

2017 REPORT TO THE COMMUNITY



VIBRANT AND CONNECTED COMMUNITIES



BOARD OF COMMISSIONERS

Beverly LaMee retired from HACG after 37 years of service. Beverly began her tenure as a bookkeeper in the Urban Renewal Department in 1980 and worked various jobs including Rehabilitation Officer, Relocation Officer, Real Estate Officer, Resident Services and Grants Coordinator, all the way up to serve as the Director of Community Initiatives.

Beverly spent much of her time dedicated to Resident programs, coordinating our Moving to Work program and Support Services Coordinator. Her dedication to quality opportunities in housing is supreme.

Beverly is known for her intellect and good sense of humor. She leaves a legacy of joy and dedication that will impact our organization for years to come.



R. Larry Cardin
Chairman
Banker (retired)



Charles Alexander
Vice Chairman
Executive Director, Military (retired)



Edward Burdeshaw
Commissioner
Architect (retired)



John Greenman
Commissioner
Publisher (retired)



Kenneth Henson
Commissioner
Attorney



Jeanella Pendleton
Commissioner
Principal (retired)



Tiffany Stacey
Commissioner
HACG Resident

VIBRANT LEADERSHIP



What a year 2017 has been for the Housing Authority of Columbus Georgia (HACG)!

As 2016 was fully focused on changing our entire business model, 2017 was spent concentrating on transitioning all of these new strategies seamlessly into our community.

We've created new homes, new opportunities, new improvements ... and now we're seeing how they are succeeding and thriving.

Columbus 2025 (C2025) is the strategic plan to create a more competitive and prosperous community for the entire region surrounding Columbus, Georgia. The guiding principles of the regional plan are to increase prosperity, reduce poverty and improve overall quality of life for a stronger and more vibrant region. Columbus 2025 focuses on the region's community, economic, talent and workforce development efforts in a comprehensive plan of action that promises to transform the region over the next decade and beyond. One of the five Action Areas for C2025 is *Vibrant and Connected Places*, which meshes perfectly with our mission. HACG is a fuse for economic development, an

epicenter of opportunity and a hub for connections. Since HACG helps create *Vibrant and Connected Neighborhoods*, we are a natural collaborator with Columbus 2025.

HACG has invested over \$37 million dollars into developing and modernizing our properties, creating *Vibrant and Connected Neighborhoods* throughout our community. We have transcended the old insular and confined model of public housing. Now, we invite our community in to our neighborhoods with high-quality facilities that are outward-facing, open and accessible. Each decision we make is through the lens of connection; our focus remains on our residents. Through the redevelopment of our buildings and our programs, we are turning from inside-facing to outside-facing. This is a *vibrant and connected* region to live and prosper in and the Housing Authority of Columbus, Georgia is proud to be a creator of *Vibrant and Connected Communities*.

A handwritten signature in black ink.

J. Len Williams
Chief Executive Officer
The Housing Authority of Columbus, Georgia



SENIOR MANAGEMENT

left to right

Sabrina Richards
Director of Housing Enterprise Operations

Verona Campbell
Chief Real Estate Officer

Tashee' Singleton
Director of Public
Housing Operations

John Casteel
Chief Assisted Housing Officer

J. Len Williams
Chief Executive Officer

Beverly LaMee
Director of Community
Initiatives

Lisa Walters
Chief Operating Officer

Susan McGuire
Chief Human Resources and
Risk Management Officer

Sheila Crisp
Chief Financial Officer

VIBRANT AND CONNECTED COMMUNITIES

Creating Vibrant, Connected Neighborhoods

With a 90% resident approval rating, a HUD-approved, high-performing housing award and superb third-party inspections, the Housing Authority of Columbus Georgia (HACG) has been a transformative leader in safe and stable housing for the Columbus, Georgia market. HACG has invested significant resources, including millions of dollars, in redeveloping properties with the end goal of creating new homes, new beginnings and new life for residents.

