2014 YEAR IN REVIEW
Greetings,

It has been my honor during the past year to work with a dedicated group of people committed to enhancing Georgia’s economy and quality of life: the team at the Department of Community Affairs. Our DCA staff includes experts in finance, economic development, housing, construction, land use, water conservation, infrastructure planning, leadership development and volunteerism.

Together, and in partnership with Georgia’s local governments, the DCA team daily makes an impact on the lives of Georgians by providing financial and technical support for community development, economic development, and housing and quality of life initiatives throughout the state.

In this review of our fiscal year 2014, you will find a few examples of our work, chosen from the many successful outcomes of our partnerships. Managing $596 million in federal and state funds for community, economic and housing development across Georgia has given us the opportunity to help our communities set priorities and pursue their goals, while creating and leveraging partnerships with other agencies and organizations that can support those goals. Small towns and large cities are flourishing with our help as they strive to create vibrant neighborhoods for all Georgians. Across the state, entrepreneurs are using our funding to start businesses, hire employees and build facilities that contribute to local economies. Our programs helped thousands of families this year to purchase their first homes, and others to save their homes from foreclosure. We also partnered with communities to create new housing and job opportunities for their citizens.

In short, DCA empowers Georgia communities and Georgia citizens.

Sincerely,

Gretchen Corbin
 Commissioner, 2013-2014

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

The Georgia Department of Community Affairs has served as an advocate for our state’s communities since 1977. After more than 35 years, DCA’s programs and staff continue to provide critical support for community development, economic development, housing and quality of life initiatives throughout the state, to communities large and small, rural and urban. These efforts help fulfill our mission:

Partnering with communities to help create a climate of success for Georgia’s families and businesses.

IN FISCAL YEAR 2014

- Managed $596 million from 60 different sources
  - $244 million in federal funds
  - $236 million in Georgia Housing Finance Authority funds
  - $116 million state funds
- Provided 65 agency programs
- Offered 24 funding programs

AT THE CLOSE OF FISCAL YEAR 2014, DCA:

- Managed more than $596 million in state, federal and Georgia Housing Finance Authority funds for community, economic and housing development across Georgia.
- Awarded REBA, EDGE and Equity funds to 28 economic development projects that created 1,712 jobs, retained 1,902 jobs and invested $15.4 million, spurring $1.97 billion in private investment.
- Helped Georgia Main Street communities lead the nation’s downtowns in job growth – adding 3,583 net new jobs and $93 net new businesses to Georgia’s flourishing downtowns.
- Assisted more than 5,300 individuals and families in 124 counties since 2011 through HomeSafe Georgia, committing more than $110 million in U.S. Treasury funding to help prevent foreclosures for unemployed and underemployed homeowners.
- Maintained an AAA Bond rating for the Georgia Housing Finance Authority. GHFA is one of only nine state housing agencies in the nation to achieve and maintain this recognition for sound management and investment practices.
- Served more than 15,000 Georgia families through the Housing Choice Voucher program, adding more than $97 million to Georgia’s economy through direct payments to private landlords.
One of DCA’s biggest roles is that of the “state bank” for Georgia’s local governments. Each year we provide millions of dollars in grants and loans to communities for economic development projects. Our funds go directly to local governments or local authorities that use them to provide enhancements for businesses needs.

Generally, our grants help governments fund amenities like new roads, water and sewer enhancements and rail spur to expedite shipping, the company was able to expand its facility, retaining 50 jobs and creating 25 new jobs.

### EDGE Funds helped finance:
- FRAM Renewable Fuels: Hazlehurst Wood Products in Hazlehurst
- Engineered Floors in Dalton
- Norton Packaging in Monticello
- Hostess Brands in Columbus
- Mattex USA in Chatsworth
- King’s Hawaiian Bakery in Gainesville
- Yachiyo Manufacturing in Carrollton
- Bainbridge Manufacturing in Bainbridge
- EP American Footwear in Hazlehurst

