Average annual income for elderly/fixed-income families \$12,684

**AFFORDABLE HOUSING**  
as a platform to enhance lives.



INDIVIDUALS SERVED BY **HCV** PROGRAMS

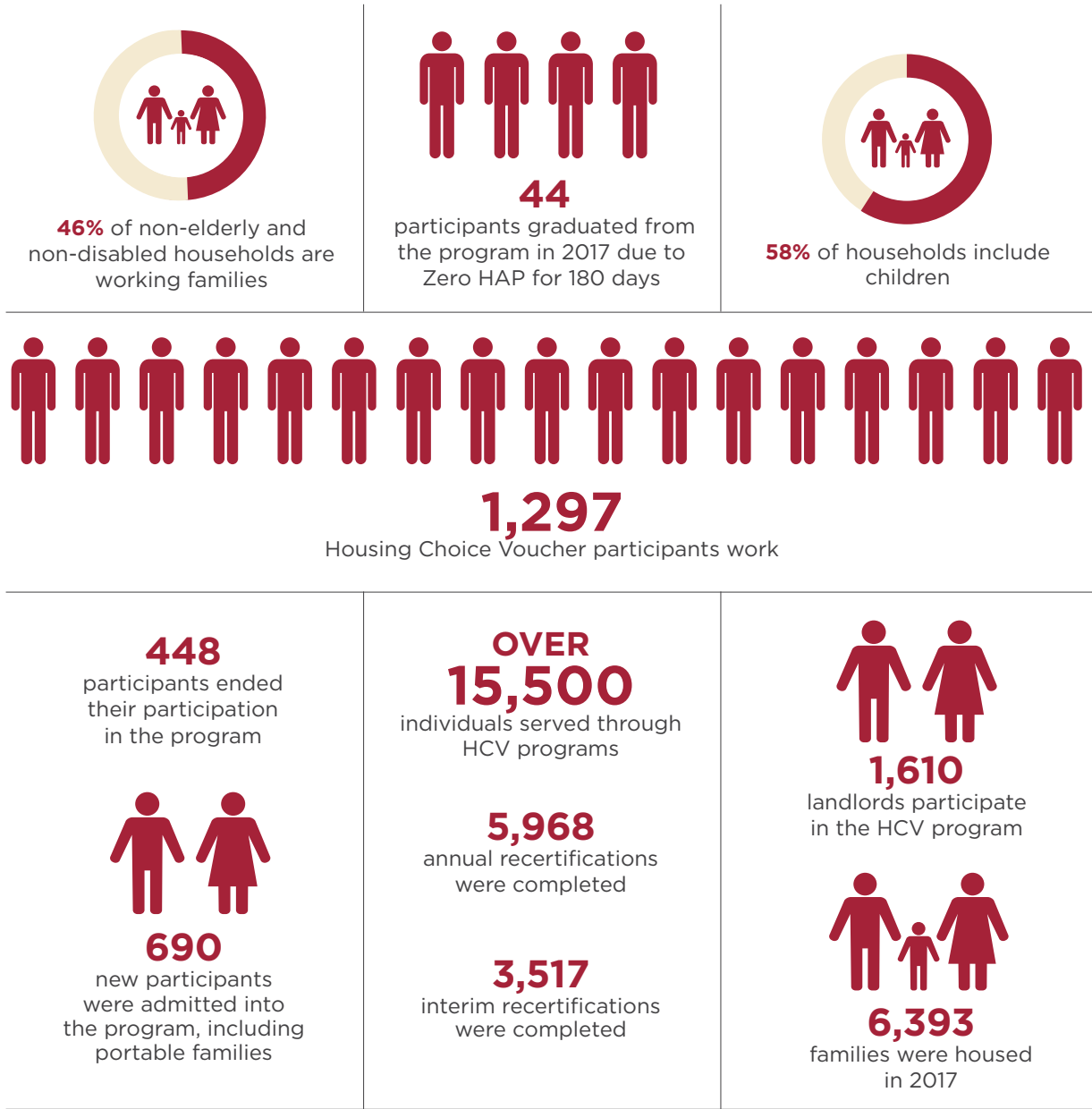


**Special Programs**

- HCV housed 10 Family Unification Program families, including 32 children. The Family Unification Program is a partnership with the Department of Family and Children’s Services (DFCS), which provides vouchers to families who would lose their children to foster care if they are unable to secure permanent housing or can only get their children back from DFCS custody if they establish permanent housing, which is attainable with a Housing Choice Voucher. This program prevented 32 children from going into or remaining in DFCS custody in 2017.
- HCV assisted 11 young adults (between the ages of 18-26 who either aged out of foster care or were homeless) to obtain permanent housing. Young Adult homelessness is a growing issue in our region. According to the Covenant House of Georgia, more than 3,300 youth are homeless in Atlanta. In addition, 50 percent of young adults who age out of foster care become homeless within 6 months of leaving the Division of Family and Children Services custody.
- HCV and RSC continued their partnership with DeKalb Community Development and several other community organizations on an initiative to move low-income families who had been living in hotels to permanent housing using DeKalb County HOME funds. In 2017, 14 families including 41 children were housed.
- HADC continued to work toward the goal of ending Veteran Homelessness in DeKalb County with our Veterans Affairs Supportive Housing (VASH) Program. HADC collaborates with the U.S. Department of Veterans Affairs (VA) to provide eligible homeless Veterans and their families Housing Choice Vouchers. This program not only provides permanent housing solutions, but ongoing supportive services and case management. The VASH Program housed 118 homeless veterans in 2017.
- HCV sponsored a Back to School Drive to assist families participating in HADC programs. Over 4,000 items were collected and donated to families in need.
- HCV sponsored a canned food drive to assist families participating in HADC programs during the holiday season.

**Commitment to Operational Excellence**

- HCV revised the Administrative Plan and operational procedures to comply with new HUD mandates regarding VAWA, Small Area Fair Market Rents, and HOTMA; and to also reflect HCV process improvements.
