



2009 ANNUAL REPORT

COMMUNITY PROPERTIES OF OHIO MANAGEMENT SERVICES

**cpo**  **management**

community properties of ohio

CPO is an affiliate of Ohio Capital Corporation for Housing



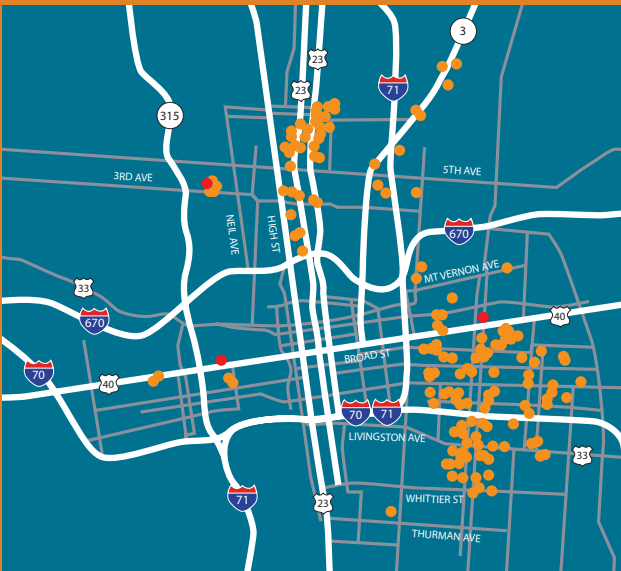
Isabel Toth, President, Community Properties of Ohio  
Hal Keller, President, Ohio Capital Corporation for Housing

## PRESIDENT'S MESSAGE

This year marks the completion of the rehabilitation for the CPO Initiative that began in April 2003. Substantial rehab of 1,033 units and returning families to new apartments is a significant milestone. We are pleased to report that the first units rehabbed still look like newly rehabbed units.

It may be easier to see the dramatic changes in the physical portfolio, but sustaining this level of quality over time also involves transformation of the management team as well. Our property management, maintenance, supportive services, and accounting staff have cultivated the skill and dedication needed to make this happen.

In addition to a strong in-house team, the work of CPO would not be possible without our community partners. We are grateful to join our efforts with strong and committed partners—individuals as well as organizations—who bring crucial knowledge, skills, relationships, and influence to the pursuit of our common objectives.



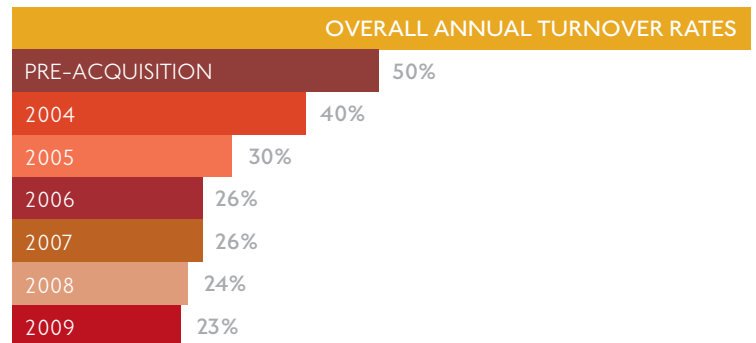
Columbus Renovated Properties Map

## HIGHLIGHTS FROM 2009

- Occupancy has consistently averaged 99%
- Resident turnover continues to decrease, even with continued lease enforcement
- Unit Turn Times—from keys in to signed lease—6 days
- Delinquency, Bad Debt each < 1% of total revenue
- 99% of resident rent is collected by the end of the month
- 100% of Section 8 annual/interim recertifications completed timely
- Expanded capacity of our in-house maintenance team – i.e. exterminating, welding, HVAC, etc.
- Proudly expanded our management to include:
  - Community Housing Partnership – 357 units single family homes
  - YWCA of Greater Toledo – 65 units Permanent Supportive Housing

## STABILITY AND SUSTAINABILITY

### REDUCING TURNOVER AND MAINTAINING OCCUPANCY



Note: over 50% of resident turnover is still manager-initiated, due to non-compliance of lease.

UNITS	PARTNERSHIP	YEAR-END OCCUPANCY (%)			
		2006	2007	2008	2009
331	Community Properties Revitalization II	92	95	98	100
112	Spruce Bough Homes	99	98	97	100
120	Network Restoration II	*	98	99	100
112	Summerfield Homes	*	98	96	99
150	Network Restoration III	*	*	99	99
107	Marigold Hill Homes	*	*	*	99

\* Rehab not complete.

