

## The Life and Times of ANHD

It all began in February, 1974, with a series of informal dinner meetings of people from eight fledgling non-profit community housing groups\* located in poor and working class neighborhoods in Manhattan, Brooklyn and the Bronx, and a few other interested people. They came together to discuss the problems confronting their neighborhoods and their organizations; to share and exchange information about what was or wasn't working in their day-to-day neighborhood preservation and housing struggles; to identify their long and short term needs and to brainstorm about how they might meet these needs. (They also ate—and discussed—the shrimp curry. See Reminiscences, in this Journal.)

These first meetings and the community groups involved were a response to conditions and events in New York's neighborhoods and to a need and desire to control and change those conditions. 1974 was a year of great and contradictory developments, locally and nationally: the passage of the 1974 Housing and Community Development Act and the beginnings of the Community Development Block Grant (CD) program following hard upon the Nixon housing moratorium; the following year witnessed the New York City fiscal crisis and the creation of the Emergency Financial Control Board and the Municipal Assistance Corporation and the turning over of the reins of real city decision making to them; and the demise of the Municipal Loan Program, which was offset to some extent by the birth of some public sector acceptance of the concept of preserving and improving existing neighborhoods and housing instead of undertaking the wholesale demolition of inner cities through "urban renewal". At the same time, the insidious concept of planned shrinkage was gaining currency in theory and practice, spurred on by the publication in 1976 of Roger Starr's notorious article naming and



Jim Mendell/CITY LIMITS

endorsing it as a desirable public policy.

While a number of community-based, non-profit housing and multi-service groups had been born in the late '60's both from energies unleashed by the Great Society's verbal "war on poverty" and battles against massive urban renewal schemes, with one exception, the groups meeting in 1974 had all been formed after 1970 in response to local conditions and policies that were threatening to obliterate their communities. This was the Age of Disinvestment—private and public. Throughout the city in poor and working class neighborhoods, people committed to creating stable, safe and vital communities and decent and affordable housing were joining together to fight redlining, abandonment, arson, inadequate code enforcement, demolition and reduced and deferred housing maintenance and essential services, and to develop and implement strategies to preserve and improve their communities as support networks for the residents.

*\*As a few honest historians will admit, history is rarely either clear or unequivocal or the product of full, complete and contemporaneous records. The history of the founding of ANHD is no exception to this. Written records indicate that Los Sures, Housing Conservation Coordinators, West Harlem Community Organization, Adopt-A-Building and West Harlem Group Assistance were definitely among the founding groups. So, too, was the Urban Homesteading Assistance Board (UHAB), although it was a citywide rather than neighborhood-based organization. Unfortunately, certainty stops here. Old records and dusty memories indicate only that the remaining founding groups might have included: Morris Heights Neighborhood Improvement Association, Bathgate Community Housing Development Corporation and West Tremont Neighborhood Improvement Association. Even more, unfortunately, at least two of these groups are now defunct.*

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### The Early Years (1974-77)

It was in this context that these eight community groups met and began to discuss the development of an ongoing vehicle to exchange ideas, develop mutual technical and other forms of assistance and, above all, to formulate and seek implementation of the kinds of neighborhood preservation and housing programs that were most needed by their low income constituents.

As the months passed, two events occurred that made the formal creation of ANHD almost inevitable. Judy Flynn, then program officer at the Fund for the City of New York, managed to obtain a modest but critical seed grant of \$7,000 for the formation of ANHD as a citywide, member group-governed housing umbrella organization; and a change in city administration caused the fortuitous resignation of Robert Schur, then an Assistant Administrator at the City's Housing and Development Administration (HDA), the forerunner of HPD. In the spring of 1974, these two events converged, and Bob was hired as a consultant to get ANHD formed and off the ground.

Over the summer of 1974, ANHD took shape as it was incorporated and a Board of Directors was created, with Roberto (Rabbit, to everyone) Nazario of Interfaith Adopt-A-Building as its first President. He served as President for the first three formative years of ANHD's existence. Bob Schur was hired as Executive Director. By training, a lawyer, by instinct, a visionary, and by temperament, a curmudgeon, Schur set about the task of building an organization that would serve the extremely difficult dual role of being both a public policy resource, watchdog and advocate for community-based, low income housing and neighborhood preservation programs, and a technical assistance and service organization for helping to meet the organizational and programmatic needs of its diverse member groups.

