



HOUSING & REAL ESTATE DEVELOPMENT



ARG AFFILIATED COMPANIES

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. ARG affiliates develop and manage housing, administer large government programs and provide consulting services to facilitate operational and programmatic sustainability.



ARG BOARD OF COMMISSIONERS



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



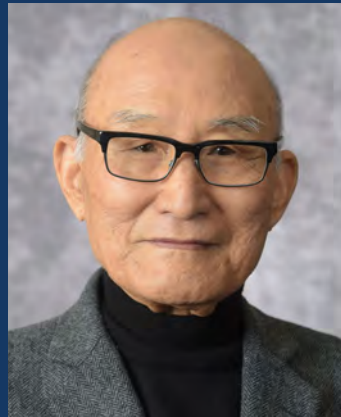
Carleen Cumberbatch
Retired Educator
HADC VICE CHAIR
RSC CHAIR



Dorothy Williams
CEO, DWMG Real Estate Services
HADC Commissioner
HDC CHAIR
PTS CHAIR



Yvette Hudson
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of Atlanta
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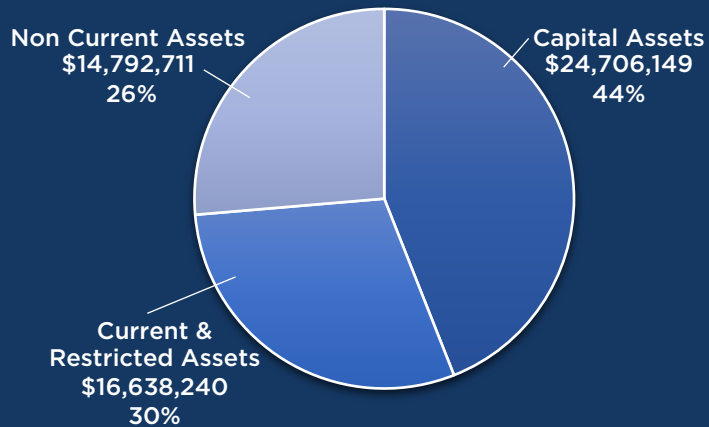
Charles Yi
Retired Program Director
Pan Asian Community Services
HADC Commissioner
RSC Board of Directors



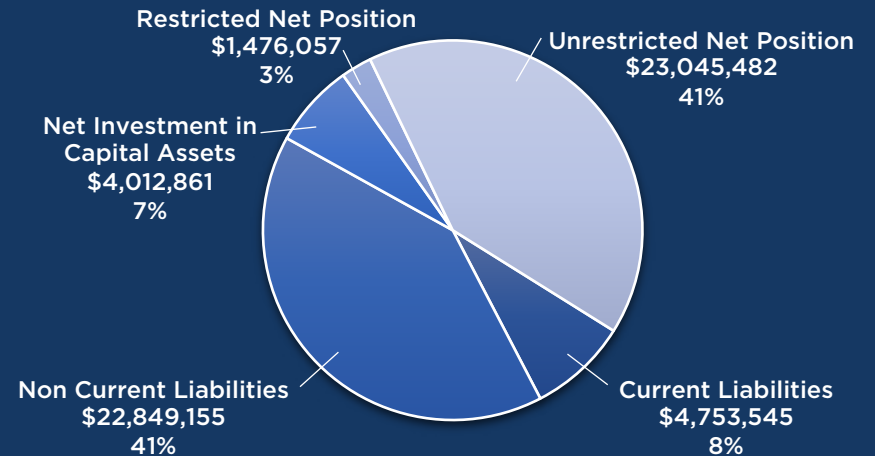
Dr. Thomas Coleman
Retired Chief of Staff
Executive Administrator
HADC Commissioner
HDC VICE CHAIR
PTS Board of Directors

FY2018 ARG FINANCIAL STATEMENT

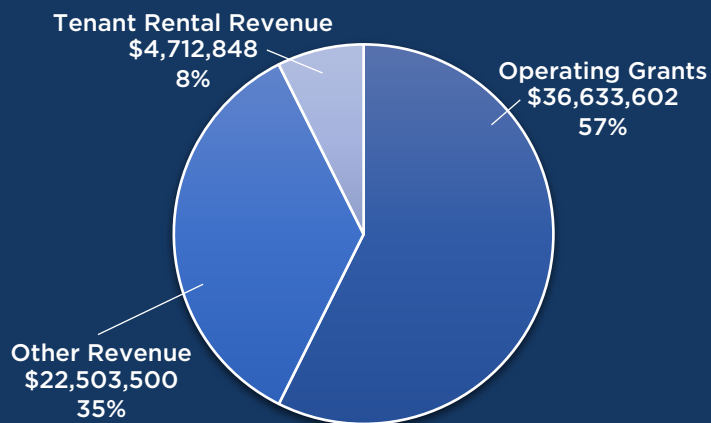
ASSETS



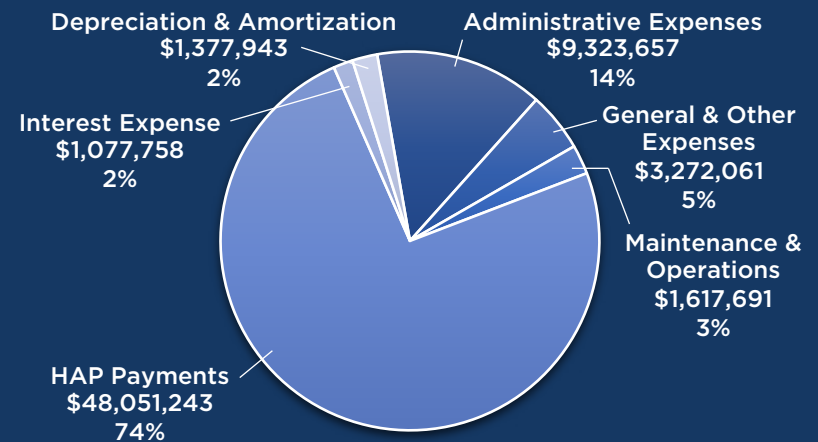
LIABILITIES AND NET ASSETS



OPERATING REVENUE



OPERATING EXPENSES





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

Evolving to Meet the **NEEDS OF THE COMMUNITY**

Since 1955, the Housing Authority of DeKalb County (HADC) has strived to provide affordable housing opportunities to low-income households in DeKalb County. Over the course of the last three decades, HADC has evolved to meet the needs of the community

by expanding our model to include nonprofit affiliates that create impact and community transformation by developing and managing affordable housing as well as delivering community-based programs and social services that further achieve the Authority's mission of *"providing sustainable and affordable housing as a platform to enhance lives."*

Operating under the umbrella of Affiliated Resources Group (ARG), our Agency works to address complex issues and generate positive impact in the community. Affordable housing and homeownership are a cornerstone of economic prosperity.

