

MAKING A DIFFERENCE. TRANSFORMING COMMUNITIES.

PHOENIX STATION

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YEAR
IN REVIEW
2024



AFFILIATED RESOURCES GROUP



Housing
Development
Corporation



Resident
Services
Corporation





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

ARG's Core Values include:

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

A photograph showing the hands and forearms of several people of different ages and ethnicities. They are all holding hands, with some hands resting on a dark, textured wooden surface. The hands vary in skin tone from dark brown to light tan. One hand on the left has a gold ring with a diamond. The people are wearing various clothing, including a white shirt, a blue patterned sleeve, a light blue checkered shirt, and a tan sleeve. The background is a solid dark blue.

**WE ARE
MAKING
A DIFFERENCE.**

**WE ARE
TRANSFORMING
COMMUNITIES.**

ARG AFFILIATES



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



Housing
Development
Corporation

Developing and managing affordable and sustainable communities



Resident
Services
Corporation

Enhancing lives through promoting self-reliance and long-term self-sufficiency.



CONSULTING GROUP

Facilitating pathways to operational and programmatic sustainability

ARG BOARD OF COMMISSIONERS



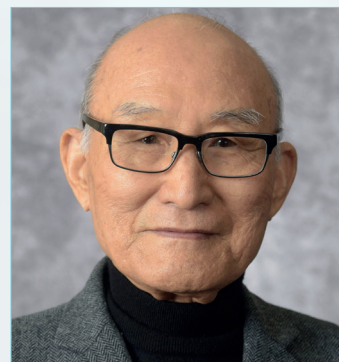
CARLEEN CUMBERBATCH
HADC Chair • RSC Chair



DR THOMAS COLEMAN
HADC Vice Chair • HDC Vice Chair
PTS Board of Directors



DR GLENWOOD ROSS
HADC Commissioner



CHARLES YI
HADC Commissioner
RSC Board of Directors



YUVETTE HUDSON
HADC Commissioner
RSC Vice Chair • PTS Board



LAWRENCE SHARP JR
HADC Commissioner

ADDRESSING THE ONGOING NEED FOR AFFORDABLE HOUSING AVAILABILITY



Our efforts in 2024 have centered on our specific goal to be an intentional part of this nation's solution to housing its people in an affordable, honorable, and healthy way.

Too many in our society are not able to attain safe, affordable homes in neighborhoods where they work, go to school, or socialize. News headlines and social media posts illustrate how dire the need for reliable, attractive, affordably priced housing has become for every income level and culture. Here in the U.S., economic unpredictability is presenting families and seniors with sudden concerns about housing plans that were once decided.

We have remained undeterred here at ARG as we root our work in our core values of making a difference and striving for excellence, with integrity and collaboration with our public and private partners to assist those who we work to assist each day. We know that our residents and potential new residents are counting on us. We remain strongly committed to providing the

highest quality of affordable and workforce housing throughout our jurisdiction. We live our motto and focus our work to “... *enhancing lives through economic growth and development.*” 2024 brought tangible results with operational excellence in our Housing Choice Voucher Program assisting over 16,000 very low-income families, people with disabilities, Veterans, and senior citizens within the DeKalb County community connect with rental assistance. The amazing expertise of our employees in the Housing Choice Voucher Program (HCVP), specifically in regard to assisting our Veterans, was recognized in 2024 as a best practice that is now being shared state-wide as they were the recipients of The Atlanta Regional HUD Office's “2024 Innovation of the Year Award” for their effective in-person communication and collaboration with the Veterans Administration (VA).

This year, in addition to our emphasis on addressing the lack of high-quality affordable housing for low-income people, we additionally continued expansion of our development work to include the current construction of brand-new workforce housing for essential, hard-working, middle-income workers to have beautiful housing options they can afford in the very same community they serve in their jobs.

Underway at this time is construction at the Kensington MARTA station in phases: the 74-unit senior community, the 185-unit family workforce apartment complex that will be 100% affordable with a unit mix consisting of one, two, and three-bedroom units for those making 60% - 120% of the Area Median Income (AMI), as well as ARG's



We remain strongly committed to providing the highest quality of affordable and workforce housing throughout our jurisdiction.

new 15,000 square-foot office building. We look forward to completion in 2026.

These are but some of our latest achievements in delivering on our mission to enhance lives through affordable housing and programs that help our clients achieve economic stability.

These pages detail even more of the incredible, life-giving work that has been achieved in 2024. We are proud once again to attain an A+ rating from S & P Global Ratings for The Housing Authority of DeKalb County, which enables us to increase our borrowing potential in various markets by diversifying our financing to develop more affordable and workforce housing. This is yet another way that we are able to expand our vision and reach to open more doors to affordable living.

Our ARG employees make our vision come alive so our commitment to investing in their professional growth and advancement remains important to us. In 2024, our employees responsibly utilized upgraded and new technology to enhance efficiencies and revise methods of delivering on our goals including electronic file management, responding to customer service phone calls and emails, as well as fully incorporating internal software features and necessary employee training to streamline workloads and improve wait times/ response times to our landlords, residents, partners and collaborators, and funders.

In further realizing the impact of all we do at ARG, the voice and involvement of our residents provide us the valuable key guidance for expanding and

perfecting our award-winning, CORES-certified, resident services programs that provide needed support and enrichment for our families and seniors to advance, thrive, and live self-sufficient healthy lives that benefit themselves and their communities in both the short-term and long-term.

We are grateful for our many community and business partnerships to assist our residents including garden grants through Food Well Alliance, and annual Resident Services Corporation \$5,000 Scholarships for both traditional and nontraditional students receiving rental assistance through Housing Authority of DeKalb County's Housing Choice Voucher Program.

We are deeply grateful for all the many hands that contribute and work in partnership with us at ARG to address the ongoing need for affordable and workforce housing availability in DeKalb County and in all of the communities where we are present.

Thank you for 2024 and let's look positively ahead to all that is to come.



**AFFILIATED
RESOURCES
GROUP**

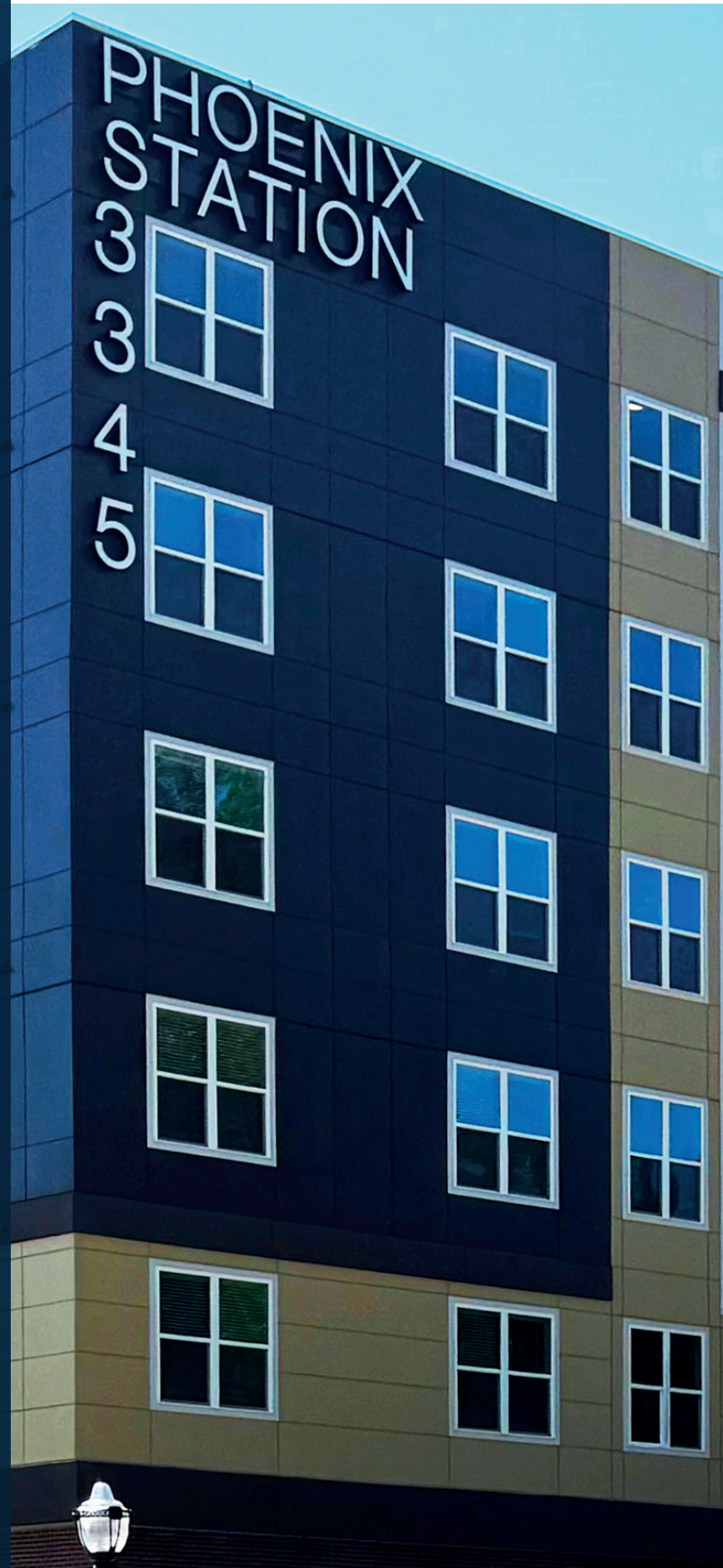
2024 brought to life an expertly planned 244-unit new construction mixed-family rental community across the street from the Kensington MARTA Station in lovely Decatur, Georgia, called
PHOENIX STATION!

In a valued partnership with LDG Development, Housing Development Corporation (HDC) and The Housing Authority of DeKalb County (HADC) are Co-General Partners and Co-Developers of this stunning new community that is 100% affordable at 60% of Area Media Income (AMI). Phoenix Station is built utilizing 4% Low-Income Housing Tax Credits (LIHTC) and has been thoughtfully planned with the overall well-being of its residents and the community at-large in mind.