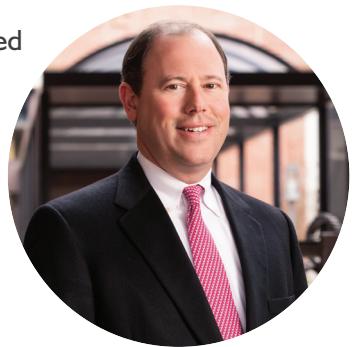
“HACG's redevelopments focus on creating vibrant and connected communities.”

“We have had a laser focus on improving the quality of our properties and the effectiveness of our programs” said Housing Authority CEO, Len Williams. “As a result of that focus, we've been an integral part of the infrastructure and have had a significant impact on the neighborhoods of Columbus.”

“As our community rolled out our regional strategic plan, Columbus 2025 (C2025), we had an even better

understanding of how significant a role HACG plays in that plan.” Williams noted that C2025’s mission is strategically aligned with everything that HACG has always done. “The very words in C2025’s mission statement, ‘*Creating a more prosperous community, reducing poverty and improving overall quality of life*’ is exactly what we’ve been involved in over the lifetime of HACG, and never more so than now.” Williams continued, “HACG is in the center of one of the five Action Areas for C2025, *Vibrant and Connected Places*. At HACG, that pretty much describes the way we’ve redeveloped our properties.”

Billy Blanchard, Columbus 2025 Chairman, said “The Housing Authority plays a vital role in our community and the success of Columbus 2025. They have been involved in significant redevelopment throughout our region, creating high quality, vibrant places for people to live, raise their families, and to grow and prosper.”



Billy Blanchard JBA Capital



Spencer High School (Opening Fall 2018)

 **Hecht
Burdeshaw
Architects, Inc.**

 **2LR
ARCHITECTURE | INTERIORS
PARTNERS**





Williams noted that HACG's redevelopment strategies have enhanced properties and sparked tremendous economic development opportunities in the community. "Frequently, HACG is invited into planning conversations with local businesses and key influencers, with the goal of creating partnerships that are best-case scenario for the community."

In the last few years, HACG has been involved in projects that resulted in a land swap with the Muscogee County School District; a land sale to bring massive retailer – Walmart – to an area in need of renewal; the redevelopment of Baker Village into Arbor Pointe; and the huge redevelopment of Valley Healthcare. Dr. Sarah Lang, CEO of Valley Healthcare noted, "The Housing Authority has played a significant role in helping us change the face of the neighborhood. They helped us with something that was critical for this community; turning this neighborhood into a vibrant, connected place for people to live and prosper."

Williams said, "We are in these conversations for a reason. The Housing Authority is a force for economic development. Affordable housing projects are known for creating significant job opportunities. Our community knows HACG is a collaborative partner who wants to exceed expectations and has the resources to help make that happen. That's why we are invited into these dialogues — we are part of the solution."

When Williams says HACG is focused on being in the community, it doesn't mean they haven't been in the past. "We are simply doing it in a whole new way. Columbus 2025 has spurred businesses

and organizations to reevaluate how they are contributing to make our region more **vibrant** and more **connected**. HACG has taken that challenge to heart."

Brian Anderson, President and CEO of the Greater Columbus GA Chamber of Commerce said, "HACG's redevelopments focus on creating vibrant and connected communities. When we work together, we have a better path to making our community even more amazing."

Williams added, "Before our extensive redevelopments began, we looked at how the community saw us, how our residents saw the community and how our properties added value. What we saw were insular buildings with residents and community members who felt disconnected from one another and their neighborhoods. HACG designed the redevelopment plan to be fully inclusive – to connect our residents; to create places where people can live and prosper."

Williams recalls a specific transformation, "Take Peabody for example. Peabody was fully inward-facing. When you drove by, you couldn't see in. You didn't see a neighborhood. You didn't see any connection. Now that Peabody has been renovated to become Ashley Station, it faces outward. Our residents **see** the community. Our community **sees** our residents. **Open. Visible. Vibrant.** That is what we're striving for – this openness symbolizes our mental and physical approach. We are here to make this region better, together. We are here to create **vibrant, connected neighborhoods.**"



Sarah Lang Valley Health Care



Brian Anderson
Greater Columbus GA
Chamber of Commerce



VIBRANT PARTNERS

Partnerships are vital as HACG works to provide opportunities for residents to become self-sufficient. HACG has forged partnerships with a wide variety of organizations giving residents access to resources beyond housing. These partnerships provide programs and services to residents to improve their health, add to their skillset and enrich their lives – all of which make the community stronger.

