



## Pillars of Hope

2009–2010 annual report



## Pillars of Hope

In 2009, Hope Community, Inc. was struggling financially. Circumstances as we navigated the economic calamity of the financial collapse. Many community development organizations faced tight operating budgets and reduced capacity due to the constricting funds.

Nevertheless, Hope Community continued our necessary work to preserve affordable housing in East Harlem, thus the theme of this year's annual report, "Pillars of Hope." As we worked to preserve and improve our existing stock, to assure our 5,000 residents that Hope Community would be actively involved in maintaining or increasing their quality of life even as economic conditions for many families worsened.

The changing market conditions created formidable obstacles for community development organizations like Hope Community that sought to continue to build affordable housing. New York City's economic recovery was slow, and another dramatic change: Throughout early 2009—even prior to—the first, real signs of a softening in the local real estate market appeared.

In this context, East Harlem residents were in a bind. Many were unable to afford the 3% of annual median income need affordable housing. Households in existing affordable units need certainty that their homes will remain affordable, ideally in perpetuity. This issue is especially acute in East Harlem, because East Harlem households are spending so much of their income on rent that they experience severe economic hardship, and a socioeconomic problem, because rising rents are displacing community members from the neighborhood where they have roots that reach back generations and that has served as a cultural center for entire communities.

In the face of this exceptional challenge, Hope Community was determined to remain steadfast on a number of fronts. Specifically, to carry out our mission to create better communities, and enrich the lives of those who live and work in them. We have identified a theme, "Pillars of Hope," meant so much more as we carried out programs and development initiatives that sought to prop up our community during economic times, providing a glimpse of a better day ahead including:

- **New Construction:** The Ground-breaking Ceremony was held for Calvert Lancaster, Lancaster Calvert Lancaster and Lancaster Madison; two mixed income cooperative residential buildings and Calvert Apartments; four scattered site, affordable income residential buildings, all of which are LEED Silver certified.
- **Capital Improvement:** Projects: New Frontiers 2 & 3, HDPC, both successfully underwent "year 15" tax credit expiration refinance and capital improvements including facade painting and brick replacement.
- **Tenant Organizing:** Over 40 tenant associations in Hope's 74 buildings were strengthened or created to combat the threat of displacement and to improve the overall quality of their buildings.
- **Neighborhood Beautification:** Hope Community partnered with several community organizations including the East Harlem Community Center, the East Harlem Community Garden, and the East Harlem Community Garden to beautify Hope Community's four community gardens and along the "East Harlem Gateway."
- **Economic Development:** Hope Community partnered with the East Harlem Community Center, the East Harlem Community Center, the East Harlem Community Center, and the East Harlem Community Center to provide matching grants to property and business owners to renovate the exterior and interior of their buildings or storefronts and Streetscape Improvements.

Hope Community strongly believes that personal responsibility combined with collective action is the key to establishing a lasting impact on the community. Although there were real and present threats throughout, an unwavering commitment without thanks to the determination of our staff, board of directors, most importantly, funders and community partners, our residents, in our 41st year, Hope Community continued to provide affordable housing in East Harlem remains one of the most important missions throughout the world.



In 2009, Hope Community continued its efforts to preserve East Harlem's at-risk, affordable housing through housing development, refinancing and tenant organizing. In spite of the continued downturn in the economic downturn — or the Great Recession — of 2009.

#### **Calvert Lancaster and Lancaster Madison**

In 2009, Hope Community continued the ongoing construction of two new, identical buildings in East Harlem, Calvert Lancaster and Lancaster Madison. Calvert Lancaster and Lancaster Madison includes the development of 29 Calvert Lancaster and 27 Lancaster Madison and three bedroom residences. Both Calvert Lancaster and Lancaster Madison will be LEED Silver certified upon completion and are designed to fit into the fabric of our East Harlem neighborhood.

#### **Calvert Apartments**

Hope Community continues the ongoing construction on four scattered site, affordable, income residential buildings, Calvert Apartments. Calvert Apartments includes the development of 23 Calvert Apartments, which is earning less than 60% of area median income. Targeted toward families, the majority of the residences have two and three bedrooms. All four buildings will be LEED Silver certified upon completion and are designed to fit into the fabric of our East Harlem neighborhood. The groundbreaking ceremony for Calvert Lancaster and Lancaster Madison and Calvert Apartments was held in December 2009.

#### **The East Harlem Media/Entertainment/Cultural Center**

In 2009, Hope Community began construction on the first phase of development for the East Harlem Media/Entertainment/Cultural Center (MEC), which will be located at 100 West 125th Street and Avenue M. The first phase of development includes the development of 49 residential units for households earning less than 60% of area median income. The East Harlem MEC will be LEED Silver certified.

