

Pathways Home

Community Properties of Ohio
2007 Annual Report





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

Moving Beyond Our Core

April 22, 2008 marks the fifth anniversary of closing the deal we call our Community Properties of Ohio (CPO) Initiative. On that day, Ohio Capital Corporation for Housing (OCCH), our parent organization, purchased a property management company and took assignment of the 1385 apartment units that made up the real estate portfolio, all of this in "as is" condition. The mission of OCCH is to cause the construction, rehabilitation, and preservation of affordable housing in Ohio. CPO certainly fits that mission.

Visualizing something from scratch is one thing. Transforming something from "as is" into the reality of a vision, is quite another. Within 48 hours (it took two full days to close this deal), we became one of the City's largest slumlords, but with a LARGE vision of what could become of this dilapidated, crime ridden, off the hook, scatted site portfolio. Gratefully, today it's apparent that this vision is becoming a reality, and in many cases we are "moving beyond."

We have completed an extensive rehabilitation in 808 units and they are back on line with our families successfully relocated – moved out during construction and back to their units afterwards. Relocation was handled strategically to minimize disruption on families – children remained in the same schools and parents had access to public transportation for jobs. We looked carefully at the selection of products – appearance, durability, efficiency of long-term maintenance, etc. – with input from our Joint Venture Partners, residents, and management and maintenance staff.

We have "moved beyond" the typical construction hand off and instead, built processes of ongoing collaboration between our construction team, management/maintenance teams and asset management. There is ongoing feedback from maintenance and management about how the product and design are functioning. This has allowed us to continue to make improvements to both functional utility for residents and efficiency of long-term maintenance through the life of the asset. In another example, our construction team,



Our Staff >



Isabel Toth, President
Community Properties of Ohio



Our Core >

maintenance team and asset management team have worked together to hand pick hardscape materials (landscaping, fences, exterior lighting) and then coordinate closely regarding installation and ongoing maintenance.

Our primary focus has been to create a place in which our residents can be stable and successful, avoiding the cycle of homelessness. This requires holding residents, and ourselves, strictly accountable to the terms and conditions of the lease – which is 10 pages! Those who couldn't or wouldn't abide by the lease have had to move out in order to preserve a great place for those who want to be a part of CPO community. 94% of our residents pay their rent by the 10th of each month, therefore avoiding late fees and risk of eviction. 98% of recertifications are on time and accurate, therefore eliminating adjustments; and residents are consistently reporting changes in income, including increases. Residents are now reporting maintenance issues, helping us maintain both better living conditions and prevent additional damages to the asset. There is a growing mutual respect between our residents and our staff. Our CPO community has been changing.

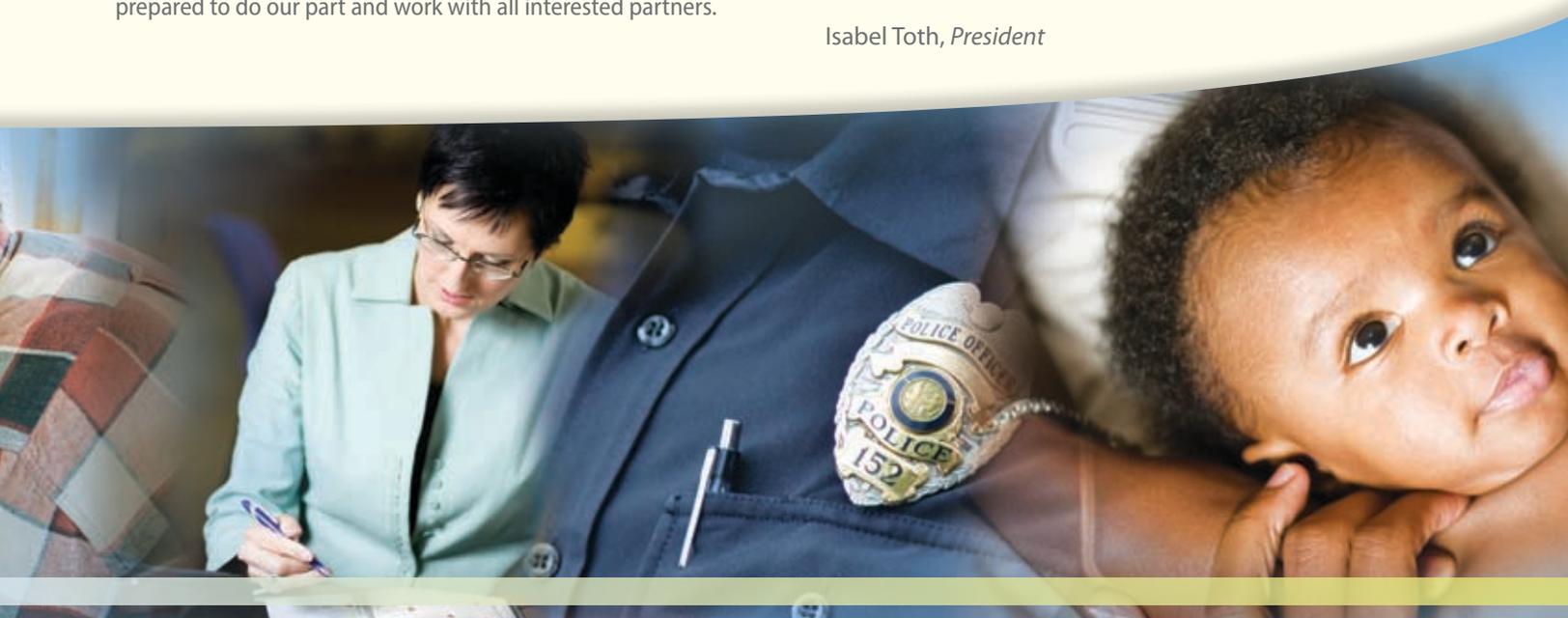
Safety is a community issue and it affects the quality of life for our residents. It is apparent from the graphs on the following pages that criminal activity on our CPO properties and with our residents has decreased significantly and consistently over the past five years. Neighborhood safety, however, remains a challenge. CPO is one of the largest scattered site, inner city portfolios in the nation. We have continued to maintain our "Eliminate the Elements" program of Columbus off-duty officers, which has produced impressive results, but it is clear that more is needed. In an effort to "move beyond" we are building relationships with our residents, officers, neighbors in order to partner more effectively with larger community efforts, including the Mayor's Safety Committee. We have a strong foundation on which to build – 13 of our current police officers have worked with us from the beginning, evidencing both partnership and commitment. Neighborhood safety is common concern. We are prepared to do our part and work with all interested partners.

