



COMMUNITY PROPERTIES OF OHIO MANAGEMENT SERVICES 2008 ANNUAL REPORT

cpo  **management**
community properties of ohio



OCCH
OHIO CAPITAL
CORPORATION
FOR HOUSING



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 Mount Peterson, Susan Weaver, Jerry Grier

Transforming Lives and Communities

Community Properties of Ohio is setting new standards for scattered site, inner-city affordable housing development and management. Our vision at CPO is to be a model of *transformational* affordable housing. A key element of this vision is helping residents improve the quality of their lives and move beyond poverty where possible.

“Working with OCCH and CPO has given me the opportunity to make a difference in the physical environment of affordable housing and to see the change immediately. . . And I am content to know that OCCH and CPO will continue working on systemic change by creating and maintaining this type of housing for years to come.”

Todd Henning, The Henning Company

CPO is guided by a clear Vision, Mission, and Core Values.

CPO Vision:

To build a replicable model of transformational housing

CPO Mission:

To provide quality affordable housing

To link residents with resources that stabilize their housing

To assist residents to move beyond poverty where possible

CPO Values:

Serve our residents

Strive for excellence

Commit to the mission

Promote individual growth

Collaborate openly

Respect others

Act with integrity



Isabel Toth, *President*
Community Properties of Ohio



Staff
Community Properties of Ohio

Building a Culture of Excellence

We have just completed our sixth year of operation of the Community Properties of Ohio (CPO) Initiative. With the portfolio rehabilitation nearly behind us, we are focused on stabilization and mitigating risk to the long term sustainability of the CPO inner city, scattered site portfolio of approximately 1000 apartments.

Our vision at CPO is to become a model of transformational affordable housing. Realizing this vision will take years, we are committed to doing the things necessary to make this vision a reality. This includes investing in the quality of our staff, systems, and processes. Our Balanced Scorecard approach to strategic planning, combined with a robust system of performance metrics facilitates mission-driven execution. Structuring work through customer-focused core processes equips us to manage continuous improvement. Training the staff in dialogue skills fosters staff engagement and effective problem solving across all functions and levels in the organization. These are key ingredients in building a culture of excellence. The staff understands the strategic direction and how what they do every day contributes to those objectives.

In order to reliably deliver the results expected by our key stakeholders, internally we focus on true key performance indicators that help identify what actions should be taken day-to-day. Reporting results is not enough. The staff uses this system of dials and gauges to fly the plane. Corrective actions can be taken daily. Issues not readily resolved are documented and tracked on Issues and Actions Logs until resolved. This supports continuous improvement which guides us in *optimizing* revenue, expenses and mission.

There can be no mission without a margin. Focusing on business excellence helps ensure the long-term viability of our work. This focus, in combination with our historic focus on quality supportive services and neighborhood safety allows us to address the unique challenges of the CPO portfolio and mitigate risk. Our model demonstrates how to achieve a sustainable win-win-win, for residents, for the management company, and for our key stakeholders.

Isabel Toth, *President*



CPO Campus-Main Office



Maintenance and Training Facility

Property Management

Balanced Scorecard Strategic Performance

Customer/Mission Perspective

- o Customer Satisfaction
- o Resident Engagement
- o Neighborhood Safety
- o Timely Accurate Reporting

Financial Perspective

- o Manage the Revenue Stream
- o Manage Expenses to Budget
- o Forecast and Budget Accurately
- o Source Funding

Internal Process Perspective

- o Leverage Technology
- o Implement Standards of Excellence
- o Responsive Customer Service
- o Foster Continuous Improvement

Staff Learning and Development Perspective

- o Meaningful Performance Feedback
- o Knowledge to Do the Job
- o Strategic Staffing
- o Build the Culture

Community Partnership Perspective

- o Recognize Key Partners
- o Collaborate with Key Leaders
- o Working Partnerships

Continuous Improvement



7th and Summit—Before and After



Before



After

Construction and Relocation

The first step in the transformational housing model that CPO envisions involved the rehabilitation of more than 1,000 dilapidated units in the portfolio. At the end of 2008, more than 929 units had been rehabilitated and all residents involved in the relocation had moved “back home” to their original units, now quality, attractive homes. Rehabilitation of the remaining Columbus units began in December 2008 with an expected completion in November 2009.

Impacting the Community

As the rehabilitation of the portfolio was visibly progressing and positively impacting the physical community, another more subtle change was occurring in the CPO neighborhoods. As the quality of housing improved, CPO began to focus on blending resident relationships with community partnerships to address resident needs, remove barriers to services, and identify ways to help residents move beyond poverty.

