

2024



CMHA

ANNUAL REPORT

TO THE

Community

*Reimagining Affordable
Housing for the Community*





CMHA staff, board members, and residents with HUD Acting Secretary Adrienne Todman as she toured Bennett Point, CMHA's newly built property in downtown Cincinnati.

"I really like it here for the community, the neighbors, the quiet area, the beautiful new spaces for us, the accessibility of my unit to help with my health problems, and its close to family. I love taking my grandchildren to the new park so they can play basketball, play on the slide, and listen to music."

Sheila Lomax is a resident of Marianna Terrace. She moved into her new unit following its RAD completion in 2023.



Hamilton County Commission President Alicia Reece explained about Hamilton County's partnership with CMHA, "By prioritizing stability and growth, we are committed to keeping families in the homes they already have, while also expanding options for those in need of safe, quality housing. Hamilton County, in partnership with CMHA, has led the way in making sure no one is left behind. Together, we're building a community where every person has the chance to live securely and affordably, fostering a more equitable and thriving future for all."

Message from the Chief Executive Officer

Welcome to the Cincinnati Metropolitan Housing Authority's Community Report. This year, we have made significant progress in our commitment to re-imagine affordable housing. Our mission goes beyond just meeting immediate housing needs, though. We are genuinely dedicated to assisting families who depend on housing vouchers and affordable housing by connecting them to vital resources. We recognize that the affordability crisis affects every aspect of life, and we are committed to providing solutions that are both comprehensive and sustainable.



Our focus on the families we serve, our employees, and the Hamilton County community, by offering housing opportunities, is visible through the funds endowed into CMHA's existing housing stock as we push forward toward a one billion dollar investment. A substantial commitment, as this, highlights our dedication to provide stable and affordable homes for families and individuals in our community who benefit from our programs.

The families of Hamilton County searching for affordable housing are our leading priority. CMHA's ambitious investment will support a variety of projects, including the construction of new housing units, the preservation and rehabilitation of existing properties, and the enhancement of community services through partnerships with local organizations. More importantly, the investment fosters an environment where everyone has access to quality, affordable housing and the chance to thrive.

Stay connected with us through our newsletters, social media, and other communication channels as we make progress. We welcome your participation in shaping the future of housing in our community.

Gregory D. Johnson

Mr. Gregory D. Johnson, MS, PHM, EDEP
Chief Executive Officer

Re-Imagining Affordable Housing

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 to the community. We will achieve this by developing public/private partnerships, creating entrepreneurial opportunities and by employees and residents holding themselves accountable to our Gold Standards of Excellence.

Vision

To shape our future by utilizing sustainable funding models to develop quality, affordable housing solutions in partnership with our community stakeholders.



GMHA

By the Numbers

10,241

Housing Choice
Vouchers participants

15,503

Families
served

5,948

housing units
owned by CMHA

885

units renovated
since 2016

238

CMHA employees
and contractors

\$264 million

spent on units to
preserve properties
and new construction
since 2016

427

people current Family
Self Sufficiency
Program participants

342

Veterans assisted
through VASH -
HCV

Housing Choice Voucher Landlord Appreciation Banquet

The gala event highlights and honors partners who work with CMHA and the HCV program assisting program participants with finding affordable homes.



HCV Landlords attending a lovely evening out with fellow landlords.



Ms. Kristin Dixon and her girls pose for a picture before the beginning of the dinner.



Ohio Representative Dani Isaacsohn accepts recognition award from Mr. Johnson.



HCV Director Mary Kosik and HCV Vice President Lisa Isham pose for a picture at the banquet.



Members of CILO staff and Greater Cincinnati Northern Kentucky Apartment Association staff enjoying good conversation.



Xavier University Cintas Center hosted attendees for the dinner banquet this year.

