



3220



AFFILIATED  
RESOURCES  
GROUP

HOUSING & REAL ESTATE DEVELOPMENT

2019 | YEAR IN REVIEW



## 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.



### Housing Authority of DeKalb County

#### 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

#### STRATEGIC FOCUS

- Multifamily Development
- Single-Family Development
- Development Consulting
  - Asset Management
  - Property Management



### CONSULTING GROUP

### PTS Consulting Group

#### STRATEGIC FOCUS

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



### Resident Services Corporation

### Resident Services Corporation

#### STRATEGIC FOCUS

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

## ENHANCING LIVES

through economic growth and development.



## AFFILIATED RESOURCES GROUP BOARD OF COMMISSIONERS



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



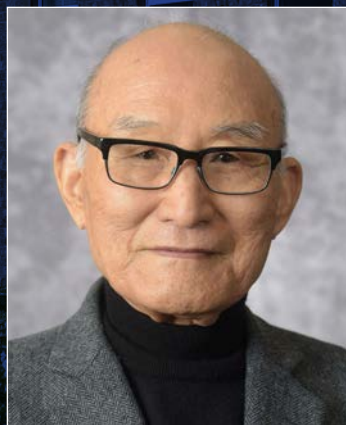
**Carleen Cumberbatch**  
Retired Educator  
**HADC VICE CHAIR**  
**RSC CHAIR**



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



**Yvette Hudson**  
Children's Healthcare  
of Atlanta  
**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 VICE CHAIR**  
**PTS Board of Directors**



# Affordable Housing Is More Critical Than Ever

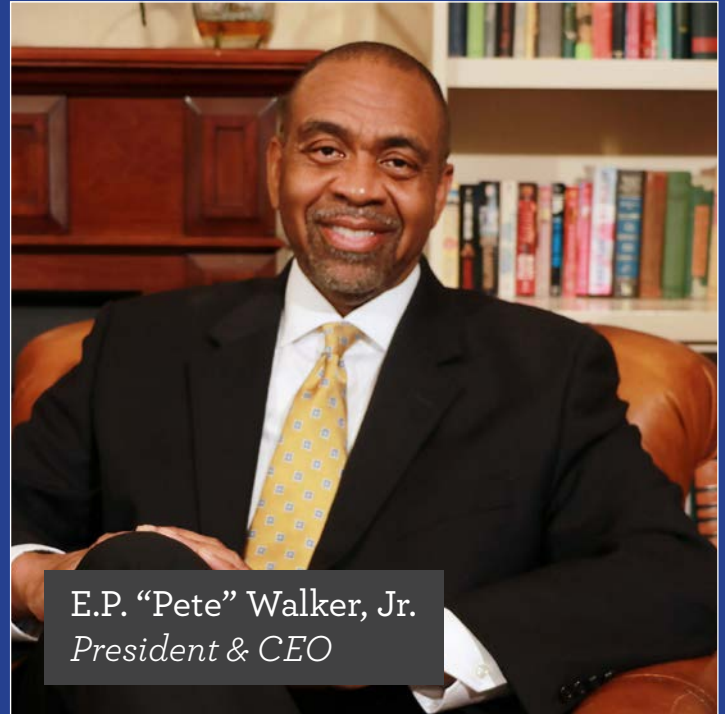
**This year marks 65 years of service for the Agency in enhancing lives through affordable housing in DeKalb County!**

Founded in 1955, the Agency has evolved to meet the needs of the community by working in partnership with key stakeholders who share our vision to respond to today's economic challenges and build a stronger, more vibrant community. Affiliated Resources Group (ARG) works to maximize our resources and funding. We develop new housing solutions, improve the properties we own, provide responsive community management, enhance resident services for seniors and those with disabilities, and deliver quality programs to help our clients achieve self-sufficiency and economic independence.

Operating under the umbrella of ARG, our Agency's team of professionals generate positive impact by addressing complex issues to help break the cycle of poverty in our community. Our business is a people business, and as you will see in this report, 2019 proved to be another successful year in which ARG affiliates' work has helped to improve the wellbeing of lives in tangible and significant ways!

ARG's strategic direction continues to focus on long-term sustainability, growth and development, quality of life, and creating a larger community.

2019 proved to be another successful year in which ARG affiliates' work has helped to improve the wellbeing of lives in tangible and significant ways!



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

ARG affiliate, the **Housing Authority of DeKalb County** (HADC), is one of our nation's most efficient and high-performing Public Housing Authorities (PHAs). HADC's work includes the administration of the federally funded Housing Choice Voucher (HCV) Program, which provides rental assistance to eligible families for the jurisdiction of DeKalb County, with the exception of legally excluded municipalities. HADC also has the ability to issue tax-exempt bonds using resources allocated by the Georgia Department of Community Affairs – the purpose of which is to sustain affordable housing.

The HCV Program promotes fair housing and ensures participants are provided with decent, safe and sanitary housing in compliance with program housing

quality standards. The HCV Program also encourages self-sufficiency of participant families and assists in expanding opportunities for families which address educational, socio-economic, recreational and other human service needs.

### **Housing Development Corporation (HDC)**

was 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 specializes in revitalizing neighborhoods to support communities of opportunity through the acquisition, development and management of affordable and workforce housing. HDC makes communities more resilient by actively working with public and private partners as well as stakeholders to preserve and create high-quality, sustainable and affordable housing that promotes economic integration for low-to-moderate income families, seniors, and the disabled.

