

Home *Is Where the* Start *Is*

Inkster Housing 2022—Enriching Lives, Empowering Futures





TABLE OF CONTENTS

4
Mission and Vision

6
Leadership Statements

8
2022 Key Milestones

12
Empowering Resident Services

15
Inkster Resident Council

16
Strategic Plan

20
HUD Funding and Programs

22
Inkster Housing Repositioning

24
*Revenue Report and
Department Information*

26
Financial Report



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

Laying the Groundwork for Growth

While housing assistance will always be at the heart of what we do, the larger scope of our story extends far beyond our buildings. By setting our residents up with a strong foundation from which to flourish, we're enabling a positive ripple effect to take place—one that encourages and celebrates growth in every form.

Whether we're providing networking opportunities to assist with career goals or creating new pathways to self-sufficiency, we've made it our mission to enrich lives and empower futures one resident at a time.

Home will always be where the start is. But at Inkster Housing Commission, we're proud to serve as the springboard for so much more to come.

A Message from Aaron Cooper
Executive Director

Greetings to all! From the desk of the Executive Director to all Inkster residents and citizens, as well as all who have contributed to another successful year for the Inkster Housing Commission, I thank you! 2022 saw a country, a community, and our housing commission return back to a new reality after COVID-19. With that return to normal business operations, the housing commission had to adjust its business to recognize the new norms within society.

In 2022, we were able to adjust by ensuring we were more nimble and acceptable of the new societal norms, for instance, more remote capabilities for our staff and residents, and continuing to assist our residents while remaining conscious of a still very real virus. 2022 saw us achieve receiving new and innovative grants from Radon Mitigation and Safety and Security grants, to be able to assist our residents, continue our redevelopment and repositioning strategies, and grow our staff by hiring and providing cutting-edge training for professional development.

Under the leadership of our Board of Commissioners, working with our Resident Council, listening and utilizing the feedback from residents, and the hard work of staff, 2022 saw another successful year within the housing commission as we expand our housing and economic footprint within the city of Inkster. As we move forward we will continue to do the things that have brought us success, ensuring we as the Inkster Housing Commission is an integral part of the community, city of Inkster, County of Wayne, and state of Michigan. Again, thank all who played a role in the success of the housing commission.

Aaron Cooper
Executive Director



A Message from Gregory Gillette
Chairman of the Board

Greetings to the citizens of our great city. With deep appreciation and honor, I serve as the chairman to the Inkster Housing Commission Board. The timing for this privilege could not be more impactful, as Inkster Housing is going through a major transformation mandated by HUD. This mandate requires Inkster Housing to be completely reconstructed and remodeled.

With every transformation, there are promises and procedures that must be followed. One of these said promises is not to force relocation on our residents. Another procedure is the requirement by HUD to use local contractors in the reconstruction process. Initiatives such as this not only benefit the residents, but the local business community as well. This is extremely important to me, and I will pay close attention to both matters.

Gregory Gillette
Chairman of the Board





2022 Key Milestones

Looking back, 2022 proved to be a year full of positive progress for the Inkster Housing Commission. As we continue down the road of steady growth, we are proudly recognizing several significant milestones that have helped to propel our organization forward throughout this past year. From prestigious accolades to a strategic plan that promises to improve our community as a whole, we are gaining momentum with each and every milestone we mark off.

Even as we look back, though, we are simultaneously looking ahead toward all of our hopes and goals on the horizon. While 2022 will always be a year full of expansion and advancements, we are only getting started. There are many more milestones still to come, and we can't wait to achieve them all together.

While 2022 will always be a year full of expansion & advancements, we are only getting started.

2022 Key Milestones

- ▶ Inkster Housing Commission unveiled 2022-2025 Strategic Plan, which includes significant improvements to public housing in the Inkster community.
- ▶ IHC announced that it is now offering the Family Self-Sufficiency (FSS) Program.
- ▶ IHC's Executive Director, Aaron Cooper, was chosen as this year's "Rising Star" by the North Central Regional Council.
- ▶ IHC is expanding economic opportunities through the Section 3 program.
- ▶ IHC was awarded half a million dollars to conduct radon testing and, as needed, radon mitigation by the U.S. Department of Housing and Urban Development's (HUD) Office of Lead Hazard Control and Healthy Homes.
- ▶ IHC was awarded CHAP (Commitment for Housing Assistance Payment) from HUD for Lemoyne I/II.
- ▶ IHC was a recipient of the 2022 Capital Fund Emergency Safety and Security Grant award of \$250,000 through a comprehensive and competitive U.S. Department of Housing and Urban Development grant process.

