



AFFILIATED RESOURCES GROUP



**MAKING A DIFFERENCE.
TRANSFORMING COMMUNITIES.**



YEAR IN REVIEW 2023



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, our 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.

**MAKING A DIFFERENCE.
TRANSFORMING COMMUNITIES.**

ARG AFFILIATES



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



Developing and managing affordable and sustainable communities.



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



Facilitating pathways to operational and programmatic sustainability.

BOARD OF COMMISSIONERS 2023



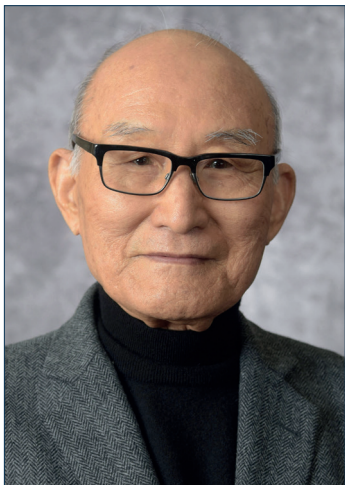
CARLEEN CUMBERBATCH
HADC Chair • RSC Chair



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 of
Directors



LAWRENCE SHARP, JR.
HADC Commissioner

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

CHARTING A NEW FRONTIER IN AFFORDABLE HOUSING.

We are blazing a new frontier in affordable living. Across the nation, the need for affordable housing continues to be urgent while the availability of quality ample affordable housing continues to be a challenge.



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

This has been a year of incredible expansion of our ARG vision and reach in carrying out our focused mission of creating vibrant communities by providing affordable housing as a means of helping families and individuals reach their full potential. In building and managing affordable single-family and multi-family homes and programs for thousands of families and seniors, we are fully committed to daily providing critical services that support the well-being of our clients/residents and pathways to self-sufficiency for program participants who seek to break the cycle of poverty.

We are blazing a new frontier in affordable living. Across the nation, the need for affordable housing continues to be urgent while the availability of quality ample affordable housing continues to be a challenge.

We are conscientiously developing and managing top-quality affordable housing as we also responsibly administer large government programs to facilitate

operational and programmatic sustainability. That is what we are all about: creating a positive long-term impact on people's lives and their communities.

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.

This past year, as we continued to adapt to new ways of conducting our daily operations, ARG and its affiliates intentionally expanded our toolbox of inventive strategies to offer a renewed variety of affordable housing choices for individuals, families, and senior citizens to safely call home.

In 2023, at ARG, we expanded our affordable housing financing



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ARG continues to be vital and appreciated by our residents, their families, and our communities.

mechanisms and began issuing Essential Function Bonds. Proudly, S&P Global Ratings assigned its 'A+' long-term rating to the Housing Authority of DeKalb County. In doing so, we are expanding our ability to respond in a greater way to meet the needs of the many families and individuals we serve now and in the future. We have focused on having the right staff experts in the right positions to be as effective as possible in today's ever-changing conditions. Our ARG staff aims to maintain a positive outlook on all that they do each day and this is what our residents share is the thing they treasure the most living in the communities we have built and manage.

As we have in previous years, this year, we have continued to invest in our employees with virtual and in-person professional development, upgraded technology, software, and systems, and continued streamlining our processes for best efficiencies, such as our Housing Choice Voucher program now being 100% paperless.

As an ARG team, we speak often of our desire to not be distracted by news headlines or other obstacles that tell us that developing affordable housing is not a valuable endeavor. We know from speaking with our residents that this could not be farther from the truth. ARG continues to be vital and appreciated by our residents, their families, and our communities.

It is together with our public/private partners and our unwavering dedication that we can demonstrate sensible planned growth and real estate development that truly enhances lives throughout our entire community! We are honored to meet the housing needs of our veterans, those dealing with domestic violence and other forms of abuse, and our families and senior citizens with the kind of support and assistance they need to face life's difficulties that affect us all such as the high cost of food, healthcare, and living expenses of all kinds, including housing.

Appreciative of our remarkable ARG team of staff experts, residents, and volunteers, in 2023 we forged a new frontier in affordable housing development by expanding significant opportunities that serve our community in the most helpful and effective ways.

ARG's Core Values include:

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

HADC & HDC CELEBRATED THE GROUNDBREAKING OF ARG-KENSINGTON DEVELOPMENT

The Housing Authority of the County of DeKalb (HADC), with the Housing Development Corporation (HDC), proudly announced an official partnership with the Metropolitan Atlanta Rapid Transit Authority (MARTA). As the owner, the Housing Authority of the County of DeKalb (HADC), will ground lease 4.37 acres of land owned by the Metropolitan Atlanta Rapid Transit Authority at their Kensington MARTA station to build a brand-new transit-oriented master development.

This exciting new partnership is an innovative collaboration for the purpose of building “ARG-Kensington Development” that will thoughtfully and effectively integrate housing alongside office space and public parking. This will be located just south of the

Kensington MARTA Station at 4200 Memorial Drive, DeKalb County (unincorporated), GA. This new construction, transit-oriented master development will have a luxury property feel and presentation at a comfortable and affordable price.

It will specifically include several components: a 74-unit senior living community; a 185-unit family community; 15,000 square feet of office space; and a shared parking deck. All components will be financed using Essential Function Bonds and owner equity.



THE NEW SENIOR COMPONENT
KENSINGTON POINTE SENIOR RESIDENCES

This component will be a newly constructed wood-frame 74-unit senior community in a four-story building that is 100% affordable for residents 55 and older with incomes averaging 50% of AMI. The unit mix will consist of 26 one-bedroom units and 48 two-bedroom units with stunning site amenities including a community room, computer-equipped business center, fitness center, a wellness center, arts and crafts room, community laundry facility, an onsite gazebo and community garden. The apartment unit amenities will include LED fixtures, low-flow water sense plumbing fixtures, washer & dryer hookups, high efficiency water heaters, and Energy Star appliances.

THE NEW FAMILY COMPONENT
KENSINGTON PLACE

This component will be a newly constructed wood-frame 185-unit family community in a four-story building. The property will be workforce housing specifically reserved for families with an average AMI at 100%. The unit mix will consist of 112 one-bedroom units, 60 two-bedroom units, and 13 three-bedroom units with LED fixtures, low-flow water sense plumbing fixtures, washer & dryer hookups, high efficiency water heaters, and Energy Star appliances. Beautiful site amenities will include a spacious clubroom, theater room, yoga & fitness center, a pocket park, and a pool.

NEW OFFICE SPACE COMPONENT

This component will consist of 15,000 square feet of newly constructed office space in a

concrete structure allowing for one-story of office space with three stories of the multi-family component located above. The offices will be occupied by the companies of the Affiliated Resources Group, which include The Housing Authority of DeKalb County, Resident Services Corporation, and PTS Consulting Group.