Family Self Sufficiency Sets Up for Success

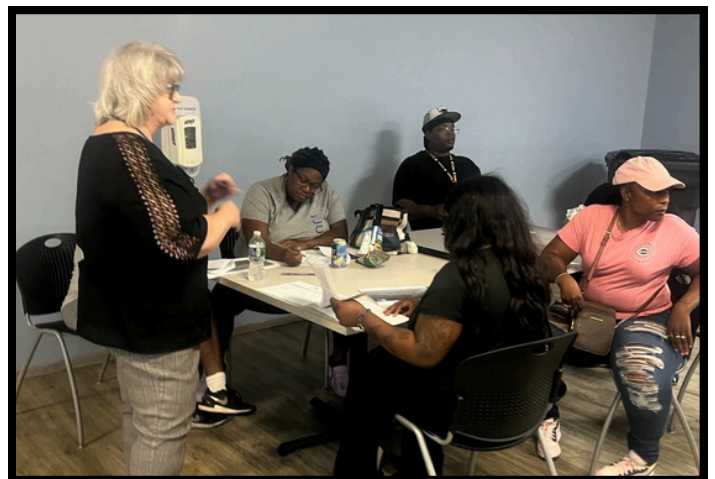
"I went from homeless and no education to getting my education, getting into CMHA housing, setting my goals, to now I run my daycare business and own the house." Mary Hughes explains how the Family Self-Sufficiency program at Cincinnati Metropolitan Housing Authority helped her meet some life goals and purchase her own home. Ms. Hughes shared how the HCV program at CMHA helped her gain access to housing in an area where she wanted to live and connected her to the FSS program. "The program's here to help you, so why not take an advantage of it and use the help that they're giving you to build a future?"



Angela Walker, another FSS participant met her goals of graduating from college, gaining a quality job, and purchasing a home for her growing family. The program showcases the additional opportunities available to families assisting them in the continuation of building their lives and moving forward. Angela states, "I learned that real estate is the best way to build wealth and generational wealth."

Aileen Cobbs and Angela Walker, both of Cincinnati Realists, pose for a picture prior to the Landlord Appreciation Banquet.

CMHA's FSS Program hosts informational sessions both in-person on our campus downtown, and online via Zoom for those who may not be able to make it! The FSS Program assists individuals looking to save for homeownership and to achieve other goals!



CMHA Appreciates Partnerships

Cincinnati Metropolitan Housing Authority understands the importance of partnerships as a collective impact and connecting with our communities effectively. Partnerships with local organizations offer residents and voucher recipients crucial opportunities as they enhance the delivery of services and support systems. We collaborate with more than 60 organizations throughout Hamilton County in order to provide resources to achieve equitable growth.



First Step Home staff accepting award from CMHA staff (above)
FSS staff providing books for children's summer reading. (below)



Housing Choice Voucher partnered with these organizations for Project Based Vouchers:

- Clovernook Apartments
- CILO
- Cincinnati Public Schools
- Episcopal Retirement Services
- First Step Home
- Glen Meadows (Wallick)
- Hamilton County Jobs and Family Services
- Hamilton County Office of Re-entry
- Living Arrangements for Developmentally Disabled
- Lydia's House
- National Church Residences (NCR)
- Over-the-Rhine Community Housing
- Preservation of Affordable Housing
- Shelterhouse Plus
- Strategies to End Homelessness
- Talbert House
- TCB Avondale
- Tender Mercies (Flats)
- Touchstone Properties



Through the Housing Choice Voucher Program, CMHA cultivates partnerships that provide housing and growth for many in our community. HCV partners with a number of organizations, which work with people experiencing homelessness, veterans in need of housing, and non-elderly or disabled adults in need of affordable housing opportunities through voucher assistance.



CMHA staff presenting an award to staff at the Landlord Appreciation Banquet. (above)



HCV partnered with the Veterans Administration for the VASH Program

The following organizations were partners with HCV in providing Emergency Housing Vouchers:

- Strategies to End Homelessness
- Bethany House
- Caracole
- Lydia's House
- Shelterhouse Plus
- All In Cincinnati

HUD provides a program, Veterans Affairs Supportive Housing (VASH), which connects to the Housing Choice Voucher (HCV) program offering rental assistance for homeless veterans. HCV works closely with the Veteran's Administration to identify those in need of housing. There were a total of 445 VASH vouchers available and HCV reported 342 in use at the end of FY 2024.

Additionally, CMHA worked closely with Strategies to End Homelessness to provide housing for more than 177 families in FY2024.



The EnVision Center a Relief for Residents

Cincinnati Metropolitan Housing Authority is one of the only public housing authorities throughout the country that offers the level of resources and partnerships for organizations that CMHA does through the Resident Services programs and the EnVision Center. Created in 2014, the ROC paved the way for CMHA to provide education, health, and leadership to residents in Winton Terrace, Findlater Gardens, and Maple Towers.