As part of his efforts to build a strong staff, Schur hired Judy Flynn away from the Fund for the City of New York, leaving Nancy Castleman there as program officer. (Literally, until her last week at the Fund in December of 1981, Castleman played a broad and major supportive role in ANHD's continued survival, growth and direction.) Because of his breadth of vision and force of personality, during his tenure as Executive Director, Schur managed to attract as either full-time staff or consultants almost every major luminary of the neighborhood housing movement, people who today are recognized as outstanding in their current fields of endeavor.

Survival of the Association was assured when Anita Miller of the Ford Foundation, who had been instrumental in encouraging the community housing groups to meet and affiliate, obtained a two-year, \$150,000 grant for the Association. Other substantial early funding was forthcoming from the New York Community Trust, the Rockefeller Brothers Fund, the Fund for the City of New York and the Morgan Guaranty Trust Company. Membership and affiliate membership in ANHD grew quickly to two dozen housing groups. And ANHD's program rapidly developed in two areas:

- Policy development and advocacy for new governmental low income housing and neighborhood preservation programs and for reform in existing programs; and
- Technical assistance and joint-fundraising programs to enable community housing groups to plan and package local housing projects and to build stronger and more stable organizations.

These early years at ANHD were heady. ANHD seemed to be everywhere that housing policy and programs were being developed, debated, formed, or funded—the City (formation and expansion of the initially radical Community Management Program; the targeting and allocation of new CD funds; sustained funding of the Emergency Repair Program); HUD, and the state (ANHD drafted and helped obtain passage of the Neighborhood Preservation Program and got a Criminal Justice Coordinating Council contract to provide labor for five community groups doing sweat equity housing rehabilitation). By the end of its first year in existence, ANHD entered the big league of older and more established housing groups and social service agencies by co-sponsoring with the Pratt Center for Community and Environmental Development and Operation Open City a major housing conference. This became the kick-off of the citywide Housing and Community Development Coalition and the beginning of the long-term involvement of the neighborhood housing movement in budget battles for the greater allocation of Community Development Block Grant (CD) and other public funds for low income housing programs.

Above and beyond all these activities, ANHD also kept community groups informed of important issues and developments through its then house organ, *City Limits*, and researched and recorded the neighborhood and housing accom-

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plishments of twenty-seven groups in its published survey, *The Neighborhood Housing Movement*, written by Bob Schur and Ginny Sherry.

In 1977, Margaret McNeill, Executive Director of West Harlem Community Organization, began her three-year tenure as President and leader of the Association. ANHD began to explore the possibility of establishing cut-rate programs for fuel and liability insurance to reduce the costs of these essential goods and services to tenant- and community-managed buildings. Finally, in that same year, ANHD conceived of, prepared and submitted a proposal to act as the umbrella administrator for a public service employment contract under the federally funded Comprehensive Employment and Training Act (CETA) program. It was at this time that Bob Schur left as Executive Director. ANHD remained without an Executive Director for the last part of 1977, and had two short-lived Executive Directors until 1978, when Betty Terrell, formerly from Morris Heights Neighborhood Improvement Association, was hired as Executive Director.

### The Middle Years (1978-1981)

The selection of Betty Terrell as Executive Director in 1978 coincided with several major developments that would shape and guide ANHD's direction over the next few years: the awarding of a multi-million dollar CETA public service employment contract to ANHD; the City's passage and eventual implementation of an *in rem* "fast foreclosure" law, enabling the City to take ownership of multiple dwellings after one year's real estate tax arrearage, and the resulting geometric expansion of the City's ownership of both occupied and vacant residential buildings; and the growth in the City's share of federal CD funds.

The overwhelming preoccupation of ANHD during these years was its administration of the enormous CETA contract, under which 38 community groups trained and employed nearly 500 CETA participants as organizers, housing maintenance crews, community workers and in clerical and fiscal positions. For over a dozen of these community groups, the CETA contract provided their first full-time, paid staff and helped them become viable and stable organizations. The contract innovatively combined neighborhood-oriented job training and placement with housing maintenance and rehabilitation and organizational development.