The second phase of development for the East Harlem MEC, which will include the entire block front of Avenue M, is in planning. The second phase of development for the East Harlem MEC will include retail, commercial, hotel, cultural and residential development and an extensive open space.

#### **Muscoota**

The Muscoota project is Hope Community's oldest, development and forms a small, but important part of East Harlem's history and renaissance. For the 63 households that made up the Muscoota project, the exception of a few Section 8 — has been used in the development or operation of the buildings for the past 40 years. As a result, the five buildings are now in great need of work in an area that today includes 45% of the residents of the area median income (AMI). Another 19% earn between 60% and 80% of AMI. Hope Community commits to keep the project as affordable income in perpetuity.

After almost 40 years, the Muscoota project will begin renovations — including new kitchens and bathrooms — in the summer of 2010. The Muscoota project is expected to be completed in the summer of 2011.

#### **New Frontiers 3 Hope HDC**

July 2009 marked the beginning of construction on six buildings. New Frontiers 2 Hope HDC, made up of 97 affordable housing units. New Frontiers 2 Hope HDC is a "Year 15" tax credit expiration renaissance project financed through an HPD 8A construction loan in the amount of \$39,000 provided by the City.

The scope of work for New Frontiers 2 Hope HDC includes roof and boiler flues for renovations. All of the improvements and renovations will be conducted without tenant rent increase. The general contractor for the project — AWANTE Contracting — completed construction late-summer 2010.

#### **New Frontiers 3 Hope HDC**

In addition to construction beginning on New Frontiers 3 Hope HDC, in July 2009, construction began on New Frontiers 3 Hope HDC — one building made up of 30 affordable housing units. New Frontiers 3 Hope HDC is a "Year 15" tax credit expiration renaissance project financed through an HPD 8A construction loan in the amount of \$39,000 provided by the City.

The scopes of work and capital improvements for New Frontiers 3 Hope HDC include pointing, stucco, and brick replacement. All of the improvements and renovations will be conducted without tenant rent increase. The general contractor for the project — APFX Building Company — completed construction late-summer 2010.

## affordable housing development



### East Harlem Voices

East Harlem Voices, Hope Community's web-based communications project, continued efforts to engage residents, community leaders and elected officials of East Harlem. Launched in 2008 with funding from the City of New York, East Harlem Voices grew to over 200 members via its social networking pages on Ning and Facebook. Each social networking site contains interviews and articles featuring residents, highlighting local events and projects in the East Harlem neighborhood including affordable housing, deteriorating supermarkets and deteriorating in access to healthy foods. The project serves as a

platform for residents to voice concerns, mobilize, and share histories of East Harlem residents. Additionally, East Harlem Voices social networks host blog entries, discussion forums, and photo albums. For more information on the project, visit [eastharlemvoices.org](http://eastharlemvoices.org).

### "Bringing It Home," 2009 Annual Gala and Community Service Awards

On May 21st, 2009, Hope Community held its 4th Annual Gala and Community Service Awards. With the theme of "Bringing It Home," the event celebrated the annual City Service Awards took place at Carlos Rios Senior Residence – a Hope-owned-and-managed residence for seniors. Emcee Lynda Baquero, NBC-TV anchor, hosted the evening and independently previewed an independent community award to be presented to Hope Community to bei There: Vice President for Community Relations at Hope, Citigroup, Leticia Rodriguez, Executive Director of the Puerto Rican Heritage House, Assistant Director of NYCD Parks, Borough Officer of NYCD Parks, Borough Mamanatan North, and Edward Mateus and Raphael Benavides, Co-Owners of Ricardo Steakhouse.

### Summer Internship Partnership with Operation Fightback

During the summer 2009, Hope Community partnered with El Barrio's Operation Fightback, an organization that continue to work against the deterioration of the city of New York. The partnership provided an opportunity of affordable housing in East Harlem, to host five interns at Hope Community's office for six weeks. El Barrio's Operation Fightback provided interns with Hope Community, Fiscal and Property Management, and Community Relations departments. Participating interns were eligible for credit toward their course work at their respective high schools throughout New York City.

### Partnership with City Year New York

Throughout 2009, Hope Community partnered with City Year New York – an organization dedicated to service – for several programs benefiting the East Harlem neighborhood. City Year New York provides a variety of support and needed services to some of New York's most underserved children and youth. On February 7th, 2009, City Year New York corps members interviewed seniors from the Carlos Rios Senior Residence about their experiences with the East Harlem part of a life-mapping project for City Year New York's "Young Heroes" program. The City Year New York corps members then compiled collages based on discussions that they had with the seniors in a room at Carlos Rios Senior Residence.

### Tenant Organizing

Many tenants in distressed neighborhoods need assistance in organizing to combat displacement and to preserve affordable housing throughout East Harlem. Throughout 2009, Hope Community continued to provide support and help tenants associations or creating new ones with the help of tenant leaders and Hope Community staff.

