

COOPERATIVE HOUSING QUARTERLY

A member service of the National Association of Housing Cooperatives

Fall 2021

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Managing Board Conflict

By Julie Adamen

I know it's a shock, but there's a lot of conflict in community management. Some of the most difficult, from a manager's point of view, are conflicts between board members. That conflict can be very stressful, particularly when the members try to drag the manager into their internal spats. Some you can help, but the vast majority of board conflicts are not only rife with danger for the average manager but can't be solved by them anyway.

Conflict You Should See Coming (and can help resolve)

Board members don't understand their role(s). Most folks have no idea what is in store for them when they join a board of directors; and they sure don't know what is expected of them unless someone provides that information. It's either going to be the manager, a veteran member of the board or both. If the board is savvy, they will require some sort of board orientation take place every year, right after the election of directors. Orientation gives everyone some knowledge of how the board operates, how the chain of command works and which office does what.

Lack of information. As the manager, this is right in your wheelhouse. You are the purveyor and provider of information for all things cooperative. Communicating early, often and with a smile. Give those board members the information they need to be comfortable with their role (and yours). Good managers can see these guys coming a mile away, so there's no excuse not to address the uninformed board member and their concerns, right up front and avoid the conflict that will be inevitable otherwise.

The above are likely the only scenarios where the manager can actually mitigate conflict. The other sources of conflict that arise between board members are personalities, competing agendas, the need for attention, etc., and are usually unsolvable because of their personal nature; thus, the only thing you can manage is

the stress that conflict induces on a short- and long-term basis. By taking this tack, you manage your mental health, your job and the cooperative business around the conflict.

Short-term Conflict Management

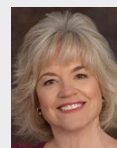
Short-term political conflicts usually consist of issues that board members can resolve themselves because the issue is negotiable and the members accommodating. For example, two members of the board may put their name in for the office of president. The vote is close, but Mark wins out over Kellie. Kellie is very unhappy with the election results. Mark immediately nominates her to become vice president, negotiating with Kellie by throwing his support behind her for the # 2 slot. She accepts and is a party to the negotiation. The board votes Kellie in, accepting the negotiation and moves forward. The manager did an "excellent" job of sitting this one out and letting the situation play out.

Managing Long-term Board Conflict

Long-term conflict between board members is simply a fact of life. If you are going to survive and manage within these environments, here are some key things to remember:

Remain impartial. You can be empathetic to the conflict, but resist – with a smile – being dragged in to it. Taking sides in any conflict where you are the expendable person (i.e., you are an employee) has danger written all over it.

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About NAHC

The National Association of Housing Cooperatives is a nonprofit national federation of housing cooperatives, other resident-owned or -controlled housing, professionals, organizations, and individuals interested in promoting cooperative housing communities. Incorporated in 1960, NAHC supports the nation's more than a million families living in cooperative housing by representing cooperatives in Washington, DC, and by providing education, service, and information to cooperatives.

Mission Statement

NAHC's mission is to support and educate existing and new cooperative housing communities as the best and most economical form of homeownership.

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CSI	CSI Support & Development Services
FNYHC	Federation of New York Housing Cooperatives & Condominiums
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About Bostrom

Bostrom Corp. is the professional services firm managing the National Association of Housing Cooperatives affairs. Mik Bauer serves as NAHC Executive Director.

Passing the Baton

By Fred Gibbs



Fred Gibbs
President

THIS SUMMER many people were glued to their screens as the 2020 Olympic games were broadcast from Tokyo, Japan. As with the 2020 in-person NAHC conference, the games were held this year rather than last due to the pandemic restrictions. Track and field competition has always been a particular interest to this viewer. This year's accomplishment of 35-year-old Allyson Felix, earning her 11th Olympic medal and 7th gold in the 4x400-meter relay was breathtaking to

watch. Felix ran the perfect race and surpassed Carl Lewis to become America's most decorated track and field Olympian as an all-star lineup, featuring Athing Mu, Sydney McLaughlin and Dalilah Muhammad, couldn't be touched in the women's 4x400-meter relay.

The relay is a perfect demonstration of synchronicity and team synergy. Each runner is required to do her best during her leg of the run and then pass the baton to the next runner. The pass must occur within the regulated space on the track. Any misstep could be fatal for the team. Cooperative boards are much like a relay team. No, there are not any starting blocks, track shoes and hopefully, no starting pistol. But there is a baton – a baton that must be passed to the new board members during the transition following an election. If done properly, the cooperative is moved forward with no delays of service to the membership. If there are missteps, the cooperative will suffer. The baton, in the case of a cooperative, is knowledge, experience and goodwill.

Board transition missteps occur when the transfer of historical knowledge is either withheld by the outgoing member or rejected by the new board members. Each successive board is charged to govern according to the bylaws, policies and procedures of the cooperative corporation. The direction of the cooperative corporation was set at inception and is recorded in the bylaws and other governing documents. Therefore, a new board doesn't require a reset of all the rules unless there has been a deviation from the original governing documents, or said documents are now obsolete. Obsolete governing documents require revision, a task best left to your legal professional.

Cooperative boards would do well to establish a procedure for board transition that allows for knowledge and experience to be shared from one board to the next.

