



**Westchester
Medical Center**

Westchester Medical Center Health Network

AN ANCHOR INSTITUTION APPROACH

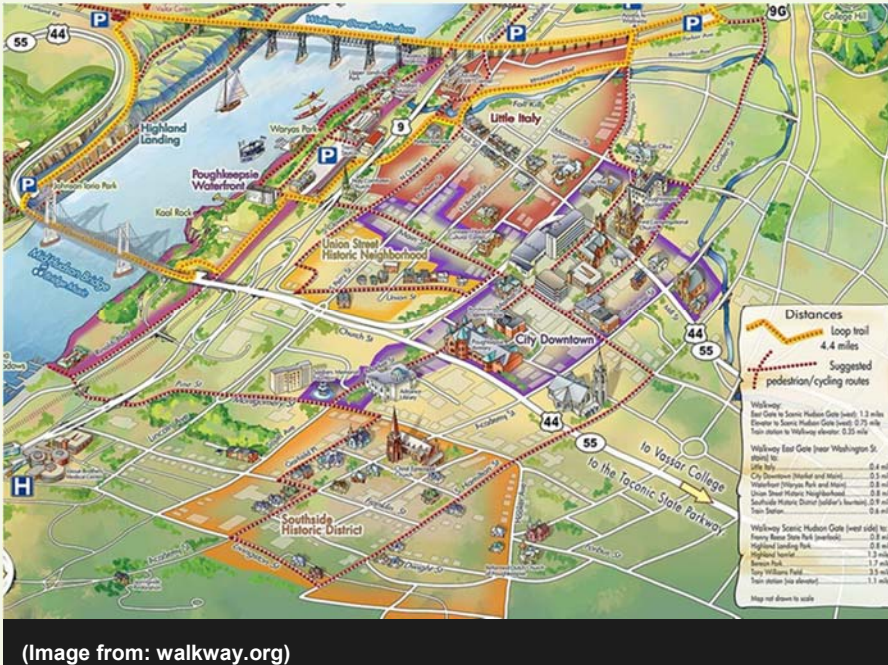
**Building Living, Local Economies & Sustaining
Healthy Communities**

Pattern For Progress Fellows



(Image from: nextcity.org)

June 2019



(Image from: walkway.org)

Poughkeepsie at a Glance

Poughkeepsie is a city on the move. From its roots as a Dutch settlement, to becoming the home for industry leaders, elite educational institutions, and an eclectic residential community alike, the “Queen City” has a storied history. Recognizing this colorful past, Poughkeepsie is once again changing its character to reflect the evolution of its population: from a small city to a hub for business innovation, artistic creativity, and cultural diversity.

Poughkeepsie Neighborhoods

Situated on the Hudson River, Poughkeepsie offers opportunities for young professionals, growing families, and those in their golden years alike. With thriving neighborhoods, expanding businesses, delectable restaurants, breweries, wineries, cideries, and access to many of the Hudson Valley’s premier outdoor experiences, Poughkeepsie has something for everyone. With numerous neighborhoods to choose from, everyone can find that special place they will love to call home.

POUGHKEEPSIE WATERFRONT

Breathtaking views of the Hudson River

CITY DOWNTOWN

Entertainment and business district

UNION ST. HISTORIC NEIGHBORHOOD

Architecture and art focused

SOUTHSIDE HISTORIC DISTRICT

Family-centric neighborhoods

LITTLE ITALY

Ethnic and fine dining restaurants



(Image from: waymarking.com)

EAH Programs

To address these issues, a number of other anchor institutions across the country have implemented Employer-Assisted Housing (“EAH”) Programs. These programs help employers recruit and retain their employees by providing financial incentives for housing in return for a workforce that is invested in the community in which they work. These programs can be utilized for rental or down-payment assistance, and limitations can be developed and enforced by the anchor institution’s particular needs and goals.

Poughkeepsie Employment Information

Index	Poughkeepsie	New York	National
Income per capita	\$24,830	\$34,212	\$29,829
Median household income	\$39,067	\$60,741	\$55,322
Median income owner occupied	\$69,234	\$83,277	\$70,586
Median income renter occupied	\$27,040	\$38,983	\$35,192
Median earnings male	\$25,782	\$40,464	\$36,919
Median earnings female	\$23,832	\$30,906	\$26,250
Unemployment rate	9.2%	4.8%	4.7%
Poverty level	22.6%	15.5%	15.1%

(Image from: areavibes.com)

Definition of Need

On average, the national cost to replace an employee is six to nine months’ salary. For an employee in the \$30,000 to \$50,000 range, this equates to 20% of his or her salary. For example, if an employee’s salary is \$40,000, the replacement cost is roughly \$8,000. For highly educated executive positions, studies have shown that the replacement cost can rise to 213% of annual income. For example, the cost to replace a \$100,000 administrator could be as much as \$213,000.