NEW PARKING DECK COMPONENT

A newly constructed podium parking deck will be shared by all three components of this master development. The parking deck will include 375 spaces spread amongst six stories, one of which is below grade. With space allocations meeting all DeKalb County Zoning requirements, elevators within the deck, color-coded way finding signage, and controlled access will allow for secure, organized, and easily accessible parking for all staff, residents, and guests.



FINANCIAL STATEMENT 2023



ASSETS

Capital Assets	\$3,942,826	3%
Current & Restricted Assets	\$36,790,759	33%
Non-Current Assets	\$72,061,205	64%
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	\$112,794,790	

LIABILITIES & NET ASSETS

Current Liabilities	\$2,989,637	3%
Non-Current Liabilities	\$56,485,738	50%
Net Investment in Capital Assets	\$2,988,895	3%
Restricted Net Position	\$40,955	0%
Unrestricted Net Position	\$50,289,565	44%
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	\$112,794,790	

OPERATING REVENUE

Operating Grants	\$43,220,399	48%
Other Revenue	\$17,291,781	19%
Tenant Rental Revenue	\$2,708,136	3%
Gain (Loss) on Disposal of Property	\$26,224,711	29%
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	\$89,445,027	

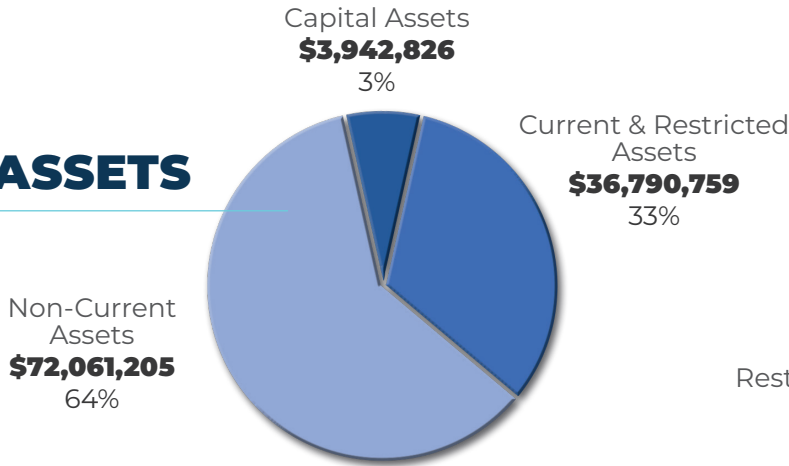
OPERATING EXPENSES

Administrative Expenses	\$14,028,255	20%
General & Other Expenses	\$1,103,708	2%
Maintenance & Operations	\$905,820	1%
HAP Payments	\$49,465,996	72%
Interest Expense	\$2,841,829	4%
Depreciation & Amortization	\$498,783	1%
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	\$68,844,391	

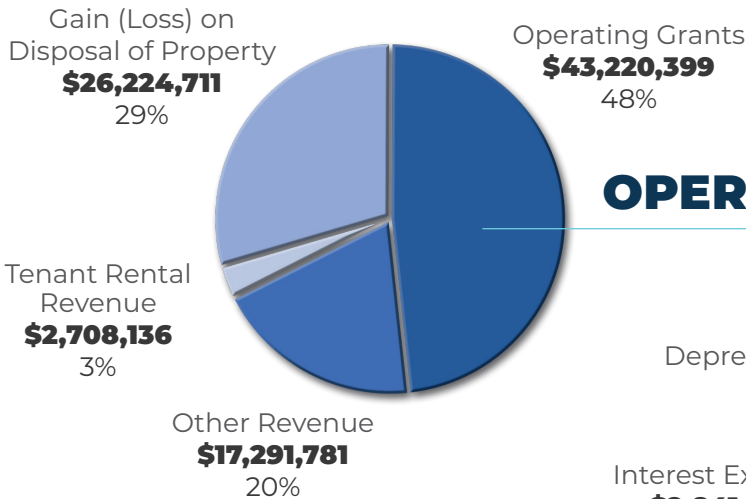
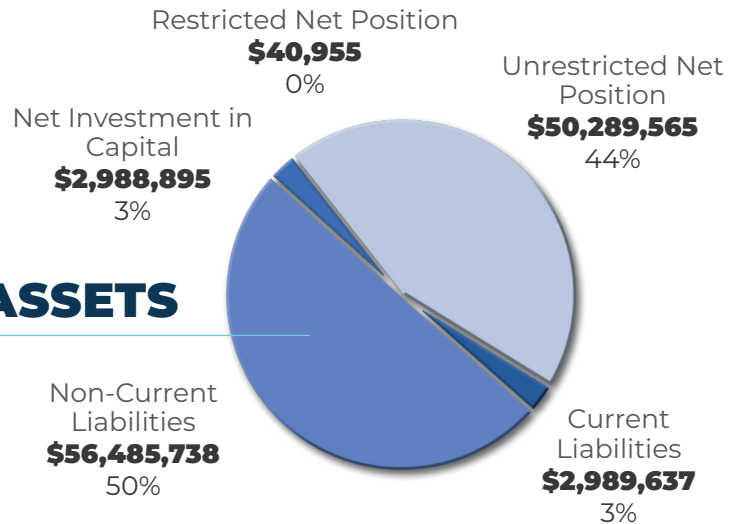
EXCESS (DEFICIENCY) REVENUES/EXPENSES

\$20,600,636

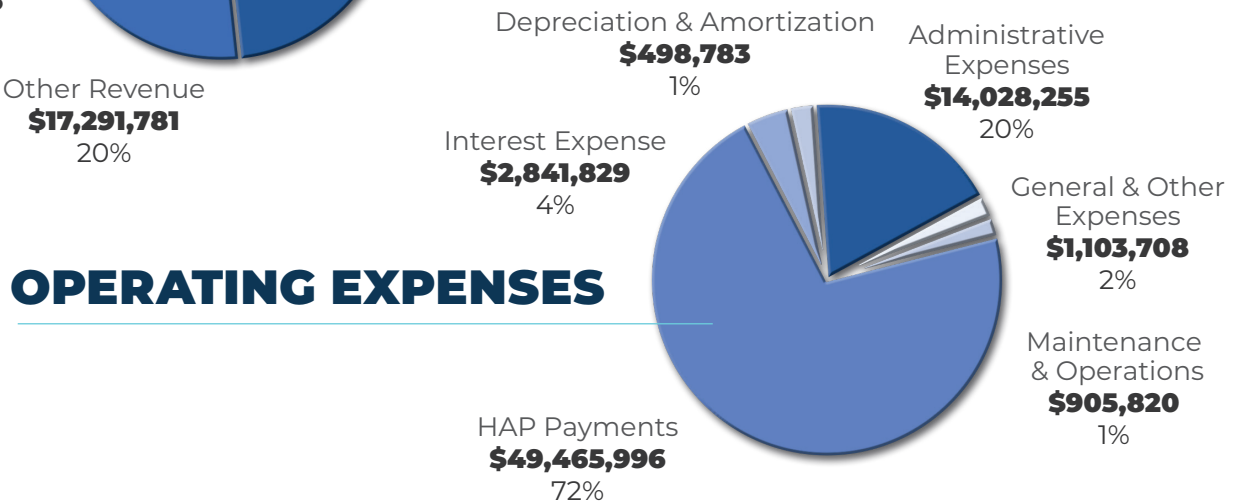
ASSETS



LIABILITIES & NET ASSETS



OPERATING REVENUE



OPERATING EXPENSES

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

GROWTH THROUGH PRODUCTIVITY

The HADC Finance team made vital progress in our role to advance the ARG mission in 2023.

