



2022 GSH Association Conference

Transformational Change Through the Built-Housing Environment



United States Interagency Council on Homelessness

Supportive housing combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities.

Study after study has shown that supportive housing not only resolves homelessness and increases housing stability, but also improves health and lowers public costs by reducing the use of publicly-funded crisis services, including shelters, hospitals, psychiatric centers, jails, and prisons.

Supportive housing combines affordable housing with support services that help people who face the most complex challenges, to live in stability, autonomy and dignity



TriStar is a mission-based Apartment Landlords that operate an “Edu-Housing” model with goal to reduce student mobility through stable affordable housing.





- so·cial cap·i·tal
- the networks of relationships among people who live and work in a particular society, enabling that society to function effectively.





Using the built environment to create social capital

Case Study: Summerdale Apartments

Atlanta Georgia June 2018

Summerdale located in Southeast Atlanta Interstate 75 & Cleveland Avenue



Summerdale Apartments

Phase I Blighted



Phase I Occupied



Phase II Blighted



Units: 244 (1, 2 & 3 Bedrooms)

Built: Phase I – 144 Units 1973
Phase II – 100 Units 1998

Occupied: Phase I – 20%
Phase II – 95%

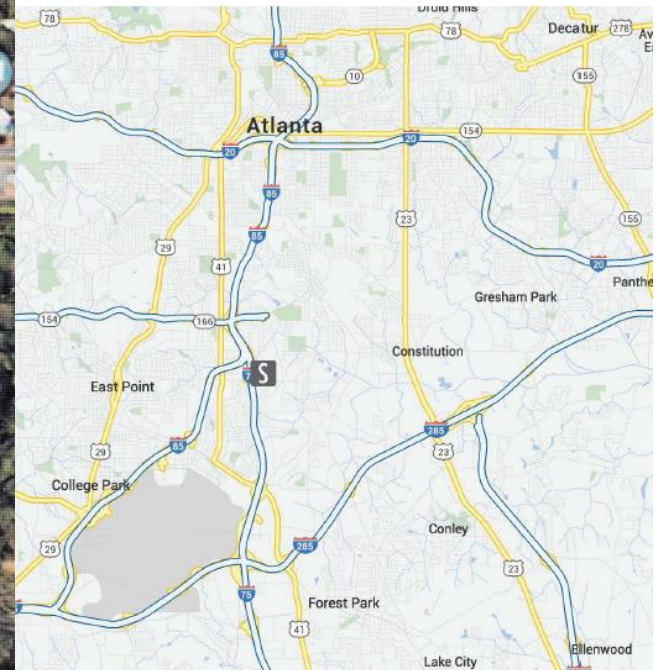
Condition: Phase I - 92 Down Units
Phase II – 6 Down Units

Amenities: Playground-torn down
(2) Community Centers

Other: 74 Public Housing Units

Price: \$5,200,000 (\$21,311/unit)

The Cleveland Avenue Neighborhood



U.S. Census – 2015 Estimates & 2020 Projections

	0-1 Mile Radius
Population	
2020 Projection	11,580
2000 Census	12,383
Growth 2000-2015	-12.00%

Households by Marital Status	
Married	814
Female HH: No Husband	1,535
Female HH: Children	692

2015 Population by Education	
Some High School, No Diploma	1,583 (21.88%)
High School Grad (Incl Equivalency)	2,380 (32.89%)
Some College, No Degree	1,903 (26.30%)
Associate Degree	696 (9.62%)
Bachelor's Degree	527 (7.28%)
Advanced Degree	147 (2.03%)

2015 Avg Household Income	\$36,224
2015 Med Household Income	\$26,942

2015 Occupied Housing	3,911
Owner Occupied	1,458 (37.28%)
Renter Occupied	2,453 (62.72%)

Cleveland Avenue Demographics



Summerdale Discretionary Income/Purchasing Power

	July 2018		
<u>June 2018 (TriStar Acquisition):</u>	<u>Springview</u>	<u>Summerdale</u>	<u>Total</u>
Total Units	144	100	244
Occupied Units	32	93	125
Units that had Income Verifications	24	77	101
Reported Income	\$690,315	\$2,225,466	\$2,915,781
Average Income/Reported (34% AMI)	\$28,763	\$28,902	\$28,869
Estimated Purchasing Power x Occupied Units	\$920,420	\$2,687,900	\$3,608,640



Cleveland Avenue Elementary

School Wide

Year	Cleveland Avenue Elementary School
2018	D
2017	C
2016	B
2015	C
2014	D

Grade conversion	
A	90-100
B	80-89.9
C	70-79.9
D	60-69.9
F	0-59.9

Student Mobility Rate

43.1%

School Climate Star Rating

- Cleveland Avenue Elementary School's overall performance is higher than 29% of schools in the state and is lower than its district.
- 27.5% of its 3rd grade students are reading at or above the grade level target
- Highest “Active Shooter Lockdown” school in Atlanta Public School district – and probably the state.



