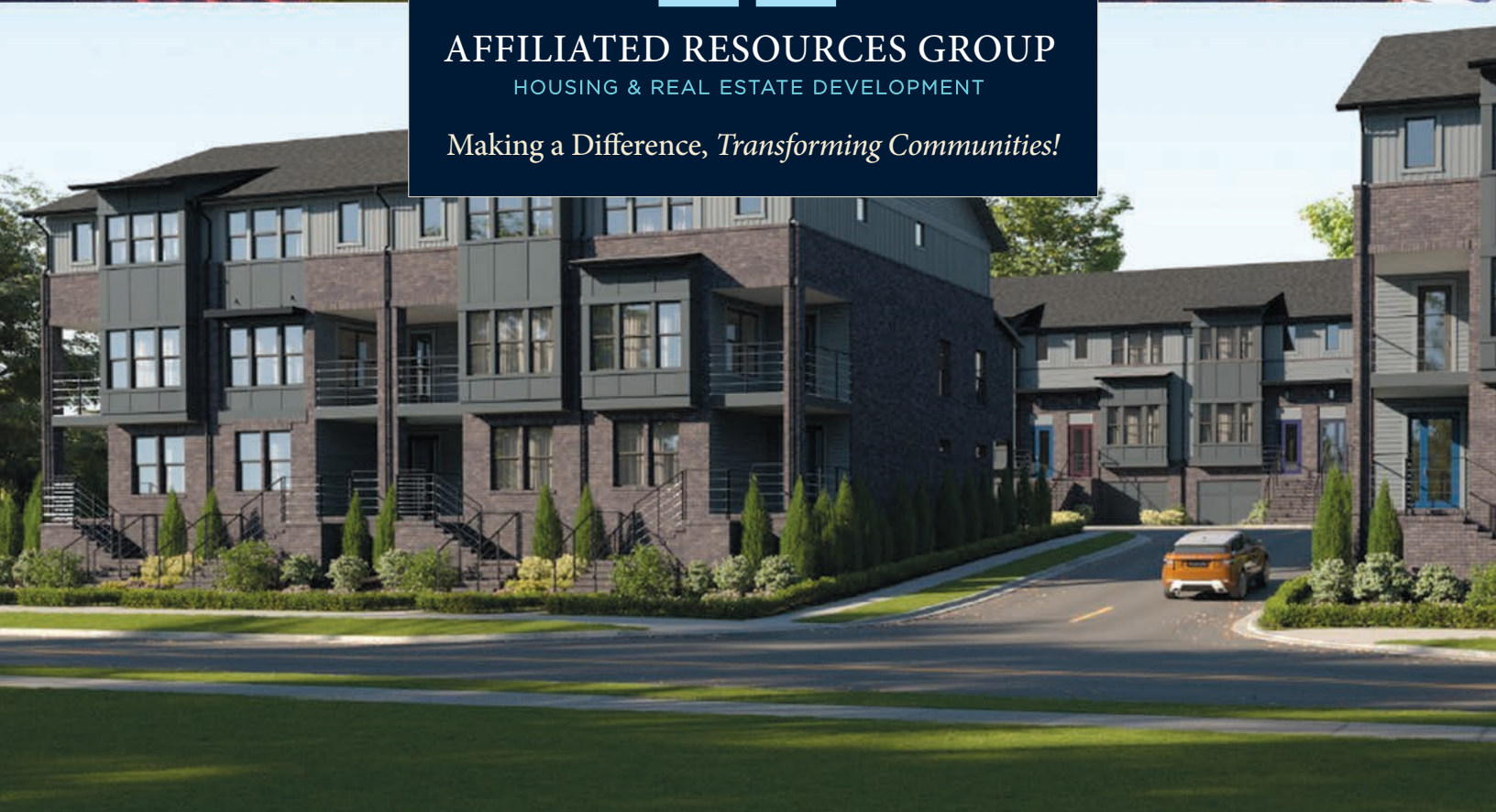




AFFILIATED RESOURCES GROUP

HOUSING & REAL ESTATE DEVELOPMENT

Making a Difference, Transforming Communities!



AFFILIATED COMPANIES



Housing
Development
Corporation



Resident
Services
Corporation

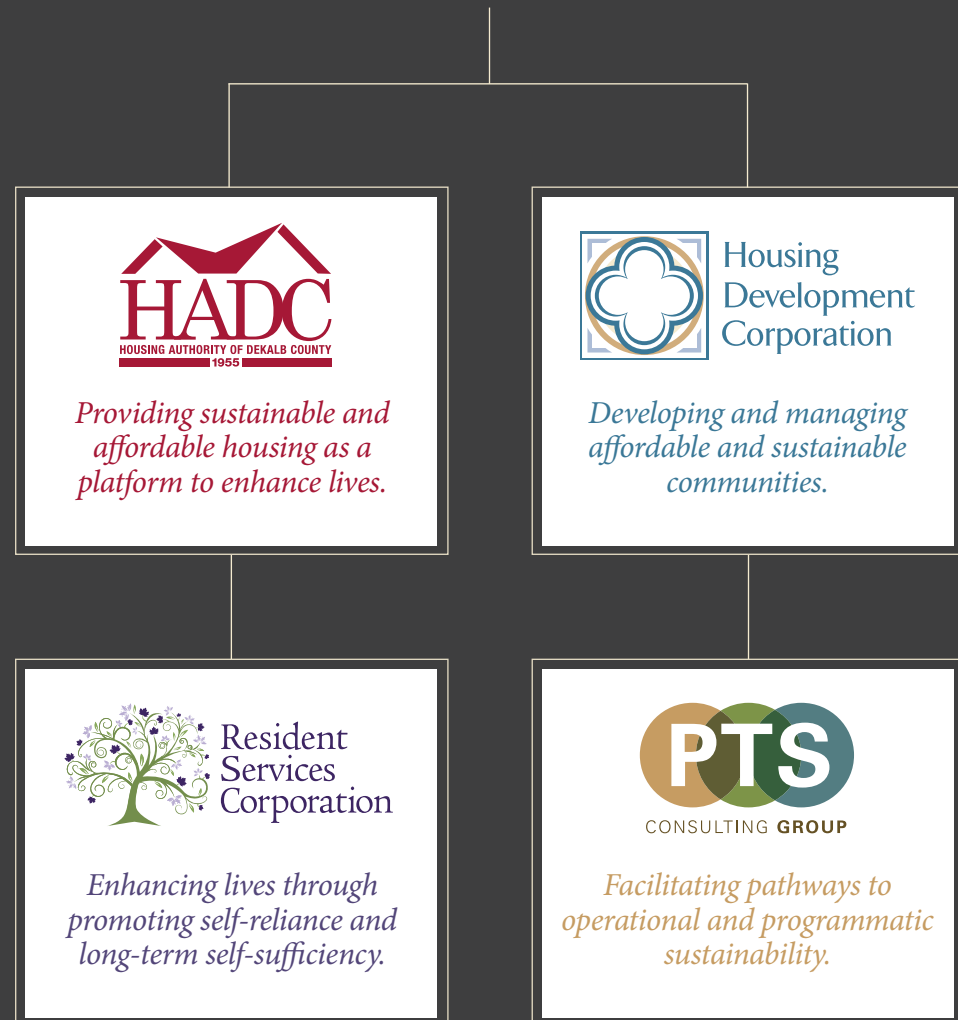


2022 YEAR IN REVIEW



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.

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.



ARG's strategic objectives include long-term sustainability, growth and development, quality of life, and creating a larger community.

Board of Commissioners 2022



Carleen Cumberbatch
HADC Chair
RSC Chair



Dr. Thomas Coleman
HADC Vice Chair
HDC Vice Chair
PTS Board of Directors



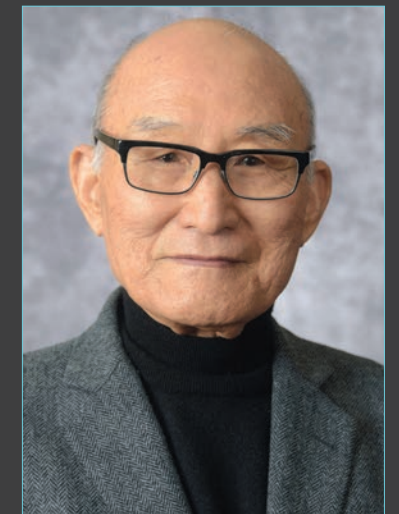
Dorothy Williams
HADC Commissioner
HDC Chair
PTS Chair



Dr. Glenwood Ross
HADC Commissioner



Yvette Hudson
HADC Commissioner
RSC Vice Chair
PTS Board of Directors



Charles Yi
HADC Commissioner
RSC Board of Directors

Making a Difference – Transforming Communities!