Cooperative boards would do well to establish a procedure for board transition that allows for knowledge and experience to be shared from one board to the next. This transfer can be achieved as part of regular board meetings. However, in contested races for board seats, often the spirit of cooperation is left at the starting blocks and never makes it to the finish line. Members become resentful that their chosen candidate didn't prevail in the election, or the elected parties resent those against whom they ran. Communication becomes hostile or in some cases ceases to exist. This scenario is a danger to the cooperative because the board becomes ineffective. Having a written transition procedure with timelines for transfer of information and training for new board members could be a critical tool that would remove the emotion from the process. I like to think of it as mentorship.

The NAHC board exhibits this process in a manner that can be copied by any cooperative board. My experience, coming to this board over 11 years ago, was one of mentorship. Experienced members were all too willing to provide instruction and to share information. In fact, I had more documents than I could read in one sitting. For each officer position I accepted, the outgoing officer mentored me. In my current capacity as president of the organization, the previous president, Greg Carlson, has made himself available

without reservation and is always willing to assist with any information I need. For this support, I am grateful. NAHC benefits from this cooperative approach to board transition. The baton was handed without issue.

NAHC provides training for new board members during our annual conference and on-site at your cooperative. The cooperative should have a budget line item for board training and must invest in the intellectual transfer from one board to the next. As in my track and field analogy, Felix was the oldest member on the team and the most experienced. Her times were not as impressive as her teammates', but they could not have received the gold medal without her leadership and talent. The incoming board members and officers require the experience of the outgoing members. Boards must realize that this transition reflects a relay, not a wrestling match, so go for the gold—the gold of cooperation. [CHQ](#)

► Managing Board Conflict

[continued from page 1]

Listen attentively – but not too long. When the parties to conflict call you or drop by your office to complain about the other person (and they will), listen politely and attentively but always find a reason to cut it short. Listening for too long not only wastes time but can give the impression that you are sympathetic to their cause, and thus on their side.

If they are persistent in dragging you in to the conflict, firmly but politely decline the invitation to this disaster-in-waiting. What to say? Think the language of politics and diplomacy (or, stone-rubbing and incense): “I see both points of view, and I like both of you, so I am hopeful you can work things out and we can move forward together.”

Rarefied air: Use a professional mediator. If your community has the budget for occasional experts (and the board members are big thinkers), this is a great way to go: An impartial third party, skilled in dispute resolution, that isn’t free and isn’t you. Excellent.

Are you the cause of the conflict? If you are the source, or perceived to be the source, of conflict, examine why that is and change your behavior with regard to the issue. Or, go to your executive and ask for help and be honest about your involvement. Sometimes, your relationship with a community has simply run its course.

Should a manager become involved in conflict? Anytime a board member knowingly or unknowingly poses a risk to themselves or the cooperative, the manager should attempt to inform that member and the board of the risks. This can be dicey on a good day and dangerous on a bad day. Provide the information in a professional and unbiased manner and allow the board to come to their own conclusions.

So, what’s your job? (1) To continue with your cooperative and (2) to manage it in a professional manner. These two points are all that matter. The daily conflicts or long-term conflicts between board members are just a part of human nature and, as a result, a part of your job. The interplay of board politics and personalities do make our work very interesting. Know that resolving conflict is only some times within your abilities or your purview. For the most part, you need to manage around board conflict as best you can by remaining impartial and resisting every effort they make to drag you in to it.

Remember: It’s their life and their community. Conflicts will come and board members will, eventually, move on. We are the professional administrators, and our job is to go the distance with the community and for the cooperative. To do that, we need to avoid the mine fields wherever we can and insert ourselves only when it’s appropriate and when odds are it will have a positive outcome for all involved. **CHQ**

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BOARD TRAINING SEMINAR

ROLES, RISKS & REWARDS

The 3Rs for Cooperative Boards

Roles, Risks and Rewards—The 3Rs for Cooperative Boards is a six-hour, in-person, seminar that will build your cooperative knowledge and show you how to work together as a board. The 3Rs seminar assists board members in developing excellence in governance right at their own cooperative!

Who should participate?

Housing cooperative board members, management and anyone interested in cooperative governance.

Download the information sheet and complete the application available on the NAHC website. Contact the NAHC office with any questions via info@nahc.coop or phone at 202.727.0797.





Cooperative Chat Comes to NAHC

Coming this fall! The National Association of Housing Cooperatives (NAHC) is launching a YouTube series hosted by Hugh Jeffers and Greg Carlson.

Cooperative Chat will bring together members of the cooperative housing community to start a conversation about the past, present and future of housing cooperatives in North America.

Tune in to Cooperative Chat to hear prominent members of NAHC and other organizations discuss the issues affecting our fellow cooperators. Hear stories from the hosts and guests plus frank and honest conversations that touch every facet of cooperative housing.

Stay tuned for the first episode when Jeffers and Carlson get back to basics with special guest and president of NAHC Fred Gibbs. Gibbs will offer his views on the evolution of the NAHC and break down the fundamentals on why its functionality is so valuable to cooperatives everywhere.

The new series starts this fall on NAHC's YouTube Channel. Stay tuned on Facebook and Twitter@NAHC1960 for updates.

Meet our hosts!



Greg Carlson, RCM

Gregory J. Carlson is the chair of NAHC's board and emeritus chair of the Registered Cooperative Manager (RCM) program for NAHC.

"Cooperative Housing is usually the first time a person becomes a homeowner. I hope this program will help those in cooperative housing navigate and understand what it is to be a cooperative member," he said.

