



FROM THE **INTERIM EXECUTIVE DIRECTOR**

The mission of the Jackson Housing Commission (JHC) is to assist low income families with securing safe, decent and affordable housing; create opportunities for resident and participant families to achieve self-sufficiency and economic independence; and assure fiscal and program integrity by all program participants.

JHC entered into an Annual Contributions Contract (ACC) with the U.S. Department of Housing and Urban Development (HUD). HUD requires JHC to manage and operate affordable housing units in accordance with federal laws and regulations. The Michigan Housing Facilities Act 18 of 1933 delineates the legal rights of JHC. JHC is governed by a five-member Board appointed by the Mayor of Jackson, with the consent of City Council, to staggered five-year terms. Board members serve without compensation while volunteering their time and talents.

Over the past year, JHC installed energy efficient lighting at Reed Manor and a new playground at Shahan–Blackstone Apartments. JHC also renovated C Building and placed Public Housing, Section 8 and Administration under one roof resulting in greater efficiency.

JHC's recipe for success is the ability to work with board members, staff, residents and community stakeholders to get things done and I am committed to leading this effort. I appreciate the outstanding work of our staff. Their genuine concern for our residents is essential to our success as an organization.

Kimberly D. Truman
Interim 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
Arlene Robinson	President	2011 - Present
Derek Dobies	Vice President	2012 - Present
Patricia Davis-Dye	Resident Commissioner	2011- Present
Patrick Burtch	Commissioner	2012 - Present
Gerald Montgomery	Commissioner	2012 - Present

Executive Team

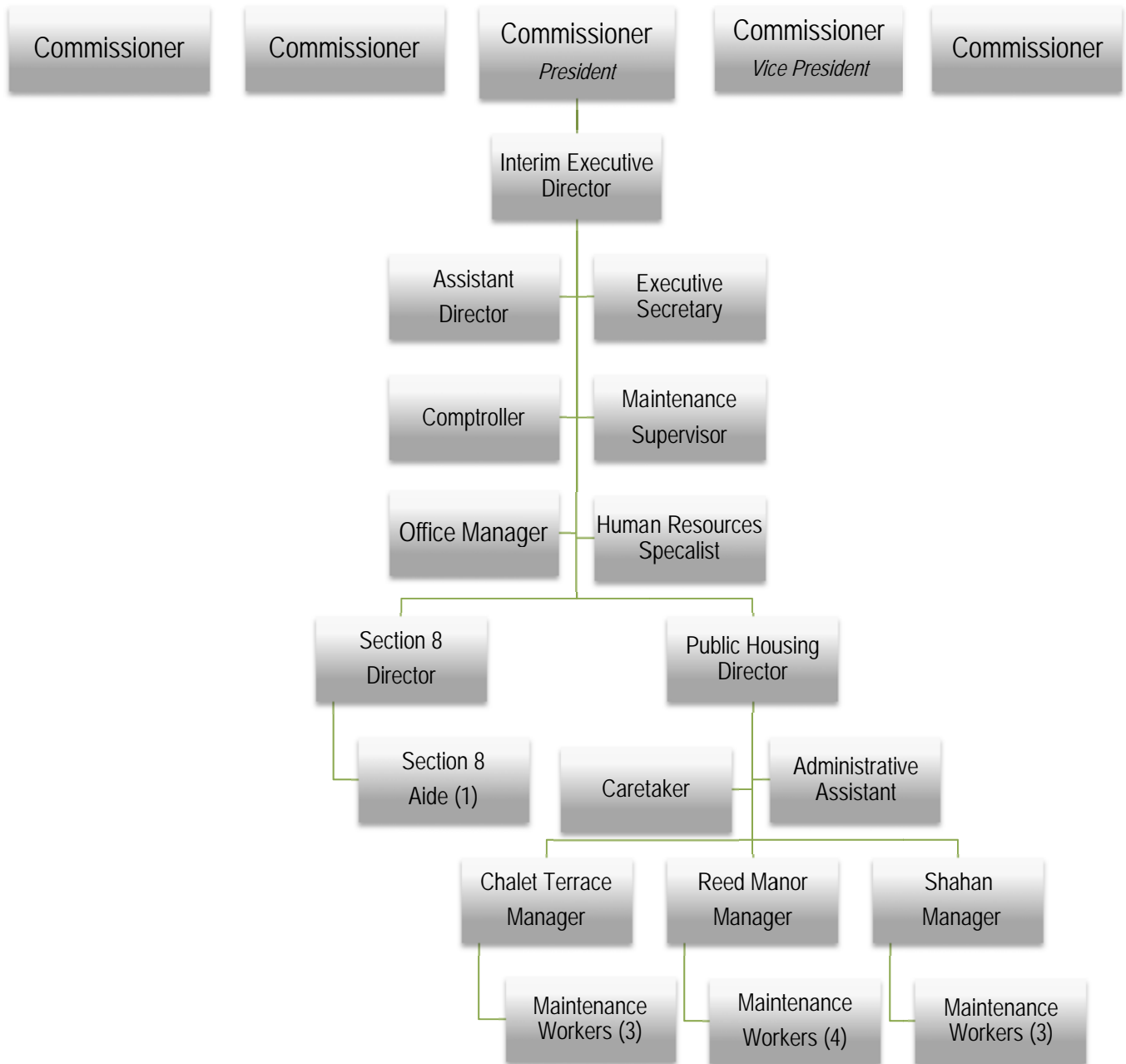
Name	Title	Years of Service
Kimberly D. Truman	Interim Executive Director	25
Katie Dickerson	Executive Secretary	1
Connie I. Crandall	Public Housing Director	20
Shari Boyce	Section 8 Director	10
Ray A. Caddell	Maintenance Director	26

