

Housing from the Heart

Inkster Housing 2021—One Year Into the Difference



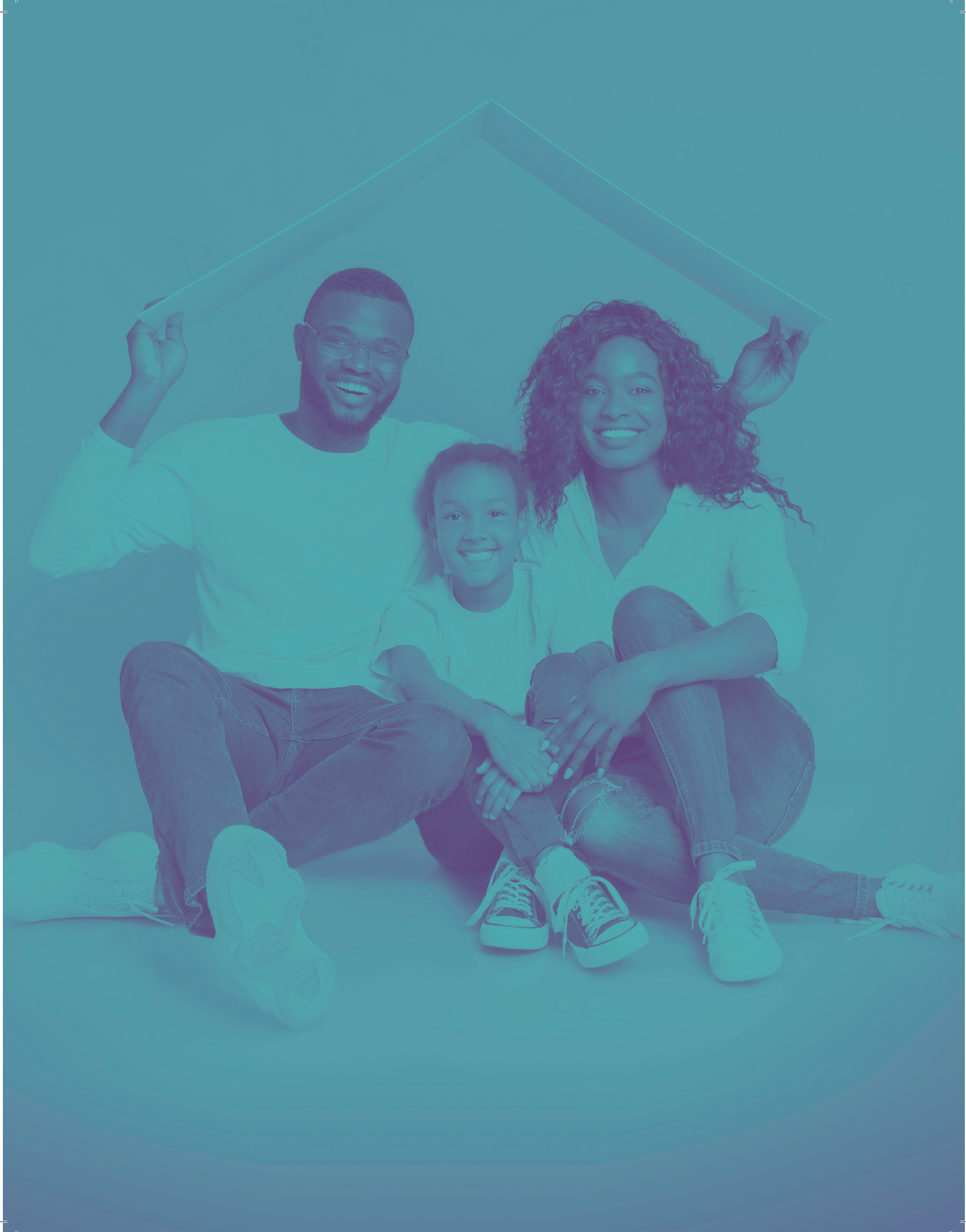


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IHC MISSION

Enriching lives by building inclusive communities and empowering families for long term economic success.

IHC VISION

To be the premier affordable housing provider locally, regionally, and nationally that fosters diverse and vibrant communities to include housing, education, and economic growth.