Soon-to-be leasing, Phoenix Station has both the facilities and staff that create a community-friendly development that benefits its residents and the surrounding neighborhood.

A total of 244 apartment homes have access to full amenities including on-site laundry, a business center/cyber cafe, fitness room, community space, outdoor rooftop gathering areas, commercial-grade playgrounds for the children and an amphitheater meant for public performances.

Surrounded by a wide variety of public and private services, Phoenix Station is a five-story residential elevator-served building with ample community space, on-site parking, and outdoor recreational features.



“This 244-unit Phoenix Station development, in collaboration with LDG Development, is the first giant step toward revitalizing the area surrounding Kensington Transit Station.

We look forward to joining this project when our new corporate headquarters is completed along with additional affordable senior and family units of housing is completed in December 2026.”

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



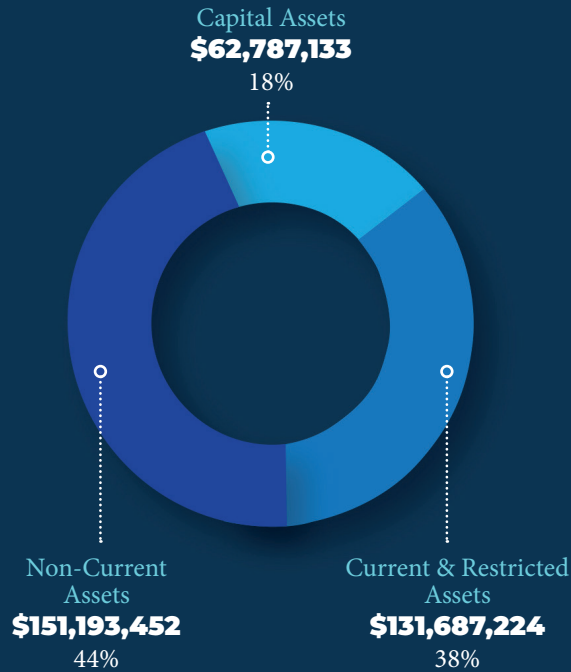
This quality development provides modern one, two, and three-bedroom units with ‘state-of-the-art’ amenities including Energy Star appliances, washer and dryer hook ups, and energy efficient heating and air. Residents enjoy a well-maintained, landscaped setting with immediate access to public mass transit in the form of the Kensington MARTA Station directly across Kensington Road.



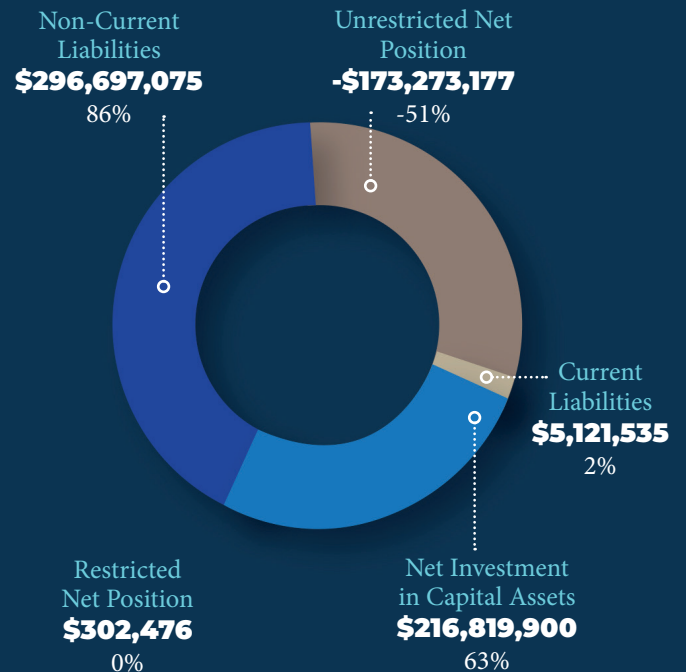
FINANCIAL STATEMENTS FY 2024 & 2023

	FY 2024	FY 2023
ASSETS		
Capital Assets	\$62,787,133	\$3,942,826
Current & Restricted Assets	\$131,687,224	\$36,790,759
Non-Current Assets	\$151,193,452	\$72,061,205
Total Assets	\$345,677,809	\$112,794,790
LIABILITIES & NET ASSETS		
Current Liabilities	\$5,121,535	\$2,989,637
Non-Current Liabilities	\$296,697,075	\$56,485,738
Total Liabilities	\$301,818,610	\$59,475,375
Net Investment in Capital Assets	\$216,819,900	\$2,988,895
Restricted Net Position	\$302,476	\$40,955
Unrestricted Net Position	-\$173,273,177	\$50,289,565
Total Net Position	\$43,849,199	\$53,319,415
Total Liabilities and Net Position	\$345,667,809	\$112,794,790
OPERATING REVENUE		
Operating Grants	\$50,283,060	\$43,220,399
Other Revenue	\$26,919,409	\$17,291,781
Tenant Rental Revenue	\$2,385,243	\$2,708,136
Gain(Loss) on Disposal of Property	-	\$26,224,711
Total Operating Revenue	\$79,587,712	\$89,445,027
OPERATING EXPENSES		
Administrative Expenses	\$15,389,965	\$14,028,255
General & Other Expenses	\$1,600,755	\$1,103,708
Maintenance & Operations	\$632,412	\$905,820
HAP Payments	\$60,191,200	\$49,465,996
Bond Issuance Cost Paid	\$5,272,196	-
Interest Expense	\$5,284,631	\$2,841,829
Depreciation & Amortization	\$686,769	\$498,783
Total Operating Expenses	\$89,057,928	\$68,844,391
EXCESS (DEFICIENCY) REVENUES EXPENSES	-\$9,470,216	\$20,600, 636

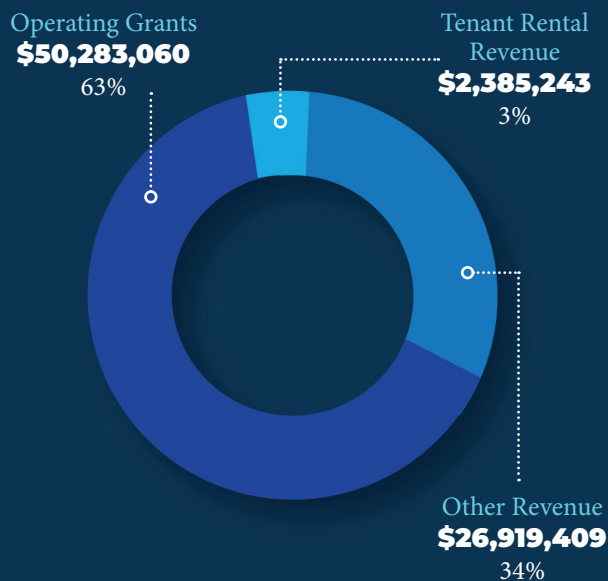
ASSETS



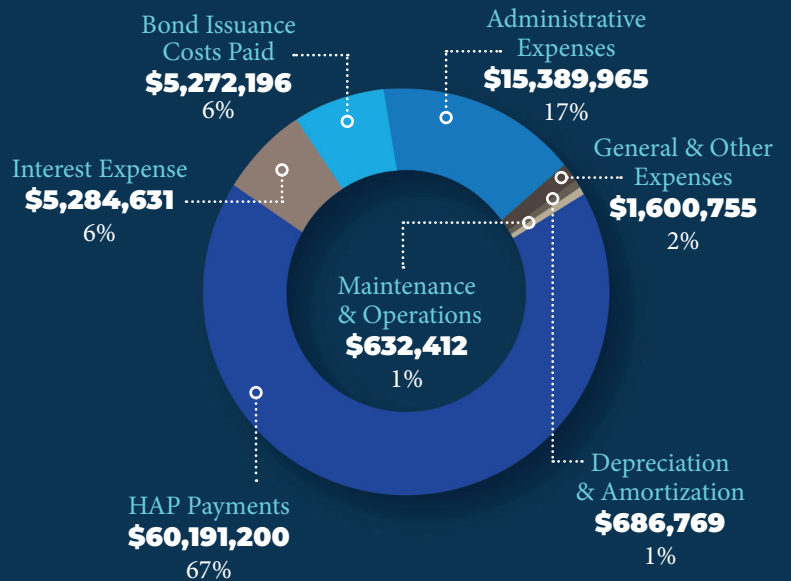
LIABILITIES & NET ASSETS



OPERATING REVENUE



OPERATING EXPENSES



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

FINANCE DEPARTMENT

TRUSTED FINANCIAL RESULTS


The HADC Finance team continues to make strides in providing accurate financial reporting that can be relied upon. Our commitment to precision and transparency remains a cornerstone of our operations as we continue to look for innovative ways to improve our reporting processes.

In a world where financial integrity is waning, the Finance Team understands that integrity is paramount. Providing trusted financials results is not just a regulatory obligation-it is essential for fostering confidence, ensuring transparency and driving business success. We must provide reliable financial information to our residents, the citizens of DeKalb County, the Board, our investment partners and all relevant federal and state regulatory bodies.

To foster trust financial results must be presented transparently. By adhering to recognized standards, such as Generally Accepted Auditing Standards and Accounting Principles, we demonstrate our commitment to providing an honest and consistent account of the Agency's financial position. The Finance Team seeks to consistently deliver reliable and trusted financial results. We know this can promote strong and long-lasting relationships with key stakeholders. Investors are more likely to engage and employees may develop greater confidence in the Agency and in their roles.

Priorities identified that were important during the year, and continue to be significant to Finance's success, were:



- 
- a) *Our people and their Professional Growth;*
 - b) *Efficient Communications and Cost Optimization;*
 - c) *Evaluating and Improving Opportunities for the Finance team's function and services that are most important to Internal Business Partners.*

To support the Agency's strategic objectives the Finance team's core activities included accounting, budget development, financial analysis, financial statement presentation, audit facilitation, managerial reporting, payroll processing, governmental compliance, risk management and participation in other projects critical to the attainment of the Agency's goals.

