

HOME HEADQUARTERS

SYRACUSE & CENTRAL NY

Annual Report: 2013-2014



Annual Report 2013-2014

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A Year in Review

Welcome! We are pleased to present our Annual Report for the 2013/2014 Program Year. I urge you to take a moment and read through it. Home HeadQuarters is complex with many moving parts. Our Annual Report does a good job of simplifying things in that it is organized according to our business functions: Community Development Lending, Real Estate Development and Home Ownership Center Education and Counseling.

I think you will find that we have had significant success in each business line by kicking off new lending programs, partnering with the City of Syracuse and the Greater Syracuse Land Bank to redevelop vacant properties and achieving scale with our Home Ownership Center activities. While we know we are making positive, lasting change in our community, we also know that the challenges are significant and we need your support more than ever.



Kerry P. Quaglia
Executive Director



Community Development Lending

In 2013-2014, HHQ launched our **First Mortgage** line of business and successfully closed **13 loans** totaling **\$957,475**. This program was started due to a lack of financing options available to individuals who did not meet newer, more stringent underwriting criteria. This program is available to customers who have graduated from our Home Buyer Education Course and have been approved through our Loan Committee. The program is for customers that are low- to moderate-income and have proven that they have a solid understanding of being a homeowner.

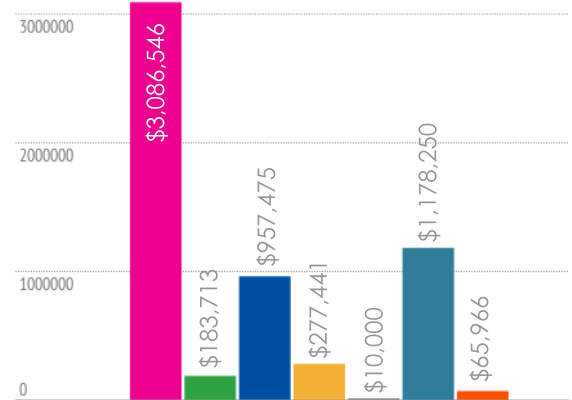
Last year, HHQ also kicked off our **Land Bank Investor Program** where we provide acquisition and rehab financing to qualified individuals who have demonstrated they will be responsible landlords. This program is geared towards "Mom and Pop" investors who don't have enough equity to purchase and rehabilitate homes on their own and need some help. Our research showed it was nearly impossible for these smaller landlords to obtain private financing. With the help of our longtime banking partner, **Key Bank**, we were able to negotiate a **\$1.5 million credit facility** that will assist close to **30 properties**. We were also successful in negotiating a guarantee program thanks to the **Allyn** and **Reisman Foundations**.

In 2013-2014, HHQ provided **583 home loans and grants**, totaling **\$5,759,391**, to low- to moderate-income homeowners, community partners, and small businesses looking to revitalize our community through safe, affordable homeownership. Our home improvement lending is an extremely important part of our mission as it assists current homeowners with affordable options to complete necessary repairs, so they can maintain a safe living environment for themselves and their families.

\$4.4M

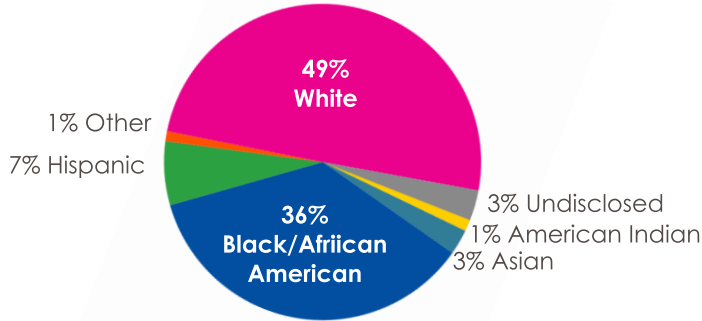
went to **low- to moderate-income families** looking to purchase or improve their homes.

2013-2014 Loans & Grants



Home Improvement Loans | S.H.A.R.P. Grants | First Mortgages
Down Payment Assistance | Investor Purchase/Rehab
Partner/Interim Financing | Foreclosure Prevention

Customers



HHQ continues to serve a diverse audience. In 2013 - 2014, **47.2%** of HHQ's lending customers were **minority households**.

30.2%

of customers who close on a HHQ loan or grant **earn less than 50%** of the area median income or less than **\$33.8k** for an average family of 4.