- HCV has implemented a training program to ensure staff are equipped with the resources needed to complete work duties accurately and effectively. A Training Team was established to conduct bi-weekly trainings. The training subject matter alternates between HCV topics and the Administrative Plan.





## HADC ADMINISTRATION

The Administration Department supports the Agency's strategic objectives by facilitating the distribution of information regarding programs, initiatives, and resources to our residents, the community, and partners. The department also provides support to the Authority's Board of Commissioners and for meetings and special events. In addition, the Administration team is responsible for procurement and compliance as well as the Agency's internal and external communication functions.

## 2017 MILESTONES AND ACHIEVEMENTS

### Board of Commissioners

- Facilitated HADC Board of Commissioner meetings
- Provided support to Commissioners as needed

### Compliance

- Ensured regulatory reporting was completed in a timely manner
- Served as a clearinghouse for Agency's legal issues, Open Record Requests, HUD/other audits and insurance matters

### Procurement/Contract Administration

- Provided procurement and contract administration support to all divisions within the Authority and for PTS Consulting Group clients

### Special Events

- Planned and facilitated staff events for the Agency, including Employee Giving Campaign and Holiday Party

### Communications

- Coordinated and executed all communication activities to ensure the communications strategy consistently articulates the mission of the Authority and affiliated companies
- Reinforced Affiliated Resources Group (ARG) branding for the Agency through ARG company branded digital templates, presentation folders, business cards, and letterhead, 2016 Year in Review, redesign of Employee ARG-branded Focus Internal Newsletter, ARG Marketing Signage and Clothing
- Broadcasted Monday Motivations to all employees
- Produced monthly employee Focus newsletters
- Produced 2016 Year in Review
- Developed and facilitated content/program for ARG Employee Digital Monitor
- Developed ARG Staff Communications and Staff Directory web pages to facilitate enhanced communication amongst staff and affiliated companies



