



2013 – 2014 Annual Report to Community

MOVING *FORWARD*

Building strong communities through
quality affordable housing.





CINCINNATI METROPOLITAN HOUSING AUTHORITY

2013 – 14 Annual Report to the Community

Recognizing Our Leadership
Page 2

Gold Performance Standard
Page 3

A Message from the CEO
Page 4

Agency Overview
Page 5

CMHA by the Numbers
Page 6

CMHA Community Impact
Page 8

Asset Management
Page 9-10

Creating Better Places and Spaces
Page 11

Good Neighbor Agreement
Page 12

Senior Housing
Page 13

CMHA in the Community
Page 15-16

Partnerships: Creating Linkages for Clients
Page 17

Foundation for the Future
Page 18

Operating Budget
Page 19

RECOGNIZING OUR LEADERSHIP

BOARD OF COMMISSIONERS

Service on the CMHA Board of Commissioners is an unpaid position. Members are appointed by different governmental entities. And one of those appointments must be a CMHA program participant.

William Myles

Chairman
(Court of Common Pleas)

Marisa Spears

Vice Chairman
(City of Cincinnati)

Bernard Fiedeldey, Jr.

(Probate Court of Hamilton County)

Mayme LaVerne Mitchell

(Hamilton County Township Association)

Kevin M. Moore

(City of Cincinnati)

Edward R. O'Donnell

(Hamilton County Municipal League)

Thomas J. Weidman

(Hamilton County Commissioners)



Board members uphold the Gold Performance Standards at every meeting. The crystal gavel and clock serve as a reminder to all in attendance.

EXECUTIVE LEADERSHIP

Gregory D. Johnson

Chief Executive Officer

Reema Ruberg

Chief Operating Officer

Lisa Isham

Director, Housing Choice Voucher Program

Clifton Pendergrass

Director, Asset Management Program

Joy Gazaway

General Legal Counsel

THE GOLD PERFORMANCE STANDARD

The CMHA Gold Performance Standard refers to the principles and values against which the agency performs.

It's how every CMHA employee is measured, from the top down, as well as our partners, vendors, contractors and consultants.

As an agency:

- We will conduct our work with integrity, professionalism, accuracy and exceptional quality;
- We will take the initiative to seek creative problem-solving and continuous improvement;
- We will hold ourselves and each other accountable;
- We will provide timely and accurate communication both internally and externally; and
- Above all, we will treat one another with the respect and dignity that each of us deserves.

Our goal to measure success is to have each and every CMHA employee reach a gold standard on his or her annual performance evaluation.

Respect
Timely Initiative
Value
Quality Exceptional
Excellent
Creativity
Accurate
Accountability Integrity
Professionalism

A MESSAGE FROM THE CEO



On behalf of the Cincinnati Metropolitan Housing Authority, I am proud to present our 2013-14 Annual Report to the Community.

This fiscal year at CMHA was filled with transformation. How we looked at, approached and performed our work was influenced by our embracing and seeking the Gold Performance Standard. We (individually and collectively) committed ourselves to fulfilling the mantra of "Being an Asset to Hamilton County" each and every day. We fully expect that transformation to continue as we progress into the future.

For the first time with input from residents, community leaders, community stakeholders, and staff we developed and introduced our new Strategic Plan. It will clearly guide our agency through the next five years and ensure CMHA responsibly and efficiently continues to fulfill its mission to provide quality and affordable housing for Hamilton County now and into the future.

In recent years, the challenges facing housing authorities across the country, as well as CMHA here in Hamilton County, have never been greater. These challenges include reduced funding from the federal government, operational reforms from HUD, deteriorating properties, and increased demand for affordable housing.

We are charged to develop innovative solutions to sustain affordable housing opportunities in our community. To make meaningful transformation, CMHA must reexamine, rethink, and be willing to reshape its agency culture. We are already using our new Strategic Plan as a roadmap for this.

As we look to 2015, our vision remains clear. We strive to make change by using sustainable funding models to develop quality affordable housing in partnership with our neighbors. I am proud of the strides we've taken and the success that has been achieved by our team, but there is still work to do. As we acknowledge and celebrate all that's been accomplished this year, we must always keep our eyes on the future and recommit to making next year even better than this year.

Thank you to CMHA Board of Commissioners, staff, property owners, community partners, business leaders, vendors and neighbors who work alongside CMHA in our mission to meet the needs of Hamilton County's residents.