- The Finance Department collaborates across all ARG affiliated companies, ensuring accurate and timely provision of financial data.
- HADC Finance works closely with the CEO & President, as well as the Housing Development Corporation team, to guarantee that the financial data necessary for HADC's nonprofit operations is promptly available.
- The department partners with Human Resources to ensure the timely and accurate processing of payroll and retirement funding.
- We engage with Business Intelligence (BI) to ensure proper allocation of companywide software and equipment costs across departments. Additionally, we collaborate with BI to assess the financial impact of software implementation, updates, and add-ons to our system, ensuring that financial data is safe and secure.
- The Finance Department, in conjunction with HCV Operations, processes \$50 million in HAP Payments for over 4,700 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 in a timely manner consistently each 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 FY2024, 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 CY2024, the Portability Financial Management team continued to successfully manage the Authority's \$15M Port Participants account balances. The Authority had 1,008 Port participants, from 581 housing authorities. The collection rate for Ports is 98%.

- The Finance Portability Team continues to enhance its processes and procedures to alleviate gaps in billing, receipting, and collecting payments.

Essential Function Bonds

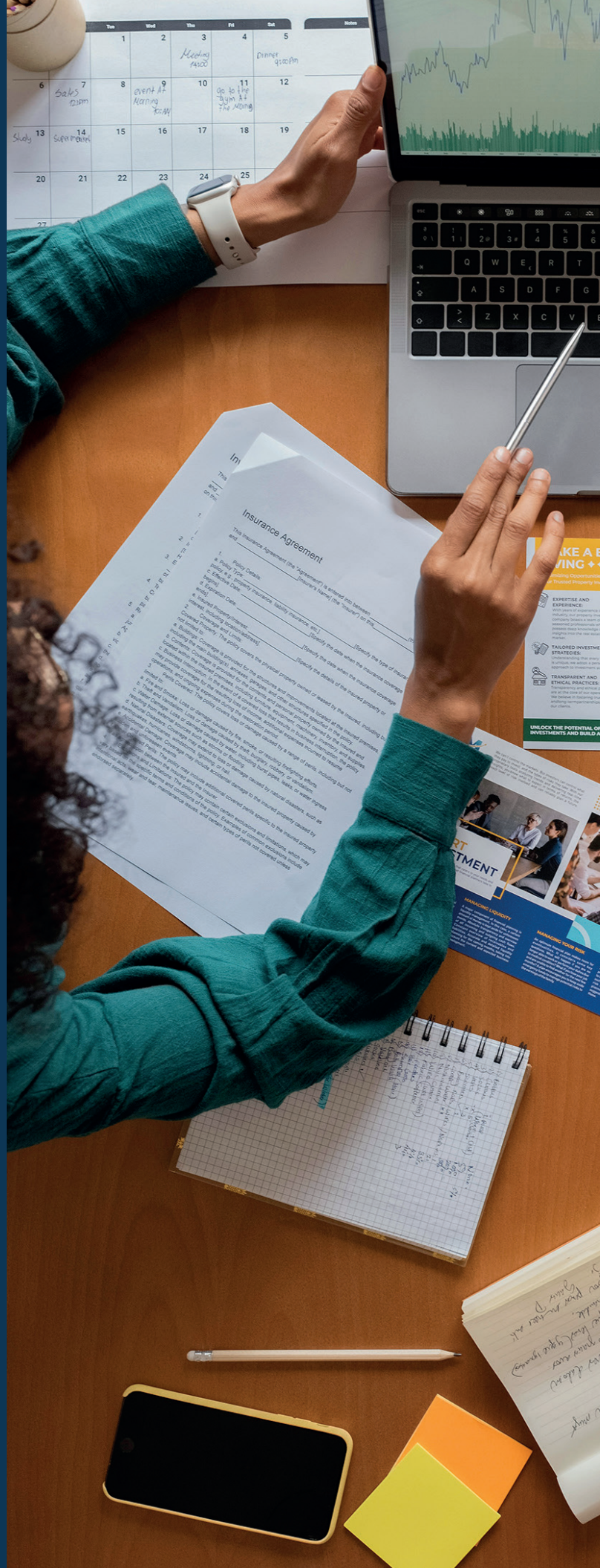
Finance continues to provide financial reporting and tracking of Essential Function Bonds, a relatively new financing method used in recent acquisition and development transactions. We are responsible for ensuring that all costs associated with the Bonds, including interest and amortization are appropriately accounted for along with providing reporting required in the Bond covenants.

Finance Staff Training – “Growth & Development”

Top companies and their leaders maximize their people, processes and technology. The Finance Department was no exception, focusing on rebuilding, enhancing skills, and encouraging team collaboration.

Staff training and development are critical aspects of any successful organization. By investing in our team’s growth, we can enhance employee performance, boost morale, and set the stage for long term success. This year was a pivotal one for the Finance Team, with several key players joining the department. In response, we committed to thorough training for both new and existing team members. Several lunch-and-learn sessions were held to encourage knowledge-sharing and team bonding. One-on-one training sessions were also conducted to address specific needs and ensure new staff members were fully equipped to succeed in their roles.

Additionally, the team had the opportunity to attend various external training sessions, allowing them to gain industry insights and develop professionally. These initiatives reflect our commitment to continuous learning and the growth of every individual within the department.





ADMINISTRATION DEPARTMENT

The Administration Department provides essential support to the Authority's Board of Commissioners and internal departments. The department provides support services to many areas within ARG and provides assistance with special projects throughout the agency. Administration plays a critical role in advancing the Agency's strategic objectives by managing effective communication of programs, initiatives, and resources to residents, staff, community stakeholders, and partner organizations. In addition to these functions, the Administration Team oversees HUD Secure Systems, procurement and contract administration activities and ensures compliance with applicable regulations and policies.

GENERAL ADMINISTRATION

The Administration Department provided back-office support for many areas/departments within the Agency, most notably:

HUD Secure Systems

The Administration team coordinated all Agency activity in the HUD PIC/WASS system, including adding/terminating users and recertifying all staff in the EIV system semi-annually.

Board of Commissioners

The Administration team facilitated all HADC Board of Commissioners meetings and retreats 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, insurance matters and media requests.

Procurement/Contract Administration

The Administration team provided procurement and contract administration support to all divisions within the Authority.

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, most notably:

- Monitored building maintenance issues and facilitated resolution thereof with the property management company for the Agency's Central Office.
- Provided reception services for the Central Office building.
- Processed and distributed all mail for the Agency daily.
- Assisted the Housing Choice Voucher department with the Paperless Project and the mailing of monthly recertification documents.
- Assisted the Finance Department with the yearly 1099 project.
- Facilitated messaging and branding/design for the Agency through multiple communication channels, which included producing ARG's bi-monthly employee Focus newsletter, the 2023 ARG Year in Review, Monday Motivations, as well as content and oversight for digital and print 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.
- 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, TEFRA hearings, legal notices, public hearings, virtual meetings and news releases.
- Facilitated outreach for Resident Services via email broadcasts, text messaging, social media, and various other communication channels.
- Generated communications, including messaging and graphics for the virtual 2024 ARG Giving Campaign for the benefit of Resident Services Scholarship Fund.
- Produced monthly resident newsletters for eight properties for which RSC provides services. Assisted in the development of HDC property mini-sites on the Rent Café platform.
- Provided updates to the HDC Management site for all properties under management to ensure the Agency is HUD compliant. The website is templated and branded to incorporate updates for HDC Management's growing portfolio.
- Provided updates to the ARG Staff Communications Page, Employee Directory and Property Listings.
- Coordinated, monitored/facilitated content updates for ARG Staff Program for Spectrio Digital Program displayed on the Staff Communications page and on the monitors at five senior properties.
- Provided photography, written content, graphic production, and consulting for publications, 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.

"The art of communication is
the language of leadership."