Fundamentally, the HADC Finance and Accounting Department (Finance) focus throughout the year was the essential function of ensuring the timely delivery of accurate, real time and financially predictive insights, high professional standards in internal and external reporting, and greater flexibility in finance technology strategies.

During 2023, Finance's mandate in support of ARG affiliates expanding business activities, provided clear proof that we are far stronger together than each entity is alone. HADC Finance's shared services with our Housing Development Corporation (HDC) provided vital financial data that helped to secure our A+ Standard and Poor's rating. This allows ARG's platform to enhance lives through community development that facilitates affordable housing opportunities to move forward and to impact the lives of those in underserved communities.

In the Finance team's continued evolution, our focus is the ongoing and greater support of ARG's core values.

Priorities identified and transformative factors 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) Improving the Effectiveness of Resource Allocation; and d) Evaluating and Improving Opportunities for the Finance team's function and services, that are most important to Internal Business Partners.



ARG MILESTONES AND ACHIEVEMENTS 2023

To achieve these priorities, 2023 core activities for the Finance team 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 strategic goals.

- The Finance Department collaborates across all ARG affiliated companies working diligently to ensure accurate and timely financial data is provided.
- HADC Finance works closely with the President & CEO along with the Housing Development Corporation team to ensure the financial data needed for HADC's not-for-profit business activities is readily available and provided timely.
- 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 work closely with BI in testing 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 over \$41 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 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 FY2023, 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).

ARG MILESTONES AND ACHIEVEMENTS 2023

PORTABILITY FINANCIAL MANAGEMENT

For CY2023, the Portability Financial Management team continued to successfully manage the Authority's \$12M Port Participants account balances. The Authority had 1,108 Port participants, (a 16% increase over the prior year) from 364 housing authorities (a 21% increase over the prior year) at the end of CY2023. The collection rate for Ports is 96%.

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

SPECIAL PROGRAMS

Finance continues to provide financial reporting and tracking of funds for the Emergency Housing Voucher Program. During 2023, the Quality Assurance Division (QAD) conducted a review of the Emergency Housing Voucher Program. The review determined that appropriated funds were expended for the purpose intended and that funds were accounted for and tracked appropriately resulting in no findings from the HUD QAD Team.

FINANCE STAFF TRAINING – “BUILD A MORE HUMAN EMPLOYER-EMPLOYEE RELATIONSHIP”

Top companies and their leaders maximize their people, processes and technology, and the Finance Department was no exception in 2023.

Shifts in today's work and business environment, including our company's hybrid “in-person” and remote work scheduling, have altered employee expectations and how we as leaders must approach their primary responsibilities. To succeed in this new world of work, finance leadership began in 2023 to pull employees together, rebuild cohesion and push forward in new directions. However, this cannot be achieved while applying the principles of the past. Eighty-two percent of employees say it is important that their organization sees them as a person, not just an employee.

To deliver on these new employee expectations, finance leadership must work with their HR partners to reinvent the employee/employer exchange, creating a culture that is more human, one that understands what it means to be human and uses that knowledge to unlock the potential of its people. We are proud of the team we are building.



ADMINISTRATION DEPARTMENT

This department provides support to the Authority's Board of Commissioners and various departments. The Administration department coordinates and facilitates 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.

GENERAL ADMINISTRATION

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

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 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.

SPECIAL EVENTS

The Administration team planned and facilitated events for the Agency, including assisting HDC with the Kensington Ground Breaking Ceremony. Planned and facilitated the RSC 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, most notably:

ARG MILESTONES AND ACHIEVEMENTS 2023

- Facilitated messaging and branding/design for the Agency through multiple communication channels, which included producing ARG's bi-monthly employee Focus newsletter, the 2022 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.
- 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 2023 ARG Giving Campaign for the benefit of Resident Services Scholarship Fund. Produced monthly resident newsletters for eight properties for which RSC provides services.
- 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, CEO video messages, marketing and event needs that included flyers/ brochures, signage/ banners, letterhead, business cards, envelopes, postcards, specialty items, name badges, cards, as well as marketing print materials, posters, and other graphic needs.
- Facilitated special design needs and print production with vendors.

“ Our greatness has always come from people who expect nothing and take nothing for granted - folks who work hard for what they have, then reach back and help others after them.

Michelle Obama



BUSINESS INTELLIGENCE

The Business Intelligence Department remained steadfast in its core mission of “Continuous Improvement” by updating and implementing software solutions, end-user equipment, and processes in 2023. We look forward to continuing our efforts to fully support the agency in 2024.

Listed below are just a few of the accomplishments that we collaborated 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 648 computers and devices on our global network. This is nearly doubled from the 345 computers and devices monitored last year.**

- **Help Desk Ticketing**

There were **41,452** help desk tickets opened in 2023, an average of **3,454** each month

There were **2,817,883** emails received in 2023, and of those, BI blocked **2,042,047** to protect the agency from malicious attempts to infiltrate our networks ultimately delivering **775,836** legitimate emails in 2023, an average of **64,653** each month

- **The BI Team launched the first iteration of automated testing for Yardi products.**

This automation will improve accuracy and reduce the time it takes to complete each testing round by reducing the number of test rounds needed to deploy a more error

free product as well as reduce the amount of time staff needs to focus on testing

- **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 external threats

Developed automation to deactivate 3rd party access in Yardi based on contract date

Deactivated multiple Yardi employees no longer associated with our account

- **Moved the agency headquarters to two different locations**

With months of planning and design work, the BI team was able to move our headquarter’s operations into two separate locations

This move needed to keep all normal workflows in service while developing and deploying separate networks to support ongoing and future operations

This required the BI team to identify, pack, and prepare for shipping all existing computers and electronics for every end-user

After the movers relocated the previously BI packed end-user equipment, the BI team was challenged to reinstall all end-user equipment at the newly designated end-user workstations

The ultimate challenge of developing a completely end-user **“Wireless”** environment was successfully achieved at our new Sycamore site.

