



Director, Human Resources

STRONG. VIBRANT. COMMUNITY.



Gans, Gans & Associates

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The Housing Authority of the City of Atlanta, Georgia (AHA) is the largest housing authority in Georgia and one of the largest in the nation. AHA provides and facilitates affordable housing resources for nearly 22,000 low-income households comprised of approximately 50,000 people. These affordable housing resources include AHA-owned residential communities, AHA-sponsored mixed-income, mixed-finance residential communities, tenant-based vouchers, project based rental assistance, supportive housing arrangements and homeownership opportunities.

AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and revitalize affordable housing. AHA's programs are funded and regulated by the U.S. Department of Housing and Urban Development ("HUD"). Using its Moving to Work flexibility, AHA has implemented a variety of innovations that benefit low-income families and expand housing choice.

AHA's approach to providing quality affordable housing and human development services is based on the belief that people can do better when given access to quality living environments and the tools they need to become self-sufficient.

Mission

Provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community

Vision

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

AHA's Goals

- Quality Living Environments – affordable housing in healthy, mixed-income communities with access to excellent amenities
- Self-sufficiency – opportunities for AHA-assisted families and individuals to acquire the skills and resources they need to become financially independent; initiatives and strategies that support great educational outcomes for children; and programming that supports independent living among the elderly and persons with disabilities
- Economic Viability – agency sustainability ensured through financial soundness and viability

AHA's Guiding Principles

- Ending the practice of concentrating low-income families in distressed and isolated neighborhoods
- Establishing healthy mixed-use, mixed-income communities using a comprehensive approach to ensure long-term market competitiveness and sustainability and to support excellent outcomes for families, with emphasis on high-performing neighborhood schools and quality-of-life amenities
- Creating mixed-use communities that have a seamlessly-integrated affordable residential component
- Leveraging partnerships and using public and private resources, private sector knowledge and real estate market principles to develop communities
- Supporting AHA-assisted families with strategies and programs that help them establish and achieve life goals

Moving to Work (MTW)

In 1996, Congress created the Moving to Work Demonstration Program, which authorized the Secretary of HUD to negotiate agreements with a select number of high-performing public housing agencies for the purpose of demonstrating how regulatory and statutory relief, flexibility and innovation could lead to better outcomes for low-income families and the broader community. In 2001, HUD selected AHA to participate in the demonstration program. AHA entered into its first MTW agreement in 2003, which was later extended through 2018.

Obtaining MTW status has allowed AHA to continue implementing its long-term strategy of mainstreaming families, mainstreaming real estate, and mainstreaming AHA as a viable and sustainable organization. Using its MTW flexibility, AHA employs local strategies and solutions to advance human development initiatives and use public/private partnerships to revitalize communities.

AHA's MTW Agreement has enabled AHA to leverage lessons learned and best practices, apply private sector business principles to implement local solutions that increase the availability of quality affordable housing, promote human development and economic self-sufficiency strategies aimed at improving the lives of low-income families, and optimize AHA's effectiveness in achieving its goals. The funding flexibility provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

Director, Human Resources

The Director of Human Resources will serve as a leader and recognized human resources expert who can establish, maintain and direct the effective outcomes of strategic HR related initiatives at AHA. Additionally, the Director will be expected to act as a business partner with AHA leaders and help drive initiatives and related change throughout the agency.

Essential Duties and Responsibilities

- Develop HR strategies that support the achievement of AHA's overall business objectives in partnership with senior leadership and develop a plan of action to support their successful implementation.
- Function as a strategic business advisor to senior management of each business unit regarding key organizational and management issues. Work with AHA management to develop, identify, and act upon strategic issues regarding human resource needs, facilitate senior management alignment on HR priorities, and focus on execution of HR programs that meet the changing needs of the organization.
- Determine and implement the appropriate HR delivery model for the organization, leveraging both in-sourced and outsourced resources, best practices, and leading technologies. Make recommendations to senior management and develop a plan of action to implement proposed changes.
- Develop an enterprise-wide diversity program. AHA must create an environment that embraces, leverages and celebrates work force diversity, across racial, cultural, religious, gender and talent and approach lines.
- Develop comprehensive strategic recruiting and retention plans that improve organizational capabilities and meet the organization's human capital needs.
- Develop and implement comprehensive compensation and benefit plans that are competitive and cost effective for AHA.
- Provide overall leadership and guidance to HR function and staff (both internal and external) by overseeing talent acquisition, career development, succession planning, retention, training and leadership development, compensation and benefits.
- Formulate policies and procedures that will assist knowledge workers to do their jobs better.
- Ensure that AHA develops and maintains value-added relationships with key HR vendors and service providers (e.g. benefits)
- Ensure a 24x7x365 accessible and effective core HRIS system upon which the organization depends.
- Counsel and advises employees and managers on employee relation issues. Encourages and implements proactive approaches to conflict resolution.
- Ensure the security, privacy and regulatory compliance of all employee records and related personnel matters.