Rather than spending such an exorbitant amount of money to replace employees, it would be far more beneficial to provide incentives for current employees to stay. Even better would be an employee who develops deep roots in the local communities surrounding their place of employment. Census data shows that Americans travel an average of 26 minutes each way to work. That may not sound like a large number, but it equates to nine days a year.

As with all things, cost and benefits must always be weighed. With the average Poughkeepsie home cost of \$197,000, a fair down payment of 10% would only cost \$19,700. Although this may not seem like a large amount of money, it is 50% of the City of Poughkeepsie’s median household income (at \$38,919). To ensure the benefits of an EAH program outweigh the costs, we therefore propose a commitment to be made between employee and employer to stay with their employer for five years with the loan forgiveness to occur after this time if the employer pays the down payment.

Research Methodology

Mid-Hudson Regional Hospital of Westchester Medical Center is well-positioned to undertake a Employee Assisted Housing (EAH) Pilot Program in the City of Poughkeepsie as part of its continued dedication to grow its role as an accountable, innovative, and sustainable anchor institution in the City of Poughkeepsie. EAH is a proven strategy that extends housing affordability to employees while enhancing the community impact of anchors.

To gain a better understanding of how successful EAH programs are able to accomplish their objectives, we first conducted a review of the many EAH programs across the nation. Based on this research, we determined that those EAH programs with a healthcare-higher education collaboration seemed the most applicable to the Poughkeepsie area. In our opinion, they also appeared to have the most success in transforming neighborhoods and communities.

This led the team to specifically focus on locations and programs that involved one or more health care anchors, which were coupled with one or more colleges or universities. Our follow-up research of EAH programs with this type of relationship, identified four cities that had, or have similar socio-economic profiles to the City of Poughkeepsie. These included Chicago, Cleveland, Detroit, and Hartford. Though much larger and complex than Poughkeepsie, the EAH programs in these large cities were focused on geographies and neighborhoods similar in size to Poughkeepsie, making them suitable candidates for further study.

Our research draws on the experiences of the four study locations, with the goal of identifying what elements of each EAH program made them a success, and if applicable, what components might work in Poughkeepsie. The team followed a relatively straightforward methodology to gather and analyze the lessons learned from the four locations:

1. Conducted a desktop review of each City's EAH program
2. Assessed the overall impact of the EAH program
3. Identified what elements of each EAH program made them successful
4. Identified what obstacles they faced in implementation



To obtain a better sense of each program, we contacted EAH staff from both the health/education anchors and the housing nonprofits in each city. Our conversations and research of the four study locations provided insight into the opportunities and challenges that EAH programs face in urban areas. Below are some highlights from our phone interviews, conducted in spring 2019:

Chicago

- Important for anchors to come together to articulate what they want to accomplish with EAH programs, identify common denominators in motivation, and understand what differences between anchors are manageable.
- Ideal to complement housing programs with procurement and job training as part of a holistic strategy to connect employment and work as a part of placemaking.
- University of Chicago & University of Chicago Medical Center see greatest participation in the down-payment assistance program due to housing market in target area.

Cleveland

- The Cleveland Foundation is exemplar of a “driver” organization calling all the anchors to the table, convening the meetings, organizing, and facilitating the collaboration.
- Variation in how aggressively programs are marketed by each anchor as part of recruitment.

Detroit

- Substantial community outreach and education from housing agency for landlords and property management companies at initiation.
- EAH can bring about unintended consequences.
 - ◊ Housing has become less affordable and they have introduced an initiative, “Stay Local”. For properties that are redeveloped, provide support for those with housing costs over one-third of income.
- New focus on transportation policy for workforce

Hartford

- Legal idiosyncrasies depending on tax classification of the anchor and FHA loan paperwork.
- Earning profile of participating employees: \$15/hr to salaried \$80,000/yr.
- Started to promote living in the City of Hartford, which evolved into a “Walk to Work” program for each anchor

Common to all four EAH programs is the necessity of some type of housing counseling agency to facilitate the program. In some instances, such an organization was the driving force recruiting the anchor organizations, on others, anchor orgs joined and then looked to extend orgs to help. In all cases, a full-time position was necessary to manage the program. Anchors’ annual dues contribute to the salary.