JAMES HUMES

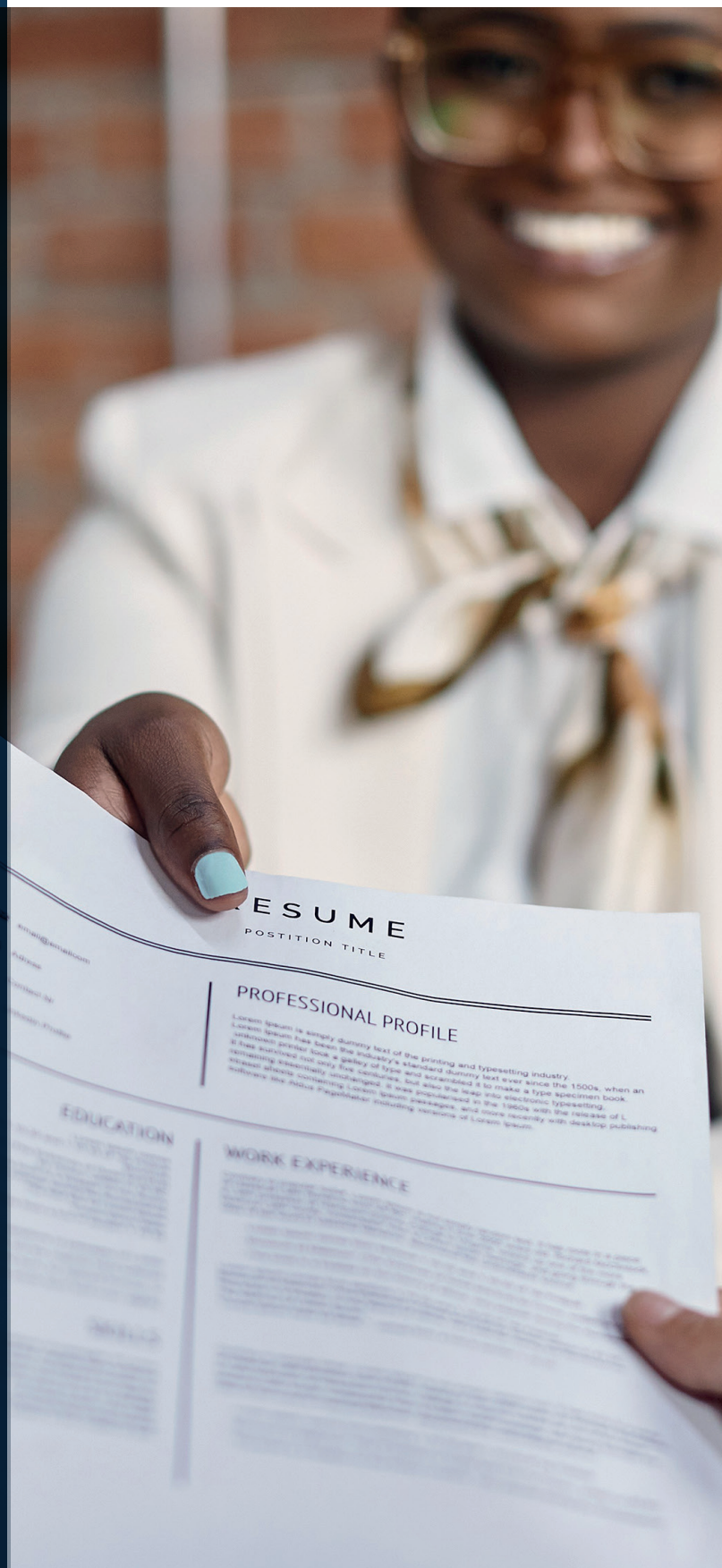
HUMAN RESOURCES DEPARTMENT

The Human Resources Department plays a pivotal role in supporting the organization and its divisions through strategic planning, collaboration, training, and professional development. We are dedicated to fostering a high-performing and inclusive workforce, while creating a healthy, safe, and well-equipped work environment that drives productivity.

Focused on innovation, the Human Resources Department works to ensure successful outcomes and actively contributes to the organization's continued progress. Through initiatives that promote continuous improvement and innovation, Affiliated Resources Group maintains its position as an Employer of Choice. We are excited about the future of ARG and remain steadfast in our commitment to serving our employees with excellence.

Benefits, Compensation, and Incentives

ARG's competitive benefits have played a key role in attracting and retaining top talent. The Human Resources Department is dedicated to optimizing resources for our team. In 2024, the organization continued to offer a robust and competitive package, including affordable medical insurance options, disability coverage, employee training programs, paid vacation and sick leave, corporate discounts, wellness initiatives, and financial security through our retirement plan.





Corporate Connections

In March and June, the Human Resources Department announced that all staff would be eligible to receive a Spring and Summer Promotion Bonus ranging from \$150 to \$250, courtesy of Delta Community Credit Union. In addition, a range of financial products, including vehicle loans, home loans, credit cards, and more, were made available to all employees at favorable rates. Delta Community Credit Union's Financial Education Center further enriched our staff by offering complimentary Financial Education Seminars and Workshops.

The Human Resources Department is committed to ensuring that all staff maintain a harmonious balance between their work and personal lives. We consistently seek to provide access to information on activities and opportunities, including those outside of work. In March 2024, HR announced the availability of a Resident Pass for the Georgia Aquarium, which offered unlimited free admission for the remainder of 2024. Additionally, a variety of activities that staff could engage in during their personal time were regularly-featured on our Staff Communication Page.

Corporate Event

The Human Resources Department proudly organized the ARG Company Outing, which took place on Saturday, October 5, 2024, at Stone Mountain Park. The corporate event was a resounding success, offering a perfect blend of food, fellowship, and fun. It also provided an opportunity for employees to connect outside of the office, fostering a sense of community and team spirit. The enjoyable atmosphere and shared experiences made the event a memorable occasion, strengthening relationships and enhancing employee engagement.

The Human Resources Department is committed to ensuring that all staff maintain a harmonious balance between their work and personal lives.

Corporate Leadership

In April 2024, the ARG Senior Leadership Team participated in a Leadership Retreat, hosted by the Human Resources Department and facilitated by Michele Stowe, Executive Leadership Coach and Founder of SkyRocket, LLC. During the retreat, the Senior Leadership Team continued to develop a framework for enhanced communication. The team successfully reviewed and updated their operating commitments, reinforcing a renewed focus on self-awareness and effective communication. The retreat featured icebreakers, team-building exercises, open dialogue, and valuable opportunities for fellowship.

Corporate Perks

Our Corporate Perks significantly enhance the employee experience and have a profound impact on the lives of our ARG staff.

June 2024 marked the second-year anniversary of our Employee Referral Program. Since its inception, the program has provided numerous employees with the opportunity to receive an incentive award of up to \$500.

As a token of appreciation, all employees received holiday gift cards for Thanksgiving and Christmas. Additionally, in lieu of the 2024 Holiday Party, all full-time permanent staff received an extra paid day off to enjoy the holiday season.

Employee Onboarding

While the traditional in-person orientation was enhanced and successfully transitioned to a virtual format in March 2020, the Human Resources Department proudly reintroduced the in-person onboarding experience in August 2024.

Throughout the year, the onboarding process remained exceptional, ensuring that new ARG staff were effectively acclimated as they embarked on their journey with the organization.

Employee Recognition

At ARG, we understand that demonstrating appreciation is a critical aspect of effective management. Appreciation fosters employee retention, strengthens company culture, enhances productivity, and motivates individuals to perform at their best. In 2024, the Human Resources Department organized the recognition of staff members for various notable achievements, including Employee of the Month Awards, Behind the Scenes Awards, Shout-Outs, and Years of Service milestones.

For Valentine's Day, the Human Resources Department distributed goodie bags filled with sweet treats accompanied by a heartfelt message. In addition to shipping goodie bags to our offsite HDC properties, goodie bags were personally delivered to our Corporate Offices and HDC locations within the metro-Atlanta area.

In April 2024, Administrative Professionals Day was celebrated and we recognized and celebrated the work of our Administrative Assistants, Receptionists, Office Managers, Coordinators and all other ARG Administrative Support staff.

Employee appreciation is a meaningful expression of gratitude, and sometimes the simplest gestures can have the most profound impact. We encourage everyone to continue embracing this straightforward yet effective approach to fostering kindness and appreciation.

Promoting an Exceptional Employee Experience

The ARG employee lifecycle begins with the Human Resources Department, making the employee experience strategy essential in attracting, engaging, and developing high-performing individuals. Throughout the year, the Human Resources Department remained committed to aligning each employee's journey with ARG's purpose, brand, and culture, aiming to foster employee commitment and enhance the overall performance of the organization.

Talent Management & Acquisition

To ensure that all candidates and interested applicants receive accurate and up-to-date information, the HR Department developed and distributed custom-designed information cards in February 2024. These cards provided details about our company, direct access to our career website, and clear instructions on how to apply for career opportunities.

Our internal Applicant Tracking System was officially launched on May 24, 2023, and May 2024 marked its one-year anniversary. The Applicant Track System significantly streamlined the entire Hiring Process by securely storing candidate information, including resumes, applications, and certifications. Furthermore, HR now has the capability to efficiently track candidates and their applications throughout the hiring pipeline.

In July 2024 and November 2024, our Human Resources Department hosted a Career Fair for our Housing Development Corporation. These career fairs, which focused on Property Management and Maintenance-related opportunities, were successful in promoting our company and mission to a wider audience.

Overall, the Human Resources Department played a key role in supporting the recruitment strategies of each division, developing diverse candidate pipelines, and ensuring the inclusion of varied talent pools. In addition to utilizing employment websites, the HR Department also broadened our recruitment efforts by listing job openings on external job boards, including SimplyHired, Trovit, Glassdoor, US Military Pipeline, and ZipRecruiter. These additional platforms provided access to a wider pool of talent and increased our recruitment reach. We look forward to expanding these connections as we continue to acquire new properties and welcome new personnel.

Workplace Wellness & Safety

In today's fast-paced world, achieving a balance between professional responsibilities and personal life has become increasingly challenging. However, balancing these aspects is crucial for maintaining both mental and physical well-being, fostering personal growth, and ensuring long-term success. Striking a healthy balance allows individuals to perform at their best in both their careers and personal lives, creating a sense of fulfillment and purpose.

While September was recognized as Suicide Prevention Month, ARG remained committed to raising awareness and addressing mental health issues throughout the year. Throughout 2024, the Human Resources Department consistently provided essential information to all employees, ensuring they were regularly reminded of the available resources for discussing suicide prevention. Employees were also informed on how to seek support through the 988 Suicide Prevention Lifeline, our Employee Assistance Program (EAP), and our medical plans.

Throughout 2024, the Human Resources Department continued to provide all ARG staff with tips on how to balance work and life via our FOCUS Magazine. All ARG staff also 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.

Employee appreciation is a meaningful expression of gratitude, and sometimes the simplest gestures can have the most profound impact.



HOUSING CHOICE VOUCHER PROGRAM DIVISION

The Housing Authority of DeKalb County (HADDC) strived to make history every day by continuing to serve the needs and house eligible families within our jurisdiction and other partnering communities.

As the third largest Housing Choice Voucher Program (HCVP) in the state of Georgia, and the 48th largest in the country, the agency has made progressive affordable housing impacts since HADDC's origin in 1955. With a 70-year history of community economic development and voucher affordable housing services, HADDC is in partnership with entities that offer assistance to very low-income families, people with disabilities, Veterans and senior citizens within the DeKalb County community.

Last year, the HCVP Operations advanced our focus on HADDC's mission: "to provide sustainable and affordable housing as a platform to enhance lives." As a part of the core mission of HADDC, the HCVP Department conducted ongoing staff training and introduced new staff to departmental processes relating to the federal regulations that govern the Housing Choice Voucher Program.





