



2017 ANNUAL REPORT

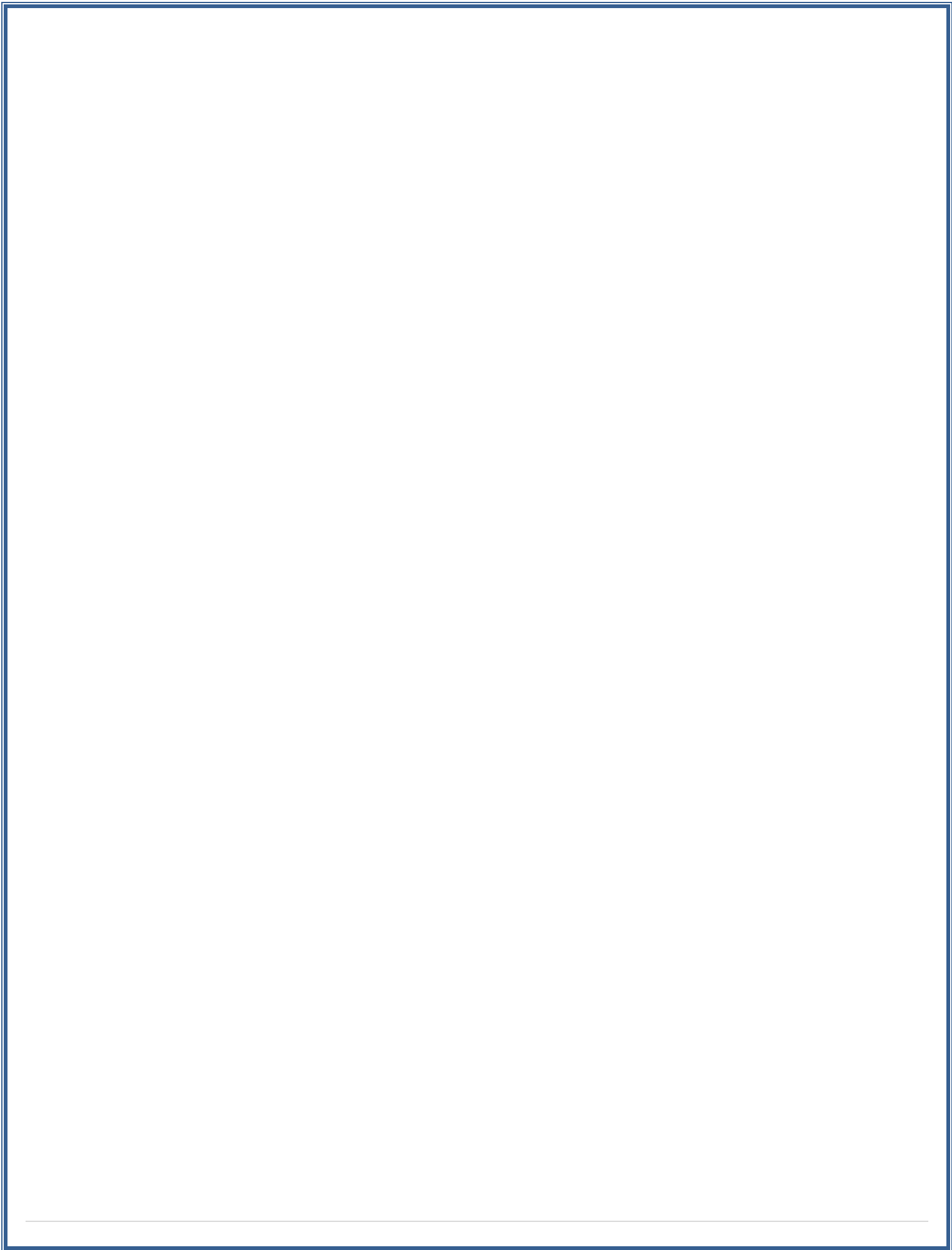
**April 1, 2016
through
March 31, 2017**

Laurie Ingram, MBA, PHM
Executive Director
Jackson Housing Commission

Michelle Pultz-Orthaus
President, Board of Commissioners
Jackson Housing Commission

TABLE OF CONTENTS

A MESSAGE FROM THE EXECUTIVE DIRECTOR	1
COMMISSION TIMELINE	2
ORGANIZATIONAL LEADERSHIP AND SUPPORT	3
Board of Commissioners.....	3
Executive Team	3
Personnel.....	3
Organizational Chart	4
WHO WE SERVE	5
Public Housing Program	5
Section 8 Housing Choice Voucher Program.....	6
CAPITAL FUND PROGRAM.....	7
FINANCIAL REPORT	8
TENANT VOICES	9
Annual Tenant Survey	9
Tenant Stories.....	13
Andres DeJesus – Just Remember Who You Are	13
Jesse Westbrook – Having a Sense of Direction	14
James Farr – Taking it to the Next Level.....	15
NOTABLE ACCOMPLISHMENTS	16
LOOKING AHEAD	19
Strategies.....	19
Goals	19
CLOSING REMARKS	21



A MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Board Members, Staff, Tenants, Stakeholders, and Friends:

It is my pleasure to present the 2016-2017 Annual Report outlining last fiscal year's activities at the Jackson Housing Commission. I am proud of the hard work and dedication exhibited throughout the year by our staff. I also want to thank the Board of Commissioners for their leadership and support; this is an exciting time at JHC, and I am honored to be a part of it!

This Annual Report presents an opportunity to review the accomplishments of the past fiscal year, outline goals for the coming year, and provide a longer range view of the future of JHC. The goal of the report is to provide a framework for continued strategic planning by the JHC Board of Commissioners and staff, while also helping our broader community, partners, and friends understand our recent accomplishments, as well as the challenges the JHC is embracing as the leading provider of affordable housing in our community.

As we move forward in FYE2018, JHC will be focused on our plan to expand our social leadership role in the community and on providing affordable housing with an emphasis on family self-sufficiency, independent living for the elderly and persons living with disabilities, and delivering supportive services and stabilization strategies for vulnerable low-income people in our community. JHC's mission is to enrich the lives of low-income people by providing decent, safe, affordable, and stable housing. That stability builds a strong platform from which residents and participants in our housing programs have the opportunity to achieve a degree of self-sufficiency and success that would otherwise be out of reach.