IHC VALUES

A keen sense of what to do or say in order to maintain good relations with others by these values:

Tempered

Accountable

Compassionate

Trusted



**IHC IS GRATEFUL FOR OUR KEY
COMMUNITY PARTNERS, INCLUDING:**

Corktown Health Center

MET | Plus

Michigan Rehabilitation Services

We Rise

Wayne Metro Health Department

A Message from Aaron Cooper

Executive Director

My name is Aaron Cooper, Executive Director of the Inkster Housing Commission. It is a great honor to have the opportunity to serve our residents and community in this role. The Inkster Housing Commission was created in 1950 through grant funding by the United States Department of Housing and Urban Development, initially as a municipal department of the City of Inkster. Years ago, Henry Ford, founder of Ford Motor Company, designated Inkster as a homestead for African American workers employed by Ford Motor Company. This designation provided an opportunity for housing for these same employees. Fast forward to 2022, the Inkster Housing Commission, is the largest landlord in the City of Inkster, and still serves as a viable housing provider for all, including those same working families still to this day.

In the administering of our two main housing programs, the Low Income Public Housing Program and the Housing Choice Voucher program, the Inkster Housing Commission services over 3,000 individuals throughout the City of Inkster—Roughly 10% of the city's

population. We proudly serve our residents and participants in several ways: maintaining and updating our current housing stock, providing the funding for families to have a choice of housing in Wayne and Washtenaw Counties, and partnering with services that bring educational achievement, economic empowerment, health and wellness, and leadership and character development.

As we move forward in today's COVID-19 climate and its long lasting effects on our residents and participants, we must remain flexible with our goals, continue to partner with providers that allow our families to become self-sufficient, and build upon our legacy of supplying high-quality housing that allows for inclusive communities. We thank the residents and participants of the Inkster Housing Commission for being partners with us, as well as our staff, board of commissioners, our Mayor, and all local, regional, and national government agencies who have and continue to contribute to the success of the Inkster Housing Commission.

Aaron Cooper
Executive Director



A Message from Will Miller *Chairman of the Board*

My name is Will Miller. I have the pleasure of serving on the Inkster Housing Commission Board of Directors, and the distinct honor to be serving as the current chairperson for the body. We at the Inkster Housing Commission (IHC) are excited to provide the community, council, and administration a report on our work over this previous year. In the two years I have been on this commission, we have dealt with a multitude of challenges ranging from personnel changes, livability, safety, and comfort of our property for residents, labor negotiations, vendor outreach, media inquiries, direction of HUD oversight partners locally and federally, and elected members of government on a local, state, and federal level reaching out to us to make sure we are doing the most for our residents and their constituencies. We are working through

our challenges and doing more to make the Inkster Housing Commission the entity it should be in the affordable housing landscape of Southeast Michigan. In this last year, we have moved forward on our plan to modernize our housing stock as well as increased our investment in our property, people, processes, and business culture to continue our growth and bring into fruition the future vision of the Inkster Housing Commission. We thank everyone for the support and criticisms that help us to do better by our residents and hope to continue to grow as an economic driver and housing provider for our community.

