



anhd
ANNUAL REPORT **2010**

The Association for Neighborhood and Housing Development is a membership organization of New York City non-profit neighborhood housing groups. Our mission is to ensure flourishing neighborhoods and decent, affordable housing for all New Yorkers. We pursue this mission by supporting the programs and advancing the priorities of our member organizations engaged in community development and community organizing in low-and moderate-income neighborhoods throughout the City.

| FROM THE DIRECTORS |

Dear ANHD Members and Friends,



Developing and preserving affordable housing in New York City is always a challenge, but some years are especially historic. For our city, 2010 was the year that the great recession put affordable housing at greater risk than ever. We are very proud to report to you on the work that ANHD and our members have done to address the increased threats to affordable, stable communities, and even to find opportunities in the crisis to preserve additional affordable units.



New York City has the strongest, most productive network of Community Development Corporations in the country. These ANHD member groups form a network of community-based organizations that build the civic and physical infrastructure of their neighborhoods, including over 100,000 units of affordable housing in the past 20 years. Our sector's central role was clearly on display at the *Future of the CDC Movement in NYC* policy conference we hosted in November to examine the movement's strengths and challenges in the current economic context.

The conference recognized our sector's unique strengths in building housing that is deeply, permanently affordable, and developed through a process that strengthens the neighborhood civic infrastructure. Our members' community organizing augments this nonprofit housing development by educating and mobilizing residents to address local needs and confront crises, further strengthening our neighborhoods. But the development, financing, and funding landscape is changing, and our nonprofit housing sector must demand more of ourselves – and policymakers – to ensure that our movement has the skills, expertise, and efficiency to be as productive and competitive for the next 20 years as we have been for the past two decades.

ANHD, in partnership with our grassroots member groups, continued in 2010 to set the affordable housing policy agenda, working neighborhood-by-neighborhood to address declining bank reinvestment and the crisis of overleveraging, harassment, and displacement in “predatory equity” buildings, and by waging a citywide fight to make “permanent affordability” a core value in publicly supported housing development.

We thank ANHD members, Board, and staff for their hard work and leadership, and our funders for their generosity and encouragement.

Benjamin Dulchin, Executive Director

Michelle de la Uz, Board Chair

HIGHLIGHTS OF OUR WORK IN 2010

- Worked with ANHD member groups in the struggle for “preservation transfers” to take overleveraged buildings out of the speculative investment cycle, achieving milestone victories in the Bronx.
- Won an extraordinary commitment of public and private financing to promote “preservation transfers” of distressed predatory equity buildings, with a city commitment of \$750 million, and \$100 million from a financial industry partner.
- Took major steps toward achieving a city policy of permanent affordability of publicly subsidized housing with our report, *A Permanent Problem Requires a Permanent Solution*. In response to ANHD's multiyear campaign, the city shifted policy to require permanent affordability in many key 2010 land-use decisions.
- Held an ambitious, successful policy conference on *The Future of the CDC Movement in NYC*, analyzing our sector's core strengths and obstacles, and challenging ourselves to become even more effective and competitive.
- Issued our influential report *The State of Bank Reinvestment in NYC: 2009*, documenting a dramatic drop in banks' community reinvestment activity and building support for passage of an NYC Responsible Banking Act.
- Graduated our inaugural class of 10 apprentice community organizers in the Center for Neighborhood Leadership, and strengthened the capacity-building and funding by our Initiative for Neighborhood and Citywide Organizing.

**NO TO
SLUMLORDS
YES TO
AFFORDABLE
HOUSING**



ANHD's campaign to combat predatory equity had a major impact in 2010. In February, Attorney General Andrew Cuomo announced a high profile legal settlement with Vantage Properties, one of the benchmark predatory equity developers that ANHD targeted for its harassment and displacement of rent-regulated tenants.

| CAMPAIGNS |

REVERSING PREDATORY EQUITY

ANHD TAKES ACTION TO SAVE
OVERLEVERAGED BUILDINGS
FROM SPECULATORS' THREATS

“The city’s \$750 million increased the opportunities for responsible owners to take over defaulting, distressed buildings.”