Tenant associations have provided a forum for Hope's community organizing staff to work with tenants to develop strategies to organize against "predatory" private developers and protect affordable housing. Hope Community staff has also been instrumental in NY's an ongoing project, slightly diminished due to the economic downturn of 2009. Hope enjoyed successes in maintaining over 40 active tenant associations.

### Annual Calendar Events & Programs

- These Kings Dinner: Celebrating the East Harlem tradition
- Mother's Day Celebrations: Dedicated to the seniors of Carlos Rios Senior Residence
- Spring Concert: A performance by poets and musicians to share their work with the East Harlem community
- Thanksgiving Dinner: Held at the Carlos Rios Senior Residence
- Fall Festival: A day-long street festival for youth and families of East Harlem

- Annual Gala & Service Awards
- Gala to recognize community leaders and commitment to serving East Harlem

Although the economic downturn caused constructing budgets for our annual events, due to the commitment of an army of volunteers and the Community Relations staff, we were able to continue our ongoing efforts to engage the residents of East Harlem. These programs help to enrich, entertain and enlighten the community.

## community programs





During 2009, Hope Community supported its long tradition of nurturing community gardens and the arts in East Harlem with murals, poetry, public celebrations, and collective activities.

#### The Defense & Restoration of the Spirit of East Harlem Mural

On June 13th, 2009, Hope Community's landmark "Spirit of East Harlem" mural at E. 104th Street and Lexington Avenue was inexplicably defaced. Designed by Hank Vega and painted in 1978, the mural is famous for its depiction of neighborhood residents engaging in everyday activities and has served as a cultural attraction in East Harlem. The graffiti was removed incident quickly attracted much public interest and was the subject of a June 26th feature story "Vandals Sully an Ode to East Harlem" in the New York Times by columnist David Gonzalez.

#### Street Art: A Public Forum on Outdoor Murals

In an effort to make the defecation of the "Spirit of East Harlem" mural a "teachable moment," on August 13th, 2009, Hope Community hosted a spirited discussion on the topic of street art. Moderated by writer Frank Perez, the public forum featured outdoor muralists Manny Vega and James Top, independent filmmaker Vagabonda, and author Hope Eshelers. It also featured an Ortiz-Wiltenberg public forum, in which the street art public forum continued the discussion between graffiti artists and local youth as each debated the ramifications of the defacement of the "Spirit of East Harlem" mural.

#### Poets Con Café

In 2009, Hope Community held the 12th year of the successful Poets Con Café series in the Modesto Flores Community Garden. Dozens of community artists and residents attended the three-part Poets Con Café, the annual summertime event included feature performances by poets Marjosa, Jesus Papalote Meléndez, Frank Perez and a surprising number of open mic presentations by a variety of grassroots artists.

#### Partnership with Central Park East II

Throughout 2009, Hope Community continued its beneficial partnership with Central Park East II students of Central Park East II. Hope Community artists attended a planning event in the Modesto Flores Community Garden. The students spent the day clearing the garden, turning over soil, and planting a variety of summer flowers and fresh vegetables.

Additionally, the students of Central Park East II delivered several turtles from their winter home to bask in the summertime waters of the Modesto Flores Community Garden pond. The annual tradition has helped to create an important relationship between the students of Central Park East II and local students and educators, who frequently stop by the Modesto Flores Community Garden for lunchtime breaks and class tours.

#### Partnership with Trees New York

In 2009, as part of Hope Community's Main Street program along the "East Harlem Gateway" – the area on Lexington Avenue between 102nd and 105th Streets – Hope Community joined with Trees New York, a nonprofit organization that trains volunteers to care for city trees, to continue beautification efforts and implemented trees New York plantations on 800 daiffodil bulbs in the concrete planters on Lexington Avenue and made

soil amendments to many of the street trees in the "East Harlem Gateway" neighborhood.

Trees New York also installed tree pit guards, improving the look and health of the trees by pruning and watering them. They also offered workshops for kids and adults. Due to the diversity of the East Harlem neighborhood, Trees New York made available bilingual brochures (English and Spanish versions) for folks who want to learn more about the health and well-being of the East Harlem neighborhood.

## gardens, the arts, and neighborhood beautification



FANTASIA

EL BARRIO TOURS



### Main Street Program

New York City's Main Street is a state program that provides matching grants to property and business owners to renovate the exterior and interior of their buildings or storefronts. It also provides funds for streetscape improvements.

Hope Community received a New York City Main Street in 2006 and has been working since then to make improvements to the "East Harlem Gateway," the historic, multi-story, brick building located between 10th and 12th Streets and East 10th and 11th Streets.

In addition to the streetscape improvements courtesy of Tires New York, Hope Community has been able to receive input on which additional streetscape improvements the community would like to see in the "Gateway" area. In response, Hope Community used part of the New York Main Street grant to fund a project with New York City Fresh recipients with a newer and more modern model.

