Celebrating 35 Years of Positioning Neighborhoods to Succeed

1979 — 2014

Neighborhood Housing Services of New Haven

Celebrating 35 Years of Positioning Neighborhoods to Succeed

Annual Report
Neighborhood Housing Services of New Haven was incorporated in 1979 as a nonprofit community housing development corporation. The NHS mission has always included providing safe, affordable housing and homeownership opportunities for low- and moderate-income (LMI) homebuyers in New Haven. We renovate dilapidated, abandoned houses to historic and Energy Star 3.0 standards. NHS is committed to strengthening the neighborhoods in which we work by stimulating reinvestment in the housing stock, creating homeownership opportunities for first-time homebuyers, and facilitating community building activities.

In our 35-year history, NHS has fully renovated more than 450 housing units for LMI families. In recognition of the unique challenges faced by LMI homebuyers, NHS opened the New Haven HomeOwnership Center in 2001 to serve as a “one-stop shop” for prospective first-time homebuyers and existing homeowners in the greater New Haven area. Today, our enhanced mission is to stabilize and revitalize our neighborhoods through increased homeownership, to develop affordable housing for LMI families, to provide homebuyer education and financial assistance to individuals and families who are purchasing homes in the greater New Haven area, to assist homeowners who risk losing their homes in foreclosure, and to help residents take charge of their neighborhoods through community organizing and resident engagement. We hold the strong belief that homeownership gives families a vested stake in their communities and provides them with an asset-building tool that will help them to achieve economic prosperity.

NHS is part of the national NeighborWorks® Network under the auspices of NeighborWorks® America based in Washington, DC. Serving urban neighborhoods and rural areas all across the country, more than 230 NeighborWorks® organizations have received wide acclaim as successful programs committed to the stabilization and revitalization of the communities they serve.

When NHS was first established in New Haven, service areas were selected for their types of structures, degree of deterioration and extent of homeownership. Although our target areas have changed over time, NHS remains an effective, flexible organization with a proven track record of positioning neighborhoods to succeed. Our partnership with residents, lenders, the business community and the public sector embraces a holistic approach to the revitalization of our service area to create vibrant, active, beautiful neighborhoods of choice.
### 2013-2014: Success by the Numbers

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houses rehabilitated to historic and Energy Star standards, totaling</td>
<td>13 units</td>
</tr>
<tr>
<td>Participants received pre-purchase homebuyer education</td>
<td>302</td>
</tr>
<tr>
<td>Homeowners counseled who were facing foreclosure</td>
<td>150</td>
</tr>
<tr>
<td>Participants graduated from financial literacy classes</td>
<td>63</td>
</tr>
<tr>
<td>Prospective homebuyers who purchased a home</td>
<td>163</td>
</tr>
<tr>
<td>Clients who received mortgage modifications to retain ownership of their homes</td>
<td>57</td>
</tr>
<tr>
<td>Basic inquiries from customers and clients responded to by HomeOwnership Center</td>
<td>1,171</td>
</tr>
<tr>
<td>Participants in home maintenance and energy efficiency classes</td>
<td>243</td>
</tr>
<tr>
<td>Volunteer events hosted for volunteers and a total of volunteer hours</td>
<td>25 and 3,716</td>
</tr>
<tr>
<td>Houses rehabilitated to historic and Energy Star standards, totaling</td>
<td>13 units</td>
</tr>
<tr>
<td>Invested in the purchase and rehabilitation of houses in New Haven, primarily in the Hill and Newhallville neighborhoods</td>
<td>$2.8 million</td>
</tr>
</tbody>
</table>
October 24, 2014, marks the 35th anniversary of the incorporation of Neighborhood Housing Services of New Haven. So, we thought that we would do a bit of reminiscing in our message this year.

When our office opened in March 1980, we occupied the left side of Modern Apizza at 872 State Street. Needless to say, lunch was never very far away. We had a three-person staff in a very cozy office. In 1983, we moved to 13 Edwards Street, became a staff of four, and focused on small rehab projects in both the Upper State Street and Dwight/Edgewood neighborhoods. We financed exterior paint jobs and new roofs, and helped quite a number of homeowners rewire their homes. Our most memorable project was the complete rehabilitation of 385 Orchard Street, the most dilapidated house in the Dwight neighborhood. This house, built in 1866, is still occupied by the family that purchased it from us in 1984.