The \$1 million settlement, resulting from a three-year campaign by ANHD and our member groups, exposed a business plan based on illegal displacement to turn affordable units into market-rate rentals. This investment strategy of overleveraging debt with the expectation of displacing tenants is common to all “predatory equity” investors. In many cases, the strategy has failed and the buildings fallen into financial and physical distress. ANHD’s goal is to remove such properties from the speculative cycle by effecting their transfer to owners, preferably nonprofit, who are committed to preserving affordability.

Our efforts had received an important boost a month earlier when Mayor Michael Bloomberg and HPD Commissioner Rafael Cestero announced an extraordinary commitment of public financing to achieve such “preservation transfers” of distressed predatory equity buildings. The city’s \$750 million – augmented later that year by a \$100 million com-

mitment by Citibank – increased the opportunities for responsible owners to take over defaulting, distressed buildings.

Although many banks were unwilling to write down the huge debts to levels supportable by affordable rents, ANHD assisted our member groups in vigorous organizing and education campaigns to fight harassment and apply pressure to the lenders. The first ANHD member-led success came with the milestone “preservation transfers” of major building portfolios in the Bronx.

Big opportunities and challenges lie ahead. Some overleveraged building portfolios have been stabilized, but many that most threaten the stability of our neighborhoods are unresolved, with lenders still unwilling to negotiate the debt down to responsible levels and a new wave of speculative investors willing to overpay. Now policy tools and preservation funding are in place, and community organizing groups are expanding their campaigns to save this scarce stock of affordable housing.

FIGHTING TO PRESERVE AT-RISK SECTION 8

ANHD – in a joint project with the Local Initiatives Support Corporation – provided data, research, organizing skills and other technical support in 2010 to a number of our member organizations and citywide groups to fuel their work to preserve federally subsidized Section 8 properties. Of the 94 Section 8 contracts set to expire in New York City last year, only one building left the program.

We made progress in Brooklyn, for example, at 119 Ralph Ave., where a proactive preservation drive moved the building toward the goal of community- or tenant-controlled affordable housing. The campaign began in August 2010 when ANHD recognized this property had been abandoned by its owner since 2009 and was also facing a bank foreclosure and a federal forfeiture. We collaborated closely with ANHD member Pratt Area Community Council, South Brooklyn Legal Services, and the tenants to develop a partnership with a tenant-endorsed, nonprofit developer, with the long-term goals of rehabilitating the property’s distressed conditions and reviving the lapsed project-based Section 8 contract.





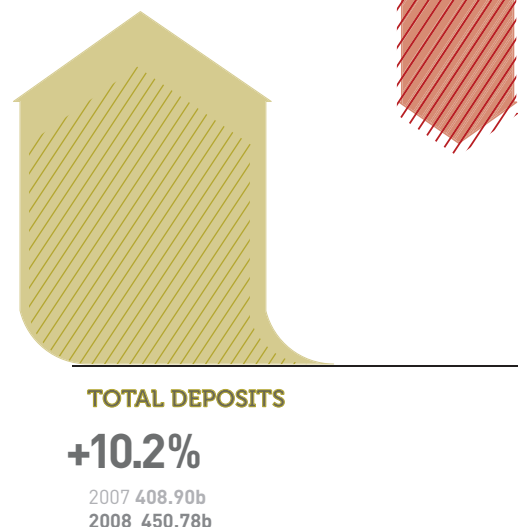
| CAMPAIGNS |

CREATING LOCAL TOOLS TO HOLD BANKS ACCOUNTABLE

ANHD took several steps in 2010 to provide local communities with the resources they need to ensure banks are responsive to their credit needs. This past summer, we released our first annual *State of Bank Reinvestment in New York City* report. The report presents empirical evidence that most banks, despite growth in deposits, have reduced their commitment to the city's low- and moderate-income communities.