Each of the high-walk litter receptacles ask that residents and visitors "keep the East Harlem Gateway clean." Also installed were four new bike racks on 10th and 11th Streets between Park Avenue and Third Avenue.

### El Barrio Today Arts Cluster

Hope Community has partnered with El Museo del Barrio Upper Manhattan Empowerment Zone (UMEZ) and several East Harlem artists to create a program to create the "El Barrio Today Arts Cluster." The "El Barrio Today Arts Cluster" created with funding support from the New York City Economic Development Corporation, seeks to develop and implement an arts program to attract residents and

workers to attract residents and workers of New York City and the New York tri-state area. From June 2010 to June 2011, the "El Barrio Today Arts Cluster" will consist of a program of painting, murals, and other art projects in collaboration with local businesses, development and the implementation of a marketing campaign and tourism incentive program and measuring the impact of the program.

- (1) provide impact, earned revenue of under-promoted arts/cultural organizations in East Harlem;
- (2) develop the long-term economic vibrancy of the under-promoted East Harlem arts neighborhood, and
- (3) provide a program of arts and cultural tourism and visitation to East Harlem.

Comprised of nine organizations that directly provide and/or support East Harlem arts/culture and over 20 local businesses, the newly formed "El Barrio Today Arts Cluster" is a multifaceted program which will include an extensive marketing program to attract residents and

workers of New York City and the New York tri-state area. From June 2010 to June 2011, the "El Barrio Today Arts Cluster" will consist of a program of painting, murals, and other art projects in collaboration with local businesses, development and the implementation of a marketing campaign and tourism incentive program and measuring the impact of the program.

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### 327 & 341 East 10th Street

Firestone rubber was used to install new roofs toward the end of 2009. In addition to the installation of the new roofs, new heavy doors for added security measures at both buildings. The warranty for new roofs are for 12 years.

### 334 East 12th Street

To address a major painting problem in the building, facade work was carried out on the east and west sides. As a result of the update in the building, maintenance staff to keep the area clean.

### 344 East 14th Street

The hall and common areas were freshly painted by both the building's super and assistant. Additionally, all of the windows in the building's hallway have been replaced with new windows.

### 2006 Lexington Avenue

A small, but important, area in the building, which was designated to keep garbage, was given a new concrete floor to limit the amount of trash in the building. Maintenance staff to keep the area clean.

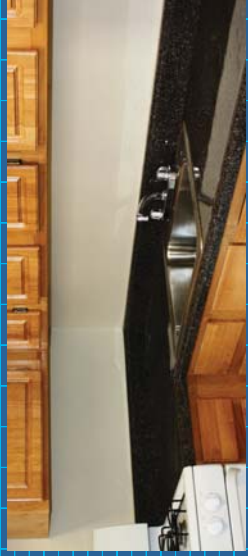
### 2002 & 2003 Lexington Avenue

The old, broken and untidy trash cans were replaced with new, cleaned and fresh with new trash cans that have lids attached to the can. This was done in an effort to limit the rodent's access to the trash and decrease the rodent population in the buildings.

## economic development



## property management



**Combined Statements of Financial Position**  
**Years Ended June 30, 2010 and 2009**  
**Muscoata, Inc., Jennie Clarke Residence, 239 East 117th Street, HDIC,**  
**Carlos Rios Senior Residence, HDIC**

| assets                                       | 2010                | 2009                |
|--|---------------------|---------------------|
| cash   | \$1,075,918         | \$2,066,616         |
| accounts receivable - net                    | 2,132,250           | 2,026,652           |
| marketable securities                        | 20,412              | 173,010             |
| prepaid expenses                             | 90,941              | 263,399             |
| total current assets                         | 3,419,521           | 4,469,677           |
| fixed assets (note 2)                        |                     |                     |
| property and equipment - net                 | 13,995,554          | 14,614,516          |
| other assets                                 |                     |                     |
| mortgage-closing costs (note 3)              | -                   | 43,012              |
| mortgage receivable (note 4)                 | 3,993,564           | -                   |
| loan receivable (note 4)                     | 28,831,616          | 2,804,388           |
| due from affiliates (note 8)                 | 1,535,671           | 1,439,316           |
| deposits and escrows                         | 6,917,851           | 4,619,335           |
| restricted reserves (note 7)                 | 2,489,561           | 1,549,072           |
| security deposits                            | 173,657             | 174,649             |
| total other assets                           | 8,448,902           | 3,533,342           |
| <b>total assets</b>                          | <b>\$5,865,087</b>  | <b>\$24,669,944</b> |
| <b>liabilities and net assets</b>            |                     |                     |
| current liabilities                          |                     |                     |
| accounts payable and accrued expenses        | \$1,948,577         | \$1,451,995         |
| tenant's security deposits payable           | 442,304             | 400,009             |
| total current liabilities                    | 1,372,886           | 1,314,694           |
| long-term liabilities                        |                     |                     |
| mortgages & capital advance payable (note 5) | 18,397,688          | 18,855,161          |
| loans payable (note 5)                       | 515,316             | 770,240             |
| deferred income (note 6)                     | 3,098,971           | 34,973              |
| total long-term liabilities                  | 22,012,975          | 19,660,374          |
| <b>total liabilities</b>                     | <b>\$24,385,861</b> | <b>\$20,995,659</b> |
| net assets - unrestricted                    | 1,479,226           | 1,342,335           |
| <b>total liabilities and net assets</b>      | <b>\$5,865,087</b>  | <b>\$24,669,944</b> |

