

# HOME HEADQUARTERS' ANNUAL REPORT 2016-2017





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# A YEAR IN REVIEW

As we look back upon the conclusion of another program year we see one filled with accomplishments. Our board and staff set course on a new strategic plan that produced many notable achievements:

- Helped 270 individuals and families become first time homeowners
- Invested nearly \$3 million in subsidies for real estate development projects
- Made \$9.4 million in home improvement loans and grants for Central New York families
- Made more than \$1.4 million in commercial loans to local developers



Never an organization to rest on our laurels, I am pleased to announce a bold new initiative that we will kick off at our Annual Meeting—Home HeadQuarters' Sustainable Business Initiative for Transformative Change. One thing we know for certain is that there are overwhelming challenges in our community. The special challenges in the City of Syracuse include low owner-occupancy rates, high concentrations of poverty amongst minority households and the proliferation of vacant properties. Even beyond the city's borders, Central New York suffers from many of the same ailments and these challenges have been perpetuated by a lack of good jobs and a lack of access to capital throughout the region.

These challenges may, at times, seem overwhelming, but to help remedy them we know that change will be necessary. Home HeadQuarters will need to reach more people, engage in new programs and activities, enlist new partners and do our part in facilitating the process by which our community can grow and prosper and be more equitable to all residents.

If I have learned anything over the past 20 years, it is that change is never easy, but Home HeadQuarters stands ready, willing and able to undertake the changes necessary to help bring about transformative change in our community. Let's get started!

A handwritten signature in black ink, appearing to read "Kerry P. Quaglia". The signature is fluid and cursive, with a large loop at the end.