Homsite



Staff

1st Row: Jan Williams, JoAnn Lepak. **2nd Row:** Barbara Miller, Norma Calkins, Catherine Faulkner, Ellen Renahan. **3rd Row:** David Waby, Gordon Church, Jerry Seiss, Rose Luziani. **4th Row:** Bill Bunn, John Greeg, Fred Sora, Crystal Cosentino.

Over the last six months, HHQ has begun to explore how to formally affiliate with a housing agency serving Cayuga County and the City of Auburn. The **Homsite agencies** are four nonprofits in one. The agency has both the Rural Preservation and Neighborhood Preservation designations from NYS. They manage **600 Section 8 subsidies**, own **60 units of affordable rental housing** and offer **home improvement assistance**. Given their mission to provide access to safe, affordable housing opportunities to low-to moderate-income people, our past history of working with them collaboratively on the Orchard Street Revitalization Project, and the fact that Cayuga County is in our service area – a formal affiliation seemed to make sense. They have a **staff of 13** and HHQ's Chief Operations Officer has been providing day-to-day support.

Home Ownership Center

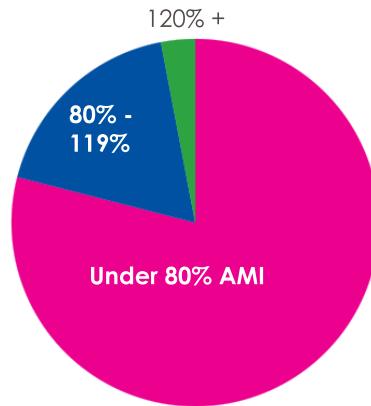
The Home Ownership Center at Home Headquarters (HOC @ HHQ) received its own 501c3 designation this spring. We continue to provide pre- and post-purchase counseling, financial literacy training, and foreclosure prevention counseling.

2013-2014 was a very active year for our Foreclosure Prevention Program which received a second round of funding from the New York State Attorney General's Home Ownership Protection Program. We traveled to Cayuga, Cortland, Lewis, Jefferson, Madison and Oswego counties along with holding regular workshops on Understanding Foreclosure in Onondaga county. We held over 90 workshops in these seven counties and served more than 325 homeowners at risk of foreclosure.

1,124

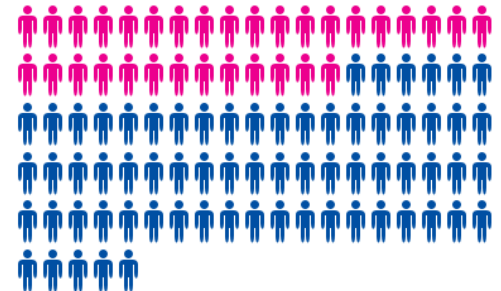
individuals were served by the Home Ownership Center in 2013-2014.

- 667 attended Homebuyer Orientation
- 400 graduated HomeBuyer Education
- 158 first-time homebuyers facilitated
- 318 attended post-purchase workshops
- 328 counseled for foreclosure prevention
- 59 foreclosures prevented



78% HOC Clients earn less than 80% AMI

32% of HOC customers were single, female head of household.



Real Estate Development

The most pressing community development issue facing the City of Syracuse remains vacant and tax delinquent properties. HHQ, in collaboration with the **Greater Syracuse Land Bank** and the City of Syracuse with funding from the **NYS Attorney General's Office**, has been busy since January 2014 rehabilitating houses for first-time homebuyers.

With **\$2 million** committed to rehabbing **40 properties** before December 2015 this will remain a large part of our real estate focus. In 2013-2014, HHQ rehabbed 7 homes in need of significant repairs, built 7 new homes and demolished 14 derelict properties.

CNY Affordable Realty, in its first full year of operation, represented **47 buyers/sellers** in their real estate closing.



New Construction: 710 Otisco Street



Substantial Rehabilitation: 121 Robinson Street



Demolition: 739 Otisco Street

Life Cycle of Successful Homeownership



132 Bennington Drive was acquired by the **Greater Syracuse Land Bank** through the **City of Syracuse's** tax foreclosure program and then sold to HHQ in April to be rehabbed with funding awarded to the Land Bank through the **NYS Attorney General's Office**.



After soliciting bids from local contractors, HHQ awarded the project to **JMJ Construction**, a NYS certified **minority owned business**.