He is also chair of the Registered in Apartment Management (RAM) program for the National Association of Builders and Owners (NABO). He serves as treasurer of the Council of New York Cooperatives and Condominiums and is executive director of the Federation of New York Housing Cooperatives and Condominiums (FNYHC).



Hugh Jeffers

As senior director of Centennial Mortgage, Hugh Jeffers is responsible for originating new business around the country. Jeffers is also an NAHC board member

and chairs the Development and Preservation Committee. He has over 15 years of multifamily and healthcare origination and underwriting experience and has developed particular expertise in affordable and senior housing.

"The future is bright for cooperative housing," said Jeffers. "This unique model of home ownership is critical to creating sustainable, affordable and strong communities at a time when housing has become unattainable due to rising costs. My hope is that our show can highlight the advantages of housing cooperatives and how they can address the housing crisis in the country."



Fred Gibbs, RCM

Fred Gibbs is the owner and founder of FKGibbs Company, LLC, a Kansas City based property management company, serving client organizations throughout the United States. He has earned the designation of Registered Cooperative Manager (RCM) from NAHC where he also serves as president.

"I view cooperatives as a housing choice you can't afford to leave," said Gibbs. "Affordability is not the central attraction to housing cooperatives. Rather, it's housing that you control."

For over 10 years, Gibbs has worked in various capacities with NAHC to support the achievement of its mission and to promote the housing cooperative concept in new development and continued preservation of existing cooperatives. With over 30 years of experience in subsidized housing management, Gibbs is uniquely suited to help explore the ever-changing world of the U.S. Department of the Housing and Urban Development as it relates to multi-family housing communities. [CHQ](#)



Please Don't Put "Committee Reports" on Your Board Agendas

By Cindi Phallen

When it comes to board meetings, this is one of the fastest ways to make me nuts. I'm begging you....please don't.

Let's think about why you have board meetings:

- ▶ To build relationships amongst board members so they work well together;
- ▶ To focus their attention on the most important priorities of the organization;
- ▶ To educate them on their roles and how best to execute them;
- ▶ To engage them in robust discussion and generate ideas, identify opportunities, etc.; and
- ▶ To celebrate progress.

It's not to summarize written minutes they should have already been sent. They are adults, treat them as such.

Let them know you aren't going to be reviewing minutes; that they are expected to read them in advance and come prepared to ask questions if need be. Manage their expectations (And if some folks don't want to do even the most basic preparation, it may be time to thank them for their service and move them on).

When a committee has a recommendation to bring forth or other items that needs full board input, go ahead and put it on the agenda.

Some tips for exceptional board meetings:

Categorize each item on your proposed agenda as one of three types:

1. Information item (doesn't require discussion; labels like "Report" or "Update" give these away);
2. Discussion item; and
3. Action item (requires vote).

If you have mostly information items, you might not need the meeting. You can email them the information instead.

Allow your strategic plan to drive the agenda.

Instead of information items, create opportunities for robust discussion that generate ideas related to your priorities, set goals or strategy, focus on the most important things.

When you respect volunteers' time by using it wisely and engaging their talent, you'll have more efficient and effective meetings as well as increased board member satisfaction, and ultimately retention.

Board Members Lead the Meeting.

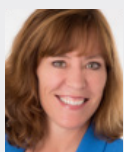
This is a board meeting, not a staff meeting. For example, why is the director of philanthropy on the agenda? I don't mean to imply staff should never speak, but the Philanthropy Committee chair is the best person to lead the conversation.

If you're not sure they'll be good at it or know what to focus on, then staff needs to coach them. And staff can be there to support the discussion as needed.

Peer influence is powerful. Don't dilute it.

Now go fix that agenda you've been working on. [CHQ](#)

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Cindi Phallen is president of Create Possibility based in San Diego, Calif. and Scottsdale, Ariz. whose company provides board development, strategic planning and fundraising strategy services.



Social Media is for Cooperative Boards, Too

By Lloyd Chrein

As we progress into the third decade of the 21st century, social media has clearly become a popular and viable way to communicate. For cooperative boards, it can be a fast and easy way to reach shareholders with everything from routine news updates to urgent alerts. But the social media landscape is littered with hazards and pitfalls, so boards need to be careful how and when they use it.

Social media is both proactive and available to a selected audience. When you post something on a Facebook or Instagram group, everyone who is part of that group is alerted, and they all can see it.

What is Social Media?

Social media is any digital tool that allows users to quickly create and share content with others on the same social media service. It includes a wide range of websites and apps. Some, like Twitter, specialize in sharing links and short written messages. Facebook, on the other hand, is often used to share longer, more detailed posts. And still others, such as Instagram, are specifically intended to let you share photos and videos.

To begin using a social media service, an individual user needs to first create a personal account. On Facebook, a registered user can then create a group and access to that group can be restricted to approved members. The user can then make other board members administrators of the group provided they are also signed up for Facebook. Next, search and invite shareholders who are on Facebook to join the group. Members on Facebook can also request to join the group, and the administrators can decide to let them in. The user can deny access to unwanted users.

Why Use Social Media?

Social media is where the people are, so it pays to be there, too. Facebook currently has 2.89 billion users worldwide – and 190 million users in the United States alone. As social networks go, its users tend to be slightly older with about 80 percent being over age 25. Twitter and Instagram skew a little younger. But suffice to say, people rely on one or more social media resource for personal interaction and news.