In many respects, these were the gravy years for many community-based, non-profit housing groups and for a sector of the neighborhood housing movement. With CETA providing a core of paid staff, new groups emerged and many others expanded and professionalized. At the same time, the City's CD funding was growing and an increasing proportion of it was allocated to administer the City's burgeoning inventory of tax-foreclosed residential property tenanted almost exclusively by low income residents. Innovative new programs to manage and rehabilitate a portion of these buildings and to return them to private ownership as low income tenant co-ops or non-profit rentals were being developed and implemented through the City's new Division of Alternative Management Programs (DAMP) at HPD, frequently with significant input from community groups and citywide housing organizations including ANHD. While the allocation of public resources to *in rem* property was not nearly as great as housing groups advocated, and while much of the spending was premised on the highly questionable goal of quickly returning as many buildings as possible to the private sector that had abandoned them, it did seem to foster and further the advocacy goal of creating a permanent stock of low income housing, a goal that would become even more boldly posited as more buildings entered City ownership and as privately-owned low income housing became ever scarcer. At the same time, other City-administered low and moderate income housing rehabilitation programs, such as the Article 8A and Participation Loan programs, were being dramatically expanded as the City allocated growing amounts of CD dollars to them. At the federal level, HUD had begun to recognize the value of community groups in neighborhood preservation efforts and to fund them through the Neighborhood Self-Help Program, administered by the amazing Father Gino Barone. For the first time, New York groups had reason to look to Washington, D.C. for support.

Partly because of all these new developments, this period witnessed a shift of attention and energy of some neighborhood groups away from tenant organizing and toward non-profit housing development, management and rehabilitation, as well as joint sponsorship with private developers of Section 8 projects and other sophisticated housing syndications. These were also the years during which a number of community groups began to diversify their programs and undertake activities involving economic development and com-

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mercial revitalization in their neighborhoods.

This mini-renaissance of neighborhood-based low income housing rehab and economic development simultaneously arose from and fostered the dubious notion that non-profit community groups could become economically self-sufficient while serving to meet the low and moderate income housing needs of neighborhood residents. It caused a number of groups to expand their programs and organizations more quickly than their administrative capacities could readily absorb. There was a widespread and acute need among community groups for technical assistance in organizational and property management.

ANHD, which itself was undergoing tremendous fiscal and personnel expansion because of the CETA VI contract, tried to meet these needs by developing and offering a program of technical assistance for community groups in organizational development and management and in building management. The program consisted of several series of workshops and seminars, and hands-on assistance through a Housing Program Accounting Assistance project and a Management Assistance Program. In addition, a special series of seminars was developed for Community Management groups, as part of ANHD's ongoing focus on the City's Community Management Program. Finally, ANHD's technical assistance to community groups included a component that addressed the most urgent and recurring need of all community groups: funding. ANHD's admirable goal of raising funds for distribution to its member groups achieved impressive reality when the Charles Stewart Mott Foundation in Flint, Michigan, undertook an extremely generous five-year grant commitment, the bulk of the funds from which would go to the member groups. Over the years, ANHD has distributed half a million dollars to its members, largely from the Mott Foundation.

At this time, ANHD also began to administer several earlier-conceived, service-oriented programs to provide essential goods and services to community groups and low income tenants at substantial cost savings. Under the ponderous title of the Joint Purchasing Consortia, ANHD offered reduced-cost health insurance plans to member groups and CETA sub-contractors for their employees; it developed a liability insurance plan that saved participating Tenant Interim Lease and Community Management buildings (which were required to carry this coverage by the City) 25-30% over other available liability plans, and it contracted with several fuel suppliers to sell heating oil to

participating groups and buildings at initial savings of ten cents to fifteen cents a gallon. ANHD acted as the administrator for all of these programs. It also began to implement a high-risk, no-interest, revolving Winter Heat Loan fund that was funded through an inter-denominational group of churches and synagogues known as the Religious Committee on the New York City Health Crisis.

ANHD also began editing and publishing the *Weekly Reader*, an invaluable compendium of current housing and neighborhood preservation and development news, information and events, and began to share sponsorship and publication of *City Limits* with Pratt Center and UHAB.

In conjunction with Pratt Center, the Task Force on City-Owned Property, the Community Service Society, UHAB, Operation Open City, the Energy Task Force, NYSTNC, the People's Housing Network and other groups, ANHD was involved in advocacy on a number of housing issues, including City-owned property, the allocation and use of CD funds, weatherization and other energy issues, and job development for poor and minority New Yorkers. Special efforts were devoted to expanding the Neighborhood Preservation Program, which represented the state's first involvement with and funding of community housing groups and resulted in the creation of many new groups.

