



Community Properties of Ohio  
**2006 ANNUAL REPORT**



**OCCH**  
OHIO CAPITAL  
CORPORATION  
FOR HOUSING

**WE MARVEL AT HOW FAR WE HAVE COME, AND HOW MUCH FURTHER WE CAN CONTINUE TO GROW.**

Welcome! And thank you for taking time to read our Annual Report. Many of you have been on this incredible journey with us through your partnerships and support – for that, we are grateful.

As I look back over the past 3+ years, I am absolutely amazed at what has transpired. What started out as a community effort to preserve over 1,000 affordable apartments in seven Columbus urban neighborhoods has evolved into a transformational experience for people, neighborhoods,

organizations, and our great City. When Hal Keller, president of Ohio Capital Corporation for Housing (OCCH), and our Board committed to this endeavor, it was because it fit with the mission of OCCH and it was in “our own back yard.” It seemed the right thing to do. The due diligence that we did in preparation to acquire the management company and the properties naturally gave us a check list and road map for what we needed to do to get the job done – after all, that is our core business. However, what none of us anticipated was what this initiative would do in changing lives – those of our management company staff, our residents, our neighbors, our volunteers, and our community agencies and organizations.

We began with a strong organizational development approach. We worked from the inside out. We listened and learned. We talked and learned. We trained and learned. Each time we discovered something new, we incorporated it into our process. This allowed us to continually improve what we did. We recognized early on that while we had some great expertise, we did not (and do not) have all the answers. As we developed and nurtured authentic relationships with our staff, residents, vendors, regulatory agencies, community agencies, etc. we were able to get the best thinking on the table—various perspectives on an issue—in order to address some very tough situations. What has been accomplished so far is a direct result of the contributions of so many who have collaborated with us, for which we are very grateful.



*Isabel Toth, President*  
Community Properties of Ohio

**CPO Vision:**

Working in partnership with residents and other key stakeholders in our communities, we will establish a national model for quality affordable supportive housing.

**CPO Mission:**

CPO is a tenant-endorsed, community-based property management company committed to stabilizing families by providing quality affordable housing, encouraging residents to be good neighbors, and by linking residents to community services.

The most visible accomplishment of our journey thus far has been the rehabilitation of our apartment homes. 62% of the construction portfolio is completed, 10% is currently under construction, and 28% is slated for completion in 2008-2009. With construction almost complete, we can increase our focus on uniting, impacting, and building community. Our core business is people and community and we want to help our residents achieve their goals and dreams, realize self-sufficiency, and become productive community members.

As our accomplishments become visible, we continue to ask what is working, what is not working, and we continue to seek improvement. We started with "the end in mind", a vision of how things could be. We marvel at how far we have come, and how much further we can continue to grow. Throughout this report you will gain an understanding and update of the various parts and pieces that we have focused on in 2006.

We invite and welcome input from anyone who can help us realize the mission—helping our residents and communities. After all, we are Community Properties.



**Hal Keller, *President***  
Ohio Capital Corporation for Housing

**Carol Mount Peterson, *Board Chairperson***  
Ohio Capital Corporation for Housing



**Board of Directors**  
Ohio Capital Corporation for Housing

**Top Row** (from left to right): Robert Weiler, Colin Dyer, John Lee, Daniel Slane

**Bottom Row** (from left to right): Michael Saad, Grady Appleton, Hal Keller, Carol Peterson, Susan Weaver, Jerry Grier

The CPO Staff:



## CPO SERVICES AND BENCHMARKS

CPO's comprehensive approach to property management is based on a highly responsive customer service delivery model. Whether we are recertifying residents in the office or helping a resident obtain a GED, we are focused on communication and building relationships. Our achievements and ability to impact change this year are a direct result of relationships with our residents and the community.

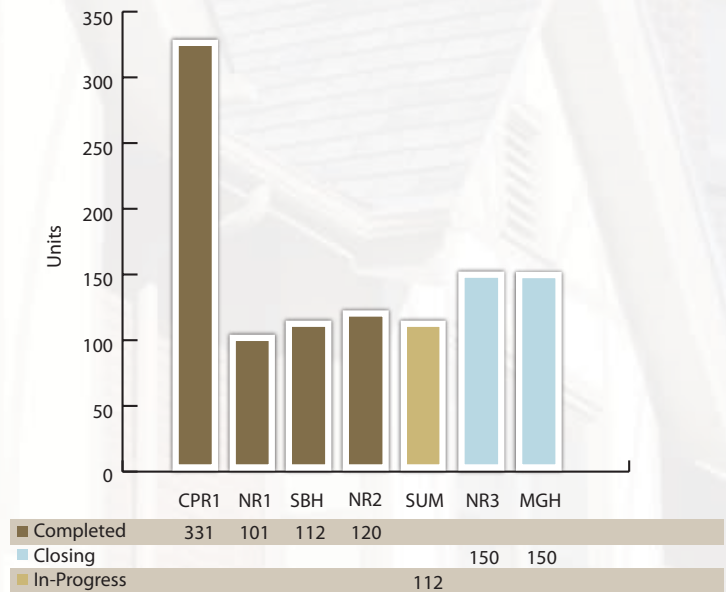
This community impact approach focuses CPO on five main areas: Renovation, Property Management, Community Safety, Supportive Services, and Community Building. These areas guide our property management company in its vision and mission.