The report found that despite a 10 percent increase in the deposit base of the city's biggest banks between 2007 and 2008, there was a 20.2 percent reduction (-\$560 million) in community development lending, a 24.2 percent cut (-\$1.3 billion) in multifamily lending, and a decrease in the percentage of branches in low-income neighborhoods from 9.3 percent to 8.8 percent. In addition to these quantitative reductions, ANHD found that large banks have increasingly

“Our report’s evidence of retrenchment helped convince New York City Council leaders that new tools were needed to reverse the trends.”



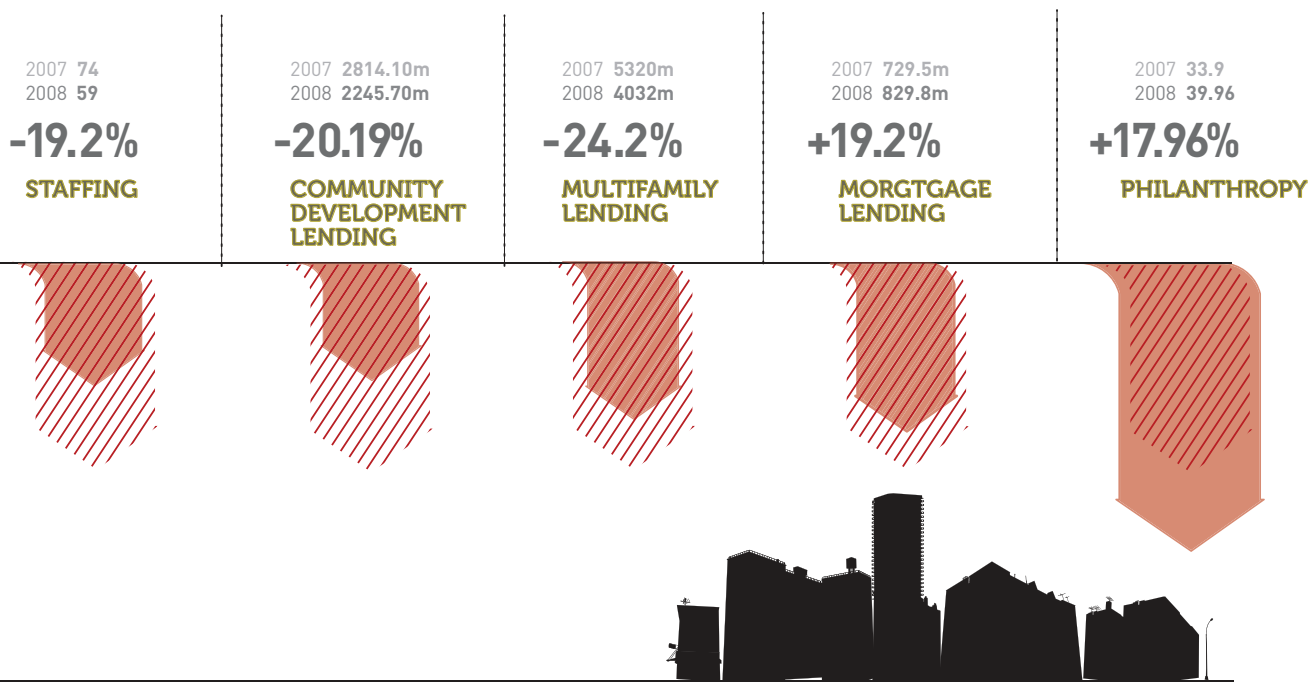
shifted how they approach their reinvestment activities, resulting in policies and programs that are less tailored to respond to local credit needs.

The report provided original, comprehensive data on how banks are serving both residents and neighborhoods through loans, investments and services. Armed with this data, ANHD held meetings with several banks to discuss their reinvestment records and express our hope and expectation that the institutions would commit to year-over-year improvement going forward. And the report’s evidence of retrenchment helped convince City Council leaders that new tools were needed to reverse these trends.