- **Developed and updated the “Business Intelligence New Hire Provisioning” to include inventory and asset tracking**

This new format tracks ALL agency equipment by location and/or assigned end-user

The asset management process tracks all equipment issued to end users and sites from the time of deployment to the date of return and streamlines the departmental billing process

Continue to update the Learning Library that provides a simple “One Stop Shop” for all documentation including helpful tools, agency rules and regs, support documentation and more

- **Redeveloped and deployed the HCV Audit Tool**

This implementation was a needed step in enhancing the agency’s internet security by bringing all users of this application into a more secure assigned environment that is agency controlled

- **Built the workflow for the FSS program for RSC.**

- **Yardi Plug-Ins / Updates**

27 New Plug-Ins were installed in the Yardi system in 2023, a few are listed below:

New plugins installed for FSS (Family Self Sufficiency) upgrade into the Live environment

Worked with Yardi to install the most current PHA, Affordable, Financial Analytics, and 1099 plugins into a test environment for Regression and Automation testing

Successfully installed the 1099 plugin in our live database

- **Successfully loaded the following packages into the Yardi system**

Updated our corporate bank account addresses

Updated our new addresses on checks

Updated the new billing address for Finance and HDC

- **Manually updated addresses and headers on HDC letters to reflect our new location**
- **Updated new Payment Standards**
- **Updated new Utility Allowance Schedules**
- **Updated Yardi software in coordination with the new move**
- **Implemented Yardi screening works for HCV**
- **Facilitated opening the HCV Waitlist for multiple properties**
- **Coordinated regression testing in multiple databases for Yardi updates and plug-ins**
- **Collaborated with 3rd party vendors to add affordable properties for HCV**

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, Affiliated Resources Group remains positioned as an Employer of Choice. The Human Resources Department is excited about the future of ARG and we remain committed to serving our employees with excellence.



“ Over 92% of our ARG staff are participating in our voluntary benefits.

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 2023, 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 March and September, the Human Resources Department announced that all staff would be eligible to receive a \$150-\$250 Spring and 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 2023. The retreat, hosted by HR, was conducted by Michele Stowe, Executive Leadership Coach and Founder of SkyRocket, LLC. During the retreat, the Senior Leadership Team re-assessed their DiSC Management and Agile EQ Assessments and created a framework for communication.

The Senior Leadership Team successfully reviewed and updated operating commitments to reflect renewed commitment to self-awareness and communication. 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 and shred services to all staff at no cost. As a token of appreciation, all staff also received holiday gift cards for the Thanksgiving and Christmas Holidays and in lieu of the 2023 Holiday Party, all full-time permanent staff received one additional paid day off for the holidays.

One of our newest perks, our Employee Referral Program, assisted HR in the recruitment of job candidates. This program also offered our existing employees the opportunity to receive an incentive award up to \$500.

ELECTRONIC INITIATIVE

Our internal Applicant Tracking System was launched in May 2023. The Applicant Tracking System streamlined the entire Hiring Process by storing job candidate information including resumes, applications and certifications. Additionally, this new initiative assisted with the tracking of job candidates throughout the entire hiring pipeline. The HR Department received over 4,000 applications in 2023.

ARG MILESTONES AND ACHIEVEMENTS 2023

“ We celebrated our 5th Anniversary with PayChex in January 2023.

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 2023, 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 March 2023 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.

With Mother’s Day and Father’s Day being in May and June, all of our ARG parents were celebrated. In October 2023, ARG celebrated National Boss’s Day and staff were able to show gratitude to all of ARG’s Supervisors, Managers, Directors, Presidents and all Leadership Staff. Our President and CEO, Mr. Eugene P. Walker, Jr., celebrated his birthday in October and the entire ARG family presented him with an electronic Birthday Card filled with warm and heartfelt birthday wishes.

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 2023. Due to the healthcare costs continuing to be offered at a reasonable rate, the benefits participation rate remained at 92% for the 2023 Benefits Year.

INDIVIDUAL & ORGANIZATIONAL DEVELOPMENT

In 2023, 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 2023, 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.

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 further expanded our recruitment efforts by displaying our job openings on external job boards which included SimplyHired, Trovit, Glassdoor, US Military Pipeline and ZipRecruiter. Having additional posting resources offered a greater pool of talent and increased availability. It is our hope that our connections will continue to grow as we progress in acquiring new properties and new personnel.

ARG MILESTONES AND ACHIEVEMENTS

“ Over 4,000 Employment Applications were received in 2023

WORKPLACE WELLNESS & SAFETY

Throughout 2023, the Human Resources Department continued to provide all ARG staff with COVID-19 Prevention Tips and all appropriate precautionary measures continued to be taken due to the potential public health threat of COVID-19. With COVID-19 Booster & Flu vaccinations being available, staff were provided with information on how to locate vaccination sites. Information containing free at-home Rapid COVID-19 Tests was also distributed to all personnel in January and August.

June was celebrated as Men’s Health Month and ARG encouraged all men to practice a healthy lifestyle, exercise and to set personal and professional goals. With September being Suicide Prevention Month, all staff were reminded to contact the Suicide and Crisis Lifeline for any mental health crises. Crisis Counselors are always available via 988lifeline.org or by calling or texting 9-8-8. The Crisis Line offers compassionate, accessible care and support to those experiencing mental health-related distress. Breast Cancer Awareness Month was celebrated in October. All staff were presented with information on how to minimize the risks and the importance of being screened for the disease.

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.

WORK-LIFE BALANCE

HR desires for all staff to have a harmonious relationship between their work and personal lives and in 2023 we continued to provide access and information on activities and opportunities – even if they were outside of work. In May 2023, HR announced Planet Fitness’ High School Summer Pass which allowed teens, between the ages of 14-19, to access their facilities for free all summer long. In October 2023, HR announced Georgia Aquarium’s Fall Bounce Pass which provided Unlimited Free Admission for the remainder of 2023. Additionally, activities for staff to pursue in their personal time remained displayed on our Staff Communications Page.

“ July leads with 28 employee anniversaries.





Notable strides were made in 2023 by the Housing Authority of DeKalb County (HADDC), which assisted low-income households dealing with the shortage of rental homes and the gap in housing affordability in the DeKalb County, Georgia jurisdiction.

Georgia is one of the many states where the Housing Choice Voucher Program (formerly Section 8) is optional. Rental property owners can decide if they want to offer their property to the Section 8 community. PHAs like HADC, as well as federal agencies like HUD, have been working dutifully to try to increase the number of rental accommodations available.

The Housing Choice Voucher Program Department continued its successful 68-year work heritage last year, despite facing challenging housing and technology trends, as well as changing patterns in varying workplaces and specific to our industry. The department provided rental assistance to low-income families and individuals, seniors, veterans, and the disabled, enabling them to afford safe and sanitary housing in the private markets of HADC's jurisdiction.

