

A two-story house with a porch, overlaid with a large pink scribble and text. The house has a gabled roof, a central window on the second floor, and a front porch with white railings. The address number '613' is visible on the right side of the porch. The text is centered over the house.

HOME HEADQUARTERS'
ANNUAL REPORT
2015-2016

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WELCOME

HERE WE CHANGE AGAIN

Many thanks to all of the employees, board members, partners and our consultants who have worked so hard to guide us through our new strategic planning initiative. Our goal has always been to stay responsive to the needs of the community we serve. Over the years those needs have changed and evolved from home improvement loans to the rehabilitation of vacant properties, to mortgage financing for first-time homebuyers and then to loans for investors who purchase and rehabilitate underutilized residential properties.

Now, it is clear that our community needs us to become involved in the commercial arena – particularly in areas of concentrated poverty that desperately need some economic activity that will result in job opportunities for area residents. Home HeadQuarters will respond to this call for action by purchasing and rehabilitating appropriate commercial structures in those neighborhoods to create opportunities for new and expanding neighborhood businesses. We will also make direct commercial loans available to those eligible businesses who wish to expand their business, pursue a new facility, buy new equipment, etc. Just like everything else we do here at HHQ, we will have lots of partners in this effort such as CenterState CEO, Up Start,

UMEA, the Near West Side Initiative and Cooperative Federal Credit Union, just to name a few. With a coordinated approach such as this we are all confident this effort will be a success and a model to be replicated.

While we are pleased to be taking on this new direction, our traditional lines of business remain as robust as ever with a record-setting number of participants in homebuyer education and home improvement loan requests. Similarly, this past year we have redoubled our efforts with rehabilitating vacant properties and financed more than \$6,000,000 mortgage financing that allowed nearly 80 families to purchase their first home. This level of production and impact is second to none and speaks volumes about the hard work and dedication of our staff and the leadership from the board!



Thank you all,

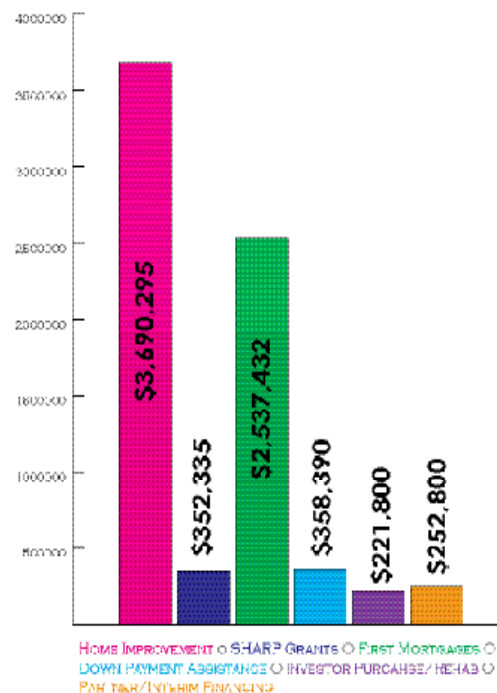
COMMUNITY DEVELOPMENT LENDING

The 2015-16 program year was a productive one for development community lending. The First Mortgage line of business which began just three years ago saw a nearly **50% increase** in first mortgages closed, with **37 households** financing their home purchase through HHQ. Homeownership was further supported through HHQ's Downpayment Assistance Program, which assisted **124 households** with funding toward their downpayment. Together, this represents **168 home purchases** that may have been impossible without assistance from HHQ.

As always, demand for home improvement assistance remained high with **280 households** receiving assistance for minor home repairs through the SHARP Program. An additional **340 households** received home improvement through other HHQ programs for more significant home repairs (CDBG, AHC, CDFI etc.).

Cummulatively, in 2015-16 HHQ provided **804 home loans and grants** totaling **\$7,862,889** to low- to moderate-income homeowners, community partners, and small businesses working to revitalize our community. Each of these activities is vital to ensure that residents of Central New York have access to safe and affordable housing.