We receive great support and cooperation from our community partners, from kindred nonprofits to government agencies. This allows us to extend our capacity and achieve our goals with compassion and creativity.

The employees of the Jackson Housing Commission are engaged every day in the work of the JHC and have strived to gain efficiencies and streamline processes in order to provide the best possible service to our tenant population. This is a difficult challenge but one that our staff has met with a willingness to take a fresh look at how we work, to streamline methods, and to keep our focus on how to best serve our residents and our community. I am very proud of what their dedication and commitment have allowed us to accomplish.

While it is true that all Public Housing Authorities are operating during a time of diminishing resources, dominated by deficits and an uncertain funding landscape, we are committed to delivering on our mission. To do this, we must: preserve and improve our housing portfolio to meet the growing demand for affordable housing in Jackson; expand opportunities for residents to become self-reliant; and be good stewards of public funds by finding innovative ways to do things better and more efficiently.

We are reminded every day of the awesome responsibility we have to the people we serve, who depend on us to provide them with a home. For us, it is a passion that is shaped by our understanding that housing is an issue of human dignity and human rights.

JHC truly cannot do this important work alone. This Annual Report highlights how far we have come and offers a look into where we plan to go in the coming months and years ahead. On behalf of JHC's Board, management, and staff, thank you for taking this opportunity to learn more about the new JHC.

Thank you for your ongoing support and confidence in us.

Laurie Ingram, MBA, PHM

COMMISSION TIMELINE

- **February 26, 1946**
Created by City Ordinance 196 under the Federal Public Housing Act and the State of Michigan Public Act 18 of 1937.
- **August 23, 1949**
A Housing Committee consisting of 12 citizens was appointed to develop a comprehensive study of low-rent housing needs in the City. The Committee recommended that the Commission develop low rent public housing.
- **June 27, 1963**
Executed the first Annual Contributions Contract with the Federal Government.
- **October 1965**
Completed construction of Chalet Terrace, a combination of 32 elderly and 68 family units.
- **October 1967**
Purchased an existing eleven-year old apartment building and converted it to low rent housing for elderly and disabled residents. It now stands as Building A in Reed Manor.
- **1969 to 1972**
Completed construction of six new buildings for elderly residents bringing the total to 295 units at Reed Manor. (Due to a severe fire during construction, completion of Building I was delayed.)
- **1980 and 1982**
Completed two construction phases of Shahan-Blackstone North Apartments consisting of 108 family units.
- **June 1987**
Established the Section 8 Program for low income families to rent affordable housing in the private market.
- **Spring 1992**
Built 50 three bedroom single family "scattered site" homes throughout the city of Jackson.
- **March 2006 to June 2008**
Sold ten (10) scattered site homes under the Commission's Home Ownership Program.
- **September 2012**
Completed 504 Conversions at Reed Manor.
- **July 2016**
Partnered with Community Action Agency to introduce housing stability-focused case management services to JHC tenants
- **January 2017**
Signed contract with Honeywell, Inc. for Energy Performance Contracting project, which will improve energy efficiency and save millions of dollars in utility costs over 20 years

ORGANIZATIONAL LEADERSHIP AND SUPPORT

Board of Commissioners

Name	Title	Term of Office
Michelle Pultz-Orthaus	President	2011 – Present
Michelle Woods	Vice President	2012 – Present
James Stark	Commissioner	2012 – Present
Gerald Montgomery	Commissioner	2012 – Present
Caroline Parker	Resident Commissioner	2017 – Present

Executive Team

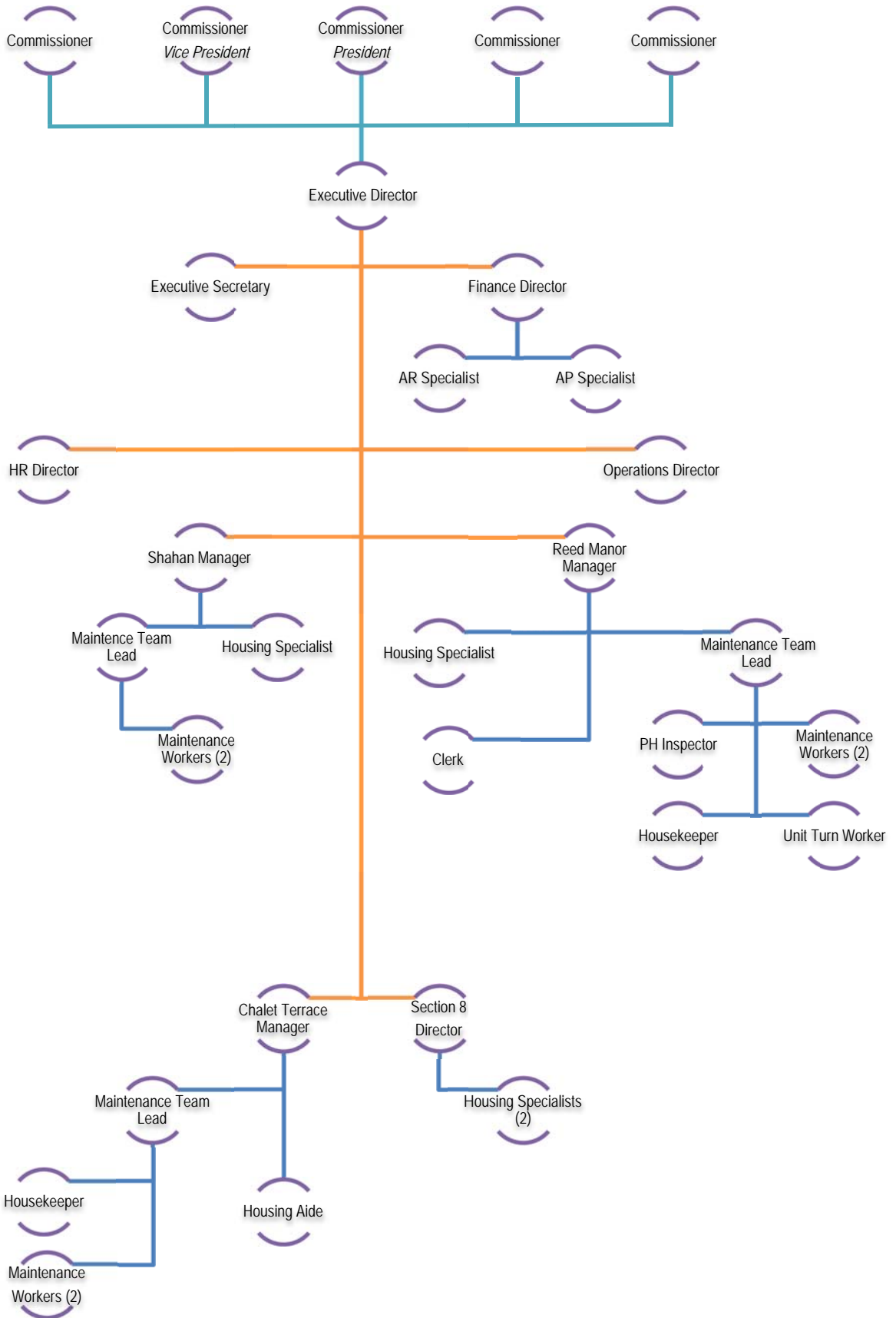
Name	Title	Years of Service
Laurie Ingram	Executive Director	1 year
Shari Boyce	Section 8 Director	15 years
Deb Davis	HR Director	3 years
Tremachel Johnson	Finance Director	2 years
Chelsea Bryant	Executive Secretary	2 years
Jason Omo	Operations Director	1 year