Despite the fact that inflation cooled and rent growth eased in 2023, low-income renters still faced the burden of high rents due to the ongoing trend of rents increasing faster than wages. Furthermore, between 2001 and 2021, median rents increased 17.9%, while median household income only increased by 3.2%. This indicates a significant gap between the rise in rental costs and the growth of income, which can be difficult for many low-income households.

Although encouraging and needed, until closing the housing affordability gap for the low-income is resolved, HADC perseveres in its mission: "To provide sustainable and affordable housing as a platform to enhance lives." However, in an effort to combat this housing shortage, it is a galvanizing fact that the National Rental Home Council (NRHC) trade association reported in 2023, that Atlanta experienced 1,872 new 'build-to-rent homes' constructed, with metro Atlanta ranking 3rd in the nation, in this effort.



HOUSING CHOICE VOUCHER PROGRAM

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



HOUSING CHOICE VOUCHER PROGRAM

HADC, a public housing authority designated by HUD, administers the third largest Housing Choice Voucher Program in the state of Georgia.

In 2023 HADC, like other companies and cutting edge industries, continued to invest in innovative technologies in order to better serve HCV Program participants, employees and the department. The year 2023 brought many improvements, by converting all paper files and creating electronic tenant records for each participant.

The HCVP Department was also purposeful in its efforts to collaborate with other agencies and community partners last year, in order to benefit both the target audiences and common affordable housing outcomes. The department participated in immersive virtual meetings, and HCV staff attended off-site partnership training sessions. This resulted in collective learning and growth for the organization, as well as being value added in meeting the needs of HADC clients.

HADC administers a market-driven program that maintains high-quality service and integrity in providing housing related assistance to eligible households through administrative policies approved by its Board of Commissioners and the federally funded Housing Choice Voucher Program (Section 8). In essence, research consistently shows that “Vouchers Are Essential to Fixing the Affordable Housing Crisis.” The gap between housing costs and household affordability must be addressed either by households spending less of their income on rent, so as to not strain their basic needs, or through the use of housing subsidies.

To tackle these challenges, the federal government has utilized tenant-based rental

assistance, commonly in the form of federal Housing Choice Vouchers, which provide financial support for housing expenses in privately rented accommodations.

With regard to values and priorities, HADC is resolutely committed to ‘top notch customer service,’ employees professional careers with development and advancement opportunities, and during 2023 operated within an ongoing, hybrid blend of working remotely and in-office work environment.

Due to the dedicated culture of meeting client needs, HADC’s Housing Choice Voucher Program team successfully navigated the challenges brought on by various industry changes last year. Industry research and statistics confirmed that remote and hybrid working arrangements, which were not just residual effects of the pandemic, are projected to become the norm in 2023 and beyond.

In response to this trend, the HCV department adapted and found a balance between the multi-generational workforce, while prioritizing the needs of agency business, inclusive of data privacy and security.

All in All, HADC worked hard for growth and clients meaningful success in 2023. On behalf of low-income families and individuals, and not withstanding the lingering barriers to housing affordability and shortages in rental homes availability. The HCV department took actions to utilize and leverage technology and adapt to workforce changes in the industry workplace to affirmatively further fair housing opportunities in our DeKalb County jurisdiction.

Project-Based Voucher (PBV) Waiting List

HADC continued to reach out to applicants in 2023 to find out whether they were still interested in the program. This unwavering commitment to housing qualified applicants has led the HCV Department to launch twelve waiting lists, including family and senior communities. As a means of improving their lives, this HCV outreach gave applicants the chance to apply for affordable housing.

Rent Café & Screening Works

The HCV Program realized in 2023 that continuing to “leverage technology” opportunities was really the beginning of something amazing for HADC, not a terrible thing at all! Management made the decision to attempt and expedite the entire process for HADC Staff and Program Participants regarding Eligibility, Annual Reexaminations, and Interim Reexaminations. Without a doubt, the adoption of the Rent Café Participant and Applicant Portals, in addition to the Screening Works online resident screening system—a web-based platform that facilitates online transactions and information exchange in lieu of paper forms and applications—continued to be both a “HUGE SUCCESS” and a “BIG HIT” in 2023.

Internal Audit Process

In 2023, the Audit Team was dedicated to the review of operating processes and procedures, utilizing state of the art information technology solutions and industry best practices. This resulted in an efficient, accurate, and customer-centric operating environment, maintained and carried out through meaningful audit reviews.

New Vendor/Change Management

In 2023, The Compliance Team was steadfast with reviewing new vendor packets for landlords interested in partnering with HADC to decrease homelessness in DeKalb County. The team also completed change of ownership/management for units currently being assisted by the HADC Housing Choice Voucher Program. This resulted in 163 New Vendors/Change of Management electronic landlord records being established.

Occupancy Department

The Occupancy Team was responsible for determining the affordability of a unit and reviewing the requested rent for each Request for Tenancy Packet submitted for Housing Choice Voucher Participants. The team is also dedicated to requesting the initial inspection, lease and executing the HAP Contract for units meeting Housing Quality Standards, and approval for specified Housing Choice Voucher Participants. These efforts resulted in 1,082 HAP Contracts executed in 2023.

3/7 Note: Inspections Department

The team was very instrumental with a proactive approach, notifying families and landlords regarding their abatement status, and mandatory move processes. This ensured that families were relocated to another assisted unit prior to the end of their current HAP contracts. In 2023, this yielded the team processing 237 abatements, of which 112 were cured by the landlord(s). Unfortunately, 125 resulted in contract terminations / mandatory moves.



HCV Client Services Department

In 2023, as inbound call inquiries were received, Client Services Representatives were consistent in their professionalism and providing quality top notch customer service, proficient agency and departmental information. The team successfully answered over 45,000 calls and scanned thousands of documents while providing support to HCV Department staff.

Transfer Moves

The Business Services team continued to support and assist the Housing Choice Voucher participants with elective moves, landlord-initiated moves, emergency/mandatory moves in 2023. The team continues to leverage technology to ensure the turnaround time from voucher issuance to lease-up is a seamless process.

Landlord Briefings/Landlord Participant “Meet and Greets”

The virtual Landlord Briefing and Landlord Participant Meet & Greet platform began in 2020, and continues to be both beneficial and effective. The virtual briefings play a pivotal role in fostering the HADC relationships with Landlords, and serves as a viable means for housing resource connections for our program participants. Since inception, our Business Services team has conducted 13 successful quarterly Landlord Briefings and Landlord Participant Meet & Greets.

HCV Administrative Support Team

In 2023, the HCV Department witnessed consistent, cohesive and creative support by the Administrative support team. Throughout 2023, they provided effective and timely assistance to the HCV staff in overall productivity and business activities toward reaching departmental quality goals and outcomes. The team was instrumental in ensuring a seamless transition of the HCV department's move to our new central office.

