



AFFILIATED
RESOURCES
GROUP

HOUSING & REAL ESTATE DEVELOPMENT



YEAR IN REVIEW | 2021



Housing
Development
Corporation



Resident
Services
Corporation





Affiliated Resources Group's strategic objectives include long-term sustainability, growth and development, quality of life, and creating a larger community. Operating under the umbrella of ARG, affiliated companies provide affordable housing solutions and promote community and economic development through rental assistance programs, resident services, and the revitalization of neighborhoods in DeKalb County and beyond.

The
RESERVE
at Mills Creek

560



AFFILIATED RESOURCES GROUP

HOUSING & REAL ESTATE DEVELOPMENT

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.



Board of Commissioners 2021



Carleen Cumberbatch

HADC Chair
RSC Chair



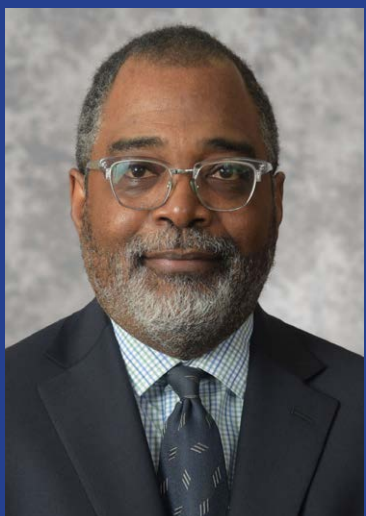
Dr. Thomas Coleman

HADC Vice Chair
HDC Vice Chair
PTS Board of Directors



Dorothy Williams

HADC Commissioner
HDC Chair
PTS Chair



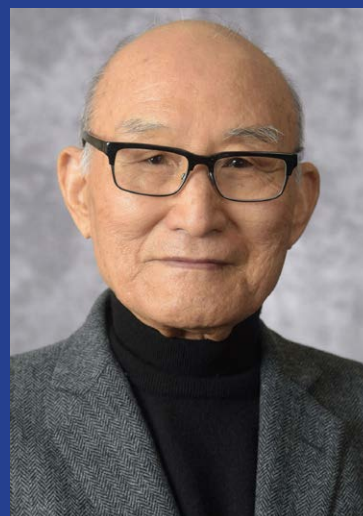
Dr. Glenwood Ross

HADC Commissioner
HDC Board of Directors



Yvette Hudson

HADC Commissioner
RSC Vice Chair
PTS Board of Directors



Charles Yi

HADC Commissioner
RSC Board of Directors

President & CEO's Statement

Expanding Affordable Housing Opportunities

Our history of strategically partnering with private/public entities as well as administering federal programs has positioned ARG's affiliates to successfully deliver affordable housing. We provide critical services that support the wellbeing of our clients/residents and pathways to self-sufficiency for program participants that seek to break the cycle of poverty.

Connecting the Agency's larger objectives has helped ARG to thrive and expand our impact in the community. As the largest affordable housing provider in DeKalb County, we are in a unique position to address the housing needs of low-and middle-income residents.

ARG maintains a working culture that supports our staff by continually improving and optimizing the Agency's organizational and operational effectiveness. The Agency continues to develop and position our team to succeed. We have re-tooled our workplace to prioritize the wellbeing of our staff, our clients, and our partners.

ARG team members have continued to provide outreach to communicate and deliver critical services to support our participants and residents effectively. Ensuring continued success and sustainability, we have successfully completed development projects that were underway and drive the creation of more affordable housing by forging ahead with partners on projects and plans for a number of new developments.

Despite ongoing challenges from the pandemic, the work we do is more crucial than ever. Rising rents, inequity and financial hardship experienced due to the economic downturn the pandemic caused has pushed housing stability beyond reach for most low-income and many middle-income families. With the ending of the moratorium on evictions imposed at the beginning of the pandemic, our Agency stepped up to assist with communications for DeKalb Tenant-Landlord Assistance Coalition (TLAC) that provided financial relief to DeKalb renters threatened by eviction and landlords facing revenue losses due to the pandemic, as well as with administrative support for the Emergency Housing Voucher (EHV) Program. Our team also continues to help with referrals to support those facing homelessness and domestic violence via DeKalb County's Continuum of Care and Coordinated Entry System.

ARG is emerging stronger than ever as we focus on our responsibility to provide sustainable and affordable housing as a platform to enhance lives. We will continue our efforts to seek to build a brighter future for all by developing and managing affordable and sustainable communities while providing our clients with pathways that promote self-reliance and long-term self-sufficiency.



E.P. "Pete" Walker, Jr.
President and CEO



Financial Statement 2021

Assets

Capital Assets	\$12,077,502	19%
Current & Restricted Assets	\$30,960,689	48%
Restricted Assets	\$12,374,590	33%
	\$64,412,781	

Liabilities & Net Assets

Current Liabilities	\$4,403,686	7%
Non-Current Liabilities	\$22,061,110	34%
Net Investment in Capital Assets	-\$4,485,322	-7%
Restricted Net Position	\$2,297,976	4%
Unrestricted Net Position	\$40,135,331	62%
	\$64,412,781	

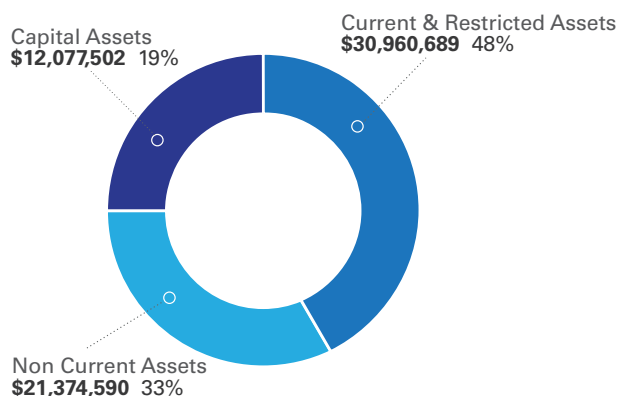
Operating Revenue

Operating Grants	\$43,319,542	63%
Other Revenue	\$22,795,448	33%
Tenant Rental Revenue	\$3,136,505	5%
	\$69,251,495	

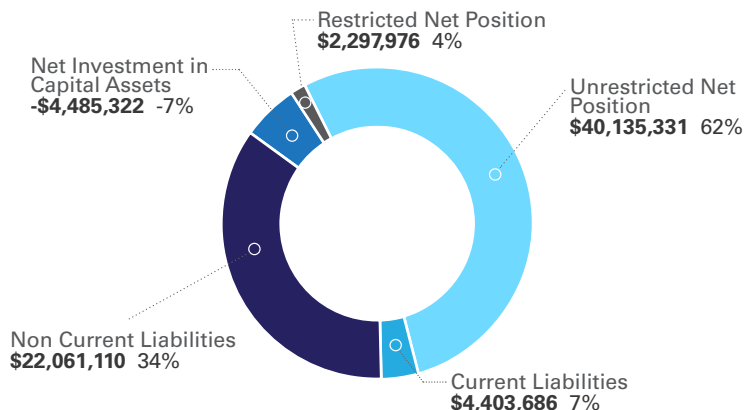
Operating Expenses

Administrative Expenses	\$11,691,893	17%
General & Other Expenses	\$2,528,375	4%
Maintenance & Operations	\$645,630	1%
HAP Payments	\$48,817,082	75%
Interest Expense	\$910,028	2%
Depreciation & Amortization	\$582,506	1%
	\$65,175,514	