Personnel

Name	Title	Years of Service
Joseph Arnold	Maintenance Worker	25
Gary Cram	Maintenance Worker	26
Cynthia M. Davis	Sr. Maintenance Team Leader	32
Mark Fountain	Maintenance Team Leader	2
Brenda Fridd	Office Manager	25
Gloria Harris	Comptroller	1
Cheryl Fox-Hegwood	Asset Manager	17
Melissa Howlett	Asset Manager	8
Richard Jackman	Maintenance Worker	2
Jacqueline A. McClintic	Asset Manager	5
Lorenzo W. Neal	Maintenance Team Leader	27
Mark Oakley	Maintenance Worker	9
Michael Parker	Casual Laborer	2
Jade Smith	Section 8 Program Manager	2
Michael Spang	Maintenance Worker	2
Daphney Sullivan	Administrative Assistant	2
Cleo Walker	Caretaker	3
Larry Young	Maintenance Worker	11
Mary Brown	Human Resources Specialist	1

# of Full-Time and Part-Time Employees:	24
# of Employees with 20 or More Years of Service:	8
Average Years of Service:	12

ORGANIZATIONAL CHART



PUBLIC HOUSING

JHC was established in 1946 to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. JHC manages and operates Chalet Terrace, Reed Manor and Shahan-Blackstone North Apartments and scattered sites for a total of 540 units in the city of Jackson. The U.S. Department of Housing and Urban Development (HUD) administers Federal aid to JHC for low-income residents at rents they can afford. HUD furnishes technical and professional assistance in planning, developing and managing these developments.

Property managers partnered with residents to offer the following programs: *Kid's Explosion*; *Ceramic Arts and Food Art*; *National Night Out with the City of Jackson Police and Fire Departments*; *Neighborhood Watch*; *Summer Breakfast and Lunch with the Jackson Public Schools*; *Fire Prevention Poster Contest*; *Main Street Association*.



Public Housing applicants family must qualify as a family as defined by HUD and the JHC. Applicants must have income at or below HUD-specified income limits and/or qualifies on the basis of citizenship or the eligible immigrant status of family members. The JHC is responsible for ensuring that every individual and family admitted to the public housing program meets all program eligibility requirements.

PUBLIC HOUSING BY THE NUMBERS

PERFORMANCE INDICATORS

98%	Occupancy Rate
115	New Admissions
150	Youth Participated in Programs
3,562	Non-Emergency Work Orders Completed
1.8	Average # of Days to Complete Non-Emergency Work Orders
485	Emergency Work Orders
95%	Emergency Work Orders Completed within 24 hours
18 Days	Average Vacant Unit Turnaround

DEMOGRAPHICS

2.0	Average Family Size
78	Elderly Heads of Household (Age 62+)
454	Non-Elderly Heads of Household (Age <61)
345	Female Heads of Household
187	Male Heads of Household
273	Disabled/Handicapped Heads of Household
247	Non-Minority Heads of Household
285	Minority Heads of Household

SOURCES OF INCOME

1	Own a Business
22	Receive Child Support
1	General Assistance
1	Indian Trust/Per Capita
416	Other Nonwage Sources
14	Pension
186	SSI
182	Social Security
138	TANF (Formerly AFDC)
4	Unemployment Benefits
126	Other Wages

INCOME LEVELS

453	Extremely Low
68	Very Low
11	Low

TIME ON PROGRAM

97	<1 Year
72	<2 Years
71	<3 Years
44	<4 Years
48	<5 Years
200	>5 Years

SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

JHC administers 475 housing choice vouchers in Jackson County and receives federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the program.

The housing choice voucher (HCV) program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments.

The participant is able to select any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects. A family that is issued a HCV is responsible for finding a suitable housing unit of the family's choice where the owner agrees to participate under the program. This may include the family leasing in place. Rental units must meet minimum the housing quality standards (HQS) of health and safety, as determined by HUD.

The Housing Assistance Payment (HAP) is paid directly to the landlord by JHC on behalf of the participating family. The family pays the difference between the actual rent charged by the landlord and the amount subsidized by the program. A voucher holder is issued a HCV for the unit size for which it is eligible based on family size and composition.

When the voucher holder finds suitable housing that they it desire to occupy and sign a lease agreement with the landlord, JHC must inspect the dwelling and determine that the rent requested is reasonable.

