

Annual Report 2009



Paths to Sustainability



NeighborWorks' Program Review Conclusion

“NCALL has exceeded each of NeighborWorks® America’s PROMPT™ performance objectives. The review team was impressed with the organization’s production, engaged and active Board of Directors and the development and implementation of operating and tracking systems by which they measure their workload and impact. NCALL is to be congratulated for modeling best practices and attracting and retaining well trained staff who embrace the mission of the organization.” NeighborWorks America Program Review Report January 2009

This annual report reflects the activity of the National Council on Agricultural Life & Labor Research Fund, Inc. (NCALL) during the time period of October 1, 2008 - September 30, 2009.

Message from the President and Executive Director



NCALL's Executive Director Joe Myer and Board President Roland Ridgeway.

Dear Friends:

2009 was another challenging year, yet NCALL celebrated significant accomplishments and results. Tough times brings out the best in our Board members and employees, as serious planning and quality education, technical assistance, and lending services addressed community needs and offered sustainable solutions to our lower-income and nonprofit customers.

NCALL's Loan Fund celebrated five years as a CDFI and expanded community development lending. Bringing capital to our nonprofit customers and offering unique financial services are resulting in substantial community impact and increased borrower capacity. Please look at the special pages dedicated to the Loan Fund, which as a line of business is successfully moving towards sustainability.

Another celebration was in order for reaching the amazing milestone of 6,500 first-time homebuyer closings through education and sound mortgage products which help families create an asset that can assist them for years to come. Important neighborhood stabilization work is underway as NCALL readies new owners for renovated foreclosed homes. 2009 saw NCALL's foreclosure

prevention numbers triple, as Delawareans experienced hardships, job loss, and unaffordable mortgages. Participation with the Attorney General's Task Force and the Delaware Foreclosure Mediation Program kept NCALL at the forefront as this crisis has not yet peaked. Sustaining homes through modifications, workouts, mediation, or DEMAP assistance has a dramatic impact on families, communities, and local economies. NCALL's newly established capacity addressing this community need was recognized and celebrated.

NCALL also celebrated the installation of a large and sophisticated solar photovoltaic system on the Dover campus in February. Renewable and sustainable energy is an important journey and the experience researching, planning, funding, and installing 66 solar panels will be transferable to our homeowners and multi-family housing partners. Stop by and tour the system and see the savings and reduction in carbon footprint on display.

A rigorous Program Review by NeighborWorks America in January, 2009 examined all aspects of NCALL including planning, governance, financial, production, personnel, management,

policies, and systems. The final report indicated criteria in all areas were exceeded, yielding another "Exemplary" rating.

2009 was also a time of major cost containment as we reduced our operating budget a full 8% during the year in an effort to have a sustainable cost structure, leaving no line item untouched.

The trust of our friends, partners, and stakeholders whose support and resources make these accomplishments possible has been amazing. Thank you for your help as we proceed with our affordable housing and community development mission.

Roland R. Ridgeway, President

Joe L. Myer, Executive Director

Accomplishments of FY '09

- ◆ NCALL's Loan Fund originated, underwrote, and approved 6 community development loans valued at \$3.4 million using our own and participating capital.
- ◆ Counseled and assisted 175 first-time homebuyer closings, leveraging over \$30 million in attractive conventional and Rural Development mortgages and over \$1 million in down payment and settlement assistance.
- ◆ Fielded 704 foreclosure prevention inquiries, had 604 workshop attendees, and counseled 315 households, with 57 retaining their homes while others work through the loan modification process. Over \$11 million in mortgages were saved through this program.
- ◆ Educated 172 people participating in Growing Your Money financial literacy classes, with 127 graduates.
- ◆ Assisted 15 Mutual Self-Help Housing grantees that closed 85 homeownership loans resulting in an average sweat equity savings of \$33,580 per home.
- ◆ Provided technical assistance in the production of two multi-family apartment communities totaling 38 units in Exmore, Virginia. Additionally, the renovation of two homes took place in Claymont, DE.
- ◆ NCALL was a top homeownership producer in Delaware and the Mid-Atlantic District within the NeighborWorks America network. NCALL also ranked in the top 10 nationwide in a number of production categories, while maintaining an exemplary rating.
- ◆ Took important steps to become a green organization by conducting a green audit, naming a staff representative, recruiting a Board member with energy/green background, adding green components to our business plan, conducting related staff training, installing renewable solar energy to our Dover office, and being recognized by NeighborWorks America for our efforts.