**Kerry P. Quaglia**  
Chief Executive Officer

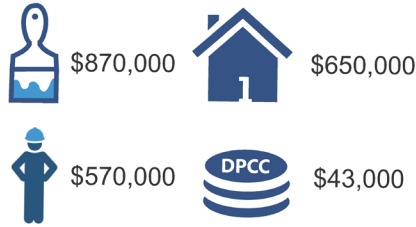
# OUR IMPACT

## HOME HEADQUARTERS: DOLLARS INVESTED

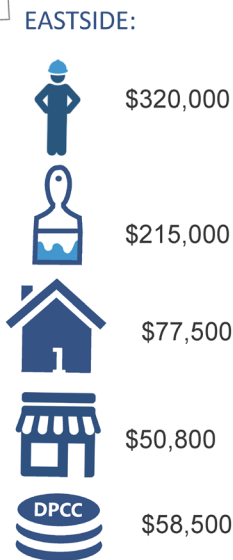
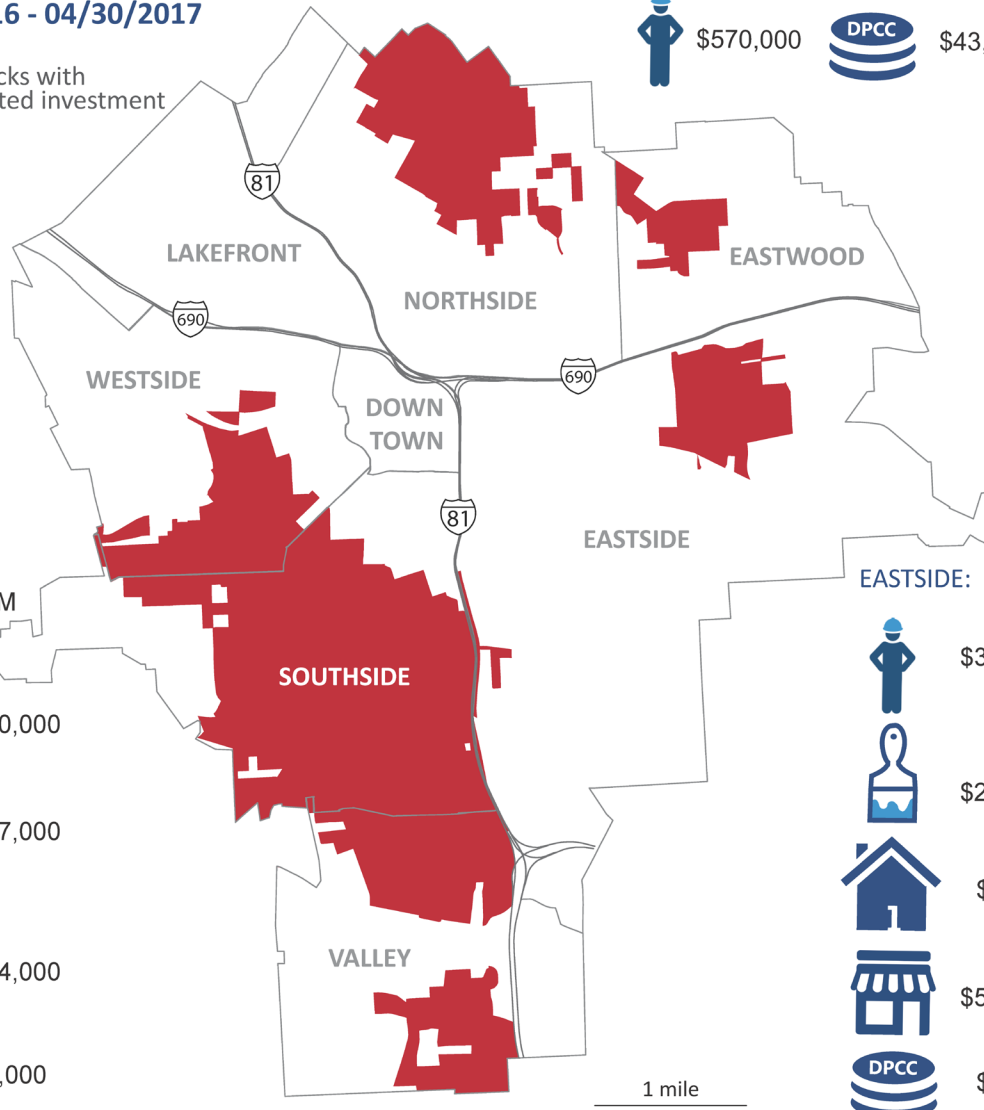
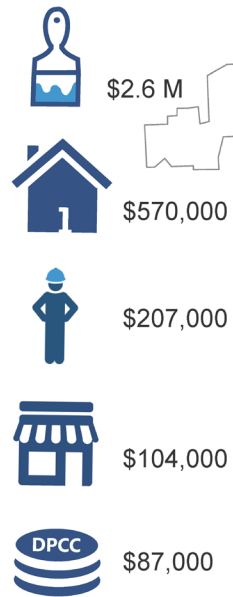
CITY OF SYRACUSE  
05/01/2016 - 04/30/2017

Street blocks with concentrated investment

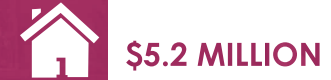
NORTHSIDE & EASTWOOD :



SOUTHSIDE,  
WESTSIDE &  
VALLEY :



## INVESTMENT IN CENTRAL NY



## LEGEND

- HOME IMPROVEMENT LOANS & GRANTS
- FIRST MORTGAGE FINANCING
- REAL ESTATE DEVELOPMENT
- COMMERCIAL LOANS
- CLOSING COST ASSISTANCE

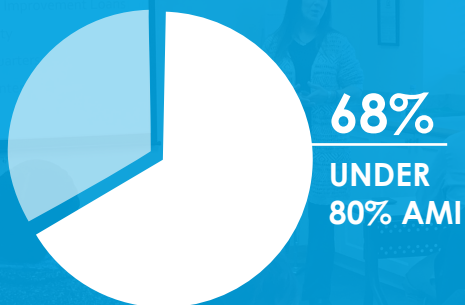


# HOMEOWNERSHIP CENTER

## BY THE NUMBERS

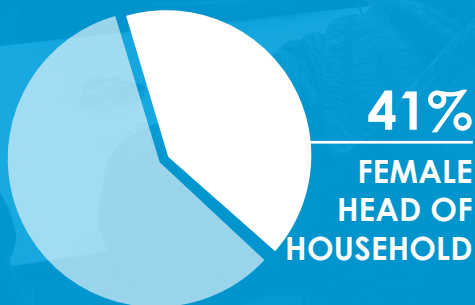
**<1%** of those homeowners who attend certified HomeBuyer Education ever return in need of foreclosure prevention counseling or services.