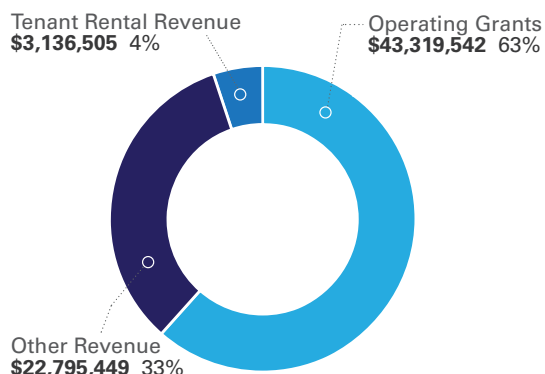
Assets



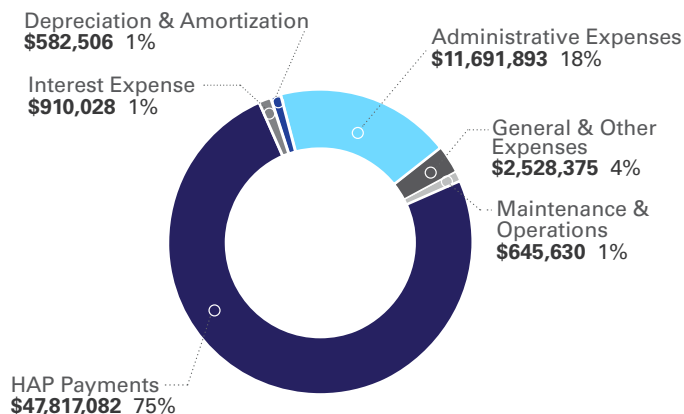
Liabilities & Net Assets



Operating Revenue



Operating Expenses



*Percentages have been rounded up and totals add up to >100%

ARG Milestones & Achievements 2021

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

For FY2021, 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 CY2021, the Portability Financial Management Team continued to successfully manage the Authority's \$11M Port Participants account balances. The Authority had 907 Port participants from 251 housing authorities at the end of CY2021. The collection rate for Ports is at 97%.

Improved Portability Collections and Reporting Procedures

During FY2021 the Finance Portability Team was successful in improving the Portability collection and reporting process. For the past 10 years, the Portability receipt processing was managed manually through various excel workbooks. With the expansion of incoming Portability participants, this had become a time consuming and arduous task. The Portability Finance Team worked tirelessly to automate the cash management, receipting and reporting process. The automation of the process allows us to:

- Produce system generated reports in real-time for Portability accounts receivables, accounts payables and deposits
- Have better accounting controls over collections and cash management
- Provide added support to auditors for financial balances with system generated subsidiary ledgers
- Provide system generated monthly billing statements to clients
- Minimize errors and work more efficiently

Improved Accounts Payable Processing

Finance, in conjunction with Business Intelligence, was successful in implementing the Yardi Procure to Pay Platform. Procure to Pay has produced enhanced Accounts Payable efficiencies, stronger accounting controls, and a detailed audit trail of the invoice process from beginning to end. This includes automated online approval workflow through vendor payment and automatic recording in Yardi.

In addition, delivery and time stamping of invoices are no longer required. Invoices are now scanned through PayScan, coded, and moved through approval workflows -- allowing us to process invoices timely and efficiently.

Special Programs

Finance successfully set up the necessary financial accounting and reporting structure for the CARES ACT and the Emergency Housing Voucher Program. Sound accounting processes and procedures are necessary to ensure that the financial reporting is in compliance with HUD's program guidelines. Finance was able to track the funding of the CARES Act Program and ensure that all funds were expended as required by December 31, 2021.

In FY2021, the Agency received an unqualified audit with no findings.

ARG Milestones & Achievements 2021

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

ADMINISTRATION

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

Board of Commissioners

The Administration Team facilitated all HADC Board of Commissioners meetings and supported Commissioners as needed.

Compliance

The Administration Team ensured regulatory reporting is completed in a timely manner and served as a clearinghouse for Agency's Open Records Requests, HUD/other audits and insurance matters.

Procurement/Contract Administration

The Administration Team provided procurement and contract administration support to all divisions within the Authority and for PTS Consulting Group clients.

Special Events

The Administration Team planned and facilitated events for the Agency, including a Grand Opening and Ribbon Cutting event for Starnes Senior Residences and a "virtual" Employee Giving Campaign.

Communications

The Communications Team coordinated and produced internal and external communications to ensure a strategy that consistently articulated the mission of ARG and its affiliated companies, this includes having:

- Facilitated messaging and branding/design for Agency through multiple communication channels, which included producing ARG's bi-monthly employee Focus newsletter, the 2020 ARG Year in Review, Monday Motivations, as well as content and oversight for digital signage.
- Coordinated web development and maintenance of administrative and domain issues for the Agency's websites and posted news, notices, career opportunities, publications, forms, contact information and other timely updates as needed to the Staff Communications and affiliate websites. Restructured phone directory, facilitated initial web development and design for Business Intelligence's internal initiative for a centralized ARG Learning Library.

Communications/*continued*

- Produced and broadcast HADC's Housing Choice Voucher's (HCV's) quarterly Family Times and Landlord Lines e-newsletters and Customer Service Surveys, as well as other timely informational email communications. Facilitated changes and updates to HADC's website to enhance communications for Housing Referral Partners and Virtual Meetings.
- Consulted on a communications strategy and provided oversight in executing communications for the HCV Project-Based Wait List Opening.
- Facilitated outreach for Resident Services via email broadcasts and social media, and various other communication channels. Generated communications, including messaging and graphics for 'virtual' 2020 ARG Giving Campaign for the benefit of Resident Services Scholarship Fund.
- Worked with web developers to facilitate the reorganization and update the design for the Housing Development Corporation (HDC) website to incorporate updates for HDC Management's growing portfolio and generate a web development strategy and design template for a new website/subdomain for HDC Management's community and resident communications for all properties under management.
- Provided photography, written content, graphic production, and consulting for publications, CEO video messages, marketing and event needs that included flyers/brochures, signage/banners, letterhead, business cards, envelopes, postcards, specialty items, name badges, cards, as well as marketing print materials, posters, and other graphic needs. Facilitated special design needs and print production with vendors.
- Facilitated design and print production with vendors.

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 standardization, software utilization, automation, and cost savings.

The Business Intelligence "Continuous Improvement Strategy" has evolved as we continue to support and improve the Agency's remote operations into a more seamless standard.

ARG Milestones & Achievements 2021

Business Intelligence/*continued*

- The BI Department predicted an impending supply chain shortage due to the pandemic and began building an in-house stock of computers and electronic equipment needed to sustain, replenish and/or replace defective and inoperative devices in hours instead of weeks or days.
- In February, the BI Team finalized the replacement of our existing phone system. This implementation of an enhanced phone system reduced the Agency's overall annual phone expenditure and created a seamless communication method across the entire agency that places the central office and all properties in the same phone network. This new system also upgraded our call center into a modernized, remote capable operation with several call management, monitoring and recording features. With this enhanced system, we now have the ability for all employees and locations to be listed in a centralized corporate phone directory with the ability to contact each other by dialing a 4-digit extension from their desk or company issued mobile phone or by initiating a call from their laptop with just a few clicks.
- The BI Team recognized the need to enhance our network in order to gain HIPPA, SEC and SOX compliance.
- Based on internal comprehensive network provider studies, the BI Team completed the transitioning of our core network to a new HIPPA, SEC and SOX compliant service provider in September.
- The BI Team has upgraded our entire network into full compliance by implementing a full "Bare Metal" Disaster Recovery (DR) package. This DR package limits our operational network data loss of no more than 15 minutes from the last data entry on any device on our network should we be affected by a devastating ransomware attack or other disaster that would disable our current network. The restoration of our network will be within 24 hours of having replacement equipment (if needed) onsite.
- In April, the BI Team was tasked with supporting the Emergency Rental Assistance/Tenant-Landlord Assistance Coalition (ERA/TLAC) Program for DeKalb County. This required developing a secure data exchange between both agencies. The ERA/TLAC implementation is currently running seamlessly and provides a model as to how to securely collaborate between agencies.



SOX Compliance includes:

Comprehensive testing procedures to verify whether controls are operating effectively.

High-quality documentation of test procedures for auditors to easily access.

Identification of shortcoming, referencing evidence and remediation for deficiencies.

