



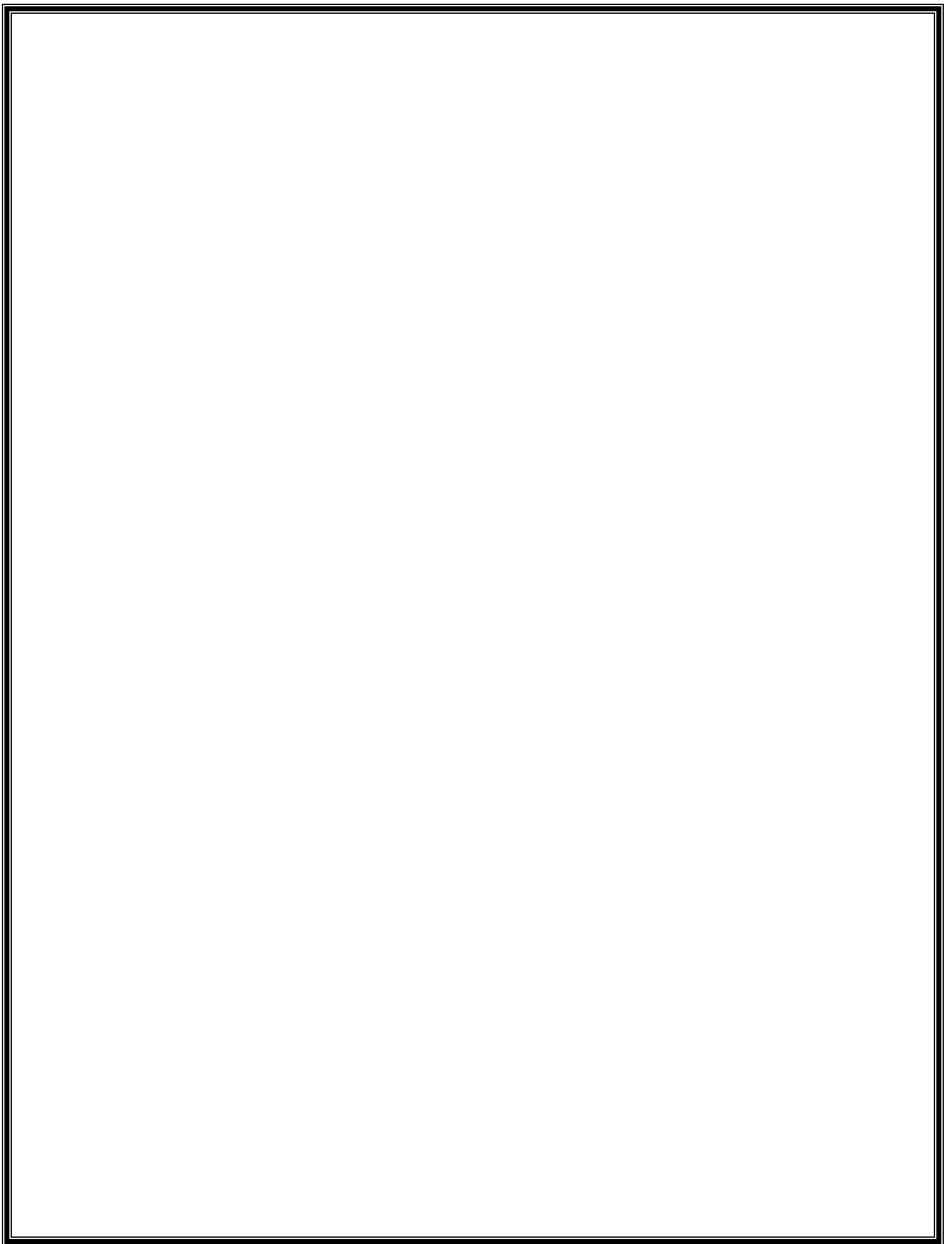
Annual Report

Fiscal Year 2015-2016

April 1, 2015 – March 31, 2016

Michelle Pultz-Orthaus
President
JHC Board of Commissioners

Laurie Ingram, MBA, PHM
Executive Director
Jackson Housing Commission



A MESSAGE FROM THE EXECUTIVE DIRECTOR

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

It is my pleasure to present the 2015-2016 annual report outlining last year's activities at the Jackson Housing Commission. I am proud of the hard work and dedication extended throughout the year by our staff. I also want to thank the Board of Commissioners for their leadership and support.