The funding is used to install carbon monoxide detectors, smoke detectors, and cameras throughout our development, which will help keep Inkster Housing Commission's properties and residents safe.





Empowering Resident Services Promoting Positive Progress

Our two resident services programs, **Family Self-Sufficiency (FSS)** and **Resident Opportunity for Self-Sufficiency (ROSS)** are designed to assist our residents in becoming self-sufficient by removing barriers that would prevent them from achieving that goal.

We have five pillars that guide us when determining programming and removing those barriers. They include education, financial literacy, employment, health & wellness and elderly/disabled.



In 2022, we had 14 programming opportunities for our residents including resume writing, budgeting, nutrition, healthy food options, menu planning, health screenings and healthy living.

Resident Services collaborated with other community organizations for a resource fair that would be a great benefit to our residents and community. Resource Fairs in 2022 were held in May, June and July.



Resident Spotlight: **Mr. William Williams**

Mr. Williams has lived in the development since 1977 and currently resides at Lemoyne Garden. He is 82 years old and previously worked in construction before retiring. He was married twice; both of his wives are now deceased. While he has no children, Mr. Williams does have a niece who looks after him. His hobbies include cooking and caring for his lawn.

PARTNERSHIPS WITH A PURPOSE

RESIDENT SERVICES HAD THE FOLLOWING KEY PARTNERS IN 2022:

We RISE Inkster Collaborative

SOOAR (Strategies to Overcome Obstacles and Avoid Recidivism)

DPI Financial

HUD

City of Inkster

Inkster Police Depoartment

Inkster Resident Council

Guiding the Way to Greatness

The IHC Resident Council has been in existence since 1978 as a contributing partner with the Inkster Housing Commission.

The mission of the Resident Council is to enhance and educate youth and adults in order for them to strive to be self-sufficient and to enhance their lifelong learning skills. In 2014, the IHC Resident Council started the Summer Youth program to help our youth with their educational skills and provide enrichment classes. These classes were able to help the students become successful in the classroom and provide them with many lifelong learning skills.

The Resident Council has aided students in pre-school thru high school, including some college students. They have gained knowledge to help them achieve a higher GPA and obtain employment in various fields/occupations. As for the adults, they too have gained knowledge by furthering their skills, by attending trade schools/ classes in different fields on how to try and gain self-sufficiency as they improve their status in the community.

The Resident Council has partnered with various organizations in Inkster, such as churches, sororities, schools, and the surrounding cities to help promote their programs and community involvement. We are well known and respected throughout the City of Inkster for what we do. We strive to leave a positive impression on all we meet and they in turn assist with our programs and activities throughout the year.