We recognized from day one that even top quality bricks and sticks property management – blending resident relationships with strict compliance, and even a clear focus on neighborhood safety – would not allow us to achieve what had been envisioned. In order to truly impact lives and neighborhoods in a sustainable way, we knew our some of our CPO residents would need the assistance in coordination of support services. Affordable housing is an absolute key resource, however; quality housing alone does not produce the systemic changes needed.

Again, through intentional, committed partnerships with community agencies, with a particular focus on supportive services, CPO has successfully forged partnerships that have provided key services: food, furniture, health care and child care, etc. "Moving beyond," we have worked collaboratively with these agencies to implement processes that have allowed us to continually improve the efficiency of our referrals and the quality of services. We are proud of these partnerships. We built the CPO HUB wellness wheel and resource database which identified needs of CPO residents and the community resources available in each neighborhood to address these needs. Through this effort we have been able to identify gaps in services and barriers to services and have undertaken efforts with partners to bridge these gaps. Through these partnerships we have also identified additional ways we can "move beyond," in helping residents move beyond poverty, as you will see later in this report.

We recognized from the beginning the importance of community partnerships. The story of CPO is a demonstration of the power of community partnerships. In striving to "move beyond" we aspire to continue to leverage community partnerships for an even larger community impact. We will continue to partner with the already existing expertise within our community to co-investigate ways to "move beyond" with a constant focus on continuous improvement. We believe that this has created an excitement and appetite for our community to use CPO as a learning laboratory in which we can learn together how to create a replicable model of transformational housing.

Isabel Toth, *President*



Successful Management of Our Core Business

Our core continues to focus on our residents and our community. CPO has taken a portfolio which consisted of "housing of last resort" and created a higher quality of affordable housing that encourages people to move toward a better future. At the same time, CPO has successfully managed the business of rental property: renovating over 800 units, collecting over 90% rent monthly, implementing safety programs for neighborhoods and residents, and providing supportive services to families and the elderly.

CPO brought to this core work an emphasis on collaborative partnership, performance measurement and continuous improvement. Some of the highlights of these efforts are listed on these two pages. We are proud of the work that has been done and are equally humbled by the work yet to be done.

Our Core:

-  CONSTRUCTION
-  PROPERTY MANAGEMENT
-  SAFETY
-  SUPPORTIVE SERVICES

2003 

Focused on strict compliance to increase and ensure a better environment for all residents.

2003 

Increased the average rent collection to 63%.

2003 

Developed the Community Outreach Initiative to build better working relationships within our neighborhoods and throughout the city.

2003 

Started using metrics of organizational performance (The Balanced Scorecard Model). Incorporated a systematic approach to documenting and improving our core business processes.

