

# 35 Years

One Neighbor at a Time





# Welcome!

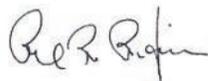
## Dear Friends,

Welcome to NCALL's celebration of 35 years of affordable housing. You are important to our ongoing efforts to make a real difference in people's lives. While the affordable housing journey often faces roadblocks and obstacles, somehow great outcomes prevail when we "do together what we cannot do alone." We at NCALL count it a privilege to work side by side with many of you, together demonstrating creativity, best practices, and quantifiable results.

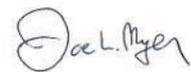
While this booklet contains amazing results, including persons served, units developed, financing leveraged, and loans made—the story does not end with mere numbers. Of greater meaning is the approach used in fulfilling our mission which is "One Neighbor at a Time." Our work is done by staff members who have the experience, certifications, and expertise-- but who have chosen this career because they care. Our Board of Directors establishes priorities and plans strategically, often tackling difficult goals—volunteering because they care. We seek program reviews and third party confirmation of the quality of our work, to continually improve. How does our approach manifest itself? By helping a family become a first-time homebuyer; by teaching financial literacy classes; through crisis intervention to save a family's home; by securing financing to build and preserve apartment communities; by helping residents finance their manufactured housing communities; by providing training and capacity for self-help housing; and by customizing credit to enable nonprofits to achieve their mission. It is done "One Neighbor at a Time."

As we celebrate a productive past, we face a challenging future with a heritage of success, strong and effective governance, mutual partnership and collaboration, knowledge and expertise, and dedication to a sound vision and mission, along with values held dear. A look at our timeline and the new initiatives tackled in recent years evidences an aggressive approach to addressing unmet housing needs. Please join us for the next leg of the journey.

With regards,



Roland Ridgeway, President



Joe Myer, Executive Director



# Banquet Sponsors

Our sincere appreciation goes out to the following sponsors who contributed financially to this celebration. Their donations helped with this luncheon, facilities, music, audio visual, printing, postage and gifts.

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# Keynote Speaker Biography

## *Eileen Fitzgerald*



As chief executive officer of NeighborWorks America, Eileen Fitzgerald oversees the provision of technical assistance, financial assistance and training to over 3,000 community based organizations and oversees the support of a national network of more than 235 affordable housing and community development organizations serving over 4,000 communities. NeighborWorks America is a public nonprofit corporation established as the Neighborhood Reinvestment Corporation by an Act of Congress in 1978. [NeighborWorks America is the organization's trade name.]

Fitzgerald became chief executive officer June 1, 2011, after serving as the acting chief executive since January 2011. She served as NeighborWorks America's chief operating officer since June 2005, bringing nearly 20 years of experience in housing and community development to NeighborWorks America. Previously at the Fannie Mae Foundation, she was responsible for alliance and relationship management with key foundation partners as a senior director of National Initiatives. Fitzgerald has also served as the acting executive director and vice president of program operations at the McAuley Institute, a national nonprofit intermediary committed to improving the housing conditions of women and families through community-based efforts. She also served as the chief investment officer for single-family finance at the AFL-CIO Housing Investment Trust, a multi-billion dollar investment company, which includes assets from hundreds of pension funds. There, she was responsible for the development and rollout of HIT HOME, a home mortgage program for union members.

From 1994 to 2000, Fitzgerald served in the U.S. Department of Agriculture's Rural Housing Service as the associate administrator and acting administrator, where she was responsible for management and oversight of single-family, multi-family housing and community facilities programs. She served in both Virginia and Maryland state governments. She is a graduate of Fordham University in New York and the Woodrow Wilson School of Public and International Affairs at Princeton University.

# 35 Years of Creating

**F**rom humble Dover beginnings in 1976, NCALL has grown to be a nationally recognized leader in affordable housing located right here in Delaware. The vision of our founders - along with an engaged volunteer Board of Directors - has addressed affordable housing needs head-on and creatively for more than three decades. As a nonprofit corporation that provides affordable housing services throughout Delaware and the Delmarva Peninsula, NCALL's efforts have had a dramatic impact, improving housing conditions for thousands, one neighbor at a time.