The JHC must establish payment standards that determine the number of bedrooms needed for families of different sizes and compositions. This is the policies that will be used to determine the family unit size (also known as the voucher size). The Section 8 Program participant must pay 30% or (A maximum of 40%) of its monthly adjusted gross income for rent and utilities for the first year of the housing HAP contract. After the first year of the lease and contract, a participant may rent a unit greater than the payment standard and pay the additional amount.

SECTION 8 BY THE NUMBERS	
\$2,508,632	Housing Assistance Payments
98%	Lease Up Rate
185	Landlords
463	Voucher Holder Participants
1,232	Individuals

CAPITAL FUND PROGRAM

JHC receives funds annually from HUD's Office of Capital Improvements. JHC is authorized to use its capital funds for development, financing, modernization, and management improvements. The Office of Capital Improvements also oversees the Capital Fund Financing Program that authorizes PHAs to borrow funds conditioned on a promise to pay the debt service from Capital Fund grants.

CAPITAL FUND PROGRAM PROJECTS

2011 Capital Fund Program	
Central Office & Reed Manor	Administrative Office Renovations
Reed Manor	0 to 1 Bedroom 504 Conversions
Reed Manor	Energy Efficient Exterior Lighting
Reed Manor	Garbage Room Doors
Chalet Terrace & Shahan Blackstone	Sidewalk Replacement & Repairs

2011 Capital Fund Emergency Safety & Security Program	
Reed Manor	Energy Efficient Exterior Lights

2012 Capital Fund Program	
Chalet Terrace	Lawn/Snow Removal Equipment
Chalet Terrace	Playground Equipment
Chalet Terrace	Playground Safety Surfacing
Chalet Terrace	Concrete Sidewalks
Reed Manor	Parking Lot
Reed Manor	Downspouts/Gutters
Reed Manor	Energy Efficient Exterior Lighting Study
Reed Manor	Energy Efficient Exterior Lighting
Shahan Blackstone	Playground Equipment
Shahan Blackstone	Parking Lot



FINANCIAL REPORT

(Unaudited)

Public Housing Program

Operating Income

Operating Subsidy	\$1,580,874
Dwelling Rent	\$963,954
Interest Income	\$2,220
Other Income	\$107,368
Capital Funds for Operations	\$111,447
Section 8 Management Fees	\$54,000
Total Operating Income	\$2,819,863

Operating Expenses

Salaries and Wages	\$835,913
Fringe Benefits	\$639,754
Maintenance Materials	\$131,362
Maintenance Contracts	\$213,464
Security Contract	\$70,713
Accounting Fees	\$23,277
Audit Fees	\$7,773
Telecommunications	\$39,735
Travel/Training	\$13,678
Sundry	\$63,502
Legal	\$25,977
Postage	\$6,357
Office Supplies	\$23,907
City Admin Fees	\$30,716
Membership Fees	\$2,848
PILOT	\$46,984
Insurance Premiums	\$64,082
Tenant Services	\$13,784
Utilities (Gas, Water & Electric)	\$452,443
Collection Losses	\$29,501
Total Operating Expenses	\$2,735,771

Net Income (Loss) **\$84,092**

Section 8 Program

Operating Income

Housing Assistance Revenue	\$2,421,992
Administrative Fees	\$236,154
Port-In HAP	\$1,700
Port-In Administrative Fees	\$1,684
Fraud Recovery	\$8,279
Interest Income	\$946
Total Operating Income	\$2,670,755

Operating Expenses

Housing Assistance Payments	\$2,509,939
Salaries	\$98,596
Fringe Benefits	\$80,097
Management Fees	\$54,000
Telecommunications	\$3,556
Travel/Training	\$244
Postage	\$1,463
Office Supplies	\$8,589
Accounting Fees	\$5,700
Audit Fees	\$1,900
Sundry	\$11,381
Insurance	\$3,909
Total Operating Expenses	\$2,767,993

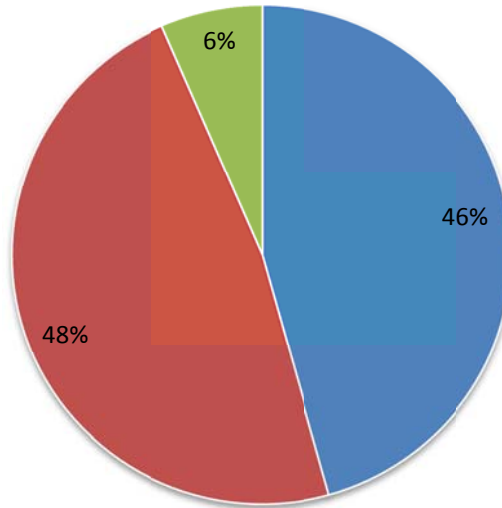
Net Income (Loss) **(\$97,238)**

Public Housing and Section 8 Economic Impact

■ Jackson City/County - \$2,093,742

■ Other Michigan - \$2,192,010

■ Other Cities/States - \$300,022



HUD Capital and Operating Funds went into the economy for rent to landlords, repairs, rehabilitation, goods and services.

RELATIONAL STRUCTURE

