Investing for a better community

2010 Annual Report
National Grant Creates New Opportunities

The Robert Wood Johnson Foundation has granted Community Housing Network a new opportunity to fund supportive housing development for years to come. In recognition of our proven record, stable management, and fiscal integrity, the nation's largest philanthropy devoted to the health and health care of all Americans forgave the principal and interest on a $1 million loan to CHN. The Foundation converted the loan into a grant, and in turn, we promised to invest the funds in mental health housing indefinitely.

We will continue to use these funds for low-interest, short-term loans to cover our projects' early development expenses.

The relationship between the two organizations began two decades ago when the Foundation chose nine cities, including Columbus, to participate in pilot housing projects. The goal was to create community-based care for people with chronic mental illness, as an alternative to costly and restrictive hospitals settings.

CHN was a leader in developing a model that would later become known as permanent supportive housing. We demonstrated that people with severe disabilities could live successfully in the community if they had access to affordable housing and supports. In an era when pre-development financing was not readily available, the Foundation authorized a million-dollar loan to offer short-term financing for the acquisition of land and apartment buildings.

Over the years, we leveraged the loan fund to borrow and repay more than $13 million, enabling the development of 782 apartments. The fund made possible nearly half of CHN's housing units.

The Robert Wood Johnson Foundation's loan forgiveness erases over $2 million of debt and maintains an important funding resource at a time when government grants are diminishing. Now CHN is in an even stronger financial position to invest in our community.

Measuring Success at Dogwood Glen

Community Housing Network rigorously evaluates our supportive housing programs, testing program effectiveness to ensure resident satisfaction and the best return on community investment. As an innovator of new approaches to supportive housing, CHN programs often serve as models for future projects.

With Community Research Partners, CHN launched an evaluation of Dogwood Glen Apartments. Although the 42-unit building has been open for only one year, we will respond to any challenges posed to our residents’ independent living, sense of community and individual housing outcomes. In addition, CHN management will use the results to establish short- and long-term outcomes and identify model improvements for the greatest benefit to residents and the Columbus community.
Dear Friends,

As public funding dwindles, Community Housing Network works smarter. Our supporters expect high-quality housing developments and successful outcomes regardless of economic conditions, and we have delivered, even in these turbulent times.

By encouraging stable housing, treatment and employment, CHN significantly reduces costly alternatives – homelessness and hospitalization. The chart below shows our supportive housing has lowered social costs by as much as 50 percent.

This year, CHN embarked on a $55 million renovation of 413 units of supportive housing for Franklin County adults and families. This project – the largest in our history – meets our residents’ needs for stability and our funders’ interests in cost-efficiency. By maintaining our investment, CHN ensures quality supportive housing for future generations working toward independence.

The new year will challenge us to respond to the needs of vulnerable men, women and children. Lingering unemployment and the rise in poverty aggravate the need for housing and treatment. Additionally, programs funded by one-time federal stimulus dollars face uncertain futures. Government funders, private investors, and not-for-profit developers such as CHN must work together to preserve these programs that rebuild lives.

We appreciate your confidence in Community Housing Network. With your support, we are investing in a better community.

Sincerely,

Dean Weinert
Chairman, Board of Trustees

Susan Weaver
CEO

About CHN

Founded in 1987, Community Housing Network develops, owns and manages permanent supportive rental housing for people with disabilities and other special needs such as homelessness. CHN owns or manages more than 1,600 supportive housing units throughout Franklin County. A critical part of CHN’s mission is offering tenants links to community services that support their mental health, recovery from addiction, and return to employment.

CHN reduces public costs

CHN permanent supportive housing is a cost-effective investment significantly reducing the use of costly institutions such as emergency rooms, psychiatric hospitals and jails. By linking vulnerable people to stable housing and services, we help residents regain their independence. With our service providers, many residents find jobs or secure benefits that empower them to become more financially secure and contribute to their recovery.

CHN reduces public costs

<table>
<thead>
<tr>
<th>Cost Prior to Permanent Supportive Housing</th>
<th>Cost While Housed in Permanent Supportive Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>$40,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$35,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$30,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$25,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$20,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$15,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$10,000</td>
<td>Hawaiian</td>
</tr>
<tr>
<td>$5,000</td>
<td>Hawaiian</td>
</tr>
</tbody>
</table>

- 48% reduction

- Outpatient Case Management
- Crisis Services
- Homeless Shelter
- Psychiatric Hospital
- Residential Care Facility
- Rental Subsidy
Helping the Hard Hit with a Hand Up

More people in Franklin County are losing their housing along with their paychecks. Unable to afford their rents or mortgages following job losses and evictions, they seek emergency shelters as the only safe alternative to the streets. In turn, shelters feel pressure when their facilities meet or exceed capacity.