NCALL's Loan Fund Celebrates 5 Years!

2003—Board of Directors authorizes creation of Community Development Financial Institution (the Loan Fund)

2004—Karen Kollias hired as Loan Fund Director

Beginning of Infrastructure Development—Committee formed, Policy and Procedures drafted

Initial capital grant received

2005—CDFI Certification achieved

Initial capital investment

First loan closed

2006—First participation loan sold

Largest amount of capital in Loan Fund history

2007—Dave Callahan hired as Loan Fund Manager

2008—First separate Loan Fund Audit performed

2009—Largest loans receivable in Loan Fund history

Closed on historic Minquadale Village loan (first resident-owned manufactured home community in Delaware)

Loan Fund Committee

Joe Belden

Jeanine Kleimo

Joe Myer

Roland Ridgeway

Helen Stewart

Hal Wilson

The NCALL Loan Fund proudly recognized its five year anniversary at the conclusion of its 2009 fiscal year. The Loan Fund has made great strides during that five year period, in terms of both financial strength and community impact.

The Loan Fund has successfully sought capital sources from investors and has leveraged multiple loan participations. Assets have increased more than 6 times during that period. Net assets have increased more than 2.5 times. Key financial ratios are strong and above industry standards. Loans receivable represent the largest volume in Loan Fund history and the portfolio is solid.

The above figures represent the strength and sustainability of the Loan Fund. They are indicative of the

Fund's success over the past five years. But the figures that matter most are those that measure the Loan Fund's community impact. Results show 43 loans to 20 organizations, totaling over \$32 million that have created 766 affordable housing units or building sites. Behind these numbers are the real measurements of the Loan Fund's success – the many families and community development organizations that have benefited from our work and our loans. These families and the organizations that serve them are what motivates the Loan Fund.

The Loan Fund is proud of its strong double bottom line. The Fund will strive to maintain its sound financial position so that it may continue to fulfill its mission of community impact for years to come.

NCALL's Loan Fund Director, Karen Kollias, and Manager, Dave Callahan, lead NCALL's Loan Fund to sustainability.

Did You Know that NCALL's Loan Fund....?

- ▶ Is certified by the Department of Treasury as a Community Development Financial Institution (CDFI)
- ▶ Exceeds all core financial ratios as determined by the CDFI Fund (as of FYE 2009), despite the current economic downturn
- ▶ Has two staff members that have more than 40 years combined of community development lending experience
- ▶ Is scheduled to undergo an important CDFI assessment and review which will be a critical tool for capitalization efforts
- ▶ Finances community-based facilities that provide important services in the communities they serve
- ▶ Is one of three CDFIs in the state of Delaware (along with First State Community Loan Fund and the Delaware Community Investment Corporation)



NCALL Loan Fund



NCALL's community development lending provides capital which sustains production of affordable housing and nonprofit capacity.

◀ In manufactured home parks, the residents normally pay ground rent to a landlord. Even though they own their home, the residents pay monthly fees that never diminish and the land could be sold out from under their homes at any time. That is the way it's always been, until now. In 2008, a new Delaware law gave the residents the right to match any offer the land owner received during a sale. Many partners worked together to make Minquadale Village, located near Wilmington, the first resident owned manufactured home park in the state of Delaware.

This project was initiated by ROC USA, a nonprofit lender that helps resident corporations buy their manufactured home communities nationwide. They heard of Delaware's new law and wanted to get involved. The deal looked promising, but they needed additional capital to make the project a success. NCALL provided a critical piece of financing to close the gap between

the purchase price and what ROC USA, was able to supply.