### FACILITATED HOMEBUYERS BY INCOME



4%	16%	47%
UNDER 30% AMI	30-49% AMI	50-79% AMI

### FACILITATED HOMEBUYERS BY FEMALE HEAD OF HOUSEHOLD



**HOME**  
OWNERSHIP CENTER  
AT HOME HEADQUARTERS  
SYRACUSE & CENTRAL NY

HomeOwnership Center staff realized this past year that there is no longer a “homebuying season.” Hopeful future homeowners marched through the doors of our NeighborWorks-designated HomeOwnership Center all year seeking education, counseling and financial assistance. Almost **800** individuals attended free HomeOwnership Workshops and more than half of those attendees continued on for the full HomeBuyer Education Course and successfully graduated. eHome, the online HomeBuyer Education offering, grew in usage with younger home seekers utilizing the service. More than half of the HOC’s graduates, or **270** individuals and families, became first-time homebuyers.

On the other side of homeownership, Foreclosure Prevention counseling and workshops continued to travel throughout a five-county area in Central New York with an emphasis in Auburn and Syracuse. Almost **290** homeowners received on-going foreclosure prevention counseling and more than **70** imminent foreclosures were averted. Financial Capabilities workshops were held throughout the year and will be expanded in the coming year.



### MR. FERRER WANTS YOU TO KNOW A FEW THINGS ABOUT OWNING A HOME

When Leonides Ferrer moved to Syracuse from Puerto Rico in 2004 with his wife, son and granddaughter, he didn't think twice about renting an apartment. He and his family had always rented in Puerto Rico with its high cost of living. Last year, Leonides ran into a friend who told him about the HomeOwnership Center at Home HeadQuarters. "I realized, after speaking with my friend, that in the long run, you end up paying almost triple for rent and you have nothing to show for it," said Mr. Ferrer. In less than one year, Mr. Ferrer and family were the proud owners of a Home HeadQuarters' renovated house in the city's Court-Woodlawn neighborhood. The family feels a sense of pride in being the first they know to own a home.

"Next step?" asks Mr. Ferrer with a smile. "We're putting in central air!"



# COMMUNITY DEVELOPMENT LENDING

Home HeadQuarters continued to fill gaps in the Central New York lending market, making loans to families that had no equity, fell just below underwriting standards, purchased Land Bank homes, or planned to develop local commercial property—all who did not, or could not, fit the typical borrower mold for most financial institutions.

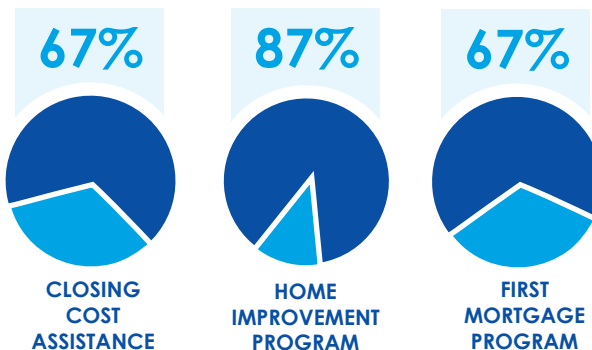
Last year marked the start of Home HeadQuarters' commercial lending efforts with **\$1.4 million** making it into the hands of local developers. Demand for home improvement assistance remained high with more than **560 homeowners** taking advantage of almost **\$9.5 million** in public funding like SHARP, CDBG, NYS Affordable Housing Corporation and CDFI, as well as through the organization's FlexFund program funded through local partner financial institutions. Homeowners came to Home HeadQuarters with every home improvement need from emergency repair for collapsed foundations to simple handrail replacement and everything in between.

First mortgage production nearly doubled over the previous year with **75 households** receiving **\$5.2 million** in home purchase financing through Home HeadQuarters. Investor loans also made a start this year, often coupled with rehab dollars to address aging rental units. **120 new homebuyers** took advantage of closing cost assistance in the form of a grant within the city of Syracuse or as a loan throughout Onondaga County.