### **Resident Services Corporation (RSC)**

was created in 2012 to enhance lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and long-term self-sufficiency. RSC works with residents to build a foundation for personal success by providing targeted programs and linkages to services that assist in overcoming their barriers to economic stability, while working with the broader community to create solutions for the challenges of generational poverty.

### **PTS Consulting Group (PTS)**

founded in 2014, brings a new vision to today's affordable housing market. PTS partners with smaller and mid-size agencies to offer strategic solutions to build positive change and facilitate pathways to operational and programmatic sustainability. Our PTS Team provides technical assistance to support agencies in navigating the regulatory and financial obstacles to maintain a healthy and viable organization.



## ARG MILESTONES AND ACHIEVEMENTS

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

### ADMINISTRATION

The Administration Department provides support to ARG and its affiliated entities. 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. Open Records Requests, HUD compliance 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 the Resident Services Corporation Annual Giving Campaign and the ARG Holiday Party.

**Communications:** Coordinated and executed internal and external communications to ensure that our 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.

**Property Management:** Worked with Colliers International (750 Commerce property management) to ensure central office building-related maintenance issues were reported and resolved in a timely manner.

### BUSINESS INTELLIGENCE

The Business Intelligence (BI) Department implements and supports the flow of information by implementing IT solutions and providing technical support for ARG staff. The BI Team has a mission of "Continuous Improvement" and is focused on software utilization, automation, and cost savings.

As part of the continuous improvement strategy, we began early in the year by improving security and employee physical safety.

- Repaired and upgraded the central office door access to a new modernized system. The new door access system securely allows only authorized badge access to employee accessible areas.
- Developed and implemented a new employee badging system that allows badges to be made/replaced at our central office without the delays, potential exposure and cost that outsourcing previously created.
- Developed, negotiated and implemented Non-Disclosure (NDA) and Data Protection Agreements (DPA) with existing and new suppliers/vendors to better secure our confidential information and data.

While reviewing and cancelling several outdated contracts, it became clear that better agreements with our suppliers and vendors were available.

- BI began the process of replacing older outdated copy machines with newer, faster color copy machines at a fraction of the previous monthly cost.
- A new mobile phone vendor provided us a better contract with greatly reduced monthly rates that included unlimited voice, text, data and mobile hot spot capabilities without overage fees. *continued*



*continued*

- Replaced the fire alarm monitoring system providers at our managed properties with a new vendor that provides a newer technology for monitoring resulting in 88% monthly savings per property for monitoring services.
- Developed and implemented a standard, cost effective, user-friendly solution for the resident computer centers at our managed properties that exceeds all compliance regulations.

The BI Team also implemented network/connectivity enhancements and software, staff education, operational and administrative procedures, as well as a community outreach project.

- Provisioned the central office and converted all managed property networks to be identical (branded ARG). This enables all mobile devices (laptops, phones, tablets) to connect to our corporate and remote networks without the need for additional logins.
- Deployed a new software that allows employees to capture and/or video and easily save their day-to-day computer related tasks. This allows for Standard Operating Procedures (SOPs) to be documented and utilized for training and troubleshooting while reducing the amount of time needed for cross-training and knowledge transfer, ultimately increasing productivity and standardizing procedures.
- Organized and facilitated agency-wide Cyber Security Awareness training to educate our users on ways to recognize and prevent Spam, Malware and Viruses from entering our business environment and individual home networks.
- Organized a new interoperability testing strategy with designated testers from each department to facilitate the validation of any new software,

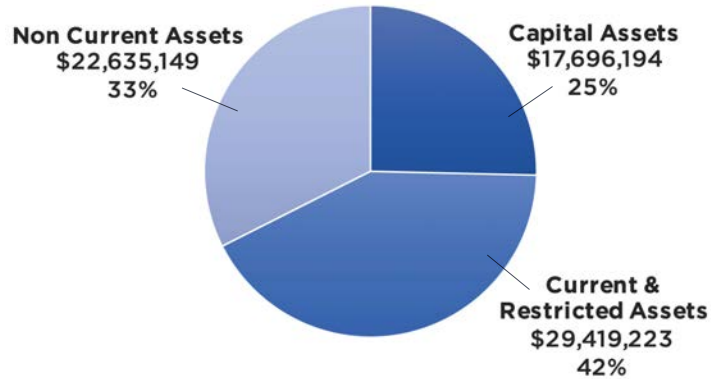
upgrade or patch prior to it being launched into our live environment. This strategy has greatly reduced the amount of errors in our operating systems allowing for greater efficiency and employee productivity.

- Created departmental specific user-friendly fax forms that negated the need for outside fax suppliers and associated monthly cost. This internal implementation reduced our monthly cost for fax service by over 95%.
- Established new low-cost agreements for replacement toner and computer-related equipment. These new agreements reduce our toner cost by greater than 50%.
- Designed, engineered, tested and sent over 60,000 waitlist emails in less than one week in order to meet agency deadlines.
- Created a Call Center Data Retention Policy to reduce unnecessary monthly data storage fees.
- Created all-inclusive printer and scanning groups that enable all employees to select the copier of their choice to utilize. This also enables every employee to scan from any networked copy machine (on-site or off-site) to their private folder from anyplace on our network.
- Restructured corporate accounts to eliminate double billing from vendors such as AT&T, Comcast, Konica Minolta, etc.
- Partnered with the ARG Human Resources Department to create a lottery that enabled BI to give away decommissioned equipment to employees, including 11 laptops and 40 tower computers. All of these computers were verified as functional and pre-loaded with Windows 10.
- Began mentoring the Freedom Middle School robotics team in our community. The team was successful in making it to the State finals.