ANHD worked with the City Council leadership to draft legislation meant to encour-

age greater transparency in bank reporting on their CRA-related activities, foster more rigorous public input in the CRA examination process, and take a bank’s reinvestment record into consideration when deciding where to place city deposits. Specifically, the legislation would:

- Focus on banks that are eligible to provide “depository services” to the city.
- Rank banks according to submission of an annual “strategic plan,” which details how they plan to meet the credit needs of local communities as well as an annual “progress report” that states the number and dollar amount of the bank’s loans, investments and services.



ABOVE: While the total amount of deposits into banks grew from 2007-2008, several of the banks' services to low- and moderate-income neighborhoods were "trimmed-down."

- Require the city to compile and publicly disseminate the banks' strategic plans and progress reports so elected officials and community groups can engage with financial institutions about local credit needs.
- Encourage the city to do business with those banks that are the most responsive partners in meeting local credit needs.

This legislation was introduced in the City Council in early 2011.

Additionally, in conjunction with our national partners and sister agencies in other cities, ANHD worked to expand and strengthen CRA through regulatory reform. For example, ANHD testified at a hearing held by the four federal regulators in Arlington, Virginia, about the need to

place greater emphasis on community development lending and investment, to curb grade inflation by expanding the rating choices used to evaluate banks, to require reporting on all affiliate lending activity, and to incentivize banks to seek an "Outstanding" rating by providing additional CRA credit for innovative approaches such as writing down nonperforming multifamily loans and transferring the properties to preservation-minded purchasers.

Through these efforts, ANHD continues to solidify our role as one of the most credible experts and analysts of CRA activity in New York City and a national leader in developing local tools for creating high-impact community reinvestment.

“a simple, effective way to secure permanent affordability is to partner with community-based groups.”





| CAMPAIGNS |

PERMANENT AFFORDABILITY GAINS MOMENTUM

Moving Toward
a Comprehensive
Commitment

ANHD won a major victory policy victory in 2010 when the city announced that over 3,019 new units will be permanently affordable — a major commitment. All of these units are being built on city owned or controlled land. The recognition that development on public land should trigger permanent affordability is an important first step toward ANHD's overall goal. The task before us remains to formalize this commitment into a consistent, comprehensive policy.

The primary mechanism under consideration for achieving permanence at these developments is the “automatic extension” of affordability restrictions if all or some portion of the building’s property taxes continue to be abated. In fall 2010, ANHD released a white paper, *Leveraging Tax Abatements to Achieve Permanent Affordability*, demonstrating that it is much more cost effective to incentivize owners to maintain affordability restrictions by renewing abatements than having to replace these units.

ANHD released a major policy report in 2010, *A Permanent Problem*

Requires a Permanent Solution: New York City's Next Affordable Housing Expiring-Use Crisis and the Need for Permanent Affordability. The report finds that 294,402 units were created or preserved with city subsidy between 1987 and 2007. However, 169,561 of these units may be at risk of losing their affordability between 2017 and 2037 due either to expiring affordability restrictions or deferred maintenance. The number of at-risk units closely parallels what will be created or preserved under Mayor Bloomberg’s New Housing Marketplace Plan, clearly undermining the affordable housing legacy.

Looking ahead to 2011, ANHD will demonstrate that in addition to simply requiring permanence as a condition of accessing public resources, a simple, effective way to secure permanent affordability is to partner with community-based groups, which have a mission-driven commitment to permanence.

ANHD will also work with the City Council to introduce “Option to Purchase” legislation, which would ensure not another unit of affordable housing is lost without giving the city an opportunity to preserve it.

