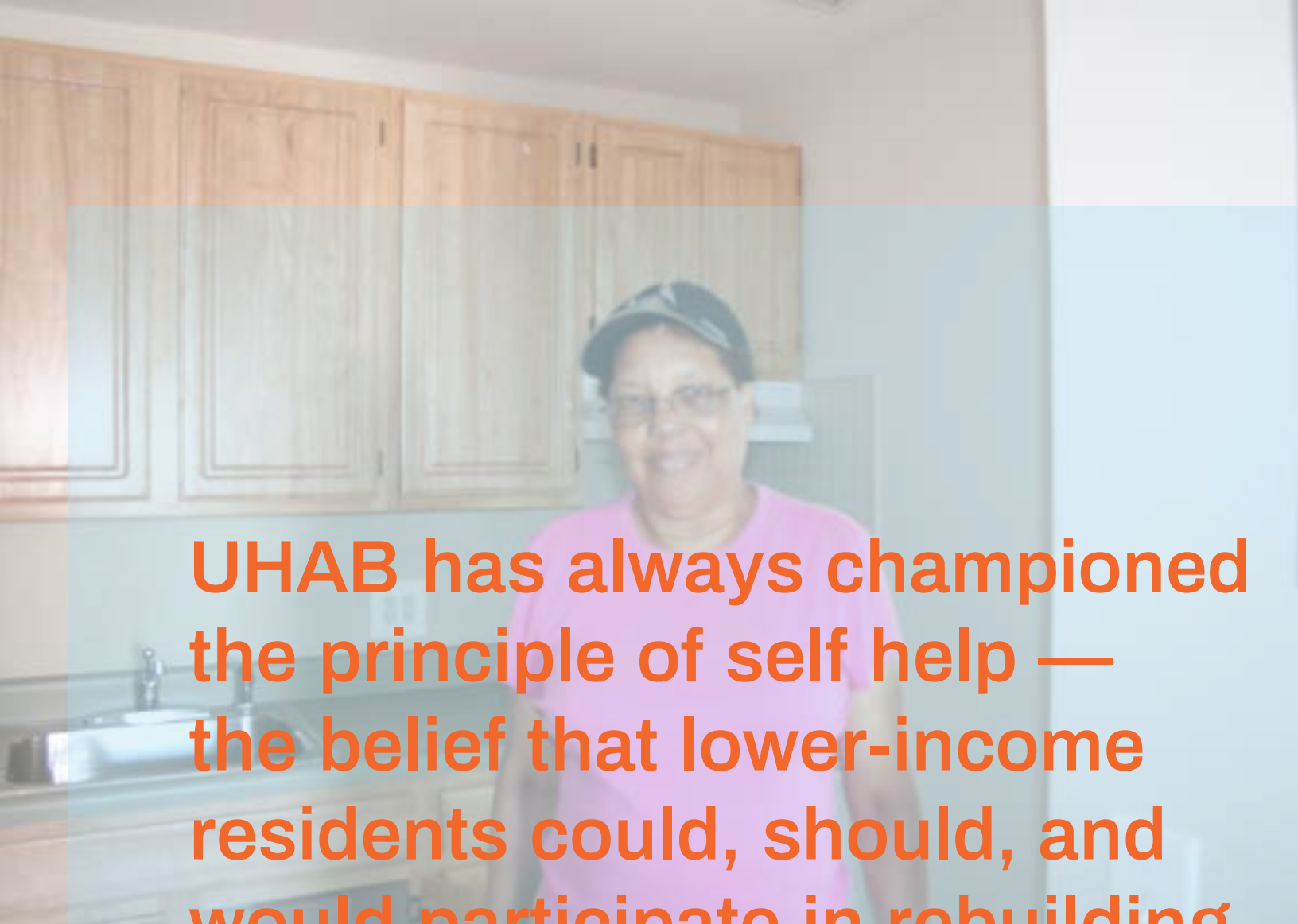


**Helping residents secure  
affordable housing through  
strong, sustainable co-ops  
and tenant associations.**

A solid orange circle graphic on the left side of the page.