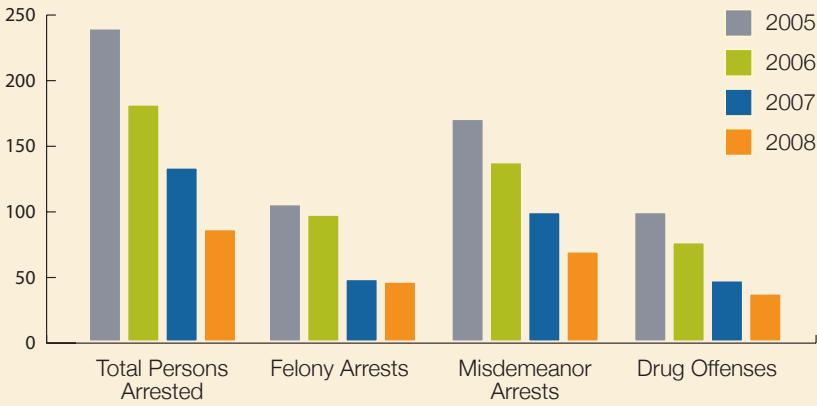
In 2008, the Columbus Landmarks Foundation awarded CPO the James B. Recchie Design Award for its work in rehabilitating low-income Section 8 properties in seven Central Ohio neighborhoods.

“The Community Properties revitalization project has improved virtually every neighborhood it has touched. The properties now contribute to the neighborhood and enhance a sense of community...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 of the residents.

Rex Hagerling, Moody-Nolan, Architects

Resident Status:

Eliminate the Elements 2005-2008



Neighborhood Safety—Eliminate the Elements

Safety is the number one quality of life issue for our residents. Working with our residents and building on community partnerships we continue to increase safety in our neighborhoods. Columbus off-duty officers working for CPO serve as both law enforcement and agents of the management company, with authority to enforce the lease.

The Eliminate the Elements program alone will not produce the systemic changes needed in our neighborhoods. Safety is a community issue and CPO brings to the table partners that can affect positive change. A key partner in the CPO Initiative and active community revitalization advocates, Campus Partners credits CPO for “partnering with neighborhood associations, community agencies, and local government to improve the fabric of neighborhoods through well-maintained properties, civic engagement, and public safety programs.” (Steve Sterrett, Campus Partners)

55%, and reduce the time to lease units by 76%, resulting in a cost savings and impacting the NOI.

Quarterly preventive maintenance across the portfolio has resulted in keeping units in near new condition. Operating expenses have been reduced as residents, educated in proper maintenance of their unit and reporting minor issues before they become more complicated, take ownership and pride in their home.

Training CPO technicians in higher skilled tasks, such as exterminations, welding, and HVAC has resulted in additional cost savings.

Property Management and Maintenance—Optimizing Revenue, Expenses, and Mission

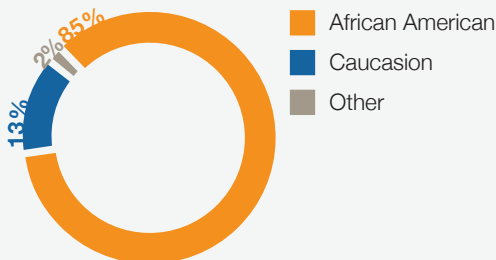
Through effective use of metrics and continuous improvement efforts we have been able to reduce time to recondition units by

Supportive Services

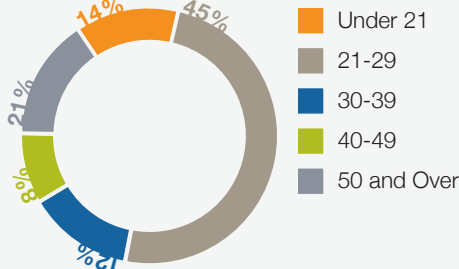
Resident Retention

CPO’s goal is to provide quality housing where residents choose to live. In 2003, CPO experienced nearly 50% resident turnover. Today, the turnover rate has been reduced to 23%. Turnover consists of manager-initiated turnover and resident-initiated turnover. Common reasons for manager-initiated turnover include: non-payment; lease non-compliance, such as criminal activity, excessive damages, and housekeeping issues. Our at-risk resident (at risk of eviction) focus through supportive services has positively impacted resident retention.

