

Home Headquarters, Inc.
committed to creating
ing housing and related
opportunities and servi
n Central and Upstate NY
that improve the lives o
underserved people and
italize the communities
which they live

HOME HEADQUARTERS



staff of 2010

Front Row: Rey Ortiz•Beverly Edwards•Amanda Pascall•Rickey Brown•Kerry Quaglia•Ali Jackson Popp•Ryan Bitz•Colleen McGraw•Jessica Guerrero•Elroy Edwards **Second Row:** Katie Stuenzi•Cheri Haskins•Andrea Zurbrugg Bennett•Alys Mann•Cindy Hesselbarth•Jenna McClave•Carol Jackson•Meghan Carroll•Sabrina Davis•Kieandra Williams **Third Row:** Hilary Mansur•Rob Platenik•Terri Luckett•Joanne Demaree•Ron Gallman•Jennifer Nesci•Julia Robert•Celina DeFrancis•Kelley Guyder•Shannon Fiumano **Last Row:** Karen Schroeder•Stephanie Pasquale•Tim Rittenhouse•Laura Haley•Curtis Harris•Russ Miller•Melissa Ehegartner•Gwyn Eaton•Sandy Olney•Crystal Purcell Cosentino **Not Pictured:** Dina Bukolt•Bethany Eberle•Mary Jo Richer•Elaine Tearney• Dan Wright

A letter from the director



November 16, 2010

The staff and board of Home HeadQuarters deserve a lot of credit for completing a most successful year in difficult economic times. We enjoyed success in each business line as evidenced by the completion of the first LEED-certified homes in the City of Syracuse, the impact of our targeted redevelopment activities in neighborhoods, the implementation of the city-wide 1% loan program, and the continued strong demand for our home ownership and post-purchase counseling programs.

Our expansion plans are also on target as we have now provided our loan products to home owners in 19 counties throughout Upstate New York and our development projects in the cities of Auburn and Binghamton are well underway. Similarly, our home ownership counseling and foreclosure prevention efforts have now touched families in seven counties in Central New York.

While these successes are significant, we also recognize that the environment in which we operate is fragile. The overall economic outlook for the region calls for the continuation of very slow growth. Further, our customers have witnessed, first hand, the retrenchment of the flow of capital from lending institutions as obtaining mortgage financing has become more difficult than ever. Finally, home foreclosures in the region, while not nearly as prevalent as in other parts of the country, remain a challenge that continues to erode confidence and stability in the housing market.

Despite these uncertain times, people can rely on the fact that the board and staff at Home HeadQuarters will work extremely hard every day to meet the needs of our customers and improve the neighborhoods and communities in which they live.

Kerry P. Quaglia
Executive Director

990 James Street • Suite 100 • Syracuse, NY 13203
(t) 315.474.1939 • (f) 315.474.0637 • www.homehq.org  CHARTERED MEMBER

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Home Ownership & Foreclosure Prevention

For Central New York families, buying and keeping a new home became more challenging in 2010. Mortgages became harder to come by and foreclosures continued to dominate the housing landscape. With the help of CDFI funding, Home HeadQuarters began to address the mortgage hurdles of approval delays and unanticipated denials by offering first mortgage financing directly to hard-to-serve homebuying customers. While less than 1% of Home HeadQuarters' HomeBuyer Education graduates returned in need of foreclosure assistance, more than 300 individuals in fear of losing their home did require foreclosure prevention counseling.

Housing Stats:

- More than 400 individuals graduated from Home HeadQuarters HomeBuyer Education Course
- \$365,000 in Down Payment and Closing Cost Assistance was provided to families in need
- More than 300 clients received Foreclosure Prevention Counseling.
- More than 1150 prospective and existing homeowners received housing and credit counseling
- Home HeadQuarters' assisted homeowners helped generate more than \$9 million in local realtor commissions

Senior Superlative:

"97 Families were saved from foreclosure"