Personnel

Name	Title	Years of Service
Lorenzo W. Neal	Maintenance Worker	31 years
Gary Cram	Maintenance Worker	30 years
Joseph Arnold	Maintenance Team Leader	28 years
Mark Oakley	Maintenance Worker	13 years
Mark Fountain	Maintenance Team Leader	6 years
Jannaa Pool	Housing Manager	3 years
Catherine Greer	Housing Specialist	3 years
Pamela Stilson-Postma	Housing Manager	2 years
Geanee Davis	Housing Specialist	2 years
Deborah Hartman	Unit Turn Worker	2 years
Tammy Lovely	Accounts Receivable Spec.	2 years
Roy Nethercott	Maintenance Worker	2 years
Marissa Marks	Public Housing Aide	2 years
Denny Parks	Maintenance Team Leader	2 years
Samuel Tomlin	Maintenance Worker	1 year
Barbara Hunt	Housekeeper	1 year
Lakeshia Baker	Accounts Payable Spec.	1 year
Mike Spang	Maintenance Worker	8 months
Sierra Jones	Housing Specialist	5 months
Dustin Williams	Housing Clerk	1 month
Vicki Quinn	Housing Specialist	1 month

Number of Full-Time and Part-Time Employees:	27
Number of Employees with 15 or More Years of Service:	4
Average Years of Service:	6

Organizational Chart



WHO WE SERVE

Public Housing Program

Demographics		
2.0	+/-0*	Average Family Size
17%	+1%*	Elderly Heads of Household (Age 62+)
83%	-1%*	Non-Elderly Heads of Household (Age <61)
62%	-3%*	Female Heads of Household
38%	+3%*	Male Heads of Household
59%	+4%*	Disabled Heads of Household
53%	+4%*	Non-Minority Heads of Household
47%	-5%*	Minority Heads of Household

* Change from previous fiscal year

Sources of Household Income Count	
0	Own a Business
38	Receive Child Support
176	DHHS Food Assistance
87	Other Nonwage Sources
17	Pension
411	SSDI
188	Social Security
16	DHHS Cash Assistance
0	Unemployment Benefits
115	Other Wages

Income Levels	
85%	Extremely Low
12%	Very Low
2%	Low

Time on Program	
22%	<1 Year
15%	<2 Years
11%	<3 Years
6%	<4 Years
9%	<5 Years
37%	>5 Years

Range of Income	
17%	\$0 - \$4,999
42%	\$5,000-\$9,999
19%	\$10,000-\$14,999
11%	\$15,000-\$19,999
6%	\$20,000-\$24,999
5%	>\$25,000

JHC manages and operates Chalet Terrace, Reed Manor, Shahan Blackstone North developments, and various scattered sites for a total of 543 public housing units in the City of Jackson. JHC provides housing to approximately 1,000 people and 525 families in public housing.

Chalet Terrace, our oldest complex, is a combination of 32 elderly and 96 family units, including scattered sites.

Reed Manor complex, made up of 9 buildings, is a combination of zero, one- and two-bedroom apartments for a total of 292 units. C-building houses the Central Administrative offices of JHC for both Public Housing and the Section 8 Housing Choice Voucher Program.

Shahan Blackstone North, our newest site, is located in the northern region of Jackson is a combination of 122 family units of various bedroom sizes.

Section 8 Housing Choice Voucher Program

Demographics		
3.0	+/-0*	Average Family Size
17%	+2%*	Elderly Heads of Household (Age 62+)
83%	-2%*	Non-Elderly Heads of Household (Age <61)
91%	+/-0*	Female Heads of Household
9%	+/-0*	Male Heads of Household
42%	+1%*	Disabled Heads of Household
37%	-3%*	Non-Minority Heads of Household
63%	+3%*	Minority Heads of Household

* Change from previous fiscal year

Sources of Household Income	
Count	Source
1	Own a Business
122	Receive Child Support
401	DHHS Food Assistance
56	Other Nonwage Sources
9	Pension
364	SSDI
209	Social Security
26	DHHS Cash Assistance
3	Unemployment Benefits
338	Other Wages
1	Indian Trust
1	Military Income

Income Levels	
74%	Extremely Low
17%	Very Low
8%	Low

Time on Program	
19%	<1 Year
12%	<2 Years
10%	<3 Years
4%	<4 Years
6%	<5 Years
49%	>5 Years

Range of Income	
5%	\$0 - \$4,999
14%	\$5,000-\$9,999
33%	\$10,000-\$14,999
16%	\$15,000-\$19,999
14%	\$20,000-\$24,999
18%	>\$25,000

JHC administers 475 Housing Choice Vouchers in Jackson County, allowing approximately 1,160 people and 455 families to utilize HUD subsidy to find suitable housing of the family's choice in the private rental market.