Programs available through the EnVision Centers:

- Produce Perks, a food donation distribution to different CMHA sites weekly
- Monthly Re-Entry One Stop shop program for residents of CMHA properties who have been released from the Detention Center
- CMHA Blitz for recertification and rental assistance for residents in need
- Monthly Ohio Needs Jobs Fair
- Many partners visit the Envision Center on a frequent basis, including organizations like Cincinnati Cradle, Cincinnati Health Department, Aetna for Health Coverage, Veterans Affairs, and Head Start

60+

Community Partners



WOMEN
HELPING
WOMEN



Through the Resident Services Center (ROC) CMHA offers much needed resources for families. The Produce Perks delivers fresh fruits and vegetables to the neighborhoods weekly. The 513 Bus shares financial relief networks to families to receive assistance for rent and utilities. Many more resources are available and visit the sites monthly. The Kings & Queens provides mentorship for the youth in the community.

- The EnVision Center provides resources through the following organizations:
- Molina Health
 - Children's Hospital
 - Cincinnati Public Schools
 - Women Helping Women
 - Aetna
 - 513 Bus
 - Care Source
 - Lighthouse Youth Services
 - Ohio Job and Family Services
 - Produce Perks
 - Veterans Administration
 - Job Corps
 - Urban League
 - Kings & Queens



Reimagining Affordable Housing in Hamilton County

In a 200-year-old city with rich cultural history and glorious architecture, Cincinnati Metropolitan Housing Authority (CMHA) is investing in its buildings. Since 2016, the agency has invested over \$181 million to renovate and upgrade buildings in the CMHA portfolio. With more than 884 units given new life, CMHA looks to continue the progress toward a billion dollars and renovating every single unit it owns. This includes two of the largest and oldest housing properties in Hamilton County, Winton Terrace and Findlater Gardens, which have 608 units and 643 units respectively.

In 2023, the agency reopened Marianna Terrace, a multi-family townhouse complex located in Lincoln Heights. Each of the 74 units received a complete



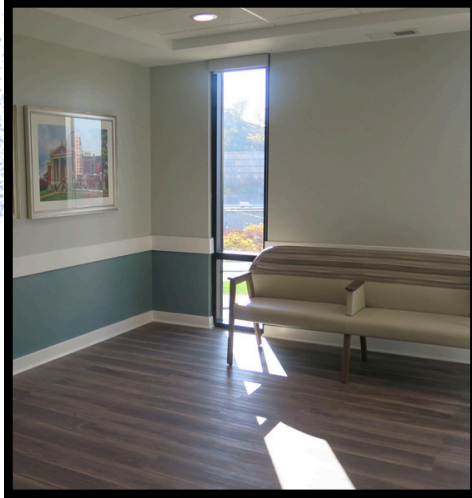
Marianna Terrace (above),
Bennett Point (below)

renovation with upgraded kitchens that included new cabinets and granite countertops, new bathrooms with updated plumbing and ceramic floors, new flooring throughout the townhouses, and refreshed outside brick and vinyl siding.

Marianna families now have a new sense of pride in their homes and their community. Additionally, the community spaces in the complex were refreshed with new basketball courts, an outdoor community picnic area, and an indoor library in the property management office.



Additionally, Bennett Point, located in the Pendleton community of Downtown Cincinnati, opened in December 2023. The two newly constructed buildings supply homes for 56 families in an urban setting. Similarly to Marianna Terrace, the apartments are based on open floor plans that feature high-quality kitchen cabinetry and granite countertops. Bathrooms include a walk-in shower and a tub in the multi-bathroom units.



The community room provides a large space for entertaining and meetings. There is also a gym for residents' use. Multi-bedroom apartments offer choices for diverse families in addition to a mixed-income levels of families in the buildings. "We know that placing individuals or families with different levels of incomes sets them up more for success," explains CMHA CEO Mr. Gregory Johnson.

Have you noticed work happening in the seven-floor, red building on the corner in East Walnut Hills? The San Marco, built in 1930, is a prominent structure in the neighborhood and recognized by the U.S. Department of the Interior as an Historic District Contributing Building. CMHA is in the process of renovating the 30 units to provide updated kitchens, bathrooms, flooring, HVAC, electrical, and plumbing throughout the building.