Evonne Moore
President
Inkster Housing Executive Board





Strategic Plan



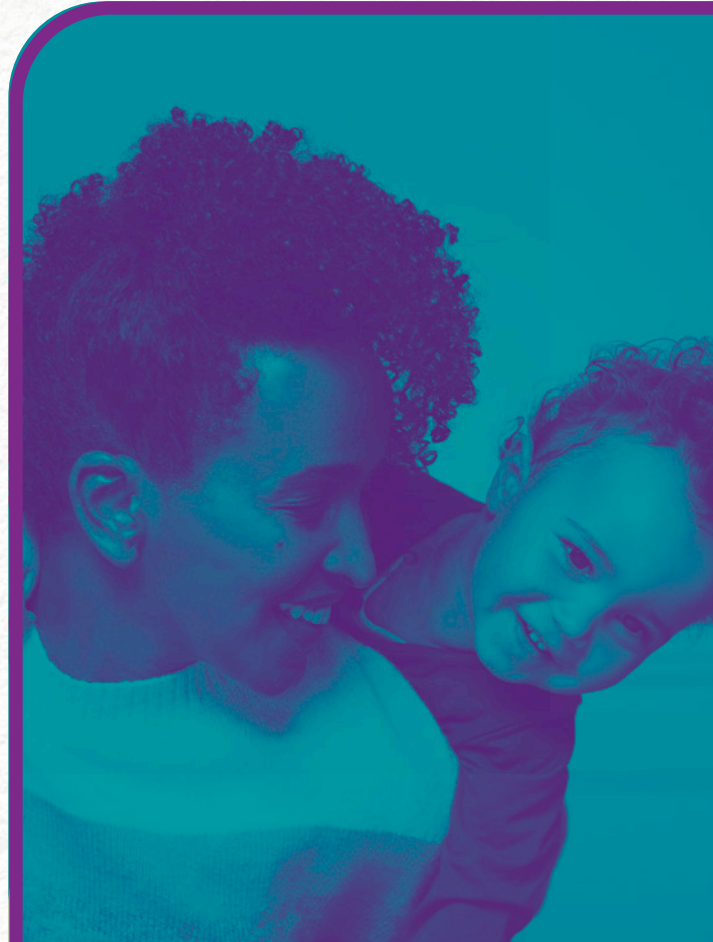
Goal 1 **COMMUNITY AND REGIONAL ENGAGEMENT**

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.



Goal 1 **PORTFOLIO MAINTENANCE AND EXPANSION**

IHC will launch initiatives for the redevelopment, replacement, and modernization of its portfolio of residential developments.



Goal 3
**SELF-SUFFICIENCY AND
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.



Goal 4
**STAKEHOLDER
SATISFACTION**

IHC will set high standards and performance metrics for excellence in resident, participant, stakeholder satisfaction and customer service that will be measured through Customer Satisfaction Surveys.



Goal 5
**ECONOMIC DEVELOPMENT
AND EMPOWERMENT**

IHC will recognize and accept its role as a major contributor to the economic development of the City of Inkster.



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.





HUD Funding and Programs

The Housing Choice Voucher 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.

KEEPING OUR FUTURE FRONT AND CENTER

Annual Budget Authority **\$5,361,614**

The HAP cost
January 2022- December 2022 **\$5,879,519**

Number of
Voucher holders **671**

Total number of
property owners **634**



Inkster Housing Repositioning

A Brand-New Point of View

THE NEED

IHC has its own large and growing backlog of capital need so it has developed a strategy and a plan for what to do to sustain its properties, housing affordability and agency so that IHC can continue to provide the citizens of Inkster quality affordable housing for generations to come.

WHAT IS REPOSITIONING?

Repositioning moves families from a public housing platform to other forms of HUD rental assistance, such as Housing Choice Vouchers (HCV), Project-Based Vouchers (PBV), or project-based rental assistance (PBRA).

- THREE MAIN GOALS:**
1. Facilitate the preservation, rehabilitation, demolition and new construction of public housing units by increasing access to financing to address capital needs
 2. Preserve the availability of affordable housing assistance, either through a physical unit or voucher
 3. Diversify revenue streams and increase unrestricted revenue to help further the PHA's mission and goals

WHY REPOSITION IN INKSTER?

- Modernize aging properties
- Modest updates – no debt
- Substantial updates – access to debt/equity
- Demolish and redevelop distressed/obsolete properties – comprehensive transformation/evitalization - LIHTC
- Stabilize project revenues and financial performance
- Streamline and ensure long-term operations
- Support and foster neighborhoods of opportunity
- Desegregate/deconcentrate densities of poverty and encourage a mix of incomes

HOW DOES IT BENEFIT RESIDENTS?

- Improve living and unit conditions
- Better quality of life
- Provide access to energy efficient homes and apartments
- Access to long-term, more stable affordable rental assistance
- Increase flexibility to move through the HCV program requirements (ex: PBV > HCV, relaxed income requirements up to 80% of the AMI)
- Greater mobility and choices of where to live

*Revenue Report &
Department Information*

On Pace to Surpass Expectations

MAJOR PROPERTY IMPROVEMENTS

- Purchase and installation of air conditioning units for all 120 apartment homes within the win Towers development
- \$.5M in landscaping improvements
- Winterization of apartments
- Parking lot improvements and addition of accessible parking spaces at the Simmons Center
- Purchase and installation of combo carbon monoxide and smoke detectors within all IHC developments
- Renovated space within Twin Towers to create a computer lab for resident us
- Management Office improvements including flooring, paint, and furniture

PROCUREMENT

2022 marked a significant year for the Inkster Housing Commission as it continued to cultivate and maintain successful relationships with industry partners in providing goods and services to our customers.