Public Assistance is the sole source of income for 1.5% of the households. Households that are working comprise 37% of households. Of the working households, 20% of households also receive TANF.

Over \$2,000,000 in Housing Assistance Payments were made to approximately 171 landlords on behalf of the families and individuals the JHC serves.

CAPITAL FUND PROGRAM

JHC is authorized to use funds annually from HUD's Office of Capital Improvements for development, financing, modernization, and management improvements. The projects using capital funds typically help to preserve the housing stock and enhance the living quarters of the residents.

Capital Fund Projects

2019 Capital Fund Program	
Reed Manor	Roof Replacement
Reed Manor	Local Code Issues
Chalet Terrace	Closet Door Replacement
Chalet Terrace	Cabinet Replacement
Shahan Blackstone North	Kitchen Cabinets

2018 Capital Fund Program	
Reed Manor	Resurface Parking Area
Reed Manor	Local Code Issues
Reed Manor	Roof Replacement
Chalet Terrace	Plumbing Replacement and Repairs
Chalet Terrace	Occupied Unit Painting
Chalet Terrace	Closet Door Replacement
Shahan Blackstone North	Closet Door Replacement
Shahan Blackstone North	Tub and Faucet Replacement

2017 Capital Fund Program	
Reed Manor	Plumbing Replacement and Repairs
Reed Manor	Carpet to Laminate Floor Replacement
Reed Manor	Hallway and Common Area Renovations
Chalet Terrace	Kitchen Countertop Replacement
Chalet Terrace	Local Code Issues
Shahan Blackstone North	Closet Door Replacement
Shahan Blackstone North	Local Code Issues

2016 Capital Fund Program	
Reed Manor	Hallway and Common Area Renovations
Reed Manor	Plumbing Replacement and Repairs
Reed Manor	Occupied Unit Painting
Reed Manor	Carpet to Laminate Floor Replacement
Chalet Terrace	Tub Surround Replacement
Chalet Terrace	Office Renovations
Chalet Terrace	Shut-Off Valve Replacement
Shahan Blackstone North	Resurface Parking Area
Shahan Blackstone North	Maintenance Vehicle
Shahan Blackstone North	Local Code Issues

FINANCIAL REPORT

Public Housing Program		Section 8 Program	
Operating Income		Operating Income	
Operating Subsidy	\$1,739,597	Housing Assistance Revenue	\$2,379,601
Dwelling Rent	\$1,097,475	Administrative Fees	\$245,584
Interest Income	\$268	Port-In HAP	\$ -
Other Income	\$368,606	Fraud Recovery	\$28,105
Total Operating Income	\$3,205,946	Total Operating Income	\$2,653,290
Operating Expenses		Operating Expenses	
Salaries and Wages	\$579,227	Housing Assistance Payments	\$2,356,730
Fringe Benefits	\$233,920	Salaries	\$102,274
Maintenance Materials	\$148,331	Fringe Benefits	\$42,643
Maintenance Contracts	\$225,773	Management Fees	\$36,000
Audit Fees	\$12,000	Telecommunications	\$1,025
Management Fees	\$348,238	Travel/Training	\$7,075
Telecommunications	\$28,555	Postage	\$824
Travel/Training	\$10,709	Office Supplies	\$10,714
Sundry	\$3,384	Inspection Expense	\$10,309
Legal	\$16,228	Audit Fees	\$4,000
Administrative Services Expense	\$87,970	Sundry	\$62,367
Office Supplies/Postage	\$21,731	Insurance	\$6,799
PILOT	\$45,658	Total Operating Expenses	\$2,397,476
Insurance Premiums	\$89,485	Net Income (Loss)	\$12,530
Retiree Insurance Premiums	\$27,886		
Tenant Services	\$20,577		
Utilities (Gas, Water & Electric)	\$537,571		
Collection Losses	\$11,865		
Total Operating Expenses	\$2,449,108		
Net Income (Loss)	\$756,775		
		Central Office Cost Center	
		Operating Income	
		Management Fee	\$464,758
		Asset Management Fee	\$30,219
		Bookkeeping Fee	\$47,671
		CFP Management Fee	\$16,042
		Other Income	\$29,709
		Total Operating Income	\$588,401
		Operating Expenses	
		Admin Salaries	\$330,976
		Fringe Benefits	\$112,047
		Retiree Insurance Premiums	\$30,734
		Office Supplies/Postage	\$11,553
		Telecommunications	\$4,333
		Staff Travel/Training	\$12,026
		Sundry	\$8,589
		Insurance	\$13,965
		Accounting Fees	\$21,182
		Administrative Expenses	\$42,402
		Total Operating Expenses	\$587,807
		Net Income (Loss)	\$593

TENANT VOICES

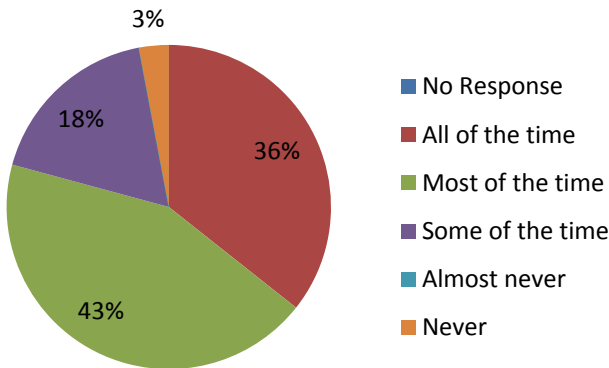
Annual Tenant Survey

In January 2017, JHC conducted its 2nd annual public housing tenant survey. This survey is instrumental in understanding the feedback and experiences of our most important community stakeholders – **our tenants**.

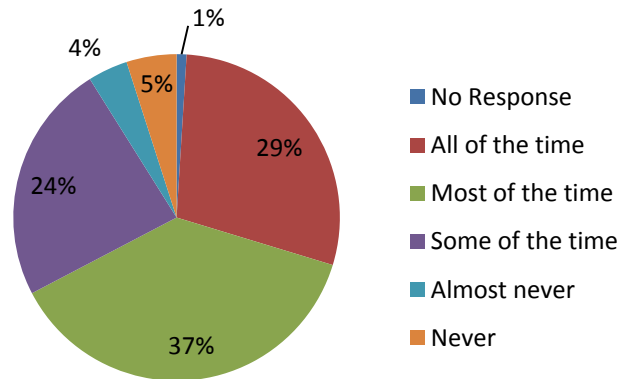
Our eleven-question survey gives tenants the opportunity to rate housing staff, maintenance staff, services, safety, and overall satisfaction both on a 1-5 Likert Scale, and in open-ended questions. Again this year, the majority of the responses were positive toward JHC, our staff, and our programming.

