

2022 STRATEGIC PLAN



PALADIN
COMMUNITY DEVELOPMENT

DECEMBER 2021



Executive Overview

2022 Planning Context

Our organization is currently navigating one of the most challenging development environments in its 25-year history. The global COVID-19 pandemic has profoundly disrupted lives and markets, putting many of our residents in dire circumstances and setting off cost escalation that has made affordable housing development extremely difficult.

However, Paladin is poised to weather this crisis by having a healthy development pipeline and by utilizing additional government relief funds that are helping residents avoid eviction and developments move forward despite unprecedented cost increases. Affordable housing has never been more needed, and we are excited to be in a position to continue partnering with communities on finding housing solutions for those who need them most.

Here are just a few highlights from the year behind that form the context for the year ahead:

- Beginning in 2014, we began implementing a strategy to effect positive neighborhood change through the establishment of strong Community Housing Development Organizations (CHDOs). Out of that initiative Georgia Communities, Inc. was launched by Paladin and has already successfully secured funding for several developments, including Lakeview Senior Gardens in Putnam County, Grove Gardens in DeKalb County, Legacy Villas in Eastman, GA, Pineview Trace in Vienna, GA, Cottages at Baynes Creek in Greensboro, Forest Station in Forest Park, and most recently Franklin Crossing in Cherokee County.
- Not only are these projects delivering urgently needed affordable housing to these areas, but they also feature comprehensive community improvement strategies jointly led by Georgia Communities and Paladin.

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- Meanwhile, our second CHDO envisioned to serve the State of Alabama, named Alabama Communities, Inc., made important strides as well. With Paladin providing the requisite experience as partner, Alabama Communities competed for and successfully secured funding from Mobile County for a proposed development in the City of Semmes. Despite a comprehensive financial restructuring due to the cost crisis, this project closed and is currently under construction.
 - We deployed lessons learned from our initial CHDO launch to support Alabama Communities in formalizing a community-based investment strategy and in expanding its Board of Directors to include representation from the Mobile County service area.
 - Despite the cost crisis, Paladin is pleased to report that each development in its pipeline has been able to weather the crisis with help from state agencies. Currently Paladin has four developments in various stages of construction with two additional developments approved and approaching financial closing.

In summary, we are witnessing firsthand the value of strategic thinking in advancing our non-profit's vision. But there is so much more that can be done. So it is with enthusiasm we now look ahead to 2022 in order to leverage the positive momentum for the benefit of the low-income families and seniors that we serve. This document represents a roadmap that will guide our efforts for the upcoming year.

Phil Ellen
Executive Director, Paladin, Inc.

Strategic Priorities

Development Goals

The development of quality, safe, affordable housing is the core purpose of Paladin, Inc. The fundamental measure of its success is, and always will be, its ability to deliver or preserve affordable housing for low-income families and seniors. Our priorities in 2019 for achieving our core purpose are described below:

- Two multifamily communities totaling 106 units are projected to complete construction in the 2022 calendar year. As owner and/or developer, Paladin's professional staff will focus on the timely delivery and lease-up of these community assets, working closely with the construction and management companies to ensure the highest end product for prospective residents and the community at-large.



Windmere Place (Dunlap, TN)

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- Paladin received funding for three additional 9% LIHTC applications in the 2020 round that are under construction and expected to be delivered in the beginning of 2023. Once finished this will deliver an additional 166 units of affordable housing to communities in Mobile, AL, Greensboro, GA and Forest Park, GA.
 - The delivery of two major projects during 2022 signals an opportunity to aggressively fill the front end of Paladin’s development pipeline without overly straining staff capacity. In response, Paladin should seek to advance 2-3 LIHTC housing applications for the upcoming funding round.
 - To ensure a balanced inventory of affordable housing in terms of tenancy type (i.e. Family vs. Senior Housing), Paladin will prioritize a site for development that serves families in a community that has a demonstrated need for workforce housing.

Partnership Goals

Paladin’s decision to serve as an incubator for community-based housing organizations has been its most important and successful strategic initiative in recent years. Paladin should seek to solidify the positive gains by prioritizing the following for 2019:

- Continue providing Georgia Communities, Inc. with technical assistance as it transitions from the development phase to ownership phase for the Lakeview Senior Gardens and Grove Gardens at East Lake developments.



Lakeview Senior Gardens in Putnam County, GA

- Paladin will also support Georgia Communities as it pursues resources for single-family homeowner rehabilitation projects in the Terry Mill community. Paladin’s

record for successfully utilizing HOME funds are likely to be required for Georgia Communities to successfully compete for funds.

- Paladin will also offer its experience in Alabama to assist Alabama Communities, Inc. continue to build its financial and technical capacity to operate as a strong CHDO organization in Alabama. The competitive funding round in Alabama has been delayed as the state agency devoted additional resources to projects under construction. However, we anticipate there will be funding opportunities in 2022 that Paladin and Alabama Communities should be in position to respond to.

Community Development Goals

As Paladin continues to secure a healthy development pipeline, it seeks to expand its community development efforts to meet its core mission of positively transforming lives. We have been excited to start a new partnership with Habitat for Humanity, where Paladin, Inc. will be donating land and \$100,000 in funding to assist Habitat in the development of a single-family, mixed-income neighborhood.

- Paladin will continue and increase its assistance to the Salvation Army of Metro Atlanta for individuals at-risk of homelessness and struggling with substance abuse.
- Paladin will continue building the infrastructure for Midtown Community Ministries in partnership with Ponce Presbyterian Church.
- Paladin will continue providing resources and technical expertise to Greene County Habitat for Humanity in its development objectives.
- Paladin, Inc. will continue to serve on the Mayor's Faith-Based Development Initiative in Atlanta. Our organization has extensive expertise in the development of affordable housing on church-owned property and can be a helpful resource to places of worship that are exploring this opportunity in the City of Atlanta.
- To support a neighborhood strategy designed to increase opportunities for all residents, Paladin will make financial contributions and other resources to support youth development programs as part of the *Grove Gardens at East Lake* project. Areas of focus will include youth mentoring and employment

opportunities. Paladin will continue supporting Terrance Ross as he progresses through the apprenticeship program at the Masonry Association of Georgia. Paladin will hold a fundraiser in 2022 to help support its youth development programs.

- Paladin is also seeking to make its first international investments in 2022. Paladin has identified a need that fits its mission through Mission To The World, which is building housing in Cambodia for university students that were victims of sexual abuse and trafficking.



Grove Gardens at East Lake Groundbreaking Ceremony