### Equity Funds helped finance:
- The expansion of C.E. Minerals’ Plant Number 5 in Oglethorpe
- The location of the Stella-Jones Corporation in Cordele
- Enhancements to the City Center Park in Eatonton
- The location of Spanish Oaks of Bellville, a senior living community in Evans County
- A speculative building in the Cedartown North Business Park
- The expansion of Battle Lumber Company in Wadley
- The location of Hyundai Dymos Georgia in West Point
- The location of Mac 44 Forestry in Pierce County
- The expansion of Appling County Pellets in Appling County
- The expansion of D&J Plastics in Quitman County

### FY14 EDGE AND EQUITY SNAPSHOT

**Equity Fund**
- **10 projects**
- **$2.68 million in funding**
- **Spurring $78.21 million in private investment**
- **Creating 546 jobs**
- **Retaining 243 jobs**

**EDGE Fund**
- **9 projects**
- **$8.89 million in funding**
- **Spurring $768.3 million in private investment**
- **Creating 4,203 jobs**
- **Retaining 1,367 jobs**

### OneGeorgia’s EDGE fund is available to help rural communities attract new or expanding industries. As one of Georgia’s “deal closer” options, EDGE is a powerful tool for increasing rural communities’ competitiveness in the global market. In FY14, the Joint Development Authority of Jeff Davis County, Hazlehurst and Denton successfully brought EP American Footwear to their small community in the heart of Georgia. Local and state economic developers helped show the new company that making shoes in the United States, rather than abroad, would be a profitable venture. A $500,000 investment in EDGE funds to purchase machinery and equipment is spurring an additional $10 million in private investment, and has helped create 250 jobs in the community.

### EQUITY FUND
The OneGeorgia Authority Equity fund provides financial assistance to rural governments and authorities seeking economic development opportunities. The fund provides grants and loans in rural areas to increase communities’ capacity to attract new and retain existing businesses. The Equity Fund has assisted many communities with industrial parks development and infrastructure, to meet the needs of the new and existing industries. In FY14, Equity Funds helped the small city of Wadley in Jefferson County retain the Battle Lumber Company, an international lumber manufacturer. With the Equity-assisted construction of a rail spur to expedite shipping, the company was able to expand its facility, retaining 50 jobs and creating 25 new jobs.
In FY14, REB projects included:

- 9 awards
- $3.88 million in funding
- $387 million in private investment
- 2,763 new jobs
- 292 jobs retained

Our REBA funds are helping grow the burgeoning automotive sector in Georgia.

Georgia’s incentive package for new and expanding industry, coupled with its partnerships with local governments, are what helped Mando locate its foundry here. Without DCA’s financial assistance, rural Meriwether County wouldn’t have had the resources to make this deal happen. The benefits of jobs for our citizens and a boost to our tax base will reach far into the future, and Mando’s growth enhances our opportunities to bring additional industry here.

- Nancy Jones, 2010-2014 Chair, Meriwether County Board of Commissioners Board Member, Georgia Rural Development Council

In FY14 REBA funds helped three Georgia communities attract new automotive suppliers and a fourth community assist an existing supplier in expanding its facility:

- inalfa Roof Systems located a new facility in Cherokee County manufacturing sunroofs and open roofing systems for a variety of automotive manufacturers.
- Voestalpine Automotive Body Parts located a new facility in Bartow County and will provide body parts to several automakers.
- Mando American Corporation located a second facility in Meriwether County, adding an additional 660 jobs to the local economy.
- Hitachi Automotive Systems Americas expanded its facility in Walton County, adding 250 more jobs producing components for a variety of automakers.

REBA helped communities meet their economic development goals in a variety of industries in FY14:

- Purea America located a biomedical manufacturing facility in DeKalb County.
- Athenahealth, a health-related IT company, located in the historic Sears building in Atlanta, helped to revitalize a neighborhood as it brought jobs to the community.
- Trident Seafoods located a state-of-the-art manufacturing facility by renovating and expanding a formerly vacant space in Carroll County.
- Gordon Food Service Central States located a food service distribution center in Douglas County.
- Ernst & Young opened a global IT center in Fulton County.
In January 2011, the U.S. Treasury created the State Small Business Credit Initiative (SSBCI), offering more than $1.5 billion to 57 states and territories to help ease the national credit crunch brought on by the real estate crash of 2008. Governor Deal chose DCA as the state’s administering agency because of its staff’s economic development expertise and familiarity with federal regulations.