In April 1986, we bought a boarded-up house at 333 Sherman Avenue, rehabbed it to accommodate our office needs, and moved in on August 21 of that year. We added a community organizer to our staff and expanded our service area to include Beaver Hills. Because New Haven’s housing market was hot, our emphasis turned to new construction, and from 1984 to 1989, we constructed 34 owner-occupied, one- and two-family houses. Many of our original homebuyers still occupy these homes.

The 1990s were not kind to New Haven’s housing market, with values plunging throughout the City. Our acquisition and rehabilitation of boarded-up, foreclosed properties has since become our signature line of business. We defined and refined our “cluster” approach to neighborhood revitalization during the late 1990s and early 2000s, with clusters on Carmel Street and Elm Street. We also expanded our service area to include Newhallville and the Hill, where most of our attention is focused today.

To keep pace with our increased lines of business, we established our HomeOwnership Center in 2001, and opened our LEED® Platinum Certified Home Improvement and Energy Conservation Lab in 2009. Our Design and Construction team now occupies this building, and we have a large workshop where we hold classes. Our HomeOwnership Center, which provides homebuyer education and counseling and foreclosure intervention assistance, now has its own office. As our staff continues to grow (now at 20 full-time employees), our Community Building & Organizing department has flourished, becoming an active adviser to residents, hosting more than 40 volunteer projects each year in support of resident-led initiatives.

The past 35 years have been marked by some fairly daunting challenges, but we’ve faced them head-on, and we’ve thoroughly enjoyed serving New Haven’s neighborhoods for such a long time. We look forward to a bright future as we continue to focus on our mission of increasing homeownership; making homes beautiful, energy-efficient, and affordable; and helping residents take charge of their neighborhoods.
Innovative, out-of-the-box thinking has been the theme of the HomeOwnership Center this past year. As one of 27 selected NeighborWorks® organizations from around the country participating in the Sustainable HomeOwnership Pilot (SHOP), we have been challenged with re-thinking, re-tooling, re-evaluating, and re-inventing the way we do business. With dwindling and limited government and philanthropic support for many homeownership initiatives, we have been charged with a creative mission to increase the breadth of our clientele and to provide us with the infrastructure and capacity to successfully manage the increase.

NeighborWorks® America contracted with subject matter experts and personal coaches to work with each of the 27 organizations in the development and implementation of appropriate strategies to accomplish this, and each has been part of an innovation team, focusing on product development, design, and implementation.

Our HomeOwnership Center was part of the Brand Story Innovative Team, where members sought to analyze the population we currently serve as well as others we want to include. We identified what sets us apart from our competitors and carefully crafted a brand story, test-marketing the language we use, while re-tooling our marketing materials, our web site, and our “elevator speech” to make sure we are consistent in our messaging. Our subject matter experts were charged with developing two campaigns (in English and in Spanish) and a comprehensive marketing plan, both of which are designed to drive customers to our website.

At the same time, a Customer Facing Technology Team has been producing a mobile and web application with great user functionality that will handle the numbers of customers being driven to our website through marketing materials and word of mouth. A Finance Team has produced profitability tools and metrics that will measure everything from service velocity to our sustainability ratio in looking at our various lines of business. An Operations Team has been working on the implementation of a customer relationship management system that will maximize our ability to engage customers and to cross-sell our service lines. Finally, a Service Expansion Team has been looking at lines of business within the homeownership centers, assessing the feasibility of offering not only the standard lines of education and counseling, but also realty services and expanded lending.

We have been charged with embracing a culture and environment of change. Using John P. Kotter’s book Leading Change, we’ve learned about successful change and the forces that drive it. Using Kotter as a guide, we have created a sense of urgency within our organization that has effectively communicated the vision and has empowered us to take action.

The HOC team is energized and excited as we embrace these new opportunities!
This spring we marked the fifth anniversary of our Home Improvement and Energy Conservation classes. Over these five years we have offered 100 classes with more than 1,000 attendees. Home Maintenance 101 features our core curriculum; other classes include Basic Plumbing, Tool School, Home Energy Conservation, Drywall and Plaster Repairs, Home Heating Systems, and Lawn and Landscape.

In the past year, we have offered 22 classes to 243 attendees through three series: “Home Maintenance Basics,” “Organic Gardening” (in conjunction with the New Haven Land Trust and Common Ground School), and train-the-trainer style “Best Practices in Residential Storm Water Management,” sponsored by a generous grant from the Greater New Haven Green Fund.

All classes are offered at our Home Improvement and Energy Conservation Laboratory free of charge to homeowners and renters.