That said, social media is not the only way to reach people, and it should be used as part of a broader strategy for getting information to shareholders and residents. Other pieces of the strategy could include printed newsletters,

website updates, email and even old-school media like lobby notices, memos slipped under doors and the U.S. mail.

Unlike most of those other options, however, social media is both proactive and available to a selected audience. When you post something on a Facebook or Instagram group, everyone who is part of that group is alerted, and they all can see it. One quick post on a social media group can reach a lot of people – very quickly.

Social media is also free. Websites are good for public outreach and updates, but it costs money to set up a website and then to get a domain name and host the website on the internet. Printed materials cost money to produce; they take time to distribute. Email is fine, but if you are sending to a large group of people, you should use a service like MailChimp or Constant Contact, which allow you to do bulk email distribution without being marked as a spammer. Those services have limited free versions, but once you exceed a certain threshold of recipients or emails, there is a fee.

Develop a Plan

While there are many advantages and conveniences to using social media as a means of communication, there are also potential pitfalls. Thus, it helps to establish and enforce rules for anyone on the board who is authorized to create posts. Here are some items to bear in mind:

NOTHING IS COMPLETELY PRIVATE: Even though your group is restricted to allowed users, people can still easily and quickly share the content of your posts with others – perhaps people who should not see the information. Therefore, make sure you do not post material



Lloyd Chrein is the owner of Chrein.com, a website development company based in New York.

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As careful as you may be in putting up a post, people in your group are allowed to comment.

that needs to be secure or that is personal in nature. Don't post financial information on social media or information that might not reflect well on your cooperative.

YOU CAN REMOVE POSTS, BUT....: If you happen to post something that you later regret, you can delete it. But if anyone happened to have seen it, you can't make them un-see it. In addition, many people tend to take screenshots of posts so they can share them, so make sure to read, review and carefully consider all your posts before hitting the save button.

PEOPLE CAN COMMENT: As careful as you may be in putting up a post, people in your group are allowed to comment. Social media services do have rules about abusive or profane language, but they won't stop members from otherwise speaking their minds. As a group administrator, you can delete or hide comments, but you do have

to then consider any repercussions a deleted comment might have. You can and should create a clear group policy, which you can include in the group settings to address what you will and won't allow in the comments area.

SOME PEOPLE ARE NOT ON SOCIAL MEDIA: No matter how much you may come to like and rely on social media it's never going to reach everyone – and there are plenty of people who will resist using it. So don't rely on it as your sole means of communication.

Social media isn't perfect, and there are many pros and cons to consider when you use it as a board communication tool. But social media is an integral part of our collective communications network, so it can't be ignored. And good member communication will certainly make your job easier as a board member. Consider using social media – but use it judiciously and carefully. [CHQ](#)



Cooperative Share Listing Program

A new NAHC member benefit is to help cooperatives post and list their available shares on the NAHC website for a small fee. If you have an available share, then the Share Listing Program is here to help. Click the logo to find out more.

THE RCM PROGRAM



The Registered Cooperative Managers (RCM) Program builds upon the work of cooperative housing management and helps the profession achieve ever-increasing higher professional standards, expectations, and rewards. The designation is awarded to managers who meet the RCM standards of excellence, understanding, and achievement in the area of cooperative housing management following participation in a series of courses, then pass certification exams. RCM course topics provide exciting insight into housing cooperatives and help develop skills necessary for a successful career in management. The courses refine the understanding of housing cooperatives, renew dedication to the principles of cooperative housing, codify the ethics of cooperative housing management, and improve housing management practices.

The Registered Cooperative Manager Certification Program is the only nationally-recognized designation and certification specializing in Cooperative Management recognized by the Registered in Apartment Managers (RAM program). RCM is a sought-after professional designation for cooperative housing managers. You can find the application and more information on www.coophousing.org.



This Olympic Gold Medalist Came From a Cooperative

By David J. Thompson

Brought up in the Rochdale Village Co-op in Queens, New York City, the young girl who raced around the Rochdale Village Community Center has become one of the fastest Olympic hurdlers of all time. In 2016 at the Rio Olympics, Dalilah Muhammed became the first American woman ever to win a gold medal in the 400-meter hurdles. She secured a gold medal for the same event at the 2019 World Championships with a world record of 52.16 seconds, and Muhammed also won gold in the 4x400 meter relay.

At the 2020 Tokyo Olympics, Muhammed won all her heats (qualifying races) and took a silver medal at the 400-meter hurdles. In the Tokyo event on August 3, she achieved a personal best of 51.58 seconds that beat the existing world record; thus, she is the second fastest woman in the world in this event. A few days later, on August 7, Muhammed won another gold being part of the U.S.A. star team for the 4x400 meter relay.

Muhammed, born in 1990, grew up in Rochdale Village, a housing cooperative sponsored by the United Housing Foundation. From a very young age, Muhammed showed athleticism especially in track events. After running rampant at her Queen's high school,

Muhammed won an athletic scholarship to the University of Southern California (USC). In 2012, Muhammed turned professional and has continued her winning ways.

Muhammad is only the second female 400-meter hurdler in history after Sally Gunnell (United Kingdom) to have won the Olympic world titles and broken the world record. She is the second American Muslim woman to win an Olympic gold medal.

