



Supporting People
Creating Homes
Improving Communities



More Than a Roof Overhead

ANNUAL REPORT 2008-2009



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Supporting People, Creating Homes, Improving Communities

This annual report marks the end of yet another decade of service provided to Ulster County by the Rural Ulster Preservation Company. And with the possible exception of the years following IBM's departure, it marks one of the most bleak economic times in our history.

The level of services RUPCO provided last year (and the year before) was remarkable – you'll read all about it here. But what you don't see here are the services that were needed that we could not provide. The waiting lists for assistance programs grew so long that we had to close them. You can't, in good conscience, put a name on a waiting list that already has more than 600 people on it when you know their wait would be 3 to 5 years! And you especially can't get



"We're all in this together... we can't wait for solutions from Washington and Albany."

people's hopes up when you're already more than 5,000 apartments short in the number of affordable units needed for renters.

You'll see here, what RUPCO is doing to try to stabilize the housing situation in the county and you'll see how we're collaborating with others in the field of human services to be sure that housing needs are coordinated with other individual and family needs. You'll see new programs designed to address new problems. And you'll see the impact this work has had on the entire community.

I hope the logical extension of that is for you to wonder what you might do to help. Because we're all in this together – and because we can't wait

for solutions from Washington and Albany. Non-profits like RUPCO, government agencies at all levels, and for-profit business operations throughout the county must work very closely if we're going to have the right solutions in the right places, at the right time.

Supporting people, creating homes and improving communities is what we do. I hope that during the next year, we can count on you to do it with us.

Thomas A. Collins
President



Kevin O'Connor, Diana Gurieva, Tom Collins and Barbara Mayfield, after Gurieva and Mayfield were honored at Community Luncheon

More Than a Roof Overhead!

Since our last annual report the world has changed dramatically – and we with it! The current global economic crisis is one of epic proportion and none of us is exempt from the suffering. The downward spiral was swifter for some than for others, but each day, more and more people are threatened.

A married chef loses his job and nearly loses the home he shares with his wife and six children. A couple has income loss so great that they lose their home in a tax sale even though they have no mortgage to pay. A beloved husband and father loses his job and health insurance then dies of cancer leading to the loss of their home for his widow and child.

I could go on. Every day, RUPCO employees with direct client contact, hear another set of sad stories. And if each staffer speaks with just four clients a day, that's 500 sad stories a week, more than 2,000 a month, 24,000 in a year. The numbers are daunting. In our region, 3,000 families fought foreclosure in 2008 and 2009. When 2009 ended in Ulster County, there were 217 individuals and 114 families homeless. Of those, 65 individuals and 54 families were newly homeless in the last and perhaps coldest month of the year.

Despite declining tax revenues and government cutbacks RUPCO stepped into the breach. This report tells the story of their efforts and my



“Collaboration with other agencies is critical.”

pride in their accomplishments. But I worry about the future. Our county already has a housing “affordability gap” of 10,696 houses and 5,257 apartments – a gap expected to grow by 6,079 units in the next decade.*¹ Those estimates, coupled with the increasing numbers of foreclosures and the increase in homelessness do not bode well for the future.

Government programs help -- and we certainly use all for which we're eligible. But they're being cut across the board and we don't have the resources to pick up the slack. Collaborations with other agencies is critical.

In 2009, RUPCO embarked on new collaborations and on new initiatives in education and advocacy. You'll see a little bit about them here and you can expect to see much more throughout 2010. You will see RUPCO adopt a tri-sector approach, engaging stakeholders in all sectors – government, for profit and not-for-profit.

John Donne said “No man is an island, entire of itself; every man is a piece of the continent, a part of the main.” We understand this concept of connectedness. We hope this report coupled with frequent visits to our website, www.rupco.org, will help you share our vision. Most important, we hope you'll stay connected and that you will engage with us in dialogue and action that will improve our county, region, state and country.

Kevin O'Connor
Executive Director

*¹ “Three-County Regional Housing Needs Assessment — 2006-2020”

*² August, 2008 – Newsletter

Our mission is to create and develop affordable homeownership and rental opportunities, create understanding and acceptance of affordable housing initiatives, and to foster development and revitalization for a diverse community within Ulster County.

Our vision is to be the leading agency for individuals, communities, businesses, and employers seeking comprehensive affordable housing services, and community development and revitalization initiatives in Ulster County.