### Communications *continued*

- Produced and broadcast quarterly HCV Landlord Lines and Family Times email newsletter to landlords and participants
- Assisted with HADC development presentation for CEO as well as PTS charts and presentation for NHLS on blended-occupancy.
- Facilitated procurement and installation of Board of Commissioner portraits
- Developed content and coordinated production of fundraising/impact collateral materials, Fact Sheet, logo redesign, promotional t-shirts, as well as resident success/testimonial content and videos for publications and website for RSC affiliate
- Maintained and updated content on websites for ARG, HADC, PTS, RSC, and HDC - including announcements, job postings, news, meetings/events, forms, real estate listings/photos
- Facilitated enhancements to structure, design, and content for ARG, HADC, RSC, and HDC websites
- Provided photography to support internal and external communication and administrative needs, including photography for publications, activities/events hosted by the Authority and its affiliates, real estate development and single-family homes, and administrative needs including security badges and staff directory
- Facilitated news, bios, and other information posted to websites
- Facilitated content and images for *The Edge* article for HUD Office of Policy Development and Policy Research about DeKalb County's RAD conversions, specifically The View
- Ongoing support for various communication and outreach needs of the Authority and its affiliates to ensure quality and consistency in branding through multiple communication channels, including signage, digital content, email outreach, surveys, flyers, photography, print production etc.

# ADMINISTRATION



**AFFORDABLE HOUSING**  
as a platform to enhance lives.



# Housing Development Corporation

Housing Development Corporation (HDC) is a 501(c)(3) nonprofit committed to the acquisition, renovation, construction and management of affordable housing. HDC develops and manages affordable housing for low and moderate income families, seniors, and the disabled. With an entrepreneurial view to the future, HDC seeks public and private partners to create and renovate multi-family and single-family homes, as well as housing developments with state-of-the-art amenities where seniors and families are comfortably housed, children have stable school attendance and neighborhoods can be rejuvenated.

[www.housingdevelopmentcorp.org](http://www.housingdevelopmentcorp.org)

## 2017 DEVELOPMENT MILESTONES AND ACHIEVEMENTS

- Manor at Indian Creek II, a 94 unit elderly property. Started construction and should be completed in March 2018 adjacent to the Indian Creek MARTA station.
- Sterling at Candler, a 170 unit elderly property. Started construction in March 2017 and should be completed in June 2018 on Candler Road between Memorial and Glenwood.
- Brightstone at DeKalb Medical, a 175 unit elderly property. Started construction in

December 2017 and should be completed in January 2019.

- Retreat at Spring Hill, formerly Spring Chase II, is undergoing a major renovation with more than \$3 million in improvements. The renovations should be completed by December 2018.
- Developed and sold 10 townhomes in the City of Brookhaven, named Blackburn Row.
- Sold our first two houses in the fourth development phase of the Eastside Walk subdivision, with 7 more presales and 7 more spec homes under construction.
- Mills Creek Crossing (200 unit family property) and Retreat at Mills Creek (80 unit senior property) were converted to permanent financing.

## 2017 MANAGEMENT MILESTONES AND ACHIEVEMENTS

- Forged joint venture with LEDIC Management to manage our properties as they convert to tax credits. This will allow us to gain the necessary experience to manage all our properties in the future.
- Spring Chase averaged above 99% occupancy for the second consecutive year.
- Hairston Lake averaged above 98% occupancy for the year.
- Hairston Lake passed its first MOR (Management and Occupancy Report) from HUD.
- Maintained a resident retention rate of 85.6% across the rental portfolio.

### WE DEVELOP



Began construction on  
**437 units**  
of affordable housing.

### WE CREATE



**Eco-Friendly Communities:**  
Reduced water consumption  
by **20%** for our residents at  
Ashford Landing by replacing  
bathroom plumbing fixtures  
in all **117 units**.