This year, Community Housing Network, with the Community Shelter Board, instituted the In-Reach Program. We help temporarily displaced men and women get back on their feet and into stable housing as fast as possible – most within just one to two weeks of entering the shelter. Our In-Reach Housing Facilitator devotes a half day at each shelter, identifying residents with the best ability to maintain new housing.

In the program’s first months, we found apartments for 86 individuals. However, we go beyond locating affordable housing. Our housing facilitator helps individuals by referring them to community agencies to secure food, clothing, health care, and transportation. In-Reach can provide up to two months’ rent, a security deposit and limited funds for paying previous utility bills or back rent.

In-Reach’s rapid re-housing frees emergency shelter for others in need, and reduces emergency shelter costs of approximately $900 a month.

CHN helped Tara and her son move out of shelter and into housing in under a month. With advanced computer skills, Tara quickly found work at an IT company and plans to earn a computer technology degree from Columbus State Community College.

“It’s a good feeling to know I have accomplished most of my goals,” she said.

Removing Barriers on the Road to Recovery

Community Housing Network this year helped 136 people avoid homelessness following in-patient psychiatric care, exceeding the pilot program’s goals set in 2009. Individuals benefit from a fresh start on the road to recovery, and taxpayers save hundreds of thousands of dollars. We achieved this outcome at a time of rising hospital admissions, as people seek relief for mental distress related to the economic crisis.

Franklin County’s mental health system provides psychiatric hospital care to approximately 175 adults annually. These individuals need mental health or addiction treatment, or both. After they are clinically stabilized and improve their living skills, individuals are discharged to go home. However, those who are homeless or lose their housing while hospitalized may linger for weeks in the hospital for lack of a place to live, interfering with recovery and prolonging dependence.

With the daily cost of $535 at Twin Valley Behavioral Healthcare, delayed discharges are costly: in 2008, before our service began, extra hospital days cost the county $1.28 million and caused immeasurable suffering through extended stays.

All that changed when the Alcohol, Drug and Mental Health (ADAMH) Board of Franklin County launched a community collaboration. CHN’s housing facilitator works alongside Twin Valley discharge staff to help individuals slated to exit the hospital locate affordable housing, often from private landlords. Case managers from ADAMH’s provider agencies offer ongoing supports, including benefits access, vocational referrals, mental health and substance abuse treatments, and peer support. Thanks to these services, 97 percent of residents have maintained their housing.

CHN applied direct housing principles with U.S. Department of Housing and Urban Development funds to master lease 25 apartments for homeless people with mental illnesses.

We have moved vulnerable adults out of shelters and into stable living, connected to services. Unlike one-time federal stimulus money, HUD funding has been renewable, allowing housing to be a reliable benefit to the community.
Community Housing Network is undertaking a large-scale, scattered-site preservation project to protect supportive housing for future generations. CHN will rehab 413 units of housing for special needs tenants in six neighborhoods. Costing $55 million, the project will take five years.

Our partners are the Ohio Housing Finance Agency; Ohio Capital Corporation for Housing; Ohio Department of Mental Health; Alcohol, Drug and Mental Health Board of Franklin County; Franklin County Board of Commissioners; City of Columbus; Columbus Metropolitan Housing Authority; Federal Home Loan Bank; Huntington Bank; Arlington Bank; and Key Bank.

We will complete the first of six phases in 2011. Phase one targets 72 units in the city’s north central and northeast areas. CHN’s average building is more than 50 years old. At this stage, our apartments need more than regular upkeep; they require major upgrades to protect the community’s initial investment and ensure our housing will stand the test of time.

Floors and ceilings and everything in between will be repaired, repainted or replaced. Kitchens will be furnished with new cabinets, counter tops and appliances. Bathrooms will be fitted with new fixtures and storage. CHN also will upgrade and add lighting.

Exteriors will get much-needed make overs, including new windows, doors, roofs and gutters. Renovations will be aesthetic improvements and enhance neighborhood safety.

The changes go beyond fixtures and furnishings, to the lives of our tenants. When CHN resident Larry came home following his apartment’s renovation, he was amazed and uplifted by his new surroundings.