Georgia’s SSBCI helps entrepreneurs and small businesses by partnering with lending institutions to make lending less risky. Our four programs have helped reinvigorate the state’s economy by making capital available for entrepreneurs in the start-up phase, and for small businesses to expand.

- Funding for Community Development Finance Institutions: provides credit to underserved small businesses for eligible projects.
- Small Business Credit Guarantee: helps small businesses by guaranteeing up to 50 percent of the amount of eligible loans made by participating lenders.
- Georgia Capital Access Program: provides a risk-reserve pool of funds available to small business lenders.
- Loan Participation Program: SSBCI will purchase up to 25 percent participation on loan amounts from $100,000 to $5,000,000.

The Loan Participation Program is a new option in Fiscal Year 2014 and was instrumental in helping create 80 jobs in the Rock Eagle Technology Park in Putnam County. Partnering with Bank South in Eatonton, SSBCI purchased a participation in a loan to Aalto Scientific and Audit Micro Systems to construct a new medical supply manufacturing facility. The company is tripling its manufacturing capacity with this facility move to Georgia from California.

We were pleased to be able to use the SSBCI to help secure funding for Aalto Scientific. Without the Loan Participation Program, we would have been unable to provide the service to our customer due to our legal lending limits. It’s also great to know that these funds will stay in our community in the future for continued growth in our market.”

- Heath Edwards, Vice President of Bank South in Eatonton and one of SSBCI’s direct lenders.

**STATE SMALL BUSINESS CREDIT INITIATIVE**

In Fiscal Year 2014, SSBCI:
- Loaned $15 million to Georgia businesses
- Made 108 loans
- Attracted $74.8 million in private investment
- Created 835 jobs
- Retained 367 jobs
- 40 participating lenders

SINCE MAY 2012, SSBCI HAS MADE 211 LOANS IN ALL FOUR CORNERS OF THE STATE, LEVERAGING MORE THAN $128 MILLION IN PRIVATE INVESTMENT AND CREATING OR RETAINING MORE THAN 2,000 JOBS.
DCA uses a portion of its annual CDBG allocation to fund job creation through its Employment Incentive Program (EIP). In partnership with local governments, funds are available to industries locating or expanding in Georgia that will create jobs for low-to-moderate income employees. In addition to capital improvements, EIP may be used to provide employees with job training, job security, better working conditions, or opportunities for advancement.

The Southern Ionics (SII) mining facility in Charlton and Brantley Counties is providing much-needed employment opportunities in southeast Georgia. Using EIP funds, the Brantley County government upgraded nearly three miles of county road for the mining facility. Southern Ionics has committed to making a $50 million investment into the mining facility and will employ 90 people. The estimated local state and federal tax impact in the first year alone will exceed $12.2 million.

The EIP fund is providing assistance in Pierce County as well, where SII is constructing a mineral sand plant. This facility will separate mineral sands from the Charlton and Brantley County mines into the individual titanium and zirconium mineral sand components that are found in many defense, medical and consumer products. Pierce County will use $367,000 in EIP grant funds to help with public rail spur improvements for Southern Ionics, which will invest an additional $35 million and employ 35 people.

2014 EIP Projects:
- Norton Packaging in Monticello
- Southern Ionics Zircon Mining Facility in Brantley County
- Georgia Bottle Company in Quitman
- GAP Partners in Rabun County
- Williams Brothers Trucking in Wayne County
- Hyundai Dymos in West Point
- Hampton Inn in Waynesboro
- Toyo Tire North America Manufacturing in in Bartow County

Southern Ionics, Brantley County

The CDBG grant for the Allatoona Resource Center was a big boost to this community. Using these funds as an impetus for change, Bartow County is investing more than $2 million in SPLOST funds to provide a fire station, a community gym, and a recycling center and trash compaction facility there as well. DCA’s assistance is helping Bartow County make a difference in the lives of many of our citizens.”