Alzheimers Association
Amerigroup
AmericanWork, Inc.
Bethany Christian Services
Boys and Girls Clubs of the Chattahoochee Valley
Boy Scouts
Chattahoochee Valley Episcopal Ministry
Chattahoochee Valley Library System
Christian Women's Job Corps of Greater Columbus
Columbus Area Habitat for Humanity
Columbus Consolidated Government

- Community Reinvestment
- Job Training Division (WIOA)
- Parks and Recreation

Columbus Department of Public Health

- SAFE Kids Columbus

Columbus Museum
Columbus State University
Columbus Technical College
Delta Sigma Theta Sorority, Inc.
Enrichment Services, Inc.

Family Center

- Consumer Credit Counseling Services

Family Connections
Feeding the Valley, Inc.
Friendship Baptist Church

- Boys of Distinction

Georgia Department of Behavioral Health and Developmental Disabilities
Georgia Department of Community Affairs
Georgia Department of Community Health

- Georgia Healthy Families
- Georgia Department of Human Resources
- Department of Family and Children Services
- Great Start Georgia

Georgia Department of Labor

- Experience Works
- Vocational Rehabilitation Services

Georgia Job Tips
Girl Scouts of Historic Georgia
Girls, Inc.
Goodwill Industries of the Southern Rivers
Home for Good
Homeless Resource Network, Inc.

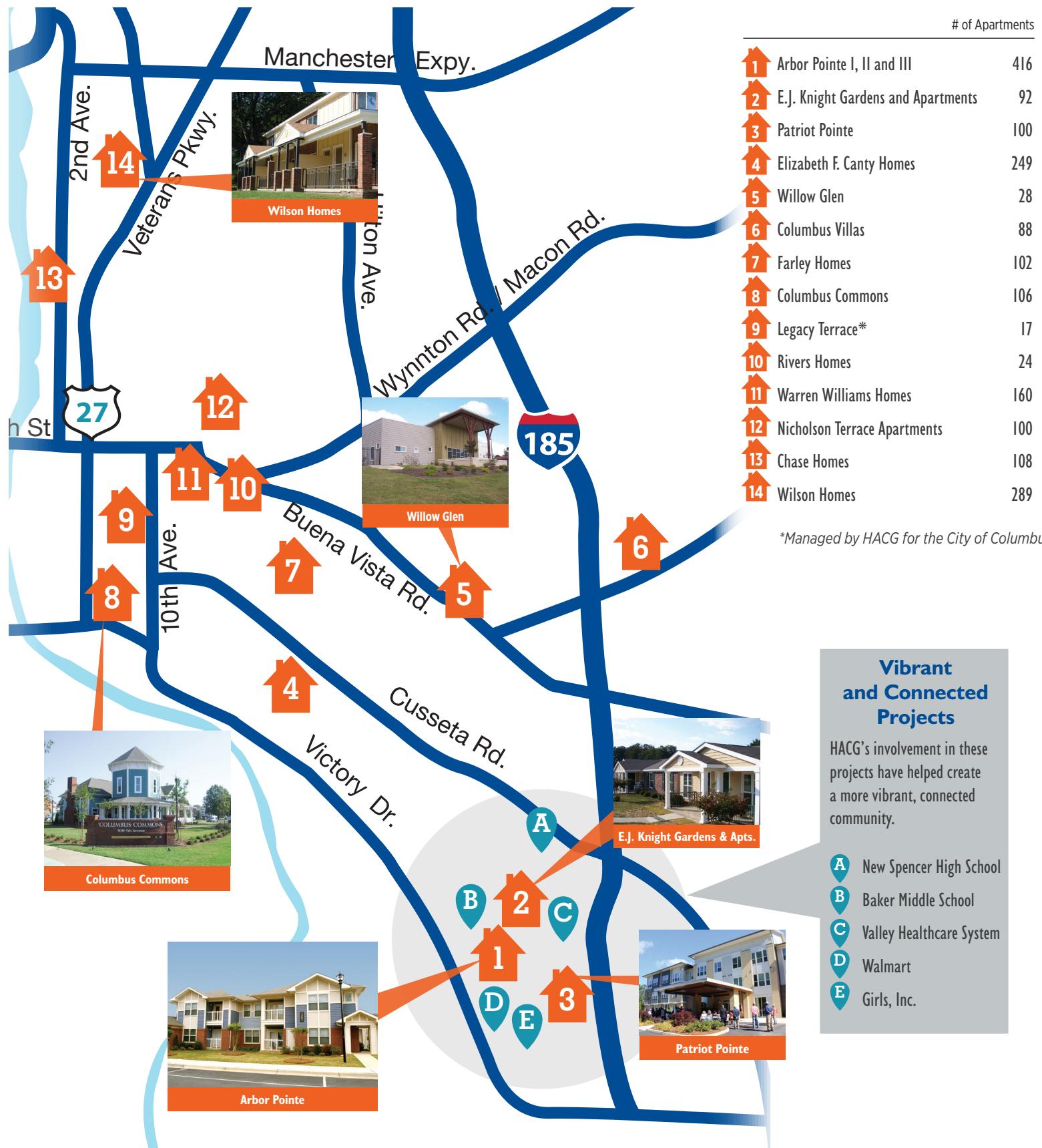
Hope Harbour
iHeart Media
Literacy Alliance
Mercer School of Medicine
Mercy Med
Mission Columbus
Muscogee County School District
Neighborhoods Focused on African-American Youth, Inc.
NeighborWorks Columbus
New Horizons Behavioral Health
Open Door Community House
Paxen Learning Centers
Piedmont Columbus Regional
River Valley Area Agency on Aging
Synovus
T-Mobile
United Way of the Chattahoochee Valley
University of Georgia