Finding and preserving safe and affordable housing has its challenges - particularly in an urban area such as DeKalb County where land and property continue to appreciate and create more barriers for low- and middle-income families who cannot afford decent and safe housing.

ARG affiliated companies are charged with the responsibility of transforming neighborhoods and increasing opportunities for low-income families. We address the need for affordable housing through multiple paths and programs designed to create opportunities for families to rent, purchase and maintain a home. We collaborate with partners to generate value, integrate social services, and fund development that builds strong communities and provides a foundation to enhances lives.

I am proud to say our Agency continues to be one of our nation's most efficient and high-performing Authorities. Our business is ultimately a people business. Our greatest asset is the knowledge and experience of our staff of more than 100 committed professionals who provide exceptional service. In 2018, ARG affiliated companies improved the well-being of our residents' lives in significant and tangible ways!

ARG has built upon a positive momentum to meet the need for high-quality affordable housing. Our strategic direction for 2016-2018 was to reduce or eliminate our dependency on the U.S. Department of Housing and Urban Development (HUD) and determine where we go in the future as we strive to maximize opportunities for growth and development.

Key strategic goals included: (1) long-term sustainability; (2) growth and development; (3) quality of life; and (4) creating a larger community. We have achieved these goals by working with key management and staff to optimize organizational effectiveness, enhance accountability and program performance, streamline processes, update technology, improve communication and client/partner experience, build relationships and community engagement, and enhance training opportunities for our staff to ensure we have the appropriate skills and systems to achieve our vision and mission.

We continue to partner with public and private agencies and developers on new initiatives to leverage funding for development of new affordable housing communities and to rehabilitate existing ones. Most importantly, however, we continue making strides toward enhancing the quality of life of residents by supporting participants on their path toward long-term self-sufficiency.

2018 **ARG** MILESTONES AND ACHIEVEMENTS

ADMINISTRATION

The Administration Department provides support to the Authority's Board of Commissioners and all ARG special events. The department supports the Agency's strategic objectives and communications by facilitating the distribution of information regarding programs, initiatives, and resources to our residents, the community, and partners. In addition, the Administration team is responsible for procurement and compliance.

Board of Commissioners: Facilitated all HADC Board of Commissioner meetings and supported Commissioners as needed.

Compliance: Ensured regulatory reporting is completed in a timely manner and 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 events for the Agency, including ARG's Annual Employee Giving Campaign and Holiday Party.

Communications: Coordinated and executed internal and external communications to ensure that strategy consistently articulates the mission of ARG and affiliated companies. Facilitated and ensured quality and consistency in branding through multiple communication channels, including signage, newsletters, digital content, email outreach, surveys, flyers, photography, and print production.

BUSINESS INTELLIGENCE

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

Help Desk:

Partnered with PremierePC to provide live technical support resources and assistance with major IT projects.

- Processed **1,574** help desk cases, most had replies within 2 hours.
- Handled **1,680** help desk calls.



Infrastructure:

- Migrated from legacy based bonded T1 lines to a modern fiber internet backbone with coaxial failover.
- Upgraded all core routing and network switch technology for a more robust accountable networking environment.
- Consolidated all wireless access to a centrally managed cloud controller with PremierePC.
- Reduced overall server counts to reduce costs and make the environment more responsive.

2018 **ARG** MILESTONES AND ACHIEVEMENTS

Productivity:

Hosted Phones: The ISP change facilitated the ability to migrate from a legacy on-premise phone platform to an internet-based communications platform. The new platform allows for more flexible call routing, remote use via app or browser, and overall reduced agency costs.

Call Center: The call center was upgraded to InContact which provides end to end user experience logs. Our team can now better track and respond to callers with data to understand volume and staffing needs.

Egnyte: Migrated our legacy file server platform to Egnyte. Egnyte reduces the need for VPN and remote access by storing files on a local server with synchronization to the cloud. In addition, our desktops and local files were redirected to this service making it easier than ever to pick up where you left off when working remotely.

Yardi: Migrated Yardi to the cloud to help improve performance and feature access. Added a full time Yardi Specialist to aid with day to day operations.

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 FY2018, 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 FY2018, the Portability Financial Management team continued to successfully manage the \$16M accounts receivable balances for the Authority's Port participants. The Authority currently has 1,600 Port participants from 299 housing authorities. The collection rate for Ports continues to be at 99%.

Critical to the success of the Agency are the Administration, Business Intelligence, Human Resources, and Finance departments that support ARG affiliated companies.

2018 **ARG** MILESTONES AND ACHIEVEMENTS

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.

Human Resources supports the Agency and its divisions through strategic planning, training and development. Professional development of staff is key to our success.

Benefits, Compensation and Incentives: Ensured employees were provided with the most competitive and comprehensive benefits. Facilitated Open Enrollment Sessions and Benefits Meetings.

Communication: Facilitated communication with ARG staff in an effort to inform employees about benefits, training and operations.

Corporate Club: Assisted in initiating and providing a supportive and positive learning experience in which ToastMasters' members were empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Corporate Discounts: Established partnerships with local businesses in an effort to provide employees with discounted services and products.

Corporate Training: Facilitated training to expand knowledge base and personal and professional skillsets of all employees. FY18 included DISC Training, Star12 Training, Personal & Professional Development Training and Workplace Harassment Training.

Employee Recognition: Facilitated recognition of staff members for special accomplishments, including Employee of the Month, Behind the Scenes Awards, Shout-Outs, Birthdays and Years of Service.



2018 **ARG** MILESTONES AND ACHIEVEMENTS

Healthy Vending: Promoted a healthy workplace culture and increased productivity by providing healthy snacks and drinks.

Internship and Graduate Research Assistance Opportunities: Facilitated Graduate Research Assistant program in partnership with Georgia State University's Department of Public Management and Policy in the Andrew Young School.