2015-2016 LOANS & GRANTS



CUSTOMER DEMOGRAPHICS

\$4.4M

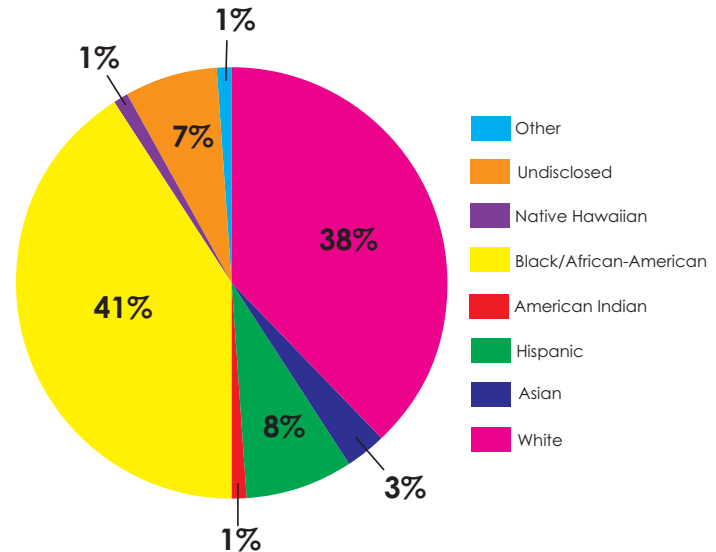
WENT TO LOW- TO MODERATE-INCOME FAMILIES LOOKING TO PURCHASE OR IMPROVE THEIR HOMES.

65%

OF CUSTOMERS WHO CLOSE ON A HHQ LOAN OR GRANT ARE MINORITY HOMEBUYERS/OWNERS.

33.8%

OF CUSTOMERS WHO CLOSE ON A HHQ LOAN OR GRANT EARN LESS THAN 50% OF THE AREA MEDIAN INCOME OR LESS THAN \$34,600 FOR A FAMILY OF 4.



HOMEOWNERSHIP CENTER

The HomeOwnership Center at Home Headquarters (HOC) provides pre- and post-purchase counseling, financial capabilities training and foreclosure prevention counseling. The HOC is now located in its own building, directly behind HHQ's office at 538 Erie Boulevard West, Syracuse. The new office space was renovated in the summer of 2016 by Opportunity Headquarters, HHQ's construction subsidiary, and has individual counseling spaces and a training room for homebuyer education and foreclosure prevention workshops.

The 2015-2016 program year was a busy one at the HOC. Housing Counselors hosted nearly **80 foreclosure prevention workshops**, both at the HOC and throughout the five additional counties in our Homeowner Prevention Program (HOPP) service area. **Sixty (60) Orientations** and **33 Homebuyer Education classes** were hosted in the Auburn and Syracuse offices. Classes are also now offered online via eHome America. There were **767 Orientation attendees** and nearly **500 Homebuyer Education graduates**.

245

HOMEBUYERS FACILITATED
THROUGH EDUCATION AND
PRE-PURCHASE COUNSELING

330

HOMEOWNERS FACING
FORECLOSURE COUNSELED
THROUGH FORECLOSURE
PREVENTION PROGRAM

36

HOMEOWNERS FACING TAX
FORECLOSURE COUNSELED

REAL ESTATE DEVELOPMENT

Established in 2011, CNY Affordable Realty continues its work of serving homebuyers in CNY and working to find properties for them that are affordable, sustainable and meet the unique needs of each individual homebuyer. As the region's only non-profit real estate brokerage, CNY Affordable Realty is unique in that it facilitates sales with low-to-moderate income homebuyers and works in coordination with other programs at HHQ to help homebuyers overcome obstacles to homeownership. These include both homes owned and rehabbed by HHQ, as well as private sales throughout the service area. This year CNY Affordable Realty acted as a buyer/sellers agent for 27 private sales and we look forward to this being a growth area for the company in the future. The company also coordinates all of HHQ's real estate sales. Real estate development continues to be an important tool in HHQ's efforts to revitalize transitional neighborhoods in a sustainable manner.



24
HOMES
SOLD

74
VACANT HOMES
DEMOLISHED
BY HHQ

CUSTOMER STORY

Consuela Kent is finally home. Although most of her possessions still hide in boxes, they sit next to her grandmother's furniture, and remain safe within the walls of the home she grew up in. After a long journey, this is also the home she will raise her daughter in.