A Skunk City Mini-grant recipient with HHQ & SUN



Alexandria Clark in her loan closing with HHQ's Meghan Carroll

Lending

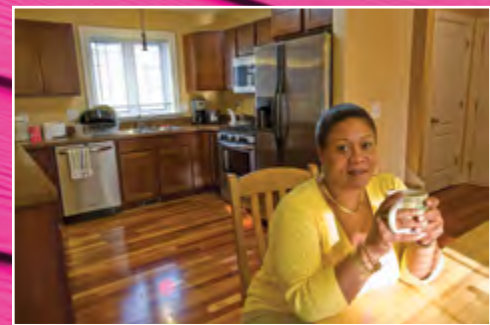
More than 860 families received nearly \$7.7 million in home improvement financing through Home HeadQuarters which remained the number one home rehab lender throughout the country in the NeighborWorks® America network. The organization accounted for 16% of NeighborWorks® America's entire home rehabilitation line of business.

Home HeadQuarters' best practices model of interest buy down with Federal funding for home improvement financing became a new way of doing business through the City of Syracuse with the adoption of a new city-wide 1% loan for qualified homeowners.

Home HeadQuarters' FlexFund and NYSERDA Energy Loan and Grant customers, along with the more than 700 additional families who received minor home repair through the SHARP program helped generate over \$3,700,000 in local construction contracts.

Senior Superlative:

"Home HeadQuarters voted the #1 producer of home rehabilitation lending in the U.S. within the NeighborWorks® America Network."



Arshah Jones enjoying her new energy-efficient kitchen (& the rest of the house too!)



HHQ's Rey Ortiz with Kelly Hodge, our 1000th HomeOwnership Class participant to sign up through our website



Kimberly Bolen & Jesse Daino newly married & all moved into the Westcott Neighborhood!



JPMorgan Chase supporting our HomeOwnership Center!

FlexFund Lending Partners



"Your Property is Our Priority"



Deutsche Bank



UNPA

university neighborhood preservation association



Development

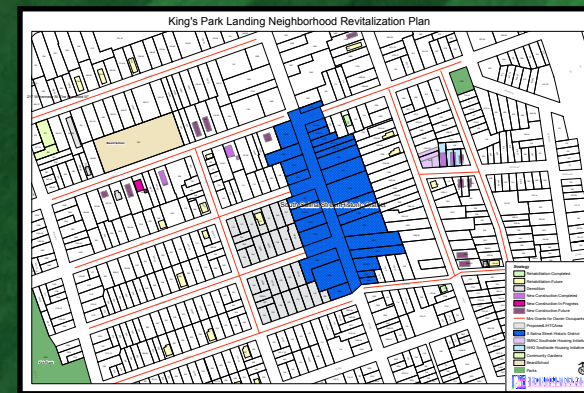
Neighborhood Projects

From never before used construction materials to the specific orientation of plant materials on a building site—green development brought Home HeadQuarters into uncharted territory in 2010. Daily visits from building suppliers, architects, green proponents, funders, inspectors, students, teachers and more to collect data, test material, teach installation and just look at the possible future of development, made the business of home construction even more interesting. Green construction also moved into the rehab side of development with every HHQ full vacant rehab earning a NYS Energy Star rating. Five newly constructed homes were built, nine derelict properties removed and nine formerly vacant homes were rehabbed this past year while more than 20 development projects were started.

Senior Superlative:

Voted in the top five for single-family home construction within the 240+ National NeighborWorks® America Network.

While Home HeadQuarters' planning and development efforts encompassed many areas including Orchard Street in Auburn, most of the organization's focus centered on its three neighborhood revitalization plans within Syracuse. >>>