## HDC and Affiliated Companies REAL ESTATE PORTFOLIO

Ashford Parkside: 151 units  
Ashford Landing: 117 units  
Hairston Lake: 170 units  
Hearthside Brookleigh: 121 units  
Mills Creek Crossing: 200 units  
Reserve at Mills Creek: 100 units  
Retreat at Mills Creek: 80 units  
The View: 80 units  
Spring Chase: 380 units  
Retreat at Spring Hill: 83 units

### Single-Family Rental Homes

Acquisition/Rehab/New Construction:  
82 Homes

### Multi-Family Development

(under construction)  
Sterling at Candler: 170 units  
Manor at Indian Creek II: 94 units  
Brightstone at DeKalb Medical: 175 units

### Single-Family Development

(under construction)  
Eastside Walk: 150 units sold;  
40 units remaining

### Tax Exempt Bond Program

13 properties, totaling 3,474 units;  
1,159 units set aside for low-income



## Making Communities More Resilient

Housing Development Corporation (HDC) plays a crucial role in ARG's success in making communities more resilient by building opportunity, enhancing lives, and impacting communities. A 501(c)(3) nonprofit, HDC was created in 1988 in response to the shortage of affordable housing opportunities for persons of low to moderate income in DeKalb County. HDC develops and manages affordable housing for low and moderate-income families, seniors, and the disabled. HDC's vision is to preserve and create high-quality, sustainable and affordable housing for its residents and provide high-quality, mixed-income units that promote economic integration.

HDC is a committed partner in revitalizing neighborhoods to foster economic development and provide quality affordable housing. HDC is focused on the ongoing acquisition, renovation, and construction of affordable housing in DeKalb County and throughout Georgia and is working with public and private partners to create and renovate multi-family and single-family homes, as well as housing developments with state-of-the-art amenities where seniors and families are comfortably housed, children have stable school attendance and neighborhoods can be rejuvenated. HDC carefully considers its portfolio in terms of maintenance and capital needs, as well as opportunities for green design and environmental enhancements.

In 2017, HDC completed the third phase of redevelopment of the former Tobie Grant Manor public housing site with the completion of Retreat at Mills Creek, an 80-unit senior affordable housing community. HDC also finalized the development of Blackburn Row townhomes, completed construction, and sold 10 townhomes.

### **HDC's Development Team also started the following projects in 2017:**

**EASTSIDE WALK:** HDC began the third development phase of Eastside Walk subdivision which includes 20 additional single-family homes and initiated the fourth and final development phase to include 20 additional single-family homes.

**RETREAT AT SPRING HILL:** With the Housing Authority of DeKalb County (HADC), HDC created a tax credit partnership to purchase Spring Chase II from HADC in order to facilitate the renovation of the property. The property, an 83 unit 55+ community that provides housing for older persons, is being rebranded as Retreat at Spring Hill. To fund a \$4.2m renovation (\$50k per unit) for the property, HDC financed the transaction through tax-exempt bonds and 4% tax credits. The renovation is scheduled to be completed by late Fall 2018.



**MANOR AT INDIAN CREEK II:** In partnership with Prestwick Development Company, HDC assisted in the financing of the project through a 9% tax credit transaction and coordinated a public-private partnership to have project-based vouchers where HADC is a Co-General Partner and Co-Developer for Manor at Indian Creek II, a 94 unit elderly property scheduled to be completed in Fall 2018.



**STERLING AT CANDLER VILLAGE:** In partnership with The Benoit Group, HDC assisted in the financing of the project through a tax-exempt bond, 4% tax credit, and DeKalb County HOME transaction, and coordinated a public-private partnership to have project-based vouchers where HADC is a Co-General Partner and Co-Developer for Sterling at Candler Village, a 170 unit elderly property scheduled to be completed in 2019.



**BRIGHTSTONE AT DEKALB MEDICAL:** In partnership with Prestwick Development Company, HDC assisted in the financing of the project through a tax-exempt bond, 4% tax credit, and Georgia Department of Community Affairs HOME transaction, and coordinated a public-private partnership to have project-based vouchers where HADC is a Co-General Partner and Co-Developer for Brightstone at DeKalb Medical (at Hillendale), a 175 unit elderly property scheduled to be completed in 2019.

Creating **SUSTAINABLE COMMUNITIES**  
that enhance lives.



## Resident Services Corporation

**Resident Services Corporation** is a 501(c)(3) nonprofit whose mission is to enhance the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and long-term self-sufficiency. RSC has developed localized strategies and programs that underpin the economic stability, health, and well-being of the individuals and families we serve.

