



December 1, 2014

Mayor Michael B. Coleman  
90 West Broad St.  
Columbus, OH 43215

Dear Mayor Coleman:

I am writing to you on behalf of the Franklin Park Conservatory Joint Recreation District to request the reappointment of Mr. Charles Hillman to a new term on the Conservatory's Board of Trustees. If reappointed, Mr. Hillman will serve a three-year term starting February 1, 2015 and ending January 31, 2018.

The future of the Conservatory depends greatly upon the strength of its 21-member Board of Trustees. This very dedicated, active and diverse group of individuals represents the Conservatory's broad base of support. The board has grown over time as a result of the historically strong appointments made by all three appointing agencies. We work with each appointing agency to identify the Conservatory's needs and to seek appointments that strengthen the organization in strategic areas.

The Board of Trustees plays an important role in guiding the strategic direction of the Conservatory to develop a business model ensuring our sustainability. The Conservatory is currently in the process of planning Master Plan 2.0 which will transform the visitor experience while continuing to strengthen our business model.

Mr. Hillman is an executive with over 20 years of experience in the real-estate/housing industry, in both the public and private sectors. He is currently the President and CEO of the Columbus Metropolitan Housing Authority (CMHA), with a history of real-estate management and community operations in Cincinnati and Chicago as well as Columbus. He is a trustee or board member with several central Ohio non-profit organizations, including the Central Ohio YMCA, United Way of Central Ohio, and the Greater Columbus Arts Council.

In closing, I hope you will seriously consider our recommendation to reappoint Mr. Hillman to the Conservatory's Board of Trustees. Please feel free to contact me if you need more information.

Sincerely,

William D. Wells  
Chair, Nominating Committee  
Franklin Park Conservatory and Botanical Gardens

cc: Mr. Bruce A. Harkey, Executive Director, Franklin Park Conservatory and Botanical Gardens  
Bill Gerhardt, President, Board of Trustees, Franklin Park Conservatory and Botanical Gardens

# Charles D. Hillman

1445 E Broad Street  
Columbus, Ohio 43205

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## EXECUTIVE SUMMARY

Executive with over 20 years experience in the real estate and housing industry in both the public and private sectors. Certified Public Housing Manager (PHM) with a broad background in the management of multi-family residential properties, including the development, construction, marketing and leasing phases of conventional and subsidized apartments. Experienced in management and administrative responsibilities for up to 25,000 units.

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## PROFESSIONAL EXPERIENCE

### **COLUMBUS METROPOLITAN HOUSING AUTHORITY, Columbus, Ohio**

**2010-Present**

#### **President and CEO**

Manage and maintain the safekeeping of all Authority property and records, the safety of Authority residents, and act as the Authority's primary liaison with the Board of Commissioners, HUD, and other federal, state and local entities. As an instrumentality of the State of Ohio, ensure the Authority's compliance with all applicable laws and regulations. As CEO, responsible to plan, develop, organize, coordinate, delegate, supervise, and direct the implementation of all the Authority's programs.

- Oversee a staff of 200 employees and an overall annual budget exceeding \$600 million
- Administer over 2,500 units of public housing, over 12,500 Housing Choice Voucher rental subsidies to over 3,000 private landlords, and a highly regarded Shelter Plus Care program serving over 500 disabled and formerly homeless families and individuals.
- Manage a wholly owned subsidiary, Assisted Housing Services Corporation, that contracts with HUD to provide administrative and professional oversight services for the payment of rental subsidies on behalf of low-income families to owners of 58,000 privately owned units throughout Ohio and 6,100 units in Washington D.C.
- Responsible for the formation and implementation of methods to increase sustainable housing through rehabilitation, new construction, and economic development using mixed finance strategies resulting in the creation of 300 new units of housing currently under construction across Columbus.
- Develop and maintain strategic relationships with all of the Authority's partners to leverage resources from both public and private sectors resulting in over \$45 million of new development.