E.P. “Pete” Walker, Jr.
President and CEO

ARG and its affiliated companies have proven to be successful impacting the quality of affordable housing and providing critical services that support the wellbeing of our clients/residents. Working together, we make a difference!

Connecting our core values to make a difference and striving for excellence with integrity and collaboration have helped this Agency thrive and expand our impact in the community. As one of the largest affordable housing providers in the State of Georgia, we are in a unique position to address the housing needs of low-and middle-income residents.

Telling our story is important. The work we do at ARG is innovative and strategic in creating a positive impact – not only for the lives of the individuals and families we serve, but in terms of the broader economic and development impact we create.

“At ARG, we are creating vibrant communities, which requires more than just building affordable mixed-income housing.”

– E.P. “Pete” Walker, Jr.

Affordable housing development has the potential to enhance residents’ personal lives and sustain the local workforce. Quality, well-constructed, reasonably priced housing is critical to reviving distressed neighborhoods, promoting social integration, increasing economic vitality, and establishing communities. Benefits of mixed-income communities include strengthening economies and enhancing property values and the benefit of our entire community.

Creating and preserving dedicated affordable housing units is more critical than ever. With an increasing shortage of affordable housing due to rising rents and family incomes failing to keep up with inflation, quality affordable housing is needed to protect residents against displacement and poor housing conditions. Increasing affordable housing development is critical to reduce the cost of living for low- and middle-income families as well as to address other priorities that include healthcare, transportation, food security, education, and much more.

Living in a well-designed affordable housing community improves quality of life by increasing access to better opportunities and employment that has the potential to increase household income and reduce child poverty. Research shows that increasing access to affordable housing is the single most effective strategy to decrease child poverty and increase economic mobility.¹

ARG’s Core Values include:

- Making A Difference
- Strive for Excellence
- Integrity
- Collaboration

President & CEO Statement/continued

Our Agency has been a catalyst for transformation – revitalizing communities and expanding opportunities for residents, as well as expanding the tax base for DeKalb County with new single-family development. ARG strengthens communities through community development strategies and activities that include multi-generational rental housing and single-family homes, as well as non-housing components and resources that can alter a neighborhood’s trajectory. Utilizing HUD programs, Low Income Housing Tax Credits, Tax-Exempt Bonds and other tax incentives, our Agency works hand-in-hand with public and private partners.

An example of a transformed community is the centrally-located master-planned community, Village at Mills Creek, which we embarked upon with a multi-phase plan in 2014 utilizing HUD’s Rental Assistance Demonstration Program. The multi-phase, mixed-use master plan for the redevelopment of the 55-acre former Tobie Grant Apartments Public Housing site (unincorporated DeKalb County’s last public housing project) included a diverse range of neighborhoods that include affordable senior and family apartment homes as well as an owner-occupied, market rate, single-family home and townhome community and a park. Central to the plan included Tobie Grant Recreation Center, a \$10.2 million newly built 24,087 square foot state-of-the-art multi-generational, multi-use recreation center and library for DeKalb County that opened this year to enhance the wellbeing of the Scottdale community. The privately developed “Envoy,” a 122 single-family home and townhome community, is now sold out and is being occupied by new homeowners.

Another strategy of increasing the supply of affordable housing close to transit reduces the cost of living for low-income families – by reducing their transportation costs and better connecting families with jobs and economic opportunities.²

Our Agency is currently in the midst of developing new family and senior communities that will be located adjacent to the Metropolitan Atlanta Rapid Transit Authority (MARTA) Avondale Station that will expand opportunities for new residents in and around Avondale.

¹ <https://nlihc.org/explore-issues/why-we-care>
² <https://bipartisanpolicy.org/blog/10-actions-to-housing-affordability>

ARG continues to transform the communities we serve!



Envoy Single-Family and Townhome Community at the former Tobie Grant Public Housing site

Telling Our Story is Important: “*This is Better!*”

In 2005, HUD approved the demolition and disposition of the Johnson Ferry East Apartments public housing site in Brookhaven. The Agency initiated development of a master-planned community, Brookleigh, to replace the outdated housing units with a modern mixed-income and mixed-use development. The 498-unit public housing community consisted of 59 two-story buildings and a community center that was originally developed on 56 acres in 1948. The site was redeveloped through a multi-phase, mixed-use master plan, with an emphasis on mixed-income senior housing. The initial three phases included three senior communities we built on the site – with Ashford Parkside (151 units, 2005-2008), Ashford Landing (117 units, 2009), and Hearthside Brookleigh (121 luxury units with a percentage of units reserved for low-income residents, 2012). A fourth phase included Blackburn Row Townhomes, which consisted of eight townhomes, with an additional parcel available to build eight additional townhomes. A decade in the making, additional phases included a central park, 335 luxury rental apartments, 88 townhomes, 23 single-family homes, and mixed-use/retail that were developed independently.

In 2014, HADC became one of the first public housing agencies (PHAs) to redevelop its remaining public housing portfolio using the Rental Assistance Demonstration (RAD) program. RAD was a broad-ranging effort launched by HUD in 2012 to preserve federally subsidized affordable housing. The program

was a voluntary program to address capital improvement, renovation cost and funding requirements for public housing authorities across the country. The RAD Program provided an opportunity to recapitalize properties using Low Income Housing Tax Credits (LIHTC) to build and create more affordable housing units throughout DeKalb County.

The Agency, innovative in our approach to utilizing this program to support the redevelopment of Tobie Grant Manor Public Housing in Scottdale and the conversion of remaining public housing stock at Ashford Parkside and Ashford Landing, developed a comprehensive plan to relocate residents from public housing at Tobie Grant Manor and redevelop the site with an emphasis on mixed-income senior and family housing through mixed-financing and public/private partnerships. Beginning in the Spring of 2014, HADC successfully relocated residents of public housing assistance by converting the majority of the residents to long-term, project-based Housing Choice Voucher contracts that provided a more stable source of funding and offered residents choice and flexibility to use housing choice vouchers to create new opportunities for themselves and their children.

At that time, HADC President and CEO Pete Walker said:
“One of the most important things we can do as PHAs and housing developers is to create mixed income communities.

It gets rid of the stigma internally and externally of living in public housing. It helps people feel they are part of a community. It’s about exposure and access to opportunity.”

The Agency’s nonprofit development arm, Housing Development Corporation (HDC), spearheaded the mixed-finance RAD transaction to begin the redevelopment of the initial three phases for Village at Mills Creek. HDC began demolition of the 200-unit public housing community – which consisted of 104 prairie-style buildings, including a community center that was built in 1966 on 55 acres – in November 2014. Through the utilization of the RAD program, the HADC invested more than \$10 million to convert the Authority’s remaining 266 public housing units across HDC owned and developed projects, including Mills Creek Crossing, Reserve at Mills Creek (the initial two phases of redevelopment of Tobie Grant), Ashford Parkside and Ashford Landing Senior Communities, and The View Senior Community (an 80-unit new construction in Stone Mountain, 2014). The remaining converted units are within projects HADC serves as a financial partner, including Columbia Senior Residences at Forrest Hills and Hills at Fairington.

As part of the redevelopment plan for Tobie Grant Manor, HADC partnered with DeKalb County Community Development to include an intergenerational center that would be located at the rear of the site and reserved land for future single-family homes and townhomes. The success of this redevelopment is a product of more than a decade of planning and construction. Completed in phases beginning in 2016, the Agency’s initial three phases included 380 units of affordable housing for seniors and families, with Reserve at Mills Creek (100 senior units, 2016), Mills Creek Crossing (200 family units, 2016), and Reserve at Mills Creek (80 senior units, 2017). The project, built to EarthCraft certification of LEED standards, includes parks, lush urban streetscapes, shared storm water detention ponds, access to public transportation and pedestrian connections to the nearby PATH Multipurpose Trail.

The vision laid out in the master plan culminated this year with the final phases becoming a reality! In September 2022, DeKalb County Tobie Grant Recreation Center held a Grand Opening Ceremony, with hundreds of stakeholders and community members attending the event. The privately developed “Envoy”, a 122 single-family home and townhome community, is now sold out and being occupied by new homeowners.