## RENOVATION

Starting in June 2004, CPO began a major initiative that visibly impacted the community: the renovation of over 1,000 units in the portfolio. This community lead effort involved numerous organizations, including the City of Columbus, Campus Partners for Urban Redevelopment, The Ohio State University, Community Housing Network, Columbus Housing Partnership, Columbus Metropolitan Housing Authority, several corporate investors, HUD, and various local and government organizations.

With a combined \$58 million invested through the Community Properties Fund for Housing I and the Community Properties Fund for Housing II, CPO has been able to renovate over 664 units in 107 buildings, with an additional 532 units in 113 buildings to be completed over the next three years. With an average of \$80,000 invested per unit, CPO added or upgraded HVAC, electrical systems, showers, central air, new appliances, new fixtures, new doors and windows, new flooring, security lighting, landscaping, and hardscaping.

## 2006 RENOVATION SUMMARY BY STATUS



Partnership

\* some projects completed prior to 2006



## PROPERTY MANAGEMENT

CPO initiated measures to increase efficiency in operations and communications in 2006. New Partnership Teams were created within the organization to develop collaborative approaches to holistically meet the requests and needs of residents. These teams include Property Managers, Recertification Specialists, Maintenance Technicians, and Supportive Services Staff so that each area of need for a resident is represented.

Yardi, a property maintenance software used for accounting, property management, and maintenance, was implemented to better monitor compliance, complete tasks, and produce real-time reports.

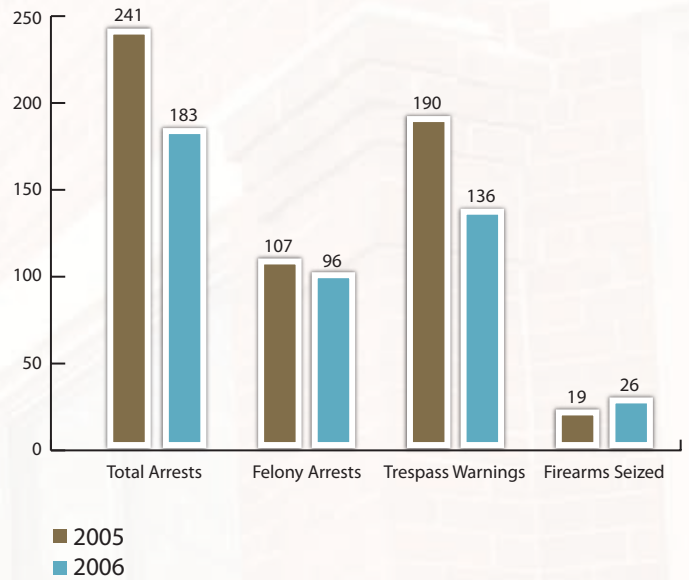
At the end of 2006, nearly half of the portfolio had been renovated, and residents who were relocated returned home to new units. Significant to this relocation is the fact that no permanent displacements occurred during these relocations. Also of note is that within 30 days of being returned to service, all tax credit units were leased.

## COMMUNITY SAFETY

Community Properties of Ohio is committed to providing safe, affordable housing to residents. With safety as the number one concern of our residents, CPO is proactively engaging in many partnership efforts to address safety issues and criminal elements in its neighborhoods. The Eliminate the Elements safety program, implemented in 2003, allows CPO to use off duty officers to work special duty on CPO properties. Through the use of a leased police cruiser from the city furnished with a state-of-the-art computer system generating real time access to information, CPO has been able to significantly reduce criminal activity in its properties.

In 2006, CPO special duty officers made 183 arrests, issued 136 trespass warnings, and retrieved 26 handguns while patrolling neighborhoods housing CPO residents. The following decreases occurred with crime in some precincts that house CPO residents:

### 2005-2006 ELIMINATE THE ELEMENTS



## SUPPORTIVE SERVICES

CPO is an inner city scattered site, low-income affordable housing management company that uniquely offers supportive service to both families and seniors. By linking residents to social, economic, and educational assistance, CPO is helping to stabilize families and communities.