## \$15,954,000

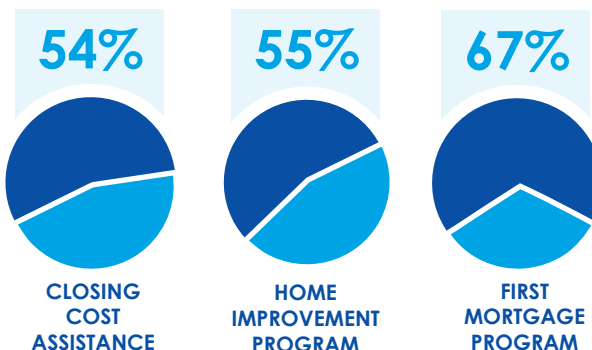
PROVIDED IN COMMUNITY DEVELOPMENT LOANS AND GRANTS LAST YEAR

### LENDING PROGRAM PARTICIPANTS UNDER 80% OF AREA MEDIAN HOUSEHOLD INCOME



Home HeadQuarters is the leading home improvement lender in the city of Syracuse and finances more than 65% of all home improvements for families of color, out-lending all other financial institutions combined.

### LENDING PROGRAM PARTICIPANTS WHO ARE FAMILIES OF COLOR



## PROGRAMS

### HOME IMPROVEMENT

- SHARP Grants
- FlexFund No Equity Required Home Improvement Loans
- Urgent Care Funding
- Green & Healthy Homes Initiative Greater Syracuse
- Village of Solvay 1% Loans & Grants
- University Neighborhood Preservation Association 1% Loan
- Outer Comstock Neighborhood Association 1% Loan
- Tipperary Hill Loan
- Onondaga County Neighborhood Initiative 1% Loan

### HOMEOWNERSHIP

- First Mortgages
- Closing Cost Assistance

### INVESTOR & COMMERCIAL

- Purchase & Rehab Financing
- Syracuse Landlord Improvement Program
- Village of Solvay Investor Property Improvement Loans
- The Rental Next Door Program



## CNY AFFORDABLE REALTY

As the only non-profit real estate brokerage in Central New York, CNY Affordable Realty staff continued to take the time and care needed to represent home buyers and sellers that required the most assistance from a realtor. All our licensed realtors specialized in first-time homebuyers—particularly those purchasing homes at the most affordable end of the market. CNY Affordable Realty acted as buyers/sellers agent for 24 Home HeadQuarters' rehabbed homes, nine vacant lots and also worked countless private sales throughout the region. This past year, through a partnership with the Syracuse City School District, CNY Affordable Realty offered "Role of Your Realtor" workshops to almost 100 parents and students.



KERRY P. QUAGLIA

REAL ESTATE BROKER



MARY JO RICHER

ASSOCIATE REAL ESTATE BROKER



SHANNON FIUMANO

REAL ESTATE SALESPERSON



REY ORTIZ

REAL ESTATE SALESPERSON

## GREEN & HEALTHY HOMES INITIATIVE GREATER SYRACUSE



### Green & Healthy Homes Initiative® Greater Syracuse

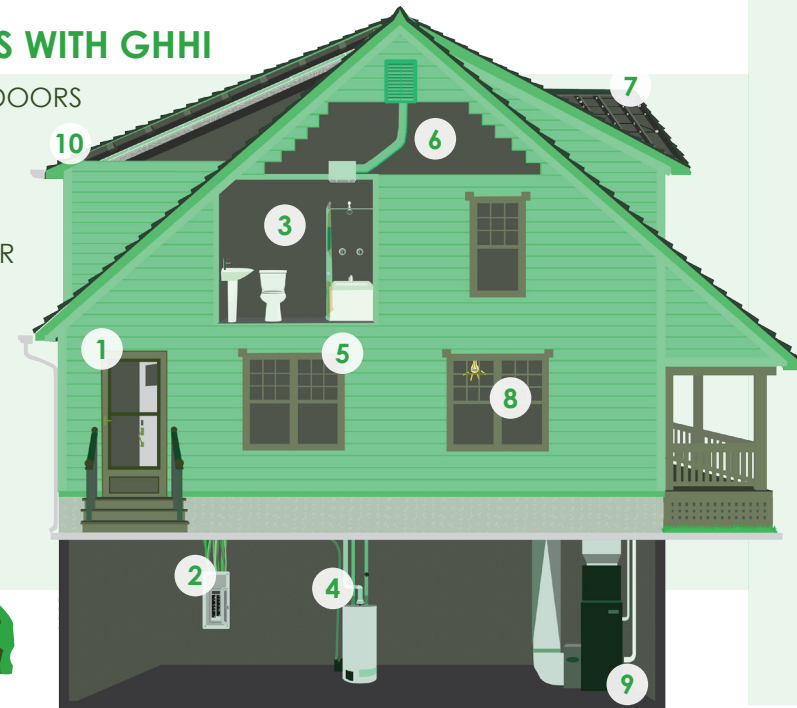
The Green & Healthy Homes Initiative (GHHI) Greater Syracuse at Home HeadQuarters, invested more than **\$1.1 million** in improving health, safety, weatherization and energy efficiency of homes occupied by low and moderate income Syracuse families. This past year, GHHI continued to work through Home HeadQuarters' Urgent Care and home improvement programs and funding from the NYS Office of the Attorney General to address healthy housing needs in our community. Additional GHHI funding and program opportunities this past year include: \$900,000 from the City of Syracuse to help landlords with needed property improvements; \$2,000 from Excellus BlueCross BlueShield for lead water testing; and kicking off free Green & Healthy Homes classes, Environmental Rights for Tenants and Save Green by Going Green workshops at the Dunbar Center and the Southwest Community Center.

