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CREATE ELEVATE INNOVATE



# FY22-FY23 REPORT



CREATE ELEVATE INNOVATE



## In loving memory of **Commissioner Sheila Harris**

Commissioner Harris was one of two resident commissioners serving on the current Atlanta Housing Board of Directors. She served from January 2021 to July 2023. For over six years, she was the resident association president for Cheshire Bridge Road High-Rise. Her passion, advocacy, and commitment to improving the lives of her fellow residents leave a shining legacy that will continue in our hearts and in the work of Atlanta Housing.



# celebrating 85 YEARS

Atlanta Housing was founded on May 18, 1938 by real estate developer Charles F. Palmer and President of Atlanta University Center Dr. John Hope during a period of intense social change in Atlanta and the nation. With a shared vision of eradicating slums in Atlanta and improving the living conditions of deprived residents, Palmer and Hope used funding from the Public Works Administration (PWA), under President Franklin D. Roosevelt's New Deal programs, to help those in need. This compassionate and forward thinking paved the way for Atlanta to become the home of the first housing projects in the nation with the construction of Techwood Homes for white Americans followed by the University Homes for African Americans.

By the mid-1990s, the authority shifted its approach to a mixed-use, mixed-income communities framework that incorporated public housing. This "Atlanta Model," which deconcentrated poverty, became a national blueprint and still guides our work today.

As Atlanta Housing looks ahead to its next 85 years, affordable housing remains a pressing issue in Atlanta and across the country. We are still committed to **creating** affordable housing opportunities for those who need help. Yet, because we also believe in the potential of people, we are also committed to **elevating** our families through programmatic offerings and services that help them thrive. Finally, we are committed to **innovating** through creative approaches that expand housing opportunities and partnerships to serve and empower more **people**.

**The legacy of  
our pioneering  
founders continues.**

THE HOUSING AUTHORITY  
85  
THE CITY OF ATLANTA  
Years





“

It is time to move  
urgently into action in  
creating not just housing,  
but also **resident-focused  
neighborhoods.** ”

-Eugene E. Jones, Jr.



# our VALUES



We are a team of bold, compassionate, and committed change-makers dedicated to working collaboratively to serve the Atlanta community with our unique resources.

# our MISSION

The mission of Atlanta Housing is to open doors to safe, quality affordable homes, build inclusive communities of choice, and create opportunities for economic mobility.

# our VISION

Our vision is a city where all Atlantans have a place they are proud to call home and can thrive, regardless of their income or address.







## letter from the **MAYOR**

“ We have provided \$175 million in housing assistance to more than 18,000 households, and through our work with Atlanta Housing, we can achieve more together. ”

In Atlanta and cities across the country, a home is more than just a house. It's a source of pride and security. It's a place to raise your children, put down roots, and build community.

Today, affordable housing has become a national issue as communities continue to be burdened with rising costs of living. This is why my Administration is committed to partnering with Atlanta Housing to build new affordable housing and preserve the affordability of existing homes in every neighborhood across our city.

Over the last year and a half, under my leadership as Mayor, we have made significant progress toward our goal of ensuring that all residents and families have opportunities for economic mobility. Earlier this year, Atlanta Housing's five-year Strategic Plan was approved. This plan aims to create and preserve 10,000 affordable housing units by June 2027,

in line with the City's goal of creating or preserving 20,000 units over eight years. To support this effort, we have already financially closed on 785 new units and are actively developing or planning 178 acres on eight sites. We have also preserved 1,884 units and have awarded 193 new homeowners more than \$4.2 million in down payment assistance. And, by making sure that more minority and women-owned businesses have a meaningful stake in our affordable housing efforts, we've expanded and diversified the pool of talent doing this critical work.

To date, we have provided \$175 million in housing assistance to more than 18,000 households, and through our work with Atlanta Housing, we can achieve more together. No city in the country can address its housing challenges alone. I am thankful for the support of Atlanta Housing, its Board Members, and all of our

partners across the affordable housing community. The foundation we are creating positions our city to meet the new challenges we see on the horizon and to keep fighting to make Atlanta a leader in safe, healthy, connected neighborhoods with an expansive culture of equity.

Sincerely,

**MAYOR ANDRE DICKENS**



## letter from the **PRESIDENT & CEO**

“ Our mission to open doors to quality living for all is more relevant than ever. ”

In May, Atlanta Housing marked a significant milestone and celebrated its 85th anniversary. For decades, the agency has worked to make equitable, affordable housing a reality for all who call Atlanta home. In FY23, we served 25,834 individuals and families and invested more than \$235.5M for housing those families. We spent over \$39 million towards our 5-Year Strategic Plan goal of creating and preserving 10,000 housing units over the next five years. We enhanced housing assistance resources and invested \$3.8 million in homeownership down payment assistance, enabling 176 first-time homebuyers achieve the dream of owning their own home. We also administered rental assistance to over 21,000 households to continue to ensure that families have access to safe, quality housing. Perhaps even more significantly, Atlanta Housing also continues to be an agency of opportunity to the families we serve. We continued to elevate our residents with workforce

and technology training, scholarships, free childcare, and educational opportunities for residents young and old to provide pathways to economic empowerment and self-sufficiency.

Our development pipeline shows promising days are ahead. AH is nearing completion on a construction project, Juanita H. Gardner Village, that will create 108 affordable units for our senior population in Adamsville. Construction is well underway at Madison Reynoldstown adjacent to the BeltLine Eastside Trail, which will include 116 affordable units. We also completed a transformative \$12 million renovation project at historic Roosevelt Hall which now holds a technology center and library, community room, outdoor greenspaces, and a scenic rooftop. There, the Choice Neighborhoods team will support programming that uplifts residents and will foster community connections with the neighboring Atlanta University Center.

In keeping aligned with our people-focused mission, Atlanta Housing remains committed to making Atlanta a more inclusive community. With the support of our Board of Commissioners, the tenacity of our senior leadership team, and the commitment of our employees, partners, and allies, I am confident that we will achieve our collective goals of opening doors to safe, quality affordable housing, connecting residents with opportunities for economic mobility, and creating a stronger, more vibrant city.

Sincerely,

**EUGENE E. JONES, JR.**





letter from the  
**CHAIRMAN**

“Atlanta Housing continued to open doors to affordable, quality living to families along the housing continuum.”

From soaring rental costs to rising mortgage loan interest rates, the need for safe, affordable housing has reached a new level of urgency in Atlanta. As our city continues to experience a strong economy and rapid population growth, it will be essential for our city’s leaders to work together to preserve housing affordability.

Atlanta Housing is uniquely suited to be at the forefront of this effort and has doubled down on the agency’s commitment to putting people first. I am pleased to share that this annual report is reflective of our drive for improvement and impact.