Crime: Summerdale 9-1-1 Call History

Foreclosure 2009	2010	2011	2012	2013	2014	2015	2016	2017
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Violent Crimes

Armed Robbery/Burglary	7	7	5	11	24	19	6	8	73
Shots Fired	1	0	1	1	6	13	3	28	48
Fights/Stabbing	19	18	36	38	46	50	46	103	107
Sex Assault	0	0	1	0	1	1	0	5	2
Armed Person	1	0	0	0	1	1	1	9	7
Stolen Autos/Goods	4	0	1	2	1	5	0	16	37
Suicide	0	0	1	0	1	3	1	1	1

Violent Crimes Total	32	25	45	52	80	92	57	170	275
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Non-Violent Crimes

Disorderly Per/Simple Assault	5	7	10	19	21	22	13	28	58
Drugs	1	1	0	0	5	0	1	12	48
Person Injured	0	3	0	2	5	5	4	5	2
Theft/Vandalism	9	9	4	18	15	9	13	16	19
Miss/Dead Person	2	1	1	4	4	4	2	5	4
Loud Music	0	1	2	5	4	1	1	6	27
Domestic/Child Abandonment	1	1	0	0	2	6	4	4	0
Criminal Tresspass	1	0	0	0	2	0	7	1	7
Fire	0	0	0	0	0	1	0	1	0

Non Violent Crimes Total	19	23	17	48	58	48	45	78	165
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Total Crimes	51	48	62	100	138	140	102	248	440
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Other 911-Clerical Service Calls

Officer Information	14	6	10	17	21	17	28	28	34
Other Miscellaneous	1	0	4	1	6	2	2	2	16
Total	15	6	14	18	27	19	30	30	50

Total All 911 Service Calls	66	54	76	118	165	159	132	278	490
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Springview Summerdale Tenants

- Majority HH Income Less \$30,000
- Seniors
- Municipal Workers
- Blue Collar Workers
- Drug Dealers/Illegals
- Felony/Prostitution