Why is affordable housing such a major issue? Poverty and substandard living conditions still exist in most communities. Families are losing their homes in record numbers at a rate of 6,500 foreclosure filings a year in Delaware. The Kids Count study even refers to the problems children face when a household experiences fore-

closure. Affordability gaps between house or apartment cost often far exceeds what household budgets can afford. In fact, many of the Department of Labor's job classifications do not average the pay necessary for renting a two-bedroom apartment. Loan underwriting criteria has become more stringent, and mortgage and down payment credit is severely limited. It should be no surprise that Delaware's emergency shelters and transitional housing are full to overflowing during this economic and housing crisis.

NCALL works hard to bridge these gaps by bringing federal, state, and private assistance and financing to the table and fortifying it with financial education and counseling. Whether it is financing to develop or preserve apartments, individual development savings accounts for families, gap financing for homeownership, lending for nonprofit community centers and housing efforts, or

foreclosure mediation opportunities to help save homes, NCALL strives to help individuals overcome the many barriers to achieving and maintaining affordable housing.

In addition to being a financial bridge, NCALL provides the financial analysis, education, and counseling for families to become informed consumers through housing counseling and financial literacy.

NCALL's Board and staff work diligently to address local community housing needs. Since 2000, NCALL has added several new lines of business including foreclosure prevention, financial literacy, and community lending in direct response to Delaware's needs. Starting ambitious initiatives and finding ways to leverage important resources into Delaware are nothing new for NCALL. NCALL is a chartered NeighborWorks America organization with an "Exemplary" rating, and a top 25 per-



# Affordable Housing

former nationally in several categories within this 235-organization network of excellence. Importantly, NCALL is also a Community Development Financial Institution (CDFI) certified by Treasury to do community lending throughout Delmarva.

Results from NCALL's work are plentiful (and can be seen in detail on Page 16): 1) NCALL's counseling helped 7,000 first-time homebuyers while leveraging \$770 million in attractive mortgages; 2) 50 apartment communities serving very low-income families and elderly have been developed or preserved; 3) 200 families will save their homes from foreclosure this year; 4) 850 participants have graduated from NCALL's Growing Your Money financial literacy courses since 2005; 5) NCALL has loaned more than \$35 million for housing and community facilities work since 2004; and 6) provided technical assistance to self-

help housing grantees throughout Delaware and the 21 state northeast region.

While numbers tell of the scale and economic impact of our work, they don't share the inspiring personal success stories attributable to NCALL and the families we partner with. Every family has a unique housing journey that we all can learn from. A decent, safe, affordable place to live is critical in order for families and elderly to survive, thrive, and prosper. A home impacts virtually every part of family life, creating a stability that helps to poise family members to achieve their full potential. Whether it is health, employment, socialization, a place to study, physical development, or fun and creativity, a place to call home is a basic human need touching all aspects of our lives.

NCALL hasn't achieved these results in a vacuum, and our partners have helped make it possible by providing necessary tools and resources. Our most important partnerships are with the families and nonprofit customers we serve. The amazing economic impact of NCALL's work and the ability to corral resources for the first state are a significant added benefit. Using the accepted 7 to 1 economic multiplier for affordable housing, NCALL's work has contributed \$7 billion to our local economy.

What began 35 years ago as an experiment to see if well-managed nonprofit housing efforts could make a difference has proven its value beyond any doubt, as thousands of lives are touched each year with affordable housing services and development by NCALL.

*(Guest Commentary Published in the Delaware State News, August 31, 2011.)*

## 2000 to 2004

Built Dover Office  
NeighborWorks Charter 2003  
Loan Fund Expansion  
Financials Literacy Pilot  
CDFI Certification  
5,000 Homeowners & 40 Apartment Communities  
Strategic Planning

## 2004 to 2007

NeighborWorks Review  
Growing Your Money Financial Literacy  
Purchased Georgetown Office  
6,000 Homebuyers & 45 Apartment Communities  
Eastern Shore of VA Initiative  
Foreclosure Counseling began  
Strategic Planning

## 2007 to 2011

Foreclosure Prevention expansion  
Virginia efforts funded  
"Green" emphasis & Photovoltaic panel project  
CARS Rating (2010) AA+2  
7,000 Homebuyers & 50 Apartment Communities  
Lending for community facilities and ROCs  
Strategic Planning