In July, Ken Shaw, president of Minquadale Village Homeowners Association, signed off on a \$2.1 million deal that made the association the legal owner of the community where its members live. "Closing on this property was a dream come true, not just for me but for all of my neighbors at Minquadale," said Shaw. "We owe a debt of thanks to everyone who has made this possible. We had a great deal of support, and we're grateful."

With manufactured homes making up about 15% of the housing stock in Delaware, the purchase of Minquadale Village by its residents is significant to more than just the proud new community owners. "Manufactured housing is the largest block of affordable housing in the state that does not require a government subsidy," said Ed Speraw, President of the Delaware Manufactured Home Owners

Association. "Annual land rent increases can cause evictions which can create a burden on the State and other providers. Minquadale homes will now remain affordable."

According to Keith Timko of READS, who provided project technical assistance, "By taking ownership of the property themselves, the Minquadale homeowners not only

have guaranteed the future of their community, they've begun to build equity in their property, and they've gained control over their housing future."

Program Methods

- Brings important financial resources to the Delmarva Peninsula.
- Addresses credit needs and fills financial gaps for the nonprofit housing sector.
- Facilitates predevelopment, acquisition, construction, and community based facility lending.
- Provides important financial services and consultation.
- Fosters collaboration within the nonprofit community.

Loan Fund Activity

- \$3,420,000 in loans committed during FY '09
- 6 loans originated with 6 different borrowers (3 of which were first-time borrowers)
 - ▶ 1 loan to achieve resident ownership of a manufactured home community (60 units)
 - ▶ 1 loan for multi-family housing (16 units)
 - ▶ 1 loan for single family housing development (2 units)
 - ▶ 1 construction loan for a community based facility (3,500 square feet)
 - ▶ 1 land acquisition loan for a community based facility
 - ▶ 1 working capital loan to an organization providing community legal services

Homeownership Counseling



NCALL's education and counseling readies families to achieve sustainable homeownership for the long-term.

◀ Ebony never thought owning a home was within her reach. That all changed in 2006, after meeting with one of NCALL's Housing Counselors.

After years of renting, the unit next to Ebony's had a fire. As a result, her unit was damaged and she had to move herself and her two children back into her parent's home. She was grateful for their assistance, but really felt like she was stuck. That is when she began meeting with NCALL. "NCALL was the best thing that ever happened to me," says Ebony. "I learned that needs come before wants. You have to get your priorities in order to aim for what you want in life." Through attendance in NCALL's Growing Your Money classes, Ebony learned to save, pay off her debt and manage her finances. She then enrolled in the Individual Development Account program and began saving money for a downpayment on her home. She improved her employment by

completing her graduate degree at Rutgers University and now has her Masters in Social Work.

Her patience and perseverance really paid off. This fall she closed on a four bedroom, one and a half bath home in New Castle, Delaware and her entire family has really been loving it. "The kids love the new house. We have so much space now! I worked so hard to get to this point; but, I can finally stand up and say I did it! It is worth all the trials and tribulations. Homeownership definitely changes everything. It's lots of added responsibility, but it brings so much more independence."

Ebony also has advice for all the other would-be homeowners out there, "Everyone has big dreams, but it's important to be realistic. Aim to be comfortable, but you have to have wiggle room in your budget. You definitely have to learn to crawl before you can walk."

Program Methods

- Assists families in becoming financially ready for homeownership.
- Offers access to sound and attractive mortgage products.
- Aids families in learning the complicated mortgage and home buying process inside and out.
- Helps families participate in this "buyers market" as informed consumers.
- Even in these difficult times, makes the dream of homeownership a reality.