2011

Spring 2014

Summer 2014



In 2011, first-time homebuyers Shannon & Carlos Cannon attended **HHQ's HomeBuyer Education Course**, where they learned the ins and outs of the homebuying process and were provided counseling on how to best prepare their personal finances.



The property required significant repairs to be liveable.



Working with **CNY Affordable Realty**, an HHQ affiliate, Shannon & Carlos saw their future home for the first time. While it required some creativity and faith, they could see the potential home they were looking for, for their growing family.



JMJ Construction acted as the general contractor for this rehab which included the following:

- Removal of garage
- New Roof
- New Kitchen
- New Bathrooms
- New Siding
- New Windows
- New Furnace
- New Hot Water Heater
- New Hardwood Floors
- New Carpet



132 Bennington Drive: Substantial Rehabilitation



Fall 2014



Shannon and Carlos Cannon are both life-long residents of Syracuse who learned about HHQ when Shannon's sister took our Home Buyer Education Course. After getting married, they said to themselves, "If we can pay for a wedding, we can afford a home!" In April 2013, they met with Rey Ortiz and Mary Jo Richer, two realtors from **CNY Affordable Realty**, a HHQ affiliate, to start the process of buying their first home.

While there were some definite ups and downs in their home buying journey, Shannon and Carlos patiently saved their money and paid down their debt to improve their credit. In the early spring of 2014, Rey showed them a home that HHQ had just purchased from the **Greater Syracuse Land Bank**. While the home was in need of significant repairs, Shannon could see the potential, and when Rey told them about the planned improvements, they were sold.

After submitting an accepted purchase offer, Carlos and Shannon worked with our lending team who helped them secure a **down payment and closing cost assistance grant** and a **low-interest first mortgage** through HHQ. Carlos, Shannon and their two boys moved into their new home in the fall of 2014. When asked if they would recommend HHQ to others, they said, "Every day to everyone!"

2711 E. Fayette Street: New Construction

At 2711 E. Fayette St, stood a **vacant, derelict property** blighting this otherwise stable Salt Springs neighborhood. In 2012 HHQ acquired this property through the City of Syracuse's **Dollar Property Program** for not-for-profits.



2011



In December 2011, Shayla Jackson started her homeownership journey by registering for HHQ's free **Homebuyer Orientation**. She then went on to complete the 8-hour **Home- Buyer Education Course**.

After working to improve her credit and save money by moving into her childhood home with her parents, Shayla returned to HHQ to complete her **one-on-one counseling session** in January of 2013 & started looking for a home for her family.

2012



After conducting the required environmental reviews through the City of Syracuse and New York State, the property was demolished in the fall of 2013.

Fall 2013



Spring 2014



The new home was constructed by **Opportunity Headquarters**, a not-for-profit subsidiary of HHQ that is principally dedicated to providing **apprentice training opportunities** for low-income individuals looking to work in construction while supporting the **creation of new housing** for underserved people.

The project was subsidized with grant funding awarded to HHQ from **NYS HCR's HOME LPA program** and the **City of Syracuse's CDBG Redevelopment Program**.



Summer 2014



In July, HHQ celebrated **NeighborWorks America Week** with an open house at 2711 E. Fayette St. to showcase this fantastic new home.



Shayla worked with **CNY Affordable Realty** to purchase her first home. After completing her Home-buyer Education Course, Shayla was eligible for our **Down Payment & Closing Cost Assistance Program** which also helped her secure her **first mortgage** through HHQ!

Shayla Jackson, a Syracuse native with two daughters, is a self-employed hairdresser who first heard about HHQ when her best friend purchased a property HHQ had redeveloped on Kennedy Street. When Shayla decided to start looking for a home for her own family, she registered for HHQ's **Home Buyer Education Course** and began the process of building her credit and saving for a downpayment.

Finding a home in the City that Shayla could afford but that wasn't a fixer upper was a challenge. She toured many homes but none met both her needs and her budget. After noticing construction right around the corner from her parent's home on E. Fayette Street, she got in touch **CNY Affordable Realty**, a non-profit real estate affiliate of HHQ's. Shayla viewed the property while it was still under construction and knew it would be a great fit for her family. The bungalow had 3 bedrooms, 2 baths, a great back yard, and would be maintenance free for years to come. It offered her the lifestyle, security, and peace of mind she was looking for while also providing a solid investment that afforded her the opportunity to build equity and hopefully one day have something to pass onto her kids.