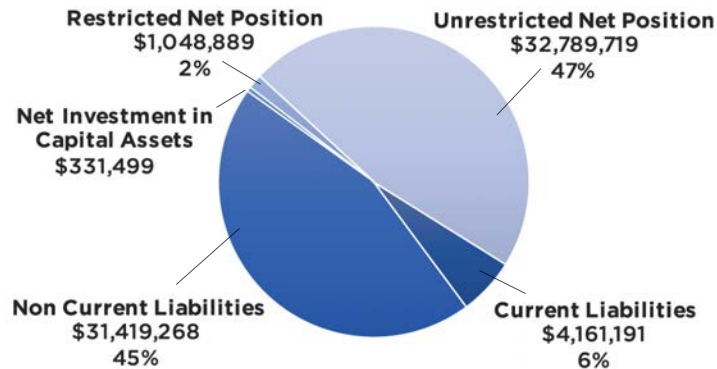
# AFFILIATED RESOURCES GROUP

## FINANCIAL STATEMENT

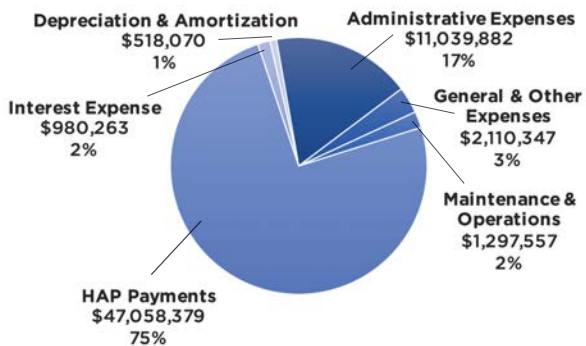
### ASSETS



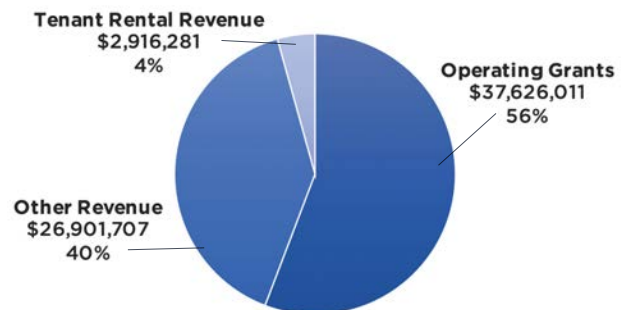
### LIABILITIES AND NET ASSETS



### OPERATING EXPENSES



### OPERATING REVENUE







## ARG

## MILESTONES AND ACHIEVEMENTS

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### 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 FY2019, 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 CY2019, the Portability Financial Management team continued to successfully manage the \$14M accounts receivable balances for the Authority's Portability participants. The Authority had 1,289 Port participants from 195 housing authorities at the end of CY2019. The collection rate for Ports is at 99%.



## 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 as well as training and development.

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**Benefits, Compensation and Incentives:** Ensured employees were provided with the most competitive and comprehensive benefits, including the formation of Maternity/Paternity Leave and Parent-Teacher Conference Leave benefits. Facilitated Open Enrollment Sessions, Benefits Meetings and Retirement Sessions.

**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. The Official Chartering Ceremony was held February 7, 2019.

**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, personal and professional skillsets of all employees, including DISC Training and Star12 Courses. Professional Development Trainings were provided to Managers.

**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.

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

### **Internship and Graduate Research Assistants**

**Opportunities:** Facilitated Graduate Research Assistant program in partnership with Georgia State University's Andrew Young School of Policy Studies.

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

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

**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.

**Volunteer & Community Service:** Introduced an opportunity for staff to increase social contact through assisting and working with external nonprofit organizations.

**Workplace Safety:** Facilitated risk and safety planning initiatives including AED, CPR and First Aid Training, OSHA Safety Management Programs, safety manuals, onsite safety inspections and the installation of CINTAS First Aid Kits.

**Workplace Wellness:** Facilitated wellness initiatives via activities and benefits that included a Fall Flu Shot Clinic and a Fitness Membership Reimbursement Program.



## AFFILIATED COMPANIES



Housing  
Development  
Corporation



Resident  
Services  
Corporation







## HADC HOUSING CHOICE VOUCHER DIVISION

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

The Housing Authority of DeKalb County (HADC), a designated high performing agency, has the third largest Housing Choice Voucher (HCV) Program in the state of Georgia and is 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 approximately 6,000 vouchers. This includes both tenant and project-based vouchers, Rental Assistance Demonstration (RAD) and Veterans Administration Supportive Housing (VASH) vouchers, as well as incoming portable vouchers. The HCV Department also administers vouchers for the following special programs: 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.

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### 2019 HCV MILESTONES AND ACHIEVEMENTS

**Paperless Audit Tool** – During the year, Contracts and Notice to Vacate Audit Tools were implemented (the Annual Recertifications Tool was implemented in 2018). The audit process is now fully electronic with staff having the ability to receive their audit results, view their scores and submit disputes electronically and in real time. Additionally, Auditors can complete audits electronically and access individual and team scores, which are calculated automatically in real time.