See the accompanying independent auditor's report and notes which are an integral part of the financial statements.

**Combined Statements of Activities**  
**Years Ended June 30, 2010 and 2009**  
**Muscoata, Inc., Jennie Clarke Residence, 239 East 117th Street, HDIC,**  
**Carlos Rios Senior Residence, HDIC**

| program revenue                                 | 2010               | 2009               |
|---|--------------------|--------------------|
| contract income (note 7)                        |                    |                    |
| ry-state div. of housing & community renewal    | \$89,830           | \$85,600           |
| jennie a. clarke residence                      | 1,292,934          | 1,839,423          |
|   | 1,640,014          | 1,918,028          |
| developer fees                                  | 198,839            | 165,000            |
| management fees                                 | 944,645            | 993,181            |
| management incentive fees                       | -                  | 81,783             |
| consulting fees                                 | 199,333            | -                  |
| janitorial fees                                 | 2,028,688          | 2,543,527          |
| other program income                            | 3,415              | 16,241             |
| <b>total program revenue</b>                    | <b>\$5,929,554</b> | <b>\$5,716,089</b> |
| <b>real estate operating revenue</b>            |                    |                    |
| rental revenue - residential                    | 3,466,398          | 3,334,725          |
| rental revenue - commercial                     | 1,335,227          | 1,225,905          |
| other income - residential & commercial         | 177,915            | 121,219            |
| <b>total real estate operating revenue</b>      | <b>4,979,540</b>   | <b>4,681,759</b>   |
| <b>general and administrative revenue</b>       |                    |                    |
| partnership management fees                     | 97,412             | 62,293             |
| grant income                                    | 53,994             | 247,249            |
| donations                                       | 79,616             | 135,449            |
| interest income                                 | 3,645              | 1,806              |
| investment income (loss)                        | (2,783)            | (8,091)            |
| other income                                    | 7,943              | 1,339              |
| <b>total general and administrative revenue</b> | <b>232,137</b>     | <b>439,995</b>     |
| <b>total revenue</b>                            | <b>16,204,314</b>  | <b>19,866,795</b>  |
| <b>program expenses</b>                         |                    |                    |
| program services                                | 4,495,185          | 4,798,347          |
| residential operations                          | 3,897,935          | 4,610,164          |
| commercial operations                           | 716,480            | 732,829            |
| <b>total program expenses</b>                   | <b>9,109,600</b>   | <b>9,539,440</b>   |
| support services, general and administrative    | 1,080,828          | 1,149,219          |
| <b>total expenses</b>                           | <b>10,200,318</b>  | <b>10,788,659</b>  |
| <b>change in net assets</b>                     | <b>3,986</b>       | <b>801,141</b>     |
| net assets - beginning of year                  | 1,342,335          | 1,662,139          |
| net assets - end of year                        | 1,346,321          | 1,742,235          |

**Combined Statements of Cash Flow**  
**Years Ended June 30, 2010 and 2009**  
 Includes adjustments to reconcile change in net assets  
 to net cash provided (used) by operating activities

