

TRANSFORMATION

Being an Asset to Hamilton County



Initiative

Excellent

Exceptional

Accountability

Creativity

Accurate

Quality

Respect

Timely

Integrity

Professionalism

CINCINNATI METROPOLITAN HOUSING AUTHORITY www.cintimha.com

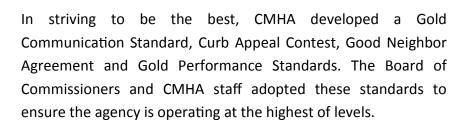




A Message from the Chief Executive Officer

First, I would like to say that I am pleased to present the Cincinnati Metropolitan Housing Authority report to the community for fiscal year 2013. CMHA also marked its 80th anniversary of being in existence in Hamilton County in 2013.

Throughout the fiscal year the agency engaged in developing a standard by which we provide quality services, outstanding communication and an everlasting effort to strive to be the best housing authority in the United States.



Also during 2013 a daily mantra was established at CMHA—"Being An Asset To Hamilton County." By performing at a Gold Standard CMHA is an asset to the Hamilton County community. By implementing these into the daily routine of our agency we can ensure that CMHA is meeting the needs of the residents of Hamilton County.

Last but not least, I want to thank the Board of Commissioners, CMHA residents, property owners, CMHA staff, community partners, business leaders and vendors who work with the housing authority to help us achieve our ultimate goals.

Best Regards,

Gregory D. Johnson

Gregory D. Johnson, MS, PHM, EDEP

Chief Executive Officer



CMHA Board of Commissioners

William Myles, Chair • Marisa Spears, Vice-Chair • Bernard Fiedeldey, Jr.

Mayme LaVerne Mitchell • Robert Richardson, Sr. • Thomas J. Weidman







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

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

- 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.

"Coinciding with our CEO Gregory Johnson's efforts to operate the Agency on a Gold Standard of Performance in all we do, the Board of Commissioners have implemented comprehensive Board Governance Policies to hold ourselves to the same highest level of performance and accountability as our staff associates. We are the first Board of Commissioners in the history of Cincinnati Metropolitan Housing Agency to do so. We take pride in the Agency's pursuits, and the overarching goal to be valued as An Asset to Hamilton County as perceived by all its stakeholders."

Communication and Outreach

Throughout FY2013, CMHA's Chief Executive Officer, Gregory D. Johnson, met with residents in neighborhoods throughout Hamilton County during a series of coffee and conversation meetings. These community visits provided an opportunity to hear what local communities think about CMHA and discuss what the agency and communities can do to work together. So far the agency has hosted meetings in Price Hill, Wyoming, Colerain, Westwood/Cheviot and Mount Lookout and additional coffeehouse meetings will continue in 2014. For more information, visit CMHA's events Calendar at www.cintimha.com.





COLERAIN TOWNSHIP

WESTWOOD

CMHA's Valued Partners

- · City of Cincinnati
- Hamilton County
- 3CDC
- Affordable Housing Advocates (AHA)
- Center for Independent Living Options (CILO)
- Cincinnati Public Schools
- Cincinnati State Community College
- Cincinnati USA Regional Chamber
- City of Mt. Healthy
- Community Action Agency (CAA)
- Freestore Foodbank
- Greater Cincinnati/Northern Kentucky Apartment Association
- Greater Cincinnati Coalition for the Homeless
- Hamilton County Jobs and Family Services

- Housing Opportunities Made Equal (HOME)
- Jurisdiction-wide Residential Advisory Board
- Legal Aid Society of Greater Cincinnati
- Living Arrangements for the Developmentally Disabled (LADD)
- Mercy Neighborhood Ministries
- National Association for the Advancement of Colored People (NAACP)
- Saint Vincent de Paul
- Strategies to End Homelessness
- SuperJobs
- Talbert House
- Urban League of Greater Cincinnati
- University of Cincinnati
- Workforce Investment Board

Being an Asset to Hamilton County



CNHA

Back Row: Lisa Isham, Stacia Buck **Front Row:** Rachelle Key, Alicia Swanson and Christina Walker

FAMILY SELF SUFFICIENCY

CMHA's Housing Choice Voucher Family Self Sufficiency (FSS) program seeks to assist voucher clients by developing a goal-oriented five-year plan. FY2013 ushered in another successful

year for the program, whose participants contribute portions of their income to savings accounts, where it is held in escrow until individual goals are met. FSS also worked with community social service agencies and local businesses to create

classes designed to assist FSS participants with overcoming barriers to economic self-sufficiency. Partners for these classes include SmartMoney

CMHA operates the sixth largest Family Self Sufficiency Program in the country and received the NAHRO 2012 National Award of Merit for Program Innovation— Resident and Client

Community Services, the Cincinnati Public Library and Kroger.