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



## 2019 HCV MILESTONES & ACHIEVEMENTS

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**Rent Estimator** – A Rent Affordability Calculator was developed to meet the need to provide applicants, participants, and landlords with a tool to estimate and determine if a proposed rental amount meets approval requirements, prior to submitting a Request for Tenancy Approval (RTA). By providing applicants, participants and landlords with access to the tool, HADC hopes to streamline the unit approval process by decreasing the number of RTA denials and rent negotiations. Though the tool is currently in beta form, next steps include making it available for use on the HADC website.

**High Performer Agency** - SEMAP certification was successfully submitted prior to the HUD required deadline. For the fiscal year ended June 30, 2019, our agency received its final score, which resulted in an overall performance rating of **High Performer Agency**.

**Training** - The HCV Team continued its **training** program, including hosting the **Nan McKay & Associates' HCV Rent Calculation Training Course** – with certification examination. HCV's training curriculum, by design, conducts monthly training 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.





## 2019 HCV SPECIAL PROGRAMS MILESTONES AND ACHIEVEMENTS

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- In response to the need for stable housing for veterans, quarterly 'Meet and Greet' sessions for property managers, landlords and participants were created in the fourth quarter of 2019.  
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), HADC continues our VASH outreach initiatives to end homelessness for our Veterans of DeKalb County. The VA continues to provide ongoing case management and supportive services.
- Veterans Day Luncheon – On November 11, 2019, ARG hosted the Inaugural Veterans Day Luncheon at the Exchange Park Recreation Center in Decatur, Georgia. Dr. Thomas Coleman, HADC Commissioner and former Army Veteran, was the guest speaker. The HCV Community Initiatives Project Team, along with the support of senior level management, organized this event to celebrate and highlight the service of our Veterans population – particularly those our agency serves through our VASH program. This event honored and celebrated the brave men and women who have served our country!
- The HCV team sponsored a Back-to-School Supply Drive for HADC program participants. Over 3,000 items were collected and 120 bags of school supplies were donated to families in need.
- The HCV team took part in DeKalb County's Caregivers Support Conference and Partners Expo at the Lou Walker Senior Center on April 30. The theme of the conference was 'Connect, Create, Contribute.' HADC's team had a strong presence, along with other community service agencies.
- In 2019, HCV housed 10 Family Unification Program (FUP), including 28 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 28 children from going into or remaining in DFCS custody.
- The HCV Team continued to assist Youth and Homeless Youth Aging Out of Foster Care (YAOFC) (YAOFC-H) between the ages of 18-26. In 2019, HADC's HCV Program continued to work with these clients to provide housing for the participating families.
- In 2019, new referral partnerships were formed with the DeKalb County Community Development Department and the Women's Resource Center to End Domestic Violence. We continued to maintain a partnership with the DeKalb County Continuum of Care on an initiative to permanently house homeless families and those at risk of becoming homeless. As a result of these partnerships, HADC housed 20 families, including 58 children.



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



OVER  
**15,000**

individuals served through HCV programs



**36%**

of households live  
on a fixed income.

Average annual income  
for elderly/fixed-income  
families

**\$11,036**

Average working  
household income

**\$20,113**



Average income for  
nonworking families

**\$9,546**



Average family pays

**\$221**

per month for rent

Average HAP  
voucher was

**\$617**

per month.

## FEDERALLY ASSISTED HOUSING PORTFOLIO

HADC manages a total of **5,939** vouchers (as of 12/31/2019)



**1,289** Incoming Portable Housing Choice Vouchers

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

**2,957** Tenant-Based Housing Choice Vouchers

**711** Project-Based Vouchers

**266** Rental Assistance Demonstration Vouchers

**716** VASH Vouchers

## 2019 HCV IMPACT AND DEMOGRAPHICS

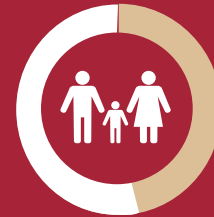


**37%** of non-elderly and non-disabled households are working families



**41**

participants graduated from the program in 2019 due to Zero HAP for 180 days



**48%** of households include children



**1,050**

Housing Choice Voucher participants work

**483**

participants ended their participation in the program



**533**

new participants were admitted into the program, including portable families

**5,785**

annual recertifications were completed

**3,375**

interim recertifications were completed



**1,608**

landlords participate in the HCV program



**5,984**

families were housed in 2019

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





## TAX-EXEMPT BOND

### PORTFOLIO

(as of December 31, 2019)

**\$441,933,093\***

**COMPLETED = 15**

**UNDER CONSTRUCTION = 10**

**PENDING CLOSING = 2**

**TOTAL UNITS = 3,982**

**AFFORDABLE UNITS = 1,319**

- 
- |  |   |
|--|---|
| • <b>Abbingdon Reserve</b>                               | • <b>Mills Creek Village</b> (Reserve at Mills Creek, Mills Creek Crossing, and Retreat at Mills Creek) |
| • <b>Ashton Grove - Retreat at Madison</b>               | • <b>North Hill - Chatsworth</b>  |
| • <b>Ashton Lenox</b>                                    | • <b>Oak Forest</b>   |
| • <b>BJ Starnes Senior</b>                               | • <b>Orchard Walk</b>   |
| • <b>Brightstone</b>                                     | • <b>Paradise East</b>  |
| • <b>Chapel Run</b>                                      | • <b>Reserve at Hairston Lake</b>   |
| • <b>Clairmont Crest</b>                                 | • <b>Retreat at Spring Hill</b>   |
| • <b>Heritage Townhomes</b>                              | • <b>Silver Oak</b>   |
| • <b>Hiawassee Park</b>                                  | • <b>Sterling at Candler Village</b>  |
| • <b>Highland Place Apartments - Hills at Fairington</b> | • <b>Sunrise View Family Apartments</b>   |
| • <b>Highlands at East Atlanta</b>                       | • <b>Swift Creek</b>  |
| • <b>Lake Point - Park at Carrigan</b>                   | • <b>Vineyards at Flat Shoals</b>   |
| • <b>Lakes at Indian Creek</b>                           |   |
- 

\*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.