San Marco (above),
Park Eden gathering space (below)

In a city and county where there is approximately 40,000 unit deficit in affordable housing, CMHA is opening doors and provides options for low-income individuals as well as offering a mixed-income opportunity for the neighborhood.



Investing in Housing Stock



Maple Tower in Avondale

Restoring and preserving the current historical buildings in CMHA's portfolio is a priority for CMHA. "It is far easier to care for newer and upgraded buildings and infrastructure, HVAC, electrical, and plumbing systems than to continually repair the older structures," stated Mr. Gregory Johnson. Since 2022, CMHA has completed 317 capital improvement projects for an investment of \$15.6 million for the preservations of infrastructure buildings prior to undergoing renovation in Rental Assistance Demonstration (RAD). These projects impact the lives of the residents residing in the buildings and houses to allow for longer life of the structure and safe living environment of the building.

CMHA invested \$574,643 into the Maple Tower elevator system to provide a more efficient operation and a reduction in utility costs for system. The removal of a DC motor to an AC motor allowed for less maintenance repair costs and less breakdowns of the elevator, especially carrying the residents to and from their units. "We want to provide the residents safe passage to and from their units in performing their everyday activities, explained Joe Norton, Director of Real Estate and Construction. "These are important and necessary upgrades to improve the lives of our residents." The estimated savings over 10 years would be \$23,750.

Additionally, Marquette Manor in English Woods required a similar emergency repair to the elevator equipment that failed and trapping residents in the elevator. Due to the size of the Marquette tower (140 units) and usage of its elevator system, it was determined an urgent repair was necessary. A new AC motor is currently in the process of changeover, which a 52-week process from ordering of parts to completion of the equipment repair.



Winton Terrace

As with buildings that are on average 80 years old, mechanical items break and run the course of their useful lives. Recently in Winton Terrace, a boiler needed replacement at a cost of \$427,680. However, this boiler affected a total of 6 buildings, which includes 144 units and families. It was an emergent situation in the dead of winter, so it couldn't wait until the time when we would complete a renovation in RAD.

Over the course of the last two years, CMHA has had to replace more than 10 boiler systems at Winton Terrace due to the age of the buildings and the lifetime of the mechanical devices. Furthermore in 2022, a similar situation occurred at The Redding, built in 1938. The chiller on the boiler went down in August, requiring immediate repair during hot weather. The repair cost \$118,791 in addition to the purchase of air conditioning units for every individual apartment while the repair was being made. Those AC units stayed in those apartments due to the age of the boiler and chiller. This year, a new compressor had to be installed as an additional repair to the system. The residents had the AC units to help them in some of the hottest days recorded this summer.



The Redding

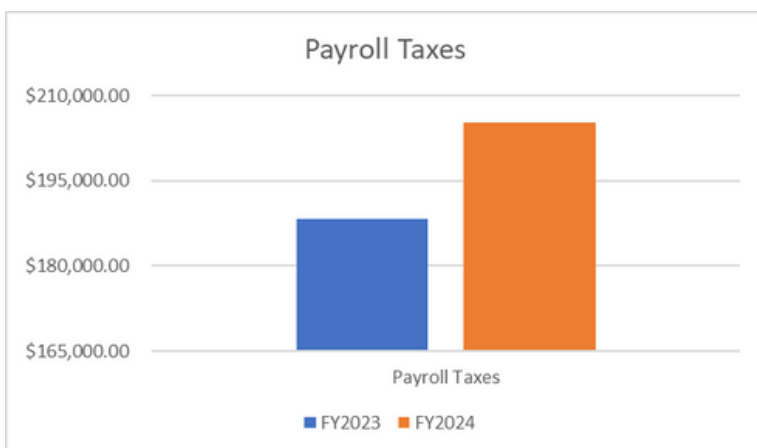
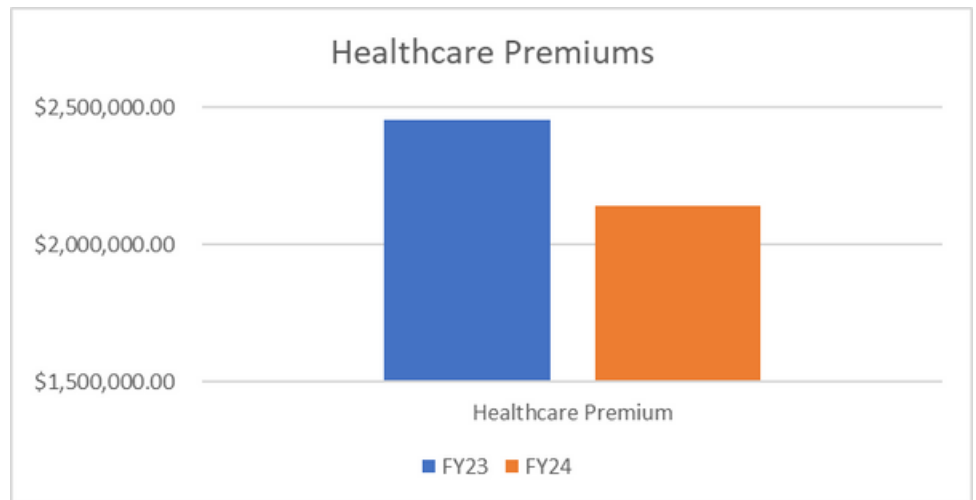
CMHA recognizes the need for updates to the aging properties, there is also a balance to ensure the properties receive the necessary care for preservation and restoration for longevity. CMHA continues the work of preserving and restoring housing to provide families and individuals a warm home where they can live comfortably.