# Housing Development Services



**N**CALL's housing development services began simultaneous to the organization's start in 1976. However, the landscape was vastly different then with almost no nonprofit developers, a lack of state housing programs, and federal programs that were only sparsely used on the Delmarva Peninsula. Therefore, NCALL's initial years were spent organizing nonprofit housing corporations to sponsor multi-family housing apartment communities. Local residents chose apartment development as their goal because so many households lived in substandard conditions and their incomes were so low. Rural Development, with the

Section 515 program, provided 100% financing as well as access to rental subsidies. NCALL began development services and financial packaging which led to a series of first apartment communities around Delmarva. Apartment development faced many of the impediments still encountered today, including NIMBY, zoning, access to financing, etc. These initial successes were followed by second communities and real change began. Some nonprofits did two or three developments over the years and others have done as many as eight now. Building done in the late 70's and early 80's is now being renovated and preserved for a second life. With reduced RD 515 financing, access to

new financing models prevailed, and NCALL began packaging Low Income Housing Tax Credit apartment communities in the 1990's. This financing conundrum was far from the days of one-stop shopping, as now a mix of LIHTCs, HOME, Housing Development Fund, RD 515, Federal Home Loan Bank, etc., is often required. This patchwork quilt of financing remains the model today.

In 1997, NCALL and rural nonprofits organized the Delaware Rural Housing Consortium. "Doing together what we cannot do alone" the Consortium articulated the needs of rural Delaware and caused significant resources for two three-year



housing plans. The 2004-2006 Plan resulted in 849 households assisted with homes, apartments, and repairs. The Consortium ended in 2006, but stands as a high water mark in terms of development and testimony to the importance of collaboration. With most development within Delaware, NCALL's Board of Directors suggested an increased

presence on the Eastern Shore of Virginia, during strategic planning in 2004, because of its notable poverty and poor housing. This resulted in leveraging new resources responsible for three apartment communities and an annual pipeline to address local housing needs. USDA funding for an Eastern Shore of Maryland housing initiative has

also recently been secured. NCALL's development services have now been responsible for 50 apartment communities completed and two currently under construction. This work has created 1,168 units, most serving very and extremely low-income families, elderly, and farmworkers primarily in rural areas.

# Self-Help Housing Technical Assistance



**H**aving a mission in rural housing, NCALL always had an interest in the idea of families working together to build each other's homes. NCALL helped establish and provided leadership for the International Self-Help Housing Association in the early 1960's; a previous NCALL Board member, Ralph Johnson, was involved in one of the first FmHA self-help efforts in New Jersey; and Joe Myer came to NCALL in 1976 with self-help experience from his previous work in the Mississippi Delta.

Self-help housing became a program within the FmHA in the late 1960's. The program grew across the nation in the 1970's, with Section 523 grants and Section 502 loans. The program was a challenge to administer ; but it provided thousands of rural families the opportunity for an affordable first home. Construction skills were gained, neighborhoods were formed, participants learned how to maintain their homes, and community leadership was developed. As the program grew, FmHA realized the need for experienced

contracted help to assure program consistency, performance, application of regulations, and training for new grantees across the country. In 1983, FmHA funded regional Technical and Management Assistance (T&MA) Contractors for the first time. Initially NCALL started with a sub-regional contract, which quickly grew into the Northeast Contract, serving 21 states from Virginia north through New England and west to Minnesota. NCALL assembled a skilled T&MA team which traveled extensively, while advocating for and growing the



program. Contracts were competed typically every five years. Depending on the focus of different administrations, funding allocated by Congress, and key personnel at the National RD level, the self-help housing program enjoyed periods of growth and periods of retrenchment.

In Delaware in 1996, NCALL assisted the Milford Housing Development Corporation in launching the state's first Self-Help Housing initiative, which continues successfully today. The same was done throughout nearby mid-Atlantic states.

NCALL's team of specialists have substantial experience to aid 523 grantees with construction,

marketing and recruiting families, 502 loan packaging, management and administration, resource development, etc. NCALL is well known for electronic newsletters full of self-help specific information, monthly performance tracking, notices to the regional network, application reviews and quarterly progress meetings, and a myriad of amazing "how to" helps, training material, and documents available to grantees on NCALL's website.