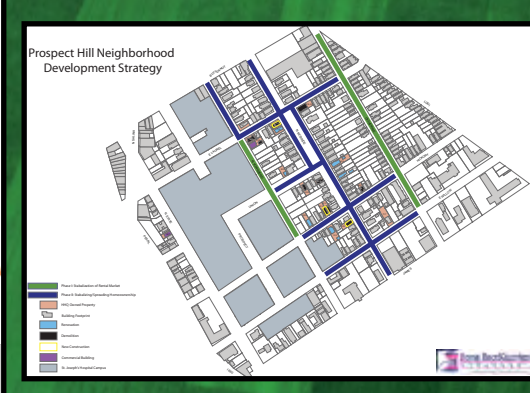
Southside

Three new properties were constructed on the city's Southside, one of which is being used as an energy comparison model against the same home design built at another location. Predevelopment planning is in progress for three additional new homes on West Kennedy. Half of the 2010 Block Blitz was located in the heart of the Southside on Landon Avenue with more than 11 new porches being built and 20 homes being improved for the one-day event. NeighborWorks® America's 2010 Community Leadership Institute welcomed a Southside-focused group comprised of Southside residents and representatives from Southeast Gateway Development Corp, Home HeadQuarters, Syracuse Model Neighborhood Corp, Southside Working Group and the Southside Coalition.



Near Westside

While the "From the Ground Up" architectural award-winning homes dominated the imaginations of architects, writers and green enthusiasts alike, it was many of the other development projects that truly engaged the neighbors. Home HeadQuarters put up a modular home in less than an hour on Gifford Street to complement the existing development partnership with Christopher Community, started a truly collaborative project on Tully Street with artists and students and sold a mixed-use building on Fayette Street to an eager entrepreneur looking forward to doing business on the SALT corridor. The Annual Block Blitz again centered on the Near Westside with more than 100 volunteers working up a sweat on Otisco and Ontario Streets. Nine housing projects are currently underway, with almost 10 rehab and three new construction homes being completed. Seven new families joined the ranks of Near Westside homeowners this year by purchasing Home HeadQuarters' homes.



Prospect Hill

As Phase I was completed with the development on Townsend Street with partners Northside Up, St. Joseph's HHC and Housing Visions, Home HeadQuarters advanced into Phase II on McBride and the connecting streets. Three rehabs were completed in 2010 with various derelict buildings being removed from the neighborhood. Volunteer projects through Home HeadQuarters centered on McGroarty Park and provided plantings, clean up and painting for McBride Street residents. Nine housing projects are in progress and two rehab homes have been sold to new owner-occupants.



2010 Block Blitz projects

621 Otisco Street - TED



504 Niagara Street
An exterior renovation to historic standards



A schematic of the future construction at 717 N McBride Street



626 Gifford Street being delivered - a visitable, modular home



601 Tully Street - a collaborative neighborhood engagement project focusing on Fowler HS & Blodgett Elementary

What's Green HHQ?

Opportunity HeadQuarters

As part of Home HeadQuarters' busy construction crew this past year, Opportunity HeadQuarters construction apprentices learned first-hand, the ups and downs of the housing construction industry—literally! Starting below ground, apprentices learned how to install Insulated Concrete Forms (ICF's) providing an affordable and higher insulated value basement than standard foundations. Construction apprentices who work side-by-side with the construction crew for three months, also raised the roof on a full gut-rehab on the city's Near Westside. Besides learning the latest green construction methods and basic carpentry skills, apprentices are also provided with other job skill training including construction inspection shadowing, resume help, paid application survey trips and contacts in the building industry. To date, six low-income construction apprentices have graduated from Home HeadQuarters' program.

- Seeking the first city of Syracuse residential LEED-certification on 7 new homes
- Working with Near Westside partners to attain LEED-ND certification of an existing neighborhood, a full neighborhood designation
- Co-sponsor with SU School of Architecture and Syracuse Center of Excellence and developer of "From the Ground Up" International design competition winning homes highlighting green, affordable, urban housing
- All new single-family home construction built to NYS Energy Star ratings
- For some new construction, utilizing green and renewable construction/site materials including:
 - SIPs insulated panels
 - Low VOC paint
 - High efficiency heating systems
 - Heat recovery ventilators
 - Radiant floor heating
 - Low water consumption systems
 - Renewable sheathing
 - Natural light capture
 - ICF foundations
 - Pex
 - Low or no-mow grass
- Developing green work specifications for use in the affordable housing market
- Conducted first official property "deconstruction" in city of Syracuse
- Partnering with local agencies to deliver rain barrel and rain garden site improvements
- Training low-income individuals in green construction techniques through construction apprenticeship program
- New single-family construction on the city's Southside includes energy comparison and rating models



Raising the roof at 212 Ontario Street to create an additional bedroom and full bath