Consuela has overcome countless obstacles to build what she has today. Her housing troubles started years ago when her home was set on fire and she lost everything. "Believe me, we only had the clothes on our backs," Consuela recalls. Immediately after, the landlord drastically increased her rent, which forced her to find a new home; this was especially painful because Consuela's family had a long relationship with the landlord, and she remembers, "I didn't want to rent again from anyone."

Fortunately, her father invited Consuela and her daughter to live in her grandmother's old house. After living there for a while, the house fell into tax foreclosure. Without any legal ownership of the house after her father died, Consuela was faced with eviction during Christmas. Confronted with the prospect of losing her home a second time, she sought help and reached out to Home HeadQuarters based on the advice from her mother who was going through homebuyer education. Consuela worked with Amanda and Jenna from the HomeOwnership Center to sign up for first time homebuyer education. Once Consuela became involved with Home HeadQuarters, she says, "A weight lifted off of me knowing that I could go to the classes and get help versus struggling and not knowing." After graduating from homebuyer education, Consuela applied for and was approved for first mortgage financing through Home HeadQuarters and officially bought her grandmother's house from the Land Bank.



CUSTOMER STORY

Now that she's reached the end of this odyssey, Consuela can finally tackle unpacking with the confidence of knowing that she can settle in because "this is home." She is no longer facing the fear that she will have to move again. Looking around her living room, Consuela remembers what this home has been, and sees what it will be. Finally, she reflects, "I grew up here and I was raised in this home. I just feel like this is home, like God brought me back to this home."

CUSTOMER TESTIMONIALS

"When I first moved into my house (a 2 family that I'd owned for several years prior), I discovered that the house needed major repairs to plumbing and a new roof.

As I am on a relatively low income and am a senior – those repairs wouldn't have been possible without the grant and loan combo through Home HeadQuarters. A few years later, my sidewalk was sinking on one side – creating unsafe conditions for my disabled tenant. With a Home HeadQuarters grant I was able to correct that situation. Thanks Home HeadQuarters!"

"I think it is a wonderful program. I don't know what I would have done without their help. My roof was in very bad condition. I could not have replaced it without this program."

"I found this program to be very helpful for me to get windows installed in my house that I very much needed. They will make my house warmer and save on my heating bill...This program is truly a blessing to those of us with low income like myself. Thank you!"

"I think it is a wonderful program. I don't know what I would have done without their help. My roof was in very bad condition. I could not have replaced it without this program."

"Every experience I have had with Home HeadQuarters was perfect! Without them I would not have my home and the improvements they have helped me with have helped greatly! Amazing organization all around! A+"

"I am so grateful for my Home HeadQuarters loans. I would not have been able to afford borrowing from anywhere else. I love my home."

20 YEARS

1996
HOME
HEADQUARTERS
FOUNDED

1998-Opportunity
HeadQuarters
created as a
construction
company for
underserved
communities