Transforming Communities: Building Access to Economic Opportunity

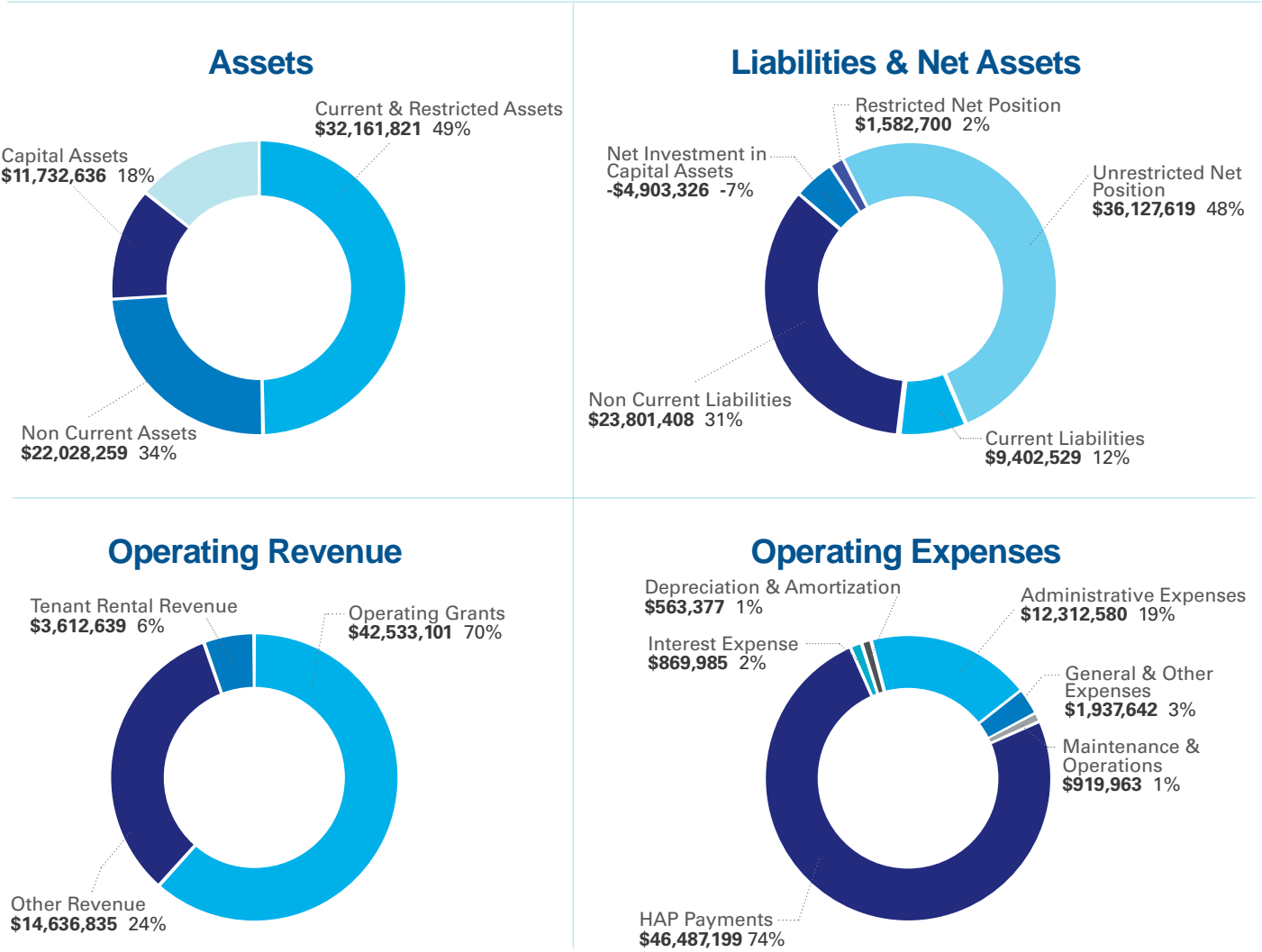
Central to the Village at Mills Creek mixed-use, mixed-income master plan for the redevelopment of Tobie Grant was Tobie Grant Park and DeKalb County’s new, multi-generational recreation center that opened in 2022.



Financial Statement 2022

Assets		
Capital Assets	\$11,732,636	18%
Current & Restricted Assets	\$32,161,821	49%
Non-Current Assets	\$22,028,259	34%
	\$65,922,716	
Liabilities & Net Assets		
Current Liabilities	\$9,402,529	12%
Non-Current Liabilities	\$23,801,408	31%
Net Investment in Capital Assets	-\$4,903,326	-7%
Restricted Net Position	\$1,582,700	2%
Unrestricted Net Position	\$36,039,405	48%
	\$65,922,716	

Operating Revenue		
Operating Grants	\$42,533,101	70%
Other Revenue	\$14,636,835	24%
Tenant Rental Revenue	\$3,612,639	6%
	\$60,782,575	
Operating Expenses		
Administrative Expenses	\$12,312,580	19%
General & Other Expenses	\$1,937,642	3%
Maintenance & Operations	\$919,963	1%
HAP Payments	\$46,487,199	74%
Interest Expense	\$869,985	2%
Depreciation & Amortization	\$563,377	1%
	\$63,090,746	



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

ARG Milestones & Achievements 2022

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.

- The Finance Department collaborates across all ARG affiliated companies to ensure accurate and timely financial data is provided.
- We work closely with Human Resources to ensure timely and accurate payroll processing and retirement funding.
- We engage with Business Intelligence (BI) to confirm companywide software and equipment costs are appropriately allocated across departments. We also work closely with BI in testing the financial impact of software implementation, updates and add-ons to our system.
- The Finance Department, in conjunction with HCV Operations, processes over \$38 million in HAP Payments for over 4,100 vouchers. We are responsible for properly accounting for all governmental HUD funding and HCV special programs.
- We ensure funding to the Resident Services Corporation is completed timely and consistently every quarter and that donations and pledges are properly accounted for.
- The Finance Department works in tandem with the Housing Development Corporation during the annual processing of 1099s, ensuring comprehensive and timely reporting to our vendors and the Internal Revenue Service.

Audit

In FY2022, 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 CY2022, the Portability Financial Management team continued to successfully manage the Authority’s \$14M Port Participants account balances. The Authority had 952 Port participants from 286 housing authorities at the end of CY2022. The collection rate for Ports is at 94.6%.

Finance Staff Training

The Portability Finance team continues to refine the Portability cash management, receipting and reporting process. The team has participated in advanced hands-on training with both the M.A.C. Consulting Group and Yardi. The training provided staff a greater understanding of the software and its functionality, allowing staff to troubleshoot problems and make adjustments in real-time.

Special Programs

Finance continues to provide financial reporting and tracking of funds for the Emergency Housing Voucher Program. The CARES Act program was closed out with the final reporting to HUD in September 2022.

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

ARG Milestones & Achievements 2022

ADMINISTRATION

The Administration department provides support to the Authority’s Board of Commissioners and all ARG special events. The department supports the Agency’s strategic objectives 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 a “virtual” Annual 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 the Agency through multiple communication channels, which included producing ARG’s bi-monthly employee Focus newsletter, the 2021 ARG Year in Review, collateral materials, Monday Motivations, and content for digital signage.
- Coordinated web development and maintenance for the Agency’s websites and posted timely updates including news, notices, career opportunities, publications, forms, contact information and other content needed to the affiliate websites and Staff Communications site.

Communications *continued*

- Collaborated with Business Intelligence Team to restructure phone directory and facilitate internal initiative for a centralized ARG Learning Library, including design and testing of processes for various Communication tasks.
- 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 Wait List openings.
- Lead development for new HDC Management site for all properties under management to ensure the Agency is HUD compliant.
- Facilitated outreach for Resident Services via email broadcasts, social media, and various other communication channels. Generated communications, including messaging and graphics for a ‘virtual’ 2022 ARG Employee Giving Campaign for the benefit of the Resident Services Scholarship Fund.
- Lead development for new HDC Management site for all properties under management to ensure the Agency is HUD compliant. New website is templated and branded to incorporate updates for HDC Management’s growing portfolio. Also designed a marketing template incorporating new URLs for resident-focused sites and QR codes for each property under management. The site is focused on marketing as well as community and resident communications for all properties under management. (<https://residents.thehdc.org>).
- Provided photography, written content, graphic production, and consulting for publications, CEO video messages, as well as collateral materials including flyers/brochures, signage/ banners, letterhead, business cards, envelopes, postcards, specialty items, name badges, cards, and other graphic needs.
- Facilitated design and print production with vendors.

BUSINESS INTELLIGENCE

In 2022, the Business Intelligence (BI) Department remained steadfast in its core mission of “Continuous Improvement” by updating and implementing software solutions, end user equipment and processes.

Listed below are just a few of the accomplishments that the BI Team collaborated with staff on or implemented in order to enhance the Agency’s ability to continue on our path of stabilized upward growth.