To address the rising costs of land across our city, Atlanta Housing is taking a focused approach on redeveloping agency-owned vacant land parcels into communities that are thriving, healthy, and more inclusive. One example of this is the transformation of Bowen Homes, a

historic 74-acre site in Northwest Atlanta that will be an anchor to the revitalization of the Donald Lee Hollowell corridor that will consist of a mixed-income, mixed-use development featuring retail, community space, parks and trails. Another is our approval of the re-development of the Civic Center site where a vibrant, mixed-use community will aim to provide more than 500 affordable units to Atlanta residents that restores affordability to a place once known as Buttermilk Bottom. These sites are just 2 examples of how we plan to innovate what affordable housing looks like in Atlanta while preserving the soul and the memory of these communities.

Our pathway to affordability will require a multi-faceted approach. With the recent approval of the agency’s five-year strategic plan, Atlanta Housing will invest in preservation, rehabilitation, new construction, and home-

lessness prevention to address the affordable housing crisis.

These are ambitious goals, but we cannot accomplish them alone. The Board looks forward to supporting the agency’s efforts by telling our story and drawing circles around the corporate, philanthropic, and nonprofit communities. On behalf of the Board of Commissioners, I want to express my appreciation and gratitude to all our partners, community members, and, most importantly, Atlanta Housing leadership and employees, who work tirelessly to ensure that people of all income levels have an opportunity to live affordably in this great city of Atlanta.

Sincerely,

**LARRY STEWART**

table of contents

<b>IMPACT</b>	13
<b>CREATE</b>	15
housing programs	17
housing atlanta	19
american dream	23
<b>ELEVATE</b>	25
resident services	27
#ah cares	29
serving seniors	31
economic empowerment	33
<b>INNOVATE</b>	35
expanding partnerships	37
quality living	39
honoring history	43
perserving affordability	45
amplifying stories	47
sound finances	49
path forward	51
thought leaders	53
#ah excellence	59



**The Atlanta Housing approach to community is people focused.**

*We create communities where individuals can live affordably, work productively, and thrive well into the future.*



# IMPACT

**\$45.7M**

Contract expenditures  
awarded to Minority/  
Women/SBE/Section 3  
businesses in FY22-FY23

**\$50M**

For at-risk families facing or  
experiencing homelessness  
in FY22-FY23

**25,834**

Households served in FY23

**21,794**

Families receiving rental  
assistance in FY23

**\$451.3M**

Invested for housing  
families in FY22-FY23



**166** New HomeFlex Units  
3 New Agreements Established

**65** TBV Families  
Net New Admissions

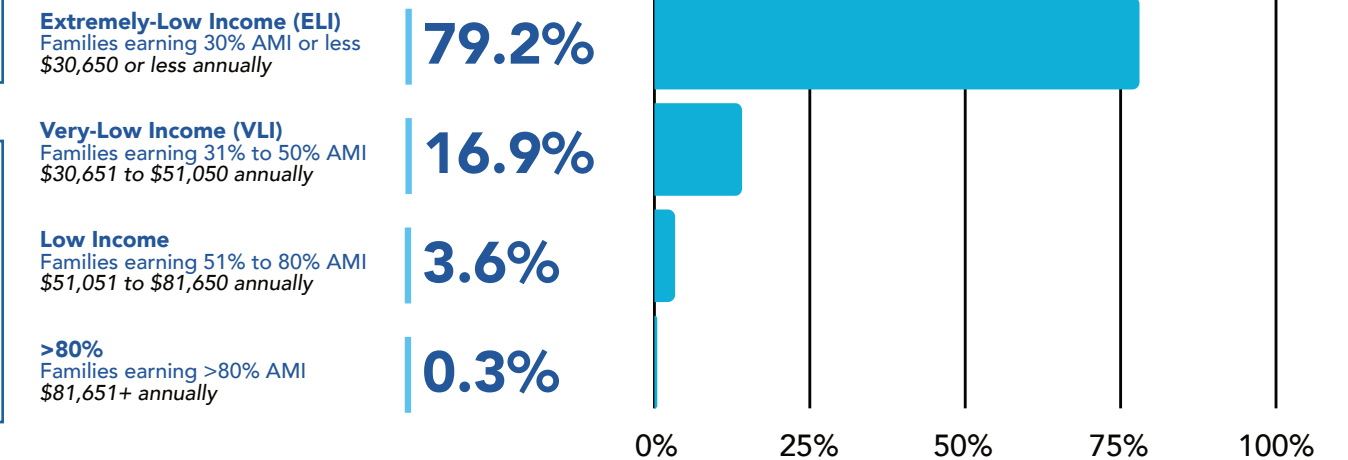
**221** DPA Awards  
New, First-Time Homebuyers



**68** New HomeFlex Units  
4 New Agreements Established

**176** DPA Awards  
New, First-Time Homebuyers

## Assisted Households Breakdown by Area Median Income (AMI)





# CREATE

Equitable, affordable housing opportunities

Creating and preserving units is our top priority. As we seek to do our part in #movingatlantaforward, we are repurposing AH-owned land, developing new housing, partnering strategically to improve the conditions of existing housing, and leveraging our Down Payment Assistance (DPA) program to expand housing opportunities and to position first-time homebuyers to reap the benefits of generational wealth.

CREATE



“ I had been homeless for quite a while, and to not have a stable home and sleeping in cars, you never know where your next home is going to be. Because of Atlanta Housing, as a single mother I am able to manage, raise my kids, never give up and to never lose hope. ”

**WYSHEKI EPPS**

AH Resident



# housing PROGRAMS

## HOUSING CHOICE VOUCHER PROGRAM

AH's largest rental assistance program, the Housing Choice Voucher Program (HCVP) provides more than 17,000 households with the means to obtain affordable housing. Also known as Section 8, HCVP lets families identify quality housing anywhere in Atlanta proper 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.

## DOWN PAYMENT ASSISTANCE

AH's Down Payment Assistance (DPA) homeownership program provides low- to moderate-income homebuyers with financial assistance to purchase homes in Atlanta. After meeting the program requirements, recipients can receive up to \$20,000 towards down payment and closing costs. AH-assisted participants, veterans, para-professionals, and professionals in education, healthcare, and public safety may be eligible to receive \$25,000.

## RENTAL ASSISTANCE DEMONSTRATION

Through the Rental Assistance Demonstration (RAD) program, AH partners with private developers in a long-term agreement to rehabilitate and convert aging Public Housing (PH) units into Section 8 Project-Based Voucher (PBV) units, while guaranteeing they remain fully affordable to low-income residents.