We know that sometimes secure housing is simply not enough for residents to lift themselves out of poverty, stabilize their lives or age in place with dignity and choices. It often requires a little extra help for families and seniors to create a brighter, more stable future for themselves. Our objective is to build a foundation for personal success by providing our participants with targeted programming and services that assist them in overcoming barriers to long-term self-sufficiency and economic stability.

[www.residentservicescorp.org](http://www.residentservicescorp.org)

RSC programs help educate and build soft skills for participants to become more self-reliant and lessen their dependence on governmental assistance.

### RECOGNITION



RSC was recognized again in 2017 by the National Association of Housing and Redevelopment Officials (NAHRO) for its Pathways to Self-Sufficiency program model as well as innovative strategies, including the Homeownership and Homeless Demonstration Initiatives.

## SPECIAL PROGRAMS

RSC is a catalyst for change, impacting lives by supporting families as they work toward becoming self-sufficient. Working with the broader community to create solutions for the challenges of cyclical generational poverty, our goal is to break the cycle with programming and services designed to affect positive change in the lives of our participants whereby they are ultimately self-sufficient and no longer dependent upon economic assistance.

### 2017 RSC SPECIAL PROGRAMS MILESTONES AND ACHIEVEMENTS

- In 2017, Special Programs extended workshops and resources to the entire HCV and PBV population, impacting over 3,000 individuals.
- Special Programs developed strategic partnerships, increasing resources to educate, encourage and advocate for community change; adding 34 new partners and 51 new resources.
- Special Programs added or enhanced 35 new initiatives. Combined best practices in several disciplines including communication and leadership skills, community organizing, case management, grassroots leadership, SMART goal setting, financial literacy, peer-to-peer support and learning, mentoring, child/youth development and job coaching and training.
- Special Programs continued to enhance our Pathways to Self-Sufficiency Program model, serving 382 adults; and a combined total of 130 at-risk youth and young adults.

### 2017 RSC Special Programs Initiatives

- Post-Secondary Preparation
- Couponing 101
- Personal Branding
- How To Create a Winning Resume
- Summer Reading Challenge
- Effective Communication
- Fast Track Careers
- Family Financial Education
- Life Skills for Youth and Young Adults
- LinkedIn For Beginners
- Resume Building
- Computer Job Training
- Interview Skills
- Parenting in the Real World
- Vision Boarding
- Health and Wellness
- What to Look for When Purchasing a Home
- Homeownership Education
- Social Media Networking
- GED Preparation
- Career Development

## ENHANCING LIVES.

Promoting self-reliance and self-sufficiency.





# SPECIAL PROGRAM INITIATIVES



## CIRCLES PROGRAM

Circles provides an effective and broad social network of peers, Circles Leaders, and Circles Allies that increase and sustain results for moving people out of poverty. Serving as the only Circles Chapter in the Atlanta Metro area, our Circles Program connects residents to high level resources while focusing on economic empowerment and self-advocacy. By incorporating financial capability and life skills, Circle Leaders have demonstrated increased social capital, changed mindsets, and have improved their financial habits.



## YOUTH EMPOWERMENT

The Youth Empowerment Program is a comprehensive and integrated program that unites community partners and academic leaders to empower current at-risk youth and those who have aged out of the foster care system in DeKalb County, Georgia. We are assisting young adults in successfully transitioning into independent living by providing ongoing access to education opportunities, vocational training, counseling, housing, career development services, mentoring, life skills training, and various supportive services.



## HOTELS TO PERMANENCY

The Hotels to Permanency (H2P) Program provides short-term rental assistance to families that were deemed eligible by the DeKalb County Continuum of Care. More than fifty H2P families who were once living in area hotels have access to resources and supportive services geared toward assisting them in becoming self-sufficient.



## FAMILY SELF-SUFFICIENCY

Our Family Self Sufficiency Program's customized Pathways to Self-Sufficiency helps residents by identifying specific needs for individuals in an all-encompassing way by identifying long and short-term goals. Each participant works with a coordinator to develop an Individualized Training and Service Plan (ITSP). Housing Choice Voucher participants are linked with community resource partners to achieve increased earned income and reduce or eliminate the need for any government assistance programs to achieve long-term financial independence. The program currently serves close to 400 families; which makes it one of the largest FSS Programs in the Atlanta Metro area. The FSS Program is self-funded by the Housing Authority, accompanied by donations and in-kind partnerships.



