



## Case Study: Penns Grove, NJ

**Number of Units:** 120

**Type of Residence:** New Jersey Housing & Mortgage Finance Agency/HUD Section 236

**Major Achievement:** Improving standards of living for residents and increasing property value by improving management systems, updating maintenance, and renovating interior and exterior spaces to create a more comfortable and productive environment for both residents and staff.

Located in Penns Grove, NJ, the property originally came under the management of CRM in 2005, presenting Darleen Adens, Executive Property Manager, with a wide range of challenges. In addition to neglected maintenance, the property also faced delinquent rental accounts, substantial vacancies, and staff compliance issues.

Within a year of account acquisition, Darleen Adens and the staff at CRM successfully repositioned the property in the right direction. The change in management led to a rent increase in March 2006, resulting in enough revenue to complete neglected maintenance issues and improve marketing in order to reduce vacancies and increase net operating income.

With a new vision for the property, CRM coordinated interior and exterior renovations throughout the property to increase value (for the owner) as well as the standard of living for the residents. Major repairs included new windows, patio doors, storm doors, and exterior lights in addition to the renovation of common hallways and a new office. Other exterior improvements included repaving parking areas, new signs on the buildings, new playground equipment, and new security cameras.

In addition to physical improvements, CRM also redesigned the management structure in order to create a better, more productive on-site management team. As a result of these new improved policies and procedures, the property received from NJHMFA a

Management Agent Evaluation rating of “Excellent” for 2006, and for each successive year of its management. The new policies also led to improved rental collection and continued maintenance policies, keeping in good standing with State policies and inspections.

CRM has also succeeded in creating a Neighborhood Network Center at the property that offers a variety of services to its residents including opportunities for education and health programs. As a result of the success of the Neighborhood Network Center, the property received an award for “Most Outstanding Neighborhood Network Center” in May of 2007. In the same year the city of Penns Grove recognized the superior improvements to both the management and the physical property and awarded it a proclamation. Three years later, in May 2010, the property was awarded the “Community of Quality” award by the National Affordable Housing Management Association.

As a result of Darleen Adens and the CRM team, the property has become a center for community support as well as a comfortable place to call home.