## HOMEFLEX

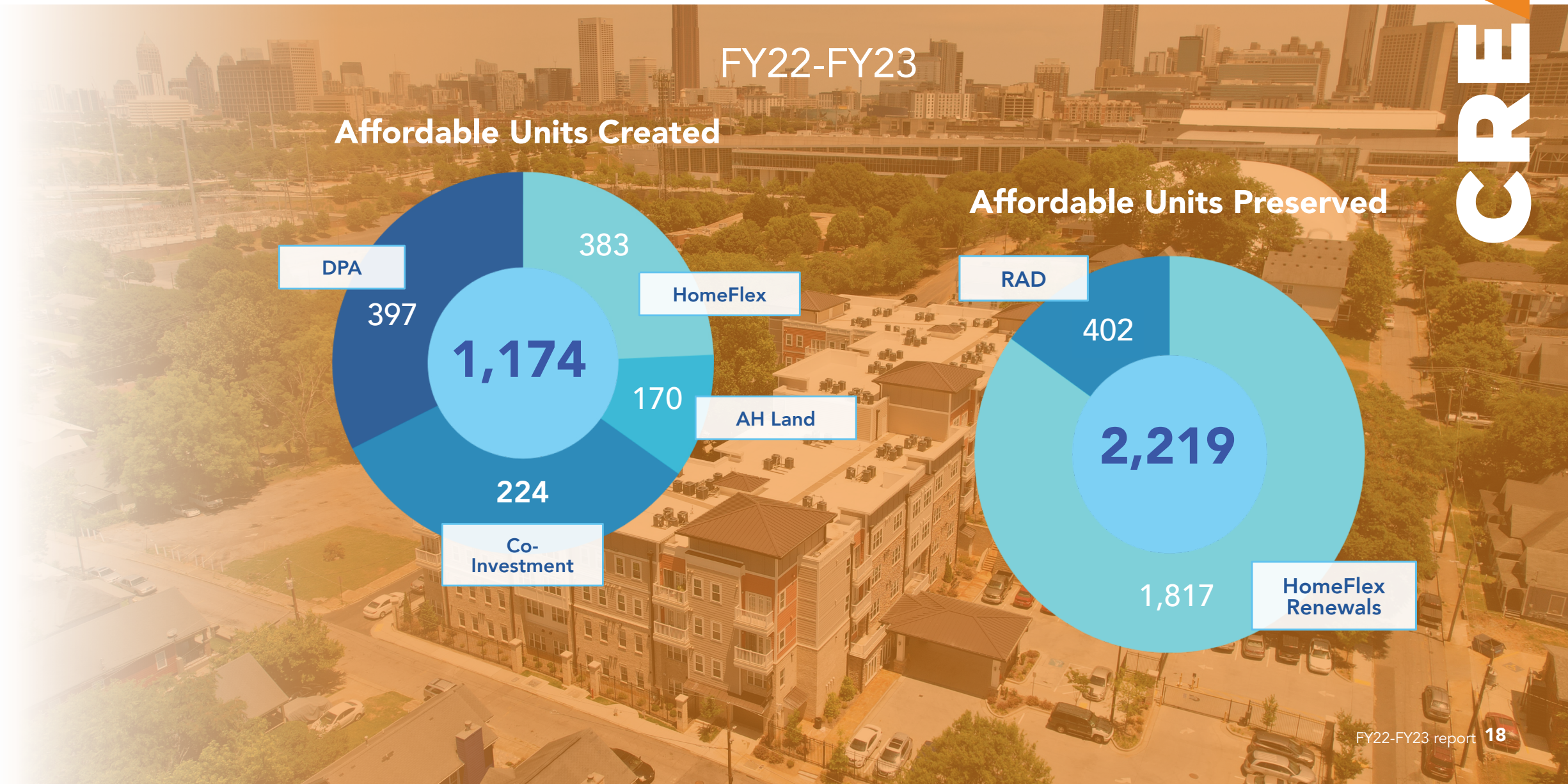
AH's MTW Project-Based Rental Assistance Program, the HomeFlex program is a partnership between AH and private sector owners of single-tenant and family developments. The owners reserve a portion of their units for eligible residents. This rental assistance, which is tied to the unit—not the tenant—offers long-term, affordable options for our residents.

## CO-INVESTMENT

AH partners with private investors to finance and create affordable housing by providing land and other resources while the investors provide capital, expertise in development and management, and the flexibility to address capital needs at the property.

**\$72.6M**

For development & community revitalization in FY22-FY23





# housing ATLANTA



## Juanita H. Gardner Village

The Juanita H. Gardner Village development is a 100 percent affordable three-story senior apartment community in the Adamsville neighborhood. The project is financed through the AH-Invest Atlanta Co-Investment Fund with an investment by AH, tax-exempt bonds from Invest Atlanta, and four percent Low Income Housing Tax Credits from the Georgia Department of Community Affairs (DCA). Formerly known as Harmony at Bakers Ferry, the project was renamed at the community's request after the longtime community activist.

**108** New Affordable Senior Units  
**\$25.6M** Development



# Madison Reynoldstown

This development is adjacent to the Atlanta BeltLine and offers quality amenities. It is walkable to entertainment, retail, restaurants, a Publix, green spaces, and job opportunities. All units are deemed affordable for working families earning up to 80 percent AMI. AH's HomeFlex program will subsidize 46 of those units for working families earning up to 30 percent AMI. Public and private funding sources include Invest Atlanta, Atlanta BeltLine, Inc., Department of Community Affairs, National Housing Trust Fund, City of Atlanta, and AH.

**116** New Affordable Multifamily Units  
**\$43.6M** Development

## Financial Closings

### FY22 Financial Closings

Development	Total Affordable Units
Madison Reynoldstown	116 units
Juanita H. Gardner Village	108 units
Ashley IC	56 Units

### FY23 Financial Closings

Development	Total Affordable Units
Ashley II	114 units



## Villages of East Lake

Originally constructed in the mid-1990s, an extensive renovation to 542 housing units was completed in March of 2022. AH subsidizes 50 percent of the housing units to families making 30 percent of AMI or less. The remaining 50 percent are provided at market rate. Upgrades include new exteriors, flooring, cabinets, a fitness center, and landscaping. A MARTA bus stop is within walking distance, and the East Lake Learning Academy, Sheltering Arms Early Education and Family Center, and Drew Charter School—a

leading institution for grades pre-K to 12—are nearby. The recapitalization and renovation of Villages of East Lake was made possible through partnership between Atlanta Housing, the City of Atlanta, the East Lake Foundation, Georgia Department of Community Affairs, Truist Bank and Columbia Residential. The rehabilitation represents one of the largest preservations of affordable housing in Georgia.

## 271 Preserved Affordable Units



## Shannon Heath-Longino

SVP of Truist Community Capital  
and former resident of Villages of East  
Lake, formerly East Lake Meadows

*I am living proof of what dollars and investors and a partnership with the community [create], and how it can thrive. I am a product.*



# housing ATLANTA



## Columbia at Capital View

This extensive rehabilitation was led by Columbia Residential and co-financed by the City of Atlanta, Invest Atlanta, Atlanta Housing, Enterprise Community Partners, Partners for Home, Bank of America, and a pre-development grant from the Annie E. Casey Foundation. AH committed to HomeFlex subsidies for up to 20 years for 43 units with an additional 24 reserved as HAVEN supportive housing homeless individuals. The remaining 53 units are marketed to individuals earning between 40 to 70 percent AMI.