First we address questions of safety and general satisfaction:

I like living at the Jackson Housing Commission.

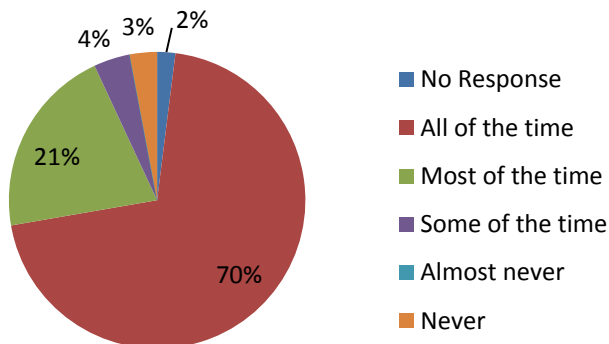


I feel safe living here.

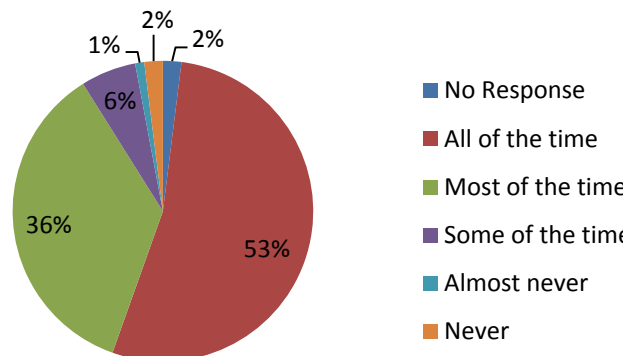


Next, we address questions of housing staff, Housing Managers and office support staff, interaction and expertise:

I am treated with courtesy and respect by my Housing Manager and office staff.

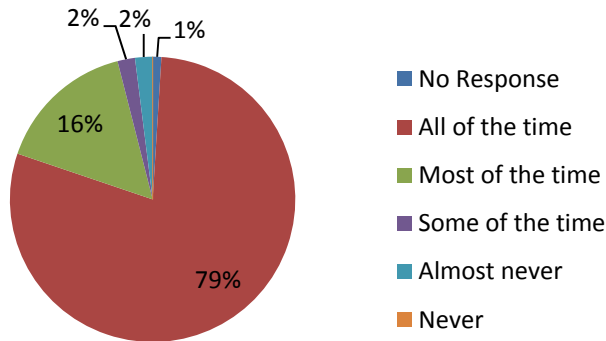


My Housing Manager/Office Staff is very knowledgeable when I have a question or a problem.

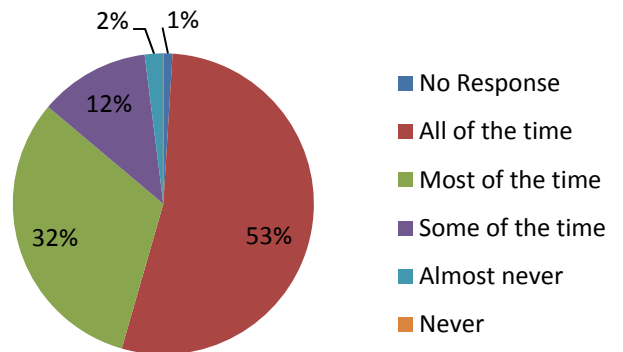


Finally, we poll tenants about their interactions and impressions of our dedicated maintenance staff:

I am treated with courtesy and respect by my maintenance staff.



The people who respond to my request for repairs do a good job.



For the second year, these results indicate a general sense of well-being and satisfaction among the tenant population. While we certainly have some opportunities for growth in our interactions, we are pleased to see that our tenants notice and appreciate the dedication, commitment, and hard-work that JHC employees demonstrate each day.

In the open-ended questions, tenants are asked to give feedback about what they like and dislike about living at a JHC property, what services and activities they would like to see offered, and what other suggestions for improvements they may have. These responses are aggregated and presented here in a “Word Cloud” format. In this format, the larger words are mentioned most often, and smaller words are mentioned less often.

We are already working hard to address some of the concerns expressed here. For example, for the second year in a row security is the most-mentioned concern for JHC residents. To respond to this, we have contracted in the 2017-18FY with a security firm to provide on-site security services. This should address several of the other issues that arose in the “Like Least” section, including noise complaints, pet issues, and drug use.

Furthermore, there was a decisive call in these results for more community activities. As such, JHC will begin a monthly Tenant Appreciation Day in the FY 2017-18. These days will be celebrations, giveaways, and gatherings intended to strengthen the communities, increase tenant participation, hear valuable feedback, and provide opportunities to create support and friendships between tenants.

Finally, notable in the word clouds is a sense of positivity among the tenant population around their housing. Not just that it is affordable, which is certainly a necessary consideration, but that it is “home” and that their housing allows them “independence” and “accessibility”. These are key pieces of the JHC mission, and encompass the very values that bring the staff to work each day, and cement our place in our community as an invaluable resource for our most vulnerable populations.