PEO Acquisition: Acquired Professional Employer Organization (PEO) services with PayChex in 2018. Engaged and managed the PEO contract to provide medical plans and lower medical premiums, workers compensation, life/disability insurance, FMLA and other voluntary benefits.

Performance Evaluation & Planning: Created common foundation and consistent processes for performance management.

Onboarding: Facilitated onboarding of all new hires to ensure maximum engagement and retention.

Recruitment & Hiring: Effectively supported recruitment plans of each division, developed candidate sources and ensured diverse candidate pools.

Retention: Created policies and plans that align with our business goals and reduced employee turnover and attrition.

TIPS: Provided Thought-provoking, Insights, Perspectives & Strategies (TIPS) to staff monthly via the FOCUS Magazine.

Workplace Wellness: Facilitated wellness initiatives via activities and benefits that included a Fall Flu Shot Clinic and Breast Cancer Educational Seminar.

Workplace Safety: Facilitated risk and safety planning initiatives including onsite inspections, OSHA Safety Management Programs, safety manuals and safety training courses.





The Housing Authority of DeKalb County (HADC) administers the Housing Choice Voucher 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. Program funding is provided by the U.S. Department of Housing and Urban Development (HUD). In addition, HADC administers Special Programs and a Tax-Exempt Bond Program which leverages public and private funds to facilitate acquisition, development and construction of affordable housing.

HADC HOUSING CHOICE VOUCHER DIVISION

HADC, a designated high performing agency, has the third largest Housing Choice Voucher (HCV) Program in the state of Georgia, and the 48th largest in the country.

HADC's Housing Choice Voucher (HCV) Division's work includes the administration of tenant-based and project-based rental assistance through the federally-funded Housing Choice Voucher Program (Section 8). HADC's HCV Program serves eligible families for the jurisdiction of DeKalb County, excluding the City of Atlanta in DeKalb County, the City of Decatur, the City of Lithonia (except where specifically authorized) and other legally excluded municipalities.

The HCV Team administers a total of 6,250 vouchers. This includes both tenant and project-based vouchers, Rental Assistance Demonstration (RAD) and Veterans Administration Supportive Housing (VASH) vouchers. The HCV Department also administers the following special program vouchers: Family Unification Program (FUP), Homeless Demonstration Program (HDP), Youth Aging out of Foster Care (YAOFC), Homeless Youth Aging Out of Foster Care (YAOFC-H), and Homeownership.

HCV's Team ensures the Agency's compliance by adhering to federal laws and regulations, and administrative policies approved by HADC's Board of Commissioners. Families are qualified for the HCV Program by the Department's Intake and Eligibility Team. Continued eligibility is determined annually by the HCV and Portability Teams.

The HCV Team works closely with multi- and single-family property owners to provide high-quality units with safe and sanitary housing quality standards. Property owners receive a monthly Housing Assistance Payment (HAP) for contracted units, and families that qualify, receive monthly Utility Reimbursement Payments (URP).

The HCV Team is committed to operational excellence and maintains a high level of quality and professionalism in the day-to-day management of the HCV Program. The Agency's commitment to excellence and top-notch customer service, is second to none. HADC's HCV Program encourages self-sufficiency and assists in expanding opportunities for families which address educational, socio-economic, recreational and other human service needs.

www.dekalbhousing.org

2018 HCV MILESTONES AND ACHIEVEMENTS

- The HCV Team integrated RENTCafé portals for Landlords (*July 2018*) and Applicants (*November 2018*) to ensure a seamless transition to Yardi online software, and allow clients to conduct business via the website.
- The HCV Team developed an automated, efficient, paperless audit tool for HCV Managers and Supervisors to utilize in completion of Annual Recertification File Audits (*July 2018*).



FEDERALLY ASSISTED HOUSING PORTFOLIO

HADC manages a total of **6,250 vouchers** *(as of 12/31/2018)*

1,600 Incoming Portable Housing Choice Vouchers

4,650 Allocated Housing Choice Vouchers, including:

2,970 Tenant-Based Housing Choice Vouchers

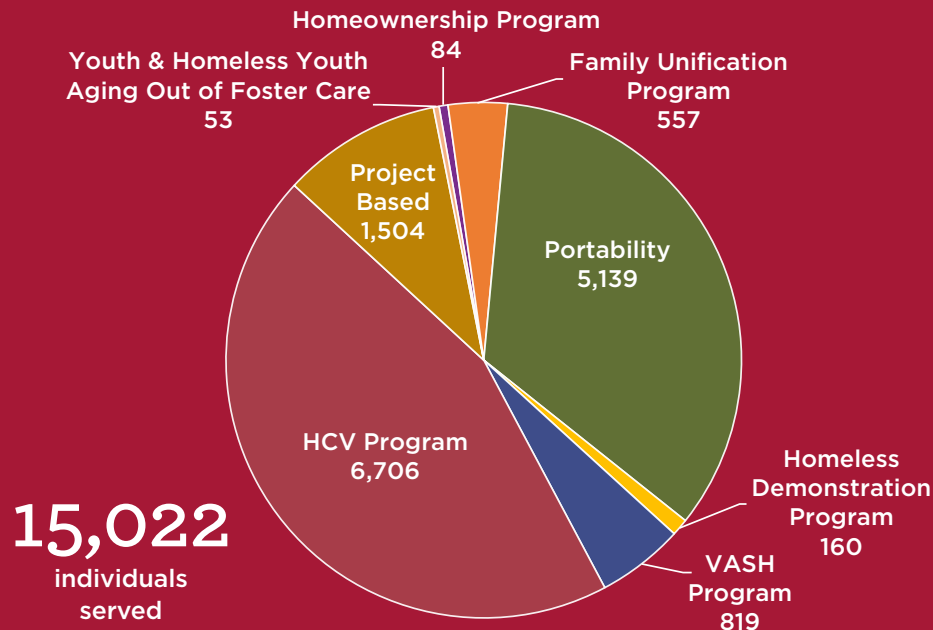
698 Project-Based Vouchers

266 Rental Assistance Demonstration Vouchers

716 VASH Vouchers

INDIVIDUALS SERVED BY HCV PROGRAMS

as of December 31, 2018



38%
of households live on a fixed income

43%
of non-elderly, non-disabled families
are working families

Average family pays
\$204
per month for rent

Average HAP voucher was
\$617
per month

Average working household
income is
\$17,973

Average annual income for
nonworking families
\$12,812

Average annual income for
elderly/fixed-income families
\$11,584

2018 **HCV** MILESTONES AND ACHIEVEMENTS

2018 **HCV** MILESTONES AND ACHIEVEMENTS *(continued)*

- HADC opened its tenant-based waiting list from December 11th through December 13th, 2018. Over 59,000 applications were received, of which approximately 9,000 are DeKalb County residents. Applicants are placed on the waiting list in chronological order, and selection preference is given to DeKalb County residents.
- The HCV Team revised the Administrative Plan and operational procedures to comply with HUD mandates regarding Small Area Fair Market Rents (SAFMR); HUD's notice regarding the Housing Opportunity through Modernization Act (HOTMA); and HADC policies regarding screening for suitability and initial voucher terms.
- The HCV Team continued its training program. Training, conducted monthly, is designed to ensure that staff is equipped with the necessary resources to perform both effectively and efficiently. Training alternates between relevant program related topics and the HCV Administrative Plan. In addition, HCV's Management team participated in leadership and management courses/seminars offered through Star 12 Training.



over 59,000
Housing Choice Voucher Program
Wait List Applications Received

2018 **HCV SPECIAL PROGRAMS** MILESTONES AND ACHIEVEMENTS

- In 2018, HCV housed 10 Family Unification Program (FUP) families, including 39 children. FUP has a partnership with the Division of Family and Children Services (DFCS) that provides tenant-based vouchers to families who are at risk of losing their children to foster care, or may experience a delay in the discharge of children to the family unless they secure adequate housing. Last year, FUP prevented 39 children from going into or remaining in DFCS custody.
- The HCV Team continued to assist young adults between the ages of 18-26 who either aged out of foster care (YAOFC) or were homeless and in need of permanent housing (YAOFC-H). There are currently 11 YAOFC families, including 7 children and 16 YAOFC-H families, including 18 children, participating in the HCV Program.
- The HCV Team worked in continued partnership with Decatur Cooperative Ministries and the DeKalb County Continuum of Care on an initiative to permanently house homeless families and those at risk of becoming homeless. In 2018, HADC housed 3 families, including 12 children, as a result of this partnership.
- HADC continued to work towards the goal of ending homelessness of DeKalb County's veteran population with our Veterans Affairs Supportive Housing (VASH) Program. In collaboration with the US Department of Veterans Affairs (VA), 116 homeless eligible veterans received Housing Choice Vouchers and were housed in 2018, as well as ongoing case management and supportive services provided by VA Counselors.
- The HCV Team sponsored a Back-to-School Supply Drive for HADC program participants. Over 3,000 items were collected, and 122 bags of school supplies were donated to families in need.

AFFORDABLE HOUSING

as a platform to enhance lives.



HCV Project Based Vouchers Expand with Property Rehab

In 2018, HADC affiliate, Housing Development Corporation, completed renovations at the Retreat at Spring Hill, formerly known as Spring Chase II Apartment community. The renovation increased the number of project-based units serving near-elderly families (55+) from 40 to 73, while also making improvements to units and community amenities.

HADC, in partnership with Columbia Avondale Senior, LP, also has 15 new project-based units designated for elderly families. Leasing began in December 2018.

2018 HCV IMPACT AND DEMOGRAPHICS *(continued)*



42% of non-elderly and non-disabled households are working families



46

participants graduated from the program in 2018 due to Zero HAP for 180 days



47% of households include children



1,628

Housing Choice Voucher participants work

392

participants ended their participation in the program



624

new participants were admitted into the program, including portable families

OVER 15,600

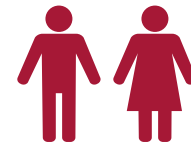
individuals served through HCV programs

5,093

annual recertifications were completed

3,744

interim recertifications were completed



1,610

landlords participate in the HCV program



6,767

families were housed in 2018, a 1% increase from 2017

HADC TAX-EXEMPT BOND PROGRAM

Achieving Our Mission To Enhance Lives Through HADC's **TAX-EXEMPT BOND PROGRAM**

The Housing Authority's Multi-Family Tax-Exempt Bond Program plays an important role in achieving our mission *"to provide sustainable and affordable housing as a platform to enhance lives."* The program provides a low interest funding source for developers who are committed to creating or maintaining affordable housing through rehabilitation. The bond program feeds into HADC's mission by creating and sustaining affordable housing by generating new units and rehabilitating old ones to keep communities viable.

The Tax-Exempt Bond Program has been around for more than 30 years. I am happy we administer a program that promotes affordable housing and community stabilization in DeKalb County."

- Pete Walker, *President and CEO*

Tax-exempt financing was implemented to induce developers to build or renovate existing multi-family structures. Almost all states have various laws which authorize housing authorities, such as the HADC, to issue bonds.

HADC has the ability to issue tax-exempt bonds using resources allocated to the Georgia Department of Community Affairs – the purpose of which is to sustain affordable housing. The Tax-Exempt Bond Program leverages public and private funds to facilitate acquisition, development and construction of affordable housing.

Tax-exempt bonds are Federally funded and regulated by the IRS pursuant to state and federal law. The Georgia Department of Community Affairs (DCA) administers the "Georgia Allocation System" for local and state government issuing authorities seeking to issue "private activity tax exempt bonds". Section 103 of the Internal Revenue Code (IRS) provides that interest on certain types of bonds for multi-family housing be excluded from gross income for federal income tax purposes, if they meet the requirements of the Code. Using tax-exempt bonds can often reduce the borrowing rate by 1% or more as opposed to taxable financing rates or conventional financing.

Designated as a conduit issuer through the DCA, HADC issues tax-exempt bonds to develop affordable housing and monitors the projects for affordability compliance of the tenants. Projects using tax-exempt bonds elect to be 40% at 60% affordability or 20% at 80% affordability at the time of application. Section 8 housing vouchers are not issued however, those who have them are welcomed to apply to live in the units.

The bond program generates revenue including application, inducement, and closing fees for each project as well as administrative fees, annual issuer and monitoring fees for each project. Bond revenues generate nearly \$500,000 of unrestricted fees for the Authority annually. The proceeds of these bonds are used to provide financing for multi-family rental apartment projects. As of December 2018, HADC's tax-exempt bond portfolio had \$265,913,093 committed. The amount of bonds issued reflects those which have closed only, including bonds that are paid off but are still under restriction.