Will Miller
Chairman of the Board





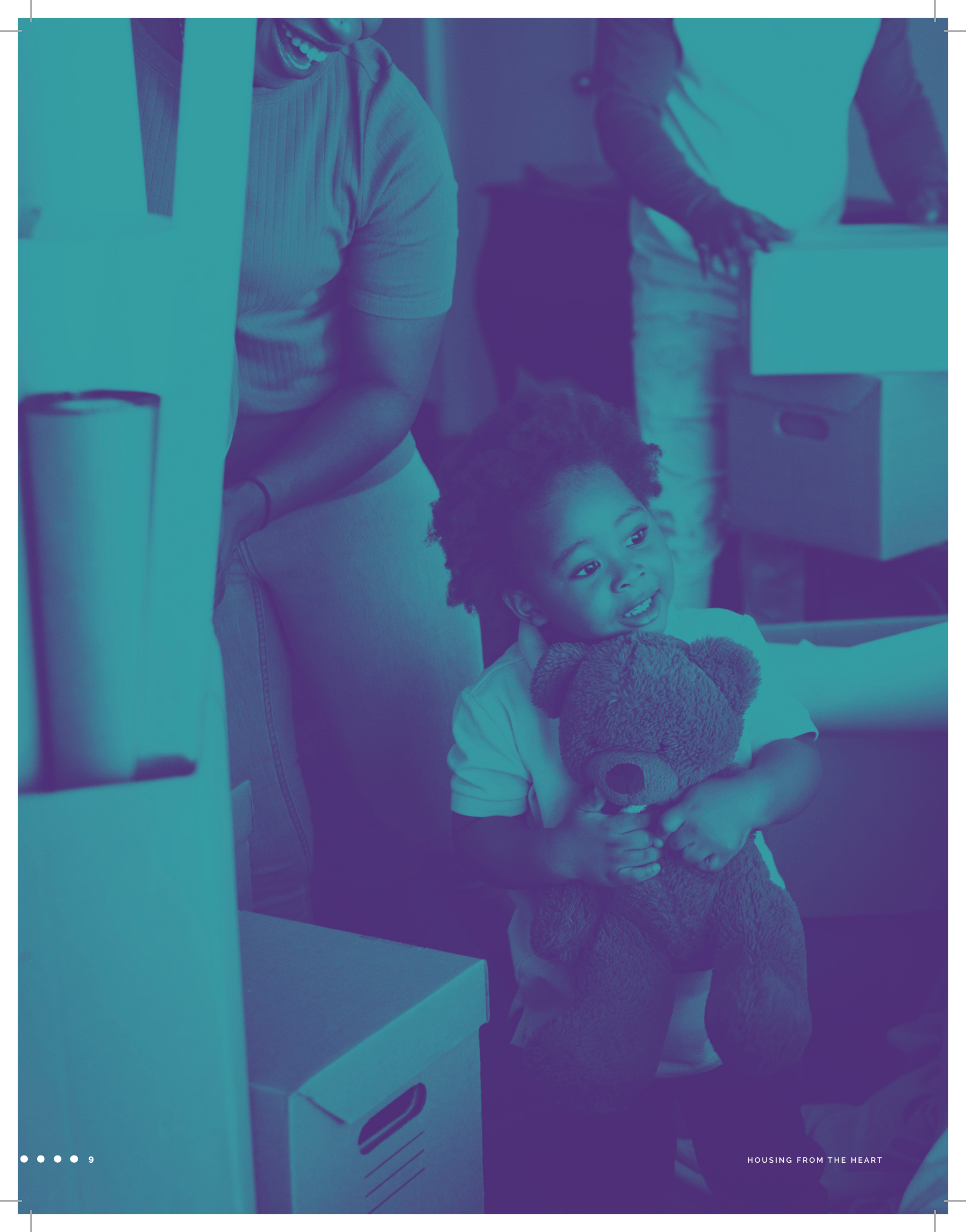


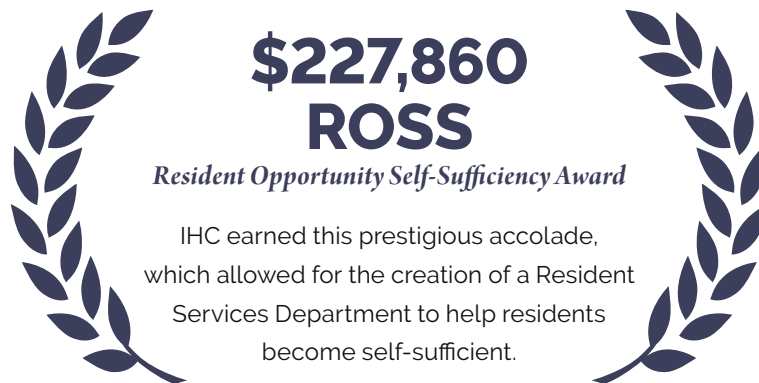
Agency Overview

Accessibility Is Our Responsibility

Since 1950, the Inkster Housing Commission has been a champion for the availability of affordable housing in our community. After becoming a fully independent and self-sustaining nonprofit agency in 2004, IHC's resources, commitment, and capabilities expanded exponentially. Today, under the leadership of newly named Executive Director Aaron Cooper, IHC is taking another leap forward to exceed the needs of our community with more robust housing, safety, health and wellness and self-sufficiency initiatives.