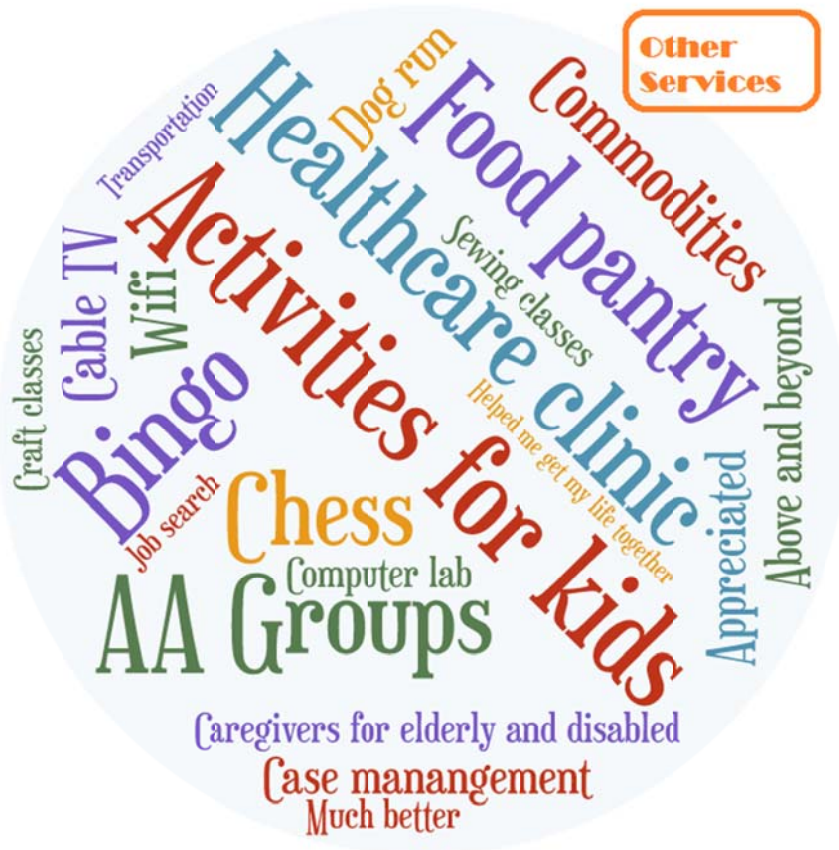
What do you like MOST about living at JHC?



What do you like LEAST about living at JHC?



What services or programs would you like to see offered on-site?



What other suggestions do you have to improve life at JHC?



Tenant Stories

In this year's Annual Report, JHC wanted to share, more directly, the voices of our tenants. Aside from the survey results, we feel that it is important to share tenant success stories. This allows us to not only share some of the positivity that we hear from our tenant population every day, but also demonstrates for the community the value of the work that we do.

Below you will find three stories from JHC's tenant population. We hope that you will see in them what we see – strong people, who have made remarkable strides toward self-fulfillment and independence.

Andres DeJesus – Just Remember Who You Are

After a loss of employment that eventually caused Mr. Andres DeJesus to lose the home that he owned, he decided that moving to Reed Manor was his best option. Mr. DeJesus did not allow the loss of employment and a home to diminish his confidence and positive outlook. "At the time I had no income and I needed a place to live."

Shortly after moving to Reed Manor Mr. DeJesus acquired employment in Lansing. Due to his low-income designation, and the fact that he had not worked in two years, HUD guidelines allowed him to participate in the Earned Income Disallowance program. The EID allows tenants to pay the same lower rent for twelve months after obtaining employment as they paid prior to being employed. After the first 12 month period, the tenant's rent is calculated u only 50% of his income. Through the EID program, Mr. DeJesus could see the chance to re-establish himself financially.

"You have to understand who you are inside, make the most out of where you are and what the blessings are to be out of your situation. Otherwise you will only be hindered, if you allow yourself to be in a position too long."

Due to his ability to participate in the EID program, Mr. DeJesus eventually saved money to purchase a reliable car for his commute to Lansing. Overall, his finances improved and he was able to transition from low-income housing to market rent housing at the culmination of the EID program.

"Now that the program is coming to an end it has benefited me, as well as allowed me and others who participate to grow, go forward in life, become more self-sufficient and have the financial stability to make better choices. I highly recommend the program for anyone wanting to participate. It would be beneficial and help them make better choices to make their lives better."

It is evident that Mr. DeJesus' faith, positive attitude, and unwavering resolve to become gainfully employed enabled him to move beyond his circumstances. Recently, Mr. DeJesus relocated to Lansing, near his employer and is enjoying performing with a local band.

Jesse Westbrook – Having a Sense of Direction

Despite working full-time, Jesse Westbrook struggled immensely to find affordable housing adequate to foster a stable home environment for her two small children. In 2001, her moderate wages were not enough to rent a decent home for her family, nor were they low enough to qualify for low-income housing. Because of these competing factors, she wasn't sure what her next step in life was going to be.

“The home that I was renting before entering the Housing Choice Voucher (HCV) Program was not up to code. The home lacked adequate insulation and the utility bills were through the roof.” The electrical sockets and wiring were a danger, as well. She could not allow her children to freely use electrical outlets for fear that it would cause a fire. “I eventually became reluctant to turn the thermostat up because the home was not properly insulated.” To keep the children comfortable, the family spent most of their time at her mother's home. Receiving a Housing Choice Voucher from JHC notably changed the quality of life for the family.

After receiving an HCV, she and her children moved into a beautiful well-maintained home that exceeded her expectations. “My children had the sense of home and security that was never present before.” Just being able to stay at home, use electrical outlets in their rooms, and simply play at home improved her children's overall sense of well-being. “My children knew that they weren't going to move and they felt safe.” The stability and the security of housing through the HCV program provided other benefits that fostered the further development of her family.

“Without this program, I would not have been able to go to college and obtain a degree in Medical Health, Certified Nursing, and National Phlebotomy.” It is obvious that her ambition and diligence has influenced the lives of her children. Jessie's daughter had also attended college and has a degree in social work. Her son is currently attending Jackson College. She said that the program gave her advantages that she doesn't think she could have accomplished without the help. “I was able to save money, pay things off to better my credit score and buy things for my children that I would not have been able to do otherwise, such as purchasing text books for my children when needed.”

Jessie said it is an amazing program. “It helped me conquer road blocks and gave me a sense of direction.” Over the years she was able to advance in her medical career and receive raises. Shari Boyce, Director of the HCV program says that, “Jesse always seemed to have a good head on her shoulders and it's been wonderful to witness her accomplishments over the years; she's done everything perfect.” Ms. Westbrook concludes, “If you utilize the HCV Program to the best of your ability, it can help you achieve goals that you never thought you would be able to accomplish.” She appreciates every bit of the program and staff.