**2018  
UHAB ANNUAL REPORT**

A woman with glasses and a pink shirt is smiling in a kitchen. The kitchen has wooden cabinets and a sink. The text is overlaid on the image.

**UHAB has always championed the principle of self help — the belief that lower-income residents could, should, and would participate in rebuilding their own homes and communities.**

# Helping people help themselves.

Thank you for supporting self-help housing and standing with residents for all these years. Thanks to donors like you, we have had a productive year of successes including saving 15 HDFC co-ops from foreclosure. What does it mean to save 15 HDFCs? It means keeping their building costs low in a rapidly gentrifying city. It means saving an entire city block worth of resident-controlled homes. It means preserving roughly 300 households, keeping families together, and securing permanently affordable housing for future generations. It wasn't the actions of UHAB alone that helped prevent this – it took a community of organizers, nonprofit partners, technical assistance providers, and supporters like you to make this happen.

Throughout my 40 years as Executive Director at UHAB, I've witnessed firsthand that HDFC co-ops are not immune to the rippling effects of gentrification and predatory equity. Every day, predatory purchase offers are made to low-income families with the intent to push them out of their neighborhoods. Time and time again we have worked with residents whose answer to these offers is clear: "No, we choose to stay in our homes. We need a place to live."

It is an honor to stand alongside co-op residents and rent-stabilized tenants who are leading the way to secure affordable housing for themselves, their neighborhoods, and for future generations. By joining the movement, you help amplify the voices of advocates and organizers working on the ground every day, fighting for better housing rights. When supporters like you and the communities we work with unite, people win over profit.

This year, we stand with those working to strengthen the fight against displacement and tenant harassment, and supporting the growth of resident power.

# About

## The Urban Homesteading Assistance Board (UHAB)

**UHAB empowers low- to moderate-income residents to take control of their housing and enhance communities by creating strong tenant associations and lasting affordable co-ops.**

### Our History

The Urban Homesteading Assistance Board was born in the midst of New York City's economic crisis of the 1970s.

With landlords abandoning their buildings *en masse*, the city found itself with more than 11,000 buildings on hand and no idea what to do with them. UHAB became a voice for the residents living in those buildings – longtime New Yorkers who had no intention of leaving.

Turning buildings over to their residents to manage began as an experiment. But soon the city was convinced that this revolutionary approach could be sustained. The first year UHAB offered training, in Harlem, residents of 200 buildings learned how to cooperatively govern and operate their own multi-family dwellings.

We have only grown since then.

UHAB has now assisted in the preservation of some 1,300 buildings (comprising 1,100 housing co-ops), creating homeownership opportunities for residents of nearly 30,000 apartments.

Over the years, we have developed a unique expertise in serving the needs of the city's limited-equity co-op community. Today, New York City has the largest number of affordable

### Our Principles

co-ops in the country.

#### I. Self Help

When residents take the lead on everything from creating, managing, and preserving their own co-ops to advocating for affordable housing policy reform, this not only improves buildings and neighborhoods, but it transforms lives as well.

#### II. Democratic Residential Control

Transparent leadership and the participation of a majority of residents—each contributing unique skills and perspectives—make democratic governing and organizing possible.

#### III. Limited--Equity (or Shared-Equity) Co-op Ownership

Allowing departing shareholders to make only small profits when selling their shares preserves affordability for current and future low-income co-op homeowners by keeping purchase prices low and protecting building eligibility for a variety of subsidies.

#### IV. Cost-Effective Sustainability

UHAB provides access to affordable, high-quality resources, including fuel and weatherization programs, bulk-rate fire and liability insurance, assistance with loans for co-op shares and capital improvements, advice on governance, tax abatement guidance, debt analysis, and streamlined bookkeeping.