Supporting People

When we say "more than a roof overhead," it's a reminder to us and to

those we serve that RUPCO is first and foremost, a human service organization. Helping people is what we do – and their success stories are our success stories. Providing people with stable housing creates the launch pad from which all other things are possible in their lives. Opening doors to education, jobs and community involvement benefits everyone in the county. RUPCO helps people become self sufficient.

Like so many other Ulster County residents, Peter and Rosemary Beaulieu were hanging on financially when Peter's job was eliminated. The Beaulieus are proud people and struggled on their own to make ends meet before finally seeking help. RUPCO stepped in with an assist on rent payments.

With their minds made up that their use of the rental assistance would only be temporary, Peter began working two jobs while Rosemary furthered her education. But shortly after Rosemary enrolled in a nursing program, Peter dislocated his shoulder on the job and was unable to work for two months. RUPCO found opportunity in their misfortune and encouraged them to

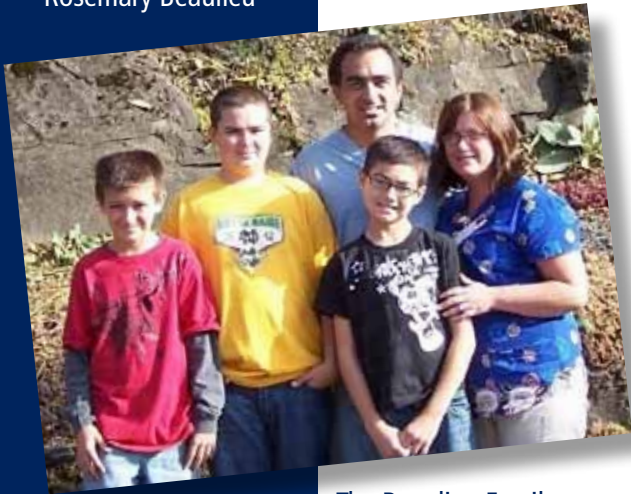
RUPCO helps people become self sufficient.

enroll in the Family Self-Sufficiency program. We helped them establish goals and take the steps to meet them. Peter was able to find a single new job earning as much there as he had working two jobs previously.

There were ups and downs along the way but 2009 year was a great one! In May Rosemary graduated. She became a Registered Nurse and, in August 2009, secured employment. With her new full-time employment added to Peter's earned income, the family is no longer in need of rental assistance. Today, the family is secure and Peter continues to work toward his final goal of obtaining employment in nursing for himself. The Beaulieu boys, now 9, 10, and 12 have a home with financial security and parents who inspire them.

"Becoming a nurse changed my life. I couldn't have done it without RUPCO."

Rosemary Beaulieu



The Beaulieu Family



Tanyikia Davis and her family remain favorites among RUPCO staffers. They exemplify what a family can accomplish when doors are opened and opportunities are offered.

From homelessness to housed, from apartment to education, from education to homeownership, Tanyikia's done it all.

Creating Homes

Just as each RUPCO client is a unique human being, a one-of-a-kind family, so too are the housing solutions that work for them. And while many folks understand the terms “affordable housing” or “work force housing,” few realize how varied the actual housing stock is. From apartment rentals to stand alone homes to owner occupied townhomes and condos, RUPCO never forgets that there’s no place like home.

The highlight of 2009 was cutting the ribbon on 15 brand new townhomes – Buttermilk Falls – in Ellenville. With 3 bedrooms each, a full unfinished basement, and brand new EnergyStar® appliances, families who could never afford to buy a home before can now buy in to the American Dream. You can see the full story in our Real Estate Development report on page 5.

The new homes in Ellenville were an incredible accomplishment. But they were by no means the only homes we created. In two years we finished new rental units in the

Buttermilk Falls ribbon cutting was the highlight of the year.

Kirkland, a beautifully restored 19th century landmark in Kingston. We sold affordable condo units in the restored Petit House on Clinton Street in Kingston. And when you check out our Property Management report on page 9, you’ll see that we took over managing affordable apartment units for seniors at Tongore Pines in Olivebridge.

No one looking at any of these homes would automatically think “oh, that’s affordable housing.” Except for the fact that they are affordable, Buttermilk Falls, the Kirkland, the Petit House and Tongore Pines have absolutely nothing in common with each other.

As advocates for a full range of housing choices in every community in Ulster County, RUPCO takes pride in providing and maintaining such a diverse array of housing choices. Whether it’s our Property Management team, our Community Development staff or our Real Estate Development operation, the RUPCO team is as creative in its approach to creating homes as our clients are diverse.