- To date, we actively monitor 345 devices on our global network.
- Help Desk Ticketing for 2022 included 4,812 help desk tickets opened in 2022 – an average of 401 each month.
- Launched “Rent Café” for Housing Choice Voucher (HCV) Interims and Recertifications. This HCV application enhances the ability for HCV Specialists to continue contactless communications.
- Concluded the agency-wide launch of Yardi “Document Manager” and “Vendor Café”. The Final Phase of Yardi Document Manager launch was completed in April 2022.
- In September, the BI team audited the US Census site that revealed Yardi information needed to be updated with 112 new tracts that added an additional 1162 active units. This critical information pointed out our need to update all Census information in Yardi yearly in order to maintain accuracy.
- Collaborated with Yardi and HCV to develop a solution to close past abatements efficiently. This allowed the ability to close currently open abatements in bulk and concluded in April 2022.
- Deployed the “Mobile Doorman” interface for HDC Management. This HDC implementation was thoroughly tested in one of the BI test environments and successfully launched into the Agency’s live environment.
- Enhanced security by limiting access within Yardi and other applications to authorized users only. Our internal security audit revealed that steps were needed to limit our exposure to potentially harmful threats. We developed automation to deactivate third party access in Yardi based on contract date.

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Phase III of Tobie Grant Manor redevelopment was the Retreat at Mills Creek Senior Community (80 units, completed in 2017).

Business Intelligence *continued*

- Automated the “Affordable Reset Datamart” task for HDC. This reset was a manual function that needed to be completed weekly, and was one of the first of BI’s successful attempts into automation. This automation was setup to replace manual Affordable Reset Datamart and Reset Datamart tasks.
- Developed and implemented “Small Area Fair Market Rent” payment standard adjustment based on three payment standard scenarios:
 - HAP costs, administrative burden, and participant rent burden
 - Calculated projections regarding the potential impacts of raising the payment standard
 - Entered approved payment standard schedules in Yardi effective August 1, 2022
- Updated and published Single Room Occupancy payment standard and utility allowance. Entered approved utility allowance schedules in Yardi effective December 1, 2022.
- Developed and implemented “Business Intelligence New Hire Provisioning” form. This new format streamlines the process of onboarding new employees for the hiring manager with automated notifications to the designated department head.
- Developed and implemented “Business Intelligence Employee Change Request” form. This new format completely integrates with the inventory and asset management processes to allow for automated intradepartmental asset transfer.
- Automated the BI Equipment Inventory and Management process. This asset management process tracks all equipment issued to end users from the time of deployment to the date of return and streamline the departmental billing process.
- Developed and launched the HR “Shout Out” submission form. This HR implementation allows all employees a simple method to engage and acknowledge each other.
- Collaborated with the ARG Communications department to develop and launch the “Learning Library”. The Learning Library provides a simple “One Stop Shop” for all documentation including helpful tools, agency rules and regs, support documentation and more.

Fun Facts

- ARG’s Business Intelligence Team actively monitors 345 devices*
- HelpDesk fielded 4,812 tickets in 2022*
- BI concluded agency-wide launch of Yardi Document Manager in 2022*
- BI has developed and implemented an automated onboarding process for provisioning new hires.*

- Updated the following Audit Tools for HCV, including: (1) Annual Recertification, (2) Contract, (3) Intake, and (4) Transfer Move
- Developed and launched the all-inclusive floor plan map. This floor map is available to all employees from the internal Staff Communications webpage and provides the physical location, along with contact information for all employees. The floor map provides several different layers of comprehensive search including location, first or last name, email or phone number.
- Facilitated opening HCV Waitlist for multiple properties from June through November.
- Collaborated with web developers to update the “Rent Affordability Calculator”.
- Synchronized EHV and SRO utility allowance schedules to standardize processing HAP contracts
- Coordinated Regression testing in multiple databases for Yardi updates and plug-ins.
- Collaborated with third party vendors to add affordable properties for HCV.

ARG and its affiliated companies have 157 employees.

HUMAN RESOURCES

The Human Resources Department supports the organization and its divisions through strategic planning, collaboration, training and professional development. The Human Resources Department seeks to assist in developing and retaining a high-performing and inclusive workforce while fostering a healthy, safe and well-equipped and productive work environment. 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, the 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 2022, the organization continued to provide competitive and comprehensive offerings, including reduced-cost medical insurance plans, disability insurance, employee training, paid vacation and sick leave, corporate discounts, wellness programs and financial security through our retirement plan.

Corporate Connections

In December 2022, the Human Resources Department announced that all staff would be eligible to receive a \$150 Winter Promotion Bonus from Delta Community Credit Union. Vehicle loans, home loans, credit cards and much more were made available to all personnel at affordable rates. Delta Community Credit Union’s Financial Education Center also offered Financial Education Seminars & Workshops to our staff members at no cost.

Corporate Leadership

The ARG Senior Leadership Team attended a Leadership Retreat in April 2022. The retreat, hosted by HR, was conducted by Michele Stowe with SkyRocket, LLC. and Pallavi Ridout, CEO and Founder of The Elm Advisory Group. Both Professional Leadership Coaches were able to assist our Senior Leadership Team in reaching a higher level of personal excellence, while experiencing powerful breakthroughs and working towards sustainable change. In preparation of the retreat, our Executive Leadership Team completed a DiSC Workplace, DiSC Management and Agile EQ Assessment.

During the retreat, the Leadership Team specified the Top 5 Values that were most vital to the team’s success and defined the most critical values in communication, disagreements, partnership and engagement as professionals. The retreat included icebreakers, team-building activities, candid dialogue and fellowship.

Corporate Perks

Our Corporate Perks help to boost the employee experience and they make a huge difference in the lives of our ARG staff. In addition to a vast array of services that are offered to ARG staff, our Human Resources Department offered professional notary services to all staff at no cost. Shred services were also offered as a free service to staff. Effective June 1, 2022, an Employee Referral Program became effective which provided our employees with an opportunity to receive an incentive award up to \$500. In December 2022 and in lieu of the 2022 Holiday Party, all full-time permanent staff received one additional paid day off for the holidays.

Electronic Initiative

At ARG, we believe in recognizing each other and Shout Outs has served as a vital recognition tool. Effective July 8, 2022, Shout Outs could be submitted electronically via our ARG Staff Communication webpage. Upon submission, Shout Outs are posted in our FOCUS Magazine for all to view.

Employee Recognition

At ARG, we recognize that showing appreciation is an important element of good management. Appreciation feeds retention, enhances a strong company culture, optimizes productivity and inspires others to do their best. In 2022, 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, Graduations, Birth and Wedding Announcements and Years of Service. Employee Appreciation Day was celebrated in February 2022 and was dedicated to employer-to-employee gratitude and goodwill. In celebration of Employee Appreciation Day, members of our management selected different ways to say “Thank You” which included but was not limited to: team activities, flower arrangements, gift cards, office luncheons, thank you cards and much more.

continued on next page

ARG Milestones & Achievements 2022

Human Resources *continued*

Healthcare Costs

In addition to the employees being provided with a selection of over a dozen health insurance plans to choose from, the organization continued to contribute up to 80% towards the health insurance premiums for employees in 2022. Due to the healthcare costs continuing to be offered at a reasonable rate, the benefits participation rate remained at 96% for the 2022 Benefits Year.

Individual & Organizational Development

In 2022, the Human Resources Department continued to focus on expanding the personal and professional development opportunities for the ARG staff. STAR12 provided unlimited access to live and on-demand seminars, webinars and workshops in an effort to create a continual learning experience. Additionally, all HDC Staff had the opportunity to further elevate their skills and performance via the Grace Hill e-Learning Platform on an unlimited basis. 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 orientation was enhanced and seamlessly shifted to a virtual experience in March 2020. Throughout 2022, 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-performing 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

In March 2022, our Human Resources Department hosted a live webinar that was personalized around our organization's retirement plan. In July 2022, our Human Resources Department presented the proposal of allowing eligible employees to enter the HART Retirement Plan following a thirty (30) day waiting period and to have a one-time option to either forego their HART Retirement Plan contributions or to adjust the percentage of those contributions to an amount between 0-9% of their calculated base salary. This resolution was approved by the Board of Commissioners and the options became available to the staff effective October 1, 2022. An on-demand webinar, "How to Invest in the Current Economy" was also featured in the November 2022 edition of our FOCUS Magazine. The free webinar served as a vital tool 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 recruiting via employment websites, our HR Department streamlined the temp-to-perm acquisition process by expanding our partnership with temporary staffing agencies located throughout the metro-Atlanta area. Having additional resources offered a greater pool of talent, increased availability and allotted for more timely placements. It is our hope that our connections will continue to grow as we progress in acquiring new properties and new personnel.