**120** Preserved Affordable Units  
**\$27M** Development



## London Townhomes

The London Townhomes renovation includes an updated infrastructure, energy-efficient appliances, and inviting outdoor living spaces. In addition, there will be new amenities around the property, including a fitness center, a clubroom, and a media center. Located in Atlanta's Westside, tenants will reap the benefits of a booming local economy with the solace that their rent is guaranteed to never exceed 30 percent of their monthly income. This development is a partnership of The Benoit Group, Invest Atlanta, and AH.

**200** Preserved Affordable Units  
**\$40M** Renovation

## James Allen Jr. Place

Renamed to honor the late James Allen Jr., a former AH Board Commissioner and longtime AH employee, James Allen Jr. Place is a former AH-owned community that was converted to a Rental Assistance Demonstration (RAD) property in 2022.

The property is undergoing a major renovation to all 129 preserved units with new building amenities including an arts and crafts room, a package room, movie theatre, and improvements to the fitness room, community room, laundry room and computer room. Additionally, a healthcare clinic with a primary care doctor offered exclusively to residents will be onsite through Matter Health. Sustainable building practices will substantially improve energy efficiency and utility cost through

savings on electric and water use. The remodel is within walking distance to H.E. Holmes Marta Transit Station, several bus stations, restaurants, and Peyton Park.

**129** Preserved Affordable  
Senior and Young  
Disabled Units

**\$36M** Development



CREATE





# american DREAM

“

I took the initiative to take the classes, build my credit, and to be informed on everything I needed to be a successful homebuyer. Atlanta Housing made my dreams possible.

”



Director of Homeownership Programs Patricia Evans and members of her team welcomed guests at the June 2023 AH Homeownership Month celebration.

## Brion Grady STORY

Homeownership represents the very essence of the American Dream, providing individuals and families with stability, financial security, and a sense of pride. For many aspiring homeowners, the hurdle of amassing the necessary down payment funds is too great. To counter this challenge, in 2005, Atlanta Housing (AH) established the Down Payment Assistance Program (DPA), an initiative designed to bridge the gap and make homeownership a reality for eligible first-time homebuyers. Since then, we have helped over 1,700 low-to-moderate income families and

individuals, like Brion Grady, achieve their dream of owning a home. Over the past five years alone, AH has invested more than \$28.6 million benefiting first-time homebuyers. Brion credits her successful journey to homeownership to the invaluable guidance of her lender and mortgage loan officer, as well as our AH Homeownership Program Specialist. The \$20,000 she received in down payment assistance empowered her to remain a vital part of her beloved community and to begin acquiring generational wealth. Eligible DPA recipients receive funds up to \$25,000,

which can be allocated toward the down payment, closing costs, and other associated expenses involved in purchasing a home. Working with local lenders, we ensure a seamless integration of the DPA funds into the homebuying process.

**\$9.5M**

Down Payment Assistance (DPA) awards to eligible, qualified first-time homebuyers in FY22-FY23



CREATE

**397**

First-Time homebuyers were awarded with DPA in FY22-FY23





# ELEVATE

Empowering residents on the path to  
self-sufficiency

After stabilizing our families through affordable housing, AH builds on that foundation to provide pathways to success. Strategic partnerships propel our resident services offerings like meals for seniors and childcare youth, as well as scholarship opportunities for college, professional training and development, and career opportunities. We are also committed to advancing the economic opportunities available to underrepresented business owners and low-income Atlanta residents through our job openings and supplier contracts.



“

Without Atlanta Housing, I wouldn't have had the extra funds I needed each year for housing and food as a college student. I want to thank Atlanta Housing for giving me the opportunity to go out and see what was there for me and know what I wanted to pursue.

”

**MONIQUE CAIN**

Master of Public Health Candidate, Morehouse School of Medicine



# resident SERVICES

Our Resident Services partners with local service providers to extend our efforts of providing access to a continuum of comprehensive programs. These collaborations empower individuals and families to achieve self-sufficiency, economic independence, and a better quality of life.

## YOUTH PROGRAMS AND SCHOLARSHIPS

Our youth programs address children at all stages. Solutions like childcare foster childhood development, and access to scholarships enable young residents to pursue higher education. These services position youth for success by laying a caring foundation to build upon throughout their life journey.

**29,969** Youth program visits in FY22-FY23

**3,876** Youth were served in free after-school and holiday camp programs in FY22-FY23



## ATLANTA HOUSING JAMES ALLEN SCHOLARSHIP (JACSA)

**\$72,000**  
Awarded to AH-assisted youth in FY22

**\$61,588**  
Awarded to AH-assisted youth in FY23

**\$37,000**  
GAHRA & HAI Scholarships for AH-assisted youth in FY22-FY23





# ELEVATE

## CHOICE ATLANTA SCHOLARSHIPS

Since the program's inception, Choice Atlanta has awarded **62** participants with scholarships amounting to **\$180,500**.

**\$22,000**

Awarded to AH-assisted youth in FY22

**\$18,500**

Awarded to AH-assisted youth in FY23

FY22-FY23 report **28**



# #ah CARES

## BOOK RICH ENVIRONMENTS

AH Cares, Atlanta Housing's volunteer wing, allows us to extend our community service efforts through impactful opportunities like Book Rich Environments (BRE), a youth literacy program created by the National Book Foundation in collaboration with HUD, the National Center for Families Learning, the U.S. Department of Education, and the Urban Libraries Council.

Since May 2020, BRE has donated 11,600 brand new books to Atlanta Housing for AH-assisted youth ages 0 to 18. The Atlanta Book Rich Environments Program, managed by Atlanta Housing, partners with The Fulton County Library System, Atlanta Public Schools, The John Hope EnVision Center, and Santa For A Day. Atlanta BRE has distributed 7,117 books to over

6,700 youth at 21 AH-sponsored events and at libraries at both AH office locations.

This year, the Atlanta BRE partnered with the Mayor's Summer Reading Program (MSRP) and participated in several events at Watkins Street Park, Warren Boys and Girls Club, Martin Street Apartments, and the Arthur M. Blank Family Youth YMCA.

**+2,500**

AH-assisted children received  
Santa For a Day Christmas  
presents in FY22-FY23





# serving SENIORS

## LIVE WELL

At AH, we help seniors age well by providing home and community-based services to help seniors thrive. Our programming includes health, wellness and fitness expos and classes, social engagements, transportation, connec-

tions to caregiver support and senior centers, and even technology fairs to help ensure our seniors stay connected with their families, doctors and supportive systems.

**10,000+**

Meals delivered to senior residences in FY22-FY23



ELEVATE



**20,567**

Home delivered meals in FY22-FY23

**1,900+**

In-home services provided in FY22-FY23

## MAMA BRIDGES

In March of 2023, Clara "Mama" Bridges, AH's oldest resident, celebrated her 102nd birthday at Peachtree Senior Tower, where she has lived since 1976. A U.S. Army Veteran and nurse of thirty-three years, she still exercises and eats healthfully. When asked about the secret to her longevity, she attributed it to her faith. "People don't know, God rained down on us," she explained. "Just a closer walk with God."