During these years, ANHD's membership remained stable at between 20-22 groups, while ANHD's staff and budget increased dramatically as a result of its role as CETA administrator. (Its CETA-related administrative and fiscal staff numbered between two and three dozen people at the peak of the CETA contract.) Its small non-CETA staff concentrated primarily on developing and implementing technical assistance projects in conjunction with member groups, and on administering the Joint Purchasing Consortia and the Winter Heat Fund. Gary Hattem, Executive Director of St. Nicholas Neighborhood Preservation Corporation of Williamsburg, was elected President of ANHD in 1980. His tenure spanned the years from CETA to the current period and provided stability and continuity to the organization as it underwent major changes.

In 1981, ANHD lost its primary source of funding and its major work focus as the CETA program became one of the first of many social casualties of Reaganomics. In the spring of 1981, Betty Terrell resigned as Executive Director and the Association was forced to move from its offices at East 23rd Street because of spiralling rents. The organization was without an Executive Director until Oc-

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velopment was reaching its fullest flowering in some neighborhoods, there was the beginning of a rebirth of a private, speculative residential real estate boom, spreading out from parts of Manhattan, in widening paths. This boom frequently brought in its wake, and profited from, some of the most brutal and heinous tactics of forced displacement ever developed or implemented.

Fueling and encouraging this burgeoning trend of housing "improvement" and neighborhood gentrification were several generous state and city real estate tax incentive programs—J-51 and 421-a—that enabled developers to substantially rehabilitate formerly low income buildings and convert them to luxury co-op or condo ownership at previously unimagined profits, or to build extraordinarily expensive new luxury housing, also deep-

ly subsidized by the public treasury. The ensuing loss of low and moderate income housing and of tax revenues that might have been used to replace it, was enormous, and contributed to the city's near-zero vacancy rate.

At the same time, draconian cutbacks in essential city services, instituted in the mid-70's as fiscal crisis austerity measures, were continuing unabated, contributing to the further deterioration of less marketable neighborhoods throughout the city, and to the loss of otherwise viable housing stock. Service cutbacks also contributed to the ever-expanding inventory of privately-abandoned, City-owned property and the geometrical increase in the number of homeless families and individuals, as did spiralling increases in the price of heating oil. The deterioration of neighborhoods and housing proceeded apace, even as the public service cuts which contributed to them were beginning to generate huge surpluses of money, the existence and size of which would not be made public for several years.

These contradictory trends—New York's own tale of two cities, as a high public official recently noted, one rich, white and shining, the other, poor, minority and deteriorating—seemed increasingly to be an official City policy, the inevitable product of conscious and intentional planned shrinkage. The City's fiscal "recovery" was creating glitz for the few—and gloom for the majority of New Yorkers.

By 1981, it had become increasingly evident that while comprehensive solutions to the city's growing housing crisis would require a rebirth of a federal commitment to low income people and housing, until that occurred, there was much to be done locally. A dual effort had to be mounted to ensure that city and state resources were put to their "highest and best use" to meet more of the ever-widening need for decent and affordable low and moderate income housing, and that local land use and development policies were shaped and implemented so as to control, not contribute to, the twin problems of abandonment and displacement.

The end of the CETA program coincided with these developments. Its untimely death wreaked havoc in many poor and moderate income neighborhoods and in many community-based housing groups, in fact, causing the demise of more than one such group. For ANHD, however, its loss played a very different role.

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tract had virtually precluded ANHD from aggressively pursuing its housing policy and advocacy mission. The loss of CETA spelled the unavoidable end of ANHD's role as a major public resource developer and required that it reevaluate and re-order its priorities and rebuild its program. CETA's death propelled ANHD's shift "back to basics"—back to advocacy, organizing, policy work and technical assistance oriented to program work and issues rather than organizational management—at precisely that moment in time when pressing external realities were demanding a vigorous and effective renewal of these activities. Since late 1981, acting on the consensus of its growing membership, ANHD has devoted the overwhelming majority of its greatly streamlined resources to public policy research and development, advocacy, technical assistance and organizing on fundamental housing, neighborhood preservation and empowerment issues. These activities have grown under the presidency of Galen Kirkland, Vice President of West Harlem Community Organization, who was elected by the membership in 1982 and re-elected last year.