The Crew with OPHQ Director Dan Wright



2010 OPHQ Apprentice Graduation



From the Ground Up R-House & TED



Opportunity HeadQuarters preparing an ICF foundation



Owner Kathy Miranda inside the Live.Work.Home



Energy Efficient comparison new home models in partnership with Syracuse CoE



Bunker Hill Townhomes - another LEED project

this is what pink Flexi-Pave would look like

Before & After



318 Marcellus Street - Full Rehab



Southside Block Blitz on Landon Avenue



NWS Block Blitz on Otsego Street



Auburn Block Blitz on Orchard Street



731 W. Fayette Street
Exterior Renovation to historic standards



Thank goodness for volunteers ...

You know who you are: you're the person who stands in the rain planting a tree in a neighborhood that you may have never visited or the person who pulls out the checkbook to support a family you have never met who is trying to get ahead and learn about purchasing a home. Maybe you are the person who shows up every month for a committee meeting that you aren't even sure you signed up for or maybe you're the person who brings water for the other group of tired volunteers who have just been painting a home at which they know no one. Whether you're the student who takes a few buses to get to our office to sit at a desk and call homeowners to ask about their repairs or the newly retired committee member offering the best and most sage advice—we thank you. You have made a difference to us, to the families we serve and to our community. Thank you volunteers.



Saint Andrews Church traveled from Maryland to work up a sweat at the Block Blitz



Analyzing the landscaping plan before "digging" in



SU students through Hendricks Chapel putting the finishing touches on a NWS project



thanks!



212 Ontario Street - Full Rehab



and partners like you!

Operating & Program Support

City of Auburn
Community Development Block Grant
City of Binghamton
Empire State Development Corporation's RESTORE NY Program
City of Syracuse
Community Development Block Grant
HOME Funds
Community Initiative Funds
Allyn Foundation
Bank of America
Citizens Bank
Downtown Heritage Restoration Grant
Senator John DeFrancisco
Deutsche Bank
Empire State Development Corporation
Federal Home Loan Bank of New York
Federal Home Loan Bank of Pittsburgh
Freddie Mac Foundation
HSBC Bank USA
JP Morgan Chase Foundation
KeyBank Foundation
M&T Bank
NeighborWorks® America
New York State Affordable Housing Corporation
New York State Banking Department
New York State Division of Housing & Community Renewal
New York State Energy Research & Development Authority (NYSERDA)
New York State Housing Finance Agency
State of New York Mortgage Agency (SONYMA)
Syracuse Neighborhood Initiative
Wells Fargo Housing Foundation
U.S. Department of Housing and Urban Development
U.S. Department of the Treasury Community Development Financial Institution (CDFI) Fund

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JFB Construction
KS&R
LeadSafe
Lostumbo Paving
Lowe's (Auburn and Syracuse)
Menter, Rudin & Trivelpiece
Mitchell's Construction
M&T Bank
MONEY FCU
Murtaugh Restoration
National Grid
Near Westside Initiative
NeighborWorks® America
Nojaim Bros. Supermarket
One 20 Salon
Onondaga Builders
Stephanie Pasquale
Pathfinder Bank
Patruno Electric
Plus Signs & Graphics
Prudential CNY Realty
Kerry Quaglia
Vito Sciscioli
St. Joseph's HHC

Time Cap Development
SE Gateway Development Corp.
Sherwin Williams (Auburn and Syracuse)
Spa 500 at the Art of Massage
Syracuse Model Neighborhood Corp.
Rick Shirtz
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Syracuse Housing Authority
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Syracuse Urban Renewal Agency (SURA)
Tim McNally Construction
Time Cap Development
Truax & Hovey LTD
United Way of Central New York
University Neighborhood Preservation Association (UNPA)
VIP Structures
Weed & Seed - Project Safe Neighborhoods
Wegman's
Welch Allyn
The Welcome Inn

And Thank You for Your Letters in Support of our Efforts!