During 2022,
\$6,652,958.27

was paid to vendors for goods and services

(\$885,408.82 was paid to Inkster-based vendors). Almost \$200,000 was paid to women-owned business enterprises (WBEs), and approximately \$1.4 million was paid to minority-owned business enterprises (MBEs).

HUMAN RESOURCES



11
new hires
in 2022



Monthly
Recognition
of Employees



28
active
employees

INKSTER HOUSING COMMISSION
Statement of Net Position
Year Ended December 31, 2021

ASSETS

CURRENT ASSETS	
Cash and Cash Equivalents	\$3,524,195
Cash and Cash Equivalents - Restricted	\$210,392
Cash - Tenant Security Deposits	\$88,881
Receivables - Net of Allowance	\$943,837
Prepaid Expense and Other Assets	\$127,445
TOTAL CURRENT ASSETS	\$4,894,750

NONCURRENT ASSETS	
Capital Assets	
Nondepreciable	\$2,773,610
Depreciable	\$52,610,971
Less: Accumulated Depreciation	\$47,264,568
Net Capital Assets	\$8,120,013
TOTAL NONCURRENT ASSETS	\$8,120,013

TOTAL ASSETS **\$13,014,763**

LIABILITIES AND NET POSITION

CURRENT LIABILITIES	
Accounts Payable	\$563,287
Accrued Liabilities	\$43,148
Due To Other Governments	\$513,359
Tenant Security Deposits	\$88,881
Unearned Revenue	\$24,961
Debt - Capital- Current Portion	\$297,769
TOTAL CURRENT LIABILITIES	\$1,531,405

NONCURRENT LIABILITIES	
Debt - Capital - Net of Current Position	\$1,948,200
Accrued Salaries, Wages and Compensated Absences - Non-Current	\$46,245
TOTAL NONCURRENT LIABILITIES	\$1,994,445

TOTAL LIABILITIES **\$3,525,850**

NET POSITION	
Investment in Capital Assets	\$5,874,044
Unrestricted	\$3,614,869
TOTAL NET POSITION	\$9,488,913

**TOTAL LIABILITIES, DEFERRED INFLOW OF RESOURCES,
AND NET POSITION** **\$13,014,763**

INKSTER HOUSING COMMISSION
Statement of Revenues, Expenses, & Changes in Fund Net Position
Year Ended December 31, 2021

OPERATING REVENUES	
Tenant Revenue	\$711,572
Program Grants -Subsidies	\$10,617,306
Other Revenue	\$576,685
TOTAL OPERATING REVENUES	\$11,905,563

OPERATING EXPENSES	
Administrative	\$2,009,462
Tenant Services	\$179,595
Utilities	\$1,068,722
Maintenance	\$3,159,798
Protective Services	\$621,782
General Expense	\$575,436
Housing Assistant Payments	\$4,826,724
Depreciation	\$1,943,288
TOTAL OPERATING EXPENSES	\$14,384,807

OPERATING LOSS **\$2,479,244**

NON-OPERATING REVENUE (EXPENSES)	
Interest & Investment Income	\$4
Interest Expense	\$126,013
TOTAL NON-OPERATING EXPENSE	\$126,009

DECREASE BEFORE CONTRIBUTIONS	\$2,605,253
Capital Contributions	\$1,641,572

CHANGE IN NET POSITION **\$963,681**

TOTAL NET POSITION - BEGINNING OF YEAR **\$11,911,605**

PRIOR PERIOD ADJUSTMENT **\$1,459,011**

TOTAL NET POSITION - BEGINNING OF YEAR, AS RESTATED **\$10,452,594**

TOTAL NET POSITION - END OF YEAR **\$9,488,913**



INKSTER HOUSING COMMISSION

4500 Inkster Rd.

Inkster, MI 48141

313-561-2600

www.inksterhousing.org