Just as our housing authority did in the New Deal Era, we must face the day’s new challenges as leaders and innovators.

EUGENE E. JONES, JR.  
President & CEO
Welcome to the Atlanta Housing Annual Report, Fiscal Year (FY) 2021.

In FY 2021, the world continued to adapt to the challenges faced by COVID-19. The pandemic has lasted longer than anyone anticipated, leaving devastation in its wake, but the foundation of Atlanta Housing remains solid. AH maintained a full-service contact center and functional hybrid operations for our staff with remarkable success. We continued to fulfill our mission by opening new doors to affordable housing through innovative, locally-driven and people-serving strategy, assisting well over twenty-six thousand households—including more than seven thousand independent seniors in affordable, active communities. We helped to facilitate access to vaccines at both onsite and offsite clinics and facilitated non-perishable food delivery to 2,231 households in thirteen communities along with other extensive community outreach.

AH houses many whom the world has rightfully come to recognize as the true heroes of our society—everyday hard-working men and women like your mail carrier, school bus driver, pre-school teacher, firefighter, domestic help, and caretakers of our elderly. These people are the cornerstone of a stable society, but as low-income workers their vulnerability heightened during this challenging time of an affordability crisis and global pandemic. They risked losing everything. AH will continue to collaborate with Mayor Dickens and the City of Atlanta, Atlanta Public Schools, and other community partners to administer resources for these households.

Just as our housing authority did in the New Deal era, we must face the day’s new challenges as leaders and innovators. We will renew our focus on real estate development and work more nimbly to eliminate obsolete or under-performing tactics. At AH, we believe in the enormous potential of the people we serve as well as those we have yet to reach, so our human development services will continue to be a resource of empowerment. We are fully committed and will continue to invest in the families, communities, and citizens we serve.

EUGENE E. JONES, JR.
Skyrocketing home prices and rents have made it difficult for families in Atlanta and cities across the nation to obtain quality affordable housing. Low-income earners are impacted the greatest by this crisis. The work done at Atlanta Housing is crucial to expanding access to safe, quality, affordable homes to residents with low income.

In Atlanta, the rapid growth in both population and employment, coupled with the surge of high-profit home flipping and expensive, luxury rental units have created a housing shortage of available affordable units. I am excited that Atlanta Housing is aggressive in its approach to creating more affordable units through its programs and partnerships, awarding of over $5 million in down payment assistance, and is dedicated to the development and preservation of quality affordable units.

A home is the foundation to building a better life, but we must do more to truly elevate the lives of the people we serve. Atlanta Housing recognizes that its residents face complex challenges that extend beyond housing. The suite of resources available to AH’s over 26,000 resident households through its Human Development Services are quite impressive and essential to addressing the needs of individuals holistically.

Throughout my time on the Board of Commissioners, I have been most impressed by the dedication and compassion of the Atlanta Housing leadership and staff. As we push forward to create innovative, equitable and inclusive communities, I am confident that this team is skilled and committed to furthering the mission of Atlanta Housing.
26,507 households served in FY 2021, including the addition of 733 new households.

79% make less than $26,500 annually.

96% of families have extremely-low to very-low income.

Extremely-low to moderate-income working families, seniors, veterans, individuals with disabilities, and those experiencing or at-risk of homelessness.

Creating affordable housing opportunities.

Elevating the quality of life of our residents.

Innovating ways to invest in our neighborhoods.
AH provides a spectrum of quality affordable solutions through housing programs that help meet a variety of needs.

**HOMEFLEX**

AH encourages private sector owners of single-tenant and family developments to reserve a portion of their units for eligible residents. This rental assistance—which is tied to the unit, not the tenant—offers long-term, affordable options for our residents.