Due to impending legislation regarding the administration of the HUD funded Housing Choice Voucher Program (Section 8), HCVP Operations saw increased agency intentions, innovations and staff trainings. This training included the Housing Opportunity Through Modernization Act of 2016 (HOTMA), and a three-day HOTMA Rent Calculation training with certification exam, facilitated by Nan McKay & Associates.

In addition, the HCVP Department's training team provided monthly standardized training in accordance with leadership priorities and staff needs. To that end, the HCVP leveraged technology systems and tools that helped to reshape process improvements for our daily operations.

The HCVP Department is committed to updated training, advanced learning, and the hiring of highly qualified staff. As a department, this ensures the successful administration of our business practices and opportunities to advance the agency's affordable housing initiatives. Last year, the agency witnessed new community partnerships in the administration of HADC's internal agency objectives.

HADC also partnered with multi-family and single-family property owners to provide decent and affordable units that meet safe and sanitary housing quality standards. In 2024, the housing authority gained a record number of new landlords. This growth was garnered in part, by landlord incentives from the Department of Housing and Urban Development (HUD), Veterans Affairs Supportive Housing (VASH), and Emergency Housing Voucher (EHV) Programs that increased the availability of housing stock and the overall HCV Program utilization.

The agency's commitment to excellence and top-notch customer service is second to none. This is in alignment with the agency leadership mission, vision and strategy to always go above and beyond to assist HCVP clients.

HCVP MILESTONES & ACHIEVEMENTS 2024

HCVP Operations Team

The HCVP Operations team demonstrated remarkable dedication with a concentration on stellar customer service, while servicing over 7,000 clients during their HADC office visit(s) for various housing needs, options, and inquiries. All clients received outstanding client-centered care, ensuring seamless communications and support during their visit.

Research & Payment Analyst Team

The Research & Payment Analyst Team serves as the first point of contact for landlords and participants when discrepancies arise concerning their Housing Assistance Payment (HAP) or Utility Reimbursement Payment (URP). The team's main objective is to research the reasons for any potential discrepancy and communicate the findings to the client. Inquiries are addressed promptly, and supporting documentation is provided to validate the adjustment in payment. These changes may result from recertifications, abatements, contract terminations, or rent increases. In 2024, in addition to numerous phone calls, the team also responded to more than 6,300 emails.

Scanning/Electronic Tenant Records (ETR)

October 2024 signified the fourth anniversary of HCVP's implementation of the electronically centralized filing system. The transition to scanned files has proven to be exceptionally successful for our agency, resulting in the complete conversion of 100% of participant files to ETRs. This initiative has significantly enhanced organizational efficiency, improved file accessibility, and assisted in streamlining our internal / external annual audits. This technology continues to positively influence daily operations within the HCVP department.

Transfer Moves

Throughout 2024, our Business Services Team efficiently handled transfer move-related transactions, demonstrating exceptional attention to detail and commitment to customer service. A total of eight hundred vouchers, including voucher extensions, were successfully issued to participants in the move process. This achievement was facilitated by the introduction of the automated Notice to Vacate (NTV) artificial intelligence (AI) tool. Additionally, the team managed the processing of unit extensions, NTV rescissions, and is also responsible for managing the entire move process, as a result of failed Housing Quality Standards (HQS) contract terminations.



Landlord Briefings/Landlord Participant “Meet & Greets”

In 2024, HCVP Operations maintained its commitment to organizing and facilitating virtual briefings for landlords, as well as meet-and-greet sessions for landlords and participants. Initially launched as a quarterly initiative at the start of the year, the sessions transitioned to monthly meetings in September 2024, in response to client demand. This adjustment allowed us to offer enhanced services to our participants, reflecting the growing number of individuals engaged in the unit search process. The platform serves as a valuable resource, enabling participants to access current housing opportunities from landlords, and allow landlords to identify potential tenants for their available properties within our jurisdiction.

HUD-VASH Intake

Over the previous 12 months, the Veteran Affairs Supportive Housing (VASH) program has grown remarkably. Our expansion can be ascribed to the diligent efforts and outstanding cooperation between the Atlanta Department of Veteran Affairs (V.A.) and HADC. The program, which was previously running at 40% utilization, has risen to an impressive 85% utilization rate and is still expanding. Our HUD-VASH program’s success is a result of the hard work, ongoing outreach, collaboration, and commitment of the V.A. partners, the Department of Housing and Urban Development (HUD), and the HCV-VASH team. The Veterans “Housing Readiness Initiative” propelled this historic change. Fighting and reducing veteran homelessness has been a top priority for HADC.

HCVP Training Team

To provide all employees with a full understanding of our organization’s mission, values, and vision, along with the corresponding objectives of HCVP operations, staff training serves as a vital framework, as it improves skills and ensures that everyone is aligned with the agency’s goals, standards and expectations. The primary emphasis is placed on skill development and the team’s contributions to fulfilling the “exceptional customer service needs” of our clients.

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Throughout 2024, the HCVP training team continued to deliver engaging and reflective training content to the HCVP department. The training materials have evolved to become more innovative, thought-provoking, and insightful, with a greater reliance on technology. Training ensures compliance with our HADC Administrative Plan, HADC Advisories, HUD regulatory changes, HOTMA, and other relevant matters. These training materials are accessible and maintained in the eLearning Library, allowing for self-paced review or refreshers at any time.

Administrative Support Team

In 2024, the HCVP Department continued to thrive due to the unwavering, collaborative, and innovative efforts of the Administrative Support Team. This team consistently delivered effective and prompt assistance to the HCVP department, facilitating seamless operations and supporting departmental objectives and results. Their flexibility and dedication to both internal and external customer service were crucial in sustaining stability and efficiency throughout the year.

Client Services Team

In 2024, our dedicated Client Services team handled over 51,000 inbound calls, with an average-hold time of three minutes, providing exceptional customer service and support to all callers. The Client Services team also scanned over 3,000 documents in support of our HCVP department staff. The team is committed to addressing inquiries with efficiency, listening effectively to each caller and making sure each interaction was handled with care, by ensuring that each caller received “top notch customer service.”

Recertification Team

The HCVP Recertification Team exhibited remarkable commitment in completing the Annual Recertifications ahead of the anniversary effective date(s). The team collaborated effectively to establish a process that ensured the successful completion of all scheduled and unscheduled (i.e. Interims) recertifications within regulatory requirements.

Audit Team

In 2024, the Audit Team continued to dedicate time for an administrative review of the ETRs for new contracts and annual recertifications. This assisted the HCVP Department with the annual agency audit and ensured that all files were compliant. The use of technology assisted the team in leveraging an in-house audit tool to perform this task seamlessly.

New Vendor/Change of Management

The Compliance Team is responsible for updating the HCVP inventory database for new vendor set up. This process also included “Change of Ownership /Management,” in HADC’s Housing Management System (HMS). This taskwork assisted in expanding our housing inventory stock, which provided our participants with additional opportunities to access more affordable housing choices.

Occupancy Department

The Occupancy Team was successful in completion of a notable volume of Request for Tenancy Approvals (RFTA) reviews for eligible participants during last year, and also executing contracts for all participants across the spectrum of clients serviced at HADC. This immense effort was a source for affordable housing solutions that promoted community and economic development, to enhance the lives of those we serve, towards our mission of administering vital programs.

Inspections Department

The team was highly effective in their proactive approach, informing families and landlords about their abatement status and mandatory move processes. This practical approach ensured that families were relocated to another assisted unit prior to the end of their current HAP contract to prevent homelessness. In 2024, the team processed 237 abatements, with 112 cured by the landlord(s). Unfortunately, 125 resulted in contract terminations and mandatory relocations of families.

Rent Café & Screening Works

A web-based platform in our Housing Management System (HMS), HCVP continued to “leverage technology” to provide program applicants and participants with information about Eligibility, Annual and Interim Recertifications. This platform facilitated online transactions and information exchange in lieu of paper documentation. This assisted HCV Operations in expediting and streamlining the processes, to better service our clients’ needs.

HCV Eligibility Team

The HCV Eligibility Team is responsible for determining eligibility for all housing choice voucher programs, including Housing Choice Voucher, Project Based Voucher, Special Programs and Portability. The team successfully processed over 900 applications from the waiting list, referral partners, and incoming ports. The team worked successfully to perform the necessary taskwork to ensure that clients were given opportunities to secure safe, decent and affordable housing. This team is also responsible for processing rental increase requests, of which over 1,400 were processed.

Housing Choice Voucher & Project-Based Voucher (PBV) Waiting Lists

In order to provide low-income individuals and families with a reliable source of affordable housing, the Housing Choice Vouchers and Project-Based Voucher communities are necessary. In 2024, the newest project-based voucher community, “Veranda at Assembly” provided 80 additional PBV units. In an effort to continuously address homelessness, HADC administers twenty-one (21) PBV communities in DeKalb County, and at the request of the U. S. Department of Housing and Urban Development (HUD), one in Fulton County (Atlanta), Georgia. HADC’s commitment to mitigate homelessness is demonstrated by continuously updating the waiting list database, by means of seeking applicants’ continued interest.



MILESTONES & ACHIEVEMENTS 2024

Memorandum of Understanding (MOU)

In 2024, HADC expanded its referral partnerships for the Housing Demonstration Program (HDP) by forming two new partnerships*. To provide sustainable and affordable housing as a platform to enhance lives, HADC continues to work closely with our partners. We are committed to working together to effectively provide families with quality, consistent, and supportive services.

Referral Partnerships with Memorandum of Understanding (MOUs)

- Georgia Division of Family Services
- Community Connect Services
- Women's Resource Center
- Year Up
- Wellroot Family Services
- Covenant House Georgia
- DeKalb County Continuum of Care
- House of Globalization
- Georgia Department of Behavioral Health and Developmental Disabilities*
- Sisterhood Projects Incorporated*





DeKalb County Government “Health and Housing Coalition”

HADC is a member of the DeKalb County government’s “Health & Housing Coalition,” and actively participated in monthly alliance meetings throughout 2024, addressing shared interests in community health and housing. The coalition aims to advocate from a unified perspective to achieve optimal health and homelessness outcomes. To provide meaningful benefits to the citizens of DeKalb County, HCVP staff collaborated closely with a diverse range of coalition members, working intentionally with our partners to foster lasting community well-being and develop sustainable affordable housing solutions.