# economic EMPOWERMENT

## ADULT JOB TRAINING AND PLACEMENT

The pandemic revealed to the world what Atlanta Housing already knew—low-income workers fill some of the most essential roles in our everyday lives. We are intentional in our aim to uplift, empower and support the whole person, whole families, and whole communities.

As we continued this important practice, we expanded partnerships in support of adult learning workforce development.

974

Adults received job training, case management, and supportive services in FY22-FY23



## ECONOMIC OPPORTUNITIES

Atlanta Housing is committed to advancing economic opportunities available to underrepresented business owners and low-income Atlanta residents through our training programs, job openings, and supplier contracts.

- 32 residents completed all requirements of the Resident Entrepreneurial Program, which targets Section 3 eligible participants.
- 58 businesses completed our Ignite Small Business Development Program, a four-week business training facilitated in collaboration with the University of Georgia Small Business Development Center.
- In FY23, AH entered into partnership with OneTen to usher 500 AH residents without four-year degrees into family-sustaining jobs over the next four years.



Atlanta Housing's digital inclusion program, ACCESS trains participants in high-demand technology skills, removes barriers to digital access, and prepares our residents for success in an evolving, competitive job market. In FY22, 29 residents graduated from the program's Digital Leadership Academy, resulting in nine job placements and six certifications. Program graduates have an average starting annual salary of \$58,000. These graduates came from a pool of residents whose average annual salary was less than \$24,000. This initiative demonstrates the

empowering impact that access to hardware, connectivity and digital literacy training provides.

Graduating students remain eligible to attend additional trainings to expand their skills. ACCESS was honored as one of the Special Districts Top 10 Technology Innovation Award winners for 2022 by Government Technology magazine in November of 2022.



**Catavia Thompson**  
Entrepreneur

*I enrolled in the Atlanta Housing Resident Entrepreneur Program, and it was very beneficial to me. After taking the class, I was able to take what they taught me to form my nonprofit. It really helped me to see that I could be an entrepreneur. I'm so proud and thankful for that course, because I learned so much, and it gave me the confidence to know I can support myself and my children.*



# INNOVATE

Expanding housing options  
and availability

Atlanta Housing takes an innovative, multifaceted approach to address the city's housing challenges. During the past two fiscal years, we forged strong partnerships with private developers, community organizations, and government agencies to leverage resources and expertise. We also ensured that current and former residents, and community members had a "seat at the table" through intentional public engagement. Together, we implemented mixed-income housing solutions and services that uplift people and neighborhoods.



“When it's all said and done, I hope to have paid forward all of the enriching experiences that I received as a result of being a proud resident of the Bowen Homes community, a.k.a. "B-Town"!”

**DR. REZENIA GRANT WILSON ED.D.**

Former Bowen Homes Resident

INNOVATE



# expanding PARTNERSHIPS



## LANDLORD SYMPOSIUM



In March 2023, Atlanta Housing hosted the Partner Up Landlord Symposium at the Loudermilk Conference Center to educate prospective and existing landlords, strengthen existing partnerships, and recruit new landlords for the Housing Choice Voucher Program (HCVP). The HCVP is a federal program that assists low-income families to afford quality, safe and affordable housing in the private market. The success, sustainability, and growth of the program rely on landlord partners to take on subsidized affordable units.

These partners are compensated with reliable income at market rates. Last fiscal year, more than 19,000 households were served through the program in Atlanta.

This symposium offered attendees an opportunity to participate in several informational sessions and panel discussions. They also met with Energy Efficient Rent Boost vendors who partner with AH to provide discounts and incentives to landlords who make energy efficiency upgrades to their properties.



**Michael Maurice**  
Marketing and Leasing  
Manager at Twin Cribz

*“We’ve been partnering with Atlanta Housing for over a decade now. Originally for us, it was just an experiment. We had one home, then one became two, and two became three. We now have most of our portfolio rented with Atlanta Housing. For us, there is an abundance of tenants. There is always someone looking for a home, and it is very easy for us to fill our homes. The rents are market [rate], so for us it maintains the profitability of our homes. In the end, we are helping people that need homes find, nice, clean, safe spaces for them to live.”*



# quality LIVING

In December 2020, the U.S. Department of Housing and Urban Development (HUD) awarded \$450,000 to AH to engage in a two-year master planning process for the transformation of the 74-acre former Bowen Homes public housing site and revitalization of surrounding neighborhoods of Carey Park and segments of Almond Park, Donald Lee Hollowell and James Jackson parkways, collectively known as the Bowen Choice Neighborhood (BCN). In FY22, Atlanta Housing, City of Atlanta, and Invest Atlanta staff and consultants hosted over 60 online and in-person community meetings, focus group sessions and two

design charrettes; and held individual conversations, and offered web-based and telephone surveys to solicit and encourage community input. An interactive website was established to share information and ensure transparency. AH prioritizes a “people-first” approach in all development planning, and set forth plans in three areas of action: **Housing, People, and Neighborhoods**. In January of 2023, Atlanta Housing finalized its comprehensive Transformation Plan and subsequently applied with the City of Atlanta to HUD seeking \$40 million from a Choice Neighborhoods (CN) Implementation Grant to revitalize the BCN.

The grant will leverage hundreds of millions in public and private resources to create new affordable housing, improve neighborhood amenities and provide new opportunities for current and former residents.

1,094

Former residents engaged in redevelopment outreach activities in FY23

## DOING WHILE PLANNING WATKINS STREET PARK RIBBON CUTTING

The development of Watkins Street Park was a result of the “Doing While Planning” initiative within the transformation plan set forth for the BCN. AH, Longline Holdings, Urban Oasis Development, Living Playgrounds, and Integrated Land Design collaborated with former

Bowen Homes residents and community members—including children—to come up with a striking green space, creative play areas and reading nooks that will be a lasting source of recreation, health and wellness activities, and enjoyment.





## THE GREEN TEAM

On April 12, 2023, the U.S. Department of Energy (DOE) awarded Atlanta Housing the 2023 Better Practice Winner for its Energy Efficiency Rent Boost (EERB) program at the Better Buildings, Better Plants Summit in Washington, DC. The EERB program offers incentives for property owners to make energy improvements, reducing costs and increasing rental income.

AH's HCVP Landlord Services team launched the program and awarded rent boosts to over 324 units in 10 months alone by partnering with Lowe's and SELF to secure discounts and capital for efficiency upgrades. This translates to 324 families with lower utility bills and healthier housing options.



## Our cross-departmental task force implements sustainability measures with the following goals:

- Lower housing and utility costs for low-income residents to adapt to new climate realities.
- Encourage energy-efficient, resilient housing, and reward green infrastructure and development.
- Expand opportunities in the green economy.

Strategies implemented over the past two years have lowered utility bills for families, helping residents to stay in stable housing and have created green housing and reduced AH's expenses.

Our strategic plan lays out the agency's goal to ensure 33 percent of our units are green certified by FY27.