Cutting edge technology, with real time reporting and implementing a data security platform for auditors and management.

SOX Audit Controls include:

ACCESS: Controls on physical and electronic access

SECURITY: Defense plan to counter data breaches

DATA BACKUP: SOX compliant off-site backups of financials

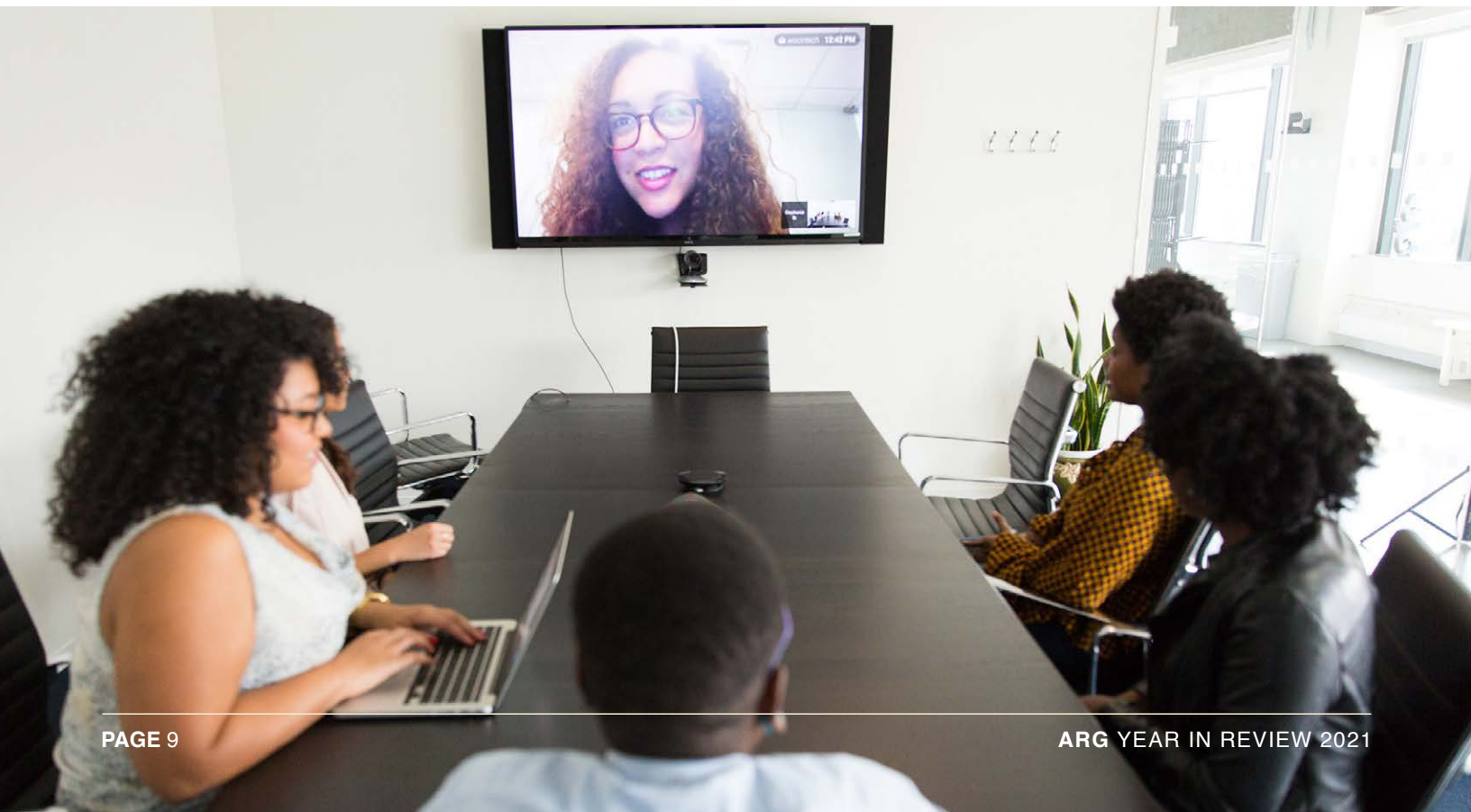
CHANGE MANAGEMENT: Plan to securely handle changes

BI Team completed the transitioning of our core network to a new HIPPA, SEC and SOX compliant service provider.

ARG Milestones & Achievements 2021

Business Intelligence/continued

- The ARG Finance Department requested an electronic method for procurement and purchase order workflows. Together with the Finance Team and Yardi, the BI Team has been able to fully implement the Procure to Pay application.
- The Housing Development Corporation (HDC) has begun managing strategic properties. Upon the request from HDC, the BI Team has been able to integrate each of the identified properties into the ARG network.
- The BI Team continues to provide many employees with the ability to connect remotely by supplying Wi-Fi hotspots to those in need. In addition, many employees are provided other necessary electronic equipment needed to effectively fulfill their assigned roles while working remotely.
- The HCVP Department requested assistance to provide a “Contactless” solution to conduct hearings. The BI Team engineered and deployed a “Contactless Hearing” solution that also enabled participants to upload supporting documentation on demand.
- Resident Services Corporation requested that the BI Team develop a technology to allow ARG Network access within certain property locations in which the ARG Network was previously unavailable. The BI Team in turn engineered, developed, and deployed a reliable permanent solution to provide ARG Network access to distant locations at select properties.
- BI has enhanced our local technical support vendor for “Help Desk” services by providing standardized task checklists that are customized to our agency for the most common Help Desk issues.
- The BI Community Outreach Project has been hampered by the pandemic; however, we were able to collaborate remotely on this year’s goals and attended one local competition. We will continue mentoring (remotely) the Freedom Middle School robotics team located in our community.
- We continue to implement our agency-wide Cyber Security Awareness Training for all users. The use of this remote program is our continued effort for the education of our users to help them identify ways to recognize and prevent spam, malware and viruses from entering our business environment and individual home networks.



ARG Milestones & Achievements 2021

Over 97 percent of the ARG staff are participating in our benefits.

HUMAN RESOURCES

The Human Resources Department is focused on driving innovation that leads to successful outcomes and the department plays a vital role in moving the organization forward. Through initiatives that encourage improvement and innovation, Affiliated Resources Group remains positioned as an Employer of Choice. The Human Resources Department is excited about the future of ARG and we are committed to serving our employees with excellence.

Benefits, Compensation, and Incentives

ARG's competitive offerings have attracted and assisted in retaining top talent. The Human Resources Department is constantly striving to maximize resources for our staff. In 2021, the organization continued to provide competitive and comprehensive offerings, including reduced medical insurance plans, disability insurance, employee training, paid vacation and sick leave, corporate discounts, wellness programs and financial security through our retirement plan.

Corporate Club

The ARG Toastmasters' mission is to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth. The ARG Toastmasters Club celebrated its third-year anniversary on October 4, 2021.

Corporate Connections

In September 2021, ARG announced a partnership with Landed, a new program that was created to help benefits-eligible staff purchase a home. Landed provides up to \$120K towards a down-payment through Landed's Shared Equity Down Payment Program and connects employees to homebuying resources. In October 2021, the Human Resources Department announced that all staff would also be provided access to competitive offers and rates with Delta Community Credit Union.

Corporate Leadership

The Human Resources Department hosted a Virtual Leadership Workshop for our Senior Staff Members in February 2021. The workshop, "Learning to See in New Ways," was presented by Jim Solomon, CEO of Chambers Bay Institute and Gregory P. Smith, President of Chart Your Course International, Inc. As part of our ongoing efforts to develop our ARG Leadership Team, 360-Degree Feedback Interviews were also conducted for our Senior Leaders in September 2021. This opportunity provided each leader with the opportunity to receive feedback from their manager, peers and direct reports. This method also allowed the

Human Resources/*continued*

Senior Leaders to understand their effectiveness as an employee, colleague and manager as viewed by others. The Human Resources Department also hosted virtual monthly meetings between January 2021 and December 2021 in support of providing direct and continuous support to the Senior Leaders.