RIGHT: Applications for a new housing development that is permanently affordable at the Pratt Area Community Council.

| PROGRAMS |

CENTER FOR NEIGHBORHOOD LEADERSHIP

The Center for Neighborhood Leadership was founded jointly by ANHD and the New York Immigration Coalition (NYIC), a policy and advocacy organization of more than 200 groups in New York State that work with immigrants and refugees. The goal of the Center is to strengthen grassroots activism in our city by providing sustainable, multi-layered assistance for neighborhood-based organizing in our city, giving community groups the support infrastructure they need in the exact way they need it.

The project's three components are: an Apprenticeship Program to recruit, train and place community organizers in neighborhood-based member organizations of ANHD and/or NYIC; an Advanced Community Organizer Fellowship to provide peer learning, enhanced training, and resources to more experienced organizers to enable them to remain and thrive in this field; and a Collaborative to provide extensive resources, networking, sharing of best practices, and ongoing training opportunities to community organizers.

After completing its first full year of operations, the Center began its second apprenticeship cycle in September 2010, with 10 apprentice organizers who receive training and mentoring, while performing hands-on work at 10 host organizations. The apprentices also benefit from the Center's partnerships with Public Allies and Empire State College, which provide stipends, additional training, and the opportunity to earn academic credits. The Center will launch the



BELOW: The Class of 2011 Center for Neighborhood Leadership apprentices.

Fellowship program in February 2011, in partnership with the Hunter Graduate School of Social Work, and the Collaborative in late 2011.

In July 2010, the Center held a Recognition Ceremony for its first class of 10 community organizing apprentices, all of whom expressed a commitment to pursue a career in community organizing or another form of public service. Seven were hired for full-time positions by their host organizations. The Center's impact after just one year of full operations was reflected in its selection by the National Conference on Volunteering and Service, in a highly competitive

process, as an Immersion Learning Site for participants in its June 2010 event.

As with our first cohort, our second apprenticeship class, comprised of seven nationalities and speaking six languages, brings strong commitment and a broad background in grassroots community organizing and development work.

ABOVE: A Center for Neighborhood Leadership apprentice interviews Juan Gonzalez for a film project on housing policy activism.

INITIATIVE FOR NEIGHBORHOOD AND CITYWIDE ORGANIZING

ANHD's Initiative for Neighborhood and Citywide Organizing (INCO) is a partnership with the Neighborhood Opportunities Fund (NOF), a local donors' collaborative, that provides capacity building assistance to 15 neighborhood organizing groups. In FY 2010, INCO entered year two of our second four-year round, providing each group with training and support, along with a \$40,000 a year grant to hire an organizer. A special focus of the current round is to build the organizing capacity of immigrant-led groups and

nonprofits based in neighborhoods lacking a strong organizing network.

With INCO assistance to bolster their efforts, these groups won substantial, concrete improvements in their communities while helping to lead citywide campaigns for affordable housing. Over the past year, INCO groups were primarily focused on four campaigns: Securing Battery Park City surplus funds for affordable housing development; countering the effects of predatory equity; building a

state-focused campaign to increase oversight of the primary mechanism that landlords use to raise the rents on vacant apartments, commonly known as 1/40th increases, a tool frequently used by predatory equity landlords; and ensuring the city continues to allocate adequate funding for the programs that neighborhood-based groups have used for decades to preserve affordable housing. In the coming year, INCO groups will form the organizing core of ANHD's policy advocacy campaigns.



| PROGRAMS |

CREATING HOMEOWNERS, PREVENTING FORECLOSURES

NEW YORK MORTGAGE COALITION EXPANDS

ANHD is proud to sponsor the New York Mortgage Coalition, a unique collaboration of nonprofit agencies and major lenders working together to help low- and moderate- income families become first-time homebuyers. Given the ongoing wave of foreclosures, our work has expanded to include foreclosure prevention and neighborhood stabilization. The Coalition's capacity and impact increased in several important areas in 2010:

HELPING FIRST-TIME HOMEBUYERS

The Coalition now comprises 10 of the leading housing counseling agencies serving greater New York. These partner agencies provide vital pre-purchase homeownership education to over 3,000 LMI families a

year, successfully counseling over 20 percent to first-time purchase. We are proud to work with the following partners:

Asian Americans for Equality
Chhaya CDC
Cypress Hills LDC
Housing Action Council

“Our partner agencies provide vital homeownership education to over 3,000 families a year, successfully counseling over 20 percent to first-time purchase.”