AFFORDABLE HOUSING *as a platform to enhance lives.*



Sterling at Candler Village, a 170-unit senior community in Decatur will be completed in 2019. A public-private partnership, the project was financed through a tax-exempt bond, 4% Low Income Housing Tax Credit (LIHTC) and DeKalb County HOME transactions. The project includes project-based vouchers.



TAX -EXEMPT BOND PORTFOLIO

(as of December 31, 2018)

\$265,913,093*

COMPLETED: 16
UNDER CONSTRUCTION: 4
PENDING CLOSING: 7
TOTAL UNITS: 4,011
AFFORDABLE UNITS: 1,294

* The amount of bonds issued is for those that have closed only. No pending closing amounts are included. The total amount issued includes bonds that are paid off but are still under restriction. Units listed are already completed and do not include under construction and pending units.

- Abbington Reserve
- Ashton Grove - Retreat at Madison
- Ashton Lenox
- BJ Starnes Senior
- Chapel Run
- Clairmont Crest/Calibre
- Brightstone (Hillandale)
- Friendly Heights (Villas of)
- Heritage Townhomes
- Highland Place Apartments
- Highlands at East Atlanta
- Lake Point
- Lakes at Indian Creek
- Mills Creek Village (Reserve, Mills Creek Crossing, and Retreat)
- Oak Forest
- Orchard Walk
- Paradise East
- Silver Oak
- Sterling at Candler Village
- Sunrise View Family Apartments
- Swift Creek
- Retreat at Spring Hill
- Reserve at Hairston Lake
- Vineyards at Flat Shoals



Housing Development Corporation (HDC) is a 501(c)3 nonprofit committed to the acquisition, renovation, construction and management of affordable housing. Created in 1988 in response to the shortage of affordable housing opportunities for persons of low to moderate income in DeKalb County and the State of Georgia, HDC develops and manages affordable housing for low- and moderate-income families, seniors, and the disabled.

HDC makes communities more resilient by preserving, creating, and managing high-quality, sustainable and affordable housing that promotes economic integration.

HDC has forged strong partnerships which deliver intensified community-based programs and services that enhance the quality of life for our nearly 2,000 residents.

HDC carefully considers its portfolio in terms of maintenance and capital needs, as well as opportunities for green design and environmental enhancements.

With an entrepreneurial view to the future, HDC seeks public and private partners to create and renovate multi-family homes and 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

2018 **DEVELOPMENT**

MILESTONES AND ACHIEVEMENTS

- Manor at Indian Creek II, a 94 unit senior community adjacent to the Indian Creek MARTA station completed construction in January 2019.
- Sterling at Candler Village, a 170 unit senior community located on Candler Road between Memorial Drive and Glenwood Road, 90% of construction completed December 2018.
- Retreat at Spring Hill, rehab completed December 2018.
- Spring Chase Apartments, refinanced October 2018.
- Brightstone (at Hillandale), started construction.
- Abington Reserve, started construction.

2018 **MANAGEMENT**

MILESTONES AND ACHIEVEMENTS

- Launch of HDC Management, a property management division.
- Started HDC Compliance Department to oversee LIHTC, HOME, FDIC, and Tax-Exempt Bonds at the properties.
- Successfully managed relocation of residents during renovation of Retreat at Spring Hill and fully leased the property, achieving 100% occupancy in December 2018.

WE DEVELOP • WE CREATE • WE MANAGE • WE SERVE

WE DEVELOP



677 units

of new affordable housing
under construction

WE CREATE



1,482 units

of affordable housing
created in total

WE MANAGE



713 units

of high-quality sustainable
housing under construction

WE SERVE



Eco-Friendly Communities:

Implemented the Water Conservation Plan at Spring Chase Apartments, adding Water Sense plumbing fixtures in all units to reduce water consumption at the property.

HDC & Affiliated Companies REAL ESTATE PORTFOLIO

Multi-Family Communities

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

Retreat at Spring Hill: 83 units

Spring Chase: 380 units

The View: 80 units

Multi-Family Development

(under construction)

Abbington Reserve: 238 units

new construction began Winter 2018

Sterling at Candler Village: 170 units

90% complete December 2018

Manor at Indian Creek II: 94 units

new construction completed January 2019

Brightstone (Hillandale): 175 units

new construction began in 2018

Single-Family Rental Homes

Acquisition/Rehab/

New Construction: 82 homes

Single-Family Development

(under construction)

Eastside Walk: 158 homes sold;

18 sold in 2018 alone; 27 homes remaining

2018 **HDC** DEVELOPMENT PIPELINE



RETREAT AT SPRING HILL



MANOR AT INDIAN CREEK II



BRIGHTSTONE

EASTSIDE WALK: HDC is almost complete with the third development phase of Eastside Walk subdivision which includes 20 additional single-family homes. Grading and infrastructure for roads and sidewalks, etc. was completed in 2018 for the fourth and final development phase which will also include 20 additional single-family homes.

RETREAT AT SPRING HILL: With the Housing Authority of DeKalb County (HADC), HDC created a tax credit partnership in 2017 to purchase Spring Chase II from HADC in order to facilitate the renovation of the property. To fund the \$4.2m renovation (\$50k per unit) for the property, HDC financed the transaction through tax-exempt bonds and 4% tax credits. The property, an 83 unit community that provides housing for older persons (aged 55+), was rebranded as Retreat at Spring Hill. The renovation is complete and the property was fully leased in December 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% Low Income Housing Tax Credit (LIHTC) and DeKalb County HOME transactions, as well as coordinated a public-private partnership in 2017 to have project-based vouchers where HADC was a Co-General Partner and Co-Developer for Sterling at Candler Village. A 170 unit senior community, located in Decatur on Candler Road between Memorial Drive and Glenwood Road, the development is scheduled to be completed in early 2019.

MANOR AT INDIAN CREEK II: In partnership with Prestwick Development Company, HDC assisted in the financing of the project through a 9% Low Income Housing Tax Credit (LIHTC) transaction and coordinated a public-private partnership in 2017 to have project-based vouchers where HADC is a Co-General Partner and Co-Developer for Manor at Indian Creek II. Construction was completed in October 2018 for the 94 unit senior community, located in Stone Mountain adjacent to the Indian Creek MARTA station. The property was fully leased at the close of 2018.