Experience and Education

Experience

- A minimum of 10 years of experience, with at least 5 years leading an HR function, having demonstrated the ability to operate successfully both at a strategic and an operational level.
- Proven ability to provide vision, leadership, and direction both to meet strategic objectives and to address business needs.

Education

- BS/BA degree from an accredited college/university.
- MBA/MA/PHR or SPHR/JD preferred

Knowledge and Skill Requirements

- Strong intellectual leadership, the ability to solve problems creatively, and the capacity to think conceptually and laterally. Superior interpersonal communication and presentation skills as well as proven organizational skills. Strong managerial abilities and able to interact efficiently with diverse personalities at all levels of the organization.
- Current knowledge of laws and regulations related to human resources matters with the ability to assure that personnel practices and policies are in compliance with applicable laws and regulations. Knowledge of federal, state and local laws and regulations related to personnel, including EEO, labor relations, FLSA, COBRA, ADA, HIPPA, and FMLA.
- Ability to exercise tact and discretion in handling confidential human resources matters and to maintain confidential information and records.

Working Conditions

- Works in an office environment.
- May require frequent bending, stooping, reaching and prolonged sitting and/or standing. May require regular lifting usually not exceeding 10 lbs.
- Some travel may be required.

How to Apply

If you are interested in this exceptional opportunity, please submit a detailed resume immediately to:

Enoree Cummings

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Should you have any questions in consideration of your own interest, or a referral of a colleague, please contact us at the number above.



Atlanta is the capital of and the most populous city in the state of Georgia, with an estimated 2016 population of 472,522. Atlanta is the cultural and economic center of the Atlanta metropolitan area, home to 5,710,795 people and the ninth-largest metropolitan area in the United States. Atlanta is the county seat of Fulton County, and a small portion of the city extends eastward into DeKalb County.

In 1837, Atlanta was founded at the intersection of two railroad lines, and the city rose from the ashes of the American Civil War to become a national center of commerce. In the decades following the Civil Rights Movement, the city earned a reputation as “too busy to hate” for the relatively progressive views of its citizens and leaders compared to other cities in the Deep South. Atlanta attained international prominence, and it became the primary transportation hub of the Southeastern United States, via highway, railroad, and air, with Hartsfield–Jackson Atlanta International Airport being the world’s busiest airport since 1998.

Atlanta rated an “beta(+)” world city that exerts a medium impact upon commerce, finance, research, technology, education, media, art, and entertainment. It ranks 40th among world cities and 8th in the nation with a gross domestic product of \$270 billion. Atlanta’s economy is considered diverse, with dominant sectors that include logistics, professional and business services, media operations, and information technology. Atlanta has topographic features that include rolling hills and dense

tree coverage. Revitalization of Atlanta’s neighborhoods, initially spurred by the 1996 Olympics in Atlanta, has intensified in the 21st century, altering the city’s demographics, politics, and culture.

Weather

Atlanta has a humid subtropical climate with four distinct seasons and generous precipitation year-round, typical for the inland South. Summers are hot and humid, with temperatures somewhat moderated by the city’s elevation. Winters are cool but variable, with an average of 48 freezing days per year and temperatures dropping to 0 °F on rare occasions.

Arts and Theater

Atlanta is one of few United States cities with permanent, professional, resident companies in all major performing arts disciplines: opera (Atlanta Opera), ballet (Atlanta Ballet), orchestral music (Atlanta Symphony Orchestra), and theater (the Alliance Theatre). Atlanta attracts many touring Broadway acts, concerts, shows, and exhibitions catering to a variety of interests. Atlanta’s performing arts district is concentrated in Midtown Atlanta at the Woodruff Arts Center, which is home to the Atlanta Symphony Orchestra and the Alliance Theatre. The city frequently hosts touring Broadway acts, especially at The Fox Theatre, a historic landmark that is among the highest-grossing theatres of its size.