Our major activities have fallen primarily into three broad areas:

1. The City's stewardship of tax-foreclosed *in rem* residential buildings—ownership, management and disposition;
2. The city's and state's sources, targeting and use of public funds for low and moderate income

housing and neighborhood preservation;

3. Public policy and tenant and community participation in the rehabilitation and development of low and moderate income housing.

### City-Owned Property

Historically, ANHD has had a special concern for and involvement with the use of City-owned property, regarding it as a potential major permanent low income housing resource. This concern began with ANHD's work around the Community Management Program.

As the City's ownership of owner-abandoned, tenanted multiple dwellings increased exponentially, as the supply of low-cost housing in New York dropped precipitously and the vacancy rate for this housing plunged to nearly zero, the importance of guaranteeing that City-owned property was upgraded and used exclusively for low income housing and as a hedge against further abandonment and gentrification became more critical than ever. ANHD's opportunity to respond creatively to these needs expanded early in 1982, when it "adopted" the previously independent Task Force on City-owned Property which was facing premature oblivion. The merger, on which the New York Community Trust provided invaluable leadership, resulted in dramatically broadening the base of the Task Force and the scope and quality of ANHD's work on City-owned property issues. With the passage of

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time, the Task Force has become ANHD's Committee on City-Owned Property, a standing committee with permanent representation on ANHD's Board of Directors.

Over the past few years, ANHD has given leadership to, or been actively involved in, virtually every major issue and event involving City-owned property, policies and programs. The extraordinary reach of ANHD's City-owned property work since 1981 has encompassed issues ranging from the City's sales policies for *in rem* buildings, including the \$250 sales price for low income TIL co-ops and community participation in the City's process of Requests for Proposals; rent increase regulations and hardship exemptions; consolidation; repairs, management and tenant participation in centrally managed buildings; to the use of City-owned buildings to house the homeless; and Community Management issues involving budget, policy and administration. Our efforts have involved policy and program development, advocacy, education and technical assistance to community organizations, tenants' groups, Community Planning Boards and the staffs of public officials.

Much of ANHD's work in the area of *in rem* property has been undertaken through a process of patient and painstaking coalition-building among a broad range of citywide and neighborhood groups not historically accustomed to working together. Over and above the concrete accomplishments of our individual projects, the long-term effect of bringing together diverse groups around specific issues and building consensus from diversity has been to help create a stronger, broader-based constituency for housing and neighborhood issues that involve City-owned property. It has also led to the recognition of ANHD as a central actor in this constituency.

### The Sources, Targeting and Use of Public Resources for Housing and Neighborhood Preservation

From its beginning, ANHD has been a part of the annual citywide Housing and Community Development Coalition that pressed for increased CD funding for *in rem* and other targeted housing and neighborhood preservation programs. However, in 1982, ANHD's overall level of involvement and leadership in budget issues increased substantially when ANHD became the lead organization within the neighborhood housing movement to undertake research, policy development, education and organizing the

community housing sector's annual budget efforts and its response to abusive tax expenditure programs.

Because of our own budget organizing experiences and changing city fiscal and social conditions, in the past year, ANHD attempted to re-focus community budget organizing and educational efforts in several ways:

- By targeting a few specific, desperately needed and feasible program priorities;
- By seeking to broaden the budget coalition to include religious groups, unions, youth and homeless advocates and other less traditional allies; and
- By identifying sources of public funds over and above Community Development money and proposing the use of a portion of these monies for housing purposes.

Expanding on this new focus, in the Fall of 1983, ANHD, in collaboration with Pratt, helped form a coalition to demand the targeted allocation of a significant portion of the half-billion dollar surplus of MAC money for low and moderate income housing.

While the Coalition's efforts to capture a portion of the MAC surplus for use in meeting the real housing needs of average New Yorkers attracted no media attention and little official reaction, both the existence of this surplus money and use of a portion of it for housing have given housing advocates some renewed hope of the ultimate success of their demands for the use of the City's own revenues for low and moderate income housing. Indeed, despite the City's proposed use of \$80 million of MAC money to subsidize housing primarily for persons earning \$50,000 a year, the MAC money itself still figures in ANHD's current budget organizing project, the Coalition for 1500.