We look forward to all we will accomplish together in the coming year. As always, I encourage you to be engaged. CMHA is here for you.

A handwritten signature in black ink, reading "Gregory Johnson".

Gregory Johnson, MS, PHM, EDEP
Chief Executive Officer

AGENCY OVERVIEW

CMHA is a political subdivision of the State of Ohio established in 1933 and funded by the U.S. Department of Housing and Urban Development (HUD) for the administration of quality affordable housing for low-to-moderate income families in Hamilton County.

What is affordable housing?

There are approximately 1.3 million households living in public housing units, managed by some 3,300 Housing Authorities across the country. CMHA is the 17th largest housing authority in the United States and continually receives designation as a high-performing agency from HUD.

CMHA operates or administers three separate programs to provide quality, affordable rental housing opportunities for individuals and families throughout the county:

Asset Management (Public Housing)

- CMHA owns and maintains properties, screens residents for eligibility and conducts lease enforcement. Eligibility and resident rent are determined by each family or individual's anticipated gross annual income.
- CMHA operates 12 high-rise buildings, three large family communities, numerous small family communities and many single-family homes throughout Hamilton County.

Mixed Finance Affordable Housing Development

- CMHA pursues tax credits, public-private partnerships and other funding sources to develop housing options that are affordable for those who are eligible

Housing Choice Voucher Management (HCV)

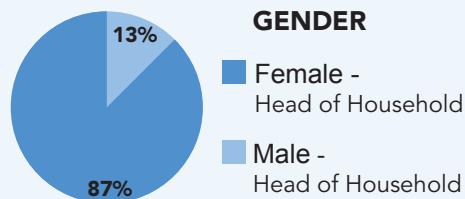
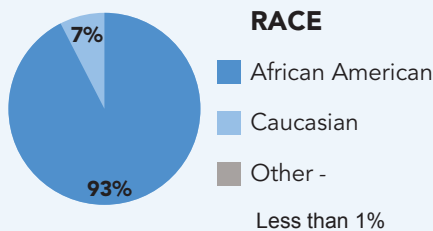
- The HCV program, commonly known as "Section 8", assists very low-income families and individuals in selecting and leasing safe, decent and privately-owned rental housing. The program covers the gap between what the individual/family can afford and what the private market demands for rent.
- CMHA can administer the federal government's voucher program locally for up to 11,338 families.

Who Uses Affordable Housing in Hamilton County?

Lots of misperceptions exist surrounding who uses and needs affordable housing. There is no one type of person, many of Greater Cincinnati's residents need help to secure a safe, decent place to live. We assist in providing quality and affordable housing to the working poor, families, college students, veterans, single parent households, and persons on fixed incomes such as the elderly and disabled. Historically, the majority of residents served by CMHA continue to be the elderly and working families.

CMHA BY THE NUMBERS

Last year, CMHA provided housing to approximately 38,100 people, consisting of 15,254 families.



OTHER KEY DATA

Disabled Individuals
11,545

Children
19,779

Elderly Residents
(over 65)
1,577

Average Annual Income
\$11,060

"AHA regularly collaborates with CMHA to dispel myths and further educate the public about affordable housing and to develop and implement policies to expand housing opportunities."

- Mary River
President Affordable Housing Advocates

Affordable Housing Advocates (AHA) is a group of housing providers, advocates and consumers dedicated to the goal of ensuring good, safe, accessible, affordable housing for all people in Southwest Ohio.







2013 – 2014 CMHA COMMUNITY IMPACT

- Approximately 28,400 Hamilton County residents were provided CMHA affordable housing.
- During Fiscal Year 2014, CMHA infused more than \$105 million into the local economy through our two largest programs. Asset Management and Capital spent \$37,878,711, while Housing Choice Voucher expenses totaled \$67,900,875.
- 5,307 housing units in Hamilton County are represented by CMHA.
- Nearly 67% of CMHA properties elected and maintained residents councils.
- 3,492 landlords made their properties available to participants through the Housing Choice Voucher (HCV) program, as of June 30, 2014.
- CMHA can administer up to 150 vouchers through the Veterans Administration Supportive Housing program.
- \$12,762,000 in Minority and Women Owned Businesses (MBE and WBE) contracts were awarded, accounting for approximately 12% of CMHA's modernizations contracts.