Over the past year, we collectively raised our awareness of environmental and sustainability issues while changing many of our daily habits at work and at home. We have taken steps to “green” the way we operate in all of our lines of business, from changing our office supplies to revising our class curriculum. All of the NHS staff and board were involved in these activities, including semi-annual Green Week celebrations, committees to address purchasing and transportation issues, the operations of each department, and policy changes. We even claimed victory in the goNewHavengo transportation challenge in July, a contest that charged various New Haven organizations with revising their approach to daily transit habits.

We have come so far in such a short time, and it is with enormous pride that we announce our official status as a NeighborWorks® America Green Organization. As a certified green organization, we will continue to assess our business procedures to ensure that we always remain conscious of ways to combat environmental degradation and climate change.

Our Green Designation would not have been possible without the help of our Green Team: Becky, Brita, Celeste, Colleen, Daniella, Henry, Kathy, Michael, Norma, and Rita. Special thanks to our “Green” AmeriCorps VISTA Members, James and Allison, for their passion and dedication!
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Community Building and Organizing

Over the past 35 years, Neighborhood Housing Services of New Haven has prided itself on being a resident-driven organization. We have retained a tireless commitment to fostering resident involvement, engagement, and leadership to effect positive change.

In our 2013 strategic plan, we committed to increase and strengthen our partnerships with other organizations and groups. Examples of this include:

- creating a community greenhouse in the community garden at the corner of Ivy Street and Shelton Avenue, which involved eight local partner groups
- encouraging the expansion of the International Festival of Arts & Ideas into three of New Haven’s residential neighborhoods. For example, “Celebrate the Hill” was a “pop-up” festival that was incorporated into the Festival
- completing a fourth successful Resident Leadership Program that boasted 15 graduates
- involvement in 20 different community projects where approximately 40 volunteer events were held to contribute labor, skills, and positive energy
- participating in the Community Safety Initiative and Crime Prevention Through Environmental Design (CPTED) in Newhallville.

We encourage a broad cross section of individuals and organizations to become involved with our organization and participate in one or more of our volunteer projects. Community participation and resident engagement are prerequisites to a successful neighborhood revitalization strategy, and we welcome your involvement!
Design and Construction

385 Orchard Street, 1983

385 Orchard Street, 1984

43 Beers Street, 1995

43 Beers Street, 1996

350 Sherman Avenue, 2013

350 Sherman Avenue, 2014

64 Market Street, 2013

64 Market Street, 2014

32 Lilac Street under construction, 2013

Design and Construction staff, 2014
Although NHS has long focused primarily on homeownership, we are well aware that there are many 3-6 unit properties in our target neighborhoods that are better suited for rental units. With New Haven having one of the nation’s tightest rental markets, finding quality, affordable apartments is a struggle for many families.

NHS’ Affordable Rental Development Project enables us to accomplish two things simultaneously: 1) provide high-quality, affordable rental units; and 2) protect the integrity of our target blocks by adding a new component to our comprehensive neighborhood revitalization strategy.

The pilot stage of our rental program is comprised of two three-unit buildings on Edgewood Avenue. Expected to be ready for occupancy by December 2014, these units will be energy-efficient, affordable, and of the highest quality.

NHS was also successful in acquiring a four-unit building on Carmel Street, which will serve as the second phase of our Affordable Rental Program. Units in the Carmel Street property will be ready for occupancy by December 2015.

### Grants and Contributions

NHS attracts financial support from a variety of philanthropic sources. The lending institutions and corporations listed here often provide us with far more than their financial contributions. Program support and partnerships with corporate entities, private foundations, and other not-for-profit organizations all help to build our capacity and further our mission. We are grateful to everyone who contributes to our mission of revitalizing neighborhoods, block by block, house by house, and person by person.
### Combined Statement of Financial Position/Activities

#### Assets
- **Current Assets:**
  - Cash and cash equivalents: $811,159
  - Restricted cash: $138,867
  - Grants and other receivables: $585,319
  - Current portion of mortgage receivables: $29,296
  - Pledges receivable: $1,360
  - Accrued interest receivable on mortgage loans: $6,859
  - Total Current Assets: $1,573,060

- **Non-Current Assets:**
  - Property inventory (rehab projects and tax liens): $6,854,121
  - Property, plant, and equipment, net: $1,172,276

- **Other Assets:**
  - Pledged cash, CD's, and investments: $1,573,060
  - Pledges receivable - non-current portion: $950,000
  - Mortgage subsidy receivable: $574,667
  - Mortgage loans receivable: $478,754
  - Mortgage receivable from West Haven Historical Society: $11,602,878