### LEVERAGE



### TOP TEN HOME IMPROVEMENTS WITH GHHI

- 1 WEATHER-STRIPPING DOORS AND NEW DOORS
- 2 ELECTRICAL IMPROVEMENTS
- 3 BATHROOM & VENTING IMPROVEMENTS
- 4 FURNACE, BOILERS, & HOT WATER HEATER
- 5 WINDOWS & EXTERIOR DOORS
- 6 INSULATION OF WALLS
- 7 ROOF IMPROVEMENTS
- 8 INTERIOR LIGHTING
- 9 GAS LEAK REPAIR
- 10 GUTTERS AND DOWNSPOUTS



**248** TOTAL IMPROVEMENTS



# HOMSITE AFFILIATES



Homsite and its affiliates had a busy 2016-2017.

This past year, Homsite began delivering on a HOME contract to provide owner-occupied rehab and was awarded HOME funding for a Mobile Home Replacement Program in Cayuga County and a Rental Rehab Program in the City of Auburn. For the first time, Homsite Fund, Inc. became a certified Community Based Development Organization (CBDO) by the City of Auburn and established a revolving loan program with its CDBG Home Repair Funds. The NYS Department of Environmental Conservation awarded the agency a 3-year Community Impact Grant to educate homeowners, tenants and landlords on environmental housing issues including lead, radon and energy efficiency.

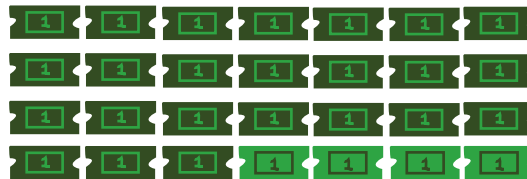
Working with the City of Auburn, Homsite co-hosted a Bank Summit to discuss “Zombie” properties and recent legislation enacted by Governor Cuomo to combat the blight of vacant and abandoned houses in the City. Homebuyer Education and Foreclosure Prevention Workshops continue to be held monthly.



HOMSITE STAFF



SRO & FAMILY RENTAL UNITS



= 20 VOUCHERS

= CITY VOUCHERS | 484

= COUNTY VOUCHERS | 76



## IN MEMORIAM

The Homsite affiliates lost long serving Board Secretary Fr. Stephen Mack this past October. He had served on the board for more than two decades and was a trusted advisor to the agency – especially passionate around issues related to equal opportunity, housing and the disadvantaged. Always upbeat and always giving of his time, Fr. Mack would come in every other week to sign checks and other official agency documents, many times stopping in with his sweet, bubbly granddaughter Loralie. In addition to serving on the Homsite Board, he was also a member of the Auburn City Human Rights Commission and was the pastor at St Nicholas Orthodox Church for more than 30 years. He was optimistic, thoughtful and a real friend to Homsite--he will be truly missed by everyone.



FR. STEPHEN MACK



# UNDER CONSTRUCTION

## PROPERTY DEVELOPMENT

**Substantial** single-family home rehabilitation and “benevolent development” of vacant commercial structures filled the construction season for the Opportunity Headquarters crew. Almost **30** previously vacant properties were turned over to mostly first-time homebuyers after complete overhauls of the mechanicals, interiors and exteriors and more than **20** derelict properties were removed in hopes of future development. In partnership with the Allyn Family Foundation and CenterState CEO, a building at the corner of Fayette and Geddes, which at one time housed illegal activities, began its transformation. With benevolent development, a term that means developing for the good of the neighborhood, the property on Fayette will ultimately house a local business and provide affordable apartments for local residents.