With the housing downturn mid-2000's the self-help housing program experienced difficult challenges as new construction homeownership has not been as much of a priority. NCALL took the

lead in promoting a purchase and repair alternative that has been approved by RD and used by several grantees to help them better address community needs during the stalled economy. While challenges continue for Self-Help Housing in these difficult times, the fortitude of existing grantees throughout the nation, the expertise of the four T&MA Contractors, and a rich program heritage, should enable this modest but mighty housing program to continue to impact our rural communities in an amazing way. Our region has closed \$83 million in Self-Help TA grants and developed more than 3,600 self-help homes.

# Homeownership Education



**N**CALL's RD 502 Homeownership Loan Packaging efforts began in Delaware in 1986 assisting low and very low income households to become homeowners. Averaging about 32 closings a year, NCALL has been responsible now for almost 900 RD first-time homebuyers. Making sure rural families had access to this complicated federal program and assuring that Delaware's allocation is fully utilized, led to the leveraging of over

\$80 million in Section 502 direct financing. Initial Speer Trust support led to on-going support from the Delaware State Housing Authority, who saw the value of accessing 502 as the most affordable homeownership program available.

In 1989, several banks were negotiating large first-time homebuyer mortgage programs as part of their CRA responsibilities. NCALL was asked to consider providing homeownership counseling in Kent

County, Delaware to assist families in becoming mortgage-ready. Our positive RD 502 packaging experience led NCALL to agree, and we began by developing a comprehensive curriculum using well-trained counselors with lending and credit experience. Demand from New Castle and Sussex Counties resulted in our services becoming statewide with offices in each county. In 2003, NeighborWorks America was attracted to NCALL's significant scale and chartered us into the Mid-

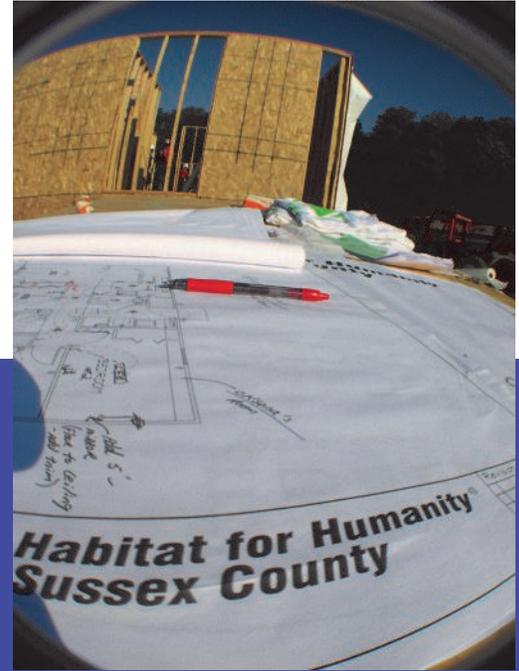


Atlantic District (now Northeast Region). Always improving the program, this service was fortified with Growing Your Money Financial Literacy in 2005 to assist households with particular financial challenges. A current initiative takes Financial Literacy outside the NCALL walls to public venues such as apartment communities, shelters, and even colleges. Along the way, NCALL has collaborated with Central Delaware and Sussex County Habitat, Diamond State CLT, and others offering homeownership counseling

services. Recent Homeownership Expos sponsored by NCALL have helped keep hope alive for prospective homeowners during the stalled economy. Over the years housing counseling has proven itself, showing that educated consumers make informed decisions. We see this first hand as only a few of NCALL's foreclosure prevention clients had participated in pre-purchase homeownership counseling. NCALL advocates that any responsible homeownership initiative or product should be fortified by pre-purchase

counseling. To not do so is negligent. To date, NCALL's pre-purchase homeownership counseling and education has been responsible for more than 7,000 homebuyers reaching their housing goals, leveraging \$765 million in attractive RD and conventional mortgages, and being a regular top 25 producer for NeighborWorks America nationwide. While these numbers are overwhelming, the inspirational family successes are accomplished one family at a time.

# The Loan Fund



**N**CALL has always been aware of the need for various types of credit for affordable housing, especially through our development services for apartment communities. From 1983 thru 2003, NCALL did pre-development lending for upfront costs necessary to move forward with apartment construction in our rural communities. Nonprofits throughout the Delmarva peninsula borrowed funds for site

options, market analyses, environmental reviews, appraisals, legal services, etc. This highly successful predevelopment lending resulted in the successful development of many of the apartments described under development services, reaching over 700 units.