**Paul Vranicar**  
Senior Vice President of Strategy, Policy, and Regulatory Affairs

“Development in the future has to be [greener] – it hedges against inflation, expands job growth and training opportunities for our residents, and reduces the need for expensive retrofits sure to come in the future.”



# honoring HISTORY



The grand opening of Roosevelt Hall commemorated the reemergence of one of Atlanta's vital historic landmarks. The iconic building, named after former U.S. President Franklin D. Roosevelt, was constructed in 1937 and served as the hub of the community for almost a century. It housed the University Homes leasing office, a day care center, retail establishments, a laundromat, doctor and dental offices, a barbershop, and a center for social events. Following a \$12 million renovation, the new Roosevelt Hall boasts modern ameni-

ties but preserves its historic charm. New features include a community room, library, and a scenic rooftop event space that can be rented for special events. The interior design pays homage to the site's heritage with two expansive historical walls, original artwork from local artists, and carefully restored sections of the original building. The back lawn features an open plaza, mini amphitheater, community garden, and pavilion. This restoration reinforces Atlanta Housing's commitment to preservation, sustainability, heritage, and neighborhood

empowerment. Programming at Roosevelt Hall will serve as a resource that supports and inspires Choice Neighborhoods residents along their life journeys and connect them with faculty, staff and students at the Atlanta University Center institutions. The building's rich legacy within the city's cultural and social fabric will live on while contributing to the revitalization of the Westside.



**Commissioner Rosalind Elliot**  
Former John Hope Homes Resident, Atlanta Housing Board of Directors

*This building, Roosevelt Hall, represents a lot to this community. My family's address was 408 Spelman Lane. My birthday parties were here, and all kind of community events were held here.*

*It is so beautiful, the work that Atlanta Housing has put into it. I am so proud when I walk in. I used to run up the steps...that's not happening anymore, so I'm glad there's an elevator now! It is truly wonderful.*

INNOVATE



preserving

# AFFORDABILITY



In partnership with the Georgia Historical Society and Emory University's Stuart A. Rose Manuscript, Archives, and Rare Book Library, Atlanta Housing hosted dedication ceremonies unveiling Georgia Historical Markers at the former Techwood Homes and University Homes sites. These markers commemorate pioneering public housing initiatives funded by the Public Works Administration in 1933, which resulted in the nation's first federally funded housing projects and were among the soon-to-be Housing Authority of the City of Atlanta's properties earliest properties.

Progress made during President Roosevelt's New Deal Era coincided with the strict racial policies of Jim Crow. Techwood Homes, completed in 1936 as a 604-unit development led by Charles Palmer, replaced the crowded Tech Flats neighborhood and was developed for White Americans. Dr. John Hope, the first Black president of Morehouse College and Atlanta University, played a key role in securing support for University Homes, which would replace the Beaver Slide slum and was completed in 1937. The Housing Authority

of the City of Atlanta was formed on May 18, 1938, chaired by Charles F. Palmer. Integrated in 1968, and mostly demolished in 1996, Techwood homes was replaced by the mixed-income Centennial Place Apartments in 1995. After a demolition in 2009, the University Homes site is now a 19-acre mixed-income community nestled in the heart of the Atlanta University Center neighborhood. With development led by Integral, the masterplan for the former University Homes site, renamed Scholars Landing, continues, ultimately providing 606 high-quality units. The site also holds the newly renovated Roosevelt Hall, which will resume its important status as a cultural hub of the community.



## UNIVERSITY HOMES TRANSFORMATION MASTERPLAN

- **Veranda.** A beautiful 100-unit affordable independent living facility for seniors. Completed in 2013.
- **Oasis.** Comprised of 60 affordable one-bedroom units for seniors 62 years and older. Completed in 2015.
- **Ashley I A/B.** A 135-unit multifamily rental, now leasing one-, two- and three-bedroom apartment homes offering upscale finishes and amenities.
- **Ashley IC.** A 72-unit mixed-income multifamily rental, one block east of the Scholars Landing on a 1.6-acre parcel acquired by AH. Twenty-five reserved for returning residents from the former University Homes. Construction completed in December 2022.
- **Ashley II.** The largest and final rental phase at Scholars Landing includes 212 multifamily rental units comprised of one-, two-, three- and four-bedroom units with sweeping views. Construction began in Summer 2023.
- **The Towns at Scholars Landing.** 40 townhomes and 36 condominiums will be constructed. At least 20 percent of the homes will be affordable to persons at or below 80 percent of area median income. Construction will begin in early 2024.



INNOVATE



amplifying  
**STORIES**

**INDUSTRY  
INFLUENCER**

We take a collaborative, interde-  
partmental approach to storytelling,  
which results in thoughtful perspec-  
tives and messages that perpetuate  
the agency’s vision and mission.  
Through intentional content de-  
velopment, brand management,  
strategic marketing, and multimedia  
production, we educate and inspire  
our audiences, and magnify Atlanta  
Housing and its leaders as afford-

able housing experts and influential  
partners in creating thriving com-  
munities. In FY23, AH launched the  
Opening Doors Campaign, a mes-  
saging initiative created to amplify  
the voices of our residents, celebrate  
their accomplishments, and increase  
awareness of Atlanta Housing pro-  
grams, services, and opportunities  
for partnership.