– Steve Taylor, Sole Commissioner of Bartow County

Allatoona Resource Center, Bartow County

The federally-funded Community Development Block Grant is one of DCA’s most useful tools for local governments to improve the quality of life for their citizens. The fund is dedicated to community development projects that make a daily impact, and specifically finances projects such as:

- Community water and sewer projects
- Street and sidewalk projects
- Public buildings like health centers, Head Start Centers and senior centers
- Revitalization of low-income neighborhoods through rehabilitating or rebuilding homes

Applications are due each year in April, and DCA makes the financial awards in September.

This year, Bartow County is using a CDBG award to construct the Allatoona Resource Center, which will serve more than 1,100 citizens in this rural community. The center will provide health-related programs to children and adults as well as after-school programs, a food bank and access to social services.

Allatoona Resource Center, Bartow County

“...
REVITALIZING DOWNTOWNS

Georgia’s Main Street program is one of the nation’s oldest and most successful, in operation since 1980. Dedicated to helping our cities maintain their historic integrity while building their economic bases, DCA provides assistance in community organization, urban design, economic development and promotion.

Fiscal Year 2014 was a banner year, with DCA accepting 19 new cities into its startup program, which is the largest new class of cities in the history of the National Main Street Center, and is proof of Georgia’s dedication to small business, historic preservation, and creating livable environments that our citizens are proud to call home.

The Georgia’s Exceptional Main Streets (GEMS) program recognized five cities that have excelled over the years and now face new opportunities: Bainbridge, Greensboro, Rome, Toccoa and Valdosta. The GEMS program helps our growing cities address the design and economic development issues that come along with rapid growth.

Putting vacant or underused buildings back into business is a big job. In order for any construction – either new or a renovation – to make financial sense, it has to show a positive return on investment. That’s where a lower interest rate can help a proposal be financially sound, so we provide the Downtown Development Revolving Loan Fund (DDRLF), specifically for repairing or renovating existing buildings, or constructing new in Georgia’s downtowns. Since 2002, DCA and the Georgia Cities Foundation (a non-profit subsidiary of the Georgia Municipal Association) have partnered to provide loan assistance on large acquisition and redevelopment projects.

In FY14, property owners and developers in Valdosta (a GEMS community) secured a DDRLF loan to restore a 1906 downtown building on a prominent street. The now-completed building provides 11 apartments and three office spaces downtown, and has injected more than $1.7 million into Valdosta’s property value.

DDRLF Highlights in FY14

- $1.53 million in loans
- Spurred $5.4 million in private investment
- Created 175 jobs
- Funded projects in nine communities: Valdosta, Statesboro, Macon, Cedarown, Avondale Estates, Newman, Macon, Covington & Thomasville

It’s an exciting time to work in Valdosta. Businesses and property owners see the benefits of being a part of our active downtown, but sometimes we still have some financing gaps when we’re trying to renovate our historic structures. The DDRLF has been a great tool for us in Valdosta.

- Ellen Hill, Director, Valdosta Main Street

NEW in FY14

Albany • Ashburn • Auburn • Avondale Estates
Ball Ground • Bowedon • Braselton • Cairo
Chamblee • Grayson • Hinesville • Holly Springs
Lawrenceville • Perry • Porterdale • Ringgold
Stockbridge • Swainsboro • Sylvester

Valdosta’s historic district

Millidgeville is a shining example of our small cities meeting the needs of their citizens, and in FY14 was chosen as a 2014 Great American Main Street Awards® (GAMSA) winner. Bestowed by the National Main Street Center, a subsidiary of the National Trust for Historic Preservation, the GAMSA is the nation’s premier accolade for downtown revitalization achievement.
GEORGIA ACADEMY FOR ECONOMIC DEVELOPMENT

Since 1993 the Georgia Academy for Economic Development has educated elected officials and local community leaders on Georgia’s economic development process. During FY14, DCA conducted classes in all 12 state service delivery regions and at ACCG and GMA conferences. The Academy is staffed by regional managers from DCA; Georgia EMC and Georgia Power.