HCV Training Team

The HCV Department Training Team continued their focus in 2023 on staff knowledge, skills and understanding, as related to the HADC Administrative Plan and HUD regulations. Convening creative, factual and engaging monthly departmental trainings, their efforts helped the HCV department staff fulfill the needs of the clients that the HCV Department serves. All training material is maintained in the eLearning Library for staff reference and self-paced training.

Scanning Team

The implementation of the scanned files project has certainly been a transformative force for the HCV program at HADC. This has propelled us forward into a more technologically advanced and efficient era of housing services. Initiated in October 2020, the scanned files project came to a full completion as of December 2023, with the conversion of approximately 6,000 participant paper files, being converted to electronic tenant records. The electronically centralized filing system

enhances team members efficiency, promotes a more organized workflow, allows for the leveraging of technology to digitalize files, and reduces environmental impacts through eco-friendly practices.

Portability Processing Improvement

During 2023, the HCV department continued to enhance and improve day-to-day processes. The team has successfully developed steps and improvements which provide Executive Management with reports that contain updated real-time information at a glance.

Landlord Overpayment Collection Process

In 2023, the HCV department continued to collect and pursue Landlords with outstanding balances on a monthly basis. This collection process ensures that HADC continues to meet its fiduciary responsibilities consistent with HUD guidelines.

DeKalb County Government Community Project

During 2023, HADC continued to be a member of a community coalition team. This team is comprised of churches, entrepreneurship entities, private enterprises, government agencies, and multi-cultural organizations. This coalition meets monthly around a twin objective: **a) Improving the "Quality of Living for Seniors,"** and **b) Intentional "Health and Housing."** These partnerships collaborate, educate, inform, and share resources and initiatives, to meet needs and be a source of solutions, for targeted DeKalb County citizens.

SEMAP

HADC continued to rank as a High Performer for 2023.

HCVP MILESTONES AND ACHIEVEMENTS 2023

Emergency Housing Voucher (EHV) Program

The Emergency Housing Voucher (EHV) program is a voucher program funded through the American Rescue Plan Act of 2021, and signed into law on March 11, 2021. In 2021, HUD awarded HADC 113 Emergency Housing Vouchers. EHVs are designed to assist individuals and families who are experiencing homelessness, at risk of homelessness; fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless and for whom providing rental assistance will prevent the family's homelessness or having a high risk of housing instability. In 2023, HUD's Quality Assurance Division (QAD) staff conducted an Emergency Housing Voucher Program (EHVP) review of HADC's Emergency Housing Voucher Program. The QAD Review assessed: whether the HADC Memorandum of Understanding (MOU) met programmatic requirements; if referrals received from the referring partner met eligibility requirements; whether the HADC ensured that admitted participants were eligible; whether EHV Service Fees were utilized in accordance with program requirements; and whether or not HADC held sufficient funds to cover the unearned EHV Service Fees. The QAD review found that HADC was fully compliant in all areas with no findings, concerns or comments. The review was closed.

Memorandum of Understanding (MOU) Partnerships

In order to provide safe, sanitary, and affordable housing for families in need, HADC continued to work with our partners. In partnership with these agencies, HADC works cohesively to efficiently provide families with compassionate, dependable, and accountable services:

• Memorandums of Understanding (MOU) existing in 2023

- 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

Lou Walker Senior Center (LWSC)

HADC received a 2nd annual letter of commendation from the LWSC Council of Excellence for community partner participation in their "Caregiver Senior Housing Conference," during the 2nd quarter of 2023.

Veterans Month Salute

In November 2023, HADC's HCV VASH Team paid tribute to our Veterans. The month kicked off with an HADC tribute and "Thanks" to all Veterans on our website and concluded with a heroic, dynamic salute to Veterans and their families. In appreciation for the HUD-VASH landlords who provide housing to our Veterans, our landlords, along with other community partners, provided on-site resources and were a part of the collaborative community luncheon hosted by the HCV Department at the Porter Sanford III Performing Arts Center.

HCV Intake Team

In 2023, the intake team continued to service applicants that were selected from the waitlist(s), referring partners, and incoming participants from partnering jurisdictions. The team worked successfully to perform necessary taskwork to ensure families were given opportunities to secure safe, decent and affordable housing.

HADC FEDERALLY ASSISTED HOUSING PORTFOLIO as of December 31, 2023

HADC administers a total of

5,990

vouchers

1,108

Incoming Portable Housing Choice Vouchers

4,882

Allocated Housing Choice Vouchers, including:

3,019

Tenant-Based Housing Choice Vouchers

722

Non-RAD Project-Based Vouchers

312

Project-Based RAD Vouchers

113

Emergency Housing Vouchers

714

VASH Vouchers

2

VASH Project-Based Vouchers

HCVP IMPACT AND DEMOGRAPHICS 2023

44% PERCENT OF HOUSEHOLDS LIVE ON A FIXED INCOME

\$288 AVERAGE FAMILY PAYS PER MONTH

\$813 AVERAGE HAP PER MONTH

\$27,940 AVERAGE WORKING HOUSEHOLD INCOME

\$12,263 AVERAGE ANNUAL INCOME FOR NONWORKING FAMILIES

\$14,262 AVERAGE ANNUAL INCOME FOR ELDERLY/FIXED-INCOME FAMILIES

61 FAMILIES WERE SERVED IN 2023 THROUGH THE EMERGENCY HOUSING VOUCHER PROGRAM*

**SUPPORTED BY THE AMERICAN RESCUE PLAN ACT*

39 HCV TENANT-BASED VOUCHERS AWARDED IN 2023

TOTAL INDIVIDUALS HADC SERVED IN 2023

6,787 HOUSING CHOICE VOUCHERS

3,807 PORTABILITY (PORT INS)

1,649 PROJECT-BASED VOUCHER

620 VASH

565 FAMILY UNIFICATION

445 HOMELESS DEMONSTRATION

181 EMERGENCY HOUSING VOUCHER

52 HOMEOWNERSHIP

32 YOUTH & HOMELESS AGING OUT OF FOSTER CARE



TOTAL INDIVIDUALS HADC SERVED IN 2023

14,138



NUMBER OF FAMILIES
HADC HOUSED IN 2023

5,899

535

NEW PARTICIPANTS ADMITTED
IN THE PROGRAM INCLUDING
PORTABLE FAMILIES

33

PARTICIPANTS GRADUATED FROM
THE PROGRAM IN 2023 DUE TO
ZERO HAP FOR 180 DAYS*

*A .49% DECREASE OVER 2022

43%

PERCENTAGE OF HCV HOUSEHOLDS
INCLUDING CHILDREN

1,262

HOUSING CHOICE VOUCHER
PARTICIPANTS WORKED

421

PARTICIPANTS ENDED THEIR
PARTICIPATION IN THE PROGRAM

92%

PERCENTAGE OF NON-ELDERLY AND
NON-DISABLED HOUSEHOLDS
ARE WORKING FAMILIES

4,524

ANNUAL RECERTIFICATIONS
WERE COMPLETED

2,287

INTERIM RECERTIFICATIONS
WERE COMPLETED

1,534

LANDLORDS PARTICIPATED IN THE
HOUSING CHOICE VOUCHER
PROGRAM

5,899

FAMILIES HOUSED IN 2023*

*A 1% DECREASE OVER 2022



Housing
Development
Corporation

WOW! WHAT A YEAR IT HAS BEEN FOR HDC MANAGEMENT!