HCVP Veterans Day Salute

On November 13, 2024, a profound expression of homage and respect for the military service and sacrifices of Veterans was demonstrated through a heartfelt ‘One Stop Service Experience’ program, organized by HADC and dedicated staff volunteers. This event, designed specifically for Veterans and their families, was developed with their active participation from the planning stages to execution. The program featured a vibrant and engaging atmosphere, focusing on issues related to homelessness, which included an open mic segment for candid discussions and questions. Additionally, attendees enjoyed live musical performances and a sumptuous catered luncheon, celebrating the contributions of our nation’s Veterans in DeKalb County. Throughout the day, meaningful exchanges of ideas occurred, complemented by partner organizations offering specialized services at individual ‘branded table stations’ to address the inquiries and needs of Veterans.

The agency’s commitment to excellence and top-notch customer service is second to none. This is in alignment with the agency leadership mission, vision and strategy to always go above and beyond to assist HCVP clients.



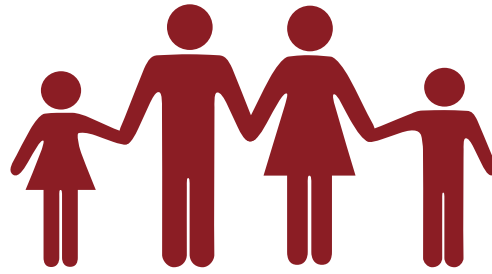
HUD INNOVATION OF THE YEAR AWARD – ‘VASH DASH’

The Atlanta Regional HUD Office highlighted the effective in-person communication and collaboration between the HCVP Department and the Veterans Administration (VA) by awarding HADC with the **“2024 Innovation of the Year Award.”**

Responding to the need of VA-referred Veterans (and their Families) to have their intake paperwork completion process shortened towards efficient Public Housing Authority (PHA) voucher issuance, the prior quarterly VA and HCVP leadership meetings led to the creation of a Veterans Housing Readiness business model. With the mission and Veterans priorities of both organizations as guidance, dedicated staff began working together on a real-time process to assist Veterans in achieving their best affordable housing outcomes, including those who may have a more detailed need(s) and special circumstances.

Throughout much of 2024, HADC has worked with the Atlanta VA office to put in place structured monthly, and sometimes bi-weekly visits, to assist Veterans to gain the benefits from having their referring VA organization and HADC work side by side. Additionally, in taking the feedback provided by the Veterans, immediate improvement opportunities were implemented to get the required HUD-VASH paperwork completed timely.

This business model was expanded to other Georgia PHAs, who after observing the process the Atlanta VA office and HADC implemented, are now duplicating it at their agency to assist Veterans in getting their vouchers more efficiently which leads to housing veterans more expeditiously.



HCVP IMPACT & DEMOGRAPHICS

2024

HADC FEDERALLY ASSISTED HOUSING PORTFOLIO

AS OF DECEMBER 31, 2024

HADC administers a total of **5,836** vouchers
1,008 Incoming Portable Housing Choice Vouchers

4,828 Allocated Housing Choice Vouchers, including:

2,947 Tenant-Based Housing Choice Vouchers

794 Non-RAD Project-Based Vouchers

312 Project-Based RAD Vouchers

109 Emergency Housing Vouchers

664 VASH Vouchers

2 VASH Project-Based Vouchers



44% Percent of households live on a fixed income

Average family pays per month **\$285**

\$974 Average HAP per month



HCVP IMPACT & DEMOGRAPHICS

2024

INDIVIDUALS SERVED BY HADC HCV PROGRAMS

AS OF DECEMBER 31, 2024

Over 16,165 individuals served

- 7,645** Housing Choice Voucher Program
 - 1,774** Project-Based Voucher Program
 - 915** VASH Program
 - 31** Youth & Homeless Aging Out of Foster Care
 - 650** Homeless Demonstration Program
 - 637** Family Unification Program
 - 31** Homeownership
 - 297** Emergency Housing Voucher
 - 4,185** Portability (Port Ins)
-

\$13,278 Average annual income for nonworking families

Average working household income **\$28,087**

\$14,628 Average annual income for elderly/fixed-income families



5,836

Number of Families HADC Housed in 2024

*a .03% decrease from 2023Housing Choice Voucher Program

981

New participants were admitted
in the program including
Portable Families

30

Participants graduated from
the program in 2024 due to
Zero HAP for 180 Days

*a .09% decrease from 2023

43%

Percentage of HCVP households
including children

1,456

Housing Choice Voucher
participants worked

342

Participants ended their
participation in the program

91%

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

4,676

Annual recertifications
were completed

2,545

Interim recertifications
were completed

1,603

Landlords participated in the
Housing Choice Voucher Program

109

Families were served in 2024 through the
Emergency Housing Voucher Program
(supported by the American Rescue Plan Act)

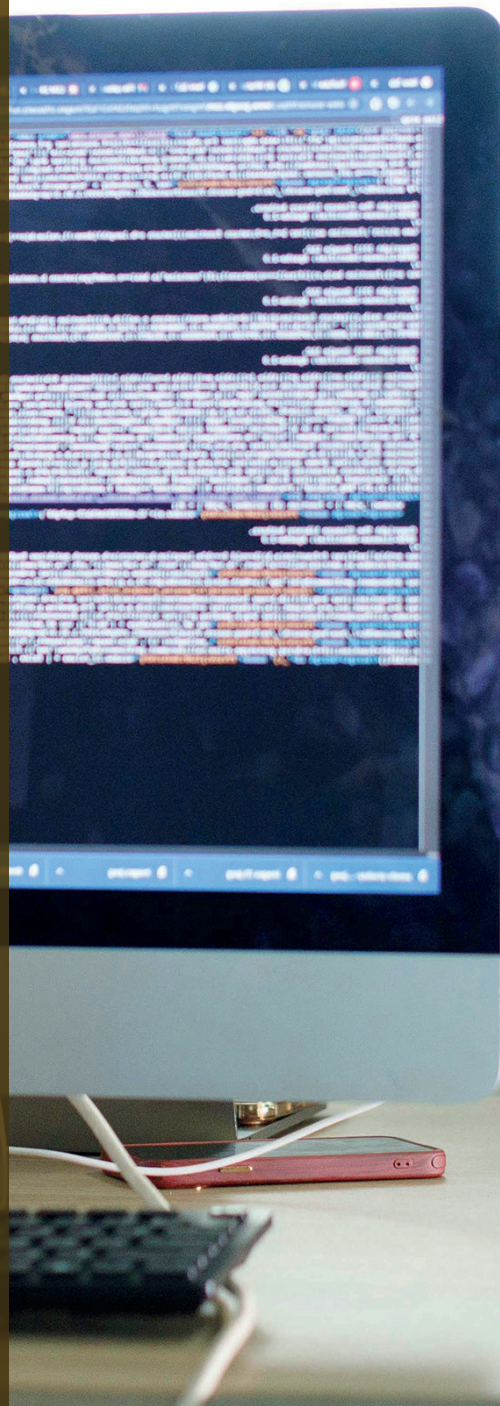
INFORMATION TECHNOLOGY DEPARTMENT

In 2024, the Information Technology Department remained dedicated to its core mission of “Continuous Improvement” by updating and implementing advanced software solutions, enhancing end-user equipment, and refining processes.

Below are several key accomplishments that were all aimed at enhancing the organization’s capacity to sustain its trajectory of stable, upward growth.

Corporate Accomplishments

- Unified and consolidated the IT organization into a single team to improve end-user support and drive cost efficiencies.
- Successfully launched the new Aspire training platform.
- Streamlined mobile phone expenditures and support services.
- Transitioned to internal support for ProcessPlan and implemented updates to the IT Onboarding and Offboarding Procedures.
- Developed new automations for the onboarding and offboarding of employee accounts and devices.





Housing Authority of DeKalb County's Accomplishments

- Provided ongoing support for the HADC Yardi instance, including the integration of new HOTMA plugins and management of HCV waiting lists.
- Configured and enabled an automated Yardi Vendor ETF Process for streamlined payment processing.
- Collaborated with Yardi to implement a new unit cleaning process designed to stabilize unit costs moving forward.
- Updated the automations for the Notice to Vacate Process.
- Developed an enhanced process for calculating child support.

Housing Development Corporation's Accomplishments

- Established the new HDC Management domain for use across properties.
- Implemented the HDC Yardi instance for affordable housing, successfully converting data for the initial set of properties into the new system.
- Enabled setup and upload functionality for new properties, eliminating the need for external consulting resources.
- Streamlined accounting and property management workflows to expedite approvals and reduce monthly issues.
- Integrated third-party applications into Yardi, including Better NI, Flex, Paylease, Rent Accept, Blue Moon, and Hellospoke.
- Introduced the Residential Toolbox in Yardi to address deposit and move-out issues effectively.



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.

Aurora

A 138-unit senior community under development in partnership with Prestwick Development—closed on construction financing and construction was 95% complete at year end 2024. Construction is scheduled to be completed Q1 2025.





A YEAR OF GROWTH, COLLABORATION, AND SUSTAINABILITY!

2024 brought about many opportunities for HDC Management to continue to grow, develop our leadership with continued collaboration and focus on the sustainability of the assets we manage.

Our team changed throughout the year as we added two communities in Dekalb County, Park at 500 being our largest asset of 556 units (which also needed a lot of immediate attention), 1086 on Montreal which expanded our Clarkston presence and conventional portfolio, and we began lease-up in our Phoenix Station community. We also exited management of six communities that we previously third-party managed to help stabilize during 2023-2024 in our section-8 portfolio, which allowed us to continue to focus on our overall mission.