Banking Partners & Funders

Banking Partners

ACMG Federal Credit Union
Adirondack Bank
AmeriCU Credit Union
Auburn Community Federal Credit Union
Bank of America
Berkshire Bank
Chase
Citizens Bank
Community Bank
Cooperative Federal
CORE Federal Credit Union
Countryside Federal Credit Union
Deutsche Bank
Empower Federal Credit Union
First Niagara
Geddes Federal Savings
HSBC
KeyBank
Liverpool Federal Credit Union
M&T Bank
NBT Bank
PathFinder Bank
Visions Federal Credit Union
Seneca Savings
Solvay Bank
Summit Federal Credit Union

Funders

84 Lumber
Adirondack Bank
Allyn Foundation
Bank of America
Central New York Community Foundation, Inc.
Christopher Community
Citizens Bank
Deutsche Bank
Empire State Development
Empower Federal Credit Union
Federal Home Loan Bank Of NY
First Niagara
Geddes Federal Savings
The Gifford Foundation
Greater Syracuse Association Of Realtors
Jewish Community Foundation
JP MorganChase Bank
KeyBank Foundation
Lead Safe, LLC
Menter, Rudin & Trivelpiece, P.C.
M&T Bank
NBT Bank
NeighborWorks America
New York State Attorney General
New York State Homes and Community Renewal
New York State Affordable Housing Corporation
New York State Housing Finance Agency
PathFinder Bank

The Dorothy & Marshal M. Reisman Foundation
Seneca Savings
Sugarman Law Firm
City of Syracuse
Syracuse University
Truax & Hovey LTD
University Neighborhood Preservation Association, Inc.
U.S. Department of Housing and Urban Development
U.S. Department of the Treasury Community
Development Financial Institution (CDFI) Fund
Wells Fargo Housing Foundation

Individual Donors

Ted Ackerman
Bill Byrne
Tim Carroll
Jan Caster
Kim Dupcak
Bill Fisher
Curtis Harris
Dan Hartnett
Linda Henley
Addie Hightower
Donna P. Kassman
Bill LeBeau
Rebecca Markus
Anthony Marrone
Theardis Martino
Sarah Merrick

James Patterson
Brandiss Pearson
Timothy Rittenhouse
Sally Santangelo
Christina Sauve
Vito Sciscioli
Rick Shirtz
Gladys Smith
Mary Alice Smothers
Carl Spencer
William Sweeney
Robert Vertucci
Fanny Villarreal
Sabrina Webster
Susan White

Financial Overview

Fiscal Year: May 1, 2013 - April 30, 2014

Revenue

Program Related Grants	\$10,121,536
Contributions & Fundraising	\$157,956
Loan & Real Estate Program	\$2,268,917
Other Revenue	\$6,144

Total Revenue **\$12,554,553**

Expenditures

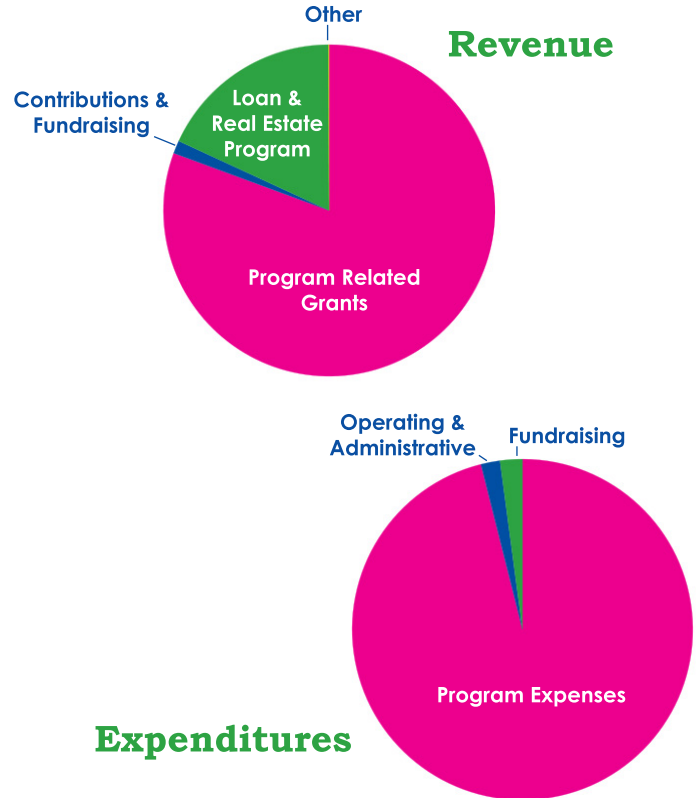
Program Expenses	\$8,632,734
Operating and Administrative	\$163,169
Fundraising	\$189,528