Research Findings

“Home Grown” – Chicago, Illinois (Chicago Metropolitan Planning Council)

The Chicago Metropolitan Planning Council (MPC), in conjunction with Neighborhood Housing Services of Chicago, Inc., established an EAH platform in 2000. The goal of the program was to partner the MPC with local anchor institutions to create a uniquely tailored EAH program for each participating employer.

In the NHS model, once a participating employer decides to offer an EAH benefit, they work with the NHS to establish the terms and conditions of their own, unique program. Employers determine the value of the down payment assistance, rental assistance, defined geography, required counseling, employee eligibility, income requirements and other conditions. After the program details are determined, the benefits are outlined in the form of a MOU with the NHS. Once the MOU has been developed, the majority of the administrative functions are transferred to the NHS and employers will only be required to verify employment for participating employees. The NHS works with the employers to administer the benefits, handle outreach, counseling, and general program servicing. Eligible employees are required to take an eight-hour housing and credit-counseling course, after which they are eligible to receive the financial benefits offered through their employers EAH program.

Local employers that have established participating EAH programs with the MPC include Illinois Institute of Technology, Labelmaster, Loyal University Chicago, Loyola University Stritch School of Medicine, Mercy Hospital, Robinson Engineering, St. Anthony Hospital, Thornton Township, University of Chicago, University of Chicago Medical Center and BMO Harris Bank.

The University of Chicago and University of Chicago Medical Center launched an EAH program with the NHS in 2003 to promote employee homeownership in the redeveloping neighborhoods of Hyde Park and nearby South Side communities. Their program offers \$7,500 of down-payment assistance in the form of an interest-free forgivable loan. Currently, 228 employees have received down payment assistance, of which 89% (203) were first time homebuyers. As a result of the program’s success, the University is currently developing ways to increase the geography of the targeted areas as well as expand the program within their institution.

Guidelines	University of Chicago & Chicago Hospitals	Loyola University
Employee income for eligibility	120% less than AMI	*See Down Payment Loan Assistance below
Employer “NET” Contribution	3.5%	\$1,000 or 1%
Maximum Home Prices	Purchase price must not exceed fair market value	Purchase price must not exceed fair market value
Type of Home (Must be Principal Residence, no rental allowed)	New and pre-existing Single Family, Two Family, Townhomes and Condos	New and pre-existing Single Family, Two Family, Townhomes and Condos
First time home buyer limit	No	No
Down Payment Loan Assistance	1. \$10,000 (Woodlawn Focus Area) 2. \$5,000 (Douglas, Grand Boulevard, Greater Grand Crossing, North Kenwood, Oakland, South Shore, Washington Park, and Woodlawn outside of Focus Area) 3. \$2,500 (Hyde Park or South Kenwood)	Zone A - \$10,000 (120% less than AMI) or \$7,500 (120% more than AMI) Zone B - \$7,500 (120% less than AMI) or \$5,000 (120% more than AMI)
Rehabilitation Loan	N/A	N/A
Program Delivery Fee	\$0	\$0
Terms of Loan Forgiveness	5 years	5 years
Rental Payment Assistance	One month rental payment up to \$2,400 in Woodlawn Focus Area only	N/A

Guidelines	Cleveland Clinic & University Hospitals	Judson at University Circle	Louis Stokes Cleveland VA Medical Center
Employee income for eligibility	*See Down Payment Loan Assistance below	N/A	\$150K or less AMI
Employer "NET" Contribution	3%	3%	3%
Maximum Home Prices	Purchase price must not exceed fair market value	Purchase price must not exceed fair market value	Purchase price must not exceed fair market value
Type of Home (Must be Principal Residence, no rental allowed)	New and pre-existing Single Family, Two Family, Condos and Townhomes	New and pre-existing Single Family, Two Family, Condos and Townhomes	New and pre-existing Single Family, Two Family, Condos and Townhomes
First time home buyer limit	No	No	No
Down Payment Loan Assistance	\$20,000 (\$30,000 with AMI of \$150K or less)	\$5,000	\$10,000
Rehabilitation Loan	Up to \$8,000* *Employee must match funds by 25%	Up to \$8,000* *Employee must match funds by 25%	Up to \$8,000* *Employee must match funds by 25%
Program Delivery Fee	\$0	\$0	\$0
Terms of Loan Forgiveness	5 years	5 years	5 years
Rental Payment Assistance	One month rental payment up to \$1,400 with 1 year lease	One month rental payment up to \$1,400 with 1 year lease	One month rental payment up to \$1,400 with 1 year lease