CMHA Contributes to the Local Economic Engine

Cincinnati Metropolitan Housing Authority contributes to Hamilton County in providing a stable economic job market in addition to driving minority entrepreneurship growth. CMHA employs 238 people, which adds \$12.4 million in payroll to fiscal year 2024 taxes. An additional impact is felt regionally when CMHA employees spend earnings at local retailers, restaurants, and service providers. These dollars help provide job creation and an increase for related goods and services. Money from taxes can be used for improvement in local infrastructure and programs in the city and county.

In FY2023, CMHA contributed **\$2,451,652** in healthcare premiums and claims and **\$2,138,178** in premiums for FY2024. In addition, CMHA paid **\$188,224** to payroll taxes for FY2023 and **\$205,168** in payroll taxes for FY2024.



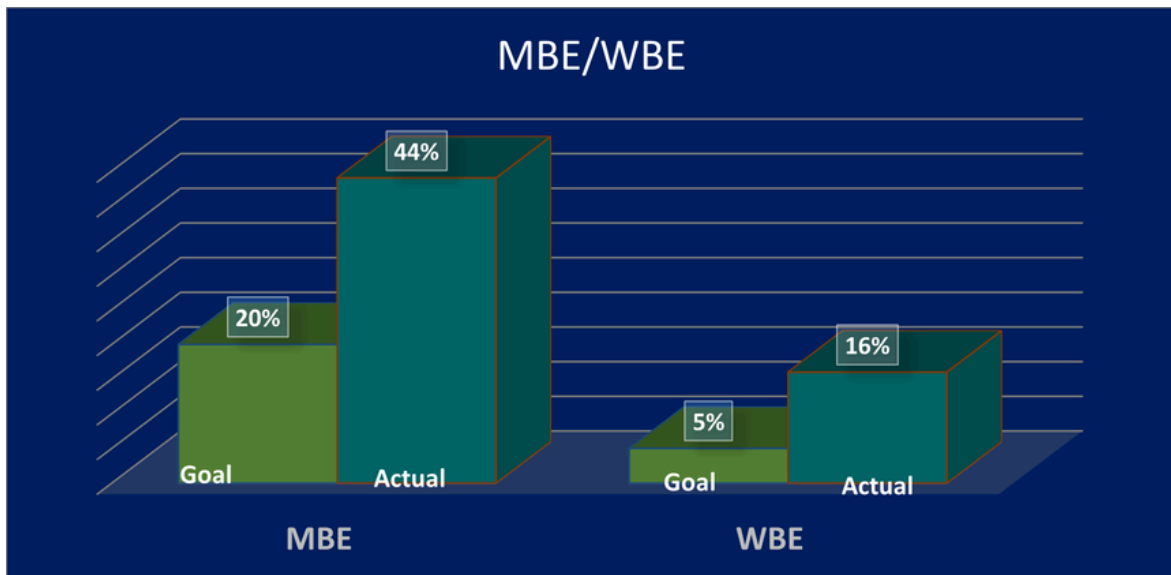
As the largest landlord in Hamilton county, CMHA provides homes to approximately 8,000 individuals in 5,300 units. Operating and Capital funds are utilized for operations and capital improvements of affordable housing within the Property Management program (Public Housing).