As a national center for the arts, Atlanta is home to significant art museums and institutions. The renowned High Museum of Art is arguably the South’s leading art museum and among the most-visited art museums in the world. The Museum of Design Atlanta (MODA), a design museum, is the only such museum in the Southeast. Contemporary art museums include the Atlanta Contemporary Art Center and the Museum of Contemporary Art of Georgia. Institutions of higher education contribute to Atlanta’s art scene, with the Savannah College of Art and Design’s Atlanta campus providing the city’s arts community with a steady stream of curators, and Emory University’s Michael C. Carlos Museum containing the largest collection of ancient art in the Southeast.



Music

Atlanta has played a major or contributing role in the development of various genres of American music at different points in the city’s history. Beginning as early as the 1920s, Atlanta emerged as a center for country music, which was brought to the city by migrants from Appalachia. During the countercultural 1960s, Atlanta hosted the Atlanta International Pop Festival, with the 1969 festival taking place more than a month before Woodstock and featuring many of the same bands. The city was also a center for Southern rock during its 1970s heyday: the Allman

Brothers Band's hit instrumental "Hot 'Lanta" is an ode to the city, while Lynyrd Skynyrd's famous live rendition of "Free Bird" was recorded at the Fox Theatre in 1976, with lead singer Ronnie Van Zant directing the band to "play it pretty for Atlanta". During the 1980s, Atlanta had an active Punk rock scene that was centered on two of the city's music venues, 688 Club and the Metroplex, and Atlanta famously played host to the Sex Pistols first U.S. show, which was performed at the Great Southeastern Music Hall. The 1990s saw the birth of Atlanta hip hop, a sub-genre that gained relevance following the success of home-grown duo OutKast; however, it was not until the 2000s that Atlanta moved "from the margins to becoming hip-hop's center of gravity, part of a larger shift in hip-hop innovation to the South". Also in the 2000s, Atlanta was recognized by the Brooklyn-based Vice magazine for its indie rock scene, which revolves around the various live music venues found on the city's alternative eastside.

Tourism

As of 2010, Atlanta is the seventh-most visited city in the United States, with over 35 million visitors per year. Although the most popular attraction among visitors to Atlanta is the Georgia Aquarium, the world's largest indoor aquarium, Atlanta's tourism industry is mostly driven by the city's history museums and outdoor attractions. Atlanta contains a notable amount of historical museums and sites, including the Martin Luther King, Jr. National Historic Site, which includes the preserved childhood home of Dr. Martin Luther King, Jr., as well as his final resting place; the Atlanta Cyclorama & Civil War Museum, which houses a massive painting and diorama in-the-round, with a rotating central audience platform, depicting the Battle of Atlanta in the Civil War; the World of Coca-Cola, featuring the history of the world-famous soft drink brand and its well-known advertising; the College Football Hall of Fame which honors college football and its athletes; the National Center for Civil and Human Rights, which explores the Civil Rights Movement and its connection to contemporary human rights movements throughout the world; the Carter Center and Presidential Library, housing U.S. President Jimmy Carter's papers and other material relating to the Carter administration and the Carter family's life; and the Margaret Mitchell House and Museum, where Mitchell wrote the best-selling novel *Gone with the Wind*.



Atlanta contains various outdoor attractions. The Atlanta Botanical Garden, adjacent to Piedmont Park, is home to the 600-foot-long Kendeda Canopy Walk, a skywalk that allows visitors to tour one of the city's last remaining urban forests from 40-foot-high. The Canopy Walk is considered the only canopy-level pathway of its kind in the United States. Zoo Atlanta, located in Grant Park, accommodates over 1,300 animals representing more than 220 species. Home to the nation's largest collections of gorillas and orangutans, the Zoo is one of only four zoos in the U.S. to house giant pandas. Festivals showcasing arts and crafts, film, and music, including the Atlanta Dogwood Festival, the Atlanta Film Festival, and Music Midtown, respectively, are also popular with tourists.