Corporate Perks

Per the United States Department of Housing and Urban Development (HUD), the Office of Housing Choice Voucher Programs began providing assistance with COVID-19 eligible expenses including childcare. The Cares Act Childcare Assistance Program was announced to the ARG staff in February 2021. In August 2021, our Human Resources Department partnered with our Business Intelligence Department in an effort to host a Laptop Distribution Lottery. Our Business Intelligence Department consolidated our electronic inventory and as a result, we were able to provide 53 laptops and docking stations to staff via a lottery drawing. In December 2021 and in lieu of the 2021 Holiday Party, all full-time permanent staff received one additional day off for the holidays. Our Corporate Perks help to boost the employee experience and they make a huge difference in the lives of ARG staff.

Electronic Documents

In March 2021, all employees were able to electronically access company policies, agreements, forms and a host of other vital documents relating to employment. This new initiative provided all employees with immediate access to HR-related materials and personal docs including our revised Employee Handbook.



ARG Milestones & Achievements 2021

ARG consists of 72 Non-Exempt staff and 58 Exempt staff.

Human Resources/continued

Employee Recognition

Recognition increases productivity and morale and improves relationships. The Human Resources Department facilitated recognition of staff members for a number of special accomplishments, including Employee of the Month Awards, Behind the Scenes Awards, Shout-Outs, Birthdays, Birth and Wedding Announcements and Years of Service.

Healthcare Costs

In addition to the employees being provided with a selection of over a dozen health insurance plans to choose from, the organization contributed up to 80% towards the health insurance premiums for employees in 2021. Due to the healthcare costs continuing to be offered at a reasonable rate, the benefits participation rate remained at 98% for the 2021 Benefits Year.

Individual & Organizational Development

In 2021, the Human Resources Department focused on expanding the personal and professional development opportunities for the ARG staff. In addition to unlimited on-demand webinars and trainings that are accessible via our Star12 Training and Grace Hill platforms, 17 of ARG's newest staff members attended a Virtual DISC Training in January 2021. The DISC Training served as an opportunity for the staff to focus on personal strengths and talents in an effort to create a working environment that is more valuable, suitable and useful for the needs of our organization. Sustained workplace success can be achieved when an employee has access to vital learning tools and the Human Resources Department is committed to supporting the growth of the ARG staff and the organization.

Onboarding

The Human Resources Department continued to facilitate a quality virtual onboarding experience for all new hires to ensure maximum engagement and retention. The traditional in-person experience was enhanced and seamlessly shifted to a virtual experience in March 2020. Throughout 2021, the onboarding experience remained exceptional in appropriately acclimating the ARG staff at the beginning of their journey.

Promoting an Exceptional Employee Experience

The employee lifecycle commences with the Human Resources Department. Therefore, the employee experience strategy is fundamental in attracting, engaging, and developing high-performance employees. The Human

Resources Department continued to assist in aligning each employee's experiences with ARG's purpose, brand, and culture in an effort to inspire employee commitment and improve ARG's performance.

Retirement

The Human Resources Department hosted Virtual Retirement Sessions in September 2021 that were personalized around the retirement plan that is offered to all full-time employees. Participants were provided with an opportunity to learn how to better invest in a volatile market via live webinar. The free webinars served as vital tools in assisting our staff in financially configuring their future retirement contributions and investments.

Talent Management & Acquisition

The Human Resources Department effectively supported recruitment plans of each division, developed candidate sources, and ensured diverse candidate pools. In addition to our organization having a relationship with Georgia State University, in January 2021, the Human Resources Department connected with Georgia College & State University (GCSU), Central Georgia Technical College and Employ Georgia of Baldwin County, all located in Milledgeville, Warner Robins and Macon areas. It is our hope that our connections will continue to grow as we progress in acquiring new properties and new personnel.

Teamwork & Inclusion

In an effort to assist in increasing collaboration and teamwork, the Human Resources Department hosted a Meet & Greet for the Resident Services Corporation and the Housing Development Corporation in May 2021. The Human Resources Department also hosted a Meet & Greet for the Housing Development Corporation's Maintenance Team in May 2021. Both meetings focused on communication, guidelines, required duties and continued growth. Later in August 2021, the Human Resources Department collaborated with all RSC & HDC Property Management staff in ensuring that required 2021 Fair Housing Training Courses were completed for all staff.

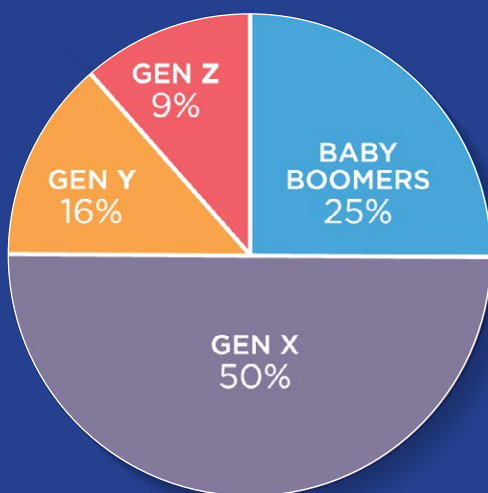
Virtual Check-Ins

The Human Resources Department is dedicated to our staff members and a commitment was made to perform check-ins for every ARG staff member and/or team. Although we were required to continue practicing social distancing in 2021, the COVID-19 pandemic did not prevent the Human Resources Department from touching base with each member of the ARG family.

Workplace Wellness & Safety

Throughout 2021, the Human Resources Department continued to provide all ARG staff with COVID-19 Prevention Tips and over 500 Personal Protective Equipment (PPE) bags were distributed to the ARG staff. PPE bags included thermometers, oxygen saturation monitors, masks, gloves, hand sanitizer, Lysol sanitizing spray, facial tissues, water bottles, travel coffee mugs and chewing gum. With COVID-19 vaccinations becoming available, staff were encouraged to get vaccinated and all were provided with instructions on how to locate COVID-19 testing sites by zip code. All appropriate precautionary measures were taken due to the potential public health threat of COVID-19. Throughout the year, all ARG staff received information about workplace wellness and safety, including health issues and concerns through regular internal communication channels including emails, SMS text messages and announcements via ARG websites. All ARG staff assisted in reducing the spread of COVID-19 by continuing to wear facial masks and by continuing to practice social distancing.

In 2021, the ARG staff worked a total of 190,905.43 hours.



Demographics by Generation





A man in a white shirt is shown in profile, pointing his right arm towards a whiteboard. The background is a solid dark red color.

Housing Choice Voucher Division

Our Mission

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

Aligned with and guided by our 66-year mission, the Housing Authority of DeKalb County (HADC), a HUD-designated high-performing Public Housing Authority, encountered lingering changes to fundamental ways of conducting safe and quality customer focused business through 2021, as the COVID-19 pandemic evolved and progressed.

HADC's Housing Choice Voucher (HCV) Program Department continued to adapt and make strategic, technology led day-to-day operations adjustments, with staff input and agency direction to implement a hybrid workplace with the outbreak of the pandemic in 2020. With central offices continuing to be closed to the public throughout 2021 due to the pandemic, the HCV Program Team continued to build upon our in-office platforms to remote and virtual processing upgrades implemented in 2020. The HCVP Department was able to better serve our clientele and deliver reliable, timely office productivity with a blend of limited in-person staff and Remote from Home (RFH) configuration.

HADC's HCV Program Department serves eligible households 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. Through the federally funded Housing Choice Voucher Program (Section 8), HADC administers a market-driven program which maintains high-quality service and integrity in providing housing related assistance to eligible households.

HADC has the third largest Housing Choice Voucher Program in the state of Georgia and is the 48th largest in the United States. Long term, the HCV Program Department is becoming more agile and “re-tooling” by way of leveraging virtual technology to enable hybrid working. Today, organizations of all sizes are looking to build hybrid workplaces to accommodate this new way of working. As humans crave connection, the COVID-19 pandemic forced businesses and every one of us as individuals, to find new ways to connect and cope.