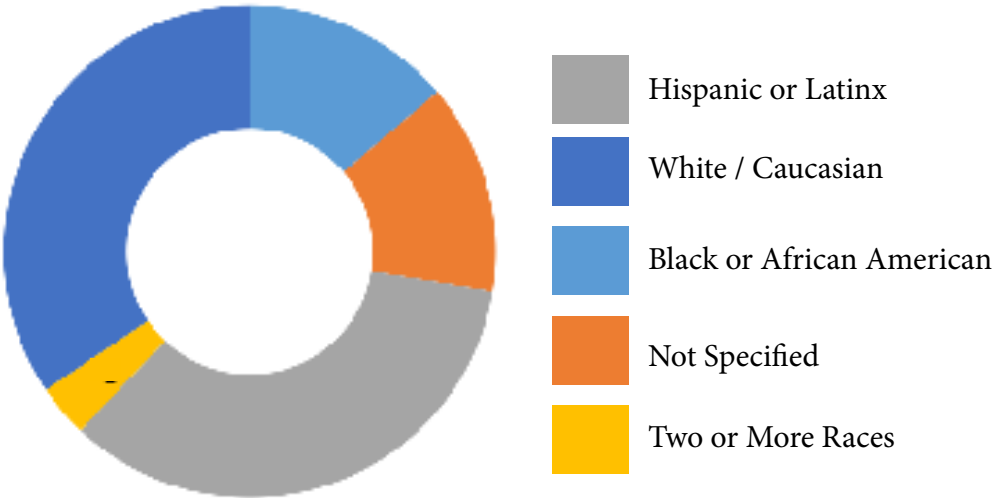
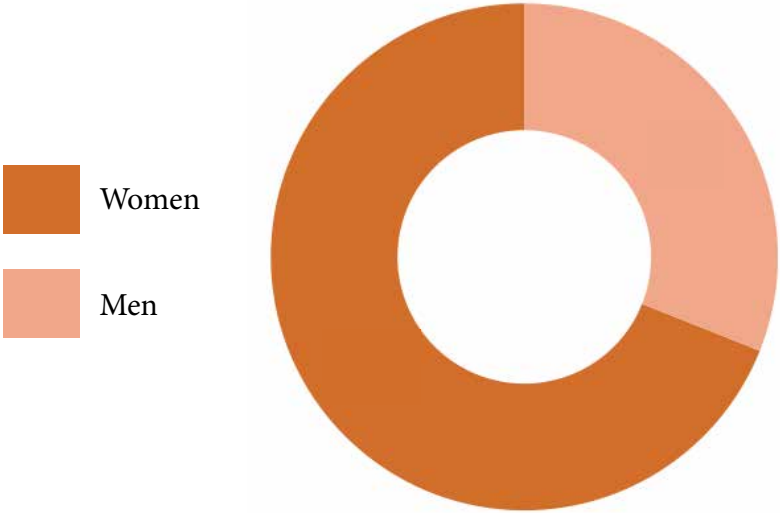
# Inclusion & Diversity at UHAB

Racial, ethnic, and socioeconomic diversity are essential to UHAB's mission and have always been a focus of our organization.

About 90% of the low- to moderate-income residents in the buildings we serve are of African and/or Latino descent.

We have always made efforts to recruit staff from buildings; several residents have held executive staff positions at UHAB. With a growing number of Spanish-speaking residents in the buildings we serve, we have gone to great lengths to recruit bilingual staff members. More than 45% of our staff speaks both English and Spanish, with staff members speaking other languages as well (from Haitian Creole to Arabic).

We provide services in both English and Spanish, including technical assistance, bookkeeping, *UHAB Member News*, the full UHAB University curriculum, and homeownership training.



# Fiscal Year 2018 A Year of Growth

This past year, UHAB has intensively worked to expand our services, outreach, and impact on a national scale.

## Co-op Preservation

In FY 2018, UHAB's Co-op Preservation team closed loans totaling \$4.4m, secured for 234 units across nine buildings, to help these affordable co-ops with capital improvements and debt reduction.

As we rolled out our new affordable co-op services and technical assistance options for HDFCs, several co-ops opted into the new programs. Prior to any outreach, we worked with 35 individual HDFCs to address their needs and expect this number to grow rapidly next year.

## Training and Education

This year, UHAB's popular Housing Maintenance and Management Training (HMMT) Series offered even more workshops than last year, totaling at 223, and also saw an increase in participation with an annual total of about 1,784 participants (500 more than last year!) The classes were taught in 14 locations across the Bronx, Brooklyn, and Manhattan.

UHAB University certificates were awarded to 60 graduates who successfully completed eight unique topic workshops.