- 178 FSS participants increased their earned income totaling more than \$980,000.
- The HCV FSS program averaged 510 participants.
- In FY2013, 196 new participants enrolled in the program and 51 graduated.
- Nine participants purchased their own home during FY2013.

I made a life changing decision to move to Cincinnati to pursue a degree in Women's Studies. Six months after Grad school, I was hired at the Greater Cincinnati Homeless Coalition. Just before that, in 2008, I enrolled in the Family Self Sufficiency Program with my end goal of being completely self-sufficient and owning my own home. I met with Ms. Swanson with a determined mind and a hopeful heart.

In 2010, I came to Ms. Swanson and told her that I was ready to buy a house. She connected me with Ms. Stephens from Smart Money Community Services. In one year I raised my credit score 100 points and enrolled in classes at Smart Money and began putting money into a savings account.



In September 2011, I was finally ready to take that step and start looking for a house. In December of 2011, I used the funds in my escrow account that the Family Self Sufficiency Program had saved over the last three years and made the down payment on my new home. I was finally the owner of my dream home.

I applied for graduation from the program in January 2013. I was able to use the remaining funds in my account to help me start my own graphic design business. I was able to purchase a computer, design books, office supplies and business classes to help with my start up costs. I am now the proud owner of my own business.

~Jenni Jenkins

Since joining the Family Self Sufficiency (FSS) program in 2008, the Kimble's have accomplished many ambitious goals they have set for themselves including each earning their Associates Degrees in Applied Business. Through the help of the FSS program they were able to work with several of FSS's community partners to reach these goals. While they have accomplished a great deal, Mrs. Kimble said: "We are always looking forward to doing better and being better. We just want to thank FSS, SmartMoney, Cincinnati Works, City Link and everyone and let you all know we do appreciate everything you do for us and for taking time out to even consider us for anything at all."



CMHA presented its Good Neighborhood Agreement (GNA) to community leaders in 2013. Here's an overview of what the GNA is, who is involved and the positive impact it can have on local communities.



What is a Good Neighbor Agreement?

CMHA's GNA is an opportunity for improved partnerships and more effective communication. The GNA outlines accountabilities and seeks input on mutually agreed-upon accountabilities for the signing partners. The GNA is a commitment between CMHA, CMHA's clients, community partners, public entities, private businesses, social organizations and community neighbors. Think of the Good Neighbor Agreement as a way to maintain open lines of communication on a regular basis.

Who has already partnered with CMHA!

The West End Community Council, Mt. Washington Community Council, The Riverside Civic and Welfare Club and The Evanston Community Council have all entered into GNAs with CMHA. The agency is nearing agreements with several other local communities, and plans to continue its outreach throughout FY 2014.

How will the Good Neighbor Agreement help local communities?

Signing the GNA will ensure the community has access to clear and consistent communication with the housing authority. CMHA will host community meetings to work directly with residents to guarantee the agency's affordable housing programs comply with federal regulations and serve as an asset for the neighborhood.

This allows neighborhood groups to find common ground and define a common place and time to meet and share pertinent information that will promote healthy communities.

For more information about the Good Neighbor Agreement, please contact CMHA at 513-977-5661 or email kelly.kramer@cintimha.com or karen.bouquet@cintimha.com

JURISDICTION-WIDE RESIDENT ADVISORY BOARD (J-RAB)

The Jurisdiction-wide Resident Advisory Board's role is to build strong leadership among residents by helping them to set up resident councils. J-RAB trains resident council members on the process and procedures to maintain a viable resident council.

J-RAB regularly communicates with CMHA staff to get updates, talk about resident needs, and give input on the annual plan. The resident advisory board also attends housing industry sponsored training and conferences throughout the year to network with other housing authorities and learn about the latest trends in affordable housing.

There are currently fourteen active resident councils under J-RAB. The current Executive Board members are: Delorise Calhoun, President, Ron Logan, Vice President, Doris Hill, Secretary, Nadine Watson, Treasurer, and Juanita Lawrence, Parliamentarian.