Her parents are Nadirah and Askia Muhammad. Nadirah is a child protection specialist, and Askia is a Muslim chaplain, teaching Islamic studies at the New York Theological Seminary. All family members have careers in public service.

"We enjoy family, and we enjoy community," Askia Muhammad said. "There's an African proverb that says it takes a village to raise a child, and in our experience, that is the absolute truth be-

cause so many people contributed to the success of Dalilah and all of our children."

Interviewed after her wins this year for NBC Channel 4 New York, Muhammed said "having a big house or a lot of money" used to motivate her to do her best. That's not the case anymore. Muhammad says now it's all about giving back to her community.

"It makes me proud to be representing Queens and be from Rochdale Village," she said. "It's definitely the thing that pushes me forward to do my very best."

In 2016, Rochdale Village Co-op organized a parade and an event to honor her Olympic achievements. You can see the event here on YouTube, <https://youtu.be/RbsEWfbGRzU>

There are 5,860 apartments at Rochdale Village in 20 buildings of 13 floors each. Rochdale Village sits on 120 acres most of which previously had been the Jamaica Race Track. Nearly 25,000 people live at Rochdale Village. When it opened in 1963, Rochdale Village was the largest housing cooperative in the world. It is now second after Co-op City in the Bronx in New York City at 15,372 apartments. Rochdale Village is so popular that it takes three years being on the waiting list before an apartment becomes available.

The Rochdale Village Co-op web site, rochdalevillage.com, states:

Rochdale Village is a completely self-contained community. Our 120 landscaped acres feature tall shade trees, lawns, flowerbeds, sitting areas, a baseball field, basketball and tennis courts, playgrounds and a community garden. Other amenities include two onsite shopping malls, a community center and senior center. [CHQ](#)

"It makes me proud to be representing Queens and be from Rochdale Village," Muhammad said. "It's definitely the thing that pushes me forward to do my very best."



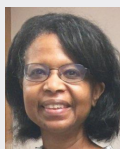
David J. Thompson is president of Twin Pines Cooperative Foundation and a co-principal of Neighborhood Partners, LLC, www.nplic.org.



Washington, D.C. Commemorates 100 Years of Cooperative Living

By Altoria Bell Ross

2020 marked 100 years of housing cooperatives' existence in Washington, D.C. This milestone is celebrated in a 192-page book with 60 illustrations of the city's market-rate cooperatives.



Altoria Bell Ross is the editor of the Cooperative Housing Quarterly and former director of publications of the National Association of Housing Cooperatives.

Published earlier this year, "Washington, D.C. Housing Co-ops: A History" chronicles the beginnings of housing cooperatives in the 1920s through the 2020s. Cooperative member and local historian, Stephen McKeivitt said it took a year and a half to research, write and photograph the cooperatives. However, McKeivitt said he and Mike O'Dell, the former executive director of the D.C. Cooperative Housing Coalition, started discussing the book seven to eight years prior to its conception.

Writing is not new to McKeivitt, who published "Meridian Hill: A History" in 2014. He also researched and wrote the history of his 39-unit cooperative, Beverly Court, and printed it internally. Beverly Court was a conversion from a rental apartment building to a housing cooperative as were all of the early cooperatives in the 1920s.

"I'm a real fan of cooperatives," said McKeivitt, who has resided in his unit for 40 years and has

served on the D.C. Cooperative Housing Coalition Board of Directors for eight years. He said Edmund J. Flynn was also a fan. In the 1920s, Flynn helped develop the first group of housing cooperatives in D.C. His company developed and converted more than 60 market-rate cooperatives.

Housing cooperatives were attractive because people could live in the city, not bother with yard work and could purchase shares with a reasonable amount of money. McKeivitt said those residing in the apartment building had first opportunity to buy into the cooperative as investors were not allowed.

From 1924 to 1940, cooperatives flourished with new construction, but the Great Depression wrecked the housing market. For example, in 1929, Flynn was in the middle of building Hampshire Gardens, where he lived briefly, in the Pet-

Continued on page 11 >



PHOTO CREDIT: D.C. COOPERATIVE HOUSING COALITION

Beverly Court, built in 1915 and designed in a sedate Classical Revival style, became a cooperative in 1979.



PHOTO CREDIT: STEPHEN MCKEIVITT

Tudor Revival interpretive style buildings of Hampshire Gardens sit on a landscaped courtyard and gardens.

worth neighborhood. He had set up the Hampshire Gardens Development Corporation, Inc., to develop the garden apartments. Joseph Shapiro came on board as builder and James E. Cooper and George T. Santmyers as the architects. Associate architects, Parks & Baxter, were responsible for the landscape design. Originally, Flynn envisioned a 25-square block cooperative on 50 acres with 2,500 units but ended up with just one block on 5 acres containing nine buildings with 102 units.

After World War II, between 1941 and 1959, many conversions took place. The upper- to middle-income cooperatives did well, but most low-income cooperatives did not receive proper management, did not have much money and eventually returned to rentals, McKevitt said.

During this period, The Hawarden, built in 1902, located at 1419 R Street, NW, became a cooperative in 1949. An up-and-coming black middle class interested in home ownership in the city led to official desegregation in the 1950s. The Hawarden did not have racial restrictions on cooperative membership.

In the 1960s, the city developed Southwest D.C., the smallest quadrant of the city. Harbour Square was built with mixed housing types (430 apartments and 17 townhouses) and effective use of green space on the Potomac River. Vice President Hubert H. Humphrey and his wife Muriel once lived there.