## HOMEOWNERSHIP PROGRAM

The Housing Authority's Homeownership Voucher Program offers a mortgage subsidy to qualified low-income households that currently receive Housing Choice Voucher Rental Assistance. Families work one-on-one with our Homeownership Coordinator, who is a HUD approved counselor to increase financial capability and assets. Participants are expected to complete sessions on financial education and budgeting, as well as pre-purchase and post-purchase counseling. The majority of residents enrolled in FSS have identified homeownership as their final goal; therefore, residents who do not currently meet the eligibility requirements work directly with our Homeownership Coordinator, Financial Coach and FSS Coordinator until they meet the eligibility requirements for homeownership.

# SPECIAL PROGRAMS AND SERVICES IMPACT



69% of participants have reported an increase in wages



90%

of participants reported an enhanced quality of life as a result of RSC initiatives



92% of participants completed financial education/literacy classes

382

Family Self-Sufficiency participants



130

Young Adults and At-Risk participants

Over 200 hours of case management for previously homeless residents  
400 employment related assessments 199 participants updated their resumes



82%

of families enrolled in FSS expressed interest in becoming a homeowner



52

Homeownership participants



12 Circles Leaders

30% of special programming now includes previously homeless veterans, aged out of foster care and previously homeless youth



46% of participants enrolled in Homeownership have been prequalified for a mortgage loan



80% of Circles Leaders participated in leadership training



90% of participants prepared a written budget



53% of families reported an increase in credit score since last year



51% of participants reported an increase in assets



## Community-Based Services

Resident Services Corporation (RSC) provides community-based social services and enrichment programs to support residents of Agency-owned communities. Resident Services Programs are designed to enhance the lives, stability, and well-being of residents.

Recognizing that shelter alone is not always sufficient for success, we endeavor to assist our residents in creating a stable foundation where they can explore their potential and age-in-place, while they are supported by practical programs and services such as health and wellness classes, financial education, employment initiatives and community and civic engagement.

Community-based programs and services provide a platform for our residents' success. Our Service Coordinators support residents in finding and accessing services through referrals and on-site programming that foster positive outcomes.

## 2017 RSC COMMUNITY-BASED SERVICES MILESTONES AND ACHIEVEMENTS

- In 2017, Resident Services Community-Based Service Coordinators introduced 40 new programs and added 22 new partners – impacting over 1,000 residents at Hairston Lake, Spring Chase I, Spring Chase II, and Ashford Parkside and Ashford Landing communities.
- In addition to providing transportation services to the Agency's properties, RSC provided services on a contract basis to the Brookhaven Cherry Blossom Festival and The View.

### 2017 RSC Community-Based Services

#### Education and Employment

- Leadership for Seniors
- Georgia Council on Aging's Engage with Co-Age
- Fire Safety & Risk Reduction Workshop
- Driver's Education with AARP

#### Housing and Economic Stability

- Five Tips to Organize Your Paperwork
- Consumer Protection: Scams & Identity Theft
- Finance/Budgeting: Discounts for Seniors
- Fair Housing Rights & Tenant Laws

#### Health and Wellness

- Senior Health & Fitness Fair
- Diabetes Empowerment Education Program
- Cooking Matters: Adult Nutrition
- Fun Fridays: Wellness with CPACS

#### Community and Civic Engagement

- Adult Coloring for Relaxation
- Jewelry Workshop: Bead Bracelets
- Neighborhood Gardening
- Quilting for Others
- Annual International Spring Fling!

## IMPACT



Over **4,000** individuals were impacted through RSC initiatives in 2017.

RSC's special initiatives enhance lives through personal growth and economic vitality. Community-based programs and services enhance the quality of life for families and seniors residing in low-income properties. Enhanced services empower residents to maintain their independence and age successfully in the community.