While our leaders learned more about their leadership styles and personalities and team development, our teams learned more about our operational processes. We continued recruiting and developing our employees to fill positions and find the right collaborative fit. We also developed an independent Yardi software system to better operate as a management team and rolled that out in phases in 2024. It was definitely a year of change, and we embraced it full-heartedly. By the close of 2024, we managed 19 communities with 3547 apartments. Our focus remains on creating sustainable, affordable housing that enhances lives.

We also exited management of six communities that we previously third-party managed to help stabilize during 2023-2024 in our section-8 portfolio, which allowed us to continue to focus on our overall mission.

ACCOUNTING & ASSET MANAGEMENT

The HDC Accounting and Asset Management Team consists of 12 members, with a tenure between 1.25 and 7.25 years. Several team members attended training this past year for LIHTC Audit Financial Review and Asset Management, as well as attended SAHMA and CHAM conferences for continuing education and development.

During 2024, the Accounting and Management Teams successfully migrated the YARDI Software to a new HDC database. The new database allowed our company to streamline the chart of accounts and adopt a better financial format more conducive to property management. The new software offers better access for tenants to pay rent electronically, without the need for a third-party system. It provided for more efficient accounting processes, such as payables and journal entry imports. It also allows for automated notices from management to residents, if a cell number or email number is provided by the resident.

There are many new aspects to the system. We continue to work on implementing the various modules the software offers, which will allow for on-line work orders, vendor electronic invoice submission, EFT/ ACH payments for vendors, as well as other automated reporting features we hope to roll out in 2025.





The Asset Management Team oversaw a total of 58 entities, which consists of ensuring each entity is properly insured, budgets are submitted to owners timely, year-end cash flow distributions, audits and tax returns are filed timely, as well as monitoring that other reporting and compliance requirements are handled timely, such as the DCA Annual Owner's Certifications. They also oversaw the new Beneficial Ownership Reporting required by the Financial Crimes Enforcement Network in 2024.

The Accounting team was responsible for monthly and annual reporting for 20 entities, which included reconciling 83 bank accounts at 8 different banks; three of which also converted to new banking platforms in 2024. The Accounting team handles quarterly replacement reserve draws for each of the managed, stabilized sites and also assists with the monthly draws for deals in rehab or new construction. In 2024 we had 7 entities involved with rehab or new construction.

The teams coordinated 14 audits and 37 tax returns for the year ending 2024.



Housing
Development
Corporation

MILESTONES AND ACHIEVEMENTS 2024

Veranda at Assembly

A 100-unit senior community under development in partnership with Integral Development completed construction in April 2024.





MILESTONES AND ACHIEVEMENTS

1086 on Montreal

A 168-unit family community – closed on financing utilizing Essential Function Bonds issued by the Housing Authority of the County of DeKalb. Capital improvements are underway scheduled to be completed in 2025.

Park at 500

A 556-unit family community – closed on financing utilizing Essential Function Bonds issued by the Housing Authority of the County of DeKalb. Capital improvements are underway scheduled to be completed in 2026.

Ashford Parkside

Completed acquisition of 117-unit Senior community in the Brookhaven neighborhood of Atlanta, GA utilizing conventional debt

Ashford Landing

Completed acquisition of 151-unit Senior community in the Brookhaven neighborhood of Atlanta, GA utilizing conventional debt.

Robert Graham at Orchard Hill Landing

The major renovation of the 171-unit family community, acquired in partnership with the Milledgeville Housing Authority, completed construction in June 2024.



1086 on Montreal

A 168-unit family community – closed on financing utilizing Essential Function Bonds issued by the Housing Authority of the County of DeKalb. Capital improvements are underway scheduled to be completed in 2025.

Avenues of North Decatur

In Summer of 2024 renovation was completed on the 228-unit family community in Decatur, Georgia. The property and unit interiors were updated and repositioned to be sustainable and provide affordable housing long into the future. The property offers affordable units with the unit mix consisting of one, two and three-bedroom units. Site amenities include a club house, resort style swimming pool, cabana with summer kitchen, fitness center and walking trails.





Fullerton

A 240-unit family community under development in partnership with Prestwick Development—closed on construction financing and construction was 99% complete at year end 2024. Construction is scheduled to be completed Q1 2025.

Kensington Pointe Senior

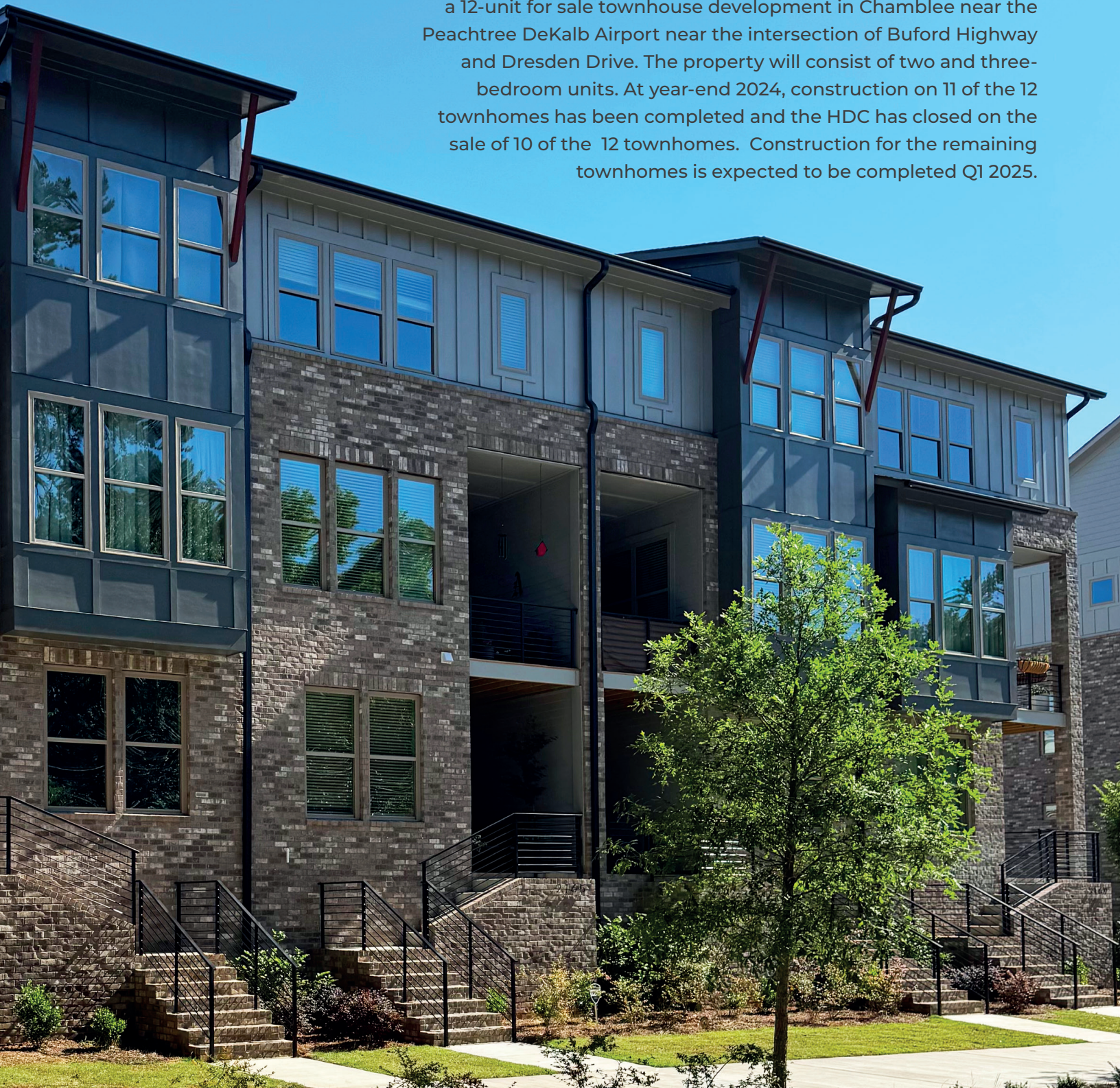
HDC has under development a newly constructed 74-unit senior affordable property. The property will be financed with Essential Function Bonds issued by the Housing Authority of the County of DeKalb. The new construction development will be a four story, mid-rise building across from the Kensington MARTA 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. Construction is expected to be completed in 2026.

Kensington Pointe Family

HDC has under development a newly constructed 185-unit family Workforce Housing property. The property will be financed with Essential Function Bonds. The new construction development will be a four 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 a 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. Construction is expected to be completed in 2026.

Avion Single Family

HDC, in conjunction with Frayer & Judge, began construction on 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. At year-end 2024, construction on 11 of the 12 townhomes has been completed and the HDC has closed on the sale of 10 of the 12 townhomes. Construction for the remaining townhomes is expected to be completed Q1 2025.



REAL ESTATE PORTFOLIO 2024

Owned by HDC/HADC and Managed by HDC Management

1086 on Montreal: 168 units

Ashford Parkside: 151 units

Ashford Landing: 117 units

Avenues of North Decatur: 228 units

Mills Creek Crossing: 200 units

Park at 500: 556 units

Reserve at Hairston Lake: 170 units

Reserve at Mills Creek: 100 units

Retreat at Mills Creek: 80 units

Retreat at Spring Hill: 83 units

Robert Graham at Orchard Hill Landing: 171 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

Abbingdon 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

Hills at Fairington: 406 units

Lake Forest: 117 units

Spring Chase: 380 units

Wray Court: 149 units

Multi-Family Development Lead Developer

Kensington Pointe Senior: 130 units

Kensington Pointe Family: 120 units

ARG Office: 15,000 sq ft

Development Partner

Phoenix Station: 244 units*

Veranda at Assembly: 100 units*

Aurora: 138 units*

Fullerton: 240 units*

Single-Family

Santa Monica Rentals: 3 units

Single-Family Development Lead Developer

Avion Single Family: 12 units

**Non-Managing Partner*

DEVELOPMENT PIPELINE

Park at 500

Renovations are ongoing for the 556- unit family community in Stone Mountain, Georgia. As part of the Housing Authority of the County of DeKalb's acquisition of the property utilizing Essential Function Bonds, the HDC plans to complete renovations to update the property and reposition it for the future. The property will remain affordable and maintain the existing unit mix of one, two, three, and four-bedroom units. Site amenities include a resort style swimming pool, business center, fitness center, dog park, playground and sports court. Renovations are expected to be completed in 2026.