“The Cincinnati Metropolitan Housing Authority is an important partner with Hamilton County in developing housing across Hamilton County that is safe, accessible and affordable. Done the right way, CMHA, in partnership with the county, the city and others in the private and public sectors, will stabilize neighborhoods, develop jobs and create new wealth throughout the county.”

- Todd Portune
Hamilton County Commissioner

ASSET MANAGEMENT

CMHA owns and manages properties in nearly every jurisdiction of Hamilton County.

In the last year, our experienced staff and property managers continued to improve upon our best practices and standards for maintaining, modernizing, and improving our more than 5,000 units of affordable housing. For an overview and description of CMHA's full portfolio of properties, please visit the asset management page on our website.

Here's a look at some of our most notable asset management achievements during the last year:

Efficient Operation and Management

occupancy rate 95%
average unit turn-around rate 25 days completed
maintenance work orders 28,683

Opening Our Doors to the Community

Since debuting our Community Open House Series last year, we expanded our initiative to make more of our units open to community visits. We hosted seven open houses, more than double the year before. Community Open Houses were hosted at our properties in the following neighborhoods:

- Oakley
- Hyde Park
- Mt. Lookout
- Mt. Airy
- Westwood

Open Houses allow CMHA to share updates and showcase renovations we've made to our properties with our neighbors. Interested in attending a future Open House? Visit our website events calendar or follow us on Twitter @cintimha for announcements.



Going Green: Findlater Gardens Office Earns LEED Certification

In April, our renovated Findlater Gardens office management building earned LEED-certification from the U.S. Green Building Council. The office, located in Winton Hills, became the second CMHA property to be LEED-certified joining our 60-unit Mount Healthy property, The Reserve on South Martin.

According to USGBC, LEED, or Leadership in Energy & Environmental Design, is a green building certification that recognizes best-in-class building strategies and practices.

City West Retail Development Reaches Milestone

The retail space on Linn Street, south of Central Parkway, is now more than 50 percent leased, and on May 29, more than 75 city officials, leaseholders and residents gathered at the CMHA Open House to celebrate the many successes of the development. Little Divas and Little Dons Consignment Shop, Daddy's Day Care, Q-Kids Dance Studio, Phonz Cellular Store and Touchstone Property Services are open for business and are now proudly serving the West End Community.

CMHA continues to work to develop incentives and initiatives to attract business to the Linn Street Retail Development and is working hard to have all bays leased by spring 2015.



Jurisdiction-Wide Resident Advisory Board (J-RAB)

We value feedback from our resident communities.

J-RAB helps us listen. The organization brings together 14 independent, active CMHA resident councils. J-RAB acts as a liaison between residents and CMHA staff to address residents' needs, concerns and ideas. Engaging our residents enables us to better serve their needs. Thank you, J-RAB!



CREATING BETTER SPACES AND PLACES

CMHA strives to help create stable and healthy communities through the use of quality, affordable housing.

To carry out this goal, CMHA continues to revitalize its properties to ensure they integrate fully and positively with the surrounding neighborhood.

In addition, CMHA began plans or construction for approximately 20 different projects designed to create even more convenient, safe and energy-efficient properties that both the neighborhoods and our residents desire. Comprehensive modernization projects include:

Glenwood Avenue in Avondale

Twenty units will receive new kitchens, baths and finishes. The community will also receive a new asphalt parking lot and entry canopies, landscaping and handrails, and a refinished retaining wall. G. Dixon is the contractor and is expected to complete the project by February 2015.

The Millvale North Project in South Cumminsville

Thirty-six units in seven buildings will be renovated. In addition to interior updates, units will also receive new windows, roofs, gutters, downspouts, HVAC systems and electrical services. New sidewalks and landscaping will enhance the community. Showcase Construction will complete this project in two phases by February 2015.

Horizon Hills in Price Hill

Thirty-two units at Horizon Hills will receive new kitchens, appliances, baths, finishes, HVAC systems and electrical services. New sidewalks and landscaping will enhance the three buildings. Jindal Builders, a local minority-owned business, is expected to complete the project by December 2015.

To learn more about our renovations projects, subscribe to our quarterly Renovation Round-Up Newsletter.



GOOD NEIGHBOR AGREEMENT

Building Community Relationships

The Good Neighbor Agreement (GNA) is entered into by the Cincinnati Metropolitan Housing Authority and valued community stakeholders in particular neighborhoods. These stakeholders include community groups and political subdivisions, all of whom agree that any housing owned and managed within the community should have a positive impact on that community.