Teamwork & Inclusion

The HR Department collaborated with the Business Intelligence Department with two new initiatives – a Learning Library and an Onboarding Process Plan. The Learning Library became a premier online training and resources repository of on-demand content that assisted employees in performing their jobs. With the evolution of online learning libraries, this initiative better streamlined pertinent content for all personnel. The Process Plan documented and managed every process and workflow as it related to our onboarding needs. These new initiatives have assisted with improving communication between Management, BI & HR and have reduced paperwork, while improving quality and the onboarding experience.

Fun Facts

- *Over 96% of our ARG staff are participating in our voluntary benefits.*
- *Females make up 70% of the ARG staff population.*
- *August & October are both tied at having 20 birthdays.*
- *November leads with 20 employee anniversaries.*

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 2022, 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 2022, the Human Resources Department continued to provide all ARG staff with COVID-19 Prevention Tips and Personal Protective Equipment (PPE). With COVID-19 vaccinations being available, staff were encouraged to get vaccinated and all were provided with instructions on how to locate COVID-19 testing sites by zip code. Information containing free at-home Rapid COVID-19 Tests was also distributed to all personnel. All appropriate precautionary measures were taken due to the potential public health threat of COVID-19. In addition to our Employee Assistance Program, HR announced the nationwide launching of the 9-8-8 Suicide & Crisis Lifeline in July 2022. The crisis line offers compassionate, accessible care and support to those experiencing mental health-related distress. 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.





Our Mission

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

Housing Choice Voucher Division

Driven with purpose in 2022, the Housing Authority of DeKalb County (HADC) and its Housing Choice Voucher (HCV) Program continued to focus on the affordable housing needs of our customer base of applicants and participants, guided by our board and agency leadership, and affordable housing mission.

In 2022, 30% of all U.S. households had “unaffordable” rent or mortgage payments, defined as exceeding 30% of monthly household income. This is up 1.5 percent from the 2019, pre-covid 19 era. This was further exacerbated last year by record housing shortages, due to years of underbuilding that have led to an all-time shortage of for-sale homes, as well as too few affordable rentals.

Moreover, lower income renters faced persistent challenges securing stable housing in 2022, partly due to the ‘wind down’ in emergency assistance programs enacted during the pandemic. Besides long standing barriers to increased housing construction, this too perpetuated ongoing shortages in affordable units.

Evidence has shown that affordable and stable housing has long-lasting and life-changing impacts on households, influencing economic, health, educational outcomes, and contributing to positive community development.

As an Agency, HADC is intentional to have positive impact in the communities we serve. HADC central offices remained closed to the public throughout 2022, due to the covid-19 pandemic’s lingering environmental effects. The HCV Program Team continued to embrace the business models of **digitization** and **virtualization**, realizing “This is Better,” for customer needs, productivity, and operational goals sought. For many individuals and organizations, the most important lesson of the last two years has been that truly transformative change is not as difficult to implement as once might have been thought.

The HCV Department was empowered during 2022 to harness the ever-increasing avenues of flexibility, agility, and innovation in our thinking and work processes as a way forward. This improved staff’s ability to serve 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, a HUD-designated high performing Public Housing Authority, has the third largest Housing Choice Voucher Program in the state of Georgia.

The agency’s digital transformation efforts, with the conversion of paper-based information into digital data, is powered by quality professionals who make up the HCV Department. As a team, we work for the attainment of affordable and stable housing for our customer base. This combination of embracing change and leveraging of technology are the HCV Program’s primary components for sustainable excellence. And with tools like Rent Café, FileVision, and a stellar training staff who in 2022 helped promote a highly knowledgeable HCV Program staff, our efforts at “Top Notch Customer Service” are second to none. “This is Better,” when combined with department policies focused around and dedicated to customer attention, and regulatory compliance.

The prior year saw HADC’s expanded attempts and strategic commitments improve, like the simultaneous opening of multiple waiting lists and the attention to ongoing career training for our energized team, who in collaboration with the HCV customer base, continued to strive for affordable housing solutions.

Taking useful guidance from HUD regulations, community and interagency partnerships, including input from our landlords, the HCV Program staff kept department policies in the forefront in 2022, to align landlords with participants in implementing affordable housing solutions.

HADC has a history of administering various programs that seek to end homelessness and provide support to low-income households in need of breaking the cycle of homelessness.

HADC’s aim is to assist our customer base on the path to self-sufficiency. 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 Housing Choice Voucher Program.

www.dekalbhousing.org

HCV Program IMPACT 2022 : **15,960** Individuals Served.

HCV Program Milestones & Achievements 2022

Project-Based Voucher (PBV) Waiting List

During 2022, HADC proceeded to contact applicants to determine their continued interest. As a result, the HCV Department has opened eight 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.

Landlord Outreach

In 2022, the HCV Program Scanning Team went above and beyond in an attempt to increase the HADC’s housing inventory for quarterly Landlord-Participant “Meet & Greet” events. Our previous normal practice had been for the agency to send a blast registration email to program Landlords 30-days prior to the scheduled Meet & Greet date. Each quarter of last year, the scanning team placed telephone calls to program Landlords one week preceding the Meet & Greet activity. This “better process” allowed for a more personable exchange on discussion of unit availability with program Landlords, and served as a “catch-all” method in securing units to share at a next Meet & Greet event. The phone calls have proven to be successful in that they greatly increased the number of units presented in the Landlord Meet & Greet from 2021 to 2022.

HCV Program Client Services Team

In 2022, HADC, built upon the trust our customer base places in the agency through their positive customer service experiences, received from our highly valued Client Services Team. These professionals practice active listening skills, empathy and training ‘day to day,’ in assisting with the HCV Program operations goals. Last year for example, Client Services team members were an integral part of the integration of a ‘cloud-based’ systems convergence. Working to leverage business needs and technology, this team successfully answered over 46,000 inbound calls, and managed delivery of over 6,000 paper documents which they converted to electronic documents. “This is better.”

HCV Program Administrative Support Team

Last year witnessed consistent, cohesive and creative HCV Program staff support by our Administrative Team. Throughout 2022, they provided effective assistance to the agency in our productivity and goal(s) attainment. From finding resourceful, ‘quick turnaround’ solutions for staff needs with supply chain issues that have plagued the world since the pandemic, to an April 2022 team members outing, HADC hosted an “Employee Appreciation Day” at DeKalb County’s Glendale Park. During the ‘fun day in the sun,’ that the administrative team largely helped to facilitate, HCV team members were able to engage in a variety of fun teambuilding exercises and games that helped build camaraderie with one another. Overall, the Administrative Team’s professionalism and focus increased staff contributions in a variety of ways, and earned these team members sincere “**Thanks**” from the HCV Departments.

HCV Program Training Team

The HCV Department Training Team continues to highlight HUD regulations and HADC Policy in monthly departmental trainings, to ensure staff is knowledgeable in successfully fulfilling the needs of HCV Program Participants, and the HCV Department. All trainings are maintained in the eLearning Library for staff to reference.

New Hire Onboarding Training

The Housing Choice Voucher Program department created specifically designed trainings to fit new hire needs for today and support growth for tomorrow. This training was designed to provide new hires with the beginning tools to be successful in the HCV Program. The training has been proven to improve employee(s) knowledge, quality of work, decision making, productivity and engagement. “This is better.”

FileVision ETR

The HCV Program Scanning Team continued to diligently work towards converting paper files into Electronic Tenant

HCV Milestones & Achievements *continued*

Records (ETR), during the year 2022. Conversion of physical participant files to ETRs has significantly contributed to the overall success and completion of the FileVision scanning project. With more than half of the HCV Program participant files located in FileVision, this has allowed for more centralized file access across the HCV Program. In particular, the audit process has benefited substantially from the ready accessibility of the HCV Program files. For HCV external and internal audits, with FileVision ETRs we can confidently say “this is better.”

Rent Café

From paper to paperless, “this is better.” In 2022, the HCV Program implemented the Rent Café Applicant and Participant Portals, which is a web-based portal that allows information to be exchanged and processes to be completed, online without paper forms and applications.

Portability Processing Improvement

This year, the HCV department added a Portability Manager position to oversee the day-to-day operations of the financial management of the operations of Portability. This position has expanded the knowledge and capacity of the Portability team to better facilitate the concerns and requests of partnering Public Housing Authorities (PHA)s and participants we serve.