1999- HHQ joined
the NeighborWorks
America network

1999- Syracuse
Neighborhood
Initiative created

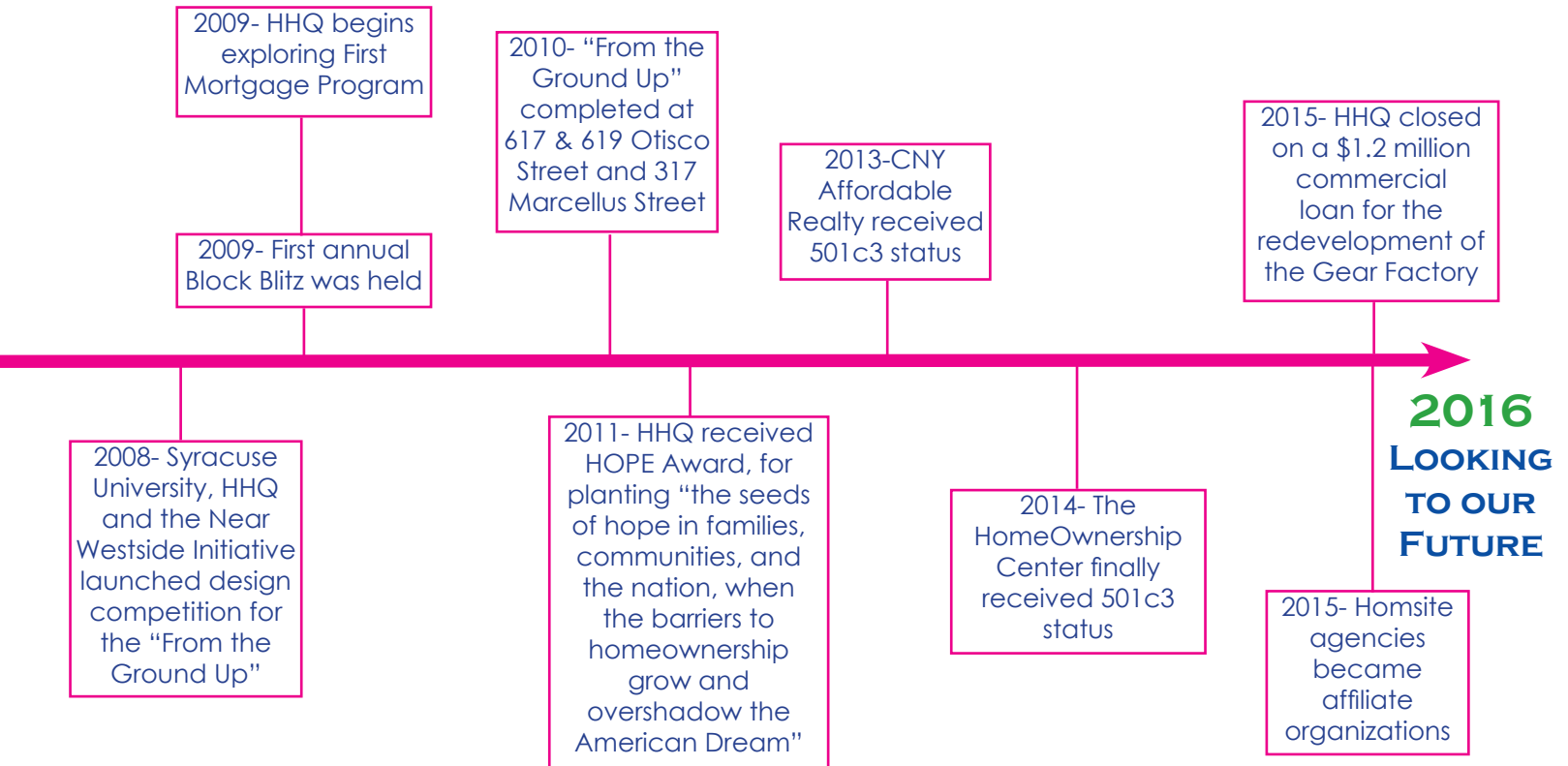
1999- HHQ became a
certified Community
Development
Financial Institution

2001-2002- HHQ
took title to the
Shady Willow Estate,
comprised of 57
apartment buildings
and 224 deplorable
rental units. HHQ
demolished the
buildings and
cleared 13 acres for
future development

2004- M/WBE
Contractor
Revolving Loan
Fund established

2005- FlexFund
Program
created, giving
homeowners
with little equity
access to home
improvement
loans

IN REVIEW



SENT • FUTURE

BANKING PARTNERS, FUNDERS & DONORS

BANKING PARTNERS FUNDERS

ACMG Federal Credit Union
Adirondack Bank
AmeriCU Credit Union
Federal Credit Union
Bank of America
Berkshire Bank
Chase
Citizens Bank
Community Bank
Cooperative Federal
CORE Federal Credit Union
Countryside Federal Credit Union
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

84 Lumber
Adirondack Bank
Allyn Foundation
Bank of America
Central New York
Community Foundation, Inc.
Christopher Community
Citizens 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
Great Syracuse Land Bank
HAP Housing
JP MorganChase Bank
KeyBank Foundation
Lead Safe, LLC
M&T Bank
NBT Bank
NeighborWorks America
New York State Office of the Attorney General
New York State Homes and Community Renewal

New York State Affordable Housing Corporation
New York State Housing Finance Agency
NYSERDA
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 Institutions Fund
Wells Fargo Housing Foundation