## OUR STAFF

## PROPERTY MANAGEMENT

## SUPPORTIVE





Harry Post

Gareth Vaughan

Todd Henning

Rex Hagerling

Judy Williams

## THE CONSTRUCTION TEAM COMPLETES A MILESTONE

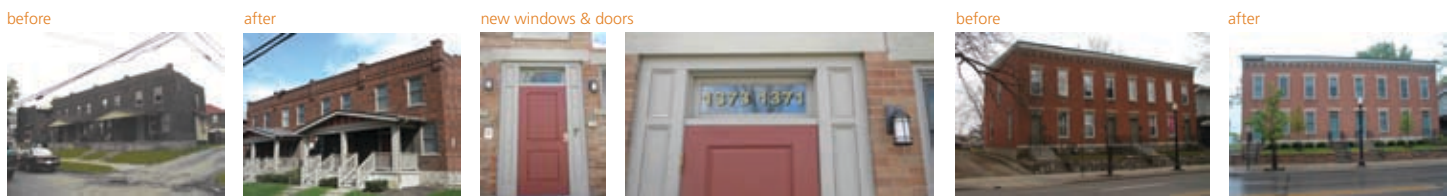
“Over the past six years I have had the privilege to work with an outstanding group of people dedicated to preserving some of the best affordable housing on the market. The success of The Community Properties Initiative was due to the expertise and vision we and our partners were committed to – that this affordable housing portfolio should be and could be renovated, preserved, and maintained at the highest standard possible while revitalizing neighborhoods with no distinction between “affordable housing” and market rate housing.

This initiative began with the vision of Ohio Capital Corporation for Housing in structuring these complicated deals in a way that allowed sufficient funds to do the job right. It then fell

to the architects at Moody Nolan to build a scope using the valuable input from residents, staff, consultants and many others. From this specification, the Albert M. Higley Co/Baker Henning Productions project management team was able to select the best sub-contractors and vendors available and manage them through completion of the project.

As I look back over the past six years, I am grateful that I have had the opportunity to work with visionary people to enhance the lives of the people they have chosen to serve.”

Harry Post  
Director of Construction, CPO



*“When our Partnership started work on the project in 2003, we were convinced that it was so much more than a construction opportunity. It was an opportunity to help low income families live in quality, comfortable housing, while receiving support to help them become self sufficient. Its impacts can be seen, felt and measured in many ways. The project managers, superintendents, engineers and trades people could see the Vision that OCCH and CPO had for this endeavor and were brought into the same vision. I believe this is why the project was such a success.”*

Gareth Vaughan  
The Albert M. Higley Co/Baker  
Henning Productions

*“Upon completion of the rehabilitation work, the exteriors of the buildings have been restored to their original appearance, landscaping has been added and decorative fencing installed to create attractive courtyard enclosures that also enhance the security for the residents. The end result is that the properties now contribute to the neighborhood and enhance a sense of community.”*

Rex Hagerling  
Senior Associate, Moody Nolan, Inc.

*“I have literally seen these buildings go from being “branded” as low-income housing because of their condition and appearance, to being buildings that once again contribute to their neighborhoods in a very positive way. The historic character of each building was thoughtfully considered in the rehab plans – and that makes a difference. Careful masonry repair, historically-appropriate new windows and doors, rehabilitated porches, new color schemes, and attention to landscaping helped to transform these buildings and create neighborhood pride where it had been lacking.”*

Judy Williams  
Historic Preservation Consultant

## SERVICES LEADERSHIP ACCOUNTING





## BEYOND REHAB...

### OUR SAFETY INITIATIVE HAS SIGNIFICANTLY REDUCED CRIME IN OUR COMMUNITY

Eliminate the Elements is our proactive policing and property management strategy that empowers off-duty Columbus Police Officers to address criminal activity on and near CPO properties. Essential components of the program are:

- Strategic selection of police officers based on familiarity of our neighborhoods
- Daily, real-time communication and accountability between law enforcement and property management
- An anonymous tip line to residents and community to report criminal activity (614 545 SAFE)
- A leased City of Columbus Police Cruiser identified for, and dedicated to CPO properties
- Encouragement of "knock and talk" by officers to build positive relationships with residents and our youth
- A committed partnership and shared vision between Management and Columbus Police Department