The Coalition for 1500 is a good example of how ANHD combines housing and budget advocacy and policy work with education and broad-based coalition-building. ANHD initiated the Coalition for 1500 to raise a budget demand that is powerful, but far less dramatic than the housing crisis that gives rise to it. The demand, and the coalition-building around it, are part of a widening campaign to put the issue of the City's responsibility for providing decent and affordable housing for poor and working people back on its political and fiscal agendas. The proposal offers a concrete, practical program for creating 1500

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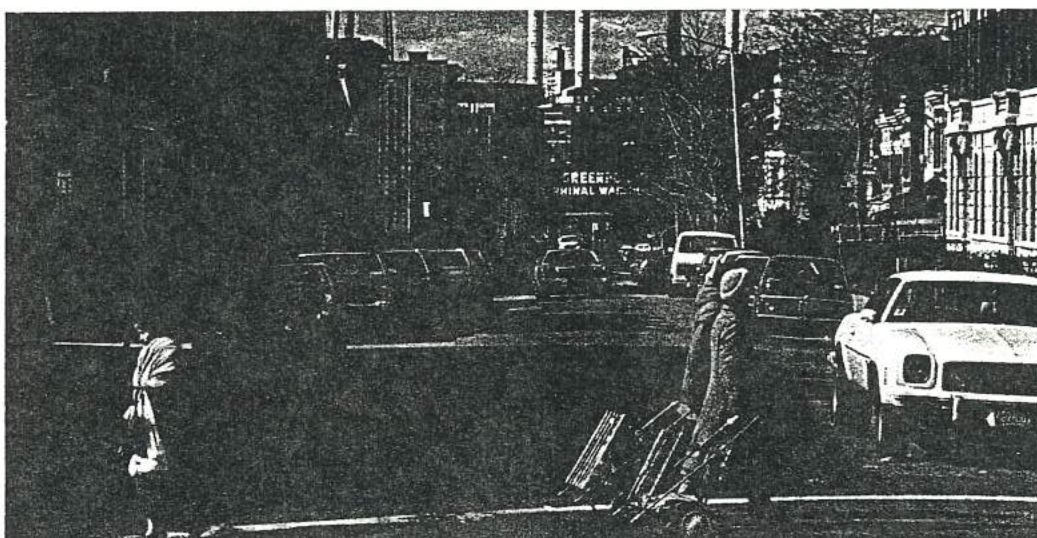
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new apartments a year, which will be affordable to those New Yorkers most at risk of joining the growing ranks of the homeless, by using vacant, City-owned buildings and capital grants to create non-profit, permanent low and moderate income housing. The growing coalition that supports the program is urging that the City allocate the \$80 million necessary to fund it from a portion of the MAC surplus and from the City's capital and expense budgets. Above all, the Coalition is propounding the position that if the City is to begin to seriously address the housing crisis for low and moderate income New Yorkers, it must stop talking about elaborate financing and "leveraging" schemes and begin to directly allocate revenues to create new housing that pays for itself, rather than for the cost of money to produce it or for profits derived from ownership.

ANHD's growing concern about the use and targeting of public funds for housing has also led it inevitably into struggles to reform wasteful real estate tax incentive programs (J51 and 421-a) through which the City has incurred—and encouraged—both the loss of affordable housing and essential tax revenues, and which have contributed enormously to neighborhood gentrification and tenant displacement. In close coordination with non-housing groups, ANHD has succeeded in bringing to these struggles for the first time the concerns of the housing and neighborhood preservation movement and has helped to fashion proposed reforms that would produce housing for

poor and working people while excluding the luxury developments that are currently major beneficiaries of the programs.

Recently, these concerns have led to ANHD's active participation in a coalition seeking to develop and obtain the Governor's endorsement and leadership for a state housing agenda, a major portion of which addresses the need for the state to expend substantially greater amounts to improve and expand the stock of decent housing affordable to low and moderate income people in the city and throughout the state. In addition, ANHD has remained vitally involved in efforts to expand funding for the state's Neighborhood Preservation Program and to permanently remove the per group funding ceiling.