|   | 2010               | 2009               |
|---|--------------------|--------------------|
| net income (net loss)   | \$3,986            | \$8,014            |
| adjustments to reconcile net income (net loss) to net cash provided (used) by operating activities: |                    |                    |
| depreciation and amortization   | 653,645            | 599,727            |
| increase (decrease) in cash arising from changes in assets and liabilities:                         |                    |                    |
| accounts receivable   | (127,998)          | (340,558)          |
| prepaid expenses  | 198,450            | (10,291)           |
| deposits and escrows  | (216,481)          | (14,391)           |
| restricted reserves   | (943,150)          | (8,856)            |
| tenant security deposits  | 1,042              | (1,046)            |
| accounts payable & accrued expenses   | 34,992             | 111,783            |
| security deposits payable   | 29,193             | 10,416             |
| deferred income   | 3,900,998          | (19,258)           |
| cash flows from investing activities:   |                    |                    |
| decrease (increase) in marketable securities  | (3,003)            | 321                |
| decrease (increase) in fixed assets, net  | 75,807             | (54,240)           |
| decrease (increase) in mortgage-closing costs   | 43,012             | —                  |
| net cash provided (used) in investing activities  | 115,257            | (15,102)           |
| cash flows from financing activities:   |                    |                    |
| decrease (increase) in loan receivable  | (76,998)           | (7,699)            |
| decrease (increase) in mortgage receivable  | (8,193,164)        | —                  |
| decrease (increase) in due from affiliates  | (161,931)          | (4,142)            |
| increase (decrease) in loans and mortgages payable  | (766,989)          | 254,238            |
| net cash provided (used) by financing activities  | (4,075,053)        | (154,796)          |
| net increase (decrease) in cash and cash equivalents  | (99,270)           | (102,246)          |
| cash, beginning of year   | 2,066,163          | 2,192,889          |
| <b>cash and cash equivalents - end of year</b>  | <b>\$1,077,928</b> | <b>\$1,066,665</b> |

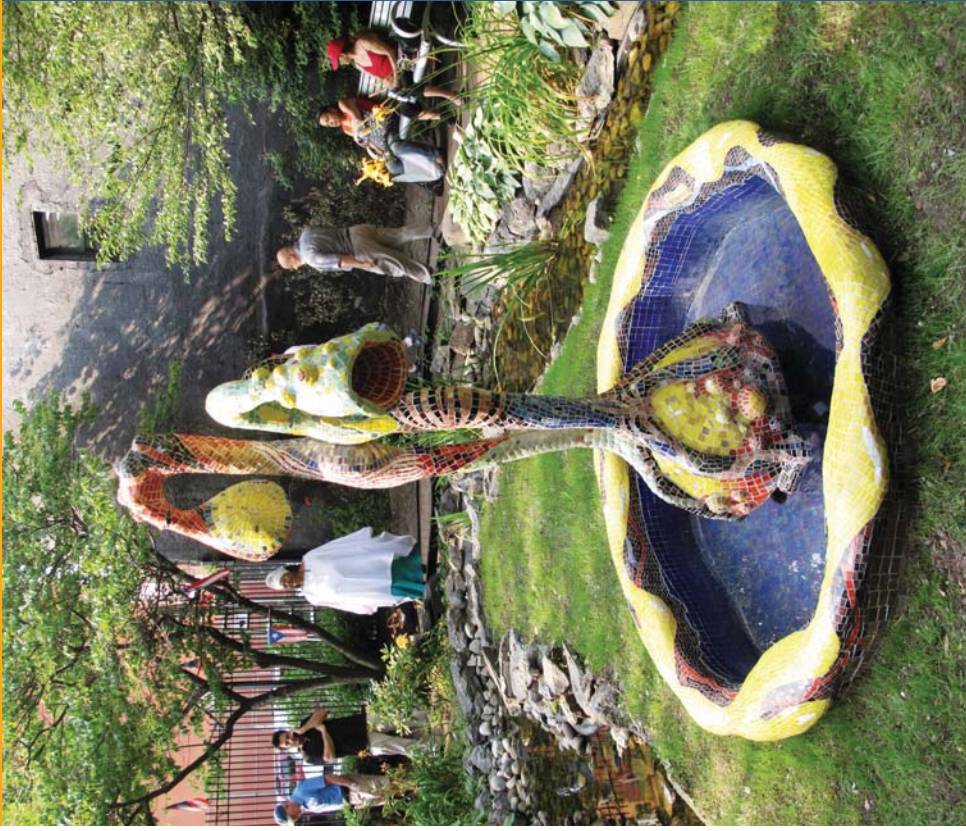
**Combined Statement of Functional Expenses**  
**Years Ended June 30, 2010 and 2009**

|                                 | 2010               | 2009                |
|---------------------------------|--------------------|---------------------|
| salaries                        | 2,064,486          | 3,446,920           |
| payroll taxes                   | 216,092            | 267,932             |
| union & other employee benefits | —                  | 61,682              |
| gas, electric and fuel          | 35,999             | 793,060             |
| insurance                       | 803,318            | 283,309             |
| repairs, maint., supplies       | 900,985            | 3,889,703           |
| professional fees               | 86,999             | 154,159             |
| real estate taxes               | —                  | 172,908             |
| management fees                 | 202,543            | 62,924              |
| bank charges                    | —                  | 369                 |
| office/commercial rent          | —                  | 10,995              |
| janitorial expense              | 24,399             | 60,134              |
| travel                          | 2,992              | 4,070               |
| telephone                       | 22,115             | —                   |
| office expense                  | 49,801             | 2,375               |
| advertising and promotion       | 1,167              | —                   |
| water and sewer                 | —                  | 296,672             |
| office equipment maint          | 2,845              | —                   |
| staff training                  | 3,767              | —                   |
| depreciation & amort exp.       | 5,704              | 20,071              |
| program expenses                | 19,824             | —                   |
| meeting expenses                | 90                 | —                   |
| misc. admin expenses            | 9,102              | 3,252               |
| security                        | —                  | 115,375             |
| interest expense                | —                  | 44,232              |
| permits, taxes and filing fees  | 55,192             | 24,169              |
| special events                  | —                  | —                   |
| extern auditing                 | 9,465              | 2,065               |
| other                           | 66                 | 165,418             |
| <b>total</b>                    | <b>\$4,495,185</b> | <b>\$10,003,288</b> |