GEORGIA ACADEMY FOR ECONOMIC DEVELOPMENT PARTNERS AND BOARD MEMBERS

- Atlanta Gas Light
- Association County Commissioners of Georgia
- Electric Cities of Georgia
- Georgia Association of Chamber of Commerce Executives
- Georgia Chamber of Commerce
- Georgia Department of Community Affairs
- Georgia Department of Economic Development
- Georgia Economic Developers Association
- Georgia EMC
- Georgia Municipal Association
- Georgia Power Company
- Georgia Tech Enterprise Innovation Institute
- Technical College System of Georgia
- University of Georgia

GEORGIA COMMISSION FOR SERVICE AND VOLUNTEERISM - AMERICORPS

The Georgia Commission for Service and Volunteerism manages the state AmeriCorps program. Since 1994, AmeriCorps volunteers have worked for nonprofits, schools, public agencies, and community and faith-based groups across Georgia to address community needs.

GEORGIA AMERICORPS PROGRAMS IN 2014

- Georgia Sea Turtle Center
- Teach for America
- Georgia 4-H
- Clayton State University
- Georgia State University Research Foundation
- Georgia Tech Research Corporation
- Hands On Atlanta, Inc.
- Youth Villages at Inner Harbour
- Jumpstart for Young Children
- New American Pathways (RRISA and Fugees Family Education and Soccer Program)
- United Way of Metro Atlanta
- Covenant House Georgia
- Goodwill Industries of the Southern Rivers
- Communities in Schools

In FY14, 695 AmeriCorps Members recruited 15,748 volunteers, and 16 programs were awarded $2.51 million in federal funds, leveraging an additional $2.6 million.

MARTIN LUTHER KING, JR. ADVISORY COUNCIL

Supported by the Georgia Commission for Service and Volunteerism, the Martin Luther King, Jr. Advisory Council promotes and plans statewide activities advocating Dr. King’s principles and teachings, on Martin Luther King, Jr. Day and beyond. Council highlights of Fiscal Year 2014 include:

- A celebration on Stone Mountain to commemorate the 50th anniversary of Dr. King’s famous “I have a dream” speech during the March on Washington. The ceremony featured remarks by Commissioner Corbin, Council Chair Senator Emanuel Jones, DeKalb County CEO Lee May and Stone Mountain Mayor Patricia Wheeler.
- The state’s official Martin Luther King, Jr. day of celebration at the Capitol in January, featuring remarks by First Lady Sandra Deal, keynote speaker Georgia Supreme Court Justice Robert Benham and the acceptance of Governor Deal’s proclamation by Bernice King and other members of the King family.

PLANNING AND ENVIRONMENTAL MANAGEMENT

DCA promotes responsible development, a healthy environment and a high quality of life in each of Georgia’s communities through a variety of partnerships with local governments, Georgia’s 12 Regional Commissions and other state agencies. Local governments that plan for and invest in infrastructure and community resources are often among those with the highest levels of corporate and private investment, resulting in highly-functioning communities and increased jobs for Georgia’s citizens.

One of DCA’s highlights in Fiscal Year 2014 includes the Community Disaster Resilience Best Practices Guidebook to offer local governments additional community planning resources. The guidebook describes the benefits of – and recommended strategies for – coordinating land use planning with hazard mitigation planning. This guidebook presents “Best Practices” recommendations drawn from experts in the fields of hazard mitigation and land use planning. Creating the guidebook has strengthened an existing partnership between DCA and the Georgia Emergency Management Agency, and has led to DCA’s participation on an inter-agency flood risk management team.

Council Members:

- Senator Emanuel Jones, Chair
- Mrs. Rita Jackson Samuels
- Ms. Dilyana Kovacheva
- Mrs. Christine Miller-Beta
- Ms. Lauren Elizabeth Gia
- Mayor Bill Austin, City of Riceboro
- Dr. Thomas Lee Smith
- Representative Toney Collins
- Commissioner, Department of Community Affairs

PHOTO CREDITS

Georgia Sea Turtle Center, Jekyll Island

Photo credit: Georgia Emergency Management Agency
DCA allocates approximately $21 million in federal and state housing tax credits each year to developers who build affordable housing across the state. Many developments are built expressly as senior residences, providing elderly citizens opportunities to stay in their lifelong communities when they no longer need a single-family home. Others are built to meet the needs of working families, helping Georgia’s communities provide housing options for a wide variety of needs and interests.