- Cooperative Extension Service
- Family and Consumer Sciences

Urban League of Greater Columbus
Valley Healthcare
Volunteer Income Tax Assistance (VITA) Program
Wells Fargo



CONNECTED PLACES



CONNECTED RESIDENTS

33 Families Graduate from HACG's Family Self-Sufficiency Program

The Family Self-Sufficiency Program (FSS) is a voluntary program that helps voucher program participants and public housing residents achieve economic independence over a five-year period. Participants work with an FSS Coordinator to assess their strengths, identify barriers, set goals and achieve them. This year, HACG had an unprecedented 33 families graduate from the FSS program.

Normally, when income increases and you live in subsidized housing, your rent increases. An enormous advantage of the FSS program is that while enrolled in the program, HACG puts a portion of the resident's rent increase into an escrow savings account for them. 2017 brought an astounding total of \$194,577.14 collected in escrow savings accounts for the 33 families that graduated. Congratulations to all who achieved this incredible accomplishment!

CHESSIE DAVIS CHANTE MILLER GENEVA LEE
TRADRENA GARDNER CHRISTY ALEXANDER
33 FAMILIES
ANASTASIA HOLMES CARLISE JOHNSON
MISTY McMULLIN MARSHONE ABBOTT ANDREA HARRIS
KRYSYAL GRICE TONIA MORRIS BRIAN KOOP
DOMINIQUE BUTLER FELICIA MCCLUSTER
ALISHA BROWDER MICHELLE CARREKER
SHANEKA HARVEY NADIA HARALSON SHONDREA REESE



Former HACG Resident Now Chief-of-Staff in Philadelphia Parks and Rec

Hi Len:

When I see you later this week I will tell you a little more about a very impressive person I met recently, formerly from Columbus, GA. Her name is Tiffany Thurman and I am guessing early 30's and she is presently the Chief of Staff to the commissioner of the City of Philadelphia, Parks and Recreation Department. After high school graduation she attended Auburn for one year and then temple university in Philadelphia. I met her at a City to city exchange sponsored by the Knight Foundation, an Akron group and people from 4 other cities visited Detroit to learn about renovation of public spaces, the emerging river walk and other improvements in the city.