INDIVIDUAL DONORS

Ted Ackerman
Bill Byrne
Tim Carroll
Jan Caster
Kim Dupcak
Nancy Kern Eaton

Dan Hartnett
Linda Henley
Frances E. Hunt
Donna P. Kassman
Michael Lane
Bill LeBeau
Andrew Lunette
Anthony Marrone
Theardis Martino
Sarah Merrick
David Paccone
James Patterson
Kerry Quaglia
Timothy Rittenhouse
Sally Santangelo
Christina Sauve
Vito Sciscioli
Rick Shirtz
Martin Skahen
Gladys Smith
Mary Alice Smothers
Carl Spencer
Patrick Strodel
Robert Vertucci
Fanny Villareal
Sabrina Webster
Susan White
Terri Williams
Elaine & Douglas Wolf

FINANCIAL OVERVIEW

FISCAL YEAR: MAY 1, 2015-APRIL 30, 2016

REVENUE

PROGRAM RELATED GRANTS	\$2,371,868
LOAN & REAL ESTATE PROGRAM	\$10,888,875
UNRESTRICTED GRANTS & CONTRIBUTIONS	\$1,135,945
OTHER REVENUE	\$94,218

TOTAL REVENUE **\$17,069,067**

EXPENDITURES

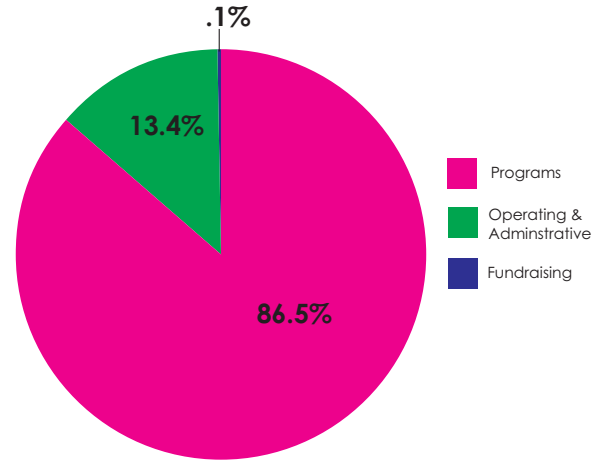
PROGRAM	\$11,287,180
OPERATING & ADMINISTRATIVE	\$1,739,354
FUNDRAISING	\$17,735

TOTAL EXPENDITURES **\$13,044,239**

ASSETS

NET ASSETS START OF YEAR	\$32,834,949
NET ASSETS END OF YEAR	\$36,859,747
INCREASE IN NET ASSETS AVAILABLE FOR PROGRAMS	\$4,024,798

EXPENDITURES



**NEARLY
87 CENTS
OF EVERY DOLLAR
RETURNS TO THE
COMMUNITY IN
PROGRAMMING**

PROPERTY REHAB HIGHLIGHTS



PROPERTY REHAB HIGHLIGHTS



**2004 GENESEE ST. EAST
EXTERIOR BEFORE & AFTER**



**217 AUSTIN ROAD
KITCHEN BEFORE & AFTER**



**350 GARFIELD AVENUE
LIVING ROOM BEFORE & AFTER**



GREEN & HEALTHY HOMES INITIATIVE

In the summer of 2013, the Central NY Community Foundation convened a group of housing providers to discuss how we could look at our housing rehabilitation activities from a “healthy homes” approach. Since the initial meeting, HHQ received a \$1 million grant from the Office of NYS Attorney General Eric Schneiderman for resources that would provide gap funding for energy efficiency and health improvement activities over the next 4 years, hired an Outcome Broker, wrote a Work Plan and the City of Syracuse received national Green and Healthy Homes Initiative (GHHI) designation. We have also received financial investments from the CNY Community Foundation and Health Foundation of Western and Central New York to support this collaborative

work. We are now ramping up production with our other housing partners including PEACE, Inc., Onondaga County Community Development, Onondaga County Health Department and the City of Syracuse’s Neighborhood and Business Development. This process has also brought us together to align and braid our resources to get a project done. In addition, all property owners also receive a health inspection from the County’s Healthy Neighborhoods program. One organization is unable to do it alone. The house pictured below is one example where Urgent Care and AG funding was committed by Home HeadQuarters, Weatherization funding from PEACE and lead funding from the County.