"The Good Neighbor Agreement is the most engagement we've seen in quite a while. It equalizes the responsibility between the neighborhoods and CMHA. We've been involved in the community council for quite some time, and when we were presented with the Good Neighbor Agreement it was like a breath of fresh air."

Connecting with CMHA Through Classes and Cookies

During FY2013, CMHA shared its industry resources with property owners by hosting regular meetings and education sessions to help each landlord's business excel.

The agency's CMHA U program provided landlords with new, important information for their businesses. Sessions offered in 2013 included Property Management/Lease Enforcement, Fair Housing and Housing Choice Voucher Basics. Approximately 137 landlords attended the sessions last year, demonstrating a continued need for education about the HCV Program within the community.

A Cookie and a Chat was another CMHA initiative launched in FY2013 to increase communication with landlords. These meetings included an informal roundtable discussion during which HCV property managers, owners

and HCV management staff met to discuss

issues and concerns regarding program and/or properties.



"Affordable Housing Advocates (AHA), a group of housing providers, advocates and consumers dedicated to ensuring quality affordable and accessible housing throughout Southwest Ohio, supports the efforts of CMHA to create and retain affordable housing in neighborhoods throughout the region. AHA regularly collaborates with CMHA to correct widespread misunderstandings surrounding affordable housing and policies that support expansion of affordable housing options. Just as our education campaign 'Everybody Knows...Do You?' strives to dispel mythology about affordable housing, it also promotes understanding of the importance of CMHA for all of our neighborhoods and households with low incomes."

~Alice Skirtz, Board Chair for Affordable Housing Advocate

I am CMHA:

Iva Richburg understands the joy a home can bring. After 27 years working as a flight attendant, Richburg applied for her real estate license so she could bring the joy of homeownership to others. Eventually, Richburg's career in real estate sales and property management led her to the Housing Choice Voucher Program. For nearly 30 years, she has been a landlord with the program, helping clients create homes for themselves and their families at her properties throughout Hamilton County.

Richburg is actively involved in her residents' lives. She encourages tenants to work toward home ownership through the HCV Family Self-Sufficiency (FSS) program offered at CMHA. She and her husband also regularly visit residents to lend advice, offer encouragement and help in every way they can.

Iva Richburg HCV Program Landlord

Supporting Minority and Women Business Enterprises

CMHA takes great pride in its partnership with our MBE,SBE and WBE organizations in our Community. The following is a layout of how we did over the past 12 months in this area.

FY2012 MBE/WBE Annual Participation	
Total Contract Dollars	\$22M
MBE/WBE Contracts Awarded	\$6M
Percentage Awarded to MBE/WBE	28%



NASSAU STREET

Section 3 Program

Through the Section 3 program, CMHA facilitates job training, employment and contract opportunities for low-income residents in connection with CMHA contracts. Low income residents in Hamilton County may qualify as Section 3 residents or Section 3 businesses.

For FY2013, CMHA exceeded the goals set by HUD.

- For new hires, HUD's goal is set at 30%. Section 3 New Hires finished the year at 89%.
- HUD's goal for Section 3 Construction Contracts is 10%. CMHA awarded Section 3 Contractors for 47% of our contracts totaling \$6.3M.
- HUD's Section 3 Non-Construction Contracts goal is 3%. CMHA awarded 34% of those contracts to Section 3 Contractors totaling \$2.4M.

Local Small Businesses Receive Training as Part of Section 3 Program



In FY2013, CMHA hosted several seminars related to doing business with the agency. Training focused on explaining CMHA's procurement process, Section 3 program and MBE/WBE program.

The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide job training, employment and contract opportunities for low- or very-low income residents in connection with projects and activities in their neighborhoods. CMHA continued to help businesses navigate the complexities of starting, owning and becoming a certified Section 3 business by offering informational seminars throughout the year.

OPERATIONS

Asset Management



Asset Management refers to the housing that CMHA owns and manages. The U.S. Department of Housing and Urban Development (HUD) administers federal funds that help CMHA operate its Asset Management Program.

In the last fiscal year, CMHA provided approximately 4,800 units of affordable housing to assist our clients throughout Hamilton County. Highlights of FY 2013 include:

Occupancy Rate	99.25%
Unit Turn Around	1,101 units
Completed Work Orders	35,497

PRESIDENT

Resident Services Helps CMHA Clients Find Jobs

CMHA partnered with area companies to provide new employment opportunities for clients through initiatives developed by its Resident Services team.