**6,362 affordable HomeFlex units**
AH is committed to preserving and improving our AH-owned public housing (PH) units, which currently serve our seniors, disabled adults, and small families. Through the Housing and Urban Development’s (HUD’s) Rental Assistance Demonstration (RAD) program, AH partners with private developers in a long-term agreement to rehabilitate and convert aging PH units into Section 8 Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA) units, while guaranteeing they remain fully affordable to low-income residents.

In FY 2021, 596 units were preserved as affordable through 3 RAD communities.

### ATLANTA HOUSING-OWNED COMMUNITIES AND RAD CONVERSIONS

<table>
<thead>
<tr>
<th>PROPERTY NAME</th>
<th># OF UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARETTA ROAD SENIOR TOWER</td>
<td>129</td>
</tr>
<tr>
<td>PEACHTREE ROAD SENIOR TOWER</td>
<td>196</td>
</tr>
<tr>
<td>VILLAGES AT EAST LAKE REDEVELOPMENT I &amp; II</td>
<td>91 &amp; 180</td>
</tr>
</tbody>
</table>

Housing Choice provides more than 11,000 households with the means to obtain affordable housing. Also known as Section 8, the HCVP lets families identify quality housing anywhere in the city or outside of Atlanta without paying more than 30 percent of adjusted income toward their rent and utilities. AH pays the portion of the rent not covered by the families. Recent enhancements to HCVP such as technology improvements, landlord referral incentives, tenant education programs, and a damage protection plan, help to retain and attract quality property owners.

**11,359**

HCV P households served in FY 21

**300**

units with landlord partners
**Housing Programs**

**Down Payment Assistance (DPA)**

AH’s homeownership program provides low- to moderate-income homebuyers with financial assistance to purchase homes within the city of Atlanta. After meeting the program requirements, recipients can receive up to $20,000 towards down payment assistance and closing costs. Veterans, educators, healthcare professionals and public safety officers are eligible to receive up to $25,000.

7 in 10 DPA recipients make between 40 to 80 percent of the AMI

$5,533,515 awarded in FY 2021 to more than 250 homebuyers

**Haven**

AH’s supportive housing program, Haven provides at-risk populations with a stable housing arrangement that includes intensive case management and support services aimed at promoting self-sufficiency. This population includes homeless individuals and families, people with physical, mental, or developmental disabilities, military veterans, families separated due to the lack of housing, and youth aging out of foster care.

295 individuals and families battling or at-risk of homelessness served
REAL ESTATE

**HERNDON**

- 97 affordable units completed in FY 2021

**MADISON REYNOLDSTOWN**

- Advanced plans for the development of 116 affordable units
- and broke ground for development in winter 2022

**WEST HIGHLANDS**

- 287 affordable homes & townhomes completed in FY 2021

**LONDON TOWNHOMES**

- 150 affordable units preserved in FY 2021
ELEVATE

We believe in the potential of people, so we consider the needs of those we serve and how we can improve their lives and surroundings.

In FY21, AH launched the inaugural Digital Leadership Academy, an extension of the Achieving Connectivity to Create Equity and Self-Sufficiency (ACCESS) program. In partnership with TechBridge, the program approaches digital inclusion by providing training opportunities for residents, improving access to resources, and creating a bridge for greater job opportunities and career advancement.

6 of 9 program graduates are now employed in their new, higher-earning tech career. We strongly believe that economic empowerment is the key factor for residents on the pathway to self-sufficiency.

402 AH-assisted households supported with after-school programming, summer camps and other enrichment opportunities.
RESIDENT SERVICES

W/MBE and Section 3 Resident Entrepreneurial Program graduated first cohort of 40 in FY 2021

AH’s Seniors Farmers Market provided 550 boxes of produce to AH senior communities. The event also included virtual cooking demonstrations, entertainment, and games.

Employees fund the James Allen Community Scholars Award (JACSA), supported by the United Negro College Fund, to help AH-assisted youth. To date, the JACSA has awarded more than $710,000 to deserving college students.