Tiffany without prompting expressed to me that her success in education and career are directly the result of being able to live in public housing and to participate in various programs that were available to youth. She could not say enough good about your organization.

She was thrilled when I told her I was familiar with Columbus and that you and I were friends. I told her I would share her story because of your passion for helping people and running an excellent program.

Good news for the day! See you later this week in Baltimore.

Tony

Anthony O'Leary, Executive Director

HACG's CEO, Len Williams received an unexpected email from a Housing Authority colleague in Akron, Ohio. Tony O'Leary wrote Len about an encounter with Tiffany Thurman, a former HACG resident. After studying at Auburn University and Temple University, Tiffany now lives in Philadelphia where she is Chief of Staff to the Commissioner of Philadelphia's Parks and Recreation Department.

"Tiffany, without prompting, expressed to me that her success in education and career are directly the result of being able to live in public housing and to participate in various programs that were available to youth. She could not say enough good about your organization."

Each day, HACG continues to hear stories just like Tiffany's — residents who have not only benefitted from our services, our programs and our environment, but have maximized these opportunities to create exceptional lives for themselves.



Two HACG Residents Honored at Boys & Girls Clubs Youth of the Year Celebration

Two youth residents of HACG earned a special honor in 2017. Destiny Baker and Tia Nick of Elizabeth Carty Homes were named runner-ups at the 2017 Boys and Girls Clubs Youth of the Year Celebration.

This recognition is the highest honor a Boys and Girls Clubs member can receive. Honorees are recognized for exemplifying the Boys & Girls clubs mission, "to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens."

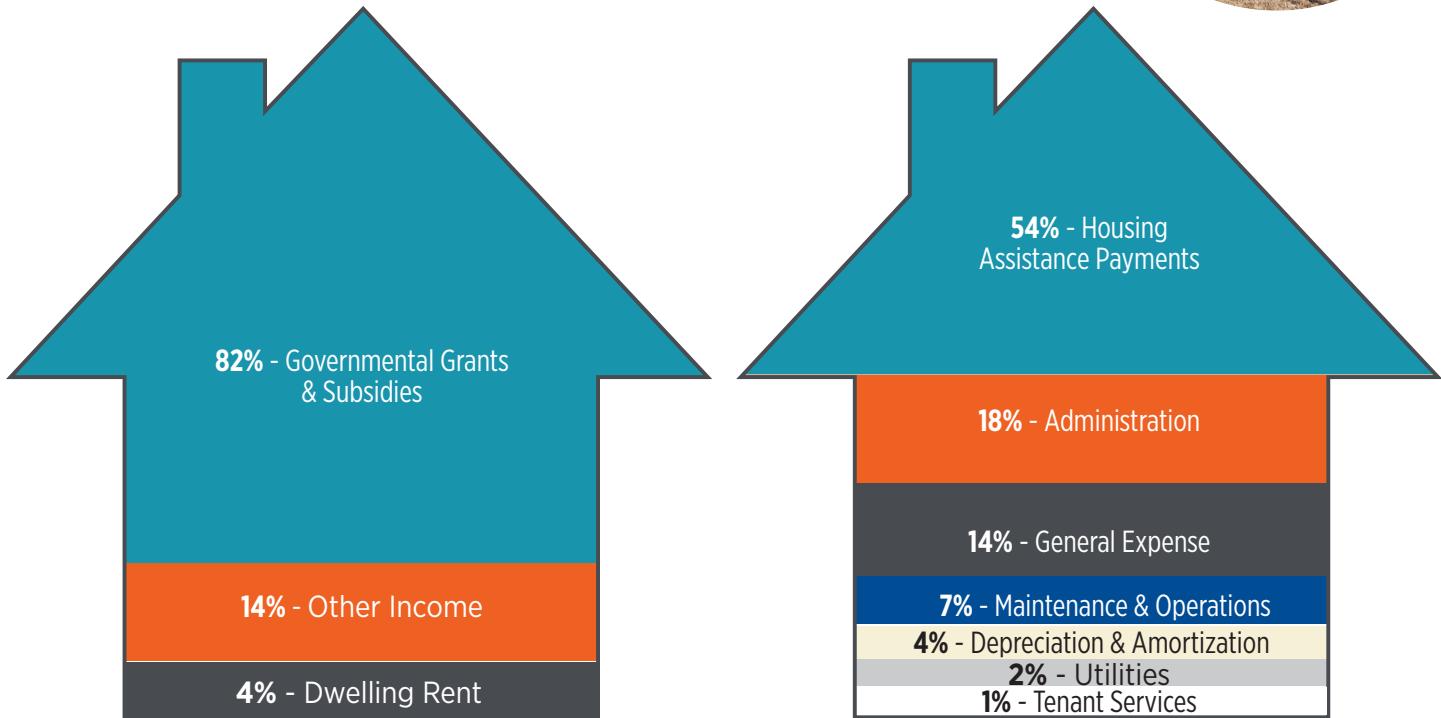
Tia Nick is a graduate of G.W. Carver High School, currently attending Columbus Tech. She is an aspiring artist, a servant-hearted volunteer and will soon begin a career as an enlisted member of the United States Army.