In addition to serving in multiple capacities with Toledo's Lucas Metropolitan Housing (LMH), Mr. Cooper's history as the Director of Asset Management for the Cuyahoga Metropolitan Housing Authority (CMHA) in Cleveland, OH, where he implemented programs including the Low-Income Public Housing (LIPH), Section 8 New Construction, Multi-Family Housing, Department of Housing and Urban Development's (HUD) Rental Demonstration Program (RAD) is inspiring the future of IHC—and, more importantly, the residents we serve. The shining example of this expansion is our groundbreaking Envision Center, a HUD-funded space that will assist residents with job training and health and wellness while also serving as a community center.





**\$227,860
ROSS**

Resident Opportunity Self-Sufficiency Award

IHC earned this prestigious accolade, which allowed for the creation of a Resident Services Department to help residents become self-sufficient.

Empowering Resident Services

Making Residents Feel Right At Home

Residents are the cornerstone of our community. And as stewards of their best interest, IHC is constantly building to give that cornerstone the support to flourish and prosper with the objective of stand-alone self-sufficiency in mind. In 2021, IHC celebrated many milestones on the path to accomplishing this goal.

A Reimagined EnVision Center Reopens

After an extensive renovation and modernization project, 2021 saw the grand reopening of our community's EnVision Center on June 3rd. Located at 4360 Hickory St. in Inkster, the Envision Center stands as monument for the progress and potential of every one of our residents.

EnVision Centers improve the economic sustainability of individuals by empowering them with opportunities to improve their economic outlook through programs focused around four basic objectives—economic empowerment, educational advancement, health and wellness, and character and leadership. Inkster is home to one of only 100 such EnVision Centers in the U.S., giving our community rare access to a centralized hub where the resources and support needed to excel are readily available.



The Lift Zone Lifts Off

Comcast continued its community contributions by opening a Lift Zone—in partnership with New Step Community Development and IHC—at 29150 Carlysle St. Lift Zones provide students and adults alike with access to robust high-speed wireless internet, serving the integral purpose of connecting low-income residents with access to education, jobs, healthcare, and public assistance.

Unveiling the Family Self-Sufficiency Program

The ultimate goal of IHC is to serve as a guiding light, helping each family achieve their own self-sufficiency. To that end, in 2021 we began a Family Self-Sufficiency (FSS) program with the express purpose of identifying and assisting with the specific, immediate needs of our residents. The program has already found success even in such a short period of time, as it has already been used for:

- ▶ Access to educational and credentialing programs to encourage skill development
- ▶ Worker readiness, job training, job placement, and job retention services
- ▶ Access to affordable daycare facilities
- ▶ Financial literacy and planning services
- ▶ Mobility counseling and housing search assistance for voucher holders
- ▶ More affordable housing in safe neighborhoods that also have employment opportunities and community amenities



Resident Spotlight:

Geraldine Calhoun

Meet Geraldine Calhoun, affectionately known as Gerri or Ms. Calhoun to most of the Twin Tower residents. Ms. Calhoun has been a resident of Inkster, Michigan, for 58 years, residing at Twin Towers for the last 9. At 90 years old, Ms. Calhoun stays busy and booked. For the past 29 years (it would have been 30 years if COVID had not occurred) she has worked with Foster Grandparents. She states that she loves helping people, so every organization that she is a member of, deals with giving back to her community in some form or fashion.

One of those community organizations is called *Those Who Care*. Together its community members put on many programs, including an annual coat drive for children throughout Inkster.

Prior to retiring, Ms. Calhoun worked as an LPN for 18 years. And she has been working with the Inkster Legend Basketball Camp for the past 22 years.

Ms. Calhoun has many hobbies, but she loves crocheting. She can create almost anything, only needing a pattern. She can spend hours crocheting and end with a beautiful creation.





Strategic Plan



Goal 1 *Community & Regional Engagement*

IHC will ensure that there is engagement by the agency with key community and regional stakeholders that share their affordable housing and community building vision, mission, goals, and values. A special emphasis will be placed on continuing to strengthen relations and interactions with the political community, city government, support services providers, and affordable housing/homeless assistance providers. A new emphasis will be launched with the for profit business sector.