The GNA is a framework within which the Housing Authority can work with local neighborhood groups and community councils to ensure the program maintains property standards consistent with neighborhood standards including the responsibility to be good neighbors in their communities. It promotes fair housing and the opportunity for families of all ethnic backgrounds to have more housing choices.

Since introducing the new initiative, CMHA has now entered Good Neighbor Agreements with representatives from the West End, Mt. Washington, Riverside, Evanston and Kennedy Heights.

We look forward to continuing to partner with more Cincinnati communities and further this outreach to build even stronger neighborhoods.



SENIOR HOUSING

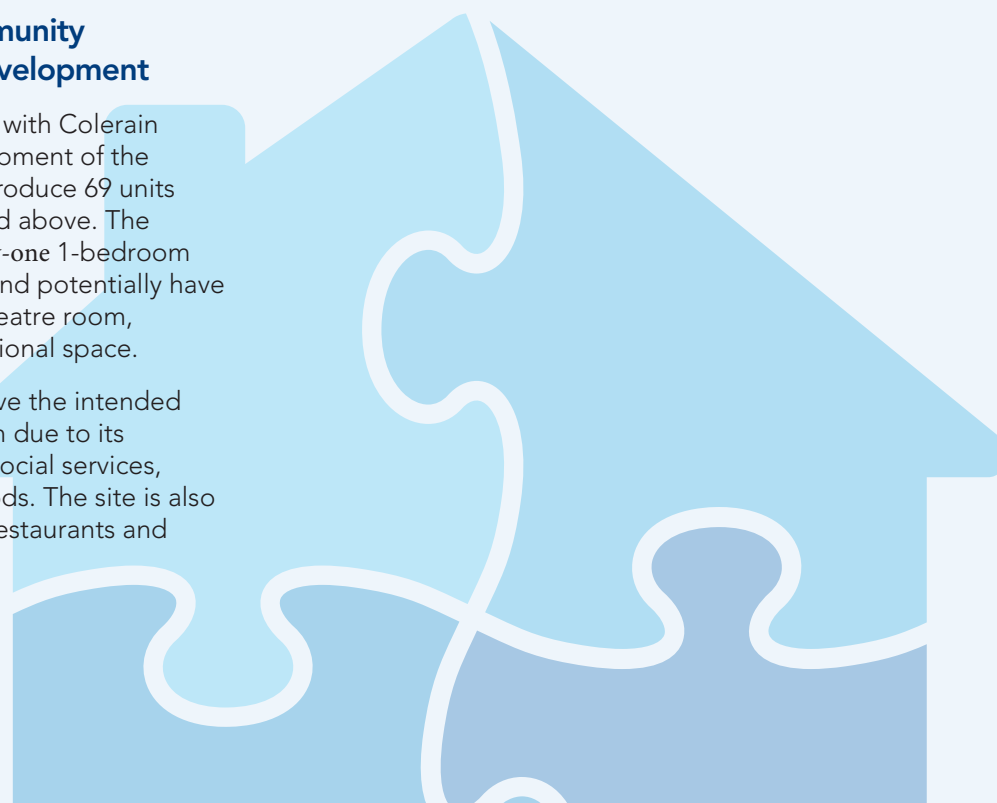
Caring for Hamilton County's Elderly Residents in Need

CMHA works to provide safe, quality affordable senior housing for our community's elderly residents in need. In the last year, CMHA provided housing for 1,577 elderly residents. To meet the community's growing need for senior housing, CMHA continues to modernize its properties and build community partnerships to develop future senior housing options.

CMHA Senior Housing Community Spotlight: The Jonrose Redevelopment

CMHA began collaborative efforts with Colerain Township to propose the redevelopment of the "S" curve on Jonrose Avenue to produce 69 units of housing for persons aged 55 and above. The Redevelopment will consist of sixty-one 1-bedroom units and eight 2-bedroom units, and potentially have amenities like a community and theatre room, walking paths and outdoor recreational space.

The property is located to well-serve the intended elderly and near-elderly population due to its convenient location to shopping, social services, public transportation and fresh foods. The site is also within walking distance to banks, restaurants and medical offices.



"Colerain Township partnering with CMHA to bring this positive addition to the community is not only positive for the township and its residents, but also for the nearby neighborhoods. We look forward to working together to transform this area into a vibrant, safe and affordable senior residential community."