## OPPORTUNITY HEADQUARTERS



### DORSET AVE



### BAKER AVE



### SEARLWYN RD





# BOARD OF DIRECTORS 2016-2017



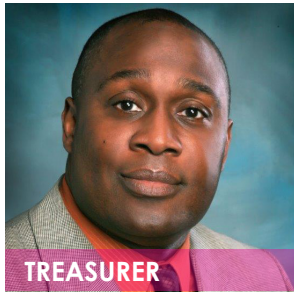
**PRESIDENT**

**SABRINA WEBSTER**  
KEYBANK



**VICE-PRESIDENT**

**ROBERT VERTUCCI**  
NBT BANK



**TREASURER**

**CALVIN CORRIDORS**  
PATHFINDER BANK



**SECRETARY**

**GLADYS J. SMITH**

## LETTER FROM THE PRESIDENT

It has been a wonderful first year as Board President at Home HeadQuarters. This is an organization that has been “on the move” in 2017, in a variety of ways! Some highlights of our successful year include:

- We’ve been operating out of our new office at 538 Erie Boulevard West for about a year now.
- Implemented a new robust accounting software program Intacct. It is a full suite “cloud” financial management solution which allows us to streamline our complex accounting processes, and will eventually integrate with our loan management solution and payroll service. With this software, we’re able to view our data in a variety of ways, which provides for faster analysis and greater financial visibility. We went live with our smaller entities in October 2017; Homsite and Opportunity HQ in November 2017; and we go live with HHQ on 12/01.
- We received NeighborWorks America’s highest rating – **“Exemplary;”** not too many NeighborWorks organizations obtain this rating!
- Successful implementation of our **Commercial Lending Program**; we have purchased 6 commercial and mixed-use properties for redevelopment and have made more than **\$1.4 million in commercial loans**. Our goal this program year is to approve \$2 Million in commercial and investor loans.
- We held a successful **Block Blitz 2017** on Syracuse’s South Side with more than 270 volunteers helping to improve more than 40 properties on Borden, Beard and Landon Avenues.
- Our **Green & Healthy Homes Initiative** continues to remain strong with 90 applications of which we have 47 contracts signed, 35 completed units, and more in process.

Thank you to our hardworking staff and Board/Committee Members for contributing to these successful results. We wouldn’t be where we’re at without you! I look forward to even more success in 2018!

Best,

**Sabrina Webster**

## DIRECTORS

**Beth Dishaw**  
Homsite  
Representative

**Kim Dupcak**  
Covenant Housing

**Courtney Hills**  
Primo & Hills Law  
Firm

**Andrew Lunetta**  
Tiny Homes for  
Good

**Theardis Martino**  
Matawon  
Development

**Greg May**  
Tompkins Trust  
Company

**Charles Pierce-El**  
**Sally Santangelo**  
CNY Fair Housing

**Christina Sauve**  
Cooperative  
Federal

**Mary Alice  
Smothers**

**William Sweeney**  
CORE Federal  
Credit Union

**Fanny Villarreal**  
YWCA

**Paula Worrell**

## DIRECTORS EMERITUS

**Bill Byrne**

**Jan Caster**  
Excellus BC/BS

**Dan Hartnett**  
Berkshire Hathaway

**William LeBeau**

**Anthony Marrone**  
The Marrone Law  
Firm

**William McIncrow**

**Vito Sciscioli**

**Richard Shirtz**  
NBT Bank

**Carl Spencer**

# DONORS & FUNDERS

## BLOCK BLITZ 2017

## Thank you for your support!



### LENDING PARTNERS

Adirondack Bank  
Bank of America  
Chase Bank  
Citizens Bank  
Community Bank  
Cooperative Federal  
CORE Federal Credit Union  
Empower Federal Credit Union  
Geddes Federal Savings & Loan  
KeyBank  
M&T Bank  
NBT Bank  
Pathfinder Bank  
Seneca Federal Savings & Loan  
Solvay Bank  
Tompkins Trust

Empire State Development  
Empower Federal Credit Union  
Excellus BlueCross BlueShield  
Federal Home Loan Bank of NY  
Five Star Bank  
Geddes Federal Savings & Loan  
The Gifford Foundation  
Greater Syracuse Association of Realtors  
Greater Syracuse Land Bank  
HAP Housing  
Home Depot Foundation  
Home HeadQuarters' Residents Committee  
JK Construction  
JP Morgan Chase  
KeyBank Foundation  
Lead Safe, LLC