Enhanced community-based resident services were offered to over **600** residents at four senior and active adult properties. Staff introduced **40** new programs and added **22** new partners – impacting over **1,000** residents at family and senior properties. Weekly transportation services to access shopping and special events was offered to **700** residents at five senior and active adult communities.



## ENHANCING LIVES.

Promoting self-reliance and self-sufficiency.



# Making Homeownership a Reality for Families

Homeownership remains an American value and the cornerstone of our economy. Responsible homeownership is the key to building wealth and a strong middle class. A source of pride and security, homeownership strengthens community networks and support systems and has been shown to improve outcomes for health and education as well as civic participation.

More than 80 percent of Family Self-Sufficiency participants have identified homeownership as a final goal. As housing costs continue to increase, affordable housing is more critical than ever for long-term self-sufficiency for these low-income families. The Housing Authority of DeKalb County (HADC) Housing Choice Voucher (HCV) Program and Resident Services Corporation (RSC) are working together to make the vision of homeownership a reality for families who currently receive rental assistance.

Families must meet income and other eligibility requirements to qualify for the Homeownership

Voucher Program – which allows families to use their voucher to subsidize their mortgage payment and homeownership expenses – such as utilities, routine maintenance, taxes, and insurance.

Families that pursue the dream of homeownership often face significant barriers and financial challenges on the path to homeownership that include a lack of savings, poor credit scores, and debt. Families who qualify for the Homeownership Program receive housing counseling to help them succeed in purchasing, owning, and maintaining a home.

As part of RSC’s mission of enhancing lives and promoting self-reliance and long-term self-sufficiency, the current Homeownership Program was initiated in conjunction with the Family Self-Sufficiency (FSS) Program in August 2016. Currently, almost 14% of families enrolled in the FSS Program (52 families) have qualified for the Homeownership Program. Of these, 46% (24 families) have been prequalified for a mortgage loan.



A HCV participant from 2012-2017, disabled veteran homeowner, Robert Rapier – a former Veterans Affairs Supportive Housing (VASH) Program participant, recently moved into his own home and is no longer receiving rental assistance. Robert said, “*It’s a great feeling to move from Section 8 assistance to be standing on my own two feet. I’ve worked hard to make the life I want. I came off the program because I now have the income and assets to cover 100% of my housing. It was a big step for me. It feels so good. This home is mine!*”



Yvette Hudson gained a new sense of freedom in becoming a homeowner who graduated from our program. She is now self-sufficient from government subsidies and encourages families participating in these programs to “*Stick to your plan and follow your goals. If you allow these programs to assist you, you can be a homeowner and be self-sufficient.*” She explains that to be self-sufficient, “*You have to want it for yourself. You have to change your mindset.*”



HCV Participant and Homeowner, Heijl McCall, fulfilled her long-term goal she had for herself and her son. Born with disabilities 29 years ago and now totally disabled, Heijl’s goal has always been to live independently while caring for him and be completely self-sufficient. But due to the fact that her son’s situation worsens as he gets older, she has spent much of her life as a caregiver for him. She expressed her gratitude, saying “*The HCV and FSS Homeownership Programs gave me the opportunity to make my dream a reality. We have a place to call our home. Never give up working on your dreams. Anything is possible when you’re determined. Thanks to the staff for all their support.*”



2017 IN-KIND DONATIONS

Resident Services Corporation (RSC) Special Programs and Community-Based Programs and Services received **\$143,400** of in-kind donations

PLATINUM - \$10,000

- Armed Forces /CFPB Financial Coach - \$85,000
- DeKalb Office of Senior Affairs - \$19,500
- Center for Pan Asian & Community Services (CPACS) - \$13,500