47 FY22-FY23 report

1,631


Seniors received printed  
resident newsletter in FY23



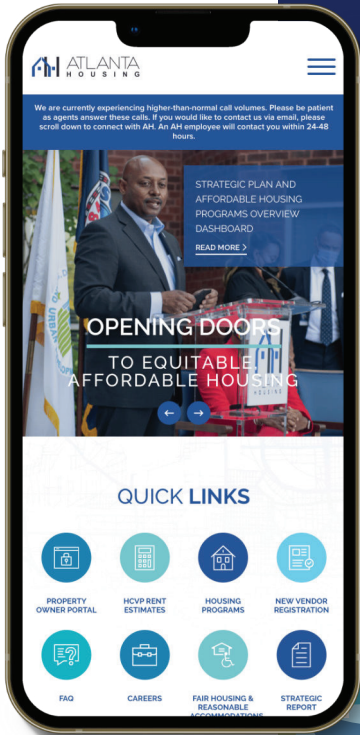
**WEBSITE  
AUDIENCE FY23**




Users  
228,192  
+3.70%




Sessions  
343,034  
+2.33%



**SOCIAL MEDIA FY23**



Total Audience  
22,343  
Followers



Net Audience Growth  
+13.1%  
1,892 followers over 4 platforms



Post Link Clicks  
4,818



Impressions  
270,537



Video Views  
38,679



Engagements  
19,865



sound

FINANCES

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

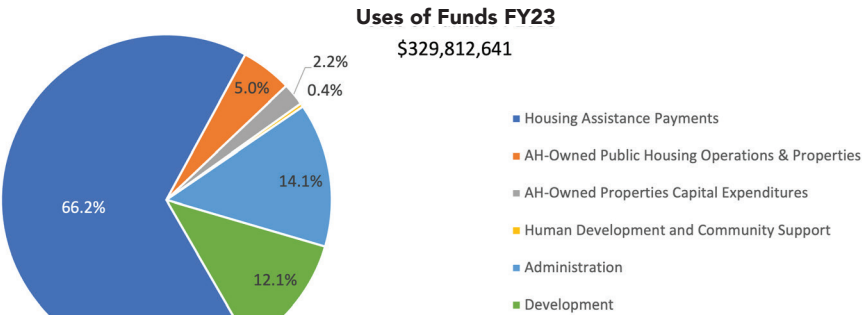
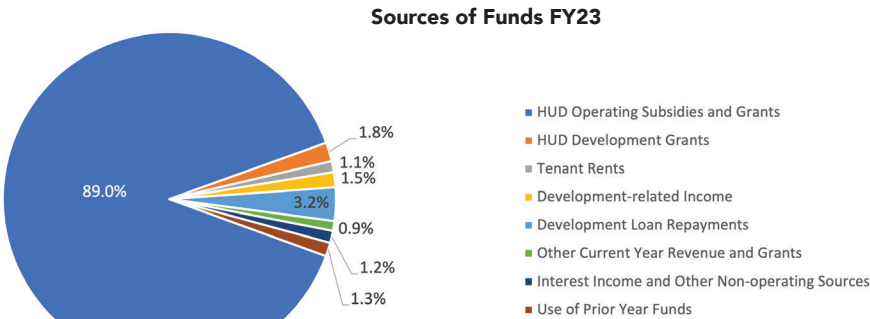
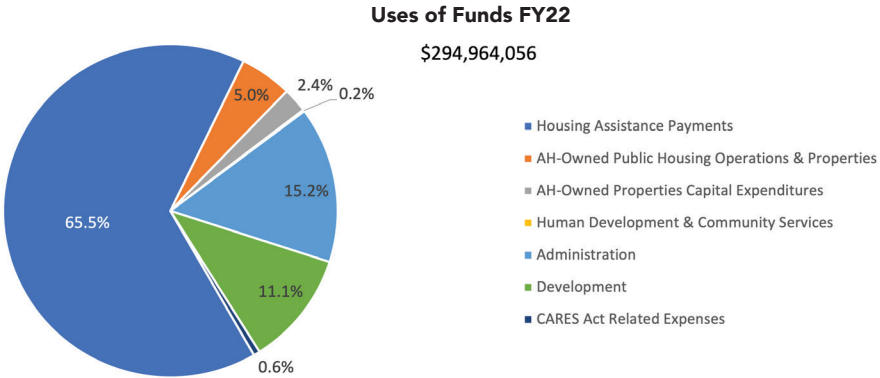
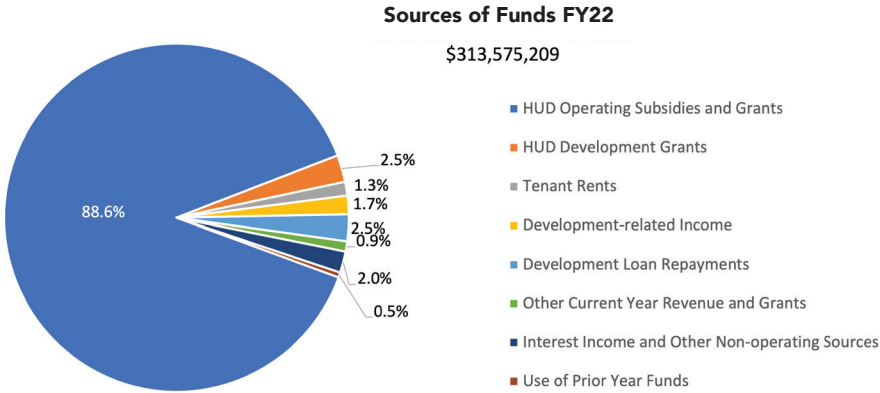
Housing Assistance Payments	193,692,744
AH-Owned Public Housing Operations	15,433,757
AH-Owned Public Housing Capital Expenditures	7,054,617
Human Development & Community Services	2,254,153
Adminstration	44,473,046
Development	32,719,450
CARES Act Related Expenses	1,811,099
	297,438,866

Where the money comes from:  
Source of Funds for year ended in 6/30/2023

HUD Operating Subsidies and Grants	305,504,197
HUD Development Grants	6,262,527
Tenant Rents	3,684,494
Development-related Income	4,991,087
Development Loan Repayments	11,117,688
Other Current Year Revenue and Grants	3,237,538
Interest Income and Other Non-operating Sources	4,036,803
Use of Prior Year Funds	4,559,346
	343,393,680

Where the money goes:  
Uses of Funds for year ended in 6/30/2023

Housing Assistance Payments	218,492,486
AH-Owned Public Housing Operations & Properties	16,442,699
AH-Owned Properties Capital Expenditures	7,235,428
Human Development and Community Support	1,172,666
Adminstration	46,514,480
Development	39,954,882
	329,812,641





# path FORWARD

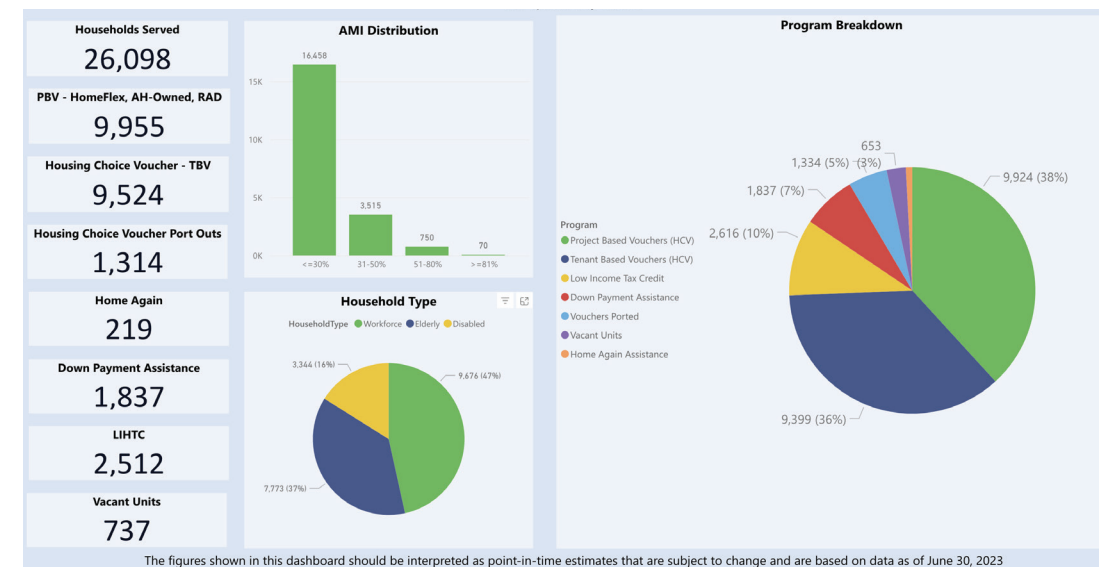


In February 2023, the AH Board of Commissioners approved the Atlanta Housing FY23-FY27 Five-Year Strategic Plan, which set a roadmap of six goals and key targets to drive the agency's approach to addressing the city's affordable housing needs. To supplement the strategic plan and increase transparency, an interactive dashboard and map were created to capture Area Median Income (AMI) and AH current vouchers and real estate activities.