James Farr – Taking it to the Next Level

Fifteen years ago, James Farr, a young man just out of his teens, moved into the Jackson Housing Commission with his children and their mother. He later became the single head of household when the couple separated and began co-parenting in different homes. Living at the Jackson Housing Commission (JHC) afforded Mr. Farr a fighting chance to handle the responsibilities of fatherhood. Mr. Farr believes that life with his children may have turned out differently if he did not have the continuity of a stable home environment where he developed a rhythm raising his children. “A great advantage of residing at the Jackson Housing Commission was that my children’s lives were not disrupted by moving. My children were able to grow up near their grandmother, friends and stay at the same school and not be uprooted. The benefits of a stable home were great; however, it was the small factors that go into raising a family that truly made the difference.”

He says that, while raising children in a stable home, he “was able to teach them things that my mother showed me that I took for granted until I found myself having my own family. I was able to teach my children to cook, iron and clean the home. Chores were always posted on the refrigerator. Today both my son and daughter are well-prepared to cook for themselves and maintain a home.”

Living in a close-knit community helped his children develop social skills necessary to succeed as adults. “Growing up in an environment with a lot of activity exposed them to the value of making choices; choices that govern who to be around. I can recall times when my children just came inside because something did not feel right. My children have been exposed to many situations. Fortunately, I was there to give them guidance; some children may not have received the same.” The stability of housing also gave Mr. Farr the conditions to mature as he further navigated the nuisances of adulthood.

“Living in housing based on your income gives a little room to get caught up so that you can reach the next level. There were a lot of responsibilities and I was not in over my head financially. **I was able to live independently with my children, continue my education and work. Most importantly, I was able to provide a consistent life for my children. In the end, my kids know that they can trust me to love and provide for them; with no worries on their part. That’s what Public Housing was designed for. But I’m definitely looking forward to moving on.**” Currently, Mr. Farr is completing the application process for admittance to the Michigan State Police Academy. “It’s time to make a drastic change and give back.”

NOTABLE ACCOMPLISHMENTS

In the FYE2017, JHC has experienced several notable accomplishments relating to our **regulatory compliance**. Most prominent among these is our removal from HUD's zero-threshold status at the end of the fiscal year. This decision by HUD's Detroit Field Office marks the end of a tumultuous period in JHC history, and illustrates the hard work and commitment to compliance demonstrated by staff and JHC administration. We all look forward to moving forward in good standing with HUD.

JHC was also able to contract with Motivation, Inc, to align our Section 3 policies with HUD requirements. Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that allows for the support of local economic development, and individual self-sufficiency. The Section 3 program requires that contractors and other recipients of HUD funds, provide job training, employment, and contracting opportunities for low- or very low-income residents related to projects and improvements taking place in and around their neighborhoods. This is notable because it demonstrates our continued commitment to offering opportunities to our tenant population to help them recognize goals of self-sufficiency and self-improvement. We are proud to be partnered with Motivation, Inc, and look forward to the programs and trainings that can be provided to JHC tenants as a result of this new partnership.

JHC has also continues to grow its **community involvement and development of community partnerships**. We are working closely with Community Action Agency (CAA), DHHS, the MSU Extension, the YMCA, and Compassionate Ministries, to develop programs and services that can address and eliminate barriers to housing stability, employment, and self-sufficiency.

JHC has enjoyed the expertise of a CAA case manager during FY2016-17. Her focus has been on housing stability and housing retention for some of our most high-risk tenants. She has worked with our tenant population to pay past-due balances owed to JHC, work out payment agreements, mediate neighbor disputes, and mitigate numerous other situations which would have led to eviction in her absence. We look forward to growing this case management position and assisting even more tenants in finding the help that they need to stay housed.

Furthermore, JHC is represented on several community boards and committees, lending a voice to issues around affordable housing, homelessness, and integration of services and housing. These include: The Jackson County Continuum of Care, the Health Improvement Organization, the Jackson Housing Alliance, Jackson Financial Stability Network, the Substance Abuse Prevention Coalition, and the Behavioral Health Action Team.

JHC staff participated in some amazing growth opportunities in the FY 2016-17. All staff participated in the transformative and meaningful Bridges Out Of Poverty training in September 2016, offered by the Nonprofit Network. This training served to launch a series of internal conversations around tenant interaction and policy from a perspective that was not possible before the training. Bridges Out of Poverty linked our Mission to provide housing, with the belief that it should be accomplished with dignity, compassion, and care.

JHC staff were also participants in Fair Housing training, de-escalation training, leadership training, and customer service training. Together, these opportunities afforded JHC staff with a full-spectrum of knowledge around helping our tenant population, providing them with good service, and serving with the best possible knowledge base.

JHC has worked hard in the FY 2016-17 to provide **tenant and site improvements** which improve both the quality of life, and tenant satisfaction. JHC partners with agencies, churches, and Resident Councils to offer a variety of food assistance and fun activities for program participants and residents.

The programs include:

- Summer Lunch Program for children
- Fire Prevention Program
- Commodity Food Distribution Program
- Saturday Fresh Food Initiative
- Narcotic and Alcoholics Anonymous
- VISTA Tax Preparation Program
- Exercise classes
- BINGO
- Video Game Night
- Computer Center with volunteer assistance

Also, through our partnership with CAA, a Headstart program opened on-site at Shahan Blackstone North in the Fall of 2016. CAA will open a Headstart program for residents at Chalet Terrace in the Fall of 2017. These are exciting programs to have on-site at JHC properties, where the preschool-aged children can access school readiness programs close to home in a healthy and safe environment.

As we have every year, JHC struggles to balance the deficit of funds for capital improvements with the needs of an aging housing stock. However, JHC has initiated a couple of exciting developments this year in order to address this delicate balance. First, JHC entered a contract with Honeywell, Inc. in 2016 for an Energy Performance Contract. Energy Performance Contracting is allowable by HUD in order for a Housing Commission to enter into contracts which will provide property improvements which will lower energy consumption and utility costs.

In JHC's case, Honeywell's preliminary proposal has included up to \$4 million in energy efficiency measures: lighting, appliances, water saving measures, which result in energy saving far-exceeding the initial investment over the financing period. These savings allow JHC to apply our Capital Fund Grant, through HUD, to other capital needs on the properties. Overall, the EPC program has low-risk, and high-reward. JHC is excited to finalize the plan early in FY 2017-18, and move forward with implementation throughout the fiscal year.