This last year brought many changes as I was brought in as the new Executive Director in November. I am grateful to the staff, and the JHC Board, for their support during my transition. The JHC has a strong foundation to continue to provide housing and services, and to meet the challenges ahead.

As I begin this chapter of my career as the new Executive Director, I feel extremely fortunate. I have the opportunity to work with some incredibly hard-working, smart, and dedicated staff who constantly amaze me with the strength and compassion they show on a daily basis.

I also feel fortunate to work for an agency with a Mission in which I profoundly believe. Housing is essential to our quality of life. Affordable housing provides not just a place to live, but a stable foundation from which individuals and families can obtain employment, access proper health and nutrition, and increase educational attainment.

Affordable properties that are well-designed, managed, and maintained also contribute to the economic well-being of the Jackson community as a whole, by creating jobs, contributing to the tax base, and providing a stable workforce.

I am so pleased to work in a community that is collaborative in nature and focuses on best practices and data to make the best use of resources. The JHC has many opportunities and challenges ahead as we further our mission to provide affordable housing to low-income individuals and families in Jackson County.

Going forward, our goals are to continue to show positive signs of growth and regulatory compliance in the Section 8 and Public Housing programs. We will also strive to develop new programs and services, which will promote stability and self-sufficiency for our tenant population. It is imperative that we find ways to preserve our existing properties that serve low-income households, stretch to help those who have barriers, and work with local communities to develop quality affordable housing that will be an asset to the community and serve their specific needs.

Laurie Ingram, MBA, PHM
Executive Director

COMMISSION TIMELINE

- **February 26, 1946**
Created by City Ordinance 196 under the Federal Public Housing Act and the State of Michigan's 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.
- **October 2012**
Completed Renovations on C-Building for Public Housing, Section 8, and Administrative Offices.

ORGANIZATIONAL LEADERSHIP AND SUPPORT

Board of Commissioners

Name	Title	Term of Office
Michelle Orthaus	President	2011 - Present
James Stark	Commissioner	2012 - Present
Patricia Davis-Dye	Resident Commissioner	2011- Present
Michelle Woods	Vice President	2012 - Present
Gerald Montgomery	Commissioner	2012 - Present