Chloethiel Woodard Smith, one of the few female architects at the time, worked with land architect Daniel Urban Kiley to create the overall design of the building. The Edmund J. Flynn Company collaborated with the real estate development firm of Shannon & Luchs, which financed and planned the cooperative. John McShain, Inc. constructed the complex.

"They are not just buying a piece of property (share)," said McKevitt. "They are becoming a part of the neighborhood and the city."

Also along the Potomac is the Watergate Complex, comprised of six buildings including three luxury cooperative apartment buildings: Watergate East at 2500 Virginia Avenue, NW, with 240 units; Watergate South at 700 New Hampshire Avenue, NW, with 230 units and Watergate West at 2700 Virginia Avenue, NW, with 143 units.

The Italian real estate firm, SGI (Società Generale Immobiliare), developed the complex between 1963 and 1971. It sits next to the John F. Kennedy Center for the Performing Arts and covers 10 acres. It is home to famous politicians and the social elite.

From the 1970s to the late 1980s, another wave of conversions took place that included the Shoreham West. Developed by Harry



PHOTO CREDIT: STEPHEN MCKEVITT

Above: The Hawarden, a five-story Romanesque Revival brick building was designed by George S. Cooper and originally had 20 units.

Top right: Built between 1963 and 1966, Harbour Square integrated 1790s historic townhouses into a modern complex with glass windows, balconies and roof gardens and upper terraces.

Right: Capitol Hill Tower Cooperative is located at 1000 New Jersey Avenue, SE, near the southeast riverfront and the Nationals Baseball Stadium.



PHOTO CREDIT: D.C. COOPERATIVE HOUSING COALITION



PHOTO CREDIT: D.C. COOPERATIVE HOUSING COALITION

Bralove, who also built the adjacent Shoreham Hotel. It is an eight-story 60-unit building designed by Emery Roth & Sons, along with local D.C. architect, Vlastimil Koubek as an associate. In 1974 Bralove converted the building to cooperative ownership.

Capitol Hill Tower Cooperative was one of a couple of new cooperative developments, appearing in the city at the beginning of the 21st century. Capitol Hill Tower Cooperative was planned and constructed as a cooperative. It opened in 2006 and is situated south of the U.S. Capitol. The 344-unit building has a separate retail section on the street-level.

McKevitt said he had fun researching the developers and architects. "They wanted to make money but also cared for the people."

What surprised him during his research was the fair number of female developers. Rose Casey developed 2100 19th St., NW and Clara R. Dennis developed 1026 16th St., NW (The Presidential), which later became cooperatives.

Many of the celebrations that were planned for the centennial were cancelled due to the pandemic including a party and tours of the cooperatives. However, the book and a 15-minute video, "The Good Life: 100 Years of Housing Cooperatives in Washington, DC 1920 – 2020," persevered and so have the cooperatives. Happy Anniversary, Washington, D.C. Housing Cooperatives! **CHQ**

Those who wish to read "Washington, D.C. Housing Co-ops: A History" may order it at <https://bookshop.org/books/washington-d-c-housing-co-ops-a-history/9781467146234>. This site shares profits with local bookstores.



NAHC Celebrates Its 61st Annual Conference in Sunshine City, St. Petersburg

The National Association of Housing Cooperatives is “Moving Forward Together” as it celebrates its 61st annual conference at the Tradewinds Island Grand Resort in St. Petersburg, Fla., October 27-30, 2021.

The Pre-Conference Registered Cooperative Manager (RCM) workshop will take place on Monday and Tuesday, October 25-26. The RCM Recertification Ethics Course will also take place on Tuesday.

On Wednesday, October 27, the First-Time Attendee Orientation will precede the opening reception. The next morning at the opening session, Chair Greg Carlson and President Fred Gibbs will greet members and present annual awards. The keynote speaker Dawn M. Bauman, the Community Associations Institute’s senior vice president of government and public affairs and the executive director of the Foundation for Community Association Research, will deliver a report on the state of the industry with data, trend forecasting and legislative updates.

Participants will choose between 22 courses, divided into six tracks: “Lending and Other Cooperative Financial Considerations,” “Cooperative Governance and Ethical Issues,” “Marketing for the Future of Cooperatives,” “Enhanced Operational Programs for Cooperatives,” “Legal and Legislative Issues” and “Registered Cooperative Managers.”

On the morning of Thursday, October 28, Leon Geoxavier will present “Preventing Tragedy: Understanding Building Disasters,” Blaine Honeycutt, “What to Expect as a Board Member,” Linda Brockway and Karen Harvey, “How to Build Excitement in Your Cooperative and Get Your Members Engaged,” and Gibbs and Ralph Marcus,

“The Partnership between an RCM and One’s Board of Directors.”

After lunch, April Knoch will discuss “Estate Planning for Members;” Harvey, Kim Marcus and Hope Turner, “Conflict Resolution (part 1);” and Carlson, Gibbs, Ralph Marcus, Nicole Redding, Kathy Sinicropi and Kimalee Williams, “For Board Members Only Monitoring your RCM.”

During the afternoon workshops, Harvey, Kim Marcus and Turner will give part 2 of “Conflict Resolution;” Gibbs and Hugh Jeffers, “Creating a Sustainable Cooperative for a Better Future;” Creighton Gallop, Knoch and Randall Pentiuik, “Attorney’s Roundtable For RCMs – Legal Issues for Cooperative Housing.”