- **OBJECTIVE ONE:** IHC will lead an initiative to explore the feasibility and merits of forming an Inkster Affordable Housing Collaborative Group to collaborate with other affordable housing stakeholders on the housing needs, future plans, and related issues that impact the expansion of quality affordable housing.
- **OBJECTIVE TWO:** IHC will complete its current initiatives to improve its website, brochures, and other agency communications to better share its vision, mission, programs, and services with a special emphasis in reaching out to stakeholders and sectors of the community with no image or understanding of IHC.
- **OBJECTIVE THREE:** IHC will include in all employee position descriptions and performance evaluations an outcome(s) that each staff member can advance that will positively impact the internal and external marketing, communications, and image building of the agency.
- **OBJECTIVE FOUR:** IHC will reassess its communication linkages with residents and resident groups to ensure that there are quality two-way communications and to assure residents that their contributions are valued and factored into decision-making and problem-solving.
- **OBJECTIVE FIVE:** IHC will establish a social media presence to improve its marketing and communications with its stakeholders and will ensure that the agency has the capacity and commitment to monitor and respond to negative comments that are shared on social media sites.



Goal 2

Portfolio Maintenance & Expansion

IHC will launch initiatives for the redevelopment, replacement, and modernization of its portfolio of residential developments. The agency will maintain the quality of its current portfolio through quality asset management and quality asset maintenance. An emphasis will be placed on upgrading the quality of housing, improving neighborhoods, increasing occupancy rates, and increasing landlord participation and voucher opportunities throughout the IHC footprint.

- **OBJECTIVE ONE:** IHC will commit to the completion of a comprehensive physical needs assessment of its entire portfolio to determine investment/disinvestment priorities and to strategize on the restructuring and repositioning of its portfolio.
- **OBJECTIVE TWO:** IHC will utilize an interdisciplinary staff team to determine the root causes of current high vacancy rates and slow unit turnaround times and to recommend a comprehensive, holistic set of recommendations for improving performance metrics on vacancy rates and turnaround times.
- **OBJECTIVE FOUR:** IHC will provide community and regional leadership in formulating strategies to provide more affordable housing throughout the community and to provide for mixed-use, mixed-income developments to deconcentrate low-income housing and to provide more housing choices.
- **OBJECTIVE THREE:** IHC will utilize an interdisciplinary staff team to determine the root causes of resident low maintenance satisfaction with the timeliness and quality of maintenance work and to recommend a comprehensive set of recommendations for improving performance metrics on maintenance.





Goal 3
Self Sufficiency & Independent Living

IHC will ensure that all residents are linked to the critical support services that will provide opportunities for self-sufficiency and/or independent living.

- **OBJECTIVE ONE:** IHC will increase its commitment to strategies, practices, and performance metrics that will result in significant increases in the success rates of working families transitioning out of assisted housing and into market rate housing or homeownership and self-sufficiency programming.
- **OBJECTIVE TWO:** IHC will expand the participation rates of senior resident/participants and persons with disabilities in support services to further independent living and will increase the commitment to provide such services.
- **OBJECTIVE THREE:** IHC will strengthen its relationships with key support service providers by formalizing Memoranda of Agreement that define our respective mission/vision, identify eligible clients, specify delivery options, and establish in-kind services.



Goal 4
Stakeholder Satisfaction

IHC will set high standards and performance metrics for excellence in resident, participant, and stakeholder satisfaction and customer service that will be measured through Customer Satisfaction Surveys. Every employee will have position expectations and performance evaluation factors related to this goal. Satisfaction ratings and trending will be updated every two years and the performance indicators will be utilized in decisions regarding portfolio investments, operation policies, support services linkages, and employee evaluations.

- **OBJECTIVE ONE:** IHC will utilize an interdisciplinary team and the Resident Council to better understand the very low utilization rates for support services and social interaction opportunities and to improve the approaches that staff may institute in providing support services referrals and social interaction.
- **OBJECTIVE TWO:** IHC will utilize an interdisciplinary team and the Resident Council to better understand the low satisfaction scores on customer service and general staff assistance, and to improve the approaches that staff may institute to improve customer service and staff interaction.