Executive Team

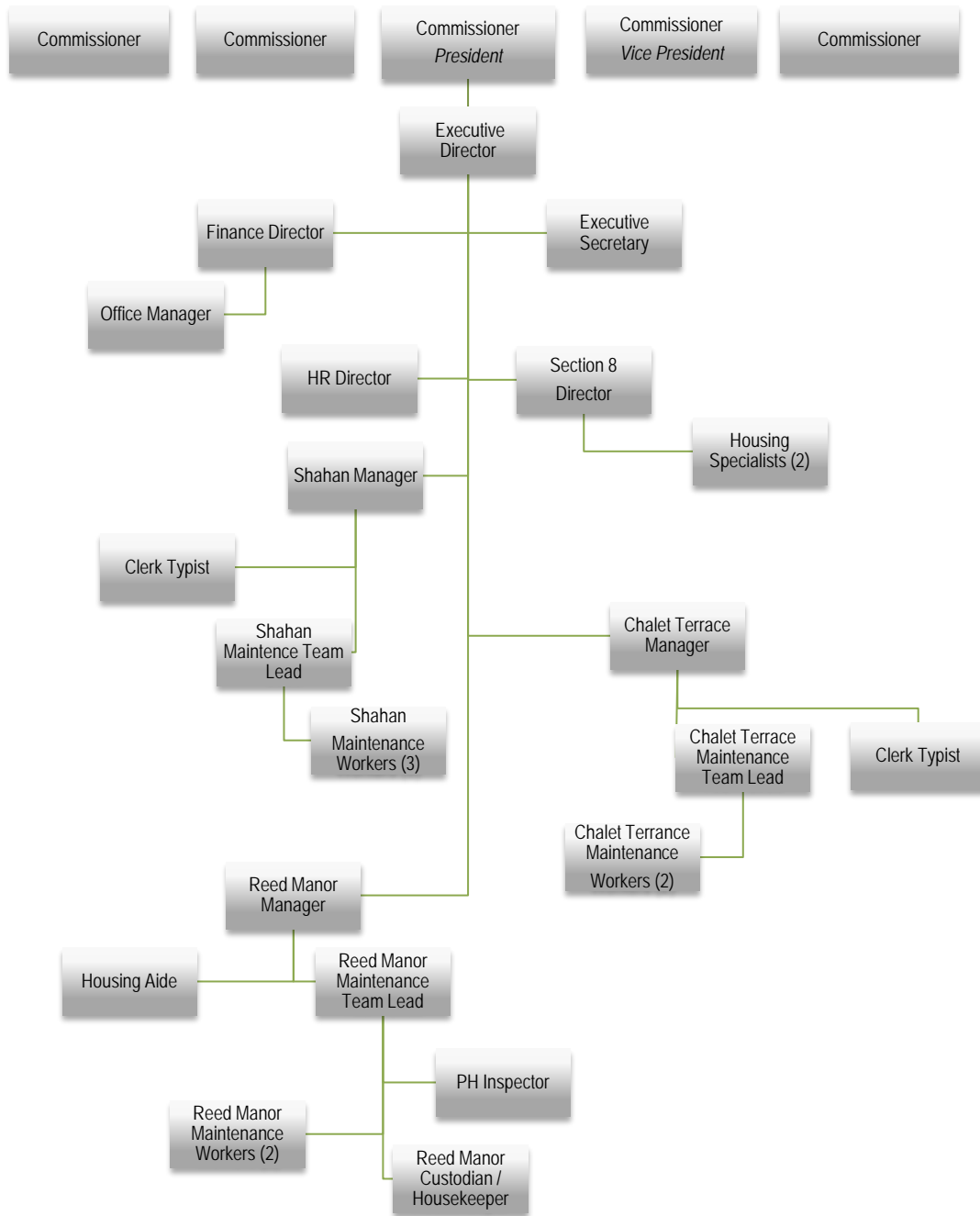
Name	Title	Years of Service
Laurie Ingram	Executive Director	4 months
Shari Boyce	Section 8 Director	14 years
Deb Davis	HR Director	2 years
Tremachel Johnson	Finance Director	1 year
Chelsea Bryant	Executive Secretary	1 year

Personnel

Name	Title	Years of Service
Lorenzo W. Neal	Maintenance Worker	30 years
Brenda Fridd	Office Manager	28 years
Gary Cram	Maintenance Worker	28 years
Joseph Arnold	Maintenance Worker	26 years
Mark Oakley	Maintenance Worker	12 years
Mark Fountain	Maintenance Team Leader	5 years
Janna Pool	Asset Manager	2 years
Catherine Greer	Housing Specialist	2 years
Matthew Weston	Maintenance Worker	2 years
Pamela Stilson-Postma	Asset Manager	1 year
Erica Estelle	Asset Manager	1 year
Geanee Davis	Housing Specialist	1 year
Deborah Hartman	Housekeeper	1 year
Tammy Lovely	Housing Aide	1 year
Roy Nethercott	Maintenance Worker	1 year
Marissa Marks	Clerk Typist	1 year
Denny Parks	Maintenance Team Leader	1 year
Laura Stevens	Maintenance Worker	1 year
Katrina DeLoach	Housekeeper	1 year
Samuel Tomlin	Maintenance Worker	9 months
Barbara Hunt	Housekeeper	4 months