(Right) Tongore Pines, Olivebridge
(Far Right) Buttermilk Falls Townhomes, Ellenville





New York Main Street grants improve both commercial structures and residential spaces, helping to keep community centers vital.

Improving Communities

building blocks of communities. Helping people with housing needs must extend to helping their communities remain active and viable. Everyone at RUPCO understands the connection between home and community and strives to identify programs and funding sources to strengthen those connections.

Directors of each of RUPCO's five business lines (Community Development, HomeOwnership Center, Rental Assistance, Property Management, and Real Estate Development) as well as other senior administrative staff, are professionally active throughout the county, exploring ways to improve communities and developing resources to meet the needs. Working closely with government agencies and officials and with private sector

People and homes don't exist in a vacuum. They are the

New York Main Street grants ... provide grant funding to business owners and landlords keeping community hubs vibrant and populated.

individuals and business owners, we provide technical assistance that helps communities shape their visions and make them a reality.

Completion of Buttermilk Falls townhomes, on an abandoned industrial site in the Village of Ellenville was as important to overall community improvement as it was to providing new homes for the residents who live there. But improving communities goes beyond housing and extends to commercial properties and technical assistance.

New York Main Street grants help. These programs, specifically designed for our rural hamlets, provide grant funding to business owners and landlords keeping important community hubs vibrant and populated. A focus on sustainability and green building and living principles spans all business lines and as members of the US Green Building Council, we share our commitment at every opportunity.

As active partners in the Ulster County Housing Consortium (UCHC) we have looked at every community in Ulster County individually to see what their needs are. The consortium brings together not just the not-for-profit housing and human service providers, but also private sector business owners and government officials. Working together across the three different sectors, we completed and published the *Three-County Regional Housing Needs Assessment — 2006-2020*. The ground-breaking study financed by the Dyson Foundation allowed us to put the housing industry in Dutchess, Orange and Ulster counties under a microscope and to accurately quantify the current and future needs for affordable housing units. The landmark study identified need for both affordable rental units and affordable homeownership units for every municipality. The UCHC followed that up with a survey of Ulster County residents to understand their perspectives on the housing situation in the county and both studies together led to the Give Housing a Voice campaign to be launched in 2010.



Real Estate Development

multiple affordable housing units for rent or sale and leads project construction from groundbreaking to ribbon-cutting and eventual rent up or sale.

At RUPCO, 2009 will go down in history as the year of Buttermilk Falls – the year when we cut the ribbon in the Village of Ellenville to open 15 energy efficient townhomes for sale to individuals and families earning 80% and 100% of median family income. New York ENERGY STAR® Homes are built for superior energy performance, comfort, health and safety offer exceptional value and sustainability. These homes exceed New York State energy code requirements by 30% in cooling efficiency and by more than 60% in heating efficiency. There is no better affordable homeownership option than Buttermilk Falls.

New homes add to the tax base, provide consumers for goods and services and enhance the quality of life in Ellenville.



.... acquires real property for building, rehabilitating or converting into

There is no better affordable homeownership option than Buttermilk Falls.

Prices for the 3 bedroom homes are as low as \$127,285 and when coupled with special mortgages, builder incentives and tax credits for first time homebuyers, can bring all housing costs (principle, interest, taxes, insurance and homeowner fees) in for as little at \$1,123.

Living and dining areas feature beautiful bamboo floors and second floor bedrooms are fully carpeted. Full unfinished basements await each family's unique approach and can be turned into home offices, rec rooms, workshops, craft rooms or anything else that meets a household need.

The hassle free living in these newly constructed homes has attracted many. Off street parking, central air conditioning, brand new appliances, and the no plowing, no mowing aspects of maintenance, make the homes perfect for downsizing empty nesters as well as young families.

Spanning several of RUPCO's mission priorities, Buttermilk Falls does more than offer great and affordable housing opportunities. It helps with the revitalization of a historic community. Within walking distance of all village shops and services, Buttermilk Falls homeowners become consumers in shops and restaurants, supporters of churches, schools and cultural organizations and in some cases, employees for new or established businesses.

"As a former Village Manager in Ellenville, and as a former member of RUPCO's board, I can't speak highly enough of the work they've done in Ulster County's communities.

Their presence in Ellenville, with Main Street grants to business owners, with housing rehabilitation grants and first time homebuyer programs, and now, with Buttermilk Falls, makes them the perfect development partner for any important initiative a community wants to embrace."