Individual Development Accounts

Participants Enrolled:	41
IDA's Matched:	7
Matched Savings:	\$12,937
Average Savings:	\$1,848
Average Income:	\$25,790
Average Family Size:	3.4

Homeownership Counseling Statistics

New Clients this Year:	407
Clients Assisted this Year:	617
Mortgage Loans Closed:	143
Mortgage Dollars	
Leveraged:	\$24,122,935
Average Mortgage:	\$168,692
Clients Who Used DPSA*:	91
DPSA Leveraged:	\$1,022,935
Female Head of Household:	38%
Minority Households:	42%

*DPSA is Down Payment & Settlement Assistance Programs.

Rural Delaware Homeownership Initiative Statistics

New Clients this Year:	132
Clients Assisted this Year:	227
RD 502 Loans Closed:	32
Total RD 502 Mortgage	
Funds Leveraged:	\$5,977,896
Average Mortgage:	\$186,809
Average Income:	\$28,016
Minority Households:	65%
50% or Below County	
Median Income:	59%

Foreclosure Prevention



NCALL's foreclosure prevention counseling aids families experiencing hardships and unaffordable mortgages to sustain their homes.

◀ When Kenneth and Kathy purchased their Lincoln, Delaware home in 2000, their mortgage was an adjustable rate that began at 9.75%. They planned on refinancing in two years to avoid the rising interest rate, but were unable to do so due to poor credit history. They kept up with their mortgage until last year; the payments just got to be too much.

Kathy works in accounting and Kenneth has his own lawn care business. Several seasons of unagreeable weather lowered their household income. Kenneth looked for alternative employment with no luck. They decided to put their home up for sale. In the six months it was on the market, they had no interested buyers. The poor economy was really hurting their already desperate situation. The bank was sending foreclosure intent notices and the couple was distraught. "I cried for months," said Kathy. "Losing this house would have torn me apart. I would really have

felt like we let our family down." They have four children ranging up to 21 years of age. They were not sure where they would all go if their home was lost.

Then they read about the home loan modification program. They tried contacting their mortgage servicer, but got nowhere. That is when they contacted NCALL and attended a Foreclosure Prevention workshop. After the workshop, Kenneth and Kathy met with their counselor one on one. NCALL's counselor was able to negotiate with their mortgage servicer and got them a 2% fixed interest rate on their loan. Their house payment is now much more affordable. As a condition of the new loan, Kenneth and Kathy attended credit classes. "Now we feel like we are starting over. We learned a lot along the way, like to use our credit cards wisely and save while you can. I think NCALL's services are great!"

Program Methods

- Foreclosure Prevention
 - ◆ Provides support and information to families in crisis.
 - ◆ Analyzes family finances to see what resources are available.
 - ◆ Assists families in negotiating remedies and developing action plans.
 - ◆ Offers monthly workshops to help families at earliest possible stage.
- Growing Your Money & Individual Development Account Program
 - ◆ Educates with 5-week classes on banking, credit, debt, budgeting, savings, and loans.
 - ◆ Offers special savings vehicles such as Individual Development Accounts.
 - ◆ Incorporates peer interaction—strengthening one another.
 - ◆ Fosters personal achievements resulting in confidence, knowledge, and opportunity.

Foreclosure Prevention

Inquiries: 704
Workshop attendees: 604
Households counseled: 315
Positive Resolutions to Date: 57
Mortgages Saved \$11,321,750

Growing Your Money

Participants: 172
Graduates: 127
Minority Households: 76%
Low Income: 71%
(Below 80% of Median)

Housing Development



NCALL's development services build and preserve affordable apartments for families and the elderly with severe housing needs.

◀ In 1992, local residents formed New Road Community Development Group of Exmore, Inc. on Virginia's Eastern Shore. They began with the mission to revitalize this historic African American community. They had to start by bringing an essential sewer system to the area. Due to some NIMBY opposition, this first goal took over nine years to realize. 2009 saw their second goal come to fruition. New Road Village Apartments was completed this year and will provide 16 units of desperately needed multi-family rental housing to this area.