Number of Full-Time and Part-Time Employees:	26
Number of Employees with 20 or More Years of Service:	4
Average Years of Service:	6

ORGANIZATIONAL CHART



WHO WE SERVE

Public Housing

DEMOGRAPHICS

2.0	Average Family Size
16%	Elderly Heads of Household (Age 62+)
84%	Non-Elderly Heads of Household (Age <61)
65%	Female Heads of Household
35%	Male Heads of Household
55%	Disabled Heads of Household
48%	Non-Minority Heads of Household
52%	Minority Heads of Household

SOURCES OF INCOME by HOUSEHOLD Count

1	Own a Business
46	Receive Child Support
2	General Assistance
83	Other Nonwage Sources
17	Pension
357	SSI
170	Social Security
23	TANF (Formerly AFDC)
1	Unemployment Benefits
131	Other Wages

INCOME LEVELS

80%	Extremely Low
17%	Very Low
3%	Low

TIME ON PROGRAM

21%	<1 Year
15%	<2 Years
8%	<3 Years
11%	<4 Years
7%	<5 Years
38%	>5 Years

PUBLIC HOUSING

JHC manages and operates Chalet Terrace, Reed Manor, Shahan-Blackstone developments and various scattered sites for a total of 540 units in the City of Jackson. JHC provides housing to approximately 1,000 people and 525 families in public housing.

Chalet Terrace 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 located in the northern region of Jackson is a combination of 122 family units of various bedroom sizes.

Range of Income

19%	\$0 - \$4,999
45%	\$5,000-\$9,999
16%	\$10,000-\$14,999
12%	\$15,000-\$19,999
4%	\$20,000-\$24,999
4%	>\$25,000

Section 8 HCV Program

DEMOGRAPHICS

3.0	Average Family Size
15%	Elderly Heads of Household (Age 62+)
85%	Non-Elderly Heads of Household (Age <61)
91%	Female Heads of Household
9%	Male Heads of Household
41%	Disabled Heads of Household
40%	Non-Minority Heads of Household
60%	Minority Heads of Household

SOURCES OF INCOME by HOUSEHOLD COUNT

1	Indian Trust/Per Capita
119	Receive Child Support
390	General Assistance
45	Other Nonwage Sources
6	Pension
343	SSI
204	Social Security
23	TANF (Formerly AFDC)
5	Unemployment Benefits
321	Other Wages

INCOME LEVELS

1%	Extremely Low
0%	Very Low
99%	Low

TIME ON PROGRAM

14%	<1 Year
12%	<2 Years
5%	<3 Years
8%	<4 Years
2%	<5 Years
59%	>5 Years

SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

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

Public Assistance is the sole source of income for 3% of the households. Households that are working comprise 22% of households. Of the working households, 75% 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.

Range of Income

5%	\$0 - \$4,999
15%	\$5,000-\$9,999
35%	\$10,000-\$14,999
20%	\$15,000-\$19,999
14%	\$20,000-\$24,999
12%	>\$25,000

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 PROGRAM PROJECTS

2015 Capital Fund Program	
Reed Manor	Phase 1 Plumbing Replacement
Reed Manor	Non-dwelling Maintenance
Reed Manor	Phase 1 Occupied Unit Painting
Reed Manor	Hot Water Heater Replacement
Reed Manor	Deadbolts
Reed Manor	Lawn and Snow Removal Equipment
Chalet Terrace	Furnace Replacement
Chalet Terrace	Phase 2 Roof Replacement
Chalet Terrace	Non-dwelling Daycare Bldg.
Chalet Terrace	Hot Water Heater Replacement
Chalet Terrace	Local Code Repairs – GFCI
Chalet Terrace	Lawn and Snow Removal Equipment
Shahan Blackstone	Kitchen Countertop Replacement
Shahan Blackstone	Local Code Repairs – GFCI
Shahan Blackstone	Lawn and Snow Removal Equipment