In FY2024, CMHA received **\$26,294,348** in Operating Funds and **\$16,835,777** in Capital Funds.

CMHA has added over \$1.1 billion to the community's economy over the last several years with funds going to landlords, contractors, suppliers, wages and taxes.

Section 3 & WBE/MBE

Section 3, a provision of the Housing and Urban Development (HUD) Act of 1968, fosters local economic development, neighborhood economic improvement and individual self-sufficiency. Through the Section 3 program, CMHA offers employment and contracting opportunities for low or very low-income residents in connection with projects and activities in their neighborhoods. CMHA is nationally recognized for its Economic Inclusion Program featuring Women Business Entrepreneurs (WBE) and Minority Business Entrepreneurs (MBE).



HUD recently implemented new goals for the Section 3 program, which focuses on labor hours for workers on site to ensure employment to low-income individuals as well as individuals who reside in CMHA housing to help lead to self-sufficiency.

- 25% of all project labor hours go to Section 3 workers and
- 5% of all project labor hours go to Targeted Section 3 workers.
- Section 3 targeted worker for public housing financial assistance projects is a Section 3 worker who:
 1. Is employed by a Section 3 business
 2. A resident of public housing or Section 8-assisted housing

CMHA Strategic Plan

In late 2023, CMHA embarked on the journey of redeveloping the agency's Strategic Plan.

| | | | | |
|--|---|---|--|---|
| | | | | |
| Data Review | Focus Groups | Quantitative Survey | Strategic Planning Workshop | Develop Strategy |
| We began the process by reviewing existing organizational data such as CMHA's current strategic plan and community reports. We leveraged this information to identify gaps in knowledge and prioritize stakeholder research. | Next, we facilitated qualitative interviews with a variety of stakeholder groups to gain an understanding of each perspective and to ensure the strategies balances all stakeholder priorities. | Based on the information in the focus groups, we authored and conducted an online survey with stakeholders & community members to assess performance and priorities strengths and opportunities from the stakeholder perspective. | Next we facilitated several cross-functional strategic planning workshops with staff members of CMHA. During these sessions staff members worked collaboratively to develop and prioritize pillars for the new strategic plan. | Lastly, the REEdCon team synthesized all data from the previous project stages and provided the final strategic plan to the Board for approval. |
| Dec 2023 / Jan 2024 | Jan 2024 | Jan / Feb 2024 | Friday, February 23 rd | Mar / Apr 2024 |

A holistic approach was used to develop the strategy through existing knowledge.

The consulting firm of Rice Education Consultants, LLC drove the research gathering using qualitative and quantitative data through stakeholder focus groups, surveys, workshops, and strategy sessions.

| OPPORTUNITIES | | | | | |
|--|---|--|--|--|---|
| | | | | | |
| Clear, Responsive Communication | Reciprocal Accountability | Staff Bandwidth | Employee Retention | Training for Employees & Stakeholders | Resident Partnerships |
| "It doesn't matter how I try to talk with them, the only way I can guarantee a response is if I go down in person to get it resolved." | "So CMHA loses my email, doesn't process it and then won't back pay me even though the whole issue was on their end." | "Everything is always urgent and it's like we can never catch up." "People are only in the office until noon and a lot of us work those times." | "Each time we call it's another person and sometimes they know what they're doing but usually they don't." | "I think our initial on-boarding to CMHA is good but maybe we need more around each department." "I am the one teaching my tenants how to fill out paperwork because there's nobody to help." | "There are so many residents that have mental health challenges that knowing how we could help them could make it easier for everyone." |

| STRENGTHS | | | | | |
|--|---|--|---|--|--|
| | | | | | |
| Enhancing Resident Lives | Diverse | Large | Supporting Community | Get It Done | Adapting |
| "We didn't just preserve our spaces, we made them better. We now have places for them to exercise or relax." | "I do this [HCV] because I want to help people like me that need a chance to make change in their lives." | "We help so many people not just residents but also small businesses and the economy of the area." | "I learned to paint and now I've got more jobs and am able to earn some money." | "It always gets done but it feels like everything is an emergency all the time." | "We have launched some good resources in the past several years and there is probably even more that we can do." |

Several strengths and opportunities provided the agency with ways to improve and assist more families through the mission.