*"The total number of arrests by CPO officers has decreased 78% between 2005 and 2009. The consistent presence of our officers and accountability of our management team help to maintain lease compliance and sustain the growing improvement of safety at our properties."*

Josh Martin  
Director of Property Management, CPO



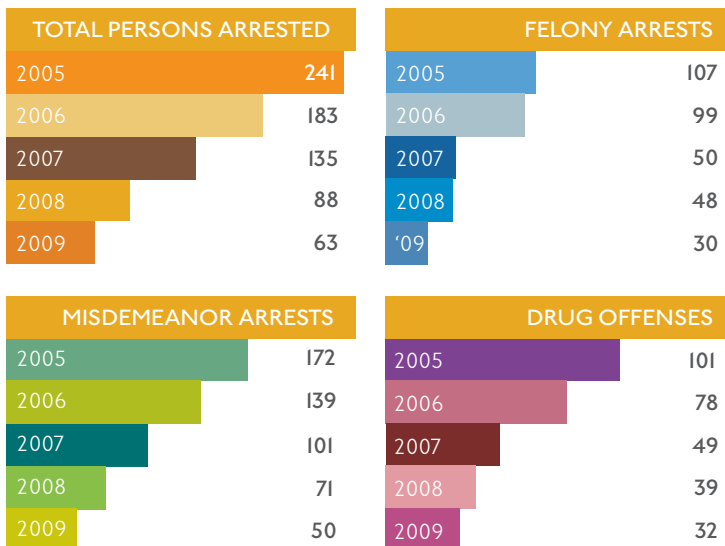
Sgt. Branam; Det. Alexander, SRB Gang Unit; Josh Martin, Director of Property Management, CPO

*"When CPO renovated their properties, they carefully considered the creation of defensible space and additional lighting. The redesign of landscaping and strategically placed decorative fencing serve to prevent unnecessary foot traffic and eliminate areas that formerly invited criminal activity. The use of building signage with specific language supports the enforcement of no trespassing and identification of CPO buildings."*

*The CPO Eliminate the Elements Program is the most rewarding and successful crime reduction program I have ever been involved with in my 15 years with CPD."*

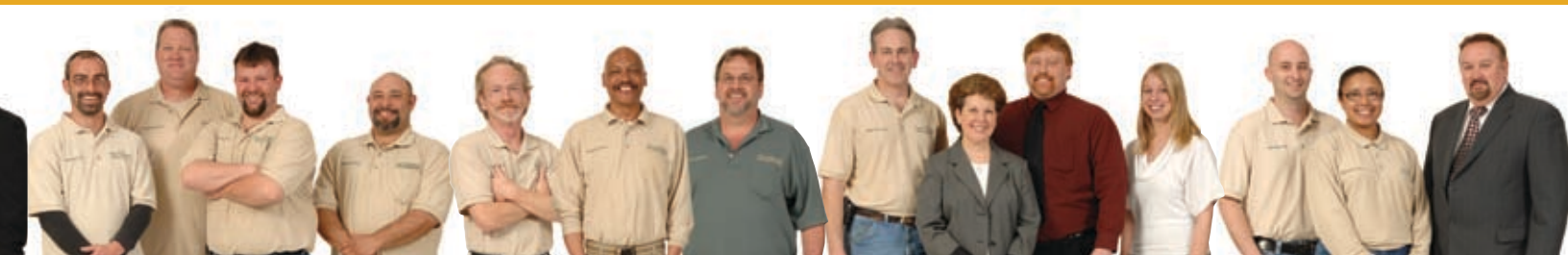
Sergeant Glenn Branam  
Columbus Police Department

### ELIMINATE THE ELEMENTS RESULTS 2005 - 2009



Rehab Features such as; Fencing, Signage, Lighting, and Landscaping

## MAINTENANCE



## AT-RISK RESIDENT PROGRAM

In 2009, CPO improved its focus on residents at risk of losing their housing due to poor housekeeping, or failure to pay rent, or maintain utilities. Over 300 residents a year risk losing their housing through these violations. Both staff and residents were educated about the importance of residents maintaining housing and building housing credibility. The Supportive Services staff intervenes to help residents resolve immediate issues, as well as plan to avoid future problems that could jeopardize their housing. CPO's goal is to help residents recognize how their future is connected to their housing.

