



FY
2021
ANNUAL REPORT

“

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





FROM THE 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.

OUR MISSION

To open doors to quality, equitable housing options across the city of Atlanta while investing in the families, communities and citizens we serve.



FROM THE CHAIRMAN

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.

Larry Stewart

LARRY STEWART

4 CEO ADDRESS

5 OUR MISSION

6 CHAIRMAN ADDRESS

8 OUR FAMILIES

9 OUR STRATEGY

10 **CREATE**

11 HOUSING PROGRAMS

16 REAL ESTATE

18 **ELEVATE**

19 RESIDENT SERVICES

TABLE OF CONTENTS

22 COVID RESPONSES

23 **INNOVATE**

24 AH GREEN

25 FINANCE

28 UNIVERSITY CHOICE NEIGHBORHOODS

29 ROOSEVELT HALL

30 BOWEN CHOICE NEIGHBORHOODS

31 #AH EXCELLENCE

32 EMPLOYEE ENGAGEMENT

34 EXECUTIVE LEADERSHIP

OUR FAMILIES

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

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

26,507
households served in
FY 2021, including the
addition of 733 new
households

79%
make less than
\$26,500 annually



OUR STRATEGY



CREATE
affordable housing
opportunities

ELEVATE
the quality of life of
our residents



INNOVATE
ways to invest in our
neighborhoods

CREATE

AH provides a spectrum of quality affordable solutions through housing programs that help meet a variety of needs.

HOUSING PROGRAMS

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



HOUSING PROGRAMS

1,340

RAD units in
FY 2021

ATLANTA HOUSING-OWNED COMMUNITIES AND RAD CONVERSIONS

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.

PROPERTY NAME	# OF UNITS
MARIETTA ROAD SENIOR TOWER	129
PEACHTREE ROAD SENIOR TOWER	196
VILLAGES AT EAST LAKE REDEVELOPMENT I & II	91 & 180

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

11,359

HCVP households
served in FY 21

HOUSING CHOICE VOUCHER PROGRAM (HCVP)

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.

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.

RESIDENT SERVICES

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



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.

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



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.



Employees fund the James Allen Community Scholars Award (JACSA), supported by the United Negro College Fund, to help AH-assisted youth.

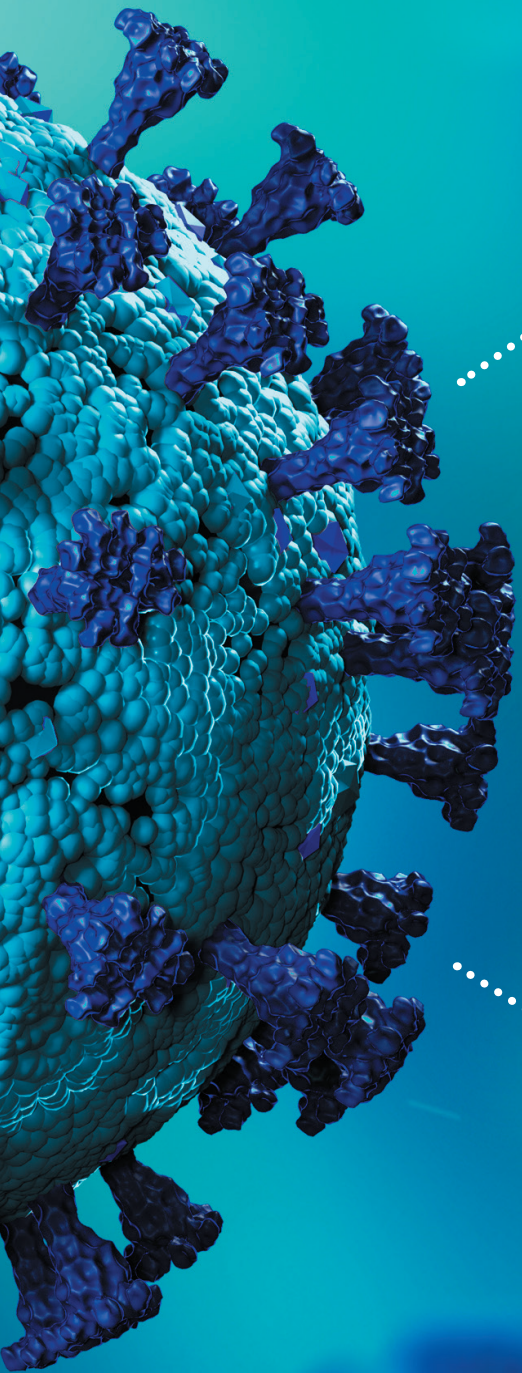
To date, the JACSA has awarded more than **\$710,000** to deserving college students.