2004 

Started construction first quarter of 2004.

2005 

Built the Maintenance and Training Facility which improved maintenance response time and efficiency.

2005 

Implemented regular and preventative maintenance inspections which dramatically improved maintenance response times and quality of service.

2005 

Began using an outside call center to track responses to all incoming calls. This helped our overall customer service delivery.

2006 

Implemented Yardi, a property management software system to increase efficiency.

2006 

Renovated 50% of our portfolio.



2007 

Reduced resident turnover.

2007 

Implemented a preference in tenant selection criteria for working families.



2003 ■

Implemented a safety program to reduce crime in our neighborhoods
 - Eliminate the Elements.



2004 ■

Launched the Neighborhood Advocates Initiative.

2004 ■

Relocated existing residents during construction.

2004 ■

Strengthened applicant screening process by adding criminal, credit, and prior eviction checks.



2005 ■

Created an integrated network of Supportive Services for residents.

2005 ■

Developed and implemented a holistic service delivery system, linking resident needs and community resources.

2005 ■

Established mandatory Resident Orientation to enforce strict compliance with the lease.



2006 ■

Received a grant from United Way for the Getting Ahead Initiative that empowers residents to plan for their futures.



2007 ■

Introduced The Circles Initiative. This allowed CPO residents and community friends to investigate and design ways to impact systems that contribute to poverty.



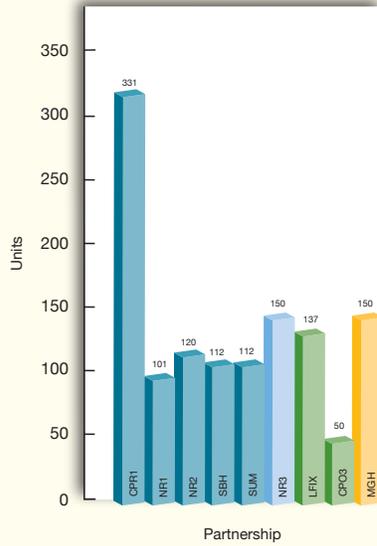
2007 ■

Formed CPIC, a 501 (c) 3 nonprofit to focus on fund raising for new models and initiatives.

Our Highlights:

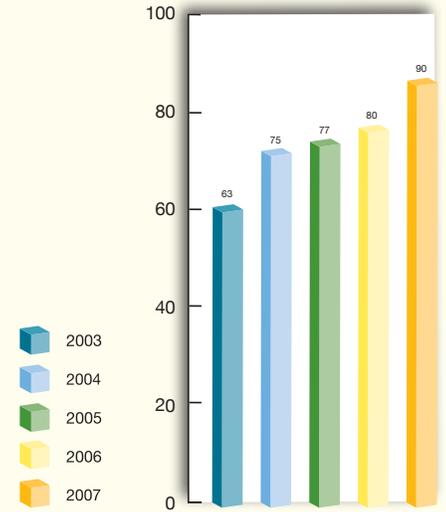
2003-07 ■

Renovation Summary By Status



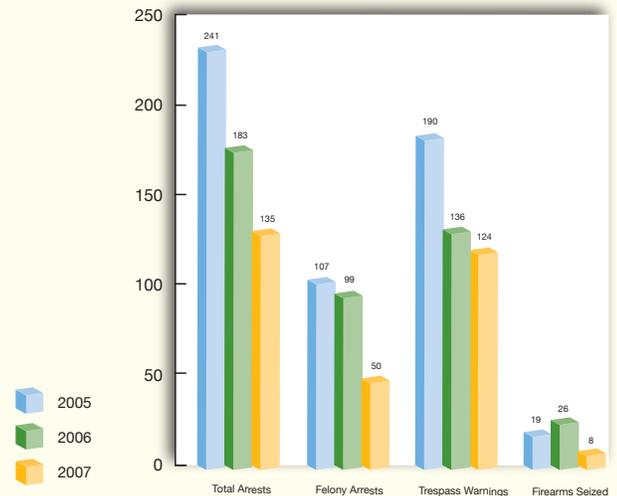
2003-07 ■

Average Rent Collection



2003-07 ■

Eliminate The Elements



Beyond Our Core: The CPO Advantage

The original vision of CPO was to provide supportive services which would stabilize residents in their housing. It didn't take long to realize that having "stuff" like food, clothing and furniture didn't mean stable. And stable, with housing, medical care and opportunities for further education, didn't mean residents could move out of poverty. CPO has developed a comprehensive approach to helping its residents realize their futures through a wide range of supportive services, motivating classes, employment support and community impact strategies. The CPO advantage IS the CPO community.