Onondaga Builders  
Pathfinder Bank  
Plus Sign & Graphics  
Kerry Quaglia  
Rebuilding Together Saratoga County  
The Dorothy & Marshal M. Reisman Foundation  
Mary Jo Richer  
Timothy Rittenhouse  
Santangelo's  
Karen Schroeder  
Seneca Federal Savings & Loan  
Solvay Bank  
SONYMA  
Carl Spencer  
Store America  
Southside TNT  
City of Syracuse  
Syracuse Model Neighborhood Corp.  
Tompkins Trust  
U.S. Department of Housing and Urban Development  
Wainwright Photo  
Wegmans

### FUNDERS & DONORS

Adirondack Bank  
A&E Restoration  
Allyn Family Foundation  
City of Auburn CDBG  
Bank of America  
Built It Reliable  
Café Kubal  
CenterState CEO  
Central New York Community Foundation  
CNY Fair Housing  
Community Development  
Financial Institutions Fund  
CORE Federal Credit Union  
Costco  
Dillenburgh Brothers Tree Service  
Edwards Home Improvement

Lowes  
M&T Bank  
The Marrone Law Firm  
Near Westside Initiative  
NBT Bank  
NeighborWorks America  
NYS Department of Environmental Conservation  
NYS Office of the Attorney General  
NYS Homes & Community Renewal  
NYS Affordable Housing Corporation  
NYS Housing Finance Agency  
NYS Land Title Association  
NYS Pollution Prevention Institute  
NYSERDA



# FINANCIAL OVERVIEW

## REVENUE

PROGRAM	\$8,443,118
OPERATING	\$2,790,928

**TOTAL REVENUE \$11,234,046**

## EXPENDITURES

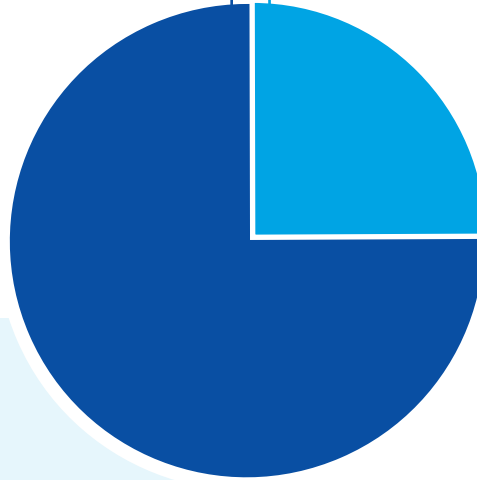
PROGRAM	\$10,412,613
OPERATING & ADMINISTRATIVE	\$401,410
FUNDRAISING	\$4,070

**TOTAL EXPENDITURES \$10,818,093**

## TOTAL ASSETS/LIABILITIES

TOTAL ASSETS	\$41,876,694
TOTAL LIABILITIES	\$4,801,895
TOTAL NET ASSETS	\$37,074,799

PROGRAM REVENUE 75% | OPERATING REVENUE 25%



REVENUE

EXPENDITURES



OPERATING & ADMINISTRATIVE • 4%  
FUNDRAISING • <1%  
PROGRAM • 96%

## BLOCK BLITZ 2017







HHQ Staff (from left back): Juliette Crellin, Jassie Medina, Gloria Melendez-Smith, Ashley Pettigrass, Angela Dence, Terry Phelan, Amy Schmidt, Sherry Jones, Curtis Harris, Kerry Quaglia, Joe'von Works, Karen Schroeder, Jenna McClave, Jakeisha Sutton-Pressley, Amanda Hart-Schaub, Kelley Guyder, Rey Ortiz, Tisha Nicole. HHQ Staff (from left front): Laura Jones, Shannon Fiumano, Katie Bronson, Emily Barrett, Crystal Cosentino, Nichole Henderson, Miguel Goodlin-Saenz, Ron Gallman, Tyemika Jackson, Amanda Pascall, Meghan Carroll. HHQ Staff (not pictured): Dina Bukolf, Laura Haley, Kim McIlroy, Rob Platenik, Mary Jo Richer.

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 Syracuse, NY 13204

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