- Geoff Milz

Colerain Township Director of Building, Planning and Zoning

Update on The Reserve on South Martin:

Located in Mt. Healthy, our newest senior housing community opened in December 2012 replacing blighted rental units. Since then, many Hamilton County elderly residents now call it home. In the last year, CMHA partnered with the Cincinnati Area Senior Services, Senior Independence and Indus Home Health Care to provide essential services for residents.

Services include:

- transportation and meals on wheels for our residents who are 62 or older
- a monthly wellness clinic offered in the community room that provides residents access to a registered nurse
- health screenings
- health education speakers
- bi-monthly individual nurse consultations

Residents can also participate in residential clubs and activities such as the garden club, craft night, bingo, monthly resident birthday parties, weekly group bus trips, outings organized by the resident council and more!



CMHA IN THE COMMUNITY

In the last year, CMHA renewed its commitment to being a familiar and prominent face in the community.

Whether at community BBQs, public training sessions or Father's Day celebrations, CMHA leadership and staff could be spotted engaging with residents all over Hamilton County.

- **Summer at CMHA: Resident Awareness Community BBQs**

For the first time, CMHA held a series of resident awareness community BBQs at various housing sites. CMHA residents from Marianna Terrace, Winton Terrace, Findlater Gardens, Stanley Rowe, Evanston and nearby single-family sites were invited to engage with CMHA staff and CEO Gregory Johnson, to enjoy good food and outdoor activities and to meet with our community partners. More than 100 of our valued community partners were on hand to talk about their services to approximately 4,000 guests.

- **Cookie and A Chat Roundtable Meetings**

CMHA continued its initiative to increase engagement with HCV landlords. Eight roundtable meetings were held for HCV property managers, owners and management staff to share best practices, issues and concerns regarding the HCV program.

- **CMHA Community Coffee Conversations**

CMHA CEO Gregory Johnson hosted a series of monthly internal (staff) and external (neighborhood) coffee and conversation meetings. External coffeehouse meetings were held in College Hill and Lincoln Heights.

- **CMHA U**

CMHA U is the collective name for our education sessions provided to landlords to share new, important information to help their businesses increase in size and profitability.

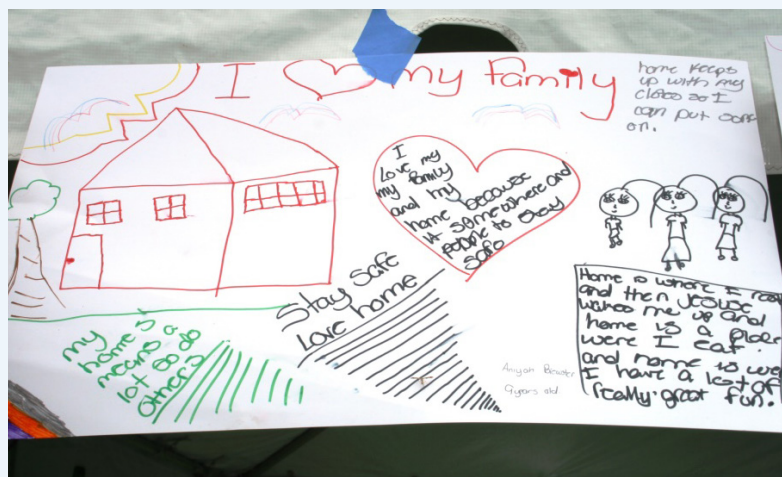
CMHA hosted five educational sessions to 89 property owners including: Drug Eviction Education, Property Management/Lease Enforcement, Legal Aspects of Property Management, LEAD Enforcement and the Basics of the HCV Program.

- **Super Saturdays**

A new initiative, Super Saturdays, provides an opportunity for owners/landlords and potential HCV tenants who are actively looking for housing to meet, ask questions and learn more about the HCV leasing process and whether a particular property is a good fit for both parties. CMHA hosted 13 events throughout Hamilton County during the year.

- **CMHA Job Fair**

CMHA hosted an all-profession job fair. The staff conducted the on-site interviews, with over 130 candidates, in the auditorium at 1635 Western Avenue.





• CMHA Annual Father's Day Celebration

In partnership with the Fatherhood Collaborative of Hamilton County, CMHA hosted Taking Back Our Men, a celebration of fathers. More than 50 men, fathers and community leaders met at the Community Action Agency to share their parenting experiences and to learn ways to overcome the barriers to good parenting during the two-day celebration.