Finally, JHC administration has worked to realize some **funding diversification** in FY2016-17. Funding diversification allows some flexibility with the use of non-federal funds, but more importantly signifies an expansion of programs and services intended to assist our tenant population with stable housing, community involvement, and safer, more accessible communities.

This year, JHC was granted \$2500 from the Jackson Community Foundation for the purpose of forming and funding a Youth Council. This Youth Council is comprised of tenant participants ages 12-18 and is responsible for implementing improvements on-site. We are so pleased to have given the youth in our communities a voice to make improvements to their neighborhood, and hope to see the advocacy, and commitment to leadership continue to grow as the youth do.

JHC also applied for grant funding from the United Way of Jackson County, to support a full-time housing stability Case Manager. This position will support the tenant population around issues of housing stability, and help people stay housed when they may have otherwise been evicted. In addition to improving tenants' quality of life, allowing them to find and keep employment, and reducing the risk of homelessness, case management services are a proven cost-savings to agencies and communities. We look forward to implementing a full-time case management program at JHC.

Finally, JHC is proud to have partnered with community agencies and the Jackson Health Improvement Organization to submit a proposal to the State of Michigan for funding under the State Innovation Model (SIM). This three-year project is focused on building innovative local models to reduce Emergency Department utilization, and improve health outcomes to pregnant women and children. We are pleased and honored to be a part of this exciting program.

The proposal submitted to the State of Michigan will integrate the services of several community partners to begin offering medical support services to all JHC tenants on-site at Reed Manor. It will include tenant education, screening, and basic follow-up health services. Also, imperative to the success of any program intended to improve health outcomes, this program will include supportive services in the form of Health Case Managers, who will be responsible for coordinating care, hospital discharge and follow-up, and streamlining primary and specialty care services in the community. On-site health services are an innovative solution to the fragmented and insufficient care that our tenant population often experiences, and JHC is extremely excited to be part of the SIM project in Jackson to address this costly and persistent problem.

LOOKING AHEAD

Strategies

To accomplish its mission over the coming years, Jackson Housing Commission plans to focus on four primary strategies, as it works toward its broad, community-building mission:

- Maintain quality affordable housing for low-income residents throughout the City and County of Jackson
- Design, implement, and sustain exceptional programs that invest in residents and other program participants, to become self-sufficient through an array of educational, employment, and economic platforms
- Lead, encourage, and build partnerships with local, regional, and national organizations to promote policies that build community; that increase and enhance, affordable housing options; and that provide programs that reflect and support the needs of housing program participants
- Generate public will to address the housing needs of low-income households in Jackson by contributing to effective local, state and national advocacy efforts, and by participating in local programs that educate and encourage residents of Jackson, and JHC, to have a voice in housing and civic issues

Goals

1. Develop and expand the availability of quality affordable housing options throughout the City and County of Jackson by maintaining and preserving appropriate residential assets and increasing housing opportunities for low income residents.
 - ❖ Continuously monitor and access opportunities from HUD that could increase resources for re-development of properties.
 - ❖ Continue to access opportunities available through national, state, and local resources, priorities, and philosophies.
 - ❖ Secure resources, both financial and personnel, to increase the quality of public housing and to expand the number of vouchers for low- and very-low income residents of the City and County of Jackson.
2. Promote safe, healthy, vibrant communities.
 - ❖ Promote through programs and initiatives, and maintain all properties with a commitment to safety and healthy lifestyles.
 - ❖ Enhance resident well-being and independence through partnerships for employment, job training, education, health, and other evidence-based supportive services.
3. Manage, maintain, and improve existing JHC properties to meet the highest quality standards.
 - ❖ Set high standards for maintenance and management of properties.
 - ❖ Ensure ongoing maintenance and capital improvements at all properties, based on identified needs and available resources.
 - ❖ Implement plan to ensure the highest level of safety and quality standards are maintained.
 - ❖ Invest in responsible and innovative asset stewardship through strategic upgrades and rehabilitation projects.
 - ❖ Implement long-term sustainability plan for each property, as well as at JHC administrative site.

4. Assess JHC's capacity to address the unique needs of particularly vulnerable populations, including but not limited to: people with disabilities, substance abuse issues, mental illness, the elderly, veterans, homeless, and youth.
 - ❖ Prioritize housing for extremely fragile populations.
 - ❖ Maximize usage of other funding sources to increase the availability of housing for veterans, homeless, and other fragile populations.
5. Expand opportunities for HCV voucher holders to obtain quality housing throughout the City and County, in neighborhoods that meet the needs of voucher holders.
 - ❖ Pursue all economically feasible opportunities to increase the supply of Housing Choice Vouchers (or other housing subsidy options) for qualified Jackson residents, including those designated for populations with special needs that are a high priority for the agency (veterans, seniors, people with mental health needs).
 - ❖ Improve outreach and communication with property owners throughout Jackson County to encourage participation in voucher program and to increase quality rental options for low- and very-low income renters.
6. Ensure that PHA is a good neighbor, employer, and reliable community partner.
 - ❖ Create safe communities in collaboration with JHC tenants, neighborhood residents, and law enforcement agencies.
 - ❖ Improve customer service, streamline operations, and create a business model that is data-driven and high-performing.
 - ❖ Conduct JHC business in an open and transparent manner that promotes accountability and access, ensures diversity, and adheres to the highest ethical standards.
 - ❖ Strengthen existing relationships and forge new public, private, and philanthropic partnerships to support JHC's strategic goals.
 - ❖ Make JHC an employer of choice with an accountable, diverse, trained, and productive workforce.

CLOSING REMARKS

On behalf of the Jackson Housing Commission Board of Commissioners, housing and maintenance staff, and the Executive Team – thank you for taking the time to review this Annual Report. In order for us to be our most successful, it is imperative to have the support and understanding of our community.

Paolo Friere, an educator and philosopher once said:

Housing is the engine that drives the chaos of poverty.

At the Jackson Housing Commission we are dedicated and focused on our goal: to end that chaos by providing safe, decent, and affordable housing to families in need, and implementing programming and community supports that will keep them stable and securely housed.

We look forward to working closely with our Board, our community partners, the City of Jackson, and our residents to accomplish this goal, and we commit to doing so with the highest of ethical, quality, and service standards.

Let's move forward!