After seeing clients frustrated by unemployment, the Resident Services team developed new tactics to make the job search less daunting.

CMHA works with local human resources directors to arrange hiring events tailored specifically to CMHA clients' strengths and skill sets.

In September 2012, the Resident Services team partnered with Club Chef in Covington to host two hiring events for CMHA clients. The residents were prescreened and then given the opportunity to interview for a number of positions. Eleven CMHA clients applied with Club Chef, and all 11 were hired.

The Resident Services team also worked with the Kroger store on Mitchell Avenue for similar employment opportunities in March 2013. The hiring event proved successful with 11 CMHA clients hired.



More job opportunities will be available for CMHA clients as the team actively pursues leads for future hiring events. CMHA residents want more opportunities to improve their circumstances. This is a way to give people a hand up and put them on a path toward self-sufficiency.

"CMHA remains a valuable safety net for area families and, for that reason, we have deep respect for our partnership with them. They have greatly improved the perception of affordable housing by mainstreaming their approach in a way that benefits our entire community."

~Gwen L. Robinson, President/CEO, Cincinnati-Hamilton County Community Action Agency



CMHA Commits to Curb Appeal

Clients and visitors to CMHA have seen a change in CMHA's Asset Management properties and main campus. The agency began a

STABILIZING NEIGHBORHOODS

transformation of its maintenance and curb appeal efforts in fall 2012, and kicked off a Curb Appeal Contest this year to highlight its assets throughout Hamilton County.

The year-long contest empowers CMHA maintenance staff to demonstrate their landscaping talents by repairing and improving local communities. The competition was divided into four categories – large family sites, multifamily sites, high-rise communities and single-family homes. Each month, winners in the Curb Appeal Contest receive a rotating trophy, Gold Performance Standard medals and a permanent plaque – plus bragging rights!

CMHA's Curb Appeal Contest was designed to:

- Ensure CMHA's properties are well maintained to attract new residents and property owners
- Meet or exceed neighborhood standards
- Reduce client turnover and create a sense of neighborhood pride throughout the community

CMHA Debuts Community Open House Series

CMHA opened its doors in Spring 2013 to its newly remodeled three-unit building on **Ashworth Drive**. Updates to the property, located in Hyde Park, included:

- Kitchen renovations
- Electrical upgrades, including fixtures
- Refinished hardwood floors
- New decking and landscaping
- Ceramic tile and entry doors
- Renovated sidewalks
- New siding, gutters and downspouts
- New windows, patio doors and garage doors

The renovations at Beacon Glen were celebrated with an Open House in August. Updates to **Beacon Glen** in Mt. Washington included:

- Renovated kitchens and bathrooms
- New windows and doors
- Refinished hardwood floors
- New laundry facilities
- Renovated community building

Property managers were also on-site during the event to allow the community to meet the staff members responsible for management and lease enforcement at the property.





IMPROVING NEIGHBORHOODS

Modernization—Stabilizing Neighborhoods through Renovation

Modernization updates continue on CMHA's properties across Hamilton County to ensure all CMHA properties meet our Gold Performance Standard. These efforts will help asset management properties blend with the surrounding community and promote CMHA as an asset to Hamilton County.

The following projects will be completed throughout FY2014:

- 2891, 2895, 2899 Linwood Court 12 Units
- 600 Torrence Court 10 Units
- 3046 Alpine Drive 4 Units
- 3339 Ameliamont 2 Units
- 36 Anderson Ferry 10 Units
- 3021 and 3027 Kinmont 8 Units
- 2547 North Bend Road 4 Units
- 3471 Fernside 11 Units
- Setty Kuhn 66 Units
- Millvale 37 Units
- Horizon Hills 30 units

Upcoming Modernization projects for FY2015 include:

- 4546 Orkney 2 Units
- 2538 Woodburn 3 Units
- 5621 Ridge 4 Units
- 2750 Losantiville 4 Units
- 2747 Cypress Way 4 Units

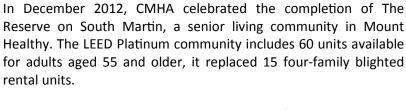


AMEILAMONT

Development - Improving Neighborhoods Through Revitalization



Left to Right: Jeffery Aloutto, Rachel Miller, William Myles, Pete Witte, Joseph Roetting, Gregory Johnson, Jim Cunningham, Hal Keller and Guy Ford.