BRIGHTSTONE (Hillandale): In partnership with Prestwick Development Company, HDC assisted in the financing of the project through a tax-exempt bond, 4% Low Income Housing Tax Credit (LIHTC), and Georgia Department of Community Affairs HOME transactions. HDC coordinated a public-private partnership to have project-based vouchers where HADC is a Co-General Partner and Co-Developer for Brightstone (Hillandale). Construction began in 2018 for the 175 unit community to provide housing for older persons (aged 55+). The community is scheduled to be completed in 2019.



ABBINGTON RESERVE: In partnership with REA Ventures, Abbington Reserve will be a 238 unit new construction mixed-use family development in south DeKalb County (unincorporated). Units will be 100% affordable at 60% AMI rents, utilizing 4% Low Income Housing Tax Credits (LIHTC) where HADC is a Co-General Partner and Co-Developer. Site amenities will include a pool, fitness center, business center, playground, community room, for-rent garages, free surface parking, and compatible third party uses (office and commercial). Abbington Reserve will include 70 one bedroom/one bath units, 104 two bedroom/two bath units and 64 three bedroom/two bath units. Construction began in Winter 2018.

RESERVE AT HAIRSTON LAKE: A rehab of 170 units in the current Hairston Lake Apartments senior community on North Hairston Road in Stone Mountain. Utilizing tax-exempt bonds and 4% Low Income Housing Tax Credits (LIHTC), the units will remain 100% affordable at 60% AMI rents. New site amenities will include two new covered gathering areas, the addition of an accessible garden, a fitness center, an equipped computer center, an Arts & Crafts room and upgraded restrooms within the community building. Unit interiors will be equipped with all LED lighting, LVT flooring, and owner provided washers and dryers in each unit. Construction is scheduled to begin Spring 2019.

STARNES SENIOR LIVING: A 128 unit new construction senior community for residents 62 and older in Clarkston, Georgia. Utilizing tax-exempt bonds and 4% Low Income Housing Tax Credits (LIHTC), the new construction development will be a four story mid-rise building adjacent to the Georgia Piedmont Technical College Foundation's Starnes Center. The property will be 100% affordable with the unit mix consisting of efficiency and one bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an on-site gazebo, and more. Construction is scheduled to begin Summer 2019.

ROBERT GRAHAM HOMES AT ORCHARD HILL: In partnership with the Milledgeville Housing Authority of Milledgeville, Georgia, Robert Graham Homes is a proposed 170 unit family affordable housing community and the proposed first phase in converting the 55 acre public housing site to RAD using Low Income Housing Tax Credits (LIHTC). The project includes 116 rehab units and 54 new construction units. The redevelopment plan will focus on a sustainable real estate development model that will emphasize energy efficiency, healthier resident lifestyles through design and housing that is economically self-sustainable. As part of the redevelopment, a new community building will be centrally located on the property and other site amenities will include a covered gathering area and a children's playground. Planned unit upgrades include new centralized HVAC systems, LVT flooring, new water heaters and a more open floor plan.

Creating
**SUSTAINABLE
COMMUNITIES**
that enhance lives.



**Housing
Development
Corporation**



Resident Services Corporation

Resident Services Corporation (RSC) was created in 2012 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's Special Programs team provides enhanced case management and targeted linkages to much needed supportive services for Housing Choice Voucher (HCV) residents. Services are tailored to assist residents in overcoming barriers and to build a foundation for personal success. In an all-encompassing way, Special Programs implements several programs, including the first Circles Chapter in the Metro Atlanta area and a nationally recognized Family Self-Sufficiency Program. Programs are designed to identify specific goals, change mind-sets, educate, and to help families thrive and create an obtainable pathway to economic independence. Special Programs works with the broader community to create solutions to the challenges associated with both generational and situational poverty.

RSC's Community-Based Services team provides supportive services to residents of Agency-owned communities to enhance quality of life and empower individuals to maintain their independence and age successfully in the community. Program goals include improving service delivery to low-income seniors in affordable housing; improving participants' engagement skills, self-advocacy, health and service outcomes; and enhancing participants' economic stability and ultimately generating cost savings for the health care system.

www.residentservicescorp.org



Over 5,000 individuals were impacted through RSC initiatives in 2018.

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.

SCHOLARSHIP PROGRAM: In 2018, as part of our mission and in order to encourage academic excellence and community responsibility, Resident Services Corporation (RSC) implemented a scholarship program for traditional students (high school seniors who are preparing to enter college) and non-traditional students (degree-seeking adults who wish to attend or are currently attending college). As a result, we were extremely pleased to award \$2,500 scholarships to two deserving individuals who were receiving rental assistance through the Housing Authority of DeKalb County's Housing Choice Voucher Program.

RECOGNITION: After receiving the Award of Merit for the third year in a row, RSC was also nominated for the Award of Excellence in 2018 by the National Association of Housing and Redevelopment Officials (NAHRO) for Pathways to Self-Sufficiency and RSC Initiatives in the Program Innovation for Resident and Client Services category.



RSC enhances lives by promoting self-reliance and long-term self-sufficiency.

2018 RSC SPECIAL PROGRAMS

RSC has developed localized strategies and programs that underpin the economic stability, health, and well-being of the individuals and families we serve. The best solutions to address poverty must combine a range of decent employment opportunities with a network of social services that support healthy families, such as quality health care, child care, and other supportive services to promote the social and economic status of our residents by expanding their opportunities to balance work and family life.

Special Programs provides resources and training for families with a concentration on family and individual goals, with integrative strategies for youth, personal, educational, and occupational milestones. RSC's 2018 Special Programs included our Circles, Family Self-Sufficiency (FSS), Homeownership/Homeownership Readiness, and Youth Empowerment Programs. Our initiatives provided participants education needed to increase financial security, reduce debt and build their credit, savings, and other assets – including helping participants to achieve homeownership.

Recognizing that no single entity or agency can make an impact alone, Special Programs collaborates with a variety of community partners with a shared goal of assessing and improving the lives of low-income residents in DeKalb County. 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.