“We really wanted better housing for the people of New Road,” says Ruth Wise, Executive Director of New Road Community Development Group. “These units will make a tremendous difference in the lives of it's residents. If it wasn't for NCALL, this development might never have happened. They have been with us for years and years. They wrote the applications for funding and have given us various levels of technical support. We couldn't have done it without them.”

According to Collin Kean, from East Coast Property Management, the response to the units has been overwhelmingly positive. They received many calls from interested households and finally took in 39 applications for the 16 units. Most applicants seem to be moving out of overcrowded conditions with other family members.

Given that the need was so great, New Road Community Development teamed up with Accomack Northampton Housing Authority and the Eastern Shore of Virginia Housing Alliance to bring more affordable housing to the New Road community. This partnership created another rental community. Crispus Attucks Apartments also opened this year, providing an additional 22 units of affordable rentals to this area.

When these two developments were completed, the sponsoring organizations held a grand opening celebration. Despite some dreary weather, the community came out to show their

Program Methods

- Works with community nonprofits providing development expertise to address local needs and increase nonprofit owned housing stock.
- Leverages state and federal resources to build family and elderly apartments.
- Preserves affordable apartments and saves expiring rent subsidies through modernization and energy efficiency.
- Introduces asset management training and sustainable energy design.

support. They enjoyed tours of the buildings, special music and food. In addition to the technical assistance NCALL provided on this project, the Loan Fund participated with other lenders to provide construction financing for New Road Village. Permanent financing for these apartment communities has been secured from USDA Rural Development, Virginia Department

Under Construction and Completed in FY '09

- Knollwood Revitalization, New Knollwood Civic Association, Claymont, DE - 2 units
- New Road Village, New Road Community Development Group, Exmore, VA - 16 units
- Crispus Attucks Apartments, Accomack-Northampton Housing Authority, Exmore, VA—22 units
- Assisted a 50-unit preservation project in Millsboro, DE toward construction closing

of Housing and Community Development, FHLB of Atlanta, and Low-Income Housing Tax Credits purchased by Virginia Community Development Corporation. The units have rental assistance so that tenants pay no more than 30% of their monthly income for rent and utilities.

Mutual Self-Help Housing



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CALL's regional technical assistance and training supports and sustains self-help homeownership programs throughout 21 states.

◀ Mutual Self-Help Housing grantee Community Action Commission of Fayette County, in Washington Court House, Ohio, is now the developer of the largest residential solar community in the state of Ohio. They acquired this designation after completing ten self-help homes with solar roof panels in their Arbor Village subdivision. Their Housing Director, Patty Griffiths, is excited to be part of this groundbreaking effort. “This is one more step in our efforts towards making our homes more energy efficient and green. I think we will see the real cost savings to the homeowners over the next several years as utility prices rise faster than they have in the past.”

Geoff Greenfield of Third Sun Solar and Wind Power Limited of Athens, Ohio, explained the technical aspect of the solar panels. “Fayette County is a leader. Partnering affordable homes with affordable energy is a key to progress and I can see it being replicated,” said Greenfield. The solar power will work in harmony

with utility power. The homes that have solar panels will get a portion of their power from the sun. The remaining portion will come from the utility grid. Twelve 180-watt panels were installed, which should provide each house with 2,160 kwh of power, according to Greenfield. An inverter is used to convert direct current from the solar panels to usable electricity. A meter measures the electric current both ways, and the utility generally pays the user a rebate for excess power.

The project all started when the USDA, Rural Development Ohio State Office suggested that they look into a grant program for solar use projects. CAC of Fayette County applied for and received a grant of \$8,000 per homeowner from the Ohio Department of Development and a federal tax credit of \$2,000 per house. The remaining part of the almost \$18,000 cost of the solar panels was covered by the participants' USDA 502 Loans.

After operating a Mutual Self-Help Housing Program for over 18 years, Griffiths can see a major difference in the community. “It’s great to get families out of the rental cycle and begin building a wealth base. The town also benefits by creating new tax payers and generating additional water and sewer fees. We truly value NCALL’s staff development resources. They have definitely been there for us over the years with lots of encouragement and support.”