The Reserve on South Martin was primarily funded through the Neighborhood Stabilization Program 2 (NSP2) grant, a federal program that helps stabilize neighborhoods impacted by economic downturn and foreclosed upon or abandoned properties.



The grant, one of just 56 nationwide, was awarded to the Cincinnati-Hamilton County NSP2 Consortium (CHCNC), a nonprofit partnership between CMHA, Hamilton County and the City of Cincinnati. The Reserve was a joint project among the City of Mount Healthy, CMHA and the CHCNC.

"CMHA has helped our Mount Healthy community, especially with The Reserve. This type of development wouldn't have been possible without them. It's a positive development for all Mount Healthy residents, both those who live in the property and those surrounding it."

CMHA Completes Hamilton County Housing Study

CMHA commissioned a third-party assessment of the overall status of housing in Hamilton County, performed by Western Economic Services. Some of the study's key findings include:

- More than 110,000 households have a housing problem.
- Of those 110,000, more than 91,000 fall below 80 percent of Area Median Income.
- Hamilton County has seen a significant increase in vacant housing not currently serving a purpose – meaning vacant but not for sale or rent.

The housing stock study will serve as an important factor as CMHA considers future development sites.



THE RESERVE ON SOUTH MARTIN

Future Development

CMHA is continuously looking towards the future to meet quality affordable housing needs of the Greater Cincinnati community. Recognizing that that housing development is a large part of communities we continue to seek dialogue and partnerships with community partners to address housing needs. CMHA is working on various development plans...

- Senior Housing development at Central YMCA in city of Cincinnati.
- Housing development in the Fairmont neighborhood as part of the Choice Neighborhood Planning Grant.
- Development for Disabled individuals in the city of Mt. Healthy.
- Potential affordable housing developments in the communities of Colerain Township, City of Woodlawn, City of Lincoln Heights, and other neighborhoods.
- Completion of 32 unit multi-family acquisition and rehabilitation project in Green Township.
- Possible application and conversion of CMHA Asset
 Management units to Rental Assistance Demonstration (RAD).



Major Grant Helps CMHA Develop Neighborhood Transformation Plan

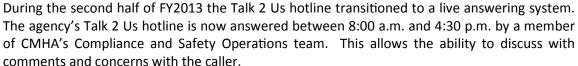
In January 2012, CMHA was awarded one of 13 Choice Neighborhood Initiative (CNI) planning grants from the U.S. Department of Housing and Urban Development (HUD) totaling just over \$200,000.

This two-year grant will develop a comprehensive neighborhood plan transformation for the Fairmount community. **CMHA** partnered with the Community Building Institute and neighborhood organizations develop a plan to transform Fairmount into a Community of Choice.



Talk 2 Us Hotline

As CMHA moves forward in 2014, communication between the agency and it's neighbors continues to be a high priority.



The new system, combined with an increase in promotion, led to an immediate increase in the number of calls and overall improvement in our ability to assist others and meet the needs of clients and the community. During FY2013, more than 1,100 submissions were received through the Talk 2 Us hotline and online form, which is a 346% increase in the number of submissions received over the previous fiscal year.

The hotline can be reached at: (513) 721-CMHA (2642)



New Trespass Policy



During fiscal year 2013 CMHA's CSO and Legal departments collaborated to create a new CMHA Trespass Policy. One major change is the ability to enforce new lease requirements that prohibit clients from knowingly inviting individuals onto the property who have been banned. This new policy change is another crime prevention and safety measure that will positively affect both clients and staff. In addition to our excitement about the police, the Cincinnati Law Department submitted to CMHA a letter of support for the new change and our efforts to improve safety through enforcement of criminal trespass.

"I am quite impressed with the Gold Standard achievements CMHA has accomplished. It is evident that Chief Executive Officer Gregory Johnson, has brought solid and creative leadership to the agency."

~Mayme LaVerne Mitchell, CMHA Board of Commissioners Member

Law Enforcement Collaboration

The Compliance & Safety Operations (CSO) department receives and researches upwards of one million law enforcement records per year. Those records pass through a detailed research process used to identify lease and program compliance violations associated with both Asset Management and Housing Choice Voucher clients and properties.