Green & Healthy
Homes Initiative®



After two years of working in Cayuga County, this past program year, HHQ finalized its affiliation with the Homsite agencies. Homsite is comprised of four agency's in one: Homsite Fund, Inc. (a Neighborhood Preservation Company), Cayuga County Homsite Development Corporation (a Rural Preservation Company), Homsite Holding and Cayuga Developments. Combined, Homsite manages two senior rental complexes in the Villages of Cayuga and Weedsport, five rentals in the City of Auburn, administers nearly 600 Section 8 Housing Choice Vouchers as the Local Program Administrator for Cayuga County and provides home repair assistance to low-to-moderate income homeowners throughout the County. HHQ now hosts monthly Homebuyer Orientations and Foreclosure Prevention Workshops and quarterly Homebuyer Education classes. This year we also hired a new Site Director, Erica Turner, who manages day to day operations at Homsite. Homsite has an active Board of Directors who help to guide the organization, meeting monthly at their offices at 60 Clark Street in Auburn, and a 12-person staff dedicated to improving the lives of Cayuga County residents.

HOMSITE

HOMSITE

BOARD OF DIRECTORS

- ROBERT PADULA, CHAIRPERSON
- JUDY WRIGHT, VICE CHAIRPERSON
- FR. STEPHEN MACK, SECRETARY
- KERRY QUAGLIA, TREASURER
- RENEE CAMPBELL
- BETH DISHAW
- LISA ENGE
- MIDGE FRICANO
- JACK HARDY
- DEANNA HOEY
- GRANT KYLE
- ANNE O'CONNOR
- DEVON ROBLEE



HOMSITE

SERVING THE CITY OF AUBURN
AND CAYUGA COUNTY

CAYUGA COUNTY HOMSITE DEVELOPMENT CORPORATION | HOMSITE FUND, INC.
HOMSITE HOLDING CORPORATION | CAYUGA DEVELOPMENTS, INC.

BOARD PRESIDENT



What a great year it was at Home HeadQuarters. We moved into our brand new space at 538 Erie Boulevard

West, we made 37 first mortgages for a total of \$2.4 million and 136 Urgent Care loans for just over \$1 million. We also substantially renovated and built 24 homes, and completed 74 demolitions. There is a lot to look forward to as we continue to expand our mortgage lending and real estate activities.

HHQ continued to lead this community in home improvement and facilitating first time homebuyers in Syracuse and Central New York. We are excited about the Green & Healthy Homes Initiative and our partnership with NYSERDA to begin the Resilient Corners project in the Near Westside.

I am concluding my second two-year term as President of the Board of Directors, and this will be my last time to use this forum to comment on

the progress we have made as an organization, and the work I think still needs to be done.

The staff at HHQ is as professional and great to work with as any I've ever encountered, and I think that starts at the top of the organization. Kerry provides a clear vision, backed by dedication to the mission and a diligence which is unmatched in our community. I have thoroughly enjoyed getting to know many of the staff members, especially as we have poured in sweat equity to paving driveways and doing landscaping together during Block Blitz events. Perhaps the most telling thing to me about the staff at HHQ, is that so many of the former staff members have gone on to leadership roles within government and other organizations in Central New York. It is a testament to the training and leadership of this organization, that we are able to groom such valuable leaders in the community.

I would like to thank my colleagues on the Board of Directors and the volunteers on all of our Committees, a diverse group of residents, business

and government leaders who are all invested in our community. I am grateful for the humbling opportunity to be able to work with all of you. Although my time as Board President has come to a close, this is an organization and a mission I believe in wholeheartedly and will continue to support. As a native Syracusan, I know the value of home ownership within the City. HHQ's programs provide the tools for so many to pull themselves up from poverty and to be able to live with dignity and fulfill that lofty American dream of home ownership. If we are to truly be able to fight poverty and rise up as a region, affordable home ownership and quality housing stock will be necessary components in that movement. I encourage you all to continue pushing in the direction of creating new and exciting opportunities for housing in Central New York, and I know you will be under great direction with your new Board President, Sabrina Webster!

Thank you for everything you have taught me, and I look forward to continuing to work with you.