On Friday morning, October 29, Brockway will present “How to Read Your Financials;” Ralph Marcus, “Stay in Your Lane, Stop Micro-Managing (part 1);” Gibbs and Williams, “Preparation of an Annual Operating Budget and Monitoring Performance Reporting – Your Financial Toolbox.”

Before the Strut Your Stuff Luncheon, Judy Sullivan will talk about “Congressional and Federal Issues Impacting Housing Cooperatives;” Ralph Marcus, “Stay in Your Lane, Stop Micro-Managing (part 2);” Greg Daniszewskic, “Managing and Financing a Capital Improvement Project;” Carlson and Jeffers, “Climate Change and Energy Conservation.”

After lunch, Williams will present two workshops on “The Forgotten Gem: Your Maintenance Team!;” Knoch and Pentiuik, “Legal Update;” Ralph Marcus and Kathy Sinicropi, “How an RCM Prepares for and Supports Meetings of the Board of Directors and Membership;” and Redding and Sinicropi, “Creating a Compliant Member Selection Criteria for Your Cooperative.”

On Saturday morning, the Annual Meeting of Members will convene followed by the NAHC Board of Directors meeting.

Register for the annual conference today! [CHQ](#)



Dawn M. Bauman

Click
here to
Register!



COOPERATIVE DEVELOPMENT



Briarwood Owners Corp. is a 234-unit cooperative located in the central section of Queens.



Woodlands Apt. Corp. consists of 17, two-story apartment buildings with 223-units.



West 239th Owners Inc., constructed in 1953 and incorporated in 1986, is a 42-unit cooperative.

NCB Finances First Mortgages for Cooperatives in New York City

NATIONAL COOPERATIVE BANK (NCB) originated over \$281 million to 78 New York area housing cooperatives and condominiums during the second quarter of 2021.

NCB financed a \$7 million first mortgage and a \$1 million line of credit for Briarwood Owners Corp., a 234-unit cooperative located at 140-18, 140-21, 140-35 Burden Crescent and 139-09 84th Drive in Briarwood. Located in the central section of Queens, this cooperative was constructed in 1952 and incorporated as a cooperative in 1986. The six-story, post-war building consists of a basement and elevator. The cooperative's anticipated capital improvement projects include facade repairs and circuit breakers.

NCB also financed a \$7.5 million first mortgage and a \$500,000 line of credit for The Woodlands Apt. Corp., a 223-unit cooperative located at 120 Finch Lane in Islip. The property consists of 17, two-story apartment buildings. The cooperative's anticipated capital improvements include plumbing upgrades and window replacement.

In addition, NCB financed a \$1.7 million first mortgage and a \$500,000 line of credit for West 239th Owners Inc, a 42-unit cooperative located at 645 West 239th Street in Bronx. Located in the Spuyten Duyvil neighborhood, this cooperative was constructed in 1953 and incorporated in 1986. The six-story apartment building includes a basement and an elevator. The cooperative's anticipated capital improvements include roof replacement and emissions upgrades.

NH Loan Fund Assists Exeter Community Become a Cooperative

THE NEW HAMPSHIRE Community Loan Fund's ROC-NH™ team recently assisted Beech Hill Mobile Home Park purchase their 25-unit manufactured-home park, making it New Hampshire's 137th resident-owned community (ROC).

Using training and technical assistance from the New Hampshire Community Loan Fund's ROC-NH™ team, homeowners organized and formed Beech Tree Cooperative, Inc. in May. The cooperative then negotiated with the park's owner, John Holcombe, reached a \$1-million purchase price and finalized the deal on August 25 with a real mortgage from the Community Loan Fund.

Manufactured-home buyers often cannot get loans from traditional lenders such as banks and mortgage companies, so they often buy them with very-high-interest, shorter-term "chattel" loans or credit cards. Homeowners who refinance with them have often paid double-digit interest on their loans.

As a result, the Community Loan Fund started offering conventional mortgage loans with low down payments, 30-year term, fixed interest rates to homeowners and buyers in ROCs and on their own land.

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PHOTO COURTESY: NH COMMUNITY LOAN FUND

From left, Beech Tree President Deanna Morrison, Treasurer Debra Parker, Vice President William McCracken, and Operations Manager David Lariviere.

The cooperative's interim vice president, William McCracken, said the purchase was particularly important because the over-55 community includes many elderly residents on fixed incomes. McCracken said those homeowners can now be sure that the land under their homes won't be sold in the escalating real estate market and will have a say in how their money is used to benefit the community.

Beech Tree Cooperative is Rockingham County's 24th ROC. Those communities contain 1,483 affordable homes.

The more-than-8,300 homeowners in New Hampshire's ROCs spread across every county and also have access to management guidance, technical assistance and leadership training in which they earn college credit through ROC-NH and its national network, ROC USA. [CHQ](#)

MEMBER ASSOCIATION NEWS

Council of New York Cooperatives & Condominiums (CNYC)

ONLINE REGISTRATION is now open for CNYC's 41st Annual Housing Conference on Sunday, November 14, 2021. The conference offers registrants 40 different classes for a day of learning for board members, committee members, prospective board members of housing cooperatives and condominiums and the professionals who work with them.