RESULTS AND IMPACTS > Poverty Rate for Female Heads of Household Families:

Source: U.S. Census Bureau - American Community Surveys, 2006 and 2000



One of Our Success Stories

Staci began volunteering with CPO as an Americorp/Vista* in our Neighborhood Advocate Program in 2005. She had a high school education, two small children, no income, no car insurance and her credit was in shambles. Two years of volunteering gave her some work experience, but no end job. Working with residents like Staci helped us realize that moving a person beyond poverty would take more.

"Getting Ahead" is a 20 week class that helps persons in poverty evaluate their skills, choices, relationships, and resources, in a way that empowers them to see new options and make long term plans for a more positive future. When Staci was finished with the class, she joined our Circles Initiative where community volunteers joined with her to navigate some of the challenges she still faces. Staci has made huge strides! She has stopped driving without insurance, gotten a job in customer service, enrolled both children in early learning programs, and has taken a lead role in educating the Circles community in issues that affect persons in poverty. She's going to make it, and so can others facing similar situations.

Circles: A Transformational Opportunity

In November 2007, the Circles community (CPO residents and community volunteers) conducted a poverty simulation, in which the volunteers took on the roles of families in poverty, and the CPO residents ran the "agencies", such as the bank, grocery, school, police department,

pawn shop and the Welfare Office. Each "family" had to navigate four, 15 minute weeks, in which 7 minutes were spent at work and 8 minutes were used to pay the utilities, house payment, get the kids to school and navigate the welfare system. Of the 15 families (over 60 middle class, employed volunteers) only one family was successful in getting the family through the month having paid all their bills and getting to work. This family had two adults, one who could work and the other who could navigate "the system."

Clearly, the larger community has no idea how difficult it is to manage a life of poverty.

The Circles Initiative is made up of CPO residents and community friends, who have two goals in mind. The first goal is to find ways to help persons move out of poverty. The second goal is to create opportunities for the community to co-investigate poverty issues and design a way to impact systems that contribute to poverty. This program is designed to make a difference in the wider community, tearing down the barriers that keep us from being neighbors, and challenging systems that make it easy to ignore the struggles of the poor.

Moving Ahead

Eighty-seven percent of CPO residents are single mothers, with small children. An overwhelming 80% are unemployed, many of whom have no work history at all. Clearly, one of the major next steps for CPO residents is to find opportunities for work experience that leads to full-time employment.



CPO is working with partners to develop a transitional jobs program in which persons spend 3 to 6 months in a heavily supervised, temporary job with strong, on-the-job coaching. Transitional jobs programs have demonstrated that persons can secure full-time, unsubsidized employment 84% to 91% of the time, using this method. CPO's goal is to build partnerships with area businesses so that our residents are placed in jobs with living wages. The end of poverty can be seen when a person has meaningful living wage work.

CPIC

One of the unique aspects of Community Properties is the opportunity to use the management company's portfolio of affordable housing as a laboratory to design new approaches to bring people out of poverty to economic and social self sufficiency. As a result, we have created a separate 501(c)3 nonprofit organization, Community Properties Impact Corporation (CPIC), to focus on these special programs that can serve as models for community impact and system change.

The primary focus of CPIC lies within the Moving Beyond Poverty Initiative, Transitional Jobs, community safety strategies, and partnership building that addresses the needs of the individual, including the communities in which they live. We are committed to the research and development necessary to make these efforts more than "programs"; CPIC wants families and children out of poverty.

Invest Into Progress

➤ YOU CAN BE PART OF THE SOLUTION.

Two of our Circle Allies (community volunteers) are in love... with a CPO family. The Circle Leader (our resident) taught them to cook. The Allies taught mom how to budget. When surgery faced one of the Allies, the Circle Leader took a meal to their home. The Allies helped her decide about a car loan which meant trouble. Together, this Circle family taught the Circles Community about how important the MRDD ballot issue was to Columbus. They are a snapshot of how transformational a meaningful vision can be.

Come be a part of the CPIC community.

Thank You to Our Partners

- Africentric Personal Development
- aha!Process (Getting Ahead)
- Broad Street Presbyterian Church
- Central Community House
- Columbus Housing Partnership
- Community Housing Network
- Columbus State Community College
- Community in Schools
- Community Research Partners
- Godman Guild
- JPMorgan Chase
- MAP Furniture Bank
- Mayor Coleman's Neighborhood Safety Working Group
- Move the Mountain (Circles)
- New Directions Career Center
- OCCH
- United Way
- YMCA
- YWCA



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 is to

- Provide quality affordable housing
- Link residents with resources that stabilize their housing
- Assist residents to move beyond poverty when possible

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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