Elliott Auerbach



NeighborWorks® HomeOwnership Center

... handles everything from helping people buy homes, to repairs on housing stock, to making homes accessible along with fighting foreclosures, finding homes for the soon to be homeless, and counseling and educating more than 1,000 clients a year.

RUPCO was proud to celebrate the Fifth Anniversary of our HomeOwnership Center and welcomed back many of the folks we have served. Despite the economy, we helped 44 first time homebuyers to their closings, and 26 of them had grant funding which collectively totaled \$570,159. RUPCO also won a \$500,000 grant from Affordable Housing Corporation for acquisition and rehab grants for future first time buyers.

While helping new homeowners is always exciting, our work in foreclosure prevention helped many hang onto their homes. In Ulster County alone, we assisted 503 families and prevented all but two foreclosures. In 2009, we also launched a new Homeless Prevention Rapid Re-Housing Program (HPRP) bringing much

needed assistance to people recently homeless or in imminent danger of becoming homeless. Launched in early December, we had already assisted 23 families with over \$40,000 in assistance by the end of the year.

**Our work in
foreclosure
prevention
helped many
hang onto their
homes.**

In education and counseling we were just as busy. We worked with more than 1400 individuals last year, on everything from homeowner and home maintenance orientation and education to financial literacy and foreclosure counseling. Helping people become better consumers of financial products and services empowers them as homeowners and as citizens of the greater community.

"I want other people to know that if I could do it, so can they. That if you think you can, you can. That's my mantra and that's what I hope my story teaches others."

Vivian Pummill



Lynn Kopka,
DHCR celebrates
5th anniversary of HOC.

2008 – 2010 Achievements

- 78 first time homebuyers
- \$678,989 invested locally in homebuying activity
- 154 homes rehabilitated
- \$2,091,308 spent on re-habs with
- Received \$500,000 grant from Affordable Housing Corporation for acquisition and rehab grants for first time buyers.
- 1,460 people at orientations and/or counseling
- 733 people at foreclosure workshops or counseling sessions

HomeOwnership Center Rehabilitates Homes

By the time people on moderate or fixed incomes finish paying mortgages with interest, school and property taxes and heating bills, there isn't a whole lot left for doing routine and preventive maintenance that every home in the great Northeast must have done. If you're choosing between heat and food, chances are you can't fix a leak.

**If you're
choosing between
heat and food,
chances are you
can't fix a leak!**

Roofs start to leak, porch supports may rot, heating systems wear out. Deferred maintenance isn't good for the house, the homeowner or the community at large. As homes fall to disrepair, future options are fewer and sale prices fall, reducing the equity many homeowners once enjoyed and the housing stock and tax base of a community. RUPCO delivers grant funding to owners of single family homes and to landlords renting at affordable rates to keep housing stock in good condition.

Home repair work does more than keeping housing stock in good condition. It helps people age in place with Access to Home funding that can modify homes as their residents age. As more and more baby boomers live longer lives, RUPCO will be there to help adapt their homes to ever-changing needs.



In last 2 years, we have delivered:

- 71 homes or apartments were rehabilitated
- \$2,000,000 in grant funding was spent
- 80 local contractors were hired and more than
- \$1,000,000 was spent with them and local building supply outlets.
- 6 New York Main Street Grant projects were completed and
- Ulster County contracted with RUPCO to administer its \$400,000 CDBG Single Family Repair grant program.



Pam Hall's daughter was house-bound. Her family had to carry her and her wheelchair up and down the stairs to get in or out. Once in the house, she didn't have full access either and could not be a fully participating member of the family.

"They gave us a paved driveway, a beautiful wraparound deck, they gave her a nice lift to get her up and down and in the process, they gave me my freedom."

Pam Hall

Rental Assistance

... provides affordable housing for working families, disabled

individuals and seniors. Its number one function is administration of the Housing Choice Voucher program (Section 8). It also provides special services for people with special needs.

Among the most intensive activities in the RUPCO portfolio, the rental assistance team handled more Housing Choice Vouchers than ever before in 2009. Providing clean, safe, affordable opportunities within strict compliance mandates was a top priority of the agency. Just handling the month to month rental concerns of 1400 families would be enough in itself but the department also operated a host of other special programs as well.