Tourists are drawn to the city's culinary scene, which comprises a mix of urban establishments garnering national attention, ethnic restaurants serving cuisine from every corner of the world, and traditional eateries specializing in Southern dining. Since the turn of the 21st century, Atlanta has emerged as a sophisticated restaurant town. Many restaurants opened in the city's gentrifying neighborhoods have received praise at the national level, including Bocado, Bacchanalia, and Miller Union in West Midtown, Empire State South in Midtown, and Two Urban Licks and Rathbun's on the east side. In 2011, the New York Times characterized Empire State South and Miller Union as reflecting "a new kind of sophisticated Southern sensibility centered on the farm but experienced in the city." Visitors seeking to sample international Atlanta are directed to Buford Highway, the city's international corridor. There, the million-plus immigrants that make Atlanta home have established various authentic ethnic restaurants representing virtually every nationality on the globe. For traditional Southern fare, one of the city's most famous establishments is The Varsity, a long-lived fast food chain and the world's largest drive-in restaurant. Mary Mac's Tea Room and Paschal's are more formal destinations for Southern food.



Sports

Atlanta is home to professional franchises for four major team sports: the Atlanta Braves of Major League Baseball, the Atlanta Hawks of the National Basketball Association, the Atlanta Falcons of the National Football League, and Atlanta United FC of Major League Soccer. The Braves, who moved to Atlanta in 1966, were established as the Boston Red Stockings in 1871 and are the oldest continually operating professional sports franchise in the United States. The Braves won the World Series in 1995, and had an unprecedented run of 14 straight divisional championships from 1991 to 2005. The Braves will have a new home in 2017. Moving from Turner Field to Suntrust Park, which is located in the Atlanta Metropolitan area 10 miles northwest of downtown Atlanta in Cumberland/Galleria, Georgia.

The Atlanta Falcons have played in Atlanta since their inception in 1966. The Falcons have won the division title six times (1980, 1998, 2004, 2010, 2012, 2016) and the NFC championship twice in 1998 and 2016. However, they have been unsuccessful in both of their Super Bowl

trips so far, losing to the Denver Broncos in Super Bowl XXXIII in 1999 and to the New England Patriots in Super Bowl LI in 2017. The Atlanta Hawks began in 1946 as the Tri-Cities Blackhawks, playing in Moline, Illinois. The team moved to Atlanta in 1968, and they currently play their games in Philips Arena. The Atlanta Dream is the city's Women's National Basketball Association franchise.

Atlanta has had its own professional ice hockey and soccer franchises. The National Hockey League (NHL) has had two Atlanta franchises: the Atlanta Flames began play in 1972 before moving to Calgary in 1980, while the Atlanta Thrashers began play in 1999 before moving to Winnipeg in 2011. The Atlanta Chiefs was the city's professional soccer team from 1967 to 1972, and the team won a national championship in 1968. In 1998 another professional soccer team was formed, the Atlanta Silverbacks of the North American Soccer League. In April 2014, Atlanta United FC, was formed as an expansion team to begin play in 2017.

Atlanta has been the host city for various international, professional and collegiate sporting events. Most famously, Atlanta hosted the Centennial 1996 Summer Olympics. Atlanta hosted Super Bowl XXVIII in 1994 and Super Bowl XXXIV in 2000. In professional golf, The Tour Championship, the final PGA Tour event of the season, is played annually at East Lake Golf Club. In 2001 and 2011, Atlanta hosted the PGA Championship, one of the four major championships in men's professional golf, at the Atlanta Athletic Club. In professional ice hockey, the city hosted the 56th NHL All-Star Game in 2008, three years before the Thrashers moved. In 2011, Atlanta hosted professional wrestling's annual WrestleMania. The city has hosted the NCAA Final Four Men's Basketball Championship four times, most recently in 2013. In college football, Atlanta hosts the Chick-fil-A Kickoff Game, the SEC Championship Game, and the Chick-fil-A Peach Bowl.