## HADC 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.

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

**"HADC's Tax-Exempt Bond Program 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 HADC, to issue bonds.

HADC has the ability to issue tax-exempt bonds using resources allocated from 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

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 2019, HADC's tax-exempt bond portfolio had \$441,933,093 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.



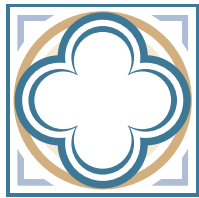


**Brightstone Apartment Homes** celebrated its Grand Opening in October 2019. Construction began in 2018 for the 175-unit community to provide housing for older persons (aged 55+) in Lithonia, Georgia.

Developed in partnership with Prestwick Development Company, the project was financed through a tax-exempt bond, 4% Low-Income Housing Tax Credits (LIHTC) and Georgia Department of Community Affairs HOME Transactions. HADC affiliate, Housing Development Corporation (HDC) coordinated a public-private partnership to have project-based vouchers where HADC is the Co-General Partner and Co-Developer for Brightstone.







## Housing Development Corporation

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-to-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

Creating **SUSTAINABLE COMMUNITIES**  
that enhance lives.

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

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### 2019 HDC DEVELOPMENT MILESTONES AND ACHIEVEMENTS

- Manor at Indian Creek II, a 94-unit senior community adjacent to the Indian Creek MARTA station – completed construction and stabilized operations
- Sterling at Candler Village, a 170-unit senior community located on Candler Road between Memorial Drive and Glenwood Road – completed construction
- Brightstone, a 175-unit senior community – completed construction
- Abbington Reserve, at 238-unit family community – 90% complete with construction at year-end
- Starnes Senior Residences, a 128-unit senior community – closed and was 5% complete with construction at year-end
- Reserve at Hairston Lake, a 170-unit housing for older persons community – closed and was 30% complete with construction at year-end

### 2019 HDC MANAGEMENT MILESTONES AND ACHIEVEMENTS

- Took over management of 6 existing properties
  - Ashford Parkside
  - Ashford Landing
  - Spring Chase Apartments
  - Retreat at Spring Hill
  - Reserve at Hairston Lake
  - The View Senior Residences
- Successfully launched the relocation of residents during renovation of Reserve at Hairston Lake
- Sold our 80-unit single-family rental portfolio
- Completed paving project at Spring Chase Apartments



### CURRENTLY UNDER DEVELOPMENT

**ENCLAVE AT EASTSIDE WALK:** HDC is almost complete with the fourth and final development phase, which will also include 20 additional single-family homes, of which 3 houses are sold and 7 are under contract.

**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 completion is expected in Spring 2020.

**RESERVE AT HAIRSTON LAKE:** A renovation 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 completion is expected in Fall 2020.

**STARNES SENIOR RESIDENCES:** 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 completion is expected in Spring 2021.

**VERANDA AT ASSEMBLY:** In partnership with Integral Development, a 100 unit new construction senior community for residents 62 and older in Doraville, Georgia was awarded 9% tax credits. The new construction development will be a four story, mid-rise building at the old GM plant in Doraville. The property will be 80% affordable with the unit mix consisting of one and two bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an onsite gazebo, and more. Construction is expected to start in Fall 2020.

## HDC & Affiliated Companies

### REAL ESTATE PORTFOLIO

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### Multi-Family Communities

(HDC and Affiliate Owned)

#### Managed by HDC Management

Ashford Parkside: 151 units

Ashford Landing: 117 units

Reserve at Hairston Lake: 170 units

Retreat at Spring Hill: 83 units

Spring Chase: 380 units

The View: 80 units

#### Owned and Third-Party Managed

Brightstone: 175 units\*

Hearthside Brookleigh: 121 units

Manor at Indian Creek II: 94 units\*

Mills Creek Crossing: 200 units

Reserve at Mills Creek: 100 units

Retreat at Mills Creek: 80 units

Sterling at Candler Village: 170 units\*

### Multi-Family Development

#### Development Partner

Abbingdon Reserve: 238 units

Veranda at Assembly: 100 units

#### Lead Developer

Reserve at Hairston Lake: 170 units

Starnes Senior Living: 128 units

### Single-Family Development

Eastside Walk: 164 homes sold, 1 unit remains

Enclave at Eastside Walk: 3 homes sold,  
7 under contract and 10 homes remaining

### WE DEVELOP



## 636 units

of affordable housing  
under development

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### WE CREATE



## 1,921 units

of affordable housing  
created in total

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### WE MANAGE



## 981 units

of high-quality sustainable  
housing

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### WE SERVE



**Service Enriched Communities:**  
HDC offers community-based resident services programs that include weekly transportation, health and wellness, financial stability, and resident engagement and community participation.



## 2019 HDC DEVELOPMENT PIPELINE

### PROPOSED DEVELOPMENT

**CAMDEN PLACE:** HDC is looking at the feasibility of building 12 single-family for sale townhouses in the city of Chamblee. Construction is expected to start Summer of 2020.