In 2009, along with Resource Center for Accessible Living (RCAL) we were the first agency in the State of New York to implement a new collaborative developed by the New York State Division of Housing and Community Renewal (DHCR) and New York State's Department of Health (DOH).

The Nursing Home Transition and Diversion Program (NHTD) was launched to guarantee appropriate housing for disabled individuals who would otherwise be confined to nursing homes, where their quality of life would be compromised and costs to taxpayers would be excessive. No one should be forced into a nursing home if other options exist.

Family Self Sufficiency is a unique program for highly motivated clients seeking to work their way off all assistance to become independent – a hand up not a hand out.

No one should be forced into a nursing home if other options exist.

In 2009, 8 families graduated from the intensive, multi-year program in which \$53,357 of assistance was disbursed. At the end of the year, 83 households were enrolled and a total of 25 graduates no longer need any rental assistance. Most remarkably

perhaps, 11 families are now homeowners thanks to the Family Self Sufficiency program.

2009 Highlights

- Served 1,397 households with 3,051 residents
- Managed 1,481 vouchers
- Paid \$10,025,287 to Ulster County landlords
- Helped 15 people a month in HOPWA*
- Provided \$100,151 in long term tenant based assistance
- Emergency Assistance to 68 individuals and families in crisis

*Housing Opportunities for Persons with AIDS

Rental Assistance Staffers:
(L-R standing) Ana DeOliveira, Sierra Smith, Bobbie McLaughlin, Tonya Stewart, (L-R seated) Erika Rosans, Laurie Smith, Vanessa Secore



"In the Family Self Sufficiency program, I was able to re-direct my life in a positive way. As a graduate, I can look forward to continued success, personally and professionally."

George Heidcamp

Property Management

... provides asset management and maintenance for 274

residential units and several commercial properties spread across Ulster County. It helps insure that rental housing is safe and accessible throughout the entire county.

While managing assets is the mandate, giving people the best possible home surroundings is the mission. RUPCO does it so well that this year, SHARP in Shandaken asked us to manage 19 apartments at Tongore Pines in Olivebridge. The beautiful complex for seniors is among our most rural offerings and the setting is as peaceful as they come. Senior living at its best.

Even as they took on new units, the property management team worked hard at all its other sites. In Ellenville, Highland, Kerhonkson, Kingston, Marlborough, Olivebridge, Rosendale, and Saugerties, they managed well.

Their portfolio included:

- 9 RUPCO owned properties with 138 rental units
- 3 Privately owned properties with 117 rental units
- 4 Condominium units
- 15 New townhome units

Their achievements included:

- 98.03% Occupancy Rate (up from 97.53%)
- 98.89% Collection Rate
- 100% Work Order Completion on 328 work orders

Theresa Walsh, Director of Property Management earned an Assisted Housing Manager Certification & Accreditation (AHM) late last year following training and examination sessions in New York City. The training is a requirement of HUD and the certification is an essential credential for managers and owners of HUD-subsidized multifamily housing.

Senior living at its best!

But stats and certs don't tell the real story, the story of residents like the Stuyvesant's Harold Renzo. Renzo grew up in Hyde Park, in the 50's,

living in foster care from the age of 5. His foster parents (Harold calls them Mom and Dad) had four biological children and housed countless foster children so Harold's siblings were of every race color, and creed, he says "a true rainbow coalition."

After graduating from high school Harold joined the Marines. But after discharge, California beckoned him to work in the restaurant business. Working at Disney Land, Harold was an exemplary employee moving up the ranks from bus boy to lead restaurant manager. When Disney opened a Park in Tokyo they asked him to go.

But after a return to California, a then 35-year-old Renzo was diagnosed with MS and cooler climates were suggested. The rest, as they say, is history. Renzo returned to New York and stayed with his sister until he discovered RUPCO and the Stuyvesant.

He's been a model resident ever since. His MS has brought many physical limitations and Renzo can no longer walk on his own. But his spirit remains boundless and he counts it a great achievement when he's able to get from his apartment to the street and down to the grocery store or the pharmacy. We count Harold as a major asset to the community.

"Everyone needs a hand at some point in their lives and everyone wants to be able to contribute to the best of their ability. As a renter at the Stuyvesant in uptown Kingston, I'm grateful for the opportunity to live independently. I appreciate the opportunities I get to 'give back' to my neighbors and neighborhood."

Harold Renzo



Born in Woodstock and a life long resident, Jackie Van Kleeck has children and grandchildren in Woodstock.