Though the pandemic has changed the way HADC operates to deliver consistent “Top Notch Customer Service” to all our clientele, the agency's hybrid workplace response combines remote work from home and in-person, office-based work, such that our work and productivity is seamless wherever we are, it's just what we do. By working together to be the most useful to those we serve, even in the remote context, agency clientele got a strong sense of HADC's resilient community and our singular focus on our mission, with the enhanced HADC RFH platform.

Team members generated work excellence by the near seamless conversion between the two – spending a few days at home and coming into the office as mandated by client priorities and HCV Program Department processes when needed, without any dip in productivity. This forward momentum allowed the Agency to promote affordable, fair housing and opportunity to low-income families in the wake of environmental factors and new variant impacts of the Coronavirus (COVID-19) pandemic in 2021 – including factors such as changes in housing availability, the mental and physical health concerns of our target population, and the economy.

www.dekalbhousing.org

HCV Milestones & Achievements 2021

The Agency remains “open for business” as businesses, including public housing authorities across the nation, are still grappling to understand which of the pandemic’s effects will be temporary and which will turn out to be permanent. Currently and notwithstanding the impact of the pandemic, HADC’s HCV Program Team administers approximately 6,000 vouchers and ensures the Agency’s mission to provide sustainable and affordable housing as a platform to enhance lives.

Through the voucher programs, HADC seeks to bridge societal housing disparities, expand “hope” for eligible families and assist in the creation of forward progress that addresses cultural, educational, socio-economic, affordability, and fair housing services quality. The program includes both Tenant and Project-Based Vouchers (PBVs), Rental Assistance Demonstration (RAD), Veterans Administration Supportive Housing (VASH) vouchers and Emergency Housing Vouchers (EHV), as well as incoming portable vouchers.

HADC has a history of administering various programs that seek to end homelessness and provide support to low-income households in need and break the cycle of homelessness. This aim is to help our clientele on a path to self-sufficiency. The HCV Program Team is committed to operational excellence and maintains a high-level of quality and professionalism in the day-to-day management of the Housing Choice Voucher Program.

Contactless Clientele Engagement

Amid the uncertainty of safely re-opening central HADC offices to the public, the HCV Program Department moved forward with preparations for the creation of a new contactless environment in our lobby area. By way of a “Self-Serve” Kiosk system, this innovative method of interaction is a productivity solution to the pandemic’s changed landscape, and “a viable way to conduct safe operations.”

Project-Based Voucher (PBV) Waiting List

The year marked some significant advancements for project-based properties. During 2021, over 10,000 applicants were contacted to determine continued interest. As a result, the HCV Program Department opened six waiting lists, comprised of senior and family communities. This allowed applicants the opportunity to apply for affordable housing as a platform to enhance their lives.

New Units for Housing

During last year, collaborative partnerships provided new housing options for our seniors and veterans. In November, a modern, affordable and luxury 128-unit community for independent seniors opened. Located in Clarkston, Georgia, Starnes Senior Residences is a four story, mid-rise building that houses ten (10) HCV Program participants. Additionally, Northlake Senior Apartments is another newly developed community that houses our VASH veteran participants.

HCVP Staff Training

The goal for training in 2021 was a purpose driven alignment with the needs of our staff to enhance the interaction with our clientele. This allowed the HCV Program Training Team to leverage technology and afford staff the opportunity to obtain the relevant work information, and to engage and interact with colleagues.

HADC Federally Assisted Housing Portfolio* 2021

*as of December 31, 2021

HADC administers a total of

5,716
VOUCHERS

907 Incoming Portable Housing Choice Vouchers

4,809 Allocated Housing Choice Vouchers, including:

2,950 Tenant-Based Housing Choice Vouchers
718 Non-RAD Project-Based Vouchers
312 Rental Assistance Demonstration Vouchers

113 Emergency Housing Vouchers
714 VASH Vouchers
2 VASH Project-Based Vouchers

HCV Milestones & Achievements 2021

Phone System Upgrade

In 2021, HADC embraced a new cloud-based software phone system environment that works in conjunction with the entire agency. With the ease of installation and transition, the HCV Program Department collaborated with the Agency's Business Intelligence Department to ensure a migration from a legacy platform to a 'state of the art' day-to-day telecommunications business solution. Overall, the new system functionality has provided greater improvement within our agency, to our clients, and to our stakeholders.

M.A.C. Computer Consulting Group

In 2021, HADC's Housing Choice Voucher Program Division partnered with this firm to increase the day-to-day functionality in the use of the agency's proprietary software. This partnership also provided hands-on training for staff, which yielded a more in-depth understanding of the integral workings of the software and strengthened business practices to better service to our clientele.

Portability Automation Processing

Last year, HADC witnessed a milestone in the HCV Program portability financial automation. The HCV Program and Finance Teams collaborated to streamline the portability 'billing and receipting' process. This process has improved the ability to provide real-time reporting and data output from our proprietary software for our administered incoming portable families.

NAHRO 2021 Online Conference & Exhibition

As part of the 2021 National Conference for the National Association of Housing and Redevelopment Officials (NAHRO) held October 7-8, 2021, an HCV Program Operations Team member represented our agency as a panelist for a session entitled "Streamlining Housing Assistance Determinations with Automated Data." The forum was moderated by Equifax, with other panelists from the public housing authority industry.

Online Briefings

Due to the leveraging of advanced technology, the HCV Program Department's implementation of our virtual platform continues to be successful in playing a vital role of relaying updated and required documentation to our clientele that are in the process of being housed.

Landlord Briefings and Participant "Meet & Greet" Sessions

Throughout 2021, the HCV Program Training Team hosted a successful series of "virtual" Landlord Briefing sessions and Landlord-Participant "Meet & Greet" events.

SEMAP

HADC continued to rank as a High Performer for 2021.

HCV Program Demographics 2021

Average annual income for elderly/fixed-income families is **\$12,540**

Average annual income for nonworking families is **\$10,681**

Average working household income is **\$22,243**



43%

Of households live on a fixed income



\$243

Average family pays per month



\$756

Average HAP per month

Individuals Served by HADC HCV Programs

as of December 31, 2021



Number of Families
HADC Housed in 2021

6,216

113

Vouchers awarded HADC
in 2021 through the
Emergency Housing Voucher
Program*

*supported by the
American Rescue Plan Act

7,359 Housing Choice Voucher Program

1,636 Project-Based Voucher Program

718 VASH Program

44 Youth & Homeless Aging Out
of Foster Care

372 Homeless Demonstration Program

552 Family Unification Program

3,420 Portability (Port Ins)

6 Emergency Housing Voucher
Program



Total Individuals
HADC Served in 2021

16,397

407

New participants were admitted
in the program including
portable families

475 Participants ended their
participation in the program

1,472 Housing Choice
Voucher participants
worked

45%

Percentage of HCV Program
households include children

91% Percentage of non-elderly
and non-disabled
households are working
families

5,338

Annual recertifications
were completed

1,810

Landlords participated in the
Housing Choice Voucher
Program

2,285

Interim recertifications
were completed

60

Participants graduated from the
program in 2021 due to Zero HAP
*an 11% increase over 2020

Providing sustainable and affordable housing as a platform to enhance lives.



HCV Program IMPACT 2021
Over **16,000** Individuals Served

HCV Special Programs

Milestones & Achievements 2021

Emergency Housing Voucher (EHV) Program

The EHV Program is available through the American Rescue Plan Act (ARPA). Through the EHV Program in 2021, HUD awarded the Housing Authority of DeKalb County a total of 113 vouchers. The vouchers, by design, are to assist individuals and families who are:

- Homeless (e.g., staying in shelters or places not meant for human habitation),
- At-risk of homelessness,
- Fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or
- Recently homeless and for whom providing rental assistance prevented the family's homelessness or having high-risk of housing instability, including clients in rapid rehousing and permanent supportive housing programs.