• CMHA Hosted Kroger Hiring Event

CMHA and Kroger partnered in a hiring event. A total of 37 CMHA residents were interviewed for Kroger jobs. Out of the 37 candidates, Kroger expressed interest in 25. Four candidates are currently working for the grocery chain, while the others are still going through the interview process.



PARTNERSHIPS: CREATING LINKAGES FOR CLIENTS

CMHA offers a collection of programming, resident activities and services to help connect our residents with community resources.

Throughout the year, CMHA worked to enhance current programming and build more community relationships with a new initiative called "Creating Linkages for CMHA Clients."

The initiative works to identify new relationships and strengthen existing ones. During the year, CMHA met with community housing advocates, social service providers and educational institutions to develop new solutions and pathways to improve the quality of life for our residents, to build healthier communities and to move families and individuals toward self-sufficiency. In the last year, our new partners included:



FOUNDATION FOR THE FUTURE

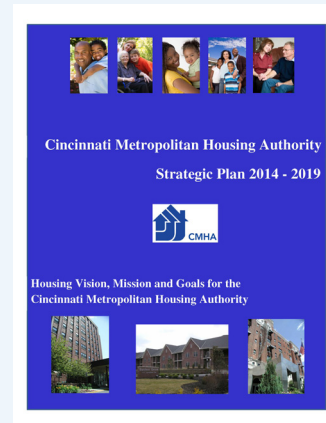
After a year of holding employee conversation sessions, resident meetings and public neighborhood meetings to receive input from the community, we completed our Five-Year Strategic Plan. The plan was approved by the Board of Commissioners and unveiled to our staff during our all-employee meeting and to the community during a public meeting.

Five-Year Strategic Plan Summary

Over the next five years, Cincinnati Metropolitan Housing Authority will be implementing several actions that will transform the way we do business, the way we are expected to do business and how we provide quality affordable housing to the entire community.

The plan is designed to: Increase staff training to encourage out-of-the-box thinking and provide a professional working atmosphere, diversify and increase operational revenue for the organization, create a results-focused organization, change the real estate footprint in Hamilton County and improve the community perception and the viability of CMHA.

A full copy of the Five-Year Strategic Plan can be downloaded from the CMHA website.



OUR FIVE THEMATIC GOALS INCLUDE:

• GOAL 1

Efficiency and Fiscal Responsibility: Develop a strong and profitable financial model and be good stewards of public funds.

• GOAL 2

Improve Processes and Performance: Manage an efficient and cost-effective internal operation.

• GOAL 3

Revive Our Communities: Create and generate partnerships that promote healthy and stable neighborhoods in Hamilton County

• GOAL 4

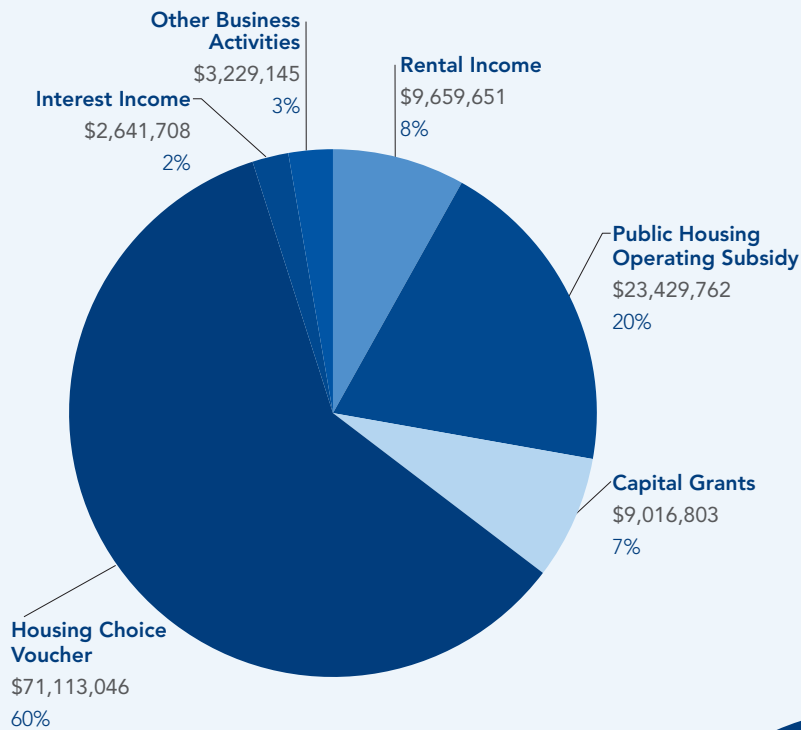
Quality Customer Service: Provide superior customer services and quality products.