## UTILITY MANAGEMENT PLAN

Working in partnership with the Office of Ohio Consumers' Counsel, IMPACT, and Ohio Department of Development, the Utility Management Plan was implemented to link at-risk residents with a utility management class and emergency utility assistance to avoid evictions. Of 91 households served notice, 81 successfully resolved the issue. 50 households directly benefitted from the program allowing them to preserve their housing, also saving the company approximately \$86,550 in vacancy loss, unit turn costs and legal fees.

## COMMUNITY PROPERTIES IMPACT CORPORATION

Training in the Bridges Out of Poverty and Getting Ahead Curricula, innovative anti-poverty programs, have been a major focus of CPIC in 2009. Currently, 79 persons have graduated from the Getting Ahead Class and many of our community partners and agencies have been trained in the hidden rules of economic class. This commitment has provided the opportunity to build a Bridges Community in which all economic classes are gathered to co-investigate the barriers of poverty. A common language and framework for understanding poverty continues to emerge and has created a learning laboratory of relationships with the scope and reach to facilitate community, system and policy level change.

CPO housing began with the revitalization of property. To continue the transformation, it must be about relationships—impacting housing stability, employment, service delivery and community cohesiveness.

## SUMMER CAMP



Since 2004, CPO has provided safe, engaging and enriching summer camp experiences to the children living in the CPO portfolio. This programming has provided children with fundamental social skills, educational readiness, and nurturing adult role models.



Poverty Co-Investigation Meeting

*"Creating and sustaining individual and neighborhood stability cannot be the exclusive domain of a handful of community organizations... The collective hands and minds in a community must work together in order to achieve success."*

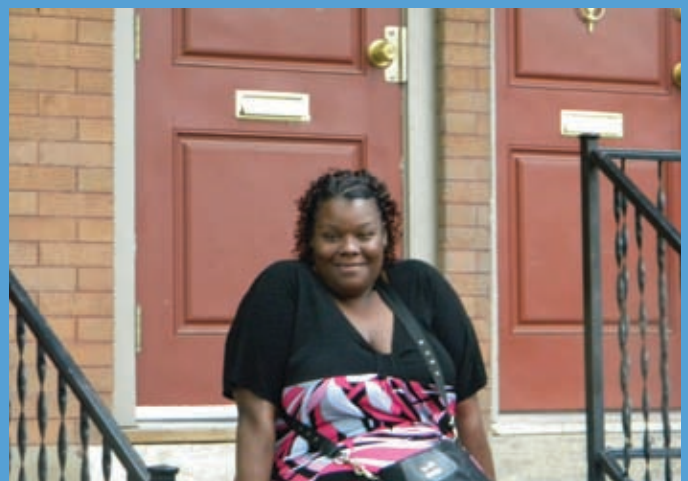
Jeff Lyttle, Midwest Region Vice President,  
Corporate Philanthropy, JPMorgan Chase & Co.

*"This transformational work can only happen when we come together across race and class lines in relationships of mutual respect."*

Phil DeVol, aha! Process, Inc.; Co-Author, "Bridges Out of Poverty"; Author, "Getting Ahead in a Just-Gettin'-By World"

*"The value of housing means you feel safe; your family is secure, and it's one less thing you have to worry about. You know that you're not being a burden to your family members. It's a form of comfort. For children, they know they have a place to come to everyday; there's stability. For younger parents, there is a feeling of independence."*

Vivian, CPO Resident



Staci, CPO Resident 5 years

Over the past three years Staci went from being at-risk to having served as an AmeriCorps/VISTA volunteer, graduated from Getting Ahead, obtained employment, and started college.

## THANK YOU TO OUR DONORS

JP Morgan Chase Foundation  
Columbus Foundation  
Crane Group  
Home Depot  
JF Painting Company  
Grange Insurance  
First Merit Bank  
OCCH Resident Development Fund  
WesBanco  
Young Presidents Organization

Susan Loebis  
Tony DiBlasi  
Columbus Metropolitan Housing Authority

If you are interested in learning how you can participate in our mission either through volunteer opportunities or financial gifts, please contact:

Louise Seipel  
614-545-3028

## OUR DEVELOPMENT TEAM

### 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

## OCCH BOARD

Carol Mount Peterson, Chairperson  
\* Daniel Slane, Acting Chairperson, OCCH Board  
Colin Dyer, Vice Chairperson, Ohio Equity Fund Board  
Susan Weaver, Secretary/Treasurer  
Grady Appleton

### 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

Jerry Grier  
John Lee  
Thomas Loos  
Robert Weiler, Sr.

\*Daniel Slane became the Acting Board Chair in March 2010

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