Total Expenditures **\$8,985,431**

Total Assets/Liabilities

Total Assets	\$35,971,520
Total Liabilities	\$6,393,627
Total Net Assets	\$29,577,893

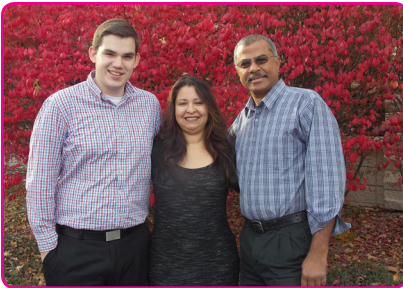
Increase in Net Assets
Available for Programs **\$3,569,122**



Our Staff



Home HeadQuarters, Inc. Top Row: Ron Gallman, Kelley Guyder, Mary Sherwin, Hilary Mansur, Julia Robert, Rickey Brown, Jean Strong, Laura Haley, Amy Goodall-Ayres, Celina DeFrancis, Amarilis Flores. Middle Row: Dina Bukolt, Mary Jo Richer, Crystal Marie Cosentino, Lori Dieroff, Christine Zivica, Jenna McClave, Kerry Quaglia, Terri Luckett, Joyce Ramos, Joe'von Works. Bottom Row: Shannon Fiumano, Amanda Pascall, Cali Nellis, Stephanie Schuster, Joanne Demaree, Rey Ortiz, Elroy Edwards.



Home HeadQuarters, Inc. Left to Right: Alex Lynch, Elisa Morales, Curfis Harris.



Opportunity HeadQuarters Left to Right: Doug Carrick, Brian Wright, Sean Wright, Dan Wright, Rob Kepner, Mike Kepner. Unavailable for photo: Rob Platenik

Mission Statement

Home HeadQuarters, Inc. is committed to creating housing and related opportunities and services in Central and Upstate NY that improve the lives of underserved people and revitalize the communities in which they live.

Board of Directors

Board of Directors 2013-2014

Officers

President, Anthony Marrone, Menter, Rudin & Trivelpiece

Treasurer, Sabrina Webster, Key Bank

Secretary, Gladys J. Smith, Resident

Assistant Secretary, Susan White, City of Syracuse

Directors

Ted Ackerman, Resident

Tim Carroll, City of Syracuse

Kim Dupcak, Covenant Housing

Bill Fisher, Citizens Bank

Linda Henley, Northwestern Mutual

Addie Hightower, Resident

Theardis Martino, Matawon Development

Sarah Merrick, Onondaga County

Brandiss Pearson, St. Joseph's HHC

Sally Santangelo, CNY Fair Housing

Mary Alice Smothers, PEACE, Inc.

Christina Sauve, Cooperative Federal

Bill Sweeney, CORE Federal Credit Union

Bob Vertucci, NBT Bank

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Bill Byrne, Byrne Dairy

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Dan Hartnett, Berkshire-Hathaway

Bill LeBeau, Resident

Vito Sciscioli, Resident

Rick Shirtz, NBT Bank

Carl Spencer, KS&R

Last year was a very exciting time in home improvement and home ownership in Syracuse and Central New York. Home HeadQuarters continues to be on the forefront of developing new opportunities for homeowners and collaborating with partner banks, governmental agencies and non-profits.

Our staff, board and volunteers have been busy, ranging from our efforts made possible by the New York State Attorney General's Office and the Greater Syracuse Land Bank to demolish delinquent and uninhabitable houses and rebuild new homes, to the work we did on DeLong Avenue and Culbert Street on the North Side of Syracuse with the Block Blitz.