“Live Local” – Cleveland, Ohio (Greater Circle Living)

The Greater Circle Living program was founded in 2008 in cooperation with the Greater University Circle Initiative (GUCI) and the Cleveland Foundation. At that time, local anchor institutions had existed in isolation from their surrounding communities, and the local residents had no connection to the nearby economic drivers within their neighborhoods. Local stakeholders, including the CEOs of Case Western Reserve University, the Cleveland Clinic and University Hospitals, as well as the Mayor, the regional transit authority and local nonprofits formed the GUCI leadership group to develop a collaborative program that would benefit the revitalization of University Circle. With \$4 million in joint funding, an EAH program was launched in 2008. Initially the program struggled and was not widely used, but in 2012 the Economic Inclusion Management Committee redesigned the program. Local marketing and management representatives updated policies and procedures and the program was re-launched. The updated program offered employees of participating local nonprofits three unique assistance packages:

BUY: \$10,000 in down payment assistance for a primary residence located in the University Circle neighborhoods. The funds are offered through a loan that is forgiven after 5 years, conditioned on the employee maintaining employment and residency. Household income must be below \$150,000 and new hires and select part time employees are also eligible. Depending on the employer, employees may also qualify for up to \$20,000 in additional assistance, for a total of \$30,000.

RENT: the program offers reimbursement of one-month’s rent, up to \$1,400, for employees who sign a one-year lease in an approved rental complex.

REPAIR: up to \$8,000 in the form of a renovation grant for employees who own a home in the district and seek to make exterior improvements. The program requires a 25% match from the employee.

Following the re-launch, the program flourished and has seen a 374% increase in usage. 408 employees have received \$4.9 million in funding through the programs and approximately \$33.6 million has been invested University Circle and the surrounding neighborhoods. In 2015, the Greater Circle Living program secured a \$3 million joint commitment from the Cleveland Foundation and local anchor institutions and was expanded to over 100 participating employers and nine total neighborhoods.



(Image from: vacationidea.com)

Anticipated Program

Outcomes

LiveLocal and EAH programs are mutually beneficially to not only the participating employees and their respective employers, but also to the local neighborhoods and communities as a whole. A successful LiveLocal EAH program will result in economic development, affordable housing and workplace growth and sustainability.

Employer's Benefit

A LiveLocal EAH program can be designed to fit in any specific market and for any type of organization – private, public and not-for-profit. Due to ease of scalability, EAH programs are generally cost effective and easy to administer, and typically can be self-managed or partnered with third party organizations. An EAH program benefits an employer through improved employee stability and retention, increased morale, reduced turnover costs, and enhanced recruitment. All of these benefits result in a bottom line savings to the employer and improved community relationships.

Employee's Benefit

A successful EAH program not only provides employees of all income levels with a direct financial benefit, but also an improvement to their non-economic well-being. Through participation in a local EAH program, employees gain the benefit of homeownership or rental stability, combined with improved work-life balance and commuting cost savings.

Community's Benefit

Through an EAH commitment from local employers and anchor institutions, communities stand to benefit reinvestment and increased development, as well as the strength of a community which is comprised of a diverse, local workforce. Increased home ownership and rentals result in a bigger tax base along with an expanded commercial and retail presence in the community.



(Image from: tripadvisor.com)

Supplemental Information

EAH Program Staff Interviews

CHICAGO

Robin Snyderman, Non Resident Senior Fellow, Brookings Institution & Principal, BRick Partners, LLC, Evanston, IL. robin@brickllc.com , (847) 420-3261 and Samantha DeKoven, Senior Project Manager, BRick Partners, LLC, samantha@brickllc.com

Robin served as Vice President of Community Development for the Metropolitan Planning Council (MPC) in Chicago from 2006 through 2012, While at MPC, Robin managed the launch and growth of several nationally recognized efforts, promoting regional collaborations and securing resources for trailblazing initiatives in the areas of interjurisdictional municipal coordination, employer-assisted housing, public housing reform and local, state and federal policy innovation.