“It looks like a brand new apartment I have never been in before. It will keep me sober,” Larry said.
## Statements Of Financial Position

### December 31, 2010

<table>
<thead>
<tr>
<th>Assets</th>
<th>12/31/10</th>
<th>12/31/09</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<td></td>
</tr>
<tr>
<td>Cash</td>
<td>407,446</td>
<td>182,022</td>
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<tr>
<td>Cash – designated</td>
<td>2,293,640</td>
<td>1,051,977</td>
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<td>Accounts receivable:</td>
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<tr>
<td>Trade, net</td>
<td>82,922</td>
<td>150,981</td>
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<td>Tax credit projects</td>
<td>401,765</td>
<td>297,356</td>
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<td>Grants and subsidies, net</td>
<td>265,758</td>
<td>258,453</td>
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<td>Prepaid expenses</td>
<td>93,521</td>
<td>109,802</td>
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<td>3,545,052</td>
<td>2,050,591</td>
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<td>Property and equipment, net</td>
<td>24,187,411</td>
<td>26,034,373</td>
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<td>Other assets</td>
<td>12,284,320</td>
<td>11,619,468</td>
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<tr>
<td></td>
<td><strong>$40,016,783</strong></td>
<td><strong>$39,704,612</strong></td>
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<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
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<tr>
<td>Accrued expenses and liabilities</td>
<td>917,446</td>
<td>1,318,960</td>
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<td>Deferred rental income</td>
<td>147,941</td>
<td>221,114</td>
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<td>Notes payable</td>
<td>1,617,868</td>
<td>579,871</td>
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<tr>
<td></td>
<td>2,683,255</td>
<td>2,119,945</td>
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<tr>
<td>Long-term liabilities, less current maturities</td>
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<tr>
<td>Tenant’s security deposits</td>
<td>255,656</td>
<td>271,300</td>
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<td>Accrued interest payable</td>
<td>550,177</td>
<td>1,103,116</td>
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<td>Lines of credit</td>
<td>18,208,070</td>
<td>15,658,264</td>
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<td>Notes payable</td>
<td>19,013,903</td>
<td>22,923,146</td>
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<tr>
<td>Bonds payable</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted net assets</td>
<td>10,475,425</td>
<td>7,817,321</td>
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<tr>
<td>Temporarily restricted net assets</td>
<td>7,844,200</td>
<td>6,844,200</td>
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<tr>
<td></td>
<td>18,319,625</td>
<td>14,661,521</td>
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<tr>
<td></td>
<td><strong>$40,016,783</strong></td>
<td><strong>$39,704,612</strong></td>
</tr>
</tbody>
</table>

Copies of the audited financial statements are available upon request.

## Statements Of Activities & Changes In Net Assets

### December 31, 2010

<table>
<thead>
<tr>
<th>Revenues</th>
<th>12/31/10</th>
<th>12/31/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income</td>
<td>$1,648,781</td>
<td>$1,800,722</td>
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<tr>
<td>Grants from government and other agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent subsidies</td>
<td>3,831,897</td>
<td>3,201,827</td>
</tr>
<tr>
<td>Supportive services</td>
<td>6,123,122</td>
<td>7,010,342</td>
</tr>
<tr>
<td>Investment in project entities</td>
<td>-</td>
<td>172,116</td>
</tr>
<tr>
<td>Forgiveness of debt</td>
<td>1,595,780</td>
<td>443,140</td>
</tr>
<tr>
<td>Development and management fees</td>
<td>1,564,528</td>
<td>1,342,580</td>
</tr>
<tr>
<td>Other income</td>
<td>425,567</td>
<td>210,050</td>
</tr>
<tr>
<td></td>
<td>15,189,675</td>
<td>14,180,777</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>12/31/10</th>
<th>12/31/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service enriched housing</td>
<td>6,536,988</td>
<td>6,411,774</td>
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<tr>
<td>Other housing models</td>
<td>3,412,474</td>
<td>3,330,725</td>
</tr>
<tr>
<td>Property management</td>
<td>187,021</td>
<td>172,589</td>
</tr>
<tr>
<td>Real estate development</td>
<td>107,453</td>
<td>267,153</td>
</tr>
<tr>
<td></td>
<td>10,243,936</td>
<td>10,182,241</td>
</tr>
<tr>
<td>Management and general</td>
<td>725,135</td>
<td>907,379</td>
</tr>
<tr>
<td>Impairment loss—investment in project entity</td>
<td>562,500</td>
<td>838,500</td>
</tr>
<tr>
<td></td>
<td>11,531,571</td>
<td>11,928,120</td>
</tr>
</tbody>
</table>

| Change in net assets         | 3,658,104    | 2,252,657    |

| Unrestricted assets          | 14,661,521   | 12,408,864   |
| Beginning of year            |              |              |
| End of year                  | $18,319,625  | $14,661,521  |
Community Housing Network owns and operates more than 1,600 supportive housing units in the City of Columbus and 6 suburban communities.