**Combined Statement of Functional Expenses**  
**Years Ended June 30, 2010 and 2009**

|                                 | 2010               | 2009                |
|---------------------------------|--------------------|---------------------|
| salaries                        | 2,064,486          | 3,446,920           |
| payroll taxes                   | 216,092            | 267,932             |
| union & other employee benefits | —                  | 61,682              |
| gas, electric and fuel          | 35,999             | 793,060             |
| insurance                       | 803,318            | 283,309             |
| repairs, maint., supplies       | 900,985            | 3,889,703           |
| professional fees               | 86,999             | 154,159             |
| real estate taxes               | —                  | 172,908             |
| management fees                 | 202,543            | 62,924              |
| bank charges                    | —                  | 369                 |
| office/commercial rent          | —                  | 10,995              |
| janitorial expense              | 24,399             | 60,134              |
| travel                          | 2,992              | 4,070               |
| telephone                       | 22,115             | —                   |
| office expense                  | 49,801             | 2,375               |
| advertising and promotion       | 1,167              | —                   |
| water and sewer                 | —                  | 296,672             |
| office equipment maint          | 2,845              | —                   |
| staff training                  | 3,767              | —                   |
| depreciation & amort exp.       | 5,704              | 20,071              |
| program expenses                | 19,824             | —                   |
| meeting expenses                | 90                 | —                   |
| misc. admin expenses            | 9,102              | 3,252               |
| security                        | —                  | 115,375             |
| interest expense                | —                  | 44,232              |
| permits, taxes and filing fees  | 55,192             | 24,169              |
| special events                  | —                  | —                   |
| extern auditing                 | 9,465              | 2,065               |
| other                           | 66                 | 165,418             |
| <b>total</b>                    | <b>\$4,495,185</b> | <b>\$10,003,288</b> |





**special thanks to  
our contributors**

Hope Community gratefully acknowledges the following contributors for their generous support. Your donations enable us to continue our successful work in East Harlem.

**\$50,000+**

- Local Support Initiatives Corporation
- National Opportunities Fund

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Manhattan Neighborhood Network

**2020 annual report  
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## board of directors

### Ann C. Henderson, Chair

Hopie Henderson has been affiliated with Hope since the early '80s. She resided in East Harlem for 15 years before moving to the Bronx. She is dedicated to Hope's vision of improving East Harlem's housing stock. As Associate Director for Cooperative Professionals at the Urban Housing Institute, she has worked with Henderson on bringing extensive experience working in the NYC not-for-profit housing field as well as her ties with East Harlem's low-income co-ops. She strongly believes in the power of community and neighborhood pair, neighborhood policing, and supports selling buildings to tenants as an ultimate goal in bringing their autonomy and success.

### Stacy Crawford, Vice-Chair

Ms. Crawford has been a board member of Hope since 2002. She has worked with the community through an organization called Volunteer Consulting Group, which matches professionals in the financial services industry with not-for-profit organizations. She has strong interest in real estate development, education and homelessness. Although she stays busy working at Monice College as Assistant Director of Student Services in the Department, Ms. Crawford sees her work with Hope as a necessary part of her life. Ms. Crawford is an active member in her community, in addition to volunteering at bank, youth hockey team and Harlem Little League. Ms. Crawford encourages all Hope tenants to share their feedback and ideas with the Board and its management.

### Roger Caban

A proud native of El Barrio, Roger Caban has been a resident of East Harlem for most of his life. In addition to his social work career, he has worked for the Housing Department at Housing, Mr. Caban is also a well-respected photographer and a founding member of Fin loco, a non-profit organization that highlights the work of the workforce. Roger focuses his attention on advocating for East Harlem housing and culture. Mr. Caban became a board member in 1993 and helped found East Harlem Community Development Center on C46, as well as the Q16, Witterberg Art Gallery. He previously served as Director from 1997 to 2002, and was elected to serve as Chair in 2005. "My top tip regarding the Board is to be clear and to try to explain his lifelong passion."