Destiny Baker will graduate from G.W. Carver High School and is currently competing for Salutatorian of her 2018 graduating class. Destiny is a nature-loving, peer mentor who will begin classes at Albany State University in the fall.

HACG is proud to have such phenomenal young women representing our youth. These are indeed, **vibrant** examples of the HACG community.



CONNECTING THE NUMBERS



OPERATING REVENUE

OPERATING EXPENSES



Statement of Revenues, Expenses and Changes In Fund Net Position

June 30, 2017

Operating Revenues

Dwelling rent	\$ 1,385,019
Governmental grants and subsidies	31,341,627
Other income	5,430,745
Total Operating Revenue	38,157,391

Operating Expenses

Administration	5,502,167
Tenant services	426,389
Utilities	579,360
Maintenance and operations	2,319,653
General expense	4,200,236
Housing assistance payments	16,756,344
Depreciation and amortization	1,235,032
Total Operating Expenses	31,019,181

Net Operating Income

Non Operating Revenues/(Expenses)	1,204,457
Capital grants	1,500,000

Net Increase in Net Position

Total Net Position at July 1, 2016	97,990,862
TOTAL NET POSITION	\$ 107,833,529

MISSION

To be the foremost provider of quality, affordable housing in the Columbus region by developing, revitalizing and managing contemporary housing communities.

Statement of Net Position

June 30, 2017

Current Assets

Cash and cash equivalents	\$ 30,532,915
Accounts receivable - net	6,897,496
Other current assets	531,005
Total Current Assets	37,961,416

Noncurrent Assets

Land, structures and equipment - net of depreciation	18,223,331
Notes receivable	53,767,168
Other assets	2,899,688
Total Noncurrent Assets	74,890,187
TOTAL ASSETS	\$ 112,851,603

Current Liabilities

Accounts payable	\$ 203,623
Other current liabilities	582,515
Tenant security deposits	147,650
Long term debt - current portion	27,249
Total Current Liabilities	961,037

Noncurrent Liabilities

Long term debt	3,716,604
Other noncurrent liabilities	340,433
Total Noncurrent Liabilities	4,057,037
TOTAL LIABILITIES	5,018,074

Net Position

Invested in capital asset, net of related debt	14,026,493
Restricted net position	55,974,063
Unrestricted net position	37,832,973
TOTAL NET POSITION	107,833,529
TOTAL LIABILITIES AND NET POSITION	\$ 112,851,603



A highlight of 2017 was the opening of Columbus Commons, a mixed-income, 106-unit apartment complex. The development – a redevelopment of the old BTW complex – was a collaboration between HACG and Columbia Residential, a company that specializes in quality affordable housing. In an unprecedented response, HACG received over 1,300 applications for Columbus Commons before opening and was nearly fully occupied at the end of 2017.



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Columbus, GA 31906

ColumbusHousing.org