567 enrolled in adult literacy, GED, and post-secondary opportunities, job training and skills development, entrepreneurial training, or coaching sessions to increase participants’ employment marketability.

658 AH-assisted individuals participated in life skills training and support groups. These virtual events also generated referrals to partner agencies, including Mercy Care, Fulton County Board of Health, and youth services providers.

AH’s 5-Star Tenant Program conducted 100 one-on-one financial coaching and asset building sessions along with 12 groups.
COVID RESPONSES

In FY 2021, AH utilized CARES Act funding to assist program participants behind on their rental obligations and other COVID-19 related hardships.

- Created COVID-19 Rapid Supportive Housing Program (CRSHP) by using 100 underutilized vouchers from other housing programs.
- Transitioned in-person events and programming to virtual platforms in order to continue enrichment opportunities for AH-assisted families.
- In collaboration with Kaiser Permanente, AH presented two wellness events that drew 1,865 participants.

INNOVATE

AH is taking an innovative approach to building stronger, sustainable neighborhoods and achieving greater equity for low-income populations across the city.
AH GREEN

Recognizing that climate change disproportionately affects low-income families, AH launched AH Green in FY 2021. This environmental sustainability initiative will advance plans to reduce our carbon emissions and environmental impact.

AH Green plans include, but are not limited to:

- Creating opportunities for workforce training for clean energy jobs
- Focusing on environmentally friendly real estate development practices
- Promoting energy-efficient unit upgrades through financial incentives to our landlords

Each fiscal year, we step up to the task to serve more families and make a greater impact. Smart reinvestment and resourceful stewardship of our funds is crucial to the achievement of that goal.

**FINANCE FY 2021**

| In development and revitalization activities | $28.9M |
| in HCVP housing assistance payments | $123.7M |
| in HomeFlex Rental Assistance | $5.4M |
| in AH’s MIXED Communities subsidy program | $7.7M |
Where the money comes from:
Source of Funds for year ended in 6/30/2022

- HUD Operating Subsidies and Grants: $277,136,652
- HUD Development Grants: $7,876,573
- Tenant Rents: $4,017,854
- Development-related Income: $6,249,218
- Development Loan Repayments: $10,190,089
- Interest Income: $3,240,505
- Other Current Year Revenue and Grants: $2,899,137
- CARES Act Funds: $1,811,099
- Interest Income and Other Non-operating Sources: $2,976,369
- Total: $316,397,496

Where the money goes:
Uses of Funds for year ended in 6/30/2022

- Housing Assistance Payments: $193,692,744
- AH-Owned Public Housing Operations: $15,433,757
- AH-Owned Public Housing Capital Expenditures: $7,054,617
- Human Development & Community Services: $2,254,153
- Administration: $44,473,046
- Development: $32,719,450
- CARES Act Related Expenses: $1,811,099
- Total: $297,438,866
In 2015, AH and the City of Atlanta received a $30 Million Choice Neighborhood Implementation Grant from HUD to redevelop the former University Homes, Ashview Heights, the Atlanta University Center, and Vine City.

ASHLEY SCHOLARS I C

Closed on 72-unit (50 affordable) multifamily development in FY 2021. Target completion Summer 2022.

ASHLEY SCHOLARS LANDING II

Advanced the design phase of this 212-unit (114 affordable) multifamily development in FY 2021. Target completion Summer 2023.

ROOSEVELT HALL

With a $10 Million investment, AH advanced the renovation of the former community center of the historic University Homes. Roosevelt Hall was innovatively reimagined, boasting a roof top special event space with panoramic city views, history walls, community meeting space, a computer center, a library, offices, and retail space.
In December 2020, AH received a $450,000 Choice Neighborhoods Planning Grant from HUD to create a transformation plan for the former Bowen Homes public housing site, Carey Park neighborhood, and a portion of the Donald Lee Hollowell Parkway.

More than 30 focus groups, stakeholder meetings, and public events were held to gather input from former Bowen Homes residents and current community members.