## STRATEGIC PLAN GOALS FY23-FY27

- Goal 1:** Create or Preserve 10,000 Affordable Housing Units
- Goal 2:** Enhance Housing Assistance Resources for Atlantans in Need
- Goal 3:** Create Opportunities for Individuals, Families, and Children to Thrive
- Goal 4:** Build or Expand Partnerships to Pool Resources and Maximize Impact for the Benefit of Families
- Goal 5:** Communicate the Impact of Atlanta Housing's Work to Atlanta
- Goal 6:** Strengthen Atlanta Housing Operations

## Affordable Housing Program Overview Dashboard



**Terri M. Lee**  
Chief Operating Officer

“Our strategic plan charts a viable pathway to success. Operating intentionally and transparently and implementing innovative approaches ensures that we can direct more resources to the people we serve.”





# thought LEADERS



**EUGENE E. JONES, JR.**  
**President & CEO**

An affordable housing chief executive with a proven track record spanning over 35 years, Eugene has presided over \$3 billion of housing developments, including leading the financing structures for each. Globally recognized as a turnaround/recovery expert, he is renowned for delivering strong results while creating public/private business partnerships. Eugene has served as the CEO of housing authorities

in eight major cities in North America and one in Canada. He is a proud Air Force veteran, who holds a Bachelor of Arts in Business Administration from New Mexico Highland University and a Master of Business Administration from the University of Albuquerque.



**TERRI M. LEE**  
**Chief Operating Officer**

Terri is a nationally recognized affordable housing and chief operations executive with a proven track record bridging over 25 years of service. Her priorities are delivering the human right of livable communities and affordable housing as she oversees a \$452 million budget and handles the company's daily operations. Terri is a member of several boards including the Freddie Mac National Affordable Hous-

ing Council, Urban Land Institute Advisory Board, City of Atlanta Housing Commission, and the Atlanta Collaborative Land Trust, where she was a founding board member. Terri holds a Bachelor of Public Administration from Grambling State University and a Master of Public Policy and Administration from Jackson State University.

## SENIOR LEADERSHIP TEAM



**DEE DEE BEATY**  
Chief Real Estate Officer



**BRIAN BENN**  
Chief Information Officer  
and Senior Vice President,  
Information Technology



**MARYA CALHOUN**  
SVP, Human Resources



**LACONIA J. DEAN**  
SVP, Communications,  
Marketing, &  
Public Engagement



**ERNESTINE GAREY**  
SVP, Choice  
Neighborhoods



**SARAH HILTON**  
SVP, Governmental,  
External Affairs & Human  
Development



**MAYA HODARI**  
SVP Real Estate  
Acquisitions & Initiatives



**TRACY JONES**  
SVP, Housing Choice  
Voucher Program (HCVP)



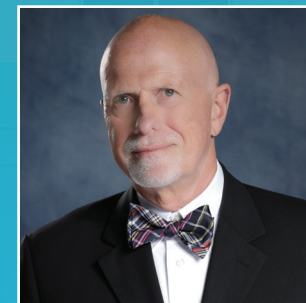
**CASS MILLER**  
Chief of Facilities and  
Operations Management



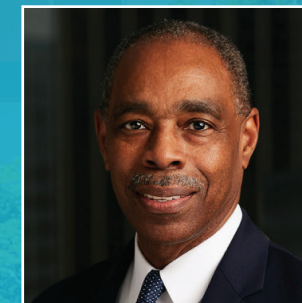
**ALBERT MURILLO, ESQ.**  
SVP, Contracts and  
Procurement



**TRISH O'CONNELL**  
Deputy Chief Real Estate  
Officer for Planning and  
Development



**KEN SADECKAS**  
Chief Financial Officer



**DWAYNE VAUGHN, ESQ.**  
General Counsel



**PAUL VRANICAR, ESQ.**  
SVP, 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



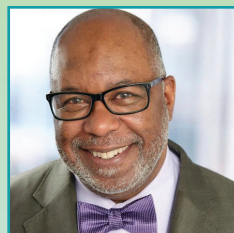
thought

# LEADERS



**CHAIRMAN**  
**LARRY STEWART**

In FY22-FY23, Larry Stewart was elected as chairman of the AH Board of Commissioners. Our board leadership continues to support agency efforts to drive positive change for Atlantans in need.



**COMMISSIONER**  
**DOUGLAS HOOKER**



**VICE CHAIR**  
**SARAH KIRSCH**



**COMMISSIONER**  
**DURIYA FAROOQUI**



**COMMISSIONER**  
**ROSALIND ELLIOTT**



**COMMISSIONER**  
**SHEILA HARRIS**



**COMMISSIONER**  
**JOEL ALVARADO**

**\$65,306** Raised benefiting United Way, United Negro College Fund (UNCF), and AH's James Allen Community Scholars Awards (JACSA)

**2,437** Employee learning hours

**2,870** Badges earned

**993** Volunteer hours

**47** Community events

**350** Turkeys and food boxes distributed for Thanksgiving



team

# CULTURE



team

# CULTURE





# #ah EXCELLENCE

## APRIL 2022

- **COO Terri Lee** is named one of Georgia Engineering's 100 Most Influential Women.

## OCTOBER 2022

- Director of Diversity and Inclusion **Rholanda Stanberry** accepts The Georgia Hispanic Construction Association's 2022 Government Partner of the Year Award on behalf of the Contracts & Procurement team.
- The **Contracts and Procurement Department** is also awarded the Excellence in Procurement recognition by the National Procurement Institute.



## NOVEMBER 2022

- **COO Terri Lee** receives the Atlanta Women's Affordable Housing Network (WAHN) 2022 Georgian award for exemplifying service and leadership as a public servant.



- Strategy, Policy & Regulatory Affairs Director, Projects, **Ayanna Kennedy** accepts Special Districts Top 10 Technology Innovation Award from Government Technology magazine for Atlanta Housing's Digital Inclusion Program for Low-Income Residents.



## JANUARY 2023

- **President and CEO Eugene E. Jones, Jr.** is listed among Atlanta Magazine 500: Our City's Most Powerful Leaders in 2023.



## MARCH 2023

- The **Communications, Marketing & Public Engagement Department** is awarded the American Marketing Association (AMA) 2023 AMY Award for Best Multicultural Marketing – Supplier Diversity & Inclusion.



AM> | AMERICAN MARKETING ASSOCIATION

## APRIL 2023

- **Atlanta Housing** receives the 2023 Better Practice Winner award from the U.S. Department of Energy (DOE) for the agency's Energy Efficiency Rent Boost (EERB) program at the Better Buildings, Better Plants Summit.