**ROBERT GRAHAM HOMES AT ORCHARD HILL:** In partnership with the Milledgeville Housing Authority of Milledgeville, Ga, 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. Anticipated closing in Summer 2020.

**PHOENIX AT KENSINGTON STATION:** In partnership with LDG Development, Phoenix at Kensington Station will be a 244-unit new construction mixed-use family development across from the MARTA Station. Units will be 100% affordable at 60% AMI rents, utilizing 4% Low-Income Housing Tax Credits (LIHTC) where HADC and HDC are a Co-General Partner and Co-Developer. Site amenities will include a pool, fitness center, business center, playground, community room, structured parking, and compatible third-party uses (office and commercial). Phoenix at Kensington Station will include one-bedroom, two-bedroom and three-bedroom units. Construction is expected to start in Fall 2020.

**PEACHTREE CREEK ON PONCE:** In partnership with Blue Ridge Atlantic Development, Peachtree Creek at Ponce will be a 200-unit new construction

development in Clarkston. 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 fitness center, business center, playground, and community room. Peachtree Creek on Ponce will include one-bedroom, two-bedroom and three-bedroom units. Construction is expected to start in Summer 2020.

**WASHINGTON MANOR:** HDC is proposing the renovation to an existing 72-unit Section 8 family property in Sandersville, Ga. The property will be financed with tax-exempt bonds and 4% tax credits. 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. Anticipated closing in Fall 2020.

**MILLEDGEVILLE MANOR:** HDC is proposing the renovation to an existing 74 unit Section 8 family property in Milledgeville, Ga. The property will be financed with tax-exempt bonds and 4% tax credits. 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. Anticipated closing in Fall 2020.

### **CANDLER AT GLENWOOD:**

A 200-unit new construction mixed-use family development at the intersection of Candler Rd. and Glenwood Rd. in Decatur, Ga. Financing for the planned development may include 4% Tax-Exempt Bonds, Low-Income Housing Tax Credits (LIHTC), and private equity. HADC and HDC are Co-General Partner and Co-Developer. Site amenities will include a pool, business center, playground, community room, and compatible third-party uses (office and commercial). Candler at Glenwood will include one-bedroom, two-bedroom and three-bedroom units. Construction is expected to start in late 2020.

### **FLAT SHOALS AT FLAKES MILL:**

A 225-unit new construction family development in South DeKalb. 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 fitness center, business center, playground, and community room. Flat Shoals at Flakes Mill will include one-bedroom, two-bedroom and three-bedroom units. Construction is expected to start in late 2020.

Creating  
**SUSTAINABLE  
COMMUNITIES**  
that enhance lives.

## **Rendering of Starnes Senior Residences**

CURRENTLY UNDER DEVELOPMENT







**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, the Special Programs team 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 mindsets, educate, and to help families thrive and create an obtainable pathway to economic independence. The Special Programs team 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 the engagement skills of the participants, self-advocacy, health and service outcomes; and enhancing the economic stability of the participant while ultimately generating cost savings for the health care system.

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





Over **5,000** individuals were impacted through RSC initiatives

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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.

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### **SCHOLARSHIP PROGRAM:**

As part of our mission and in order to encourage academic excellence and community responsibility, Resident Services Corporation (RSC) continued our 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 \$10,000 in scholarships to three deserving individuals who were receiving rental assistance through the Housing Authority of DeKalb County's Housing Choice Voucher Program.





## 2019 RSC SPECIAL PROGRAMS

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Quality, stable housing, which housing assistance makes possible, is a foundation for self-sufficiency. Stable housing can allow adults to re-enter the workforce, pursue higher education, and develop new skills. Even with housing assistance, however, low-income residents can face major barriers to self-sufficiency.

RSC has developed localized strategies and programs that underpin the economic stability, health, and wellbeing 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 community resources that support healthy families, such as quality healthcare, childcare, and other supportive services, to promote the social and economic status of our residents by expanding their opportunities to balance work and family life.

RSC's Special Programs provide direct linkages to services and training for families with a concentration on family and individual goals as well as integrative strategies for youth, personal, educational, and occupational milestones. RSC's 2019 Special Programs included our Circles, Family Self-Sufficiency (FSS), Homeownership/ Homeownership Readiness, Homeless to Homeowner 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.

## 2019 RSC SPECIAL PROGRAMS INITIATIVES

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- Post-Secondary Preparation
- Great Neighbor
- Personal Branding
- Motivational Milestones
- Inspirational Reading  
(High Noon Book Club)
- LinkedIn for Beginners
- Fast Track Careers
- Family Financial Education
- Life Skills for Youth and Young Adults
- Resume Building and Job Readiness
- Computer and Technical Training
- Understanding College Applications and Financial Aid
- Ways to Save Series – Economic Independence
- Vision Boarding
- Health and Wellness - High Blood Pressure Education
- Understanding Your Lease
- Homeownership Education
- Social Media Networking
- GED Preparation
- Career Development