LEFT: Paula Wilson, Mortgage Coalition staff, provides intensive, one-on-one counseling to a homeowner facing foreclosure

Harlem Congregations for
Community Improvement
Housing Partnership
Development Corp.
Long Island Housing Partnership
Neighbors Helping Neighbors
Northfield LDC of Staten Island
Pratt Area Community Council

Working hand-in-hand with our homeownership counselors are the CRA and Community Lending teams of our 13 member lenders who provide the affordable lending products that enable our program to succeed. Each year our lenders originate over \$100 million in affordable mortgages through the Coalition's first-time homebuyer program.

FIGHTING FORECLOSURES

In 2010 the Coalition received a \$522,400 grant from DHCR to provide foreclosure prevention counseling services to 2,985 dis-

tressed homeowners over an 18 month period. Four partner agencies will work alongside our in-house program to meet this goal. The Coalition was also awarded a \$100,000 grant by the Center for New York City Neighborhoods to provide training and technical assistance to 21 of the Center's network partners.

REVIVING STRUGGLING NEIGHBORHOODS

NYC's Department of Housing Preservation and Development awarded two-year funding to the Coalition to execute HUD's NSP2 Homeownership Assistance program in neighborhoods hardest hit by the economic crisis. The Coalition will serve as the lead agency, overseeing nine program partners, and is charged with facilitating the sale of REO and distressed properties located in Brooklyn, Queens and Staten Island

to eligible homebuyers. The grant extends up to \$4.1 million through February 2013.

MONITORING LENDING PRACTICES

The Coalition hosted several major meetings in 2010 that convened lenders, counselors, appraisers, and policy makers to address the persistent hurdles currently plaguing LMI lending. The work will continue in 2011 as we strive to implement a lending "template" to govern single-family affordable lending deals in the New York metro region.

Fannie Mae tracked the loan performance of 232 LMI originations processed by Coalition agencies from 2005 to 2007. The study revealed only one (1) foreclosure, underscoring the hallmarks of our homeownership program including long-term fixed rates, pre-purchase education, and one-on-one counseling.

| PROGRAMS |

SUPPORTING THE STRENGTH OF NONPROFIT HOUSING DEVELOPERS

ANHD is working to improve city housing development policy by educating policy makers, elected officials and funders about the strengths of neighborhood-based nonprofit housing developers. We began this work this year with a policy conference in November on *The Future of the CDC Movement in New York City*. The conference included high profile speakers who analyzed our sector's unique value in building housing that is deeply affordable, permanently affordable, and developed through a process that strengthens the neighborhoods' civic infrastructure. The conference also recognized our sector's challenges in the current economic context, and concluded that we must demand as much of ourselves as we do of policy makers to insure that our movement has the skills and expertise to be as productive and competitive for the next 20 years as we have been for the past two decades. Some of the themes of the conference were published in

a short report titled *CDCs and the Future of New York*.

Many of the themes of the conference will be apparent throughout ANHD's policy advocacy and capacity building work with our members in the coming year. In March 2010, ANHD will organize our first annual conference to promote, celebrate, educate and build our sector, again in partnership with public and private partners in our city's development.

TRAINING THE NOT-FOR-PROFIT HOUSING SECTOR

Our Affordable Housing Institute conducts a comprehensive, year-round series of training courses and a score of single-session workshops that promote best practices in affordable housing management and development, and increase our members' community organizing and policy advocacy skills. One 2010 focus was cost-effective "green" housing development, with a 10-part "Managing Lean and Green" series; efficient, accountable housing management and maintenance; and community education and engage-

ment on affordable housing issues. The AHI also initiated a program of peer-led trainings on specific, timely asset management and development issues.