Program Methods

- Provides important tools, best practices and increased capacity to local nonprofit sponsors.
- Offers staff training for new and existing self-help employees.
- Analyzes how well local self-help goals are being met.
- Provides problem solving and consistency within this federal program across a vast region.



NCALL's Region

Self-Help Housing Program Statistics for NCALL's 21 State Region

Total 502 Loans Closed:	85
502 Loan Dollars Leveraged:	\$10,624,247
Total Other Funds Leveraged:	\$769,759
Average Sweat Equity Earned:	\$33,580
Average Appraised Value:	\$165,605
Total 523 Grants Closed:	\$2,665,604
Very Low Income Served:	50%
(Below 50% of Median)	
Low Income Served:	50%
(Below 80% of Median)	

Comprehensive Financial Statements

Below are comprehensive financial statements excerpted from NCALL's Fiscal Year 2009 (October 1, 2008 - September 30, 2009) audit performed by the accounting firm of Barbacane, Thornton and Company, Certified Public Accountants, Wilmington, Delaware. Complete audited statements are available upon request.

Balance Sheet As of Sept. 30, 2009

Assets	NCALL Consolidated	Loan Fund
Cash and Investments	\$4,137,029	\$1,878,529
Accounts receivable	9,204	1,784
Loans receivable, net	3,969,596	3,969,596
Grants receivable	165,885	-
Due to Loan Fund/Due from NCALL	-	10,250
Prepaid insurance	13,170	-
Foreclosed real estate held for resale	75,000	75,000
Fixed assets, net	<u>1,277,077</u>	<u>6,317</u>
Total Assets	<u>\$9,646,961</u>	<u>\$5,941,476</u>
Liabilities and Net Assets		
Line of credit	1,275,000	1,275,000
Note payable	2,197,523	2,150,000
Other liabilities	252,818	108,447
Net assets	<u>5,921,620</u>	<u>2,408,029</u>
Total Liabilities & Net Assets	<u>\$9,646,961</u>	<u>\$5,941,476</u>

Statement of Revenue and Expenses Year Ended Sept. 30, 2009

Revenue	NCALL Consolidated	Loan Fund
Program revenue	\$2,464,807	\$552,438
Other revenue	<u>19,105</u>	<u>-</u>
Total Revenue	<u>\$2,483,912</u>	<u>\$552,438</u>
Expenses		
Program activities	1,651,789	375,154
Support services	446,689	44,428
Unrealized loss on investment	<u>533</u>	<u>-</u>
Total Expenses and Losses	<u>\$2,099,011</u>	<u>\$419,582</u>
Increase in Net Assets	<u>\$384,901</u> Consolidated	<u>\$132,856</u>

Contributors

Governmental

Delaware Grant-in-Aid
Delaware State Housing Authority
NeighborWorks® America
Kent County Levy Court
New Castle County
Sussex County Council
US Department of HUD
USDA, Rural Housing Services

Private

Aetna Giving Campaign
American Express
Artisans' Bank
Bank of America
Bank of America United Way

Bank of New York
Better Homes of Seaford, Inc.
Citigroup Foundation
Citizens Bank
County Bank
Delaware National Bank
Deutsche Bank
Discover Bank
Fannie Mae
Felton Bank
Flexera, Inc.
Florida Non-Profit Housing, Inc.
GMAC Bank
HSBC Trust Company, Delaware
ING Direct
JPMorgan Chase Foundation

Longwood Foundation
New Castle Presbytery Speer Trust Fund
PNC Foundation
Reliable Home Inspection Services, Inc.
State Employees Charitable Campaign
TD Charitable Foundation
United Way of Delaware
Wachovia National Bank
Wells Fargo Foundation
Whirlpool Financial National Bank
William Randolph Hearst Foundation
Wilmington Trust
WSFS Bank