As part of strategic planning in 2003, the Board of Directors, knowing of increasing gaps in financing for affordable housing,

made the decision that NCALL would apply to become a Treasury certified Community Development Financial Institution (CDFI) that would seek to address unmet capital needs for affordable housing and nonprofit borrowers as a short-term lender. This decision led to several significant steps that put NCALL on the map in its new role as lender. First, NCALL was able to employ a nationally known community development lender as Loan Fund Director in 2003 to help



establish the capacity for this new line of business. Second, NCALL applied for and received CDFI status certifying the organization in 2004 for this purpose. NCALL became only the third CDFI in Delaware and the only one that can serve the full Delmarva Peninsula. Meanwhile, the Board appointed a Loan Fund Committee and adopted policies and procedures. This was followed by the process of securing capital to lend, and developing relationships with loan participants and investors. As demand grew, internal capacity was addressed as a Loan Fund Manager was hired for reporting, loan closing, and portfolio

management purposes. NeighborWorks America began a series of annual equity investments which supported efforts to secure borrowed capital. When insufficient capital is available for loan requests, NCALL uses a successful loan participation approach which has involved many banks and other CDFIs. A unique niche for NCALL began as nonprofits sought financing for community based facilities and to date ten loans having been made for that purpose. NCALL joined Opportunity Finance Network and in 2010 went through the CARS assessment process for CDFIs with a high rating of AA+2.

Regular strategic planning has helped advance the Loan Fund and the results show 53 loans to 24 organizations, totaling almost \$36 million that have created 519 affordable units and over 79,000 square feet of community facility space. Now the loan fund is serving a new market, conversion of manufactured housing communities to resident ownership. NCALL has brought significant capital from various investors, NeighborWorks America, the CDFI Fund, and banks to the traditionally underserved Delmarva Peninsula.

# Foreclosure Prevention

*Kids Count in Delaware 2009* shares how foreclosures impact children. "Losing a family home can have a wide array of ill-effects on both the emotional and physical health of a child. A child that is forced out of their home due to foreclosure can face excessive mobility, which may lead to poorer academic achievement, delinquent behavior, and poor health outcomes. In Delaware . . . about 4,300 children will be impacted by the foreclosure crisis in our state."



**N**CALL's engaged Board of Directors foresaw the impending foreclosure crisis and in 2007 instructed staff to develop a strong response to assist families in preventing the loss of their homes in Delaware. Having such a strong pre-purchase history, the Board wanted NCALL to apply that same tenacity to assisting families, the majority who did not have the benefit of our pre-purchase counseling, who are now facing the loss of their

home due to the economy or other hardships. The typical 2,000 foreclosure filings per year in Delaware quickly doubled and for the past two years tripled, to over 6,000.

SPEER Trust supported NCALL's initiative and two counselors were allocated for foreclosure prevention and received all necessary training and certifications. A curriculum was developed and a deployment strategy using group orientations and individual counseling was estab-

lished with the goal of doing complete financial analyses and seeking mortgage modifications and state aid wherever possible. NCALL quickly became part of the NeighborWork's National Foreclosure Mitigation Counseling program, now having been funded through five rounds. Our work quickly grew us into one of the leading foreclosure prevention agencies in Delaware, collaborating regularly with the Delaware State Housing Authority, the Delaware Office of Bank



Commissioner, and the Delaware Office of the Attorney General. As part of all hotlines, call lists and advertising, NCALL has quickly become a go-to organization for this crisis which is lasting far longer with deeper repercussions than anyone expected.

In 2010, the Delaware State Housing Authority offered competitive grants to increase the number of default counselors throughout the

state. NCALL received funding for two new counselors, which doubled our capacity to serve families primarily in Kent and Sussex Counties. NCALL was a participant in the Delaware Mortgage Foreclosure Mediation Program and stands ready to assist with all future mitigation efforts. With increased capacity, NCALL's scale has grown significantly so that more than 200 families reached a positive outcome in

FY 2011 from our caseload of over 700 households and while we await action by servicers on another 300 mortgage modification requests. Every positive outcome means a family won't have to begin their housing journey over, often saving them from financial ruin. Families remaining in their homes positively impacts every member of the family and their neighborhoods and communities.