ANTHONY A. MARRONE II

BOARD OF DIRECTORS

OFFICERS

ANTHONY A. MARRONE II- **PRESIDENT**
SABRINA WEBSTER- **VICE PRESIDENT**
ROBERT L. VERTUCCI- **TREASURER**
TIM CARROLL- **ASSISTANT TREASURER**
GLADYS J. SMITH- **SECRETARY**

DIRECTORS

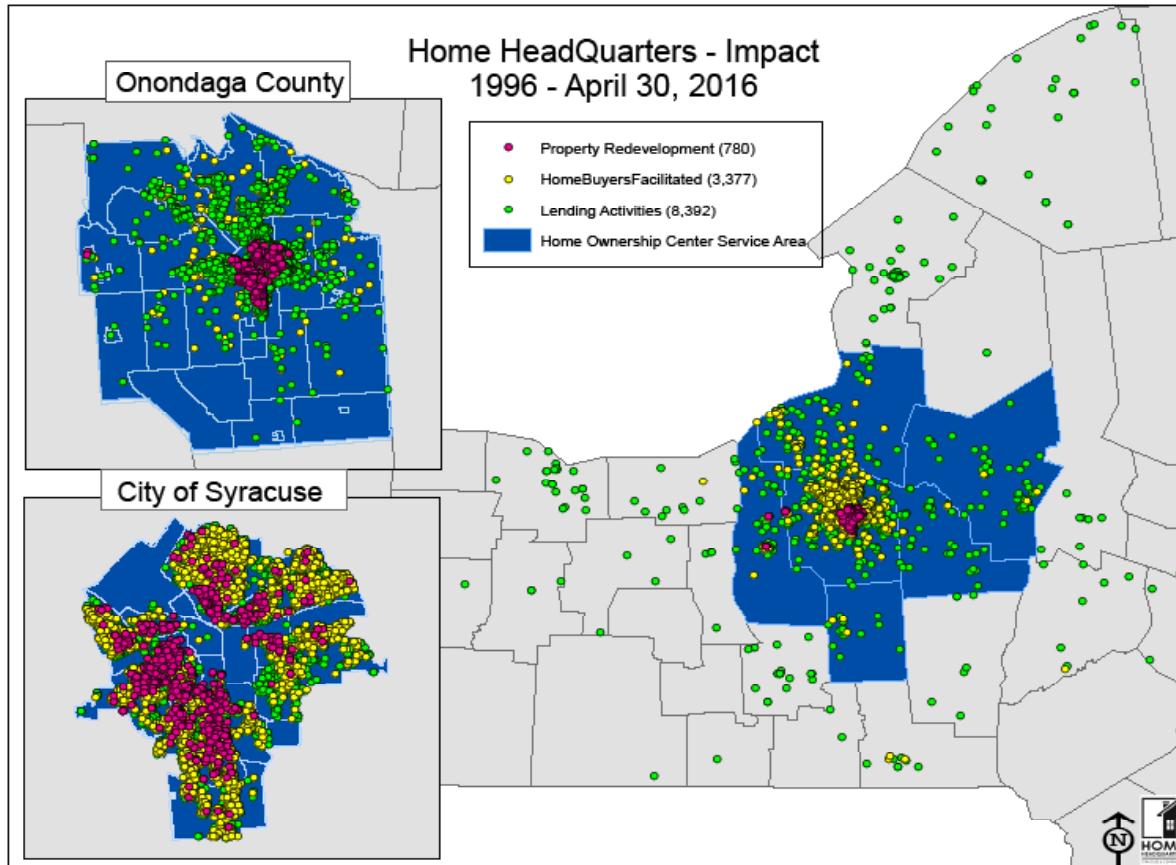
TED ACKERMAN
CALVIN CORRIDERS
BETH DISHAW
KIM DUPCAK
MICHAEL LANE
ANDREW LUNETTA
THEARDIS MARTINO
SALLY SANTANGELO
MARTIN SKAHEN
MARY ALICE SMOTHERS
CHRISTINA SAUVE
WILLIAM SWEENEY
FANNY VILLARREAL

DIRECTORS EMERITUS

BILL BYRNE
JAN CASTER
DAN HARTNETT
WILLIAM LEBEAU
WILLIAM McINCROW
VITO SCISCIOLI
RICHARD SHIRTZ
CARL SPENCER

MISSION STATEMENT:

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



**SINCE
1996
HHQ**
 HAS REDEVELOPED
 780 DERELICT &
 VACANT PROPERTIES,
 FACILITATED
 3,377 FRIST-TIME
 HOMEBUYERS &
 PROVIDED 8,392 HOME
 LOANS & GRANTS FOR
 A TOTAL SERVED OF:

12,459



538 Erie Boulevard West, Suite 100
 Syracuse, NY 13204
 315.474.1939 | www.homehq.org