Feedback will serve as the framework for the comprehensive plan that will be submitted to HUD in December 2022.

We are proud to foster a culture of excellence here at Atlanta Housing. And every year, as our AH family pursues our noble mission with compassion and diligence, our employees continuously raise the bar for excellence.

Ashley Howell
Housing Services Administrator
Housing Choice Voucher Program
Employee of the Year
2021

Terri Lee
Chief Operating Officer
Executive Office
Selected for the 2nd cohort of ULI Atlanta Women’s Leadership Initiative,
The Leaders

Albert Murillo
SVP, Contracts and Procurement
and the Contracts and Procurement Department
Excellence in Procurement by the National Procurement Institute, Inc.

CMPE
LaConia J. Dean, Interim SVP and the Communications, Marketing and Public Engagement Department
Finalists, 2021 Adobe Government Creativity Award for AH’s 2020 End-of-Year Report
EMPLOYEE ENGAGEMENT

Following the lead of our culture-driving President and CEO, employee wellbeing—physically, mentally and professionally—is a priority at Atlanta Housing. So is giving back to the community. Intentional employee engagement supports a dynamic and balanced work environment, which encourages retention, investment in the mission, and overall workplace excellence.

- Executive coaching provided for senior leaders
- Leadership training provided for senior and mid-level managers
- CEO-sponsored Toastmasters International club
- 304 volunteer hours logged through AH Cares in FY21, despite the lingering pandemic
EXECUTIVE LEADERSHIP

EUGENE E. JONES, JR.
PRESIDENT & CEO

TERRI LEE
CHIEF OPERATING OFFICER

DEJERNETTE BEATY
DEPUTY CHIEF REAL ESTATE OFFICER

BRIAN BENN
CHIEF INFORMATION OFFICER AND SENIOR VICE PRESIDENT

MARYA CALHOUN
SENIOR VICE PRESIDENT OF HUMAN RESOURCES

LACONIA J. DEAN
SENIOR VICE PRESIDENT OF MARKETING, COMMUNICATIONS AND PUBLIC ENGAGEMENT

MAJOR GALLOWAY
VICE PRESIDENT OF POLICY AND REGULATORY AFFAIRS

ERNESTINE GARY
SENIOR VICE PRESIDENT OF CHOICE NEIGHBORHOODS

HOWARD W. GRANT, PH.D
SENIOR VICE PRESIDENT OF GOVERNMENTAL, EXTERNAL AFFAIRS & HUMAN DEVELOPMENT

MAYA HODARI
SENIOR VICE PRESIDENT OF REAL ESTATE ACQUISITIONS & INITIATIVES

DAVID HUNTER
CHIEF CONSTRUCTION OFFICER

TRACY JONES
SENIOR VICE PRESIDENT OF THE HOUSING CHOICE VOUCHER PROGRAM (HCVP)

CASS MILLER
CHIEF OF FACILITIES AND OPERATIONS MANAGEMENT

ALBERT MURILLO, ESQ
SENIOR VICE PRESIDENT OF CONTRACTS AND PROCUREMENT

TRISH O’CONNELL
DEPUTY CHIEF REAL ESTATE OFFICER FOR PLANNING AND DEVELOPMENT (REPD)

KEN SEDECKAS
INTERIM CHIEF FINANCIAL OFFICER

DWAYNE VAUGHN, ESQ
GENERAL COUNSEL

PAUL VRANICAR, ESQ
SENIOR VICE PRESIDENT OF POLICY, STRATEGY, AND REGULATORY AFFAIRS

LISA WASHINGTON, ESQ
DEPUTY GENERAL COUNSEL OF THE STRATEGIC AND REAL ESTATE SERVICES

MICHAEL WILSON
SENIOR VICE PRESIDENT FOR TRANSACTION MANAGEMENT AND CAPITAL MARKETS

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