Memorandum of Understanding (MOU) Partnerships

The COVID-19 pandemic caused limited referrals from some of our MOU partners; however, we continued to collaborate with them to house families in need of safe, decent and affordable housing. HADC Partnerships for the year included:

DeKalb County Community Development – Together with this agency, the Continuum of Care and HADC entered into an MOU to mutually promote activities that will support sustainable and affordable housing as a platform to enhance lives for: (1) Person(s) that are homeless, at-risk of homelessness, fleeing or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; as well as (2) Person(s) recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability.

House of Globalization – HADC established collaboration with the House of Globalization, as a Victim Service Provider referral resource, for the EHV Program. This partnership sought to mutually provide services to support stabilization for person(s) fleeing or attempting to flee, domestic violence, dating violence, sexual assault, stalking or human trafficking. The benefit of this collaboration is that participating families will have safe housing stability.

Women's Resource Center to End Domestic Violence HADC expanded our partnership with the Women's Resource Center to End Domestic Violence, as a Victim Service Provider referral resource for the EHV Program. This partnership sought to mutually provide services to support stabilization for person(s) fleeing or attempting to flee, domestic violence, dating violence, sexual assault, stalking or human trafficking. The benefit of this

collaboration is that participating families will have safe housing stability.

HCVP HUD-VASH Initiative

HADC continued our interagency project team partnership efforts to successfully house veterans. Specifically, this included working with our VA and HUD partners, as well as landlords, to identify compatible housing inventory – yielding sustainable housing to enhance the lives of our veterans. By prioritizing successful areas of focus, HADC streamlined our processes to have even greater growth and impact. Highlights from 2021 include:

Compatible Housing Stock – HADC identified prospective, available housing units, by conducting outreach to match potential Landlords with Veterans in the housing search process. This effort decreased lease-up time frames from "Voucher Issuance to HAP Contracts,"

Virtual Landlord Forums – HADC continued to establish our monthly outreach efforts to work with property owners as well as our quarterly virtual landlord briefings and "Meet and Greet" forums. These provided agency program education and allowed landlords the opportunity to showcase their available properties.

Veterans Month Salute

In November 2021, The HCVP Department conducted a successful "Veterans Day Celebration," consisting of creating a "1st class experience" to honor Veterans who have served our nation.

Family Unification Program (FUP)

HADC administered the FUP in partnership with the DeKalb County Division of Family and Children Services (DFACS). HADC continues to provide Tenant-Based Voucher assistance to families who lack adequate housing and were at risk of losing their 'child / children' to foster care or who may experience delays in the discharge of a child/children to the family. As a result of HADC and DFACS partnership, four (4) families were successfully housed, including 16 children in 2021.

Youth & Homeless Youth Aging Out of Foster Care (YAOFC) (YAOFC-H)

The HCVP Team continued to assist Youth & Homeless Youth Aging Out of foster (YAOFC) (YAOFC-H) between the ages of 18-26. In 2021, HADC continued to work with these clients to secure housing through the Housing Choice Voucher Program.

Customer Service

HCVP operations methodology during the COVID-19 pandemic has been to embrace an "AAA" outlook. We Accepted, Adjusted, and Adapted in Real-Time. This led us to be more flexible and more responsive, which resulted in an increase in favorable Customer Service Survey feedback.

HADC Tax-Exempt Bond Program 2021

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.

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".

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

Designated as a conduit issuer through the Georgia Department of Community Affairs (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 \$582,443 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 2021, HADC's tax-exempt bond portfolio had \$453,313,093 committed. The amount of bonds issued reflects those which have closed only, including bonds that are paid off but are still under restriction.

Tax-Exempt Bond Portfolio as of December 31, 2021

Issued amount

\$453,313,093*

Under construction **5**

Pending Closing **9**

Completed **23**

Total units **4,440**

Affordable units **2,203**

- Abbington Reserve
 - Ashton Grove - Retreat at Madison
 - Ashton Lenox
 - Chapel Run
 - Clairmont Crest
 - Columbia Village
 - Harmony at Stone Mountain
 - Heritage at Stonecrest
 - Heritage Townhomes
 - Hiawassee Park
 - Highlands at East Atlanta
 - Hills at Fairington
 - Manor at DeKalb Medical
 - Mills Creek Crossing
 - North Hill – Chatsworth
 - Oak Forest
 - Paradise East – Summit Hill
 - Peachtree Creek on Ponce
 - Reserve at Hairston Lake
 - Retreat at Spring Hill
 - Silver Oak
 - Starnes Senior Residences
 - Sterling at Candler
 - Stone Terrace I
 - Stone Terrace II
 - Sunrise View Family Apartments
 - Swift Creek
 - Phoenix Station
-





Housing
Development
Corporation

Developing and managing affordable and sustainable communities.

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 over 4,500 residents.

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

housingdevelopmentcorp.org

HDC Development Milestones & Achievements 2021

- **Starnes Senior Residences**, a 128-unit senior community – completed construction in June and was 65% leased by year end (in partnership with Searles Foundation)
- **Peachtree Creek on Ponce**, a 188-unit new construction family development – 85% complete with construction at year end (in partnership with Blue Ridge Atlantic)
- **Kensington Pointe**, awarded 9% LIHTC in DCA's 2020 competitive round; planning continued for a 130-unit senior development across from the Kensington MARTA station, as well as a 120-unit family workforce apartment complex and ARG's new 28,000 square-foot office building
- **Phoenix Station**, a 244-unit family community – closed in 2021 and was under construction at the end of 2021 (in partnership with LDG Development)
- **Robert Graham at Orchard Hill Landing**, a 171-unit family community – closed in July 2021 and was under construction at the end of 2021 (in partnership with Milledgeville Housing Authority)
- **Highlands at East Atlanta**, a 250-unit family community – closed in October 2021 and was under construction at the end of 2021 (in partnership with Infinity Real Estate Advisors)
- **Veranda at Assembly**, a 100-unit senior community – was awarded in DCA's 2019 competitive round and continues to work towards a closing (in partnership with Integral Development)
- **Clairmont Family**, a 67-unit family community – was awarded in DCA's 2021 competitive round and we've acquired the land and are working towards a closing (in partnership with Mercy Housing)

Peachtree on Ponce



HDC Management Milestones & Achievements 2021

- Assumed management of Robert Graham at Orchard Hill Landing (RGOHL), a 171-unit family community, in Milledgeville
- As part of the acquisition of RGOHL, HDC also took over the management of the remaining 27-units for the Graham Homes community
- Assisted with property operations for Milledgeville Housing Authority (MHA)
- Approved by DCA Lenders and Partners to take over the management of Mills Creek Crossing, Retreat at Mills Creek and Reserve at Mills Creek, a total of 380 units with Mercy Housing



CREATING SUSTAINABLE COMMUNITIES TO ENHANCE LIVES.

HDC Development Pipeline

Peachtree Creek On Ponce

In partnership with Blue Ridge Atlantic Development, Peachtree Creek on Ponce will be a 188-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 began during Summer 2020 and construction is expected to be completed in Spring 2022.



Phoenix Station

In partnership with LDG Development, Phoenix Station will be a 244-unit new construction mixed-use family development across from the Kensington 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. Closed in 2021, construction is expected to be completed the fourth quarter of 2023.

HDC Development Pipeline 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. Closing is scheduled for second quarter of 2022 and construction is expected to start shortly thereafter.

Kensington Pointe Senior

HDC is proposing a newly constructed 130-unit senior LIHTC property. The property will be financed with a conventional loan and 9% tax credits. The new construction development will be a five story, mid-rise building across from the Kensington MARTA station. The development will be a Transit Oriented Development in partnership with MARTA. MARTA will be leasing the land for the apartments to be built on. The property will be 100% 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. Closing is scheduled for Spring 2022 and construction is expected to start shortly thereafter.