Goal 5
Economic Development & Empowerment

IHC will recognize and accept its role as a major contributor to the economic development of the City of Inkster. This will require strong relationships and partnerships with economic development advocates, major employers, and bring an infusion of housing opportunities as well as economic growth to the community. Partnerships to expand Section 3/ MBE/WBE businesses and employment will be established and implemented.

- **OBJECTIVE ONE:** IHC will engage with its new economic development partners (businesses, major employers, the Chamber, economic development advocates) to strengthen linkages for residents and resident businesses with employment and contracting opportunities in the community and region.
- **OBJECTIVE TWO:** IHC will collaborate with the economic development interests in the community and region to seek out opportunities for mixed-use, mixed-income public-private developments that will revitalize neighborhoods and provide for greater housing choice and amenities.
- **OBJECTIVE THREE:** IHC will increase its commitment to providing employment and contracting opportunities to Section 3 residents, Minority Business Enterprises, and Women Business Enterprises and will encourage other public/private sector partners to utilize such businesses and residents.





Goal 6 Human Resource Management

IHC will provide for a positive internal organizational culture and environment that fosters succession planning, professional development, performance enhancement, rewards systems, customer satisfaction excellence, team building and cross-training. The agency will be viewed as an inclusive, progressive, competitive employer that is on the cutting edge of employee recruitment and retention.

- **OBJECTIVE ONE:** IHC will continue its process of updating all human resources policies and practices to ensure that the agency is an inclusive, progressive, and a competitive employer that is on the cutting edge of employee recruitment, retention, and succession planning.
- **OBJECTIVE TWO:** IHC will prepare an annual training plan that prioritizes professional development and cross-training that is responsive to the career goals of employees, the strategic goals of the agency, and the training requests solicited from all employees.
- **OBJECTIVE THREE:** IHC will build an adaptive organizational culture that embraces change and adaptation, provides for innovation and entrepreneurship, encourages team building and networking, facilitates quality internal communications, and is inclusive of staff diversity.



Canterbury Estates
1978



24
UNITS

Twin Towers
1970



120
UNITS

Parkside Estates
1979



134
UNITS

LeMoyne Gardens I
1959



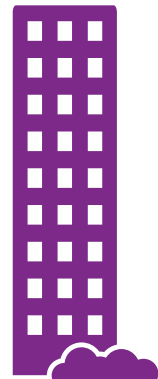
135
UNITS

LeMoyne Gardens II
1959



140
UNITS

Demby Estates
1964



181
UNITS

TOTAL
734
UNITS

HUD Funding & Programs

How We Get Where We're Going

To provide residents with the proper services and accommodations, IHC relies on funding from the U.S. Department of Housing and Urban Development. 2021 was a banner year for funding and, as a result, the overall impact that IHC was able to make on the lives of our residents, the community at large, and the prospects for future projects.



Phase I
Twin Towers

Optimize RAD funds to maximize repairs and renovations at our Twin Towers community, giving residents state-of-the-art homes.

Phase II
Canterbury

Section 18 Demolition or Disposition includes pursuing obsolescence and analyzing potential sales/conversion.



Phase III
Parkside/Demby

EJP analysis identified ideal rehab sites Potential rehab with RAD and 4% LIHTC will result in strong resident protections & ownership conveyed to partnership.

Phase IV
LeMoyne I and II

Could provide increased density, mixed-income housing and partnerships to improve the surrounding neighborhoods for these sites with RAD and LIHTC as financing tools. Potential rehab/new construction with RAD and 4% LIHTC.



Revenue Report & Department Information
**Rapid Growth
in Rapid Succession**

2021 was a year full of successes, from expanded funding to ribbon-cutting, that spurred on consistent growth and built a foundation for the future of our proud families in Inkster. As IHC continues the ambitious mission of facilitating a progressive community through creating and sustaining safe and affordable housing, we will look to this year, and all of its momentum-building moments, as the one that defined what we are all capable of.