Landlord Overpayment Collection Process

The HCV department implemented the Landlord Overpayment Collection process as part of an initiative in HCV Program Operations to recoup overpayments from landlords who were no longer entitled to receive payments. In calendar year 2022, \$62,000 was successfully collected of which 75% was received from July 2022 through December 2022.

2022 Notice to Vacate Process Change

Effective July 2022, the Notice to Vacate (NTV) process was streamlined to eliminate the requirement of completing an annual recertification (AR) packet. To initiate an elective move

participants simply complete the Notice to Vacate form. The elimination of the AR packet component for moving has allowed for a more efficient, effective, and accelerated move process. The turnaround time for NTV processing has been shortened from 7-10 days, to 1-5 days. “This is better.”

e-Learning Library

As of December 2022, the Training Team converted all HCV departmental training material to the Business Intelligence department’s required format, for the eLearning library launch. Going forward, the eLearning library will be a useful resource for the HCV Program staff.

Repayment Agreements

The HCV Program staff is now completing and executing repayment agreements with participants to recoup HAP overpayments in a virtual platform. Staff can schedule virtual meetings with participants to discuss HAP overpayments and how to successfully resolve these matters, and maintain assistance with the HCV Program. All repayment agreements are reviewed for accuracy, discussed with the participant, and executed during the meeting which allows for immediate resolution in the virtual platform. “This is better.”

DeKalb County Senior Housing

HADC was invited to be a strategic partner with DeKalb County Government on improving the Quality of Living for Seniors. A research-focused wellness initiative, dubbed “Senior Housing Coalition,” was formulated during December 2022. HADC, as a public housing authority, has representation from the HCV Program, Affiliated Resources Group (ARG) Division, as well as Resident Services Corporation (RSC).

SEMAP

HADC continued to rank as a High Performer for 2022.

HADC Federally Assisted Housing Portfolio* 2022

*as of December 31, 2022

HADC administers a total of

5,794
VOUCHERS

952 Incoming Portable Housing Choice Vouchers

4,842 Allocated Housing Choice Vouchers, including:

2,979 Tenant-Based Housing Choice Vouchers	113 Emergency Housing Vouchers
722 Non-RAD Project-Based Vouchers	714 VASH Vouchers
312 Rental Assistance Demonstration Vouchers	2 VASH Project-Based Vouchers

HCV Program Demographics 2022

Average annual income for elderly/fixed-income families is \$13,060

Average annual income for nonworking families is \$11,197

Average working household income is \$26,059

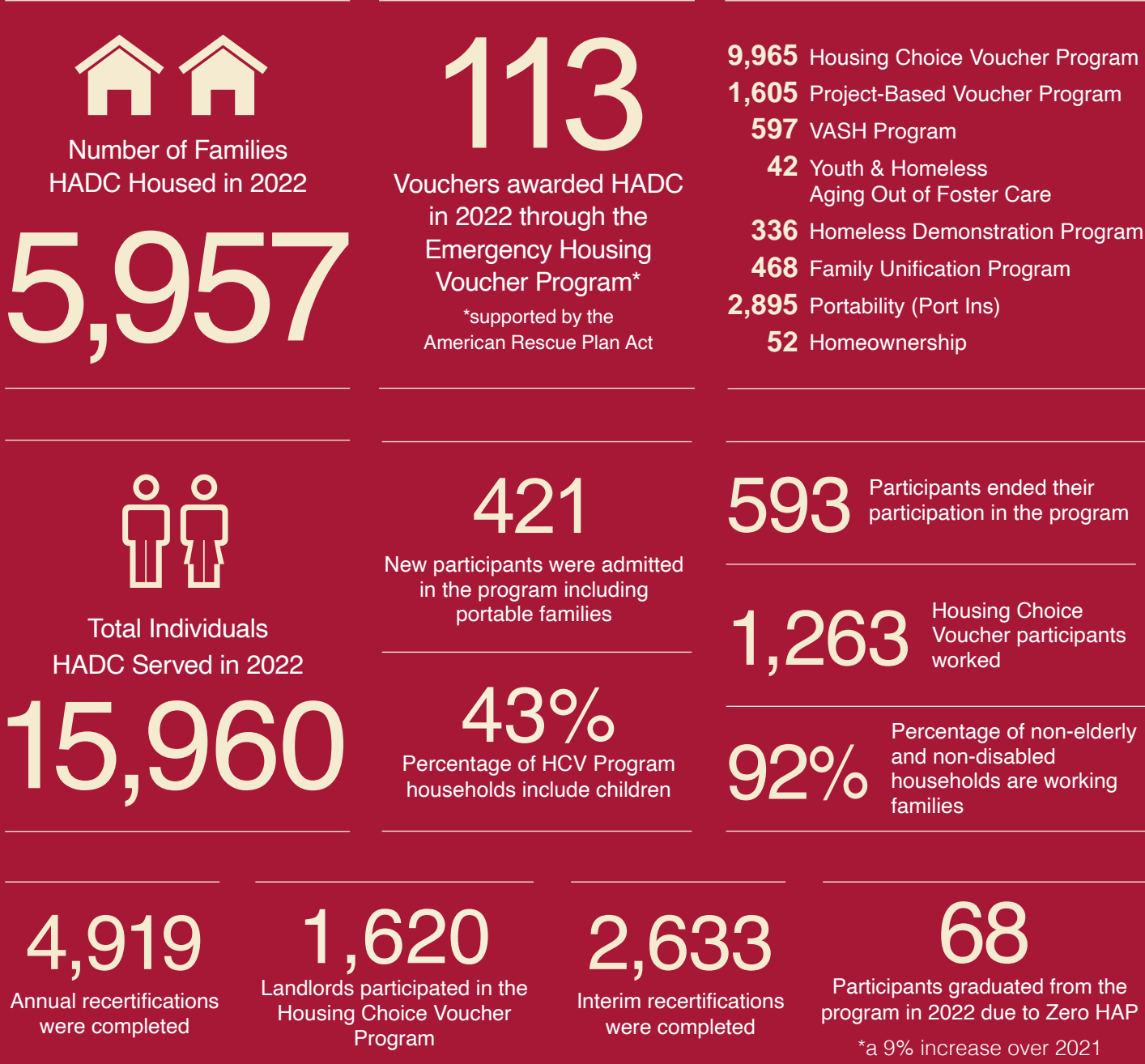
 43% Of households live on a fixed income

 \$254 Average family pays per month

 \$810 Average HAP per month

Individuals Served by HADC HCV Programs

as of December 31, 2022



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



HCV Special Programs Milestones & Achievements 2022

Fair Share Housing Voucher (FSV) Program

The FSV Program are regular tenant-based housing choice vouchers. Through the FSV Program in 2022, HUD awarded the HADC a total of 34 vouchers. These 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,
- Survivors of domestic violence.

Memorandum of Understanding (MOU) Partnerships

HADC continued to collaborate with our partners to house families in need of safe, decent, and affordable housing. HADC acquired one new partnership the year of 2022:

Community Connect Services, Inc. – Together with this agency, Community Connect Services Inc. and HADC entered into this MOU to mutually promote activities that will support adults in gaining economic and social opportunity through resources and housing stability. Both agencies will, in partnership with others, effectively deliver compassionate, reliable and accountable services to individuals, organizations and communities.

Memorandum of Understanding (MOU) existing partnerships included:

- Georgia Division of Family Services
- Women’s Resource Center
- Year Up
- Wellroot Family Services
- Covenant House Georgia
- DeKalb County Continuum of Care
- House of Globalization

Lou Walker Senior Center (LWSC)

HADC received a letter of commendation from the LWSC Council of Excellence for participation in their “Senior Housing Workshop,” during the fourth quarter of 2022.