WINNING RESOURCES FOR THE AFFORDABLE HOUSING SECTOR

ANHD expanded our advocacy to secure public resources for the affordable housing movement, including waging a successful campaign to win re-funding of a \$1.5 million City Council program, the Housing Preservation Initiative (HPI). This ANHD-created program provides \$60,000 each to 25 groups for housing preservation organizing in the city's most disadvantaged areas. In a last-minute budget maneuver, however, the City Council slashed by half the allocation for the Community Consultant Contract program, which in FY 2010 had provided 34 community-based housing groups, mainly ANHD members, with \$830,000 to provide vital services. ANHD will continue to mount a concerted drive to expand HPI and restore the CCC cuts, but we still face an uphill battle.



2010 FINANCIALS

SUPPORT AND REVENUE	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
Foundation and Corporate Grants	237,500	2,223,455	2,460,955
Government Grants, Contracts	125,000	-	125,000
Contributions	450	94,000	94,450
Administrative Fees Income	302,973	-	302,973
Membership Dues	34,750	-	34,750
Training Institute	7,880	4,835	12,715
Miscellaneous Income	-	-	-
Unrealized Gain on Investments	10,941	-	10,941
Dividend Income	26,188	-	26,188
Interest Income	1,887	-	1,887
Total Support and Revenue	747,569	2,322,290	3,069,859
Net Assets Released from Restrictions	1,641,125	(1,641,125)	-
Total Support and Revenue	2,388,694	(681,165)	3,069,859

EXPENSES	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
Program Services			
Advocacy and Policy	175,401	-	175,401
Training and Technical Assistance	974,543	-	974,543
Neighborhood Opportunities Fund	933,750	-	933,750
Total Program Services	2,083,694	-	2,083,694
Supporting Services			
Management and General Expenses	79,338	-	79,338
Fundraising	86,812	-	86,812
Total Supporting Services	166,150	-	166,150
Total Expense	2,249,844	-	2,249,844
Change in Net Assets	138,850	68,165	820,015
Net Assets at Beginning of Year	783,800	431,260	1,215,060
Net Assets at End of Year	922,650	1,112,425	2,035,075

Our financial statements have been audited by Tyrone Anthony Sellers, Certified Public Accountant. A copy of our full financial statements is available upon request.

SUPPORTERS

ANHD is proud to acknowledge the generosity, commitment, and friendship of our funders. On behalf of our 98 member organizations, we thank the following donors for supporting ANHD's work to ensure decent, affordable housing and flourishing neighborhoods throughout New York City:

Altman Foundation
Apple Bank
Astoria Federal Savings
Lily Auchincloss Foundation, Inc.
Bank of America
Bank of New York Mellon
Booth Ferris Foundation
Capital One
Citi Foundation
Deutsche Bank Americas Foundation
HSBC Bank
Hyde and Watson Foundation
JP Morgan Chase Foundation
Local Initiatives Support Corp.
M & T Bank
New York City Council
New York Community Trust
New York Foundation
North Star Fund
Ridgewood Savings Bank
Robert Sterling Clark Foundation
Scherman Foundation
Sovereign Bank Foundation
Valentine Perry Snyder Fund
Wachovia Wells Fargo Foundation

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Community Center

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Damaris Reyes
Executive Director, Good Old Lower East Side

Irma Rodriguez
Executive Director, Queens Community House

Sheena Wright
President & CEO, Abyssinian Development Corp

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From left to right
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Housing Preservation Coordinator

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INCO Director

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Executive Director, NYMC

Adam Marcus
NSP2 Director, NYMC

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Director, Homeownership
Preservation, NYMC