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

2019 RSC SPECIAL PROGRAMS  
IMPACT



542

Family Self-Sufficiency participants

 <b>59</b> Homeownership participants	<b>91%</b> of families enrolled in FSS expressed interest in becoming a homeowner	 <b>525</b> employment related assessments	<b>90%</b> of participants reported an enhanced quality of life as a result of RSC initiatives
 <b>300</b> participants updated their resumes	 <b>70%</b> of participants have reported an increase in wages	<b>90%</b> of Circles Leaders participated in leadership training	 <b>7 CIRCLES LEADERS</b>
 <b>50%</b> of families reported an increase in credit score since last year	 <b>94%</b> of participants completed financial education/literacy classes	 <b>132</b> Young Adults and At-Risk participants	Over <b>370</b> hours of case management for previously homeless residents
 <b>55%</b> of participants reported an increase in assets	<b>40%</b> of special programming now includes previously homeless veterans, aged out of foster care and previously homeless youth		 <b>88%</b> of participants prepared a written budget



## 2019 RSC SPECIAL PROGRAMS MILESTONES AND ACHIEVEMENTS

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- Served 774 participants, including 542 adults and 132 at-risk youth and young adults through RSC's Family Self-Sufficiency (FSS) Pathways to Independence program model, making it one of the largest FSS Programs in the Atlanta Metro area.
- Enhanced virtual trainings and workshops using social media and technology.
- The graduation of seven Circle Leaders expanded the Circle resources and support networks and continues to impact individuals within the Circle and the community.
- Extended Special Program workshops and resources to the Housing Choice Voucher (HCV) & Project-Based Voucher (PBV) population, impacting over 4,000 individuals.
- Developed new strategic partnerships to expand resources to educate, encourage and advocate for community change.
- 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, job coaching and training.
- Strengthened financial capabilities of FSS participants – 94 percent of whom completed financial education and literacy classes in 2019. Financial capability skills include learning how to make and stick to a budget, avoid and reduce debt, and save to meet short- and long-term goals. Such skills have helped FSS participants free up funds in their budget to meet key needs such as buying nutritious food for themselves and their children or repairing a car needed to get to work.
- As a result of budgeting and credit repair, 55 percent of FSS participants reported an increase in assets.





# Working Together Towards A Common Goal

By itself, affordable housing has substantial positive impacts on life outcomes for children and adults across a range of outcome areas. Resident Services Corporation (RSC) is committed to increasing those positive impacts by using housing as a platform for the delivery of evidence-based supportive services and resources targeted to residents' needs – like providing linkages to after-school programs to boost educational achievement; or employment training and credit building to help residents increase earnings and assets.

Breaking the cycle of intergenerational poverty calls for a holistic approach. It is extremely important to connect our low-income families to services when and where available. The Special Programs team leverages local resources so residents can increase their incomes and reduce or eliminate the need for government assistance. The RSC Special Programs Advisory Committee plays an important public relations role. In addition, the committee provides program

staff with a fresh perspective, identifies key resources, advocates for additional partnerships within the community, provides technical expertise, acts as an independent unbiased sounding board, and assists staff in determining important activities. It serves as a tremendous complement to the effectiveness of RSC's Special Programs.

Working with Resident Services staff to guide various programs, the Advisory Committee is comprised of individuals whose experience and ability represent a cross sector of occupational areas. The goal(s) of the Advisory Committee are to identify the priority needs, supportive services and resources for our residents through a collaborative and analysis process. Areas of focus are employment, education and training, professional and skill development, financial education, homeownership, health and wellness, barrier reduction, and other services that could help residents obtain economic independence.

“As we bring a new focus and new ideas on how to best assist our residents, the impact of our programs must be measured by the number of residents that rise out of poverty to lives full of hope, success, and economic independence. We know that no single entity or agency can make a difference, so we are delighted to work with our community partners towards a shared goal of improving the lives of HADC residents.”

**Dacia Dickey Bey**, *Director of Special Programs*

RSC Advisory Committee members are very involved in the success of our programs: Pictured is an Advisory Committee member, Alexjandra (Alex) Wynter, Regional Multicultural Mortgage Officer/Assistant Vice President at BB&T, who shared her inspirational life experiences and spoke with Circles participants about budgeting and financial capability.





## 2019 RSC DONATIONS & REVENUE

### 2019 IN-KIND DONATIONS

Resident Services Corporation (RSC) Special Programs and Community-Based Programs and Services received **\$132,050** of in-kind donations.

#### PLATINUM - \$10,000+

Armed Forces Financial Coaching Program - \$21,000  
 DeKalb County Office of Senior Affairs - \$19,500  
 Center for Pan Asian & Community Services - \$15,500  
 AARP Senior Employment - \$12,000  
 NeighborWorks Training Scholarships - \$10,500  
 WorkSource DeKalb Job Readiness - \$5,500

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

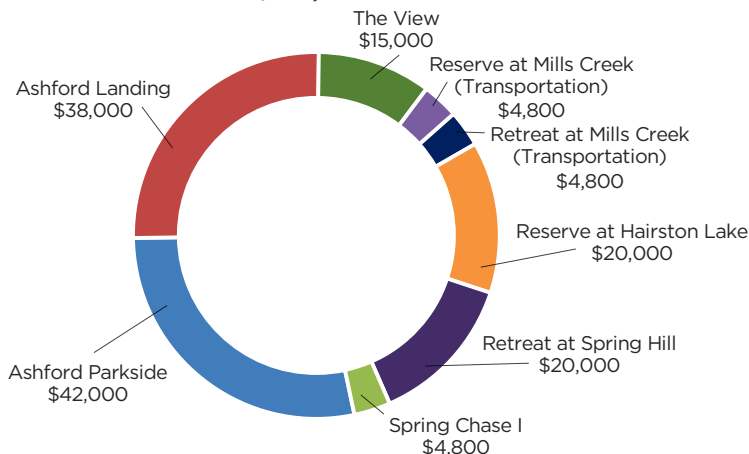
Metro Fair Housing Services, Inc. - \$4,500  
 Prosper Home Care - \$3,500  
 Goodwill of North Georgia - \$3,000  
 Green Forest Community Development - \$3,000  
 Women in Leadership - \$3,000  
 BB&T Homeownership & Financial Education - \$2,500  
 Decatur Cooperative Ministry - \$2,500  
 Dewlyn Nonprofit Services - \$2,500  
 Great Start Georgia - \$2,500  
 X Factor Realty - 2,500