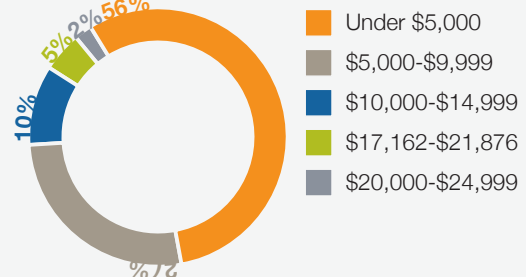
Race



Age (Head of Household)



Income



Community Properties Impact Corporation (CPIC)

The mission of CPO takes us beyond the bricks and the sticks, beyond the rehab, beyond effective property management, and beyond effective supportive services. Moving people beyond poverty goes beyond the management company and into the larger community. Working with community partners we are engaging the larger community for real community impact. The challenges of poverty and alleviating poverty are community issues. The solutions must be identified and owned by the community.

Currently CPIC is working as part of a community-owned Bridges Steering Committee and Circles Guiding Coalition to identify and address poverty issues in Columbus. As the largest scattered site affordable housing management company in the country, with housing across seven key neighborhoods in the great city of Columbus, we have opportunity to play a role hosting a community co-investigation of poverty issues, using CPO as a learning laboratory. We bring residents together with organizations, agencies, and individuals to better understand and address barriers to moving beyond poverty. Together we are identifying and addressing the issues.

DaVita Tucker,
Getting Ahead Graduate
The Story of My Life



Getting Ahead in a Just-Gettin'-By World

This 20 week curriculum employs effective strategies to change lives. The participants, or co-investigators, explore the powerful force of mental models. Learning through the eyes of an investigator allows everyone involved in the process to examine their individual circumstances as well the community in which they live. Participants are asked to do honest, deep digging in order to come to terms with past decisions they have made, as well as explore their own patterns of behavior related to survival. They are further challenged to pick a few things that *they* feel they are ready to change, evaluate how committed they are to actually making a change, and then develop small, detailed steps that they can take every day towards making that change.

"The Past—I was in a funk—no car, waiting at the COTA bus stop; no money so creditors are there with hands out (credit cards, student loans and car note); poor posture because I can't do anything to change my situation.

The Present—going through the Getting Ahead Class basically got me back in focus. My focus is getting a job, getting a car, (which I did!) My appearance changes to business professional, and I'm excited about progress and the future. Creditors are still there, but they aren't as intimidating anymore.

The Future—in the bubble above my head, there is peace of mind, love and money. My hair is down and I'm loving life. I have the house with a garage for the car, and I'm excited, living the good life."

Areas of Impact

Individual	Agency/Organization	Community /Policy
Getting Ahead Classes Circles Support Group Employment	Bridges Out of Poverty Training Bridges Consulting	Bridges Steering Committee Circles Guiding Coalition Big View Meetings
Foundation of Stable Housing	Bridges Training Center	Host for Community Co-investigation

The individual is the person attending the Getting Ahead and Circles trainings, ultimately leading to employment and better living conditions.

The Agency/Organization is the vehicle that provides training and consulting to the resident.

The Community/Policy are the Coalitions that come together in the Big View meetings to work with the resident. These committees consist of the resident, middle-class, and affluent community members.

CPIC: Growing the Mission Together

Circles Participation

What happens in me?

"Middle income people who have embraced Bridges and Circles often report that their lives have been changed dramatically by having direct relationships with people in poverty. One affluent ally reported that his experience in new relationships with people in generational poverty has contributed to his "recovery from generational selfishness".

Michelle Clark, Move the Mountain

What change takes place for those in poverty?

"Much like an artist never forgets the meaning of a painting; a sculpture, or another work of art, co-investigators never forget what their mental models mean and the emotions/ circumstances that inspired their mental models. I think the support that they find in each other during the process is very powerful as well. It's almost like there is a collective aha! -"Hey, we may be in poverty, but each of us has something to offer right here, right now!" Later it becomes "I have a say so in how I live life and I want more for me and everyone in this room! It really is a powerful process that I was very happy to be a part of!"

Chelahnhe Lyons, Getting Ahead Facilitator

Guiding Coalition

What happens when we work together?

"Creating and sustaining individual and neighborhood stability cannot be the exclusive domain of a handful of community organizations. Even the most effective organizations cannot successfully deliver their services if they are operating in a vacuum. The collective hands and minds in a community must work together-and hold themselves and each other accountable-in order to achieve success."

Jeffrey Lyttle, Chase Foundation

What Happens Next?

Call to Action

There are two ways to become a part of this powerful process! First, volunteer! CPIC is interested in highly motivated partner organizations and community volunteers to work within the Bridges Steering Committee, the Guiding Coalition, and the Circles Program.

Second, plan a gift! Make the margin *you have* meet the mission of ending poverty. None of us have resources to waste. Make your dollars make a difference—in an individual, a family, or in our community. If you'd like to volunteer or make a charitable contribution, contact: Lou Seipel at 614-253-0984.

Getting Ahead Graduates



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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