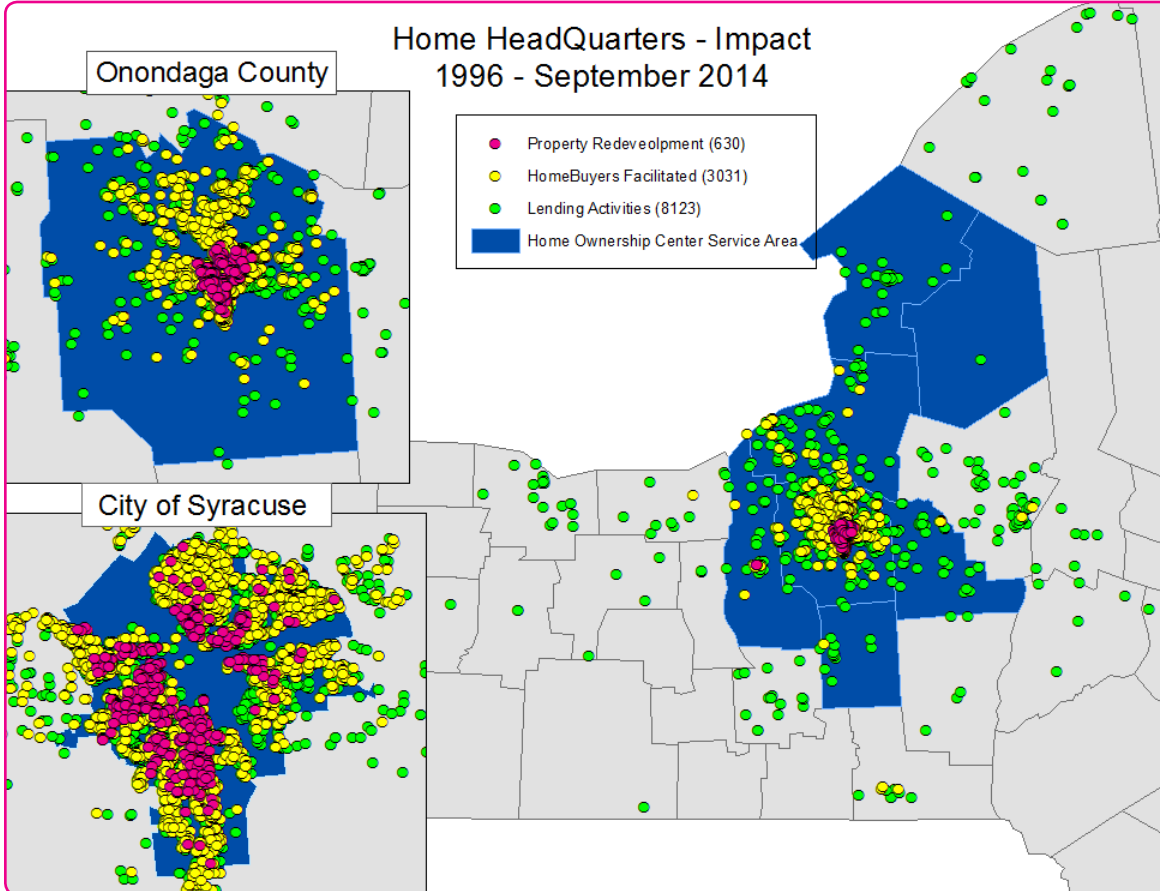
I am also extremely pleased to report that Kerry Quaglia, our Executive Director, was honored this past year with both the Nonprofit Executive of the Year award and Gifford Foundation and Allyn Foundation's Kathy Goldfarb-Findling Leadership Award. Kerry never likes to brag, so I will do that for him. I think the awards not only serve as a testament to his stewardship of Home HeadQuarters, especially through the recent financial crisis that saw most housing organizations nationwide suffer serious setbacks, but also as recognition that Kerry has given so many of our community leaders their start at Home HeadQuarters.

The awards also serve as a reflection of the hard work put forth by all of the staff. We have some of the most dedicated, patient and caring staff, always being asked to leverage more of their energy in the face of a shortage of government funding, and have consistently met and exceeded that challenge with enthusiasm.

I would like to thank my colleagues on the Board of Directors and the volunteers on all of our Committees, a diverse group of business and government leaders and individuals who are invested in our community, for allowing me the honor of leading them for the past year. We all look forward to the challenges and opportunities of continuing our work with this great organization.



Anthony Marrone
Board President



SINCE 1996 HHQ

has **redeveloped 630** derelict and vacant properties, facilitated **3,031 first-time home buyers** and provided **8,123 home loans and grants** for a total served of:

11,784