Year Up Empowerment Celebration

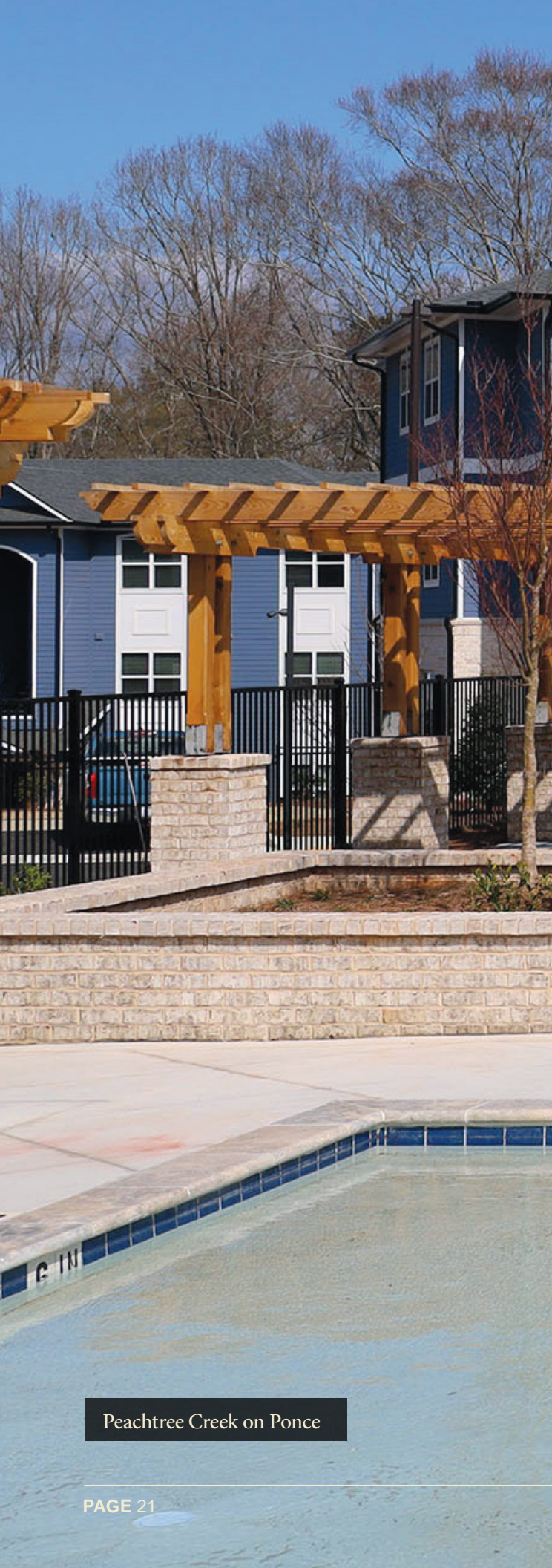
HCV Program staff had an opportunity to attend the Second Annual - Year Up Greater Atlanta Empowerment Celebration themed: “In It To Win It,” in December 2022. The celebration was impactful, and HCV Program staff in attendance shared that they were ‘amazed’ at the support students received from Year Up staff, observing “This support helps to promote successful graduates.” It is evident that the skills the student scholars learn at Year Up will help them be prepared for success in their future careers.

Veterans Month Salute

As part of HADC’s Veterans Month Salute, we honored our veterans and those who made housing possible for them. HADC’s HCV Program VASH Team paid tribute to our Veterans in November 2022. Our Veterans Celebration and Salute included distribution of “Care Package Backpacks”. The HCV Program Department also honored our landlords with a Certificate of Appreciation.

Customer Service

As we continue on our journey to provide ‘second to none’ Top Notch Customer Service, we realize “Our greatest asset is the customer!” HADC strives to treat each customer as if they are the only one.



Peachtree Creek on Ponce



HADC Tax-Exempt Bond Program 2022

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 \$757,009 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 2022, HADC's tax-exempt bond portfolio had \$696,163,093 committed. The amount of bonds issued reflects those which have closed only, including bonds that are paid off but are still under restriction.

www.dekalbhousing.org



Tax-Exempt Bond Portfolio as of December 31, 2022

Issued amount
\$696,163,093*
Under construction **9**
Pending Closing **5**
Completed **24**
Total units **6,730**
Affordable units **3,628**

- Abbington Reserve
- Agape Senior
- Ashton Grove - Retreat at Madison
- Ashton Lenox
- BRAD Parkway
- Aurora Senior
- Candler Reserve
- Clairmont Crest
- Columbia Village
- The Finley
- First Baptist Senior
- The Fullerton
- Harmony at Stone Mountain
- Heritage Townhomes
- Hiawassee Park
- Highlands at East Atlanta
- Hills at Fairington
- Kensington Station
- Manor at DeKalb Medical
- The Meridian
- Mills Creek Crossing
- 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
- Tranquility at Decatur
- Phoenix Station
- Union at Stonecrest

* 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.



Housing
Development
Corporation

Phoenix Station construction

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 2022

- Peachtree Creek on Ponce**, a 188-unit new construction family development – completed construction and is fully occupied (in partnership with Blue Ridge Atlantic)
- Kensington Pointe**, awarded 9% LIHTC in DCA's 2020 competitive round; planning continues for a 130-unit senior development across from the Kensington MARTA station, a 120-unit family workforce apartment complex, as well as ARG's new 28,000 square-foot office building
- Phoenix Station**, a 244-unit family community – was 50% complete at year end 2022 and construction is scheduled to be completed in the fourth quarter of 2023 (in partnership with LDG Development)
- Robert Graham at Orchard Hill Landing**, a 171-unit family community – was 50% complete at year end 2022 and construction is scheduled to be completed in the second quarter of 2023 (in partnership with Milledgeville Housing Authority)
- Highlands at East Atlanta**, a 250-unit family community – completed capital improvements by year end 2022 (in partnership with Infinity Real Estate Advisors)
- Veranda at Assembly**, a 100-unit senior community – closed on construction financing at the end of 2022 and construction has commenced (in partnership with Integral Development)
- Clairmont Family**, a 67-unit family community – was awarded tax credits in 2021, we've acquired the land, and will start construction with the family portion in 2023 (in partnership with Mercy Housing)
- Clairmont Senior**, a 55-unit Senior community – was awarded tax credits in 2022 and will begin construction on the senior portion in 2023 (in partnership with Mercy Housing)
- Aurora**, a 138-unit senior community – closed on construction financing at the end of 2022 and construction is underway (in partnership with Prestwick Development)
- Fullerton**, 240-unit family community – has a 4% tax credit allocation and plans to close on construction financing in the 1st quarter of 2023 (in partnership with Prestwick Development))



Creating SUSTAINABLE COMMUNITIES that enhance lives.

HDC Development Pipeline 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.

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. Closed at the end 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.



HDC Development Pipeline 2022

Clairmont Family

In partnership with Mercy Housing, a 67-unit new construction family community in Chamblee, Georgia was awarded 9% tax credits in 2021, we have acquired the land, and 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 second quarter of 2023 and construction is expected to start shortly thereafter.



Clairmont Senior

In partnership with Mercy Housing, a 55-unit new construction senior 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-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 2023 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. Closed at the end of 2022 and construction is expected to start shortly thereafter.



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 first quarter 2023 and construction is expected to start shortly thereafter.



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. Closed in 2022, site work is almost complete and the vertical construction should start the second quarter of 2023.

Hills at Fairington

In partnership with Infinity Real Estate Advisors, a renovation of a 406-unit family community in Stonecrest, Georgia will update the property and reposition it for the future. 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 second quarter 2023 and renovation is expected to start shortly thereafter.

HDC Management Milestones & Achievements

- Added three (3) properties to management totaling 380 units, bring us to 14 properties totaling 1,839 units
- We have added two (2) area manager positions
- We have been updating and upgrading Yardi's property management platform.

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.

Real Estate Portfolio 2022

- 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*
Peachtree Creek on Ponce: 188 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
Kensington Pointe Senior: 130 units
Kensington Pointe Family: 120 units
ARG Office: 28,000 sq ft

Development Partner
Phoenix Station: 244 units*
Veranda at Assembly: 100 units*
Aurora: 138 units*
Fullerton: 240 units*
Hills at Fairington: 406 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