\$2,136,080

Capital Dollars awarded

RAD Projects:

- CHAP awarded for Twin Towers
- Developer was selected for Demby and Parkside (MHT)

Major Property Improvements:

- Initiated a property-wide clean-up that improved curb appeal at all sites
- Increased occupancy at Twin Towers
- Secured year-round landscaping company for snow removal and grass cutting
- Hired two pest control companies to aid with pest control—have conduct quarterly 100% inspections
- New work order process: "Hotline"

\$9,046,260

received from HUD annually for the purposes of Capital Repairs to the property, for example roof replacement, rebuilding apartments, building apartments, etc.

 **29**
active employees


15 new hires
in 2021

2021
EMPLOYEE OF THE YEAR

Tamica Sutton

2021
DEPARTMENT OF THE YEAR

Asset Management

\$7,449,672.48

paid out to vendors for goods and services

Of this amount, approximately \$4.1 million was paid to local vendors, including approximately \$1 million to Inkster-based vendors. Of the more than \$7 million paid out to vendors in total, approximately 19% (\$1,408,404.99) was paid out to 15 minority-owned business enterprises (MBEs) and two women-owned business enterprises.



MAJOR FUNDING AWARD WINS



HUD Award

for HCV Program

Additional funding for the HCV program for the purpose of covering additional expenses for HAP to pay to landlords so families can stay housed.



514

property owners

616

voucher holders

\$4,185,026

*Amount of HAP (housing assistance payments)
to landlords for leasing to low income families*



CHAP Award

Commitment for Housing Assistance Payment



RAD Award

Commitment for Housing Assistance Payment



INKSTER HOUSING COMMISSION
Statement of Cash Flows
Year Ended December 31, 2020

CASH FLOWS FROM OPERATING ACTIVITIES

Cash Received from Tenants	\$642,833
Cash Received from Grants & Subsidies	\$9,852,632
Cash Received for Suppliers for Goods & Services	\$8,545,756
Cash Received for Wages & Related Benefits	\$1,775,254
Other Revenue	\$142,127
NET CASH PROVIDED BY OPERATING ACTIVITIES	\$316,582

CASH FLOWS FROM CAPITAL & RELATED FINANCING ACTIVITIES

Contributed Capital for Capital Grants	\$147,893
Acquisition of Capital Assets	\$504,821
Payment on Debt, Including Interest	\$408,586
NET CASH USED BY CAPITAL & RELATED FINANCING ACTIVITIES	\$765,514

CASH FLOWS FROM OPERATING ACTIVITIES

Contributed Capital for Capital Grants	\$640
NET CASH USED BY CAPITAL & RELATED FINANCING ACTIVITIES	\$640

DECREASE IN CASH & CASH EQUIVALENTS **\$448,292**

CASH & CASH EQUIVALENTS, BEGINNING **\$5,875,417**

CASH & CASH EQUIVALENTS, ENDING **\$5,427,125**

INKSTER HOUSING COMMISSION
Statement of Revenues, Expenses, & Changes in Fund Net Position
Year Ended December 31, 2020

OPERATING REVENUES	
Tenant Revenue	\$715,744
Program Grants -Subsidies	\$9,852,632
Other Revenue	\$142,127
TOTAL OPERATING REVENUES	\$10,710,503
OPERATING EXPENSES	
Administrative	\$2,009,744
Tenant Services	\$258,137
Utilities	\$1,208,450
Maintenance	\$1,792,127
Protective Services	\$109,567
General Expense	\$552,293
Housing Assistant Payments	\$4,764,842
Depreciation	\$1,945,013
TOTAL OPERATING EXPENSES	\$12,640,173
OPERATING LOSS	\$1,929,670
NON-OPERATING REVENUE (EXPENSES)	
Interest & Investment Income	\$640
Interest Expense	\$140,435
TOTAL NON-OPERATING EXPENSE	\$139,795
DECREASE BEFORE CONTRIBUTIONS	\$2,069,465
Capital Contributions	\$147,893
CHANGE IN NET POSITION	\$1,921,572
TOTAL NET POSITION - BEGINNING OF YEAR	\$13,766,691
PRIOR PERIOD ADJUSTMENT	\$66,486
TOTAL NET POSITION - BEGINNING OF YEAR, AS RESTATED	\$13,833,177
TOTAL NET POSITION - END OF YEAR	\$11,911,605



INKSTER HOUSING COMMISSION

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www.inksterhousing.org