In December 2022, HDC Management managed 14 communities with 1839 apartment homes in total. Throughout the last 12 months, HDC Management has doubled in size!! In April 2023, HDC Management partnered with Infinity Real Estate partners to take over 3 properties: Highlands of East Atlanta, Riverbend Apartments in Milledgeville, GA and Indian Oaks in Fort Valley, GA. This added 475 units to our total. In May 2023, two additional Infinity properties joined under our management: Lake Forest in Gainesville, GA and Shenandoah in Newnan, GA. In June 2023, two additional Infinity properties joined under our team: Forest Creek at Moultrie Manor in Moultrie, GA and Georgian Woods in Douglas, GA. This stretched our radius of management quite significantly throughout Georgia. HDC management took over a property right in Decatur in mid-June 2023 called The Avenues of North Decatur, which added another 228 units nearby and lastly, took over Hills at Fairington in late July 2023 in Lithonia, GA, which took our total unit count managed up to 3,311 apartment homes.

With all these additions, our team grew exponentially! Two additional Regional Property Managers, a Director of Compliance, Area Managers, and more than 45 additional team members were onboarded and joined hands/forces to hit the ground running, as they say, getting into the day-to-day work needed to learn, maintain, and improve these communities.

With the addition of these properties, HDC Management added additional family Section 8-HUD housing to our portfolio, as well as tax credit housing and conventional apartment communities as well. Our focus remains on creating sustainable, affordable housing that enriches lives.



2023 STATS

23

**COMMUNITIES
MANAGED**

3311

**APARTMENTS
MANAGED**

OVER

100

EMPLOYEES

OVER

4500

RESIDENTS SERVED

REAL ESTATE PORTFOLIO 2023

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 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
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
Spring Chase: 380 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*
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*



Housing
Development
Corporation

DEVELOPING AND MANAGING AFFORDABLE AND SUSTAINABLE COMMUNITIES

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

HDC makes communities more resilient by preserving, creating, and managing high-quality, sustainable and affordable housing that promotes economic integration. HDC has forged strong partnerships which deliver intensified community-based programs and services that enhance the quality of life for our over 4,500 residents.

HDC carefully considers its portfolio in terms of maintenance and capital needs as well as opportunities for green design and environmental enhancements. HDC seeks public and private partners to create and renovate multi-family homes and housing developments with state-of-the-art amenities where seniors and families are comfortably housed, children have stable school attendance and neighborhoods can be rejuvenated.

housingdevelopmentcorp.org

HDC MILESTONES & ACHIEVEMENTS 2023



The Avenues of North Decatur

Kensington Pointe

Closed on construction financing and began construction on the 74-unit senior, the 185-unit family workforce apartment complex, as well as ARC's new 15,000 square-foot office building, located across from the Kensington MARTA station.

Avenues of North Decatur

A 228-unit family community – closed on financing utilizing Essential Function Bonds issued by the Housing Authority of the County of DeKalb, and capital improvements are scheduled to be completed in 2024.

Rainbow Drive

Completed acquisition of 7.3 acres of land in Decatur, Georgia for future planned development.

Phoenix Station

A 244-unit family community under development in partnership with LDG Development – was 65% complete at year end 2023 and construction is scheduled to be completed in the third quarter of 2024.

Robert Graham at Orchard Hill Landing

A 171-unit family community under redevelopment in partnership with the Milledgeville Housing Authority – was 91% complete at year end 2023 and construction is scheduled to be completed in the first quarter of 2024.

Veranda at Assembly

A 100-unit senior community under development in partnership with Integral Development – was 62% complete at year end 2023 and construction is scheduled to be completed in April 2024.



Avion Single Family

Clairmont Family

A planned 67-unit family community in partnership with Mercy Housing – was awarded tax credits in 2021 and completed the land acquisition. Due diligence is underway for construction on the family community to begin in 2024.

Clairmont Senior

A planned 55-unit senior community in partnership with Mercy Housing – was awarded tax credits in 2022 and completed the land acquisition. Due diligence is underway for construction on the senior community to begin in 2024.

Aurora

A 138-unit senior community under development in partnership with Prestwick Development – closed on construction financing and construction was 10% complete at year end 2023. Construction is scheduled to be completed September 2024.

Fullerton

A 240-unit family community under development in partnership with Prestwick Development – closed on construction financing and construction was 39% complete at year end 2023. Construction is scheduled to be completed November 2024.

Peachtree Creek on Ponce

A 188-unit new construction family development in partnership with Blue Ridge Atlantic – completed construction and lease up in 2022 and subsequently received final 8609's early 2023.

DEVELOPMENT PIPELINE

Park at 500

HDC is proposing renovation plans for a 556- unit family community in Stone Mountain, Georgia. As part of the Housing Authority of the County of DeKalb's proposed 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. The acquisition is expected to be completed March 2024 and renovations are expected to be completed in 2025.



Park at 500



1086 on Montreal

HDC is proposing renovation plans for a 168-unit family community in Clarkston, Georgia. Shortly following the Housing Authority of the County of DeKalb's proposed 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. The acquisition is expected to be completed March 2024 and renovations are expected to begin Summer 2024.



1086 on Montreal

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 2024 and construction is expected to start shortly thereafter.



Avion Single Family

HDC, in conjunction with Frayer & Judge, has begun 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. Closed in 2022, site work is complete and the vertical construction is expected to be completed Summer of 2024.

Avenues of North Decatur

Renovation is underway on a 228-unit family community in Decatur, Georgia to 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 a club house, resort style swimming pool, cabana with summer kitchen, fitness center and walking trails. Renovations are expected to be completed in 2024.

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 2024 and construction is expected to start shortly thereafter.



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 third quarter of 2024.

Fullerton

In partnership with Prestwick Development, a 240-unit new construction family community in Decatur, Georgia was awarded 4% tax credits. The new construction development will be three-story garden style buildings close to the Georgia State University Perimeter College campus. The property will be 100% affordable with the unit mix consisting of one, two, and three-bedroom units. Site amenities will include an equipped computer center, fitness room, a wellness room, an onsite gazebo, playground and more. Closed in July 2022 and construction is expected to be completed in 2024.