#### BRONZE – Under \$2,500

MedSide Healthcare - \$2,200  
 Center for Womens Wellness - \$2,000  
 Lueder, Larkin, & Hunter - Real Estate Attorneys - \$2,000  
 R.D.H.I. Enterprises, Inc. - Home Inspector - \$2,000  
 Spirit of GOD Christian Church - \$2,000  
 Jewish Family and Career Services - \$1,500  
 New Horizons Learning Center - \$1,500  
 Wholistic Stress Control and Diabetes Association of Atlanta - \$1,500  
 Piccadilly Restaurants, LLC - \$1,000  
 Atlanta Garden Theatre-to-Go - \$650  
 Emory Healthcare - \$500  
 Friends of Blackburn and Community - \$500  
 Good News Atlanta Church - \$500  
 RSVP Speakers Bureau - \$500  
 Visiting Nurse Association - \$100  
 Women's Resource Center - \$100

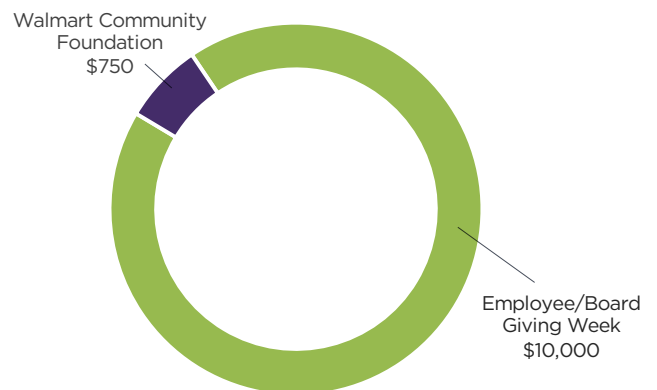
### 2019 REVENUE

**\$149,400**



### 2019 CASH DONATIONS

**\$10,750**





When we work **TOGETHER**, we achieve more.

## IMPACT OF RSC COMMUNITY-BASED SERVICES

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Enhanced community-based resident services were offered to over **800** residents at **6** senior and active adult properties.

Staff introduced **24** new programs and added **7** new partners – impacting over **1,000** residents at family and senior properties.

Weekly transportation services to access shopping and special events were offered to over **1,000** residents at **9** senior and active adult communities.



## 2019 RSC COMMUNITY-BASED SERVICES

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 wellbeing of residents.

Recognizing that shelter alone is not always sufficient for our residents' success, RSC develops localized strategies and programs to support residents' economic stability, health and wellbeing. 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.

## 2019 COMMUNITY BASED MILESTONES AND ACHIEVEMENTS

- Community-based Service Coordinators introduced 24 new programs to their ongoing initiatives and added seven (7) new partners – impacting just over 1,000 residents at the Reserve at Hairston Lake, Spring Chase I, Retreat at Spring Hill, The View, Ashford Parkside and Ashford Landing communities.
- Weekly transportation services were provided to over 200 residents living at the Retreat at Mills Creek and the Reserve at Mills Creek communities.
- RSC implemented several Health and Wellness initiatives in 2019. In October, our Pink Fashion Show was created to increase breast cancer awareness and the need for annual medical examinations. During the summer of 2019, the Classic Gentleman's Club was launched to engage more of our senior resident population and combat increased feelings of isolation. Additionally, a partnership with the National Alliance on Mental Illness (NAMI) allowed us to offer several new programs in 2019, including Managing Holiday Blues and In Our Own Voice – a unique program where trained speakers share stories of living with mental health challenges and achieving recovery. Each of these Health and Wellness initiatives is expected to continue in 2020.

## 2019 COMMUNITY-BASED INITIATIVES

### EDUCATION AND EMPLOYMENT

- Leadership for Seniors – Engage with Co-Age
- Technology Training: Savvy Tech for Seniors
- Coffee with A Cop – Crime Prevention Workshops
- AARP Driver's Education for ESL Seniors

### HOUSING AND ECONOMIC STABILITY

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

### HEALTH AND WELLNESS

- Food Talk for a Better U – UGA Extension Services
- Diabetes Empowerment Education Program (DEEP)
- Fall Risk Screening & Prevention – Mercer University
- Fun Fridays: Wellness with Center for Pan Asian Community Services (CPACS)

### COMMUNITY AND CIVIC ENGAGEMENT

- International Dining Series
- Senior Day at the Georgia State Capitol
- Community Gardening
- Seniors Quilting for Others
- National Night Out & Back to School Party



## CONSULTING **GROUP**

Established in 2014, PTS Consulting Group (PTS) is bringing a new vision to today's affordable housing market through partnerships with smaller and mid-size agencies. PTS offers strategic solutions to build positive change and thrive by facilitating pathways to operational and programmatic sustainability. We harness 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.

[www.ptsconsultinggrp.com](http://www.ptsconsultinggrp.com)







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**2019** | YEAR IN REVIEW