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
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.
Customers

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.

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

Homsite

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.

Staff

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

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.

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.

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.

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

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
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, Shayia Jackson started her homeownership journey by registering for HHQ’s free Homebuyer Orientation. She then went on to complete the 8-hour Homebuyer 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 Head-Quarters, 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.
In July, HHQ celebrated NeighborWorks America Week with an open house at 2711 E. Fayette St. to showcase this fantastic new home.

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.

Shayla worked with CNY Affordable Realty to purchase her first home. After completing her Homebuyer Education Course, Shayla was eligible for our Down Payment & Closing Cost Assistance Program which also helped her secure her first mortgage through HHQ!
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
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Sally Santangelo
Christina Sauve
Vito Sciscioi
Rick Shirtz
Gladys Smith
Mary Alice Smothers
Carl Spencer
William Sweeney
Robert Vertucci
Fanny Villarreal
Sabrina Webster
Susan White
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


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.

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

Opportunity HeadQuarters Left to Right: Doug Carrick, Brian Wright, Sean Wright, Dan Wright, Rob Kepner, Mike Kepner. Unavailable for photo: Rob Platenik
Board of Directors 2013-2014

Officers
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Assistant Secretary, Susan White, City of Syracuse

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Rick Shultz, 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-Finding 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.