As a result of our collaborative working relationships with local law enforcement CMHA has dramatically increased the amount of police data received. During FY2013 the CSO department began receiving regular data submissions from additional police departments such as North College Hill, Springdale and Delhi Township. These departments join a list of others such as Blue Ash, Forest Park and Cincinnati. Additional departments are working with their information technology and records management systems in an effort to create the ability to export their data and join the collaboration.

Winton Terrace and Findlater Gardens Camera Project

During FY2013 the CSO department, in conjunction with the Cincinnati Police Information Technology Division, conducted extensive research and analysis to design the infrastructure and implementation phases of the Winton Terrace and Findlater Gardens surveillance camera project.

This collaboration with the city of Cincinnati Police Department will enable us to positively impact safety and crime prevention efforts at two of CMHA's largest family communities.

Installation of the 14 high-definition cameras started during the second quarter of FY2014 with completion anticipated during the third quarter of FY2014.



WINTON TERRACE

Looking Ahead...

CMHA has a number of major initiatives coming that are meant to further the agency's transformation.

Here's a look at what's next:

Strategic Planning

CMHA will undergo a strategic planning process during FY2014 that will include community input. The plan will take an objective look at the agency's opportunities for growth and will guide its future development efforts.

Centralized Offices

The agency is centralizing its administrative offices. All administrative offices will be located at CMHA's Western Avenue Campus location by the end of 2014.

Employee Wellness Program

After being a finalist for the Cincinnati Business Courier Healthiest Employers Award, CMHA will continue to enhance its employee wellness efforts throughout FY2014.



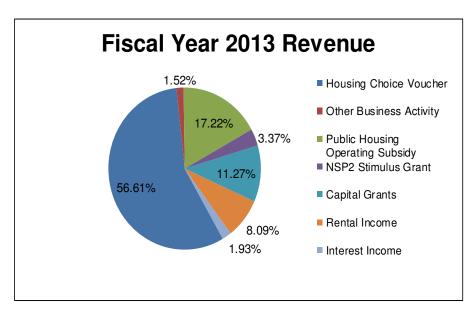
• Implementation of Six Sigma

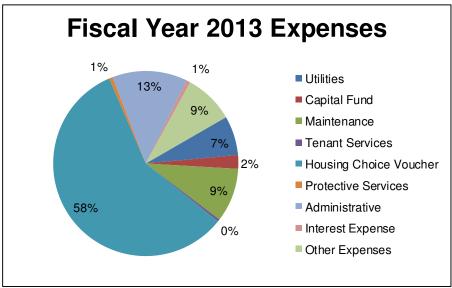
CMHA has two Six Sigma greenbelt teams working on projects within CMHA. Six Sigma is a quality management tool used to increase efficiency, effectiveness and savings within an organization. The Six Sigma teams at CMHA involve co-workers in the process to identify inefficiencies, brainstorm solutions and set realistic goals. The greenbelt teams are using Six Sigma strategies to improve problematic areas, transforming CMHA from a good agency to a great one. Each department within the agency has updated and developed formalized policies and standard operating procedures. In changing the way we think, CMHA is adding or eliminating processes, procedures and practices to provide improved quality services to our customers. Six Sigma is one of the ways CMHA uses to further open communication and help us maintain the Gold Performance Standard.

Operating Budget & Financial Forecast

The majority of CMHA's funding comes from the U. S. Department of Housing and Urban Development (HUD) and is subject to the Congressional Appropriations process. Balancing our multi-dimensional agency operations in FY2013 was a challenge with congressional sequestration cuts that reduced our funding from FY2012.

In light of the financial constraints in FY2013, CMHA rose to the fiscal challenges and began to implement transformational changes. CMHA has undertaken significant reorganization efforts to enhance operational and structural efficiencies with the consistent goal of providing high quality services to meet the needs of the Hamilton County community.





REPORT TO THE COMMUNITY



CMHA Administrative Office:

1627 Western Avenue Cincinnati, OH 45214 (513) 721-4580

Housing Choice Voucher Program

1635 Western Avenue Cincinnati, OH 45214 Monday-Friday, 8:00 a.m. to 4:30 p.m. hcvhelp@cintimha.com

Asset Management Leasing Office

1635 Western Avenue Cincinnati, OH 45214 (513) 977-5888 Monday-Friday, 8:00 a.m. to 4:30 p.m.

www.cintimha.com