A member of the Fire Department Auxiliary since 1956, Jackie is a member of the Shady Methodist Church and of the King's Daughters. Her husband owned Van Kleeck Consolidated & Septic for many years.



"When Billy died, his business went bankrupt. Now I'm losing my home to foreclosure. I want to stay in my community but need something affordable. That's why I'm supporting Woodstock Commons."

Jackie VanKleeck
Woodstock Senior

Community Development

Ulster County's communities. With technical assistance, grant writing and project development, communities can plan for and meet their unique housing needs.

Creating affordable housing in Woodstock was the anchor project of the year. RUPCO's Woodstock Commons proposal for 53 housing units crept through the SEQR review process with numerous public meetings and reviews. One of the most innovative affordable housing developments in New York, Woodstock Commons combines family and senior housing on the same campus and is designed to meet U.S. Green Building Council's LEED certification for New Construction. The development was one of the first nine projects of any kind in New York State to register under LEED for Neighborhood Development and when built, will provide homes for working families, artists and seniors, including seniors with developmental disabilities.

... handles education, advocacy, and outreach in

When it's built, Woodstock will be proud of Woodstock Commons.

In 2009, RUPCO was also active with New York Main Street grant programs in Uptown Kingston, Ellenville, Port Ewen and Midtown Kingston.

Matching funds for rehabilitating commercial and residential units were offered to help keep "downtowns" in villages and hamlets viable. Exterior façade work coupled with interior work on apartments "above or behind the store" helps to foster a sense of community by keeping people happily housed in buildings which often have long traditions and important places in the fabric of each commercial center.

From Farmer's Markets to Green Trails, RUPCO's Community Development staff offers technical assistance and guidance on grant and proposal writing to other county organizations who need it.

The Kirkland building is a fine example of improving a main corner and entrance-way of the local historic district. RUPCO restored this previously blighted building which had been an eyesore for over thirty years.



Donors Step Up Despite Tough Economy

RUPCO's work is supported by these individuals and businesses. Their commitment of direct funding or donated goods and services kept programs viable during difficult times. We are grateful for their support, as well as the support of the Dyson Foundation, NeighborWorks America® and United Way of Ulster County.

Beth Bengtson
 Joyce Arons Beymer
 Nancy Barkley
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 Michael & Deborah DeWan
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Jim and Nancy Jaffer of Jaffer Electric, Ron Marquette of Hudson Landing - AVR Realty, Inc. and Ellen Murphy of M&T Bank at Celebrate Community.



Statement of Activities December 31, 2008

	UNRESTRICTED FUNDS	TEMPORARILY RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL FUNDS
PUBLIC SUPPORT, REVENUES, AND RECLASSIFICATIONS				
GRANTS:		\$2,802,079	\$170,000	\$2,972,079
REVENUES:				
Administrative Fees	\$746,567			746,567
Repaid Grants	53,998			53,998
Contribution Income	41,648			41,648
Interest Income	20,172			20,172
Late Fees	6,089			6,089
Laundry Income	1,929			1,929
Management Fees	153,559			153,559
Management Development Fees	271,000			271,000
Miscellaneous Income	30,044			30,044
Repayment-Cost of Projects	429,773			429,773
Net Gain/Loss – Sale of Projects	5,060			5,060
Process Fees	31,456			31,456
Process Fees-Recycled Pl. Admin	1,500			1,500
Recoupment	31,644			31,644
Rental Income	636,317			636,317
Sponsorships	47,000			47,000
Total Support & Revenue	2,507,756	2,802,079	170,000	5,479,835
Development Loans				
Net assets released or restricted				
Satisfaction of Program Restrictions	2,972,079	(2,972,079)		-
Satisfaction of Time Restrictions	15,402	(15,402)		-
	2,987,481	(2,987,481)	-	-
EXPENSES AND LOSSES				
Programs	4,286,274	-	-	4,286,274
Management and General	337,624	-	-	337,624
Fundraising	23,071	-	-	23,071
Total Expenses & Losses	4,646,969	-	-	4,646,969
Other Changes in Assets				
Change in Net Assets	848,268	(185,402)	170,000	832,866
Net Assets as of beginning of year	3,427,356	2,003,711	1,519,830	6,950,897
Net Assets as of end of year	\$4,275,624	\$1,818,309	\$1,689,830	\$7,783,763

The restoration on the historic Kirkland in Kingston has won numerous accolades and awards. Here, historic preservation was coupled with sustainable re-development with a state of the art geo-thermal heating system.