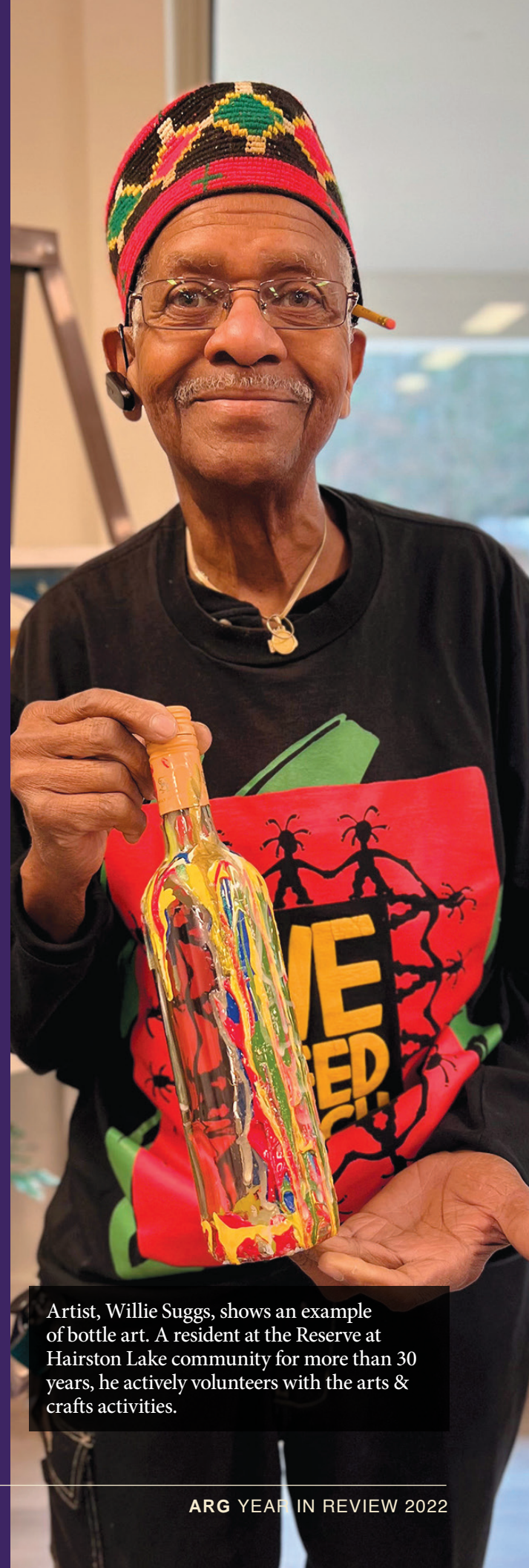
RSC's Special Programs team's commitment to helping residents strive towards economic independence is supported by programs and initiatives that have yielded positive outcomes year after year. Special Programs offers a range of programs and services for residents, including employment training, job retention 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.

residentservicescorp.org



Artist, Willie Suggs, shows an example of bottle art. A resident at the Reserve at Hairston Lake community for more than 30 years, he actively volunteers with the arts & crafts activities.

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.



Over
6,000
were impacted
through RSC
initiatives in 2022

A Commitment to Lasting Impact and Economic Stability

In 2022, RSC became a CORES certified organization. The **Certified Organization for Resident Engagement & Services (CORES) Certification** recognizes owners and organizations that have developed a robust commitment, capacity, and competency in providing resident services coordination in affordable housing communities.

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.



Community Safety Lunch and Learn with DeKalb County Sheriff

RSC 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.

RSC's Special Programs' goal is to ensure that resources and supportive services are accessible to all Housing Choice Voucher (HCV) families and residents we serve at Agency owned and managed properties. RSC provides in-person and 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 2022

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 2022 Special Programs included our Family Self-Sufficiency (FSS), Homeownership/Homeownership Readiness, Family University and Virtual Initiatives, as well as our Youth Empowerment Programs. RSC 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 continue to enhance 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.



2022 NAHRO Award of Merit

RSC was the recipient of a 2022 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 Family University initiative.

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 2022, we were pleased to award three \$5,000 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 2022

- Through financial education and supportive services, our 2022 initiatives created pathways for generational stability and prosperity to increase the number of self-sufficient residents.
- Improved virtual trainings and developed user-friendly referrals using online platforms and technology.
- Received 2022 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 Family University Programming.
- Provided resources and services to the Housing Choice Voucher (HCV) & Project Based Voucher (PBV) population, impacting over 6,000 individuals.
- Increased the number of organizations, both public and private, that actively work to expand resources – and opportunities to achieve positive outcomes – enhanced resources to educate, inspire and advocate for community transformation.
- Applied best practices in numerous disciplines, including communication, leadership & youth development, community organizing, case management, SMART goal setting, peer-to-peer support, mentoring, job coaching, education and training.

2022 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 2022



4,000 resource referrals
565 employment related assessments
200 participants updated their resumes



RSC Community-Based Services Impact 2022

Enhanced community-based resident services and weekly transportation services were offered to over 750 residents at 7 senior and active adult properties.

RSC programs impacted over 1,200 residents at both family and senior properties.

RSC Community-Based Services 2022

RSC provides community-based social services and enrichment programs to support residents of Agency-owned and managed communities.

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.



2022 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

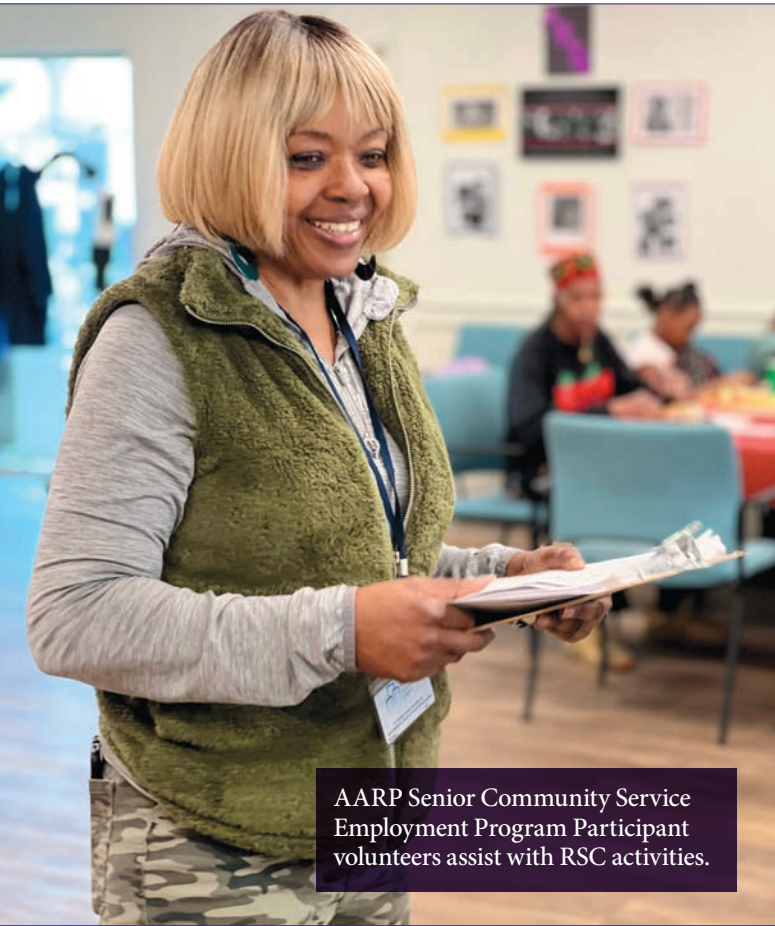
- Wellness Check-ins with Residents
- Behavioral Health Workshops
- On-site Health Fairs/Nutrition Education

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

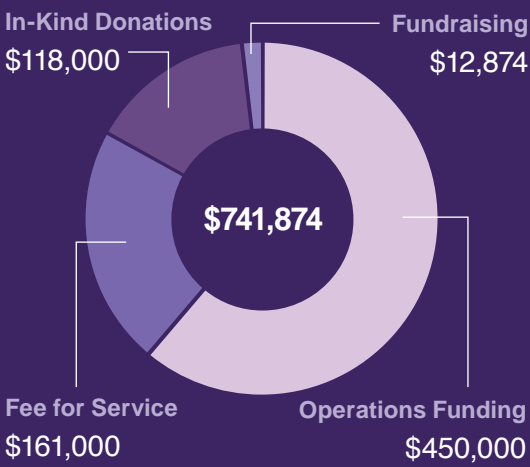
RSC Community-Based Milestones & Achievements2022

- 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 fruit and vegetables to residents and the surrounding community for an eight-week period.
- Provided resident services to residents at six senior communities.



AARP Senior Community Service Employment Program Participant volunteers assist with RSC activities.

RSC Donations and Revenue 2022



Operations Funding - \$450,000

Fee for Service - \$161,000

In-Kind Donations - \$118,000

Fundraising - \$12,847

- Employee/Board Giving Campaign - \$9,847
- Food Well Alliance - \$3,000

In-Kind Donations

Platinum - \$10,000+

- Work Source Training Programs - \$40,000
- Goodwill Programs - \$15,000
- Board of Health Mobile Immunizations Solutions - \$10,000
- Partnership for Community Action - \$10,000

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

- Spirit of GOD Christian Church - \$5,000
- DeKalb County Churches and Food Pantries- \$5,000
- Fair Housing Services, Inc. - \$4,500
- Women in Leadership - \$3,800
- Oak Street Health - \$3,200
- Xfinity Internet Essentials - \$ 3,000
- Jencare - \$ 3,000
- City of Clarkston - \$2,500

Bronze – \$500-\$2,500

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

Making a Difference, *Transforming Communities!*



AFFILIATED RESOURCES GROUP
HOUSING & REAL ESTATE DEVELOPMENT

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