1086 on Montreal

Renovations are ongoing for the 168- unit family community in Clarkston, Georgia. Shortly following the Housing Authority of the County of DeKalb's acquisition of the property utilizing Essential Function Bonds, the HDC plans to complete renovations to update the property and reposition it for the future. The property will remain affordable and maintain the existing unit mix of two, three, and four-bedroom units. Site amenities include a clubhouse, business center, pool, fitness center, laundry facility, and playground. Renovations are expected to be completed in Fall 2025.



Clairmont Family



Fullerton

Clairmont Family

In partnership with Mercy Housing, the planned 67-unit family community in Chamblee, Georgia was awarded 9% tax credits 2021 and completed the land acquisition. Due diligence is underway for construction on the family community to begin in 2025.

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 on construction financing is scheduled for the second quarter of 2025 and construction is expected to start shortly thereafter.

Springview Apartments

In partnership with Blue Ridge Atlantic, a 70-unit new construction family community in Decatur, Georgia was awarded 9% tax credits in December 2024. The planned new construction development will be a four-story, mid-rise building with a unit mix of 1-, 2- and 3-bedroom apartments. The community will provide needed affordable housing for families earning 50% of the Area Median Income (AMI), 60% AMI and 70% AMI. Construction is expected begin Q1 2025.

The Westbury

A planned 210-unit new construction family community in Decatur, Georgia was awarded 4% tax credits in 2023. This development is in partnership with Prestwick Development. Due diligence is underway for construction to begin Q2 2025.



Fullerton



Resident Services Corporation

Resident Services Corporation (RSC) was created in 2012 to enhance the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and long-term self-sufficiency.

Resident Services Corporation (RSC) is a non-profit affiliate of the Housing Authority of DeKalb County. Our mission is to enhance the lives of DeKalb County residents through community-based problem solving and neighborhood-oriented strategies that promote self-reliance and long-term self-sufficiency. RSC's overarching goal is to help families become more stable in various areas of their lives where they are having difficulty accessing or affording the support they need to be successful.

RSC offers community-based social services and enrichment programs that enhance the lives and economic vitality of DeKalb County residents across the life span – including children, adults, and senior citizens. Services focus on human development programs to enhance lives and underpin the economic stability, health, and well-being of Housing Authority residents and low-income families in DeKalb County.



residentservicescorp.org

Our vision is to help residents enhance their lives through personal growth and economic viability.



CORES

Certified Organization for Resident
Engagement & Services

A COMMITMENT TO LASTING IMPACT AND ECONOMIC STABILITY

RSC is proud to be 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.

RSC PROGRAMS

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.

Our Guiding Principles

- Educational Community
- Fairness and Equity
- Information Repository
- Instill Resiliency
- Cultivate Collaboration
- Ensure Equity
- Embrace Diversity
- Continuously Improve



RSC SPECIAL PROGRAMS

RSC offers a wide-range of special programs and services for residents, including employment training, job retention assistance, childcare programs, college scholarships and other services. Our 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.

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' 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

In order to achieve these goals, 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 to a more productive and economically stable life.

RSC SPECIAL PROGRAMS

- Through financial education and supportive services, our 2024 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.
- 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 assistance, etc.

HADC/RSC AWARDED HUD FUNDED FAMILY SELF-SUFFICIENCY GRANT

In 2024, HADC received \$110,000 for year two of the HUD Funded Family Self Sufficiency Grant received in 2023. RSC is administering this program for HADC. These funds are used to assist families in increasing their assets and improving their financial stability through the FSS program.

The FSS program is a completely voluntary program offered to families in HUD-assisted housing who are provided coaching, referred to services and establish a family escrow savings account. FSS Program Coordinators provide the coaching and develop local strategies to connect participating families to public and private resources to increase their earned income and financial empowerment, reduce or eliminate the need for welfare assistance, and make progress toward economic independence and self-sufficiency.

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 2024, 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 COMMUNITY-BASED SERVICES 2024

RSC provides supportive services to residents of Agency-owned and managed communities to enhance quality of life and empower individuals to maintain their independence and age in place successfully in the community.

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

RSC's Community-Based Services team provides supportive services to residents in our 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 residents, self-advocacy, health and service outcomes; and enhancing the economic stability of our residents while ultimately generating cost savings for the health care system.

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.

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.



EDUCATION & EMPLOYMENT

- Computer/Technology Literacy
- Participation in AARP Senior Community Service Employment Program
- Financial Education & Asset Building

HOUSING & ECONOMIC STABILITY

- Annual Low-Income Housing Energy Assistance Program (LIHEAP)
- Assistance with SNAP, Medicaid, Medicare applications
- Assistance with Annual Benefits Recertifications
- Assistance with Rent Café Portal
- On-site Translation Services
- Eviction Prevention/Housekeeping Education
- Mediation & Conflict Resolution

HEALTH & WELLNESS

- On-site COVID-19 Vaccination and Booster Events
- Genetic Testing Workshops
- Memory & Cognitive Activities
- Preventive Health & Risk Reduction Screenings, Workshops and Classes
- Wellness Activities and Check-Ins with Residents
- Virtual and In-person Exercise Activities
- Behavioral Health Workshops
- On-site Health Fairs/Nutrition Education





COMMUNITY & CIVIC ENGAGEMENT

- Community Advocacy & Resident Meetings
- Stress Management Lunch & Learns
- Medicare & Social Security Information Workshops
- Veteran's Day Recognition
- Senior Resources Workshop
- Brookhaven Police Awareness Engagement
- Senior Luncheon with "Voice of Atlanta" Ryan Cameron
- Community Updates with Mayor John Park
- 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



PARTNER HIGHLIGHT

Aquarion Solutions PGX Genetic Testing

Resident Services Corporation (RSC) is pleased to welcome our new partnership with Aquarion Solutions. This partnership provides cost free Pharmacogenomics (PGx) Genetic Testing to residents at our senior properties.

PGx testing checks for genes that interfere with the body's response to certain medications, either reducing their effectiveness or increasing side effects. It helps determine if a medication is likely to be effective, identify the best dose, and predict potential side effects. PGx testing can be used to personalize medication plans and improve treatment outcomes. With this information, you can tailor medication plans to an individual's genetic makeup. Knowing which medications are likely to be effective and safe can improve patient adherence to medication regimens. Over 250 medicines currently have PGx testing listed on their FDA-approved labeling.



We are proud to bring this innovative partnership with Aquarion Solutions to our residents!

Garden Grants for Reserve at Hairston Lake, Ashford Parkside/Landing Senior Residences and Reserve at Mills Creek Properties!



In 2024, Resident Services Corporation (RSC) was awarded three \$1,500 garden grants for our Reserve at Hairston Lake, Ashford Parkside/Landing Senior Residences and Reserve at Mills Creek properties through Food Well Alliance.

The grant is intended to address community garden needs like garden infrastructure, tools, garden materials, and/or supplies. Food Well Alliance is a collaborative network of local leaders working together to build thriving community gardens and urban farms across metro Atlanta. Their mission is to provide resources and support to local growers to connect and build healthier communities.



**FOOD WELL
ALLIANCE**

We enjoyed all the great produce, foliage and flowers that grew at our properties!



Enhanced
community-based
resident services and weekly
transportation services were
offered to over 909 residents
at 7 senior and active
adult properties.

RSC programs impacted over
1,100 residents at both family
and senior properties.



DONATIONS + REVENUE

SEC 8-FSS GRANT INCOME
\$110,000.00

OPERATING GRANT
\$4,500.00

IN-KIND DONATIONS
\$120,418.00

FUNDRAISING
\$7,291.00

FEE FOR SERVICE
\$210,680.00

OPERATIONS FUNDING
\$400,000.00



RSC SPECIAL PROGRAMS IMPACT

113

Family Self-Sufficiency Participants

85%

of participants prepared an electronic
or written budget

100%

of families enrolled in FSS expressed
interest in becoming a homeowner

49

Homeownership/Homeownership
Readiness Program Participants

90%

of participants completed virtual
financial education/literacy classes

50%

participated in Financial Coaching

IN-KIND DONATIONS

PLATINUM - \$10,000+

- DeKalb County Department of Human Services
\$27,100.00
- Aquarion Solutions - **\$20,000.00**
- Partners in Change - **\$15,000.00**
- AARP - **\$12,368.00**
- Partnership for Community Action - **\$10,000.00**

GOLD - \$5,000 - \$10,000

- Work Source Employment Training Programs
\$8,000.00
- Diabetes You Can Win - **\$6,500.00**
- Care Access-Community Engagement Partner
\$5,250.00
- Goodwill Programs - **\$5,000.00**

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

- Oak Street Health - **\$3,500**
- DeKalb County Churches & Food Pantries
\$2,500

BRONZE - \$500 - \$2,500

- Humana - **\$1,500.00**
- Emory Winship Cancer Center - **\$1,000.00**
- Lexx Home Care - **\$800.00**
- MC Razor - **\$500.00**
- Nubian Serenity - **\$500.00**
- Inspire Everyday Fitness - **\$300.00**
- Stearn at Home Therapy - **\$300.00**
- Lincoln Heritage Insurance - **\$300.00**



95%
of participants
reported an
enhanced quality of life
as a result of RSC
initiatives.

OUR PARTNERS







**WE ARE MAKING A DIFFERENCE.
WE ARE TRANSFORMING COMMUNITIES.
TOGETHER.**

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