### **CHICAGO HOUSING AUTHORITY, Chicago, Illinois**

**2006 – 2010**

#### **Senior Vice President**

Oversee operations with a team of 42 professionals responsible for a portfolio of over 13,000 units comprised of Scattered Sites and Traditional Public Housing units with an operating budget of over \$63 million. Accomplishments include:

- Led a property management transition from 14 Private Property Management firms to 5 firms to improve operating efficiency; thereby, streamlining process flow that ultimately led to 10% cost savings.
- Successfully coordinated and led the 2009 budget process for 70 properties with a budget of over \$63 million while transitioning to an Asset Management model.
- Established and implemented policies to ensure the ongoing delivery and measurement of quality services to residents; established and maintained open communications with all residents by conducting ongoing residents' meetings and regular site visits.
- Assessed training needs for both staff and Private Property Management Firms and designed strategies to meet training goals.
- Managed Private Property Management Firms by establishing and enforcing the Agency's policies and procedures and ensure compliance. Instituted processes for sanctioning firms for failure to meet goals set by the PHA, saving the agency over 100k.
- Launched major marketing campaigns to re-brand the Agency by breakthrough leasing efforts. Campaigns improved occupancy by 10% (approx. 1000 new leases) in only 6 months.

**COLUMBUS METROPOLITAN HOUSING AUTHORITY, Columbus, Ohio****1998-2005****Assistant Director of Property Management**

Established agency policies and procedures for the approval of the Board of Commissioners, while creating goals with a team of 13 Area Managers overseeing 4000 units. Developed strategies to implement improvement schedules by analyzing data from work order history, preventative maintenance schedules, resident and management data input. Assessed and determined Capital Improvement needs for area communities. Accomplishments Include:

- Reduced Tenant accounts receivable; maintained the delinquency level below 3%.
- Maintained an occupancy rate of 98% or better in a challenging housing market.
- Revised the Agency's Admission and Occupancy policy to comply with HUD regulations and address the needs of the Agency.
- Decreased excess workforce without sacrificing service efficiencies, and increased morale with employment empowerment.

**CINCINNATI METROPOLITAN HOUSING AUTHORITY, Cincinnati, Ohio****1994-1998****Development Manager**

Managed community operations for 632 family and elderly units (2000 residents). Oversaw staff of 15 associates, including leasing, maintenance supervisors, technicians, and grounds personnel. Supervised 24-hr on-call maintenance. Accomplishments included:

- Orchestrated and implemented community relations, operational and administrative policies for four communities.
- Developed highly successful quality control program to increase resident retention by 25%.

**MOUNT AUBURN GOOD HOUSING FOUNDATION, Cincinnati, Ohio****1992-1994**

Directed residential and commercial properties throughout the Greater Cincinnati vicinity. Duties included resident selection, corporate screening, and marketing and rent collection for over 700 residential units, generating \$3 million in revenue. Provided financial oversight and maintained cost summaries.

**EDUCATION****BACHELOR OF BUSINESS ADMINISTRATION****1991**

Bowling Green State University Bowling Green, Ohio

**COMMUNITY INVOLVEMENT**

The Central Ohio YMCA	Trustee	Present
Central Ohio Workforce Investment Council	Board Member	Present
United Way of Central Ohio	Key Club	Present
Mid-Ohio Regional Planning Commission	Board Member	Present
Greater Columbus Arts Council	Board Member	Present

**CERTIFICATIONS & AFFILIATIONS:**

MBA Management Certification, Loyola University  
 Executive Director Certification, PHADA  
 Executive Public Housing Certification, Nan McKay  
 Certified Public Housing Manager (PHM), NAHRO  
 Certified Manager of Maintenance (CMM), NCHM  
 Certified Occupancy Specialist, NCHM  
 Site-Based Budgeting Specialist, NCHM  
 Housing Quality Standards Proficiency  
 REAC Inspection Training