Through BRick, Robin has further supported local and national leaders to align public and private sector priorities and resources through employer engagement in Buffalo and Milwaukee. Samantha served as project manager at the Metropolitan Planning Council (MPC)

- Very important for everyone participating to come together to articulate what they want to accomplish with this project and why it matters.
 - Time frames for getting something started vary. These conversations take time AND it helps to have someone leading who really wants to see it happen.
 - There is a moment in the conversations that you can capture the common goals – use that energy to move forward and create program.
 - In truth this sort of project does not grow up on its own, It needs to be nurtured through a staffing strategy and evolution over time, to include employers, private investment, and ultimately policy from the municipal to the state level.
 - BrickK is a Collaborative Consulting Group that helps groups like our answer these questions and shape a program. Other BRick clients: Buffalo Niagara Medical Center.
 - Inspired by work of Silicon Valley & The Leadership Group in taking lead on collaborating with municipalities in setting policy goals.
 - BRick helps anchors identify the different sets of interest a d baseline strategy.
- ⇒ Program Priorities
- ⇒ Actions/Mechanics
- ⇒ Sustainability – Public Policy & Advocacy

EAH Program Staff Interviews

CHICAGO CONTINUED

- Ultimately, nice to have the housing procurement – and job training as part of a holistic strategy to connect employment to work as part of place making.
- Important for all parties involved to identify priorities.
- Anchors must recognize that in neighborhoods that are struggling, reinvestment is necessary. The future of their neighborhoods is tied to their own institutional future.
- Cleveland: Example where there is a “Driver” organization calling all the anchors to the table, convening the meetings, organizing, facilitating the collaboration. The Cleveland Foundation. Also includes procurement and workforce training.
- Possible to come up with a framework for collaboration that can allow for some variation and priorities over time.

Alyssa Berman-Cutler, Executive Director of Community Development, University of Chicago. alyssabc@uchicago.edu, 773-702-4540

- Funding for the program allocated out of the University’s civic engagement budget.
- Average salary of participating employee \$67,000 (Chicago median income: \$55,300).
- To manage risk, only available to employees who are past probation period – not available to new employees as an incentive.
- Greatest participation from those who already lived in these areas, first time home owners.

EAH Program Staff Interviews

DETROIT

Elise Fields, Chief Operating Officer, MidTown Detroit, Inc. efields@midtowndetroitinc.org,
313-420-6000

FUNDS:

- Each contributed \$200K annually for five years.
- Matching grants from: Kresge Foundation, Hudson Webber Foundation, Michigan State Housing Development Authority (MSHDA)
- All funds go into the MTD, who distributes. HR department in each institution handles processing tax on incentive funding.

STAFFING:

- One full-time staff member to run program for both rental and sales, with additional responsibilities.
- Rental support goes out in quarterly payments; home assistance directly wired at sale.
- Substantial community outreach and education needed for landlords and property management companies. Start up staff time.
- Rush at beginning of program, settles down after first year. Each property manager works out their own way of deducting from rent – prorated across year or taken off the month following the payment. Applicant responsible to clarify arrangement.
- Applicant responsible for finding the mortgage, house.

EVALUATION:

- Tremendously successful 5-year program. Employers and employees see benefit in living closer to work.
- So successful that there is more development and rents are increasing.
- For properties that are redeveloped with increase in rents, able to provide same support for those with housing burden over 33%.
- Takes more paperwork and verification, and the annual pool of money is only \$150K.
- One foundation funding FT staff person, one foundation funding \$150K pool.
- City gov't taking lead on addressing housing burden – requiring 20% of development and redevelopment to be affordable/workforce housing.
- Live MidTown quicker and more successful than the Jobs & Procurement programs – primarily because all done within the infrastructure of MidTown Detroit, Inc.

EAH Program Staff Interviews

DETROIT CONTINUED

Emily Thompson, Senior Administrator, Office of Economic Development, Wayne State University, Detroit, emily.thompson@wayne.edu, (313) 577-9789

Live MidTown program, 2011-2015 - WSU PROGRAM

Options:

- \$20,000 toward purchase of a home in MidTown district
- \$5,000 toward home rehab
- \$2,000 toward rent MOST POPULAR

Placemaking initiative with geographic limits – scope extended as housing scarcity increased. Began program because population was declining. This neighborhood is growing rapidly, program associated with 20% growth (pending 2020 census numbers)

Q: Why less home ownership & rehab?