Kensington Pointe Family

HDC is proposing a newly constructed 120-unit family Work Force Housing property. The property will be financed with a conventional loan without tax credits. The new construction development will be a five story, mid-rise building across from the Kensington MARTA station. The development will be a Transit Oriented Development in partnership with MARTA. MARTA will be leasing the land for the apartments to be built on. The property will be affordable but without the assistance of tax credits. The unit mix consisting of one, two, and three-bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an onsite gazebo, pool and more. Closing is scheduled for Spring 2022 and construction is expected to start thereafter.

Clairmont Family

In partnership with Mercy Housing, a 67-unit new construction family community in Chamblee, Georgia was awarded 9% tax

credits. The new construction development will be a four story, mid-rise building near the Peachtree DeKalb Airport. The property will be affordable with the unit mix consisting of one, two and three-bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an onsite gazebo, and more. Closing is scheduled for the third quarter of 2022 and construction is expected to start shortly thereafter.

Aurora

In partnership with Prestwick Development, a 138-unit new construction senior community for residents 55 and older in Decatur, Georgia was awarded 4% tax credits. The new construction development will be a four story, mid-rise building close to the Georgia State University Perimeter College campus. The property will be 100% 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. Closing is scheduled for the second quarter of 2022 and construction is expected to start shortly thereafter.

Fullerton

In partnership with Prestwick Development, a 240-unit new construction family community in Decatur, Georgia was awarded 4% tax credits. The new construction development will be three story garden style buildings close to the Georgia State University Perimeter College campus. The property will be 100% affordable with the unit mix consisting of one, two and three-bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an onsite gazebo, playground and more. Closing is scheduled for the second quarter of 2022 and construction is expected to start shortly thereafter.

Avion Single Family

HDC, in conjunction with Frayer & Judge, will develop a 12-unit for sale townhouse development in Chamblee near the Peachtree DeKalb Airport near the intersection of Buford Highway and Dresden Drive. The property will consist of two and three-bedroom units. Closing is scheduled for the first quarter of 2022 and construction is expected to start shortly thereafter.



Clairmont Family

WE DEVELOP
965

units of affordable housing under development

WE CREATE
3,987

units of affordable housing created in total

WE MANAGE
1,839

units of high-quality sustainable housing

WE SERVE OVER
4,500

residents

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.

Creating
SUSTAINABLE COMMUNITIES
that enhance lives.

Aurora



Housing
Development
Corporation

Real Estate Portfolio 2021

Multi-Family Communities

Owned by HDC/HADC and Managed by
HDC Management

Ashford Parkside: 151 units

Ashford Landing: 117 units

Mills Creek Crossing: 200 units

Reserve at Mills Creek: 100 units

Reserve at Hairston Lake: 170 units

Retreat at Mills Creek: 80 units

Retreat at Spring Hill: 83 units

Robert Graham at Orchard Hill Landing: 171 units

Spring Chase: 380 units

Starnes Senior Living: 128 units

The View: 80 units

Owned by HDC/HADC and Third-Party Managed

Hearthside Brookleigh: 121 units

Partially Owned by HDC/HADC and
Third-Party Managed

Abbington Reserve: 238 units*

Brightstone: 175 units*

Manor at Indian Creek II: 94 units*

Sterling at Candler Village: 170 units*

Not Owned but Managed by HDC Management

Graham Homes: 27 units

Wray Court: 149 units

Multi-Family Development

Lead Developer

ARG Office: 28,000 sq ft

Kensington Pointe Senior: 130 units

Kensington Pointe Family: 120 units

Development Partner

Peachtree Creek on Ponce: 188 units*

Phoenix Station: 244 units*

Veranda at Assembly: 100 units*

Single-Family

Santa Monica Rentals: 3 units

Single-Family Development

Lead Developer

Avion Single Family: 12 units

**Non-Managing Partner*





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.

Resident Services Special Programs' goals are to enable families to...

- Increase earned income
- Build assets
- Reduce or eliminate need for welfare
- Make progress toward economic independence and housing self-sufficiency

RSC's Special Programs team's commitment to helping residents strive towards economic independence is supported by programs and initiatives that have yielded positive outcomes year after year. Special Programs offers a range of programs and services for residents, including employment training, job retention assistance, childcare programs, college scholarships and other services. Residents identify the paths they want to take to achieve self-sufficiency. Programs are designed to identify specific goals, change mindsets, educate, inform and to assist families as they work towards an obtainable pathway to economic independence. We offer 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. The RSC Special Programs team also works with the broader community to create solutions to the challenges associated with both generational and situational poverty.

Resident Services for elderly or persons with disabilities help to...

- Improve financial security and wellbeing
- Maintain independent living to age-in-place

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 our residents while ultimately generating cost savings for the health care system.



www.residentservicescorp.org

A Commitment to Lasting Impact and Economic Stability

RSC's commitment to helping residents strive towards economic independence is supported by a number of programs and initiatives that have yielded positive outcomes year after year.



Over
5,500
were impacted
through RSC
initiatives in
2021



Our programs are specifically centered around both human and social services. We understand the importance of implementing services that will have long-term economic impacts with the potential to transform lives.

The immediate economic impact of human and social services is substantial, and the long-term economic impact is even greater. Therefore, a clear understanding of the roles and resources that each sector brings to the table is imperative.

By working with the larger community, we create solutions to the challenges associated with both generational and situational poverty. Through our collaborative partnerships, we can provide these direct initiatives based on our participants' needs. Programs are designed to identify specific goals, change mind-sets, educate, inform and assist families as they work towards realistic goals and economic independence.

RSC Special Programs continue to equip residents with the tools they need to obtain better jobs, keep more of what they earn and save for their children's future as well as provide programs and services that focus on creating a lasting impact. We are investing in strategies that offer the highest potential to improve economic stability in DeKalb County communities.

As the pandemic continues to persist, RSC's Special Programs' goal has been to ensure that resources and supportive services were still accessible to Housing Choice Voucher (HCV) families. RSC continues to provide virtual access to educational opportunities, vocational training, resources for school aged children, counseling, and other supportive services for participants. We recognize the lasting impact of connecting residents to resources that are more likely to lead a more productive and economically stable life.

RSC Special Programs 2021

RSC's Special Programs provides linkages to services and training for families with a concentration on family and individual goals, with consolidative strategies for youth, personal, educational, and occupational milestones. RSC's 2021 Special Programs included our Family Self-Sufficiency (FSS), Homeownership/Homeownership Readiness, Safe at Home Virtual Initiatives 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. RSC's Virtual Initiatives enhanced the quality of life for families and youth residing in low-income communities.

As we continue to empower our participants to create short- and long-term goals, we also have them identify issues, successes, strategies, and stakeholders to improve their communities. Through our collaborative partnerships, we are able to provide services based on our participants' needs. These partners help ease the burden of income decline and prevent the loss of basic needs by assisting with food stamps, food banks, utility assistance, rental assistance, etc.



2021 NAHRO Award Of Merit

RSC was the recipient of a 2021 Award of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) for Program Innovation in the Resident and Client Services Category for our Safe at Home Virtual Initiatives.

RSC Scholarship Program

As part of our mission and in order to encourage academic excellence and community responsibility, Resident Services Corporation (RSC) provided scholarships 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). In 2021, we were pleased to award three \$2,500 scholarships to deserving individuals who were receiving rental assistance through the Housing Authority of DeKalb County's Housing Choice Voucher Program.

RSC Special Programs Milestones & Achievements 2021

- Our FSS Pathways to Independence program model served 670 adults and 162 at-risk youth and young adults – making it one of the largest FSS Programs in the Atlanta Metro area.
- Enhanced virtual trainings and workshops using social media and technology.
- Received 2021 Award of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) for Program Innovation in the Resident and Client Services Category for our Safe at Home Virtual Programming.
- Extended workshops and resources to the entire Housing Choice Voucher (HCV) & Project Based Voucher (PBV) population, impacting over 6,000 individuals.
- Developed strategic partnerships – increasing 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 and job coaching and training.