2018 RSC SPECIAL PROGRAMS MILESTONES AND ACHIEVEMENTS

- Enhanced our FSS Pathways to Self-Sufficiency program model, serving 512 adults; and 130 at-risk youth and young adults – making it one of the largest FSS Programs in the Atlanta Metro area.
- Extended workshops and resources to the entire HCV and PBV population, impacting over 4,000 individuals.
- Developed strategic partnerships, increasing resources to educate, encourage and advocate for community change by adding 34 new partners and 29 new resources – adding and enhancing 26 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.

2018 RSC SPECIAL PROGRAMS IMPACT



70% of participants have reported an increase in wages



89% of participants reported an enhanced quality of life as a result of RSC initiatives



94% of participants completed financial education/literacy classes

2018 RSC SPECIAL PROGRAMS INITIATIVES

- Post-Secondary Preparation
- Great Neighbor
- Personal Branding
- Motivational Milestones
- Inspirational Reading – (High Noon Book Club)
- Effective Communication
- Fast Track Careers
- Family Financial Education
- Life Skills for Youth and Young Adults
- Resume Building and Job Readiness
- Computer Training
- Understanding College Applications and Financial Aid
- Ways to Save Series – Economic Independence
- Vision Boarding
- Health and Wellness
- What to Look for When Purchasing a Home
- Homeownership Education
- Social Media Networking
- GED Preparation
- Career Development

2018 RSC SPECIAL PROGRAMS IMPACT

512 Family Self-Sufficiency participants  **130** Young Adults and At-Risk participants

Over **300** hours of case management for previously homeless residents

502 employment related assessments **262** participants updated their resumes



89%

of families enrolled in FSS expressed interest in becoming a homeowner



59

Homeownership participants



15 Circles Leaders



44% of participants enrolled in Homeownership have been prequalified for a mortgage loan



82% of Circles Leaders participated in leadership training



88% of participants prepared a written budget



52% of families reported an increase in credit score since last year



55% of participants reported an increase in assets

Success Lives Here ...

One Participant's **PATHWAY TO SELF-SUFFICIENCY**

After 25 years of having been a recipient of housing assistance, Jacque Sanders was able to meet her goal of self-sufficiency and homeownership in December 2018! A mother of six, now ages 14 to 33, Jacque was determined to make a better life for herself and her children.

Jacque did not grow up in poverty. She had always worked to support herself and her family. At the age of 25, Jacque quit her job. At the time, Jacque's priority was her children. Working full time, she had to leave her three children, aged 7 and under, in the care of family members. and was only able to be with her children two days a week. She felt it would be better for her children if she could be a full-time mom to them.

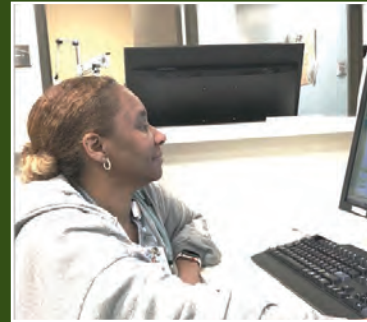
Friends told her about public assistance programs and Jacque received rental assistance for her family through HADC's Housing Choice Voucher Program. As Jacque's children got older, she got certified as a Nursing Assistant and returned to work at a hospital which enabled her to be there for her children.

Jacque knew it was time for her to become self-sufficient and signed up for Resident Services Family Self-Sufficiency (FSS) Program. She worked with her case manager, FSS Coordinator, Virginia Mason, to identify specific goals and strategies to achieve long-term self-sufficiency. Her goals included increasing her income, as well as building savings and credit so she could qualify for homeownership.

Ms. Mason and Resident Services Special Programs Director, Dacia Dickey, invited her to become one of RSC's initial Circle Leaders in 2015. Through FSS and Circles, Jacque learned about the cliff effect and developed a plan to budget, save, and build her credit. Homeownership

Circles provides opportunities that inspire and equip families and communities with vital resources to resolve poverty and thrive.

“I wanted to be a full-time mom because



I did not want my children in the environment they were in. In order for me to work full time, I could not have my children with me full time. I had to let my

job go to be the mother I needed to be.”

– Jacque Sanders

Coordinator, Xavier Edwards, advised her on how she could become a homeowner. In 2018, with only her youngest in school and another young adult living at home, Jacque got to a point where she was ready to be self-sufficient and independent from public assistance.

Jacque's Pathway to Success

“Being in Circles helped me to make the changes I needed. I realized I was holding myself back and I had the tools to do it. I knew I could do it, but Ms. Mason really got me there. Just being in the program itself helped me.”

“I think programs like these benefit the community a lot. It shows HCV participants what they can accomplish and helps them to get through their circumstances. It helps you to grow, understand how to budget, how to save, how to become a homeowner. It helps them to understand what's going on. The programs provide knowledge about how to overcome circumstances and barriers.”



Resident
Services
Corporation



Circles®
METRO ATLANTA EAST

2018 IN-KIND DONATIONS

Resident Services Corporation (RSC) Special Programs and Community-Based Programs and Services received **\$154,150** of in-kind donations.

PLATINUM - \$10,000+

Armed Forces / CFPB - \$85,000
DeKalb County Office of Senior Affairs - \$19,500
Center for Pan Asian & Community Services - \$16,200

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

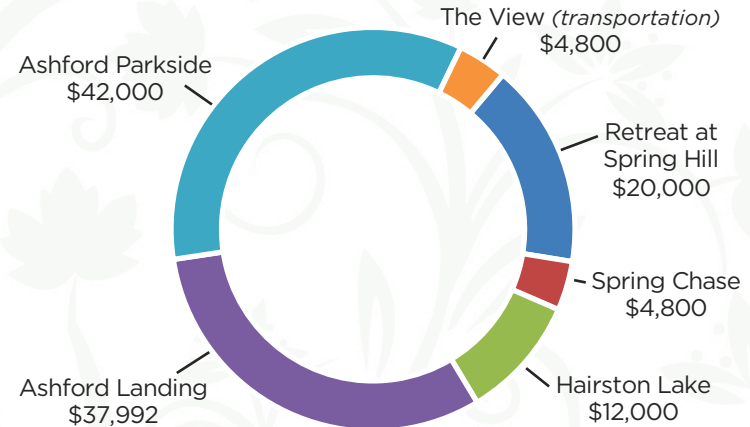
Metro Fair Housing Services, Inc. - \$4,500
Clothing and Houseware Donations - \$3,500
WorkSource DeKalb Job Readiness - \$3,000
Decatur Cooperative Ministry and University of Georgia Cooperative Extension - \$2,500