# Results!

1976-2011

The families assisted, housing units produced, financing leveraged and loans originated over the years are a result of NCALL's housing development technical assistance, housing counseling services, and Loan Fund. We hope you will agree that the scale and impact are significant.

## Units Developed/People Assisted

Housing units produced	1,168
Homeownership closings	7,064
Financial literacy training	2,462
Foreclosure prevention assistance	1,441
Self-help housing closings	3,676
<b>Total families assisted</b>	<b>15,811</b>

## Financing Leveraged

### Leveraged through technical assistance

Multi-family housing communities built	50
Housing development financing	\$93,265,225
Self-help housing grants (Section 523)	\$83,312,806

### Leveraged by homeownership counseling

Conventional and RD mortgages	\$765,775,104
Foreclosure prevention, mortgages saved	\$45,460,032

### Leveraged by the Loan Fund

Total loans and participations	\$36,401,217
<b>Total financing leveraged</b>	<b>\$1,024,214,384*</b>

## Loan Fund Impact

Affordable housing units assisted	1,121
Loans originated / # of nonprofit borrowers	111 / 36
Community facility loans / square footage	10 / 79,558

*\*Using the accepted economic ratio of 7 to 1, NCALL's economic impact would be in excess of \$7 billion.*

# Thanks to NCALL's Partners

Many of NCALL's results come from working together with organizations such as nonprofit housing corporations, self-help housing grantees, borrowers from the Loan Fund and public policy advocates. This is a list from over the years.

## Housing Corporations

Appoquinimink Development, Inc.  
Bayview Citizens for Social Justice, Inc.  
Berlin Community Housing Corporation  
Better Homes of Seaford, Inc.  
District One Community Action Group, Inc.  
Eastern Shore of Virginia Housing Alliance

Gateway House  
Interfaith Community Housing Delaware  
Interfaith Housing Delmarva  
Milford Housing Development Corporation  
Millsboro Housing for Progress, Inc.  
New Knollwood Civic Association, Inc.

New Road Community Development Group  
Peach Tree Acres, Inc.  
People for Better Housing, Inc.  
Sacred Heart Housing, Inc.  
Snow Hill Citizens for Decent Housing, Inc.

## Self-Help Housing Grantees

America's Dream  
Bay de Noc Habitat for Humanity  
Bread of Life Ministries  
Community Action Commission  
of Fayette Co.  
Community Concepts, Inc.  
East Alliance Neighborhood  
Development Corp.  
Greene County Habitat for Humanity  
Habitat for Humanity of Warrick County  
Hamilton County Self-Help Housing, Inc.  
H.A.N.D.S.

Heritage Homes, Inc.  
Interfaith Housing Alliance, Inc.  
Kentucky Highlands CDC  
Kentucky Rural Initiatives Corporation  
Marquette County Habitat for Humanity  
Milford Housing Development Corporation  
Neighborhood Housing Services  
of Richland Co.  
Region Five Development Commission  
Rockbridge Area Habitat for Humanity  
Rockingham Area Community Land Trust  
SHORE-UP! Inc.

South Central Community Action Programs  
Southeast Appalachian Rural Alliance  
Southeast Iowa Regional Planning  
Southeast Wisconsin Housing Corp.  
of Racine County  
Southern MD Tri-County Community Action  
Telamon Corporation, Virginia  
Telamon Corporation, West Virginia  
Three Rivers Community Action, Inc.  
Threshold Housing Development, Inc.  
WISH, Michigan  
Youthbuild McLean County

## Loan Fund Borrowers

Better Homes of Seaford, Inc.  
Community Legal Aid Society, Inc.  
Connections CSP, Inc.  
Corporation for Healthy Homes  
DCRAC, Inc.  
Dover Community Partnership, Inc.

Dover Housing Authority  
Dover Interfaith Mission for Housing  
Elizabeth A.M.E. Church, Inc.  
Interfaith Community Housing Delaware  
La Red Health Center, Inc.  
Milford Housing Development Corporation

Millsboro Housing for Progress, Inc.  
Minquadale Village Homeowners Assoc.  
New Road Village, LLC  
Sand Hill Homeowners Association, Inc.  
Town of Greenwood

## Public Policy Advocates

Delaware Housing Coalition  
DCRAC, Inc.