Opening in Fiscal Year 2014, The Commons at Imperial Hotel in Atlanta sets a high standard for rental development in Georgia. Not only did National Church Residences and Columbia Residential create 90 apartments in the 1910 hotel, these two partners renovated one of Atlanta’s most visible historic structures and helped the city meet its goal of neighborhood renovation. The LEED Gold™ Certified property is the 2014 winner of the national Charles L. Edson Tax Credit Excellence in Metropolitan Housing award.

Creating and maintaining housing options in Georgia often requires creative approaches to address the challenge of affordable quality. DCA partners with developers that are committed to maintaining high-quality properties that enhance their communities. Greystone Affordable Housing Initiatives works to meet housing needs in rural areas and maintains an extensive Georgia portfolio.

In FY14, the company partnered with WWJ and Boyd Management Company to purchase and rehabilitate a series of aging properties across Georgia that had diminished in quality. Using capital from the sale of DCA’s housing tax credits as well as tax-exempt bonds and USDA loans, this $117 million investment modernized 1,362 rental units in 35 small cities and rural communities around the state. Greystone estimates that it spent $34 million with Georgia contractors on physical goods and improvements for the properties. The investment created local jobs as well as revitalized entire neighborhoods for working Georgians across the state.

DCA provides many housing opportunities for low- to moderate-income families in Georgia.
I have owned my home for the last seven years, and had been working in the same job for 13 years when I was laid off. I had worked hard and had always paid my mortgage on time, and I kept on paying it as long as I could. There came a time, though, when I couldn’t make the payments anymore. When those foreclosure notices started arriving in my mailbox, the stress was really tough. It was a very difficult situation.

A family friend first told me about HomeSafe Georgia, and the staff at the Department of Labor confirmed that the program could help me. The paperwork took some time, but the Department of Labor is user-friendly and allowed me to fax and make copies of everything I needed to send to the HomeSafe Georgia office. From the time I first applied until I was approved was about seven weeks.

Everyone needs help sometimes. Things happen to all of us that we don’t expect in these economic times. This program helps people for up to 24 months while they get back on their feet. I’m glad HomeSafe Georgia was available to me while I needed some help to get through a really tough time.

- Dineo Brinson, Homeowner

HOMESAFE GEORGIA

Helping Georgians keep their homes

HomeSafe Georgia helps Georgia citizens avoid foreclosure. A program funded by the U.S. Department of Treasury in response to the national collapse of the real estate market, HomeSafe Georgia works with homeowners who face sudden and unexpected financial hardships, including job loss, medical emergencies, losing a spouse, or loss of income due to military deployment.

Since 2011 through FY14, HomeSafe Georgia has:

- Assisted 5,341 families and individuals in avoiding foreclosure
- Provided $110 million in assistance through U.S. Department of Treasury funding
- Helped Georgia citizens in 129 counties

GEORGIA DREAM

Helping Georgians buy their homes

Through the Georgia Dream program, DCA works with lenders to provide affordable financing so individuals and families can purchase their first homes, put down roots and build wealth. We help enable teachers, nurses and public safety personnel to live in the communities they serve. Georgia Dream also frees up working capital for our banking partners to further support their communities.

FY14 Georgia Dream Highlights

- $156 million Amount of mortgages DCA helped finance
- $3.6 million Mortgages financed through our PEN program for police, educators and nurses
- 1,344 Families and individuals who purchased their first home with Georgia Dream or PEN
- 152 Counties in Georgia that have benefited from Georgia Dream
- 1,198 Existing homes purchased
- 146 Newly-constructed homes purchased
- 57 Participating lenders in Georgia
- $114,225 Average price of home purchased
- $49,965 Average income of purchasers

Photo credit: State of GA

Photo credit: State of GA