Summerdale Neighborhood Summary



1. Demographics Indicative of High Poverty



2. Low Performing School (Cleveland Avenue Elementary) 43.1% Mobility Rate



3. High Entrenched Crime in Area/Property



4. Limited Community Amenities



5. Low Rents for Market



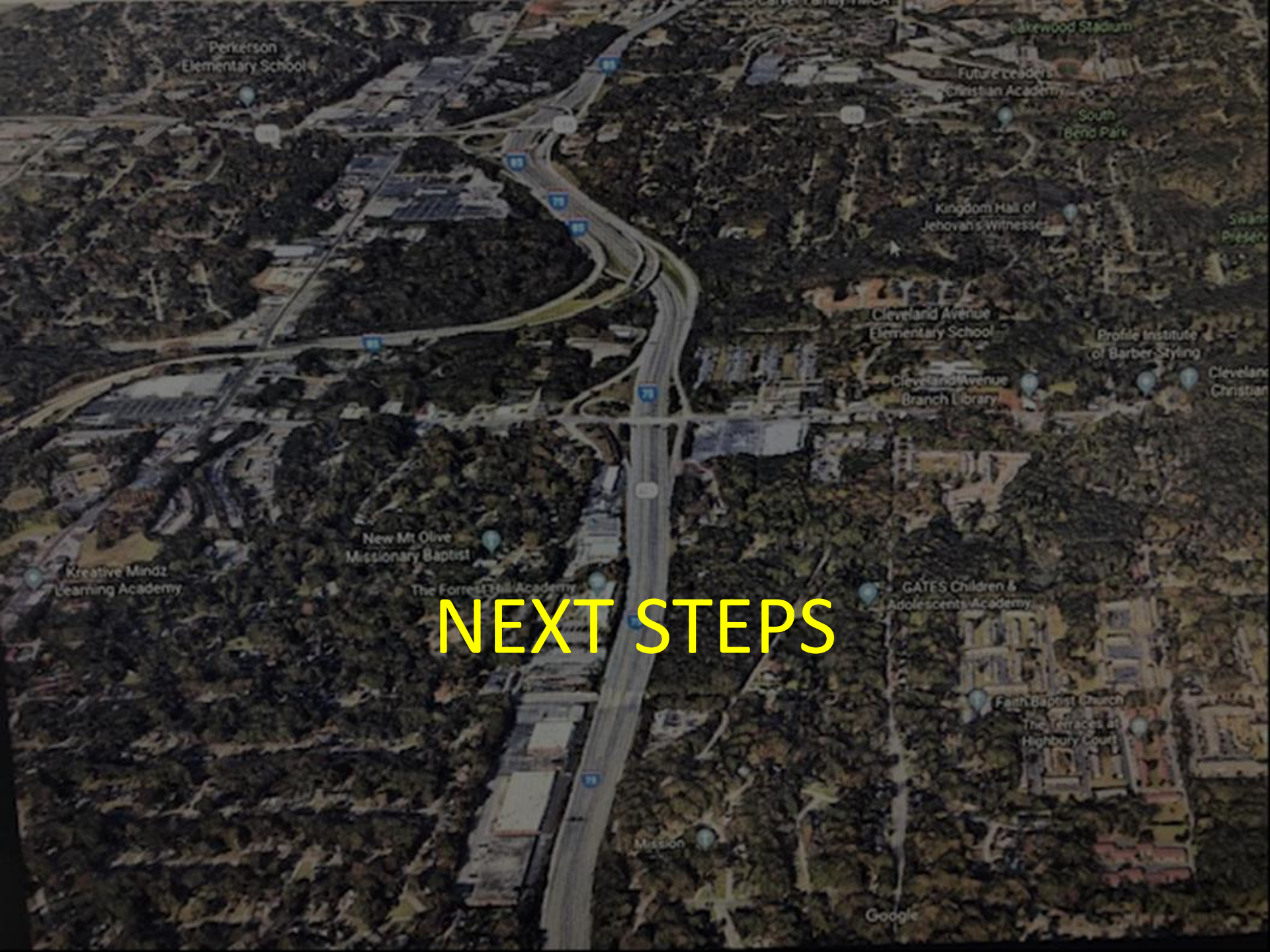
6. Mixture of Legal & Illegal Tenants



7. Limited Commercial Business Activity and Discretionary Income/Purchasing Power



8. Municipal Service Cost Exceed Property Taxes



NEXT STEPS

Community Goals

How we Know We are Successful?

- Economic Stability - Affordable Rents Scaled for Community Demographics to Reduce Transiency
- Neighborhood and Physical Environment promotes Health (safe, playgrounds, safe housing). Crime Stabilized and Neighborhood Safety Improved
- Strong Community Partnerships to address Education Healthcare and Food Access
- Tenants are Empowered with Social Capital (shared Identity, trust, cooperation, reciprocity)
- Cleveland Elementary Successful - Milestone Improvements

Social capital broadly refers to those factors of effectively functioning **social** groups that include such things as interpersonal relationships, a shared sense of identity, a shared understanding, shared norms, shared values, trust, cooperation, and reciprocity.

The TriStar Turn Around Plan



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1. Right-Size Cost of Capital To Purchase & Renovate
 2. Strong Experienced Management
 3. Safety/Security Plan
 4. Tenant Screening
 5. Renovation/Structural Viability
 6. Partnerships/Amenities to Build Community

1. Right Size Cost of Capital

	<u>Amount</u>	<u>Interest Rate</u>	<u>Annual Interest Cost</u>
<u>Sources of Capital:</u>			
Loan Renasant Bank	\$4,904,740	4.11%	\$201,585
Loan from Family Foundation	1,300,000	0.00%	0
Loan Housing Opportunity Bond	1,500,000	1.00%	15,000
TriStar Social Impact Fund	1,894,662	3.70%	70,102
Total Sources of Funding (Avg Cost of Capital)	\$9,599,402	2.99%	\$286,687

<u>Uses of Capital:</u>			
Purchase Price to Seller	\$5,200,000		
Renovation Cost (Est)	3,685,519		
Closing Costs (Purchase)	185,552		
Carrying Cost During Renovation	528,331		
Total Funding Needed	\$9,599,402		