Parks and Recreation

Atlanta's 343 parks, nature preserves, and gardens cover 3,622 acres, which amounts to only 5.6% of the city's total acreage, compared to the national average of just over 10%. However, 64% of Atlantians live within a 10-minute walk of a park, a percentage equal to the national average. In its 2013 ParkScore ranking, The Trust for Public Land reported that among the park systems of the 50 most populous U.S. cities, Atlanta's park system received a ranking of 31. Piedmont Park, located in Midtown, is Atlanta's most iconic green space. The park, which underwent a major renovation and expansion in recent years, attracts visitors from across the region and hosts cultural events throughout the year. Other notable city parks include Centennial Olympic Park, a legacy of the 1996 Summer Olympics that forms the centerpiece of the city's tourist district; Woodruff Park, which anchors the campus of Georgia State University; Grant Park, home to Zoo Atlanta; and Chastain Park, which houses an amphitheater used for live music concerts. The Chattahoochee River National Recreation Area, located in the northwestern corner of the city, preserves a 48 mile stretch of the river for public recreation opportunities. The Atlanta Botanical Garden, adjacent to Piedmont Park, contains formal gardens, including a Japanese garden and a rose garden, woodland areas, and a conservatory that includes indoor exhibits of plants from tropical rainforests and deserts. The BeltLine, a former rail corridor that forms a 22-mile loop around Atlanta's core, has been transformed into a series of parks, connected by a multi-use trail, increasing Atlanta's park space by 40%.



Atlanta offers resources and opportunities for amateur and participatory sports and recreation. Jogging is a popular local sport, and the city hosts the Peachtree Road Race, the world's largest 10 km race, annually on Independence Day. The Georgia Marathon, which begins and ends at Centennial Olympic Park, routes through the city's historic east side neighborhoods. Golf and tennis are popular in Atlanta, and the city contains six public golf courses and 182 tennis courts. Facilities located along the Chattahoochee River cater to water sports enthusiasts, providing the opportunity for kayaking, canoeing, fishing, boating, or tubing. The city's only skate park, a 15,000 square foot facility that offers bowls, curbs, and smooth-rolling concrete mounds, is located at Historic Fourth Ward Park.

Education

Due to the more than 30 colleges and universities located in the city, Atlanta is considered a center for higher education. The Georgia Institute of Technology is one of the most prominent public universities in Atlanta; it is a research university located in Midtown that has been consistently ranked among the nation's top ten public universities for its degree programs in engineering, computing, management, the sciences, architecture, and liberal arts. Georgia State University is a major public research university located in Downtown Atlanta; it is the largest of the 29 public colleges and universities in the University System of Georgia and is a significant contributor to the revitalization of the city's central business district. Atlanta is home to nationally renowned private colleges and universities, most notably Emory University, a leading liberal arts and research institution that ranks among the top 20 schools in the United States and operates Emory Healthcare, the largest health care system in Georgia. The Atlanta University Center is also located in the city; it is the largest contiguous consortium of historically black colleges, comprising Spelman College, Clark Atlanta University, Morehouse College, Morehouse



School of Medicine, and Inter-Denominational Theological Center. Atlanta contains a campus of the Savannah College of Art and Design, a private art and design university that has proven to be a major factor in the recent growth of Atlanta's visual art community.

Fifty-five thousand students are enrolled in 106 schools in Atlanta Public Schools, some of which are operated as charter schools. The district has been plagued by a widely publicized cheating scandal that was exposed in 2009. Atlanta is served by many private schools, including parochial Roman Catholic schools operated by the Archdiocese of Atlanta.

About The Atlanta Housing Authority

On March 27, 2017, AHA's Board of Commissioners approved a resolution to adopt and submit the Fiscal Year 2018 MTW Annual Plan ("MTW Plan") to the U.S. Department of Housing and Urban Development (HUD). The MTW Plan introduced Vision 2022, AHA's five-year plan, as well as provided the priorities for FY 2018. The MTW Plan can be found on AHA's website at http://www.atlantahousing.org/cms/up-loads/file/aha-fy2018-mtwannual-plan_draft-for-public-review_final_2017-0215.pdf. The following provide highlights of the plan.

VISION 2022: Live. Work. Thrive. (VISION 2022) is a comprehensive and strategic plan that renews the Atlanta Housing Authority's focus of being the frontrunner of affordable housing in the City of Atlanta.

OUR MOTTO: Opening Doors to Quality Living

True to the vision of our founders, Charles Palmer and John Hope, AHA is opening doors to quality living for all. AHA can accomplish this objective by focusing on innovative ways to increase affordable housing options and developing quality, innovative communities in Atlanta. At the same time, AHA will help create opportunities for advancement of working families, children, seniors and persons with disabilities.