A: Affordable housing stock in MidTown area very limited & staff more peripatetic.

NEW PROGRAMS at WSU:

- Models to support small business development in area.
- Anchor models in cities where housing is more expensive.
- TRANSPORTATION - to areas with affordable housing.

EAH Program Staff Interviews

HARTFORD

Dean Iaiennaro, Director of Real Estate Development, SINA Corporation - Southside Institutions Neighborhood Alliance, (860) 493-1618

- Needs a manager, and a staff, and definitely a CFO. Need to have about \$120K working capital at a time to handle lag between closing deals and repayment from the hospitals/college.
- Can be an administrative headache in terms of paperwork, but once you know how the paperwork and legal work, it is easy to run.
- Idiosyncrasies depending on tax classification of the sponsoring organization. Some lending is not compatible with FHA. Need to find and train lawyers in the details of the transactions; closing with FHA, then 10 days later complete these docs.
- Employees resist advice on the lawyers, lenders, brokers, who know the process to make it easier, which makes more work for SINA.
- Takes more time than you think. They have a staff of 5 and are about to add a 6th – FT Community Engagement.
- Orgs kick in annual “dues” to fund operations each year – (approx. \$700K)
- History - About 25 years in the making. Started as mortgage program run by the hospital, want to get out of the mortgage business. Started as the idea to live in the City of Hartford, and evolved into a “Walk to Work” program for each of the institutions.
- At any time, each hospital has 5 loans underway and Trinity College has 1-3 (avg. 2). That has been their average.
- Employees who leave mid-stream have to pay the loan back and they do.
- Demographics: \$15/hr to \$80K/yr. Some residents and Assistance Professors at Trinity, computer programmers, mid-level admin. There is no salary cap; employees self-select.
- They also build houses – of the 150 homes they have financed or built – ONE has defaulted and lost the house. The families make it work. No longitudinal metrics after the first five years - do people stay in job or leave?

EAH Documentation List

The following is a chronological list of documents that employees might complete, submit or be provided with in order to participate in an EAH program. Some of these documents are typically needed for any closing, while some are specialized. (**Examples are found in following section. Further examples from Chicago available at: <https://www.nhschicago.org/cahguidebook/index.html#eah-documents>)

PLANNING		
Document	Author/source	Submits to
Memorandum of understanding (MOU)** Dictates terms of EAH administration and benefits.	Housing Agency and employer	Employer
Eligibility Application** Verifies employee eligibility to receive EAH benefits.	Housing Agency With approval from employer	Housing Agency
Release of Information** Grants the employer permission to release information regarding employee's program eligibility.	Housing Agency Signed by employee	Housing Agency
Intake Form** Records client's information for contact and program purposes	Housing Agency Signed by employee	Housing Agency
2 most recent paycheck stubs Verifies employee's income.	Employee	Housing Agency
Most recent W-2 form For income verification purposes	Employee	Housing Agency
COMMUNICATION		
Document	Author/source	Submits to
Eligibility announcement letter Outlines the eligibility of EAH benefit loan between the employee and the employer	Housing Agency	Employee
IMPLEMENTATION		
Document	Author/source	Submits to
HUD-approved counseling class certificate Certifies that have successfully complete the eight hour HUD-approved course.	Housing Agency	Employee

Forgivable loan agreement** Outlines the terms of EAH benefit loan terms between the employee and the employer.	Housing Agency With approval from employer	Housing Agency
Promissory note for forgivable loan Outlines the terms of EAH benefit loan terms between the employee and the employer.	Housing Agency With approval from employer	Housing Agency
Closing request form This application is a request to the employer to send EAH benefit funds to the title company that is handling the closing.	Employee	Housing Agency
EAH program approval letter Announces to employee that their application has been approved for the receipt of EAH benefits.	Housing Agency	Employee
Funding letter** Verifies that the employee has satisfied all eligibility requirements to receive EAH benefits and requests that the employer send funds to the title company that is handling the closing.	Housing Agency	Employee
Fund wiring instructions** Informs the nonprofit where to wire funds.	Title Company	To employer Via NHA
Loan application/<u>multiboard</u> residential real estate contract/sales contract Documents issued by employee's lender & seller that will outline terms of the upcoming sale.	Mortgage lender	Lender Housing Agency should retain a copy
Good faith estimate Document issued by employee's lender that will outline terms of the upcoming mortgage.	Lender	Employee Receives this directly from the lender
Truth-in-lending disclosure statement Document issued by employee's lender that will outline terms of the upcoming mortgage.	Lender	Housing Agency
Mortgage approval letter This document details the terms of the approved mortgage.	Lender	Employee Receives this directly from the lender
Title commitment Informs all parties the terms of the title insurance	Title company	To employer Via Housing Agency
Settlement statement Informs all parties the details of the sale.	Title company	To employer Via Housing Agency