Individuals

Kym Alvarado
Jason Arrington

Rev. Richard Avant
Tara Balfé-Clifford
Joe Belden
Lucia Campos
Teresa Carter
Tomeka Crawford
Sherry DeZwarte
Joan Edwards
Denise Freeman
Tara Gallagher-Amsterdam
Demetric Griffin
Cathy Harrington
William Hughes
Mary Jones
David Keach
Randall Kunkle

Julie Loescher
Connie Louder
James McGiffin, Jr.
Ulla Moore
Marilyn Morris
Joe Myer
Regina Reid
Christine Schaffer
Allison Schultz
Dorothy Sharpe
Celeste Sosa
Lisa Spellman
Helen M. Stewart
Erin Taraboletti

NCALL's Board of Directors



David Annis



Rev. Dr. Richard Avant



Joe Belden



Leonard Hall



Rev. Nanese Hawthorne



William Hughes



Jeanine Kleimo, Vice President



Daniel J. Kuennen, Treasurer



J. Randall Kunkle



Scott V. Lynch



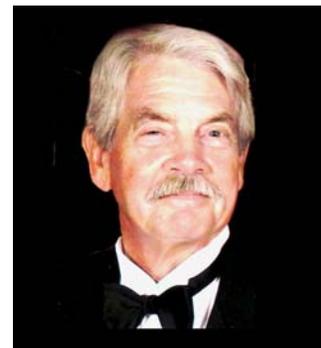
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Roland Ridgeway, President



Helen Stewart



Harold (Hal) Wilson

NCALL's Staff



Joe Myer
Executive Director



Karen Speakman
Deputy Director



Davidson Callaban
Loan Fund Manager



Lucia Campos
Homeownership Specialist



Sharon Cephas
Homeownership Specialist



Tomeka Cranford
Homeownership Specialist



Sherry DeZwarte
Self-Help Coordinator



Joan Edwards
Senior Secretary



Carolyn Figueroa
Receptionist



Meghan Fitzgerald
Self-Help Analyst



Denise Freeman
Homeownership Coordinator



Nathaniel Horsey
Homeownership Specialist



Stephanie Johnson
Homeownership Specialist



Karen Kollias
Loan Fund Director



Mark Lasocha
Self-Help Specialist



Jill Lordan
Self-Help Contractor



Connie Louder
Financial Coordinator



Camille Moman
VISTA Volunteer



Ulla Moore
Self-Help Specialist



Don Pierce
Self-Help Contractor



Maggie Pleasant
Housing Dev. Specialist



Dorothy Sharpe
Homeownership Specialist



Lisa Spellman
Home Preservation Coordinator



Joyce Stell
Homeownership Specialist

NCALL's Mission, Vision & Values



MISSION

To provide opportunities for safe, decent, affordable homes and improve housing conditions of low and moderate income people primarily in rural communities. 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 financing for affordable housing and community development efforts with a goal of fostering borrower capacity and community impact.
- Increase public awareness about effective community housing efforts and the need to improve housing conditions.
- Formulate and advocate improved public policy.

VALUES

As guiding principles for the organization, as concepts honored when making decisions, and as the manner in which we relate to our stakeholders, NCALL embraces these values as we strive for excellence:

- Professionalism
- Resourcefulness
- Responsiveness
- Accountability
- Integrity

Professionalism—*Exemplifying quality in all aspects of the organization.*

Resourcefulness—*Opening every door possible to create opportunities and reach solutions.*

Responsiveness—*Learning community needs with a motivation to act.*

Accountability—*Exercising stewardship of resources and achieving measurable results.*

Integrity—*Openness and honesty in decisions, finances, and all we do.*

VISION

A decent and affordable home and a suitable living environment for every family.



DOVER

363 Saulsbury Rd
Dover, DE 19904
(302) 678-9400

GEORGETOWN

110 S Bedford St
Georgetown, DE 19947
(302) 855-1370

NEWARK

501 Ogletown Rd
Newark, DE 19711
(302) 283-7505