JUNIPER & 10TH (MIDTOWN ATLANTA SENIOR HIGHRISE)

THE CHALLENGE: Preserving Affordable Housing in a Growing Market

The 39th largest city in the United States, Atlanta is growing rapidly. Between 2010 and 2015, Atlanta experienced a 10.4 percent population growth, and today, according to the World Population Review, its population is an estimated 463,878. With a gross domestic product of \$276 billion, Atlanta ranks 10th in the nation economically; yet, as the city rebounds from the recession, growth remains imbalanced across the city, new real estate development largely focuses on luxury housing, and the income gap is widening.

As a result, the number of available affordable housing units is steadily decreasing, causing an affordable housing shortage in the City of Atlanta. The City of Atlanta's 2016 Comprehensive Development Plan acknowledges that the number and type of housing units constructed is a major factor affecting population growth. Affordable housing and equity is a top priority for the City of Atlanta. Other high-ranking needs, as identified in the plan, are:

- Work to attract a diverse population at all income levels
- Promotion of growth in areas with slow growth and declining populations
- Meeting the needs of a growing senior population by providing affordable housing options and opportunities to age in place.

Our VISION 2022 recognizes that Atlanta demographics are changing, market forces are shifting and affordable housing options are increasingly limited. Renters and homeowners also are demanding a lifestyle connected to a diverse community, one with innovative housing products and housing types that reflect their individual needs and a built environment that supports health, education and economic access,

and opportunities for the residents of the complex and the surrounding community. Place matters to people when choosing a location to live, work and thrive. A healthy place can provide: a commitment to equity in housing; wellness elements integrated into the built environment that offer programming opportunities for partners to provide services; and opportunities for social interaction and connections to the broader community, jobs, quality education, services and amenities.

With limited public funding available, to continue the development of affordable housing in healthy communities, AHA will leverage partnerships and private dollars to embrace new and integrated models of real estate development that take into account people's values and needs well into the future. This approach will change technology and mobility, and attract new sources of capital and partnership to stay competitive and relevant.

THE PLAN: Stronger Communities, Brighter Futures

To meet the challenges facing public housing in Atlanta's vigorous market, AHA aims to serve more low income families in need of affordable housing. Lead by the philosophy that all people matter and that quality living should not be an advantage of the privileged, we are motivated to provide better living opportunities for those we serve and empower them through human development services and opportunities that endorse self-reliance. These efforts will create building blocks to stronger communities and foster pathways to brighter futures.



WEST HIGHLANDS SINGLE FAMILY

OUR BENEFICIARIES: The People Our Plan Impacts

AHA provides housing opportunities and supports to five general groups. Ninety-five percent of the families are very low- income or extremely low-income and earn less than \$24,300 per year on average for a family of four. In other words, AHA assists the families that need us most, whether due to their income or circumstances. Over the next five years, AHA will focus on opening the doors wider to create more housing opportunities for families, individuals, and special needs populations such as veterans, older adults, and persons with disabilities.

THE STRATEGY: LIVE. WORK. THRIVE.

AHA strongly believes in the potential of the individual. Therefore, VISION 2022 takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe and healthy communities. These three thrusts are the building blocks of our strategy:



AHA TEAM AND COMMUNITY AT RECENT GROUND BREAKING

- **Live.** AHA will redefine its approach to affordable housing development to emphasize community development, alongside the creation of innovative live-work-thrive innovation spaces.
- **Work.** AHA will invest agency funding towards the agency's self-sufficiency programs, with a focus on family independence, student achievement, digital literacy/connectivity, health and volunteerism.
- **Thrive.** AHA will streamline its service delivery approach by updating financial policies and protocols, continuing to reduce operational overhead and identifying areas to pre-serve and increase quality affordable housing in the city of Atlanta.

AHA believes that people are the heartbeat of a community, not buildings. Thus, as we strive to increase access to quality housing for all, we also consider the needs of those we serve and ways in which we can improve their lives and surroundings. That is the core of VISION 2022. It is a strategy about people and community— people living well and working toward total self-reliance in communities that thrive. Why is this important? Because better living is the gateway to a better life. And at AHA, we believe everyone deserves a chance at a better life.