• GOAL 5

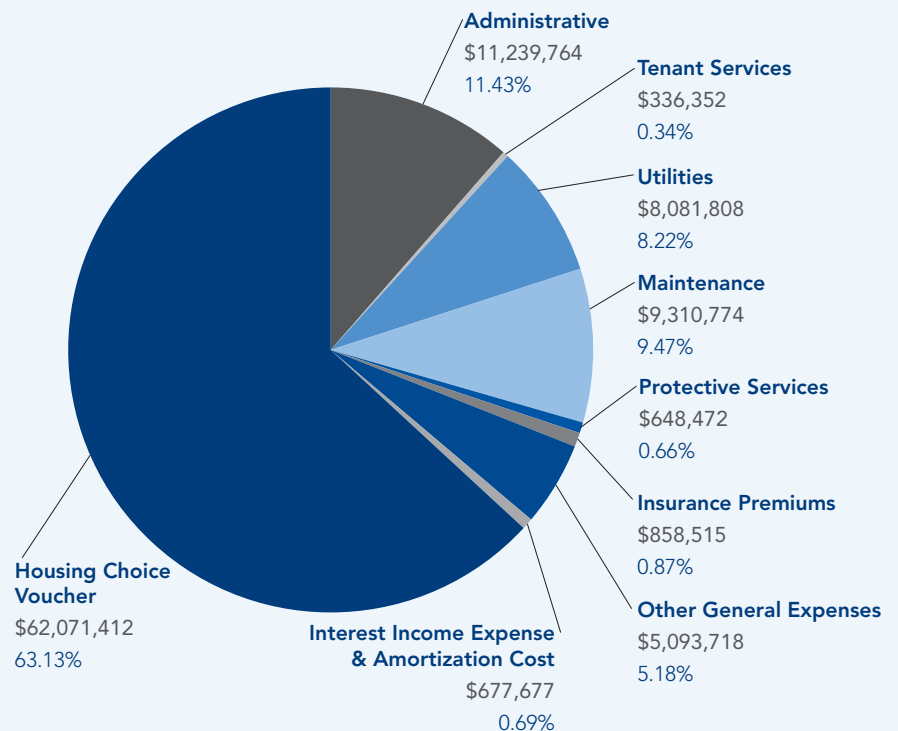
Rebranding: Create a new focus centered on being an asset to Hamilton County.

OPERATING BUDGET

FISCAL YEAR 2014 REVENUE



FISCAL YEAR 2014 EXPENSES



Cincinnati Metropolitan Housing Authority receives funding through various sources and expenditures recorded in compliance with all federal and state guidelines. CMHA continues to receive an unqualified opinion for its annual financial statement audit, which is the best opinion that can be rendered.

CMHA is Here for You.

CMHA Main Office:

1627 Western Ave.
Cincinnati, OH 45214
(513)-721-4580
M – F, 8:00 a.m. – 4:30 p.m.

Asset Management Leasing Office:

1635 Western Ave.
Cincinnati, OH 45214
(513)-421-CMHA (2642)
M – F, 8:00 a.m. – 4:30 p.m.

Housing Choice Voucher Program:

1635 Western Ave.
Cincinnati, OH 45214
(513)-977-5800
M - F, 8:00 a.m. – 4:30 p.m.

Talk2Us Hotline:

(513)-721-CMHA (2642)

www.cintimha.com

@cintimha



CINCINNATI METROPOLITAN HOUSING AUTHORITY

Our Mission

To be a leader in the housing industry by providing exceptional housing opportunities while achieving high levels of customer satisfaction, promoting self-sufficiency and neighborhood stability, and being a long-term asset the community. We will achieve this by developing public/private partnerships, creating entrepreneurial opportunities and by employees and residents holding themselves to our Gold Standards of Excellence.

Our Values

Integrity
Respect
Initiative
Accountability
Excellence

Our Guiding Principles

We support our employees and their families so we can support the communities we serve.

We are committed to treating everyone with respect.

We will not compromise our shared ethical standards and dedication to quality.



www.cintimha.com
1627 Western Ave, Cincinnati, OH 45214
(513) 721-4580
@cintimha