### **Public Policy and Tenant/Community Participation in the Rehabilitation and Development of Low and Moderate Income Housing**

**A**n intensive focus of ANHD work since last year is in the area of public policy and tenant and community participation in programs and decisions relating to affordability and other issues involving the rehabilitation and development of privately owned, low and moderate income housing. Our work in this large and complex area has come about through our own research and evaluation of the City's use of CD funds for housing, particularly its Participation Loan and 8A Loan

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programs, and from the experiences of several member groups working with tenants in buildings undergoing rehabilitation financed through these programs or privately. This work has been at once a new departure and a natural extension of old and abiding concerns, and has brought us into new close working alliances with organized groups of tenants, a wide variety of community organizations, a number of citywide housing groups, legal organizations, and state and city agencies and officials.

The central concerns of our work on the City's PLP and 8A programs and privately financed rehab involving major capital improvements (MCIs) have been the affordability of such rehab to existing tenants, the role of tenants and community groups in the rehab process, and the proper targeting of public resources for the rehabilitation so as to maximize its use where it is most needed and minimize its detrimental effects of creating economic hardships, tenant displacement and neighborhood gentrification. These efforts have taken a variety of forms and continue to consume a major portion of ANHD's resources. (See A Decade of Making a Difference in this Journal.)

Finally, ANHD has been increasingly involved in providing technical and other assistance to grassroots groups in poor and working class neighborhoods throughout the city, supporting their efforts to plan, implement and/or control local development and/or rehabilitation and helping them obtain a fair share of public resources to preserve and upgrade their communities and prevent the displacement of long-term resident. Our assistance has taken many forms, including helping to develop inter-neighborhood contacts and alliances to build a broader, citywide base that is capable of being mobilized around these issues wherever they arise.

### Other Activities and Alliances

During the past few years, ANHD has also been an active and sometimes key participant in a number of other issues and areas. These include: ANHD staffing of the Coalition For Small Business Preservation through commercial rent protections; advising in the development of the Pratt Center/CMA proposal for a Housing Trust Fund; participation in federal budget and community development issues and developing a statewide alert system to mobilize constituencies around federal issues; policy development and advocacy on tenant protection legislation; technical assistance to the Coalition to End Lead Poisoning;

participation in the development of proposed regulations under the Omnibus State Banking bill and many other issues. We have also, during this period, offered many educational workshops and seminars on an incredibly diverse array of topics. As part of our ongoing information and education activities we have also continued to co-sponsor the publication of *City Limits* and contribute articles to it, and to publish an expanded and improved *Weekly Reader*.

Essential to our work and our accomplishments during this period of time have been the principled, constructive and expanding working relationships we have developed or renewed with many non-member housing groups and other organizations in the city and beyond. These groups encompass both old friends and new allies, housing and multi-service agencies, unions and religious groups. (See list of *Friends and Allies* in this Journal.)

Finally, and most importantly, none of this impressive work could have occurred were it not for ANHD's small but superb staff. No history of this period can be written without giving this handful of highly energetic, committed, skilled and hardworking people the public recognition they so rarely receive.

### Organizational Development and Growth

The net results of ANHD's return to its primary mission of advocacy, policy and program development, substantive technical assistance and organizing since late 1981 have been at once organizationally fruitful and ironic.

During this period of time, ANHD experienced a major retrenchment in staff and budget size, as well as in its ability to raise funds for and provide some other organizational benefits to member groups. Severe public funding cutbacks have also caused a number of community groups to close down, many to reduce staff and programs. Virtually all have had to cope with constant survival-threatening funding crises. Remarkably, however, during this same period, ANHD's membership has grown from 20 groups to three dozen and it continues to expand. The vast majority of new members are minority organizations from poor and working class neighborhoods in Brooklyn and Manhattan, with a handful from the Bronx and Queens. Many are not oriented to or experienced in non-profit development, instead doing tenant organizing and/or homeowner counselling. This growing diversification of ANHD's member

groups was a significant neighborhood organization for development.

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groups was recently reflected in our modest but significant name change: from the Association of Neighborhood Housing Developers to the Association for Neighborhood and Housing Development.