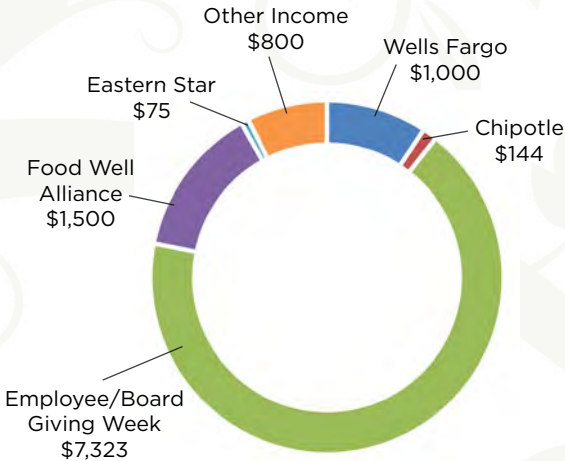
SILVER - \$2,500-\$5,000

- Metro Fair Housing Services, Inc. - \$4,500
- First Step Staffing - \$4,000
- Green Forest Community Development - \$3,500

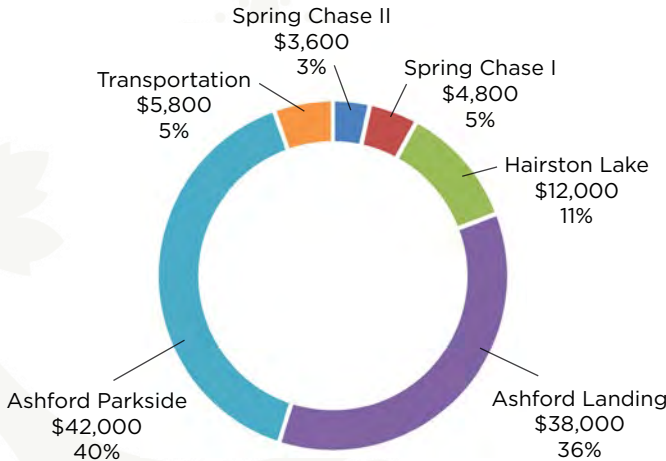
BRONZE - Under \$2,500

- MK Podiatry, LLC - \$2,400
  - WorkSource DeKalb Youth Programs - \$2,000
  - Women In Leadership - \$1,550
  - Clothing and Housewares from Individuals - \$1,500
  - MedSide Health Care - \$1,200
  - Emory University Hope Clinic - \$1,000
  - Prosper Home Care - \$750
  - Great Start Georgia - \$550
  - DeKalb Medical Center - \$550
- Good News Atlanta Church - \$500
  - Piccadilly Restaurants - \$250
  - Chamblee First United Methodist Church - \$250
  - Agnes Scott College - \$250
  - Virginia Milner - \$250
  - Fairfield World - \$200
  - Chamblee Public Library - \$100
  - Dunwoody Community Garden & Orchard - \$100

2017 CASH DONATIONS  
\$10,842



2017 REVENUE  
\$106,200



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PTS Consulting Group (PTS) is one of the nation's premiere affordable housing consulting firms. Our team of professionals specializes in the affordable housing industry. We bring a new vision to today's affordable housing market and offer strategic solutions to build positive change enabling agencies to thrive.

With decades of experience in all areas of housing authority operations, PTS provides innovative solutions for real estate development that can enhance agencies' portfolio of assets. Our consultants provide technical assistance and program management services to assist agencies in achieving organizational effectiveness. We are compliance experts and know how to apply industry best practices to effectively manage federal programs.

A night cityscape with a dark blue semi-transparent banner across the middle containing white and yellow text. The background shows a city skyline at night, with the Empire State Building prominently lit and visible in the center. Other buildings and streetlights are visible in the foreground and background, creating a warm, golden glow. The banner has a subtle grid pattern. The text is centered and reads: "BRINGING NEW VISION TO TODAY'S AFFORDABLE HOUSING MARKET". "NEW VISION" is in a larger, bold, yellow font, while the other words are in a white, sans-serif font.

**BRINGING  
NEW VISION  
TO TODAY'S AFFORDABLE  
HOUSING MARKET**

PTS has partnered with dozens of Housing Authorities and partners in the Southeast and throughout the country to provide consulting services. Our team of experts have provided innovative solutions for RAD conversion services, the development of affordable housing, mixed-finance development and project management services, tax credit applications, strategic planning, technical assistance, training, operational assessments and program/operation management, fee-based accounting services and more.

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