### Profile of CPO resident:

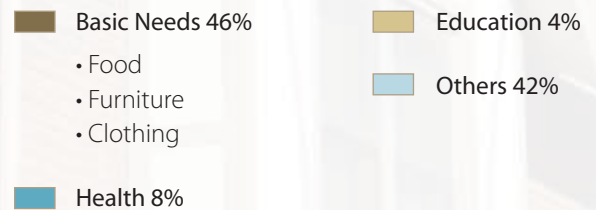
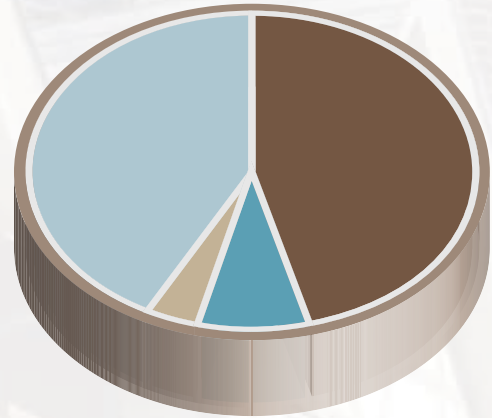
- 30% are 18-21 years old and the head of the household
- 80% are unemployed
- 82% are African American
- 40% have a GED or high school diploma
- 87.15% Single female heads of households with two to three children
- 95% Annual income of \$10,000 or less
- 65% children ages 0-5 (660 children)
- 25% children 6-12 (261 children)
- 10% children 13-17 (103 children)

From January 2006 to January 2007, CPO Supportive Services and our Care Management system, (funded by Franklin County Department of Jobs and Family Services)

in partnership with Godman Guild and Central Community House, have provided 1,328 service referrals resulting in barrier reductions for CPO residents.

The overwhelming majority of need expressed by our residents falls in three major categories: basic needs, health, and education toward employment.

## 2006 SERVICE REFERRALS



The United Way of Central Ohio has partnered with CPO in a Community HUB project that is strongly impacting CPO residents and the community. With a \$389,000 investment from United Way, The HUB connects residents with services they need to stabilize their lives in critical need areas such as education, health, employment, and safety.

The CPO HUB is designed to address three main goals:

- Quality affordable housing
- Linking with stabilizing resources so that progress can be made with personal life goals. Where resources are limited or do not exist, CPO is committed to building partnerships that fill the gap.
- Building a structure of community “social capital” that facilitates residents moving out of the cycle of poverty.

### COMMUNITY BUILDING

CPO recognizes that connecting residents with the services they need is key to helping stabilize housing and lives. We also know that working with partners in the community helps families and seniors not only stabilize their lives but also improve their communities and neighborhoods. CPO has partnered with many agencies to impact and promote strong communities. Through our partner’s financial support and established community-based organizations, we are able to continue our focus of providing basic needs, social support systems, educational and vocational support, and health and wellness to our residents.

### THANK YOU TO OUR FOLLOWING PARTNERS:

- OCCH
- United Way
- Africentric Personal Development
- aha!Process (Getting Ahead)
- Move the Mountain (Circles)
- Broad Street Presbyterian Church
- Central Community House
- Columbus Housing Partnership
- Community Housing Network
- Community Research Partners
- Godman Guild
- Material Assistance Providers
- YMCA
- YWCA

### IN OUR FUTURE

CPO has produced a higher quality portfolio for affordable housing in Columbus and its remote locations. We are committed to helping our residents lead stable lives, promote health and wellness, and move toward a better future. CPO has implemented a program, the Moving Beyond Poverty Initiative, designed to help residents create a life plan for ending poverty in their lives. It is our vision to help residents stabilize their lives and move toward a better future. As part of this initiative, residents can participate in the “Getting Ahead in a Just Getting by World” program which helps create this life plan. Currently, 19 CPO residents have completed a 20-week curriculum designed to stabilize families and improve outcomes for persons in poverty. We are proud of these motivated, resourceful residents who desire to give back to the community. CPO will continue to impact our communities by offering quality housing and respectable neighbors.



**Community Properties Fund Investors:**

Commerce National Bank  
Fifth Third Community Development Corporation  
Huntington Community Development Corporation  
JP Morgan Chase Bank, NA  
Key Community Development Corporation  
National City Community Development Corporation  
Nationwide Life Insurance Company  
Park National Bank  
Sky Financial Group  
WesBanco Bank

**Construction Team:**

Community Properties of Ohio Management Services  
Judy Williams, Historic Preservation Consultant  
Moody Nolan, Inc.  
The Albert M. Higley Co. / Baker Henning Productions

**Development Partners:**

Ohio Capital Corporation for Housing  
Campus Partners  
Columbus Housing Partnership  
Columbus Metropolitan Housing Authority  
Community Housing Network

**Financing Team:**

City of Columbus  
Columbus Office of HUD  
Franklin County Commissioners  
HUD OMHAR  
Ohio Housing Finance Agency  
Red Capital Group, LLC.

**Legal Assistance:**

Squire, Sanders & Dempsey

**Special Initiative Partner:**

United Way



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