- **Total Assets:** $11,602,878

#### Liabilities
- **Current Liabilities:**
  - Lines of credit: $1,048,805
  - Accounts payable: $700,261
  - Accrued time off and other expenses: $150,000
  - Customer deposits: $1,100,000
  - Funds held in escrow: $102,450
  - Current portion of long term debt: $1,791,570
  - Total Current Liabilities: $4,080,008

- **Non-Current Liabilities:**
  - Deferred revenue: $2,694,619
  - Long term line of credit: $1,100,000
  - Long term debt: $1,791,570
  - Total Non-Current Liabilities: $5,586,189

- **Net Assets:**
  - Unrestricted net assets: $4,286,781
  - Temporarily restricted net assets: $321,900
  - Permanently restricted net assets: $1,000,000
  - Capital grants fund: $5,586,189
  - Total Net Assets: $11,602,878

#### Revenues and Other Support:
- **Unrestricted:**
  - Contributions: $920,363
  - Grants: $948,805
  - Tax credit programs: $378,361
  - Income from special projects: $150,000
  - Sales of rehabilitation projects: $1,100,000
  - Homeownership fees: $100,822
  - Investment income-mortgages: $41,268
  - Investment income: $78,389
  - Miscellaneous income: $6,087
  - Net assets released from restrictions: $582,244
  - Total Revenues and Other Support: $4,306,639

- **Temporarily Restricted:**
  - Contributions: $-365,278
  - Grants: $-117,266
  - Tax credit programs: $-321,900
  - Income from special projects: $-1,100,000
  - Sales of rehabilitation projects: $-1,100,000
  - Homeownership fees: $-100,822
  - Investment income-mortgages: $-41,268
  - Investment income: $-78,389
  - Miscellaneous income: $-6,087
  - Net assets released from restrictions: $-582,244
  - Total Temporarily Restricted: $(43,378)

- **Permanently Restricted:**
  - Contributions: $2,736,519
  - Grants: $202,485
  - Tax credit programs: $753,754
  - Homeownership programs: $3,692,759
  - Total program services: $-1,117,266
  - Management and general: $397,816
  - Fund raising: $165,928
  - Total supporting services: $-920,363

- **Total Expenses:** $4,090,375

#### Net Assets:
- **Beginning of Year (1/1/13):** $5,553,261
- **End of Year (12/31/13):** $5,608,681
- **Change in Net Assets:** $55,420


BOARD OF DIRECTORS
The Board of Directors is a partnership of neighborhood residents, local lenders, and representatives from the City of New Haven.

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Cynthia Johnson
Charles Lemert
Whitney McClendon
Chris Prokop, Secretary
Leslie Radcliffe
Virginia Stevenson, President
Celeste Suggs, Vice President
Jerome Tureck

LENDING AND INSURANCE PARTNERS
Terence Floyd
People's United Bank
Carol Heller
Bank of America
Kevin Moran, Treasurer
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CITY OF NEW HAVEN
Velma George
Livable City Initiative
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STAFF
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Bridgette P. Russell, Managing Director, New Haven HomeOwnership Center
Jill Annitto, Director of Resource Development
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Brita Carlson, Project Manager/Architectural Assistant
Mark J. Cotte, Director of Finance
Stephen Cremin-Endes, Community Building Specialist
Henry Dynia, Director of Design and Construction
Kathy Fay, Manager, Home Improvement and Energy Conservation Lab
Michael Haynes, Supervisor, HomeOwnership Center
Areta Huckaby, Administrative Assistant
Gloria Lumbano, Administrative Assistant
Kim Ochilo, Project Manager/Architectural Assistant
Norma Pantoja, Administrative Assistant
James Pepitone, Construction/Energy Specialist
Dorothy Pina, Data Entry Clerk
Araba Prah, Project Manager/Architectural Assistant
Clara Quinones, Housing Specialist
Becky Skau, Bookkeeper
Alice Steinhardt, Housing Specialist
Jasmine Torres-Small, Housing Specialist
Colleen Trompeter, Public Relations Coordinator

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Kimberly Langin
Kim Ochilo
James Richmond

2014-2015 VISTA MEMBERS
Beonca Duncan
Taylor Faranda Korthuis
Chandel Gibbs
Kelsey Sullivan

2014 SUMMER VISTA ASSOCIATES
Kerry Doyle
Amanda Philip

NHS would like to thank all of its VISTA Members for their hard work and commitment to the NHS mission.
Neighborhood Housing Services of New Haven positions neighborhoods to succeed by increasing homeownership; providing pre- and post-purchase homebuyer education and financial coaching; making homes beautiful, energy-efficient, and affordable; and helping residents take charge of their neighborhoods.