<u>Deal Underwriting Terms:</u>	<u>Rents</u>	<u>Affordability Annual Salary</u>	<u>Hourly Salary</u>
Targeted Rents 1bedroom/1 Bath Unit	\$595	\$23,800	\$11.44
Targeted Rents 2 bedroom/1.5 Bath Unit	\$695	\$27,800	\$13.37
Targeted Rents 2 Bedroom/2 Bath Unit	\$729	\$29,160	\$14.02
Targeted Rents 3 Bedroom/2 Bath	\$826	\$33,040	\$15.88
Targeted Avg Rental Rates (After Renovation)	\$730	\$29,190	\$14.03

Estimated Operating Expenses Per Unit Per Yea	\$5,649
Estimated Capital Reserves Per Unit Per Year	\$500
Total Estimated Expenses Per Unit Per Year	\$6,149

2: Strong Experienced Management - Sample Challenges for Blight:

- Entrenched Criminal Culture
- Pest Infestations
- Significant Deferred Maintenance & Mismanagement
- Recordkeeping
- Fair Housing Laws
- Municipal/Federal Regulatory Rules
- Trauma Certified



Summerdale Management-Challenges



3. Safety & Security Plan

1. Secure the Area

2. Repair Fencing

3. Hire 24/7 Security

4. Partnership APD

5. Partnership APF

Security and the Built Environment



Safety/Security Plan

Partnership APF/APD Installed 24/7 Security Camera (\$45,000)

Around 11,000 cameras watch over Atlanta

Many residents, business owners value sense of security, but privacy experts raise concerns about loss of civil rights.



Atlanta police Officer Charles Schiffbauer monitors surveillance cameras recently at Loudermilk Video Integration Center in Atlanta, a city with about 15 security cameras for every 1,000 residents, making us the only U.S. city to crack the top 10 in a study of the world's most surveilled places.

HYOSUB SHIN / HYOSUB.SHIN@AJC.COM



Crime is not an Overnight Fix



4. Tenant Screening

- Strong Screening Software that screens All States not just Georgia
- We had a lot of vacancy, be prepared to sit on it unless you get qualified/quality tenants
- Have security get to know tenants
- Enforce the rules (Guests are biggest issue)

5. Renovation/Structural Viability

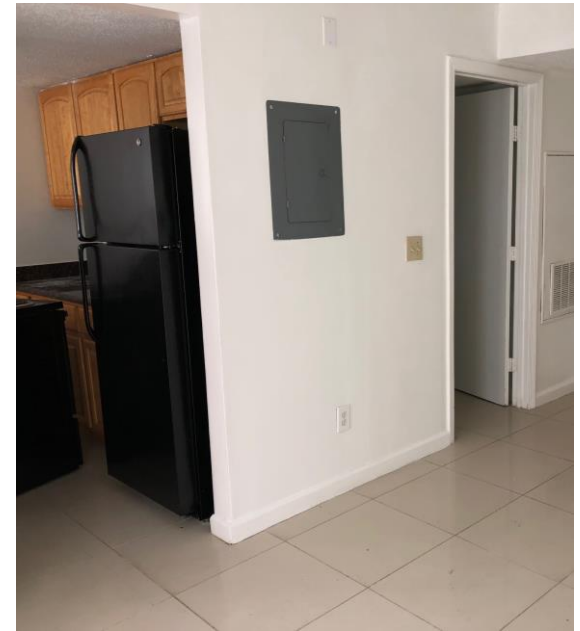
- Roofs/Envelop Not Secure (20 Years Old)
- 97 Down Units
- Fire Damages
- UFAS/ADA/FFA Compliance
- Leasing Office
- Community Facilities (ASK Program)
- Deferred Maintenance

Renovation Budget - \$6,143,082



New Roof s	\$ 350,000
Down Units	5,000,000
Landscaping	50,000
Paving	100,000
Community Center	300,000
Contingency	343,082
Total	<u>\$ 6,143,082</u>





6. Partnerships To Rebuild Social Capital

- Star-C
 - Free Afterschool Programs
 - Free Summer Camps
 - HealthCare
- Atlanta Public Schools
- Morehouse Medical
- Georgia Power
- Atlanta Police Foundation
- Georgia Tech
- Kaboom Playground
- Interfaith