In 2009, the old dining room was redecorated as the "Senate Room" and made available to the public for meetings and events.

Statement of Activities December 31, 2009

	UNRESTRICTED FUNDS	TEMPORARILY RESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL FUNDS
PUBLIC SUPPORT, REVENUES, AND RECLASSIFICATIONS				
GRANTS:		\$2,981,861\$		\$2,981,861\$
REVENUES:				
Administrative Fees	\$856,139			856,139
Repaid Grants	103,978			103,978
Contribution Income	41,325			41,325
Interest Income	4,862			4,862
Late Fees	855			855
Program Income	99,123			99,123
Laundry Income	1,842			1,842
Management Fees	159,637			159,637
Management Development Fees	78,750			78,750
Miscellaneous Income	85,628			85,628
Repayment-Cost of Projects	214,886			214,886
Net Gain/Loss -Sale of Projects	(44,315)			(44,315)
Process Fees	37,991			37,991
Recoupment	6,210			6,210
Rental Income	683,473			683,473
Sponsorships	6,000			6,000
Total Support & Revenue	2,336,384	2,981,861	-	5,318,245
Development Loans				
Net assets released or restricted				
Satisfaction of Program Restrictions	3,305,901	(2,897,263)	(408,638)	-
Satisfaction of Time Restrictions	15,402	(15,402)		-
	3,321,303	(2,912,665)	(408,638)	-
EXPENSES AND LOSSES				
Programs	4,114,389	-	-	4,114,389
Management and General	416,527	-	-	416,527
Fundraising	20,141	-	-	20,141
Total Expenses & Losses	4,551,057	-	-	4,551,057
Change in Net Assets	1,106,630	69,196	(408,638)	767,188
Net Assets as of beginning of year	4,275,624	1,818,309	1,689,830	7,783,763
Net Assets as of end of year	\$5,382,254	\$ 1,887,505	\$1,281,192	\$ 8,550,951



I'd like to come back home after college, but how will I ever afford a place of my own?

Collaboration

The Year of Collaborations.

Though RUPCO has always tried to be a good collaborative partner, last year we established deeper partnerships than ever. It takes great partners to make great collaborations and we are lucky to have them: Family of Woodstock, Hudson River Housing, Resource Center for Accessible Living and the Ulster County Housing Consortium.

Hudson Valley Foreclosure Prevention Services was in full operation throughout last year as a \$1,000,000 collaboration between RUPCO and Hudson River Housing. Well-trained foreclosure prevention counselors served Dutchess, Orange, Sullivan and Ulster, helping people understand the process and all of their options at every step of foreclosure from the first late mortgage payments to the last court proceedings. In the vast majority of our cases, we helped clients to avert foreclosure.

Homeless Prevention & Rapid Re-housing (HPRP) was started with our next door neighbor, Family of Woodstock. Together, we were awarded a \$1,000,000 grant to keep people housed through the current foreclosure crisis and to provide case management services to get back on their feet after financial emergencies. The program was launched in December and staff members from both agencies quickly acclimated to new colleagues and new surroundings to ramp up and start delivering on both the housing and the human services.

With the Resource Center for Accessible Living, RUPCO was selected to pilot a brand new program in New York State – the Nursing Home Transition & Diversion program. Working under two partnering state agencies – NYS Division of Housing and Community Renewal and NYS Department of Health, we were able to use new applications for existing programs. The initiative helps people avoid costly and confining care in nursing home settings when they can be better served living in accessible private homes. Once we had successfully piloted the program for the state, it was rolled out in all other regions.

It takes great partners to make great collaborations.

The Ulster County Housing Consortium (UCHC) is among the most expansive collaborative efforts we have because it brings together not just the not-for-profit housing and human service providers, but also private sector business owners and government officials. Working together across the three different sectors, we completed and published the Three-County Regional Housing Needs Assessment — 2006-2020. The ground-breaking study financed by the Dyson Foundation allowed us to put the housing industry in Dutchess, Orange and Ulster counties under a microscope and to accurately quantify the current and future needs for affordably housing units. The landmark study identified need for both affordable rental units and affordably homeownership units for every municipality in all three of the Hudson Valley counties. The UCHC followed that up with a survey of Ulster County residents to understand their perspectives on the housing situation in the county and both studies together led to the Give Housing a Voice campaign to be launched in 2010.

(left) Image and theme from one segment of GiveHousingaVoice campaign.