Meeting Special Needs

- 2,702 tenants
  100% disabled/special needs
  65% from homeless situations
- 565 children under 18
- 1,121 adult males
- 1,016 adult females
- 58% Black
- 40% White
- < 2% Hispanic, Asian, or other
- Average income: $6,147
- 2010 average income at entry: $4,897
Funders
Community Housing Network is a
501(c)(3) non-profit organization. Donations to CHN are tax deductible.

Partners & Collaborations
Alcohol, Drug and Mental Health Board of Franklin County
Amistat, Inc.
Bureau of Vocational Rehabilitation
Central Ohio Agency on Aging
CLEAN: The Shared Resources Network, Inc.
Choices
COHHIO
Columbus AIDS Task Force
Columbus Area, Inc.
Columbus Coalition for the Homeless
Columbus Housing Partnership
Columbus Neighborhood Health Center, Inc.
Columbus Neighborhood Health Center, Inc.: Health Care for the Homeless
Columbus, Ohio Division of Police
Columbus Urban League
Community Properties of Ohio (CPO)
Community Research Partners
Community Support Network
COMPASS
Concord Counseling Services
Continuum of Care Steering Committee
COVA
Dublin Counseling Center
Franklin County Department of Job and Family Services
Franklin County Veterans Service Commission
Goodwill Columbus
HandOn Central Ohio
Homeless Families Foundation
Huckieberry House, Inc.
IMPACT Community Action
Lutheran Social Services of Central Ohio
Lutheran Social Services - Faith Mission
Lutheran Social Services - Nancy’s Place
Maryhaven
Maryhaven Engagement Center
Mental Health America of Franklin County
Metropolitan Community Services: T.O.U.C.H.
Mid-Ohio Food Bank
Mount Carmel Community Outreach
Multicultural Advocates for Cultural Competency
NAMI Franklin County
NationalChurch Residences
Neighborhood House
Netcare Access
North Central Mental Health Services
North Community Counseling Centers, Inc.
The Ohio Benefits Bank
Ohio Literacy Network
The Ohio State University
The Open Shelter, Inc.
Partners in Active Living

Programs with Community Advisory Committees
Brigidsdale Apartments
Dogwood Glen Apartments
East Fifth Avenue Apartments
Holt Avenue Apartments
North 22nd Street Apartments
North High Street Apartments
Parsons Avenue Apartments
Safe Haven
Southpoint Place Apartments
St. Clarn Hotel Apartments

Organizations represented on Community Advisory Groups & Other Community Advisors
Campus Partners for Community Urban Development
Children’s Academy
City of Columbus
City of Columbus Neighborhood Liasions Program
Columbus, Ohio Division of Police
Columbus Public Health
Columbus Urban League
COMPASS Program, Broad Street Presbyterian Church
Council of South Side Business Organizations
Driving Park Area Commission
East Columbus Civic Association
East Fifth Avenue Business Association, Inc.
Eastfield-Westfield Block Watch
F&W Properties
Franklinton Pride Center
Gladden Community House
Greater Hilltop Area Commission
James A. Hartron Elementary School
King Lincoln Bronzeville Association
Krumm Recreation Center
Long Street Business Association
Mt. Vernon Avenue District Improvement Association, Inc.
Near East Area Commission
Near East Pride Center
Near West Area Commission
North Central Area Commission
North Linden Area Commission
Northeast Area Commission
Parsons Avenue Merchants Association
Parsons Baptist Church
Reeb Hosack Area Planning Committee/Steelton Village
Scotto Community Nursing Home
Scioto Southland Civic Association
Shenandoah Partnership
South Side Pride Center
South Side Settlement House
Southside Neighbors Against Crime
Southwest Area Commission
St. Mary of the Springs
Stark Columbus, Hannah Neil Center for Children
University Area Commission
University Community Business Association

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The Affordable Housing Trust for Columbus and Franklin County
Alcohol, Drug and Mental Health Board of Franklin County
City of Columbus
The Columbus Foundation
Community Shelter Board
The Columbus Metropolitan Housing Authority
Donations and contributions
Federal Home Loan Bank of Cincinnati
Franklin County Board of Commissioners
Ohio Capital Corporation for Housing
Ohio Department of Development
Ohio Department of Mental Health
Ohio Housing Finance Agency
Ohio Preservation Compact
Osteopathic Heritage Foundations
Robert Wood Johnson Foundation
The Scotts Miracle-Gro Community Garden Academy of The Columbus Foundation
U.S. Department of Housing and Urban Development
United Way of Central Ohio

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