Partnerships to Build Social Capital

Cub Scouts



Eviction Relief-Star C



FQHC-Oakhurst



Dental Health-Dr. John



Back to School Wellness



Mental Health-Social Emotional



Literacy



Partnerships to Build Social Capital



Star-C Breakfast



Church Partnerships



Community Speakers



Community Tour August 2018

Building Social Capital – Nov 2018 Ribbon Cutting – Star-C Community Center and Municipal Leadership



CEO Atlanta;
Housing

Atlanta Public Schools;
Partnership Officer

CEO;
InvestAtlanta

Principal;
Cleveland Ave Elem

Partner
TriStar

Partner
TriStar

Strong Community Partnerships



Masters in Construction – Ethics in Residential Design

Community Goals-How we Know we are Successful

- Affordable Rents Scaled for Community Demographics to Reduce Transiency
- Crime Stabilized
- Strong Community Partnerships
- Tenants are Empowered with Social Capital (shared Identity, trust, cooperation, reciprocity)
- Cleveland Elementary Successful - Milestone Improvements

Social capital broadly refers to those factors of effectively functioning **social** groups that include such things as interpersonal relationships, a shared sense of identity, a shared understanding, shared norms, shared values, trust, cooperation, and reciprocity.

Conclusion: Affordable Rents Scaled for Demographics

	Jun-18	Dec-21	
	<u>Capital Cost</u>	<u>Capital Cost</u>	<u>Comparison</u>
<u>Uses of Capital:</u>			
Purchase Price to Seller	\$5,200,000	\$5,200,000	\$0
Renovation Cost (Est)	3,685,519	6,591,318	2,905,799
Closing Costs (Purchase)	185,552	185,552	0
Carrying Cost During Renovation	528,331	656,898	128,567
Total Funding Needed	\$9,599,402	\$12,633,768	\$3,034,366
Average Interest Rate	2.99%	3.26%	0.27%
Annual Interest Cost	\$286,687	\$411,400	\$124,713

<u>Unit Types</u>	2018 Rents (Goal)		2021 Rents (Actual)	
	<u>Rents</u>	<u>Affordability Annual Salary</u>	<u>Rents</u>	<u>Affordability Annual Salary</u>
Targeted Rents 1bedroom/1 Bath Unit	\$595	\$23,800	\$761	\$30,440
Targeted Rents 2 bedroom/1.5 Bath Unit	\$695	\$27,800	\$861	\$34,440
Targeted Rents 2 Bedroom/2 Bath Unit	\$729	\$29,160	\$895	\$35,800
Targeted Rents 3 Bedroom/2 Bath	\$826	\$33,040	\$992	\$39,680
Avg Rental Rates (Before & After Renovation)	\$730	\$29,190	\$896	\$33,545

Crime: Summerdale 9-1-1 Call History

Foreclosure										Ownership - June 2018			
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Violent Crimes													
Armed Robbery/Burg.	7	7	5	11	24	19	6	8	73	12	6	4	1
Shots Fired	1	0	1	1	6	13	3	28	48	12	3	0	0
Fights/Stabbing	19	18	36	38	46	50	46	103	107	73	52	24	0
Sex Assault	0	0	1	0	1	1	0	5	2	1	0	0	0
Armed Person	1	0	0	0	1	1	1	9	7	2	3	0	0
Stolen Autos/Goods	4	0	1	2	1	5	0	16	37	4	4	0	0
Suicide	0	0	1	0	1	3	1	1	1	3	3	4	0
Violent Crimes Total	32	25	45	52	80	92	57	170	275	107	71	32	1
Non-Violent Crimes													
Disorderly/Simple Ass.	5	7	10	19	21	22	13	28	58	14	22	4	6
Drugs	1	1	0	0	5	0	1	12	48	4	1	4	0
Person Injured	0	3	0	2	5	5	4	5	2	5	12	8	0
Theft/Vandalism	9	9	4	18	15	9	13	16	19	15	6	0	11
Miss/Dead Person	2	1	1	4	4	4	2	5	4	2	1	4	0
Loud Music	0	1	2	5	4	1	1	6	27	5	4	4	0
Domestic/Child Aband.	1	1	0	0	2	6	4	4	0	1	2	0	0
Criminal Tresspass	1	0	0	0	2	0	7	1	7	1	8	0	0
Fire	0	0	0	0	0	1	0	1	0	3	1	0	0
Non Violent Crimes To	19	23	17	48	58	48	45	78	165	50	57	24	17
Total Crimes	51	48	62	100	138	140	102	248	440	157	128	56	18
% Crime Reduction										-64%	-71%	-87%	-96%
Other 911-Clerical Service Calls													
Officer Information	14	6	10	17	21	17	28	28	34	33	29	20	0
Other Miscellaneous	1	0	4	1	6	2	2	2	16	19	41	8	0
Total	15	6	14	18	27	19	30	30	50	52	70	28	0
Total All 911 Service C	66	54	76	118	165	159	132	278	490	209	198	84	18