## Organizing and Policy

The Organizing and Policy department at UHAB is a strong team of two Directors, three lead organizers, and two apprentice organizers. In coordination with their ongoing organizing work in Crown Heights, Brooklyn, their team is embarking on a new project in East New York and Brownsville.

With support from Brooklyn Legal Services, New York Foundation, and North Star Foundation (among others), UHAB organizers continue to provide legal referrals to LSNY, focus on organizing in under-leveraged buildings, and working with rent-stabilized tenants on building stronger rent laws across New York State.

## Homeownership Lending

This year, Homeownership Lending was awarded with a CDFI grant (\$519k) to expand its lending services. Also, Homeownership Lending became a member of the New York State CDFI Coalition.

Homeownership Lending is launching its website in Fall 2018, and has already provided assistance to eligible applicants.

## Sixth Principle Coalition

The 6th Principle Coalition is building partnerships across the country. Most notably this year, the Connecticut Green Bank requested a series of technical assistance and trainings this year, in order to help increase the local capacity of their co-ops and help with organizing shareholders.

6PC announced the launch of its new website this year, [www.sixthprinciple.coop](http://www.sixthprinciple.coop). Promotion is currently underway to incite the national co-op community to interact with the co-op landscape map which includes every limited-equity co-op and co-op support organization in the country, as well as a growing database of co-op friendly service vendors.

## Member Services

This year, 560 co-ops opted for UHAB Membership.

UHAB's Fire Liability Insurance Program (FLIP) was offered to hundreds of co-ops across some 630 buildings.



**\$4.4m**  
in private  
loans  
to help HDFC  
co-ops  
secure capital  
improvements



**223**  
Free co-op  
workshops  
in the Bronx,  
Brooklyn, and  
Manhattan

**60 graduates**  
of UHAB  
University,  
a free training  
series for  
co-op  
residents



**10,318 units**  
enrolled in  
FLIP with a  
total insured  
value of  
nearly \$2b

# Energy Programs

In March 2018, UHAB launched **Co-ops Go Solar**, a campaign for HDFC co-ops to adopt solar electric systems with the support of NYSERDA—and for the first time ever, UHAB is a lead organizer in a contract with NYSERDA—and with our energy partners at Solar One’s Here Comes Solar program. Over the next year, UHAB is funded to reach out to HDFC community, with an emphasis on Bronx HDFCs, to explore their options to save money on common area electric charges through installation of solar electric arrays. **Co-ops Go Solar** will build a purchasing group of at least 20 co-ops throughout the city and will allow UHAB’s Member Services to develop their capacity to provide technical assistance on solar design, cost projections, and overseeing solar installation projects.

## FIRE AND LIABILITY INSURANCE PROGRAM (FLIP)

Our 33<sup>rd</sup> Annual FLIP Renewal concluded for the 2017-18 season with an increase from last year: 550 co-ops in 627 locations covered, totaling 10,318 units with a total insured value of nearly \$2b.

## NEW PROGRAMS

This year, UHAB became an ambassador to the NYC Retrofit Accelerator, a program funded through the Mayor’s Office of Sustainability that advises building owners to become more efficient and join New York City’s efforts to fight climate change. This coincided with the soft launch of a new Member Services program for Benchmarking Services. For two years we’d offered Benchmarking Help Center trainings and finally opted to offer this as a service as buildings requested it. It has started as a soft pilot for the past quarter, and we are making a large outreach push for the coming fiscal year as the city requires more buildings of a certain size (over 25,000 square feet) be required to report.

Member Services led a record number of trainings through the Housing Management and Maintenance contract, including new topics “**Let’s Talk about Energy Efficiency!**” focusing on communication strategies in co-ops, and “Rodent Management Strategies” a collaboration with the NYC Department of Health to eradicate rodent activity throughout the city.

This past year, UHAB launched Social Media campaigns #HumansOfHDFCs to collect stories and to engage a new generation of HDFC co-op shareholders. We continue to work on finding meaningful ways to engage youth communities of the Co-ops. Our team is collecting co-op stories in order to put together a graphic novel,



This year, UHAB partnered with Solar One to bring solar power to HDFCs. Pictured here, 838 Park Place in Crown Heights, became the first building (and HDFC) in NYC to utilize the Community Share Program, to install affordable solar panels for their 8-unit co-op.