**SINA (Connecticut)
Employer Assisted Housing Programs**

Guidelines	Hartford Hospital	Trinity College	CT Children's Medical Center
Employee income for eligibility	All Full Time Employees (must be employed for at least one year)	All Full Time Employees (must be employed for at least one year)	Employees that work 20 hours a week or more (must be employed for at least one year)
Employer "NET" Contribution	N/A	N/A	N/A
Maximum Home Prices	Purchase price must not exceed fair market value	Purchase price must not exceed fair market value	Purchase price must not exceed fair market value
Type of Home	New and pre-existing Single Family, Two Family, Three Family and Condos (Frog Hollow, South Green or Barry Square neighborhoods)	New and pre-existing Single Family, Two Family, Three Family and Condos (Frog Hollow, South Green, Parkville, Southwest, South End, South Meadows, Sheldon Charter Oak or Barry Square neighborhoods)	New and pre-existing Single Family, Two Family, Three Family and Condos (Frog Hollow, South Green or Barry Square neighborhoods)
First time home buyer limit	No	No	No
Down Payment Loan Assistance	\$10,000	\$10,000	\$10,000
Rehabilitation Loan	N/A	N/A	N/A
Program Delivery Fee	\$0	\$0	\$0
Terms of Loan Forgiveness	5 years	5 years	5 years
Rental Payment Assistance	N/A	N/A	N/A

**Long Island Housing Partnership (New York)
Employer Assisted Housing Programs**

Guidelines	Nassau/Suffolk HOME Funds	New York State AHC Funds	New York State AHC Funds
*When combining programs, most restrictive criteria applies			
Employee income for eligibility	Up to 80% AMI	Up to 80% AMI	80% to 120% AMI
Employer "NET" Contribution	Minimum \$3,000	Minimum \$3,000	Minimum \$3,000
Maximum Home Prices* (Varies by jurisdiction)	Nassau \$409,000* Suffolk \$363,000*	Nassau \$409,000* Suffolk \$380,000* *Including rehab amount	\$426,000* *Including rehab amount
Type of Home (Must be Principal Residence, no rental allowed)	New and pre-existing Single Family, Condos, Co-ops and Manufactured	NO New - <u>ONLY</u> pre-existing Single Family, Condos, Co-ops and Manufactured	NO New - <u>ONLY</u> pre-existing Single Family, Condos, Co-ops and Manufactured
First time home buyer limit	No	No	No
Down Payment Grant Assistance	\$12,000	\$14,000	\$9,000
Rehabilitation Grant	\$0	\$24,000	\$14,000
Program Delivery Fee	\$0	\$2,000	\$2,000
Net Grant Assistance for Down Payment and Rehab	\$12,000	\$38,000	\$23,000
Terms of Grant Forgiveness	5 years	10 years	10 years

Interviews with Robin Snyderman, Non Resident Senior Fellow, Brookings Institution & Principal, BRick Partners, LLC, Evanston, IL. robin@brickllc.com , (847) 420-3261 and Samantha DeKoven, Senior Project Manager, BRick Partners, LLC, samantha@brickllc.com; Alyssa Ber- man-Cutler, Executive Director of Community Development, University of Chicago. alys- sabc@uchicago.edu, 773-702-4540

Interviews with Elise Fields, Chief Operating Officer, MidTown Detroit, Inc. efields@midtowndetroitinc.org, 313-420-6000 and Emily Thompson, Senior Administrator, Of- fice of Economic Development, Wayne State University, Detroit, emily.thompson@wayne.edu, (313) 577-9789

Interview with Dean Iaiennaro, Director of Real Estate Development, SINA Corporation - Southside Institutions Neighborhood Alliance, (860) 493-1618