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 be completed in 2024.

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 be completed 2nd quarter of 2024.



Veranda at Assembly

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.



Kensington Pointe

ACCOUNTING & ASSET MANAGEMENT

The accounting team
reconciles

86

bank accounts
monthly

They distributed

263

1099s for 2023

They worked with
four accounting firms
to facilitate

21

audits and

38

tax returns

HDC Accounting and Asset Management started the year with 7 members and grew to 12 during 2023. With the addition of 11 properties and projects during the year, the staff increased to accommodate the growth and unique requirements of deals under rehabilitation. The Property Management Coordinator position was added and instrumental in coordinating the utility account transfers from prior management companies and former owners to our control and oversight of the filing for all business licenses in 9 different counties. This position added a new level of training to assist new managers with accounts payable processing and added accounts payable coverage during times of open positions. A Controller and a Corporate Accountant were also added to assist with the complex financial reporting which resulted from the various organizational structures and affordable layers that make up our deals. They have been integral in our cash management processes to ensure payrolls and fees are being billed and collected timely and efficiently. Two property accountants were also added to support the growth of the management company. All did an amazing job absorbing challenging properties and working with new clients to accommodate their needs. The new and tenured members of the team truly worked well together during this time of growth. We were proud to recognize our Accounts Payable Coordinator's 5th year with HDC, being the first employee we hired when we decided to start a management company back in 2018.

Asset Management partnered with three insurance companies to maintain reasonably affordable coverage for our ten owned assets, which is proving more difficult each year. They deal with roughly 20 owners and investment partners across our whole portfolio, helping to ensure we are in compliance with each of our agreements and meeting reporting deadlines.



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.

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.



CORES

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.



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.

“ RSC Vision: *Our vision is to help residents enhance their lives through personal growth and economic viability.*

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 MILESTONES AND ACHIEVEMENTS 2023

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 MILESTONES & ACHIEVEMENTS 2023

Through financial education and supportive services, our 2023 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 2023, HADC was awarded a HUD Funded Family Self-Sufficiency (FSS) Grant in the amount of \$215,000 for a two year period. RSC is administering this program for HADC. These funds will be 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.

2023 NAHRO Award of Merit

RSC was the recipient of a 2023 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 Scholarship Program.



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 2023, 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 2023

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.





2023 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 and Check-Ins with Residents
- Virtual and In-person Exercise Activities
- 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 PROGRAMS MILESTONES AND ACHIEVEMENTS 2023

RSC COMMUNITY-BASED PROGRAMS

MILESTONES & ACHIEVEMENTS 2023

- Community-based Service Coordinators continued to provide services to residents of eight properties, seven of which are senior properties.
- Received three \$1,500 Community Garden Grants for the 2023 planting season through Food Well Alliance.
- Two senior properties were chosen by Fresh On DeK to serve as host sites for their yearly Mobile Farmer's Market.
- Held Low Income Home Energy Assistance Program (LIHEAP) registration for heating and cooling at all eligible properties.
- Provided ARG bus transportation for all senior properties to the Senior Day at the Capitol in February
- 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.
- Provided opportunities for on-site vaccinations to residents of communities.
- Provided weekly transportation services for shopping and entertainment for residents.
- Provided transportation to early voting precincts for primary and general elections.



RSC COMMUNITY-BASED SERVICES IMPACT

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 1,200 residents at both family and senior properties.

Fresh on DeK Summer Fruits & Vegetables!

Fresh on DeK selected our Reserve at Hairston Lake and Starnes Senior Community properties to serve as host sites for the 2023 Mobile Farmers Market season. Summer fresh produce was made available to our residents and the local community thanks to Fresh on DeK! We are grateful to offer this healthy option to our senior residents. Aimed to create a healthier community in DeKalb, Fresh on DeK – the DeKalb County Mobile Farmers Market was created to educate residents living in communities designated as “food deserts” on the importance of healthy living and fresh, in-season produce. In addition to fresh produce, the Mobile Farmers Market offers free live food demonstrations and samples of a recipe of the week at Fresh on DeK host locations. We are grateful for this healthy option for our senior residents.



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

In 2023, 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. We enjoyed all the great produce, foliage and flowers that grew at our properties! Our residents are developing into and maintaining their top-grower/master gardener status!

“ *Our residents are developing into and maintaining their top-grower/master gardener status!*



WELCOME Partners in Change

Resident Services Corporation (RSC) is pleased to welcome our new partnership with Partners in Change. This partnership will provide one-on-one mentoring for our Housing Choice Voucher participants as they determine and map out their personal and professional goals.



Partners in Change pairs trained volunteer coaches with adults who are pursuing tangible goals for moving beyond difficult financial constraints or living situations. They are committed to providing supportive, affirming, one-to-one relationships with adults living in under-resourced communities as they self-empower and become their own agents of change in building turnaround strategies for themselves and their families. We know that this partnership will greatly assist our residents as they strive to elevate their lives and continue successfully on their journey.



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Ministry**



**Urban League of
Greater Atlanta**



**FURNITURE BANK
OF METRO ATLANTA**
MAKING A HOUSE A HOME

DONATIONS + REVENUE 2023

SEC 8-FSS GRANT INCOME	\$105,000.00
OPERATING GRANT	\$4,500.00
IN-KIND DONATIONS	\$128,800.00
FUNDRAISING	\$9,151.50
FEE FOR SERVICE	\$210,680.00
OPERATIONS FUNDING	\$400,000.00

RSC SPECIAL PROGRAMS IMPACT 2023

294 Family Self-Sufficiency Participants

100% of participants prepared an electronic or written budget

95% of families enrolled in FSS expressed interest in becoming a homeowner

107 Homeownership Participants

95% of participants completed virtual financial education/literacy classes

95% participated in Financial Coaching

92% of participants reported an enhanced quality of life as a result of RSC initiatives



IN-KIND DONATIONS

PLATINUM - \$10,000+

- Partners in Change - \$35,000
- Work Source Training Programs - \$20,000
- Goodwill Programs - \$15,000
- AARP - \$11,500
- Partnership for Community Action - \$10,000

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

- Metro DeKalb Dental - \$7,500
- Jencare - \$ 5,000

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

- Oak Street Health - \$3,500
- UGA Cooperative Extension - \$3,000
- DeKalb County Churches & Food Pantries - \$2,500
- Fair Housing Services, Inc. - \$2,000
- City of Clarkston - \$2,500
- Opti-Precision - \$2,700
- Great Start Georgia - \$2,500

BRONZE - \$500 - \$2,500

- Centerwell - \$2,360.00
- DeKalb Libraries & Virtual Programs - \$2,000
- Atlanta Hearing Associates - \$1,000
- Lexx Homecare- \$265.00
- Open Hand Atlanta- \$475.00





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