### William Olenchak, Secretary

Hope's founding Executive Director, George Calvert, invited Mr. Olenchak, a Long Island native and graduate of Cathedral College in Douglaston, Queens, to join the Board in 1981. He has lived on C46 Street and was active in the twelve to 103 planning process – one of Hope's first building initiatives. Mr. Olenchak is a former employment manager and janitor and served as the Board Secretary of the own building on Grand Street, contributing his diverse skills and experience. He is also a peace activist.

### Ruby C. Wright

Participation on Hope's Board of Directors is just one of Ruby's many contributions to the community in East Harlem. Ms. Wright was elected to the Board in 1981 and she served as Treasurer from 1985 to 2002. In addition to her work on the Board, Ruby has turned her attention to local economic development projects. She has seen Hope Community grow strong and has always been an active participant in the development of its community building efforts. Hope's invert vernis as an organization appeals to this independent fashion designer and private entrepreneur. Ms. Wright has been instrumental in the selection of tenants, management and the Board to accomplish cooperative goals.

### Lisa Ottenbeck

Ms. Ottenbeck is a longtime East Harlem resident, as well as a tenant association activist, small business owner and a member of the Board. She has worked in her career in real estate, construction firms and with her own business, Beck Builders, where she offers services ranging from design to construction. She has worked with the Board to contribute practical neighborhood solutions that take into account the interests of all of our tenants and neighbors.

### Kathleen Benson

Kathleen Benson has worked in East Harlem all of her professional life and has been a member of the Board of the community for nearly twenty years. The first exhibition she organized at the Museum was *Crowing Old* in Spanish Harlem, presented in collaboration with the Board. She has also organized other exhibitions mounted in partnership with the Board. Ms. Benson is a member of the East Harlem Institute, included Union Settlement Association, 100 Years of Leadership in East Harlem (1993) and The East Harlem Museum. She is a member of the Puerto Rican Community Health Center, Puerto Rican Studies at Hunter College, and the major education and research center in the Bronx. Ms. Ruby is a board member and officer of East Harlem Preservation.

## corporate directory

### Executive

Walter Roberts  
Executive Director  
Eric Valmusha  
Executive Assistant

### Development

Stephen Starover  
Director of Real Estate Development  
Doreen O'Connell  
Director of Fundraising  
Constance M. Miller  
Director of Development  
Jay Malachuk  
Consultant

### Marketing & Venture Development

Debra Lovag  
Director of Community Affairs  
Daryl Garnett  
Fundraising Associate

### Human Resources

Abigail Miller  
Administrative Assistant

### Facilities

Misa Yamamoto  
Chief Financial Officer  
Alynn Salpeter  
Maira Fundora  
Senior Accounting Manager  
Accounting Quality Controller  
Elizabeth Rosas  
Accounts Payable Bookkeeper

### Property Management

Evette Marshall  
Property Manager  
Melissa Mott  
Administrative Assistant  
Conne Rivera  
Property Manager – Zone A  
Alicia M. Muller  
Property Manager – Zone A  
Rebecca Garcia  
Property Manager – Zone A  
Craig Harty  
Property Manager – Zone B  
Luis Berrogo  
Property Manager – Zone B  
Tony Hernandez  
Assistant Facility Manager  
Miguel Torres  
Property Manager – Zone B  
Alicia Berry  
Assistant Property Manager – Zone B

### Legal

Marjorie Garcia  
Marketing & Public Relations  
Charise Thomas  
Legal Coordinator  
Elizabeth Ellis  
Legal Coordinator  
Derwin Restrepo  
Legal Coordinator

### Special Projects

Sylvia Mitchell  
Cassan House Property Manager  
M. K. Koenig  
Cassan House Property Manager  
Cassan House Property Manager

## Personal Computer Power Center

David Kessler  
Computer Technician  
Michael Buckner  
Computer Technician  
Computer Information Director





In this photo, Morris Wittenberg, a founding member of Hope Community



REBUILDING NEIGHBORHOODS ONE BLOCK AT A TIME

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#### **Hope's mission and history**

Hope Community, Inc. is committed to building better communities and enriching the lives of the people who live and work within them. Hope seeks to rebuild the physical infrastructure of East Harlem by creating attractive, high-quality affordable rental and owner-occupied housing. Hope seeks to strengthen the social fabric of the neighborhood by contributing to the growth and success of businesses, by assisting local residents to enhance their lives and incomes, by organizing community events and activities, and by sponsoring improvement projects.



Hope Community was created in 1968 by a group of East Harlem residents who jointly acquired and renovated an abandoned tenement building on East 104th Street, creating eight attractive and affordable apartments. From this modest beginning, Hope Community has grown and expanded into one of New York City's largest and most dynamic community housing organizations. Our major accomplishments over our forty-one year history include developing and managing seventy properties with over 1,200 units of high-quality, affordable housing; sponsoring numerous cultural and artistic projects; fostering local economic development; and generating a stronger sense of community among East Harlem residents.