Other organizational developments in the last few years reflect the consensus that has developed among ANHD's member groups about the centrality of ANHD's advocacy and policy role to its mission and the value and importance of this role to their own organizations and neighborhoods. In the fall of 1983, ANHD's member groups for the first time adopted a statement embodying ANHD's principles of unity that establishes ANHD's central purposes as housing advocacy, policy and program development, and the empowerment of low and moderate income neighborhoods. The statement also sets out the basic characteristics that define ANHD's current and prospective member groups and bind them together in ANHD. (See inside back cover of this Journal for ANHD's Principles of Unity.) Finally, after first instituting nominal membership dues just a few years ago, the

member groups last year voted to assume financial responsibility for raising 5% of ANHD's annual budget. Given their own financial insecurities and difficulties, this commitment is a testament to the importance they place on ANHD's survival and work.

During this current period, ANHD has continued to play a smaller but nonetheless significant role as a shared resource developer for community groups and low income tenants. We have expanded, computerized and professionalized our fuel business and staffed it with competent people committed to delivering top service at bottom prices. We continue to offer health insurance plans for employees of member groups and have recently begun to offer a cut-rate term life insurance plan, and have added fire insurance to our liability insurance program. In addition, we have been active in collective efforts to form an alternative work-place fundraising vehicle for community housing providers and advocates called the Big Apple Coalition for Housing (BAC-Housing) and continue to administer the Winter



## The Life and Times of ANHD

Heat Fund.

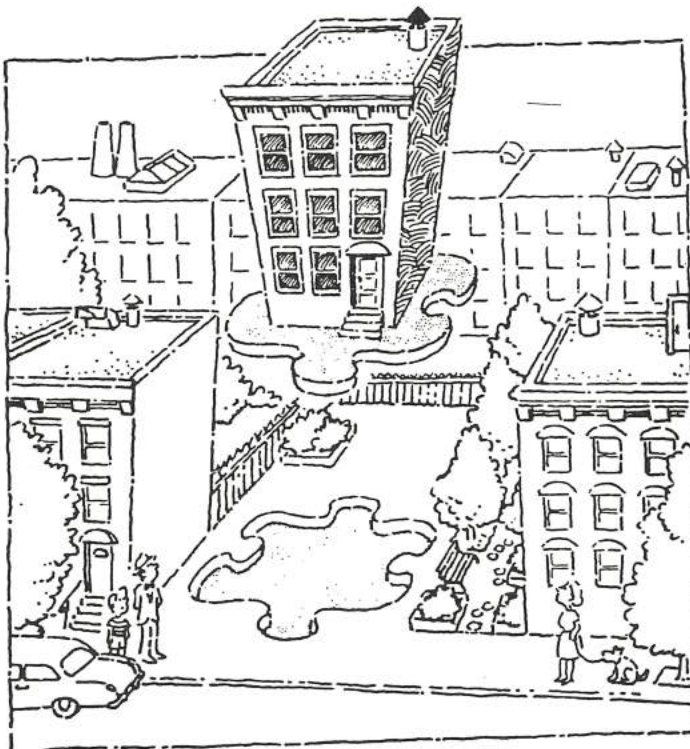
In many fundamental ways, the organizational growth and development described here is both a reflection of and a major contributor to our advocacy work.

With the growth of our base, our renewed advocacy and policy efforts have tremendously increased our ability to effectively serve as the voice and public policy arm of the neighborhood housing movement. These developments have enabled us to be representative of and accountable to our neighborhood-based member groups that give that movement life and spirit, and, at the same time, an organization with a unique identity and integrity different from the sum of its many parts. We have developed into an organization consciously committed to identifying and building on the similarities among diverse groups, people, and communities in order to develop a consensus around the highest common denominator that unites them and to forge an effective force for social change out of this unity. We are an organization that, remarkably, has been empowered by our member groups to speak and act on fundamental housing and community issues that may transcend or even conflict with the immediate or-

ganizational or neighborhood interests of one or another member group.

Achieving this level of balance between the immediate and long range, the narrow and global interests of a veritable rainbow coalition of community groups has taken long, hard and conscious work and the cooperation, commitment and common vision of many people. The result has been the creation of an organization that is a subtle and complex blend of many histories, perspectives, conditions and constituencies, yet is nonetheless vigorously committed to the struggle to achieve progressive and humane housing and community policies and conditions for and with low and moderate income people in this city. ANHD has become, in sum, a unique example of the best that New Yorkers can create: unity and solidarity from diversity and difference and an unyielding vision of and commitment to a single city based on social justice and providing humane and equitable development for all of us. □

*This history was reconstructed and written by Bonnie Brower, through piecing together dusty, old files and probing the rusty memories of available old-timers.*



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