Strong Community Partnerships

Summerdale Partnered with Star-C a 501c3 based in Atlanta. Star-C offers wraparound services creating affordable apartment communities of choice.

- Partners with landlords committed to affordable housing
- Works to reduce transiency and stabilize affordable housing communities.
- In 2021, Star-C had 317 landlords representing 63,000 apartment units registered in their programs



After School Program & Summer Camp



Healthcare & Wellness Programs



Food Security & Community Gardens



Eviction Relief Fund-\$12.4 Million Distributed – COVID-19

Strong Community Partnerships



ATLANTA
PUBLIC
SCHOOLS

CHRIS180
Changing Directions.
Changing Lives.



EMORY
UNIVERSITY

FAITH >>
FORWARD



Friends of Refugees



United Way of
Greater Atlanta



Tenants are Empowered with Social Capital (shared Identity, trust, cooperation, reciprocity)



Cleveland Elementary Successful – Milestone Improvements

Student Name	Reading Score	Avg. School Score	Avg. System Score	Avg. State Score	Math Score	Avg School Score	Avg System Score	Avg State Score
CMJ	521	468	500	511	522	498	518	525
DAL	464	482	502	514	525	487	516	525
IM	447	482	502	514	478	487	516	525
KNW	535	482	502	514	496	487	516	525
APZ	524	482	502	514	561	487	516	525
LT	461	468	500	511				
ST	443	468	500	511	506	498	518	525
AW	483	482	502	514	492	487	516	525
Average	485	477	501	513	511	490	517	525
Cleveland Above Average	8				21			
% Above Average	1.68%				4.34%			

Summerdale Discretionary Income/Purchasing Power

June 2018 (TriStar Acquisition):

	<u>Springview</u>	<u>Summerdale</u>	<u>Total</u>
Total Units	144	100	244
Occupied Units	32	93	125
Units that had Income Verifications	24	77	101
Reported Income	\$690,315	\$2,225,466	\$2,915,781
Average Income/Reported (34% AMI)	\$28,763	\$28,902	\$28,869
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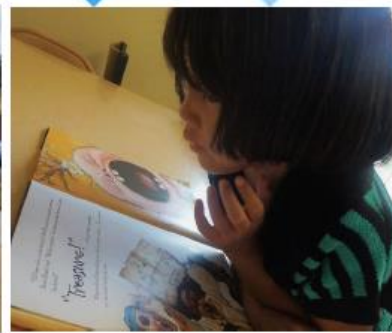
Aug 2022:

	<u>Springview</u>	<u>Summerdale</u>	<u>Total</u>
Total Units	144	100	244
Occupied Units	141	91	232
Units that had Income Verifications	91	49	140
Reported Income	\$3,281,429	\$1,379,016	\$4,660,445
Average Income/Reported (35% AMI)	\$36,060	\$28,143	\$33,289
Estimated Purchasing Power x Occupied Units	\$5,084,412	\$2,561,030	\$7,723,023
Increase Purchasing Power	\$4,163,991	(\$126,870)	\$4,114,384



Addressing the Social Determinants of Health (through Housing)

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community, Safety, & Social Context	Health Care System
Employment Income Expenses Debt Medical Bills Support	Housing Transportation Parks Playgrounds Walkability Zip Code/ Geography	Literacy Language Early Childhood Education Vocational Training Higher Education	Food Security Access to Healthy Options	Social Integration Support Systems Community Engagement Stress Exposure to Violence/Trauma Policing/Justice Policy	Health Coverage Provider & Pharmacy Availability Access to Linguistically And Culturally Appropriate & Respectful Care Quality of Care



Summerdale Today





Blighted – Biography of a
Blighted Apartment Community
Available October 2022 New
South Books.

www.Amazon/Blighted

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