2021 RSC Services & Initiatives

- Post-Secondary Preparation
- Work from Home Employment
- Personal Branding
- Small Business Development
- COVID-19 Personal Protection Equipment
- Safe at Home
- 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
- Back to School Supplies
- Food Banks and Food Pantries
- Homeownership Education
- Peer-to-Peer Mentoring
- GED Preparation
- Career Development

RSC Special Programs Impact 2021



678

Family Self-Sufficiency
Participants

90%

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



59

Homeownership
Participants

96%

of participants
completed virtual
financial education/
literacy classes



124

Young Adults
and Youth

90%

of participants
prepared an electronic
or written budget

2,750 resource referrals

550 employment related assessments

300 participants updated their resumes

20%

of special
programming now
includes at-risk
youth

90%

of families enrolled in FSS expressed
interest in becoming a homeowner

85%

participated in
Financial Coaching

RSC Community-Based Services Impact 2021



Enhanced community-based resident services and weekly transportation services were offered to over **750 residents** at **6 senior and active adult properties**.

RSC programs impacted over **1,000 residents** at both family and senior properties.

RSC Community-Based Services 2021

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

2021 RSC Community-Based Initiatives

EDUCATION AND EMPLOYMENT

- Computer/Technology Literacy
- Community Service & Volunteerism
- Financial Education & Asset Building

HOUSING AND ECONOMIC STABILITY

- Annual Low-Income Housing Energy Assistance Program (LIHEAP)
- Eviction Prevention/Housekeeping Education
- Mediation & Conflict Resolution

HEALTH AND WELLNESS

- On-site COVID-19 Vaccination and Booster Events
- Preventive Health & Risk Reduction Screenings, Workshops and Classes
- Wellness Activities with Center for Pan Asian Community Services (CPACS)
- Virtual and In-person Exercise Activities
- Wellness Check-ins with Residents
- Behavioral Health Workshops
- On-site Health Fairs/Nutrition Education
- FreshOnDek Mobile Farmer's Market

COMMUNITY AND CIVIC ENGAGEMENT

- Community Advocacy & Resident Meetings
- Senior Day at the Capitol in conjunction with Engage for Co-Age
- Voter Education & Registration
- Community Safety Initiatives
- Volunteerism & Community Service
- Transportation Services for Shopping
- Community Gardening
- Movie Matinees/Bingo/Craft Projects
- Korean and Chinese New Year
- Holiday Events/Luncheons
- Resident Appreciation Activities
- Mother's and Father's Day Recognition

RSC Community-Based Milestones & Achievements 2021

- Community-based Service Coordinators continued to provide services to residents of properties on a virtual basis throughout COVID-19 Shelter-in-Place and resumed on-site activities once it was safe to do so. We continue to provide PPE for the safety of our residents at all senior communities.
- Coordinated with Meals on Wheels to assist residents with food security.
- Provided educational materials and public service notices about high-risk vulnerability of senior residents regarding COVID-19.
- Provided opportunities for on-site vaccination to residents of communities.
- Provided limited, socially distanced, weekly transportation services for shopping for residents to ensure their safety and health throughout the pandemic.
- Provided residents transportation opportunities for early voting for primary and general elections.
- Partnered with FreshOnDek Mobile Farmer's Market at Reserve at Hairston Lake, which provided free fruits and vegetables to residents and the surrounding community for an eight-week period.
- Provided resident services to residents at six senior communities.



RSC Homeownership Program Success Story



Even when there are obstacles,
never give up on what you set your
mind towards....

I did it and so can you!

JAVONNE HARRIS
Homeownership Graduate

Pictured are new homeowner Javonne
Harris (*right*) with her Real Estate Agent,
Tina Jones.

“Thank You” for Making a Positive Impact in My Life!

Contributed by **JAVONNE HARRIS, FSS** and Homeownership Program Participant

The biggest investment that I will never regret nor take for granted, but be grateful for, is the experience I encountered with the Housing Authority of DeKalb County (HADC) and RSC Special Programs.

I must say that I came a long way from my starting point! I started off in Tobie Grant Apartments Public Housing in Scottdale. After two years of establishing residency, the Agency's plan was to demolish and rebuild a new phase. Although a voucher was given to take anywhere or any place that accepted (section 8) Housing Choice Vouchers, I was not sure where this journey was going to take me. Even though the experience was great, it also had its pros and cons. I was taught valuable lessons from renting from management companies to private owners. Some good and some bad. However, it all boiled down to whether it was my choice to move or to have to move by force. That's what made me want to own my own home.

I entered the Homeownership Program, not once, not twice, but three times because of personal matters (like shopping). My bad habit kept me or hindered me from moving forward. Anyway, once I was serious, the journey had just begun. RSC Special Programs and Homeownership Coordinators, Ms. Virginia Mason and Mr. Xavier Edwards, are some amazing people who

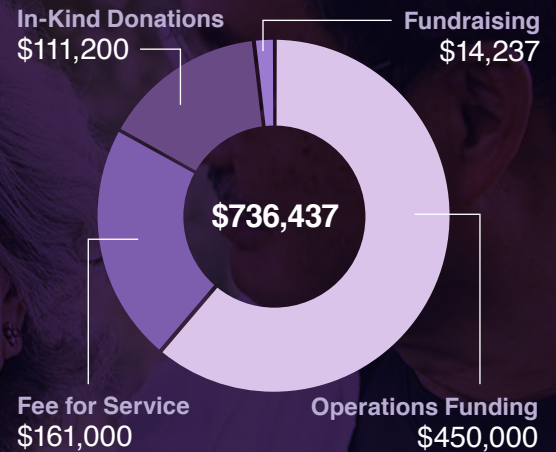
saw nothing but the best in me. They encouraged me when I was down -- especially when I thought the whole process was taking too long, but it kept me going because this was something I wanted for myself.

Once I completed the workshop and homeownership classes, I was on my way! I met with Mrs. Retunda Wilson, who was an absolutely astonishing woman. She helped me step-by-step in the approval process for my loan. Also, my Real Estate Agent, Mrs. Tina Jones, helped me through this process. There are too many words to describe this amazing woman. She impressed me both professionally and personally. She makes sure she understands you and goes above and beyond to meet your needs. I can say that with these four people, they will make a dream come true. But, it is up to you to make sure to make it possible!

Two Valuable Lessons that I learned while in this program are: (1) Gain as much information as possible in the homeownership classes and the workshop. It will benefit you even after your first purchase. (pre-ownership & post-ownership); and (2) Even when there are obstacles, never give up on what you set your mind towards.... I did it and so can you!



RSC Donations and Revenue 2021



Operations Funding - \$450,000

Fee for Service - \$161,000

In-Kind Donations - \$111,200

Fundraising - \$14,237

- Employee/Board Giving Campaign - \$10,993
- Food Well Alliance - \$3,000
- Other Donations - \$244

In-Kind Donations

Platinum - \$10,000+

- Work Source Training Programs - \$40,000
- Goodwill Programs - \$14,000
- Center for Pan Asian & Community Services (CPACS) - \$12,000
- Mobile Immunizations Solutions - \$10,000

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

- Spirit of GOD Christian Church - \$5,000
- Fair Housing Services, Inc. - \$4,500
- DeKalb County Churches and Food Pantries- \$3,200
- Xfinity Internet Essentials - \$ 3,000
- Women in Leadership - \$3,000
- Oak Street Health - \$3,000

Bronze - \$500-\$2,500

- Great Start Georgia - \$2,500
- DeKalb Libraries & Virtual Programs - \$2500
- University of Georgia Cooperative Extension - \$2,500
- Center for Women's Wellness - \$2,500
- St. Vincent De Paul Society - \$2,000
- Atlanta Hearing Associates - \$1,000
- Women's Resource Center - \$500



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750 Commerce Drive • Suite 201 • Decatur, Georgia 30030
404-270-2500 • affiliatedresourcesgroup.com