CNYC will present the conference via Zoom. Each registrant will be able to attend up to three classes, one at 9:00 a.m., one at 11:15 a.m. and a third at 2:45 p.m. Every registrant will also receive a link for the plenary session at

1:30 p.m. where CNYC leaders will provide updates on key issues and introduce honored guests.

In addition, CNYC invites members of sister organizations including the NAHC, the Federation of New York Housing Cooperatives & Condominiums, the Coordinating Council of Cooperatives and the Urban Homesteading Assistance Board to attend this conference at member rates. Register online at www.CNYC.coop where credit card payment is accepted. Conference registration closes at midnight on Thursday, November 11; on Friday, November 12, CNYC will send conference materials to the registrants along with links to the plenary session and to each of the classes selected. [CHQ](#)

NEWS FROM ALL OVER

OSHA Updates Covid-19 Guidance for Employers

WHILE THE DELTA variant of Covid-19 spreads throughout the United States, government agencies continue to modify their guidance regarding Covid-19 protections. On August 13, the Occupational Safety and Health Administration (OSHA) updated its "Guidance on Mitigating and Preventing the Spread of Covid-19 in the Workplace." The guidance applies to employers other than those covered by the OSHA Emergency Temporary Standard for healthcare workers. The latest version of the guidance is intended in part to reflect the Center for Disease Control's July 27, 2021 recommendations for fully vaccinated individuals, including that those individuals should wear masks at all times indoors in places of substantial or high community transmission.

Common Good: The York Center Co-op Story Gets Help from CHQ Editorial Board Member

THE LOMBARD HISTORICAL SOCIETY and Tim Frakes Productions presented the premier of "Common Good: The York Center Co-op Story" on September 9, 2021 in Lombard, Ill.

It was the third installment of a historical video trilogy that covered the history of Lombard from the early 1800s through the 20th century. The production recounted the epic tale of a pioneering, faith-based effort that provided fair housing, community and opportunity in an era of white flight, redlining and restrictive covenants that effectively prevented non-white Americans from fully participating in the American dream. Author and CHQ editorial board member David J. Thompson was a historical resource for the documentary. [CHQ](#)

"News" Today

By Judy Sullivan



IT'S NO SURPRISE to anyone that Congress is deeply divided, and politics in Washington, D.C., is seriously partisan today. But it is not just Congress that is divided; our country is divided. After all, Congress just represents the people in their districts. So, where does all this division and animosity come from?

I strongly believe it comes from news sources. And, so many of these "news" sources aren't really news at all, so they are opinions. Sources claiming to be news really tell people what and how to think about the news. It's easier to just let others tell us what to think than it is to actually think for ourselves.

If you want real news, watch the Public Broadcasting Station (PBS) or listen to National Public Radio (NPR). Read the *New York Times*, *Wall Street Journal* or *The Economist*. You will get straight up news. The reporting is excellent. The reporters often interview both sides of an issue so you can decide for yourself what you think.

Lastly, I strongly recommend you sign up for the free daily newsletter from Heather Cox Richardson, "Letters From An American (substack.com). It's an excellent source of American news presented in an accurate and succinct format. And, she references all of her sources. Try it out. I think you will find it an accurate and refreshing news source.

"Heather Cox Richardson is an American historian and professor of history at Boston College where she teaches courses on the American Civil War, the Reconstruction Era, the American West and the Plains Indians. She previously taught history at MIT and the University of Massachusetts Amherst.




Judy Sullivan is NAHC's government relations representative. She is also the recipient of NAHC's Jerry Voorhis and the Roger J. Willcox President's awards.

"Heather Cox Richardson has authored six books on history and politics. She is a founder and editor at werehistory.org, which presents professional history to a public audience through short articles. Between 2017 and 2018, she co-hosted the NPR podcast, *Freak Out and Carry On*. Most recently, Richardson started publishing "Letters from an American," a nightly newsletter that chronicles current events in the larger context of American history. The newsletter accrued tens of thousands of subscribers making her, as of

December 2020, the most successful individual author of a paid publication on Substack." (Wikipedia)

Heather Cox Richardson is the author of a number of books, most recently, *How the South Won the Civil War: Oligarchy, Democracy, and the Continuing Fight for the Soul of America*. Follow her on Twitter:


@HC_Richardson. [CHQ](#)



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2021 COOPERATIVE CALENDAR

OCTOBER IS CO-OP MONTH

- 4-8** NCBA CLUSA's Hybrid Cooperative Impact Conference, National Press Club in Washington, DC.
- 7** Cooperative Development Foundation's Cooperative Hall of Fame and Issues: National Press Club, Washington, D.C.
- 25-26** Registered Cooperative Managers (RCM) Training, Island Grand at TradeWinds Island Resorts, St. Petersburg, Fla.
- 26** RCM Recertification, Island Grand at TradeWinds Island Resorts, St. Petersburg, Fla.
- 26** NAHC Board of Directors Meeting
- 27-30** National Association of Housing Cooperatives' 61st Annual Conference, Island Grand at TradeWinds Island Resorts, St. Petersburg, Fla.
- 30** National Association of Housing Cooperatives' Annual Meeting of Members
National Association of Housing Cooperatives' Board of Directors Meeting



NOVEMBER

- 12-14** Virtual North American Students of Cooperation Institute
- 14** 41st Annual Housing Virtual Conference of the Council of New York Cooperatives and Condominiums

Due to the uncertainty resulting from COVID-19, these events are subject to change.



The National Association of Housing Cooperatives

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