Housing Assistance Council, Inc.

National Rural Housing Coalition

# Appreciation to Funders & Investors

It would be impossible to celebrate NCALL's 35 years of service had it not been for funders and investors that believe in our mission and provide financial resources so that our work can accomplish amazing results. On behalf of NCALL's Board of Directors and staff, it is with sincere appreciation that we recognize the variety of government, private, and corporate donors who have partnered with us.

Aetna Giving Campaign	Fannie Mae	PNC Foundation
Ally Financial	F.B. Heron Foundation	Principal Financial Group Foundation
Artisans' Bank	Florida Non-Profit Housing, Inc.	ROC USA
Bank of America	Fulton Bank	State Employees Charitable Campaign
Bank of America United Way	Gilliam Foundation	State Farm Insurance
Bank of Delmarva	Housing Assistance Council, Inc.	TD Charitable Foundation
Barclays Bank Delaware	HSBC Bank	The Christmas Shop Foundation
BNY Mellon Trust	ING Direct	United Way of Delaware
Borkee-Hagley Foundation	JPMorgan Chase	US Department of HUD
CDFI Fund	JPMorgan Chase Foundation	US Department of Treasury
Citigroup Foundation	Kent County Levy Court	USDA, Rural Housing Services
Citizens Bank Foundation	Laffey-McHugh Foundation	Wachovia Wells Fargo Foundation
CNB	Longwood Foundation	Welfare Foundation
Combined Federal campaign	M&T Bank	Wells Fargo Housing Foundation
County Bank	Marmot Foundation	Wells Fargo Regional Foundation
Delaware Community Foundation	Milton & Hattie Kutz Foundation	William Randolph Hearst Foundation
Delaware Federation of Housing Counselors	MoneyWi\$e	WSFS Bank
Delaware State Housing Authority	NeighborWorks America	
Delaware Grant-In-Aid	New Castle Presbytery Speer Trust Fund	
Deutsche Bank	Arthur W. Perdue Foundation	
Discover Bank	PNC Bank	

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Helen Stewart\*  
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*\*Serves on NCALL's Loan Fund Committee.*

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Phillip Hoffart	<i>Housing Development Specialist</i>	Valerie Stewart	<i>Grant Writer</i>
Nathaniel Horsey	<i>Home Preservation Specialist</i>	Tywanda Sullivan	<i>Receptionist</i>
Stephanie E. Johnson	<i>Homeownership Specialist</i>	Donald E. Pierce	<i>Self-Help Housing Contractor</i>
Karen Kollias	<i>Loan Fund Director</i>		

# NCALL's Mission

To promote affordable housing and improved communities for low and moderate income people primarily in rural areas. To that end we seek to:

- Provide training, technical assistance, and support, to organizations to enhance their capacity.
- Encourage, support, and educate people to obtain and preserve decent, affordable housing.
- Provide innovative and flexible financing and services targeted to affordable housing and community development efforts to enhance borrower capacity to better serve low and moderate income communities.
- Increase public awareness about effective community housing efforts and the need to improve housing conditions.
- Formulate and advocate improved public policy.

## Past Board Members

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## In appreciation of effort. In awe of success.

Thanks to you, things are getting done. Thanks to you, the world's a better place. Thanks to you, the lives of real people are being changed for the better.

Bank of America is pleased to recognize NCALL for their active community involvement. And thank you for being an inspiration to us all.

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# **NCALL**

*-a member of the NeighborWorks Network of Excellence-*

## **on 35 Years of Affordable Housing**

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**Eileen M. Fitzgerald**, Chief Executive Officer

**Deborah Boatright**, Northeast Regional Director

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NeighborWorks America creates opportunities for people to improve their lives and strengthen their communities by providing access to homeownership and to safe and affordable rental housing.

In the last five years, NeighborWorks organizations have generated \$20 billion in reinvestment in these communities. NeighborWorks America is the nation's leading trainer of community development and affordable housing professionals.

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At M&T Bank, we know how important it is to support those organizations that make our communities better places to live, work and grow. That's why we offer both our time and resources. What we all get in return is far more valuable.



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Paul Bradley  
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WSFS Bank is especially proud to support  
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