BRONZE - Under \$2,500

Green Forest Community Development - \$2,300
MedSide Healthcare - \$2,300
Great Start Georgia - \$2,200
Prosper Home Care - \$2,100
Center for Womens Wellness - \$2,000
Women in Leadership - \$2,000
Wholistic Stress Control and Diabetes Association of Atlanta - \$1,500
Care Source Wellness - \$1,000
Goodwill of North Georgia - \$1,000
Atlanta Theatre-to-Go - \$650
Good News Atlanta Church - \$500
NeuroStudies Decatur - \$500
Wilson Family - \$400
Emory Healthcare - \$250
Piccadilly Restaurants, LLC - \$250
Caramanzana-Malomey Family - \$250
RSVP Speakers Bureau - \$250
Friends of Blackburn and Community Garden - \$200
Virginia Milner - \$150
Visiting Nurse Association - \$75
Women's Resource Center - \$75

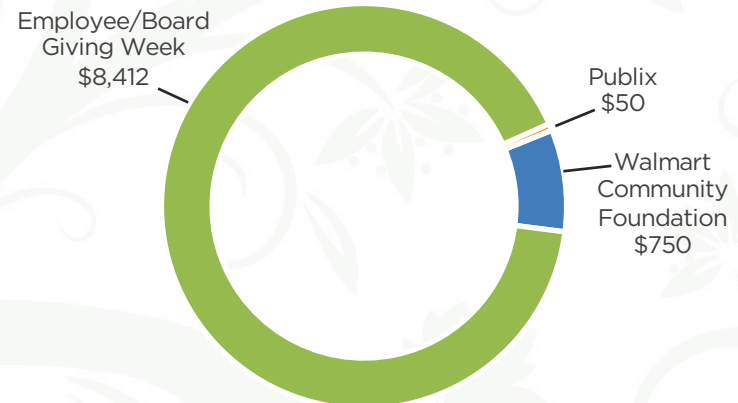
2018 REVENUE

\$121,592



2018 CASH DONATIONS

\$9,212



Resident
Services
Corporation

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 our residents' success, RSC has developed localized strategies and programs to support residents' economic stability, health and well-being. We endeavor to create a stable foundation where our residents can explore their potential and age-in-place, while being supported by practical programs and services such as health and wellness instruction and activities, financial education, community and civic engagement and employment initiatives.

Our community-based programs and services seek to provide a platform for our residents' success by providing them with the assistance they need to achieve their individual goals. RSC's Service Coordinators offer on-site programming to foster positive outcomes and assist residents in finding and accessing additional services through referrals.

2018 RSC COMMUNITY-BASED INITIATIVES

Education and Employment

- Leadership for Seniors – Engage with Co-Age
- Technology Training: Computers, Tablets & Smartphones
- Fire Safety & Risk Reduction Workshop
- AARP Driver's Education for ESL Seniors

Housing and Economic Stability

- Low Income Housing Energy Assistance Program (LIHEAP) Enrollment
- Consumer Protection: Scams & Identity Theft
- Finance/Budgeting: Techniques & Tools
- Fair Housing Rights & Tenant Laws

2018 COMMUNITY-BASED MILESTONES AND ACHIEVEMENTS

- Community-Based Service Coordinators introduced twenty (20) new programs to their ongoing initiatives and added nine (9) new partners – impacting almost one thousand (1,000) residents at the Hairston Lake, Spring Chase I, Retreat at Spring Hill, and Ashford Parkside and Ashford Landing communities.
- RSC provided transportation services to an additional three hundred (300) residents living at The View, the Retreat at Mills Creek and the Reserve at Mills Creek.
- RSC implemented a very successful volunteer quilting program for the seniors at Hairston Lake and the Retreat at Spring Hill two years ago and the program is thriving. They have expanded their outreach to area veterans and nursing homes and are currently working to expand the program to other HADC senior communities. A recent study confirmed what RSC has long believed to be true – senior volunteers not only improve the lives of others – they improve their own. 88% of senior volunteers report a decrease in feelings of isolation and 84% of senior volunteers report improved or stable health.

Health and Wellness

- Nutrition & Budgeting – Open Hand Atlanta
- Diabetes Empowerment Education Program (DEEP)
- Fall Risk Screening & Prevention – Mercer University
- Fun Fridays: Wellness with CPACS

Community and Civic Engagement

- Reflexology & Stress Relief
- Senior's Day at the Georgia State Capitol
- Community Gardening
- Seniors Quilting for Others
- National Night Out & Back to School Party



IMPACT of RSC Community-Based Services

Enhanced community-based resident services were offered to over **600** residents at five senior and active adult properties.

Staff introduced **20** new programs and added **9** new partners – impacting **1,000** residents at family and senior properties.

Weekly transportation services to access shopping and special events were offered to **800** residents at **7** senior and active adult communities.

CONSULTING GROUP

Established in 2014, PTS Consulting Group (PTS) is bringing a new vision to today's affordable housing market as one of the nation's premier affordable housing consulting firms. PTS partners with smaller and mid-size agencies to offer strategic solutions to build positive change and thrive, by facilitating pathways to operational and programmatic sustainability. PTS harnesses Affiliated Resources Group's expertise to support housing authorities and developers of affordable housing throughout the country to create pathways to sustainability. PTS provides technical assistance to support agencies to navigate the regulatory and financial obstacles to maintain a healthy and viable organization. We provide strategic planning, operational assessment, executive and administrative services management, program/operation management, asset management, fee-based accounting and compliance, as well as innovative solutions for development that include RAD conversion, mixed-financed development, and project management.

2018 **PTS** INITIATIVES

- PTS Chief Operating Officer was appointed Interim Executive Director for Milledgeville Housing Authority (MHA) to provide on-site management for day-to-day operations of the Authority as well as oversight and technical assistance with finance, procurement, compliance, and strategic planning.

www.ptsconsultinggrp.com

2018 **PTS** MILESTONES AND ACHIEVEMENTS

- PTS was instrumental in working with HUD and receiving approval for the RAD Conversion for MHA, as well as overall restructuring of the organization – including implementation of standard operating procedures and staff training, infrastructure and technology upgrades, streamline of the procurement process, enhanced communications and new branding for MHA.



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