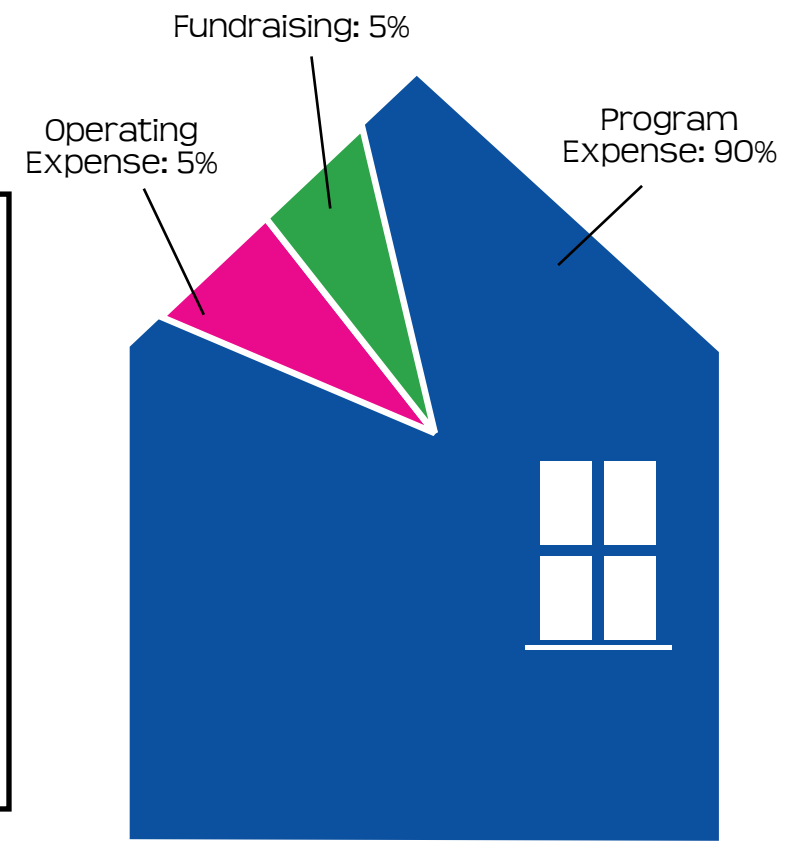
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Senator John DeFrancisco
Senator David Valesky
Assemblyman William Magnarelli
Assemblyman Will Barclay
Assemblyman Al Stirpe
Assemblyman Brian Kolb
County Executive Joanne Mahoney
Mayor Stephanie Miner



financial overview

Fiscal Year Ended April 30, 2010

Revenues:	
Program Related Grants	\$13,172,546
Contributions & Fundraising	\$198,142
Loan & Real Estate Program	\$2,556,491
Other Revenue	\$92,170
Total Revenues	\$16,019,349
Expenditures:	
Program Expenses	\$11,858,968
Management & General	\$273,466
Total Expenditures	\$12,132,434
Increase in Net Assets*	\$3,886,915
*Directed to Program Implementation	



Board of Directors

Officers

- President - Carl Spencer, KS&R
- Vice President - Dwight Hicks, Re/Max Masters
- Treasurer - Bill McIncrow, Wilber National Bank
- Asst. Treasurer - Tim Bargelski, Private Sector
- Secretary - Gladys J. Smith, Resident Sector
- Asst. Secretary - Susan White, Resident Sector

Directors Emeritus

- Bill Byrne, Byrne Dairy
- Bill LeBeau, Private Sector
- Rick Shirtz, Alliance Bank

Directors

- Ted Ackerman, Syracuse Fire Dept.
- Lynn Callis-Wilson, KeyBank
- Tim Carroll, City of Syracuse
- Jan Caster, Excellus BC/BS
- Rocci DeCaro, Resident Sector
- Bill Fisher, Citizens Bank
- Dan Hartnett, Prudential CNY Realty
- Addie Hightower, Resident Sector
- Jacqueline McMullen, Syracuse Community Health Center
- Sarah Merrick, Onondaga County
- Magaly Nobles, Syracuse City School District
- David Rufus, Southeast Gateway Development Corp.
- Vito Sciscioli, Syracuse 20/20
- Mary Alice Smothers, PEACE, Inc.
- Bill Sweeney, CORE Federal Credit Union



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Syracuse, NY 13203



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