2024-2029

Based on the information gathered, five pillars emerged from the strengths and opportunities of the agency:

- Elevate Resident Experience***
- Enhance Stakeholder Engagement***
- Establish the “CMHA Way”***
- Strengthen Partnerships***
- Amplify Organizational and Team Success***

Reimagining Community, Building Tomorrow

CMHA Strategic Plan 2024-2029



Elevate Resident Experience

- Maintain a Resident-first culture
- Provide growth opportunities for residents
- Enhance resident spaces through preservation of units

Enhance Stakeholder Engagement

- Develop a Stakeholder Communication Plan
- Identify a system of collecting & responding to feedback
- Prioritize organizational training

Establish the “CMHA Way”

- Collect & use data for decision-making
- Refresh and relaunch SOPs
- Continue financial & operational success by paying down debt

Strengthen Partnerships

- Collaborate with local organizations and businesses for new opportunities of engagement
- Achieve HUD program indicators in community impact

Amplify Organizational & Team Success

- Recruit & Maintain top talent who demonstrate effective leadership and accountability
- Refresh & reintroduce a mechanism for staff recognition

Through these areas, CMHA will spend the next five years implementing specific goals that prioritize the residents' experiences and employees' engagement throughout the agency and community.

Future Projects

Looking forward, CMHA has several projects in the works in 2025 and beyond. Marquette Manor in English Woods, Beechwood of Avondale, and Race Street properties in Over-the-Rhine are just a few to undergo Rental Assistance Demonstration (RAD) for renovations and updates for residents. U.S. Congressman Greg Landsman, who assisted in securing funding, stated about CMHA's dedicated work, "Stable and affordable housing is essential for our children and families. CMHA has dedicated more than 80 years to making sure Cincinnati families have a quality place to call home. CMHA's work is about offering stability, reducing homelessness, and investing in the well-being of our community."

Riverview and San Marco Multifamily Properties

In the vibrant neighborhood of East Walnut Hills, approximately 0.3 miles apart, stand two multifamily properties owned by CMHA: Riverview and San Marco. Both properties are currently undergoing significant transformations aimed at revitalizing the community and improving living conditions for residents. While Riverview is already housing families during construction, San Marco will welcome families back and have a Grand Opening in December.



Logan Commons: A Community Project Abuzz

Located in the heart of Cincinnati and steps away from Findlay Market, Logan Commons is taking shape with an expected completion date and Grand Opening in early 2025. In May 2021, CMHA received the exciting news of the project's award from the City of Cincinnati with a competitive 9% Low-Income Housing Tax Credit (LIHTC). The four-story building, nearly 40,000 square feet, promises to be a beacon of community engagement and a senior-designated building. These residences aim to enhance the well-being and comfort of our valued seniors in OTR.

Beechwood Tower:

Situated in Cincinnati's Avondale neighborhood, Beechwood Tower, is a 13-story building housing 149 apartment units. CMHA plans to finance the RAD Conversion through a blend of resources. The tower will undergo a comprehensive rehabilitation including kitchen and bathroom upgrades, flooring enhancements, common space improvements, and new roofing with exterior lighting. CMHA secured \$1 million in gap funding through Congressman Greg Landsman's Office and \$3 million from OHFA's Bond Gap Financing Program, with the financial closing date set for fall of 2024.



Future Projects



Marquette Manor:

A 15-story tower in English Woods, Marquette Manor comprises 140 residential units and offers amenities such as a community room, balconies with city views, and laundry rooms on alternate floors. The Development Team is securing financing, with a projected financial closing in December 2024. Construction drawings were finalized and bid in April 2024, enabling CMHA to apply for 4% Low-Income Housing Tax Credits in May 2024, with the closing anticipated by year-end.

Race Street:

This project involves the renovation of seven historic buildings, housing a total of 23 units, which will be reduced to 19 units in Over-the-Rhine, A Nationally Registered Historic District, the building is one of the oldest buildings in CMHA's portfolio. Amenities include a laundry room, cable-ready rooms, and individual entries for each unit. Development secured \$825k in ARPA funding for building rehabilitation.



Winton Terrace:

In the historic complex, located in Winton Hills, this enormous project will encompass the rehabilitation of all 608 units. It will be a total renovation which includes upgrading kitchens and bathrooms, plumbing, electrical, and HVAC systems. Closing is anticipated by spring 2025.



Re-Imagining Affordable Housing

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