2014 Capital Fund Program	
Reed Manor	Roofing Replacements
Reed Manor	Wheelchair Ramp
Reed Manor	Painting and Repair of Colonnades
Chalet Terrace	Roof Replacement
Chalet Terrace	Tub Surrounds for Seniors
Shahan Blackstone	Removal of Light Poles
Shahan Blackstone	Non-dwelling Equipment
Shahan Blackstone	Stoves
Shahan Blackstone	Addressographs

2013 Capital Fund Program	
Reed Manor	Apartment Door Deadbolts
Reed Manor	Refrigerators
Chalet Terrace	Roofing Replacements
Chalet Terrace	Bathroom Barrier Free Renovations
Shahan Blackstone	Retaining Wall
Shahan Blackstone	Refrigerators

FINANCIAL REPORT

(Unaudited)

Public Housing Program

Operating Income

Operating Subsidy	\$1,594,630
Dwelling Rent	\$1,102,166
Interest Income	\$867
Other Income	\$287,635
Total Operating Income	\$2,985,298

Operating Expenses

Salaries and Wages	\$597,466
Fringe Benefits	\$193,247
Maintenance Materials	\$147,531
Maintenance Contracts	\$232,146
Security Contract	\$ -
Accounting Fees	\$33,862
Audit Fees	\$6,000
Management Fees	\$325,944
Telecommunications	\$38,474
Travel/Training	\$11,406
Sundry	\$12,000
Legal	\$16,471
Administrative Services Expense	\$86,798
Office Supplies/Postage	\$31,856.
City Admin Fees	\$ -
Membership Fees	\$ -
PILOT	\$51,396
Insurance Premiums	\$91,726
Retiree Insurance Premiums	\$23,416
Tenant Services	\$1,649
Utilities (Gas, Water & Electric)	\$505,739
Collection Losses	\$ -
Total Operating Expenses	\$2,407,127

Net Income (Loss) **\$578,171**

Section 8 Program

Operating Income

Housing Assistance Revenue	\$2,378,057
Administrative Fees	\$244,728
Port-In HAP	\$ -
Port-In Administrative Fees	\$ -
Total Operating Income	\$2,651,983

Operating Expenses

Housing Assistance Payments	\$2,359,173
Salaries	\$101,656
Fringe Benefits	\$28,870
Management Fees	\$27,000
Telecommunications	\$1,008
Travel/Training	\$4,652
Postage	\$927
Office Supplies	\$12,030
Inspection Expense	\$10,190
Audit Fees	\$2,000
Sundry	\$59,549
Insurance	\$7,105
Total Operating Expenses	\$2,614,160

Net Income (Loss) **\$37,823**

COMMUNITY INVOLVEMENT AND TENANT PARTICIPATION

The developments partner with agencies, churches, and Resident Councils to offer a variety of food assistance and fun activities for clients and residents. The programs include: Summer Lunch Program; Fire Prevention Program; Summer Kid's Explosion; Commodity Food Distribution Program; Saturday Fresh Food Initiative; and Narcotic Anonymous.

In the coming months we look forward to expanding our community partnerships with individuals and agencies that can further our Mission, and provide support and services to our tenants. We are working closely with Community Action Agency, 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.

In January 2016, JHC conducted a tenant survey. Seventy-four percent of respondents said that they like living with the Jackson Housing Commission. The vast majority also reported positive feeling about the safety of their home, as well as positive and supportive interactions with maintenance, housing, and administrative staff. We are all very pleased with these results, and look forward to reproducing them in an annual tenant survey.

Our tenants did have a few ideas for services and improvements to the sites, and we have heard them! We are working hard this year to improve physical and management operations, as a response to tenant feedback and concerns.

Below, you will find a graphic that represents tenant feedback from the survey. The larger words were mentioned more often. We are excited for this feedback, and look forward to meeting the goals for the upcoming year.

I would like to see the following services/activities offered:



RELATIONAL STRUCTURE