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Executive Director

Karen Gellen
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CHAMP Director

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Rita Mazza
Office Manager

Hector Soto
Director, Center for Neighborhood
Leadership

David Hanzel
Deputy Director

Michael Maloney
Data Reporting Manager, NYMC

Not Pictured
Paula Wilson
Foreclosure Prevention Counselor



MEMBER ORGANIZATIONS

THE BRONX

Alliance For Progress, Inc.
Banana Kelly Community Improvement Association, Inc.
Belmont Arthur Avenue Local Development Corporation
Beulah HDFC Inc.
Fordham Bedford Housing Corporation
MBD Community Housing Corporation
Mid Bronx Senior Citizens Council
Neighborhood Housing Services of North Bronx, Inc
Neighborhood Housing Services of South Bronx.
Neighborhood Initiatives Development Corporation (NIDC)
New Settlement Apartments (NSA)
Northwest Bronx Community and Clergy Coalition
Nos Quedamos
Promesa Systems, Inc.
University Neighborhood Housing Program
West Bronx Housing and Neighborhood Resource Center
Women's Housing & Economic Development Corporation (WHEDCO)

BROOKLYN

Astella Development Corporation
Bedford Stuyvesant Restoration Corporation
Bridge Street Development Corporation
Brooklyn Congregations United
Brooklyn Neighborhood Improvement Association
CAMBA, Inc.
Cypress Hills Local Development Corporation
East New York Urban Youth Corps
Erasmus Neighborhood Federation
Fifth Avenue Committee
Flatbush Development Corporation
Greater Sheepshead Bay Development Corporation
Los Sures (Southside United)
Make The Road New York
Neighborhood Housing Services of Bedford Stuyvesant
Neighborhood Housing Services of East Flatbush
Neighbors Helping Neighbors
Mutual Housing Association of NY
Northeast Brooklyn Housing Development Corporation
People's Firehouse, Inc.
Pratt Area Community Council
Ridgewood Bushwick Senior Citizens Council, Inc.
Sabaoth Group
Southern Brooklyn Community Organization
St. Nicks Alliance
Turning Point/Discipleship Outreach Ministries, Inc.
UPROSE

STATEN ISLAND

Neighborhood Housing Services of Staten Island
Northfield Community Local Development Corporation of Staten Island
Project Hospitality
Senior Housing Resource Corporation And
The Community Agency For Senior Citizens, Inc.

MANHATTAN

Abyssinian Development Corporation
Asian Americans for Equality (AAFE)
Audubon Partnership for Economic Development LDC
Clinton Housing Development Company
Community Access
Community Assisted Tenant Controlled Housing, Inc. (CATCH)
Community League of the Heights
Community Pride
Cooper Square Committee
Cooper Square Mutual Housing Association
Ecumenical Community Development Organization (ECDO)
Goddard-Riverside Community Center
Good Old Lower East Side
Harlem Congregations for Community Improvement (HCCI)
Hope Community Inc.
Housing Conservation Coordinators
Housing Court Answers
Hudson Planning Group
Lower Eastside Coalition Housing Development, Inc.
Lower Eastside Peoples Mutual Housing Association (LESPMHA)
Manhattan Valley Development Corporation
Mirabal Sisters Cultural and Community Center, Inc.
Neighborhood Housing Services of New York City
New Destiny Housing Corporation
Northern Manhattan Improvement Corporation
Palladia, Inc.
Phipps Houses
SFDS Development Corporation
University Settlement Society of New York
Urban Justice Center - Community Development Project
Washington Heights-Inwood Coalition
West Harlem Group Assistance, Inc.
West Side Federation for Senior and Supportive Housing, Inc. (WSFSSH)

QUEENS

Central Astoria LDC
Centro Hispano "Cuzcatlan"
Chhaya Community Development Corporation
Immigrant Tenant Advocacy Project - Catholic Migration Office
Margert Community Corporation
Minkwon Center for Community Action
Neighborhood Housing Services of Jamaica
Neighborhood Housing Services of Northern Queens
Northwest Queens Housing Corporation
Ocean Bay Community Development Corporation
Queens Community House, Inc.
Queens Congregations United for Action
Woodside on the Move, Inc.

**ASSOCIATION FOR NEIGHBORHOOD
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