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.

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.

\$123.7M
in HCVP housing
assistance payments

\$28.9M
in development and
revitalization activities

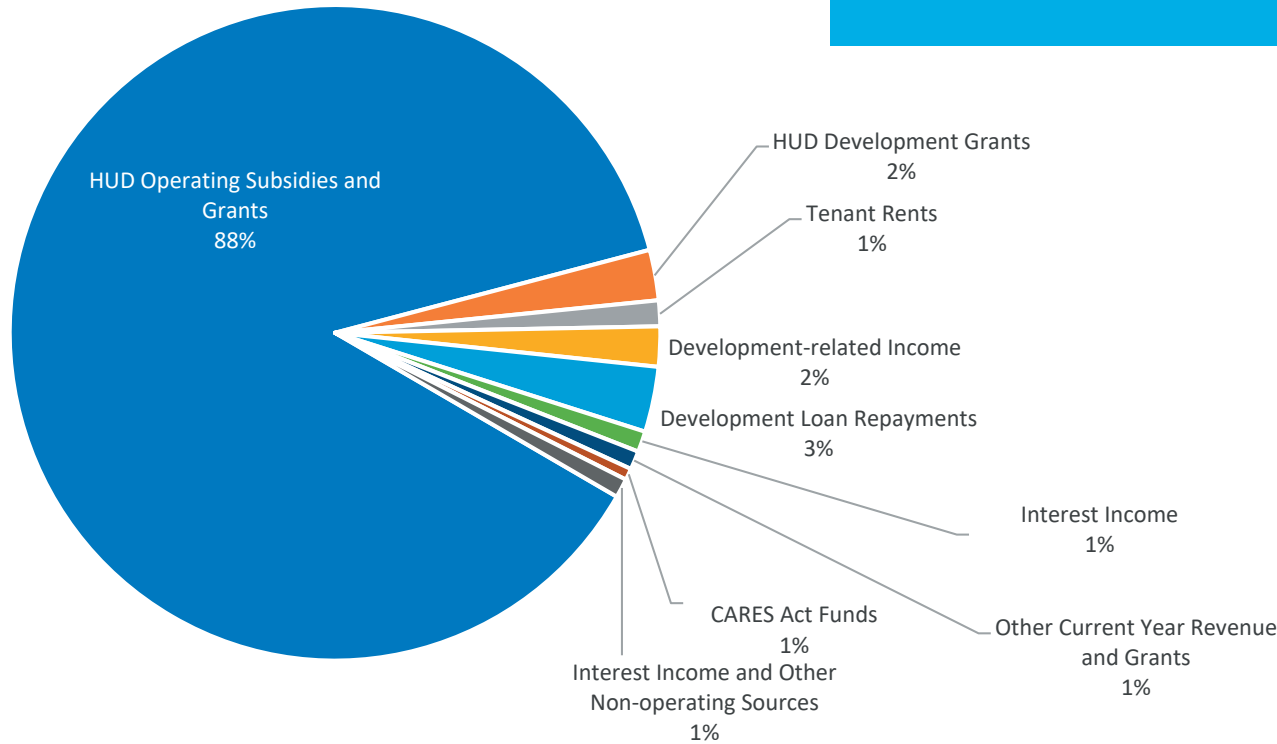
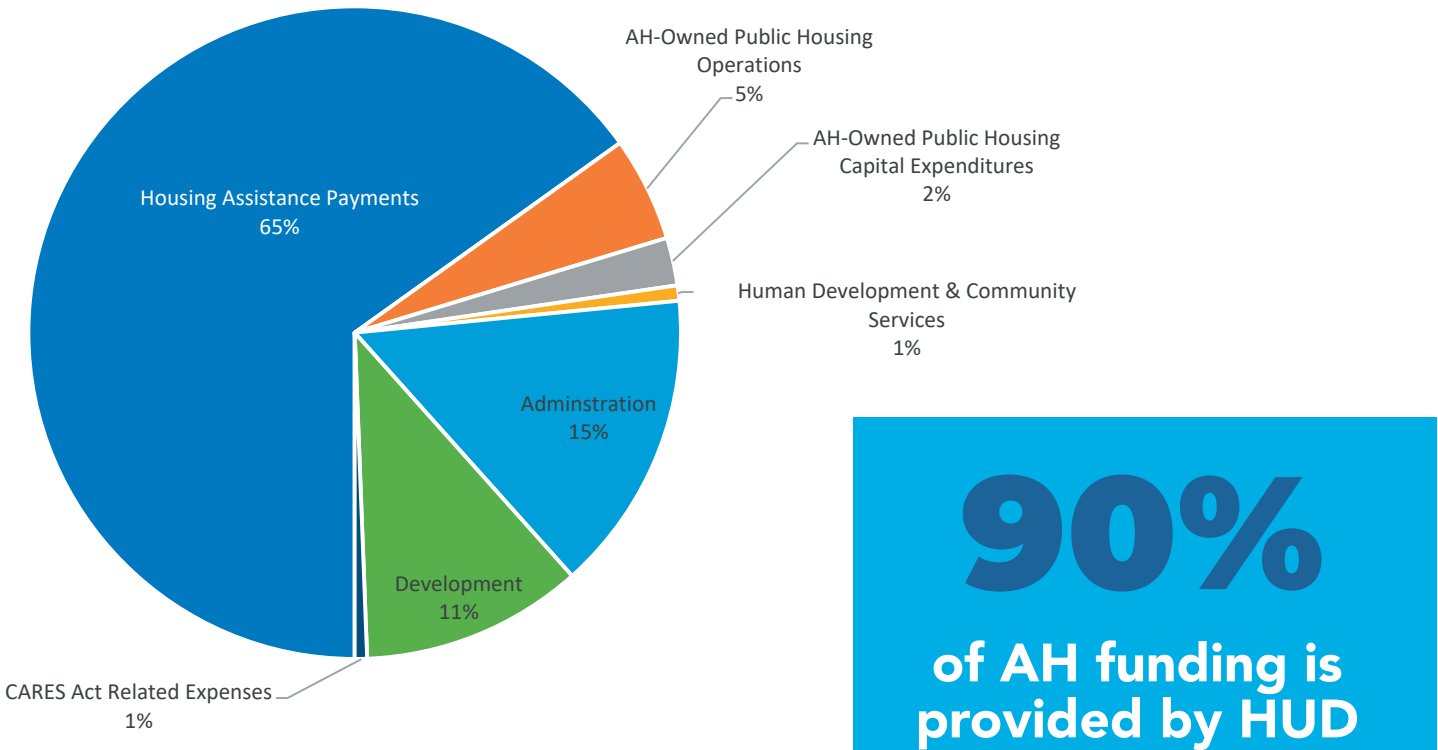
\$5.4M
in HomeFlex Rental
Assistance

\$7.7M
in AH's MIXED Communi-
ties subsidy program

FINANCE

FY 2021

Sources of Funds



FINANCE

FY 2021

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
	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
	297,438,866

UNIVERSITY CHOICE NEIGHBORHOOD

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 IC



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



Grand opening targeted for 2022

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.

BOWEN CHOICE NEIGHBORHOOD

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.**

#AH EXCELLENCE

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

*Annual Report produced by
the Office of Communications, Marketing & Public Engagemennt*

Content Strategy and Creative Direction, LaConia J. Dean
Content Development, Nina Reeder and Maurya Lacey
Production Management and Graphic Design, Barri Jones
Contributors, Rashel Malone, Sharne St. James, Shawn Riddle
and Yann Mondon