# Co-op Development

It has been an eventful year for UHAB's Co-op Development team, with many innovative new affordable housing projects on the horizon in the coming year. As the first developer to create homeownership utilizing the **HPD Inclusionary Housing program**, UHAB believes in seizing all opportunities to help meet the current demand for affordable housing, and pursue every possibility with an open mind.

## 544 East 13<sup>th</sup> & 377 East 10<sup>th</sup> Streets

After almost 15 years of hard work, these projects closed on a permanent loan and converted to two independent HDFC co-ops on June 4th, 2018.

The first meeting of the co-op and election of a resident Board will be held in the next few months after the remaining vacant units are purchased by an eligible applicant.

This project was the first ever to use the City's Participatory Loan Program and Inclusionary Housing to create two limited-equity co-ops. This is only the third application of Inclusionary Housing to create homeownership in the City—all have been done by UHAB.

## Interboro Community Land Trust

A 17-building cluster in Brooklyn will soon become a community co-op on **Interboro Community Land Trust**. This project is a collaboration between UHAB, Habitat For Humanity NYC, The Center for New York City Neighborhoods, and the Mutual Housing Association of New York. Interboro has received critical support from Citi Community Development, the CLT's founding corporate partner. Interboro has also received support from Enterprise Community Partners, Inc., the New York City Department of Housing Preservation and Development, and the Office of the New York State Attorney General.

## 640 Riverside Drive

This project entailed organizing the residents of a 134-unit building in Washington Heights through the Third Party Transfer program. After thirteen years of working diligently with partners, Settlement Housing Fund, on June 29th, 2018 UHAB staff worked tirelessly to close the construction loan and secure additional equity financing from Local Initiatives Support Corporation (LISC).

With MDG Design + Construction as the General Contractor, and Community Preservation Corporation as the participatory lender, UHAB is very proud to have participated in the co-op conversion and preservation of this sizeable amount of necessary affordable housing in Washington Heights, and we look forward to the next phase of this project.

## 644 Riverside Drive

This 94-unit building in Washington Heights is the sister building of 640 Riverside. The existing loan documents were amended in November of 2017 to allow for necessary and remaining repairs to be made, including pointing required by Local Law 11 and a boiler replacement. This work will be completed in the end of September 2018, and a permanent loan closing and co-op conversion is expected in November 2018.

# Co-op Preservation

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# Organizing and Policy

The Organizing and Policy team has had an eventful year with a growth in full-time organizers and engaging with the City's Third Party Transfer program as a strategy for stabilizing communities in their affordable housing. As this team builds their Brooklyn base organizing tenants in East New York and Brownsville, they continue to expand and support the growth of the Crown Heights Tenant Union, which has made significant strides to develop tenant leaders and grow its capacity as a local voice for change and housing justice.

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# Celebrating 44 Years of Self Help

## UHAB's 2017 Benefit

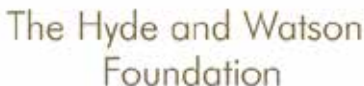
In November 2017, UHAB was joined by more than 250 guests at Tribeca Rooftops for an evening of celebration, dinner and drinks, and looking forward to 44 more years of innovation, collaboration, and preservation in affordable housing. UHAB honored its longtime collaborators, Andrew Knox (Edelman Sultan Knox Wood/Architects), longtime supporters Lorie Slutsky, Patricia Jenny and Patricia Swann (New York Community Trust), and named five influential and instrumental individuals as 2017 Housing Heroes, in recognition of their hard work in their communities: Vern Ballard (HDFC Shareholder,) Debbie Bechtel (Brooklyn Law School), Adele Niederman (Cooperators United For Mitchell-Lama), Vera Robinson (HDFC Shareholder), Daphany Sanchez (NYC Retrofit Accelerator), and Deborah Sanders (HDFC Shareholder).







# Collaborators & Supporters



## AEDELMAN SULTAN KNOX WOOD / ARCHITECTS





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New York, NY 10005

