

Advancing Justice



Annual Report 2015

NCALL's FY '15 Accomplishments

◆ Units Developed/ Households Assisted—2,943

This includes:

- * 61 housing units financed by the Loan Fund with 53,000 sq. ft. of community facility space financed
- * 590 homeowner clients counseled with 232 loan closings
- * 1,611 financial literacy clients coached
- * 596 foreclosure prevention clients counseled with 191 positive resolutions
- * 42 self-help housing closings
- * 34 farmworker households received emergency housing assistance, 9 received financial literacy training

◆ Total Financing Leveraged— \$83,790,032*

This includes:

- * \$37,626,588 in conventional and RD mortgages closed
- * \$33,635,765 in foreclosure prevention, mortgages saved
- * \$9,247,401 in total loans and participations originated by the Loan Fund
- * \$3,280,278 in self-help housing grants obligated (Section 523)

** Using the accepted economic ratio of 7 to 1, NCALL's economic impact for FY '15 would be \$586,530,224*



Advancing Justice: NCALL was originally organized to right wrongs in Rural America. Today, NCALL's housing and community development work creates and encourages access, opportunity, empowerment, and stability using tools such as counseling, coaching, financing, revitalization, and development. This results in a more just and level playing field for our customers.

Message from the President and Executive Director

Dear Friends:



James McGiffin, Board President



Joe Myer, Executive Director

2015 was a very strong year for NCALL with growth and expansion in our multiple lines of business. We continue to reach new plateaus in accomplishments, customers served, and units developed within our Delmarva footprint. This demonstrates the relevance of our Mission and the strength of our 2014-2016 Strategic Plan.

NeighborWorks conducted a program review of NCALL this year where we received top marks in all categories including: production, resource and financial management, organizational management and Board governance, staffing and personnel management, planning, and technical operating and compliance systems. The report's conclusion says "NCALL is a highly productive organization that is financially healthy and very well managed and governed." Within the national NeighborWorks America network of 250 organizations, NCALL remains a top tier producer and maintained an "Exemplary" rating. In addition, NCALL maintained an AERIS rating of AA+2.

NCALL's Restoring Central Dover initiative moved from planning to implementation during the year with the completion of the plan and the advent of a 5-year implementation grant from Wells Fargo Regional Foundation. This allowed us to staff up and put a collective impact model in place with the Steering Committee and strategic Work Groups for housing, safety, resident engagement, youth & adult services, economic development, and transportation/infrastructure.

Expansion within NCALL's lines of business include record numbers of families served by stand by ME financial coaching, homeownership counseling, and foreclosure prevention with new venues, use of eHome America, and improved processing of loan modifications. Multi-family housing development continues at a strong clip while we prepare for single-family construction. A highly successful National Self-Help Housing Conference provided training for 400 people. NCALL's Loan Fund grew to 52 loans serviced totaling nearly \$25 million with loan participants, all resulting in community development projects such

as charter schools, libraries, a variety of affordable housing, and revitalization.

Words and numbers do not adequately relay the stories of our customers, many vulnerable from a housing and finance standpoint, overcoming great odds and reaching significant and life changing goals. Some of these stories are shared within this report.

NCALL was originally created to advance justice in rural America. Next year, NCALL will celebrate 40 years of housing and community development work in Delaware, Delmarva and beyond. This report demonstrates justice being advanced on each page. As our friend, partner, customer, investor, or stakeholder, you help to make this work possible. Thank you for our relationship and the privilege to work together.

A handwritten signature in black ink, appearing to read "J. McGiffin".

James McGiffin, President

A handwritten signature in black ink, appearing to read "Joe L. Myer".

Joe L. Myer, Executive Director

Restoring Central Dover

Justice is advanced when people take leadership to improve their community and make it safe

*“I really enjoyed it. The kids really enjoyed it. I think it should occur more often. In my area, I have noticed a **reduction in crime** and the kids are more **respectful**.”*

*Tina Barker,
Central Dover Resident,
After attending the backpack giveaway*



Restoring Central Dover is a comprehensive community development effort led by NCALL and a Steering Committee comprised of over 20 different organizations, including non-profits, churches, government agencies, businesses, institutions, and residents. Utilizing a Wells Fargo Regional Foundation planning grant, the Restoring Central Dover Plan was completed and adopted in 2014 and it identifies strategies to address both the deterioration in the downtown neighborhoods and the economic revitalization of the business district. There are numerous strategies under each goal: A Strong Community,

Positive Development, and an Integrated Public Realm and Infrastructure. Read the Executive Summary and full Plan at www.ncall.org.

Restoring Central Dover was instrumental in the City of Dover receiving the Downtown Development District designation from the state in 2015 and access to new revitalization resources. The designation is designed to stabilize communities, stimulate private capital investment, and improve job growth and commercial vitality.

Following the planning grant, in early 2015 NCALL applied for and was awarded \$750,000 for a five year period from the Wells Fargo Regional Foundation for implementation. Six work groups (Housing; Resident Engagement; Safety; Youth and Adult Services; Economic Development; and Transportation, Green Space, and Infrastructure) were formed to work on implementation tasks. Each work group has milestones and outputs to be completed by various target dates.



Milestones achieved in FY 2015:

- Held a Resident- led Community Fair in May with over 200 attendees.
- Partnered with the City of Dover for a Neighborhood Clean-up fall of 2015 where more than three tons of trash and five tons of yard waste were removed.
- The formation of several Neighborhood Watch Groups is underway to improve public safety.
- A Back to School Event was held in August and over 500 people attended; 250 backpacks were given away, and free salon styles and haircuts were provided.
- Two outreach centers opened up in the Central Dover area, both with NCALL financing, where various events have been held.

- Strong Neighborhood Housing Fund resources were received to boost area homeownership through a collaborative of Central Delaware Habitat for Humanity, NCALL and MHDC to secure lots, build new homes and repair existing homes.
- To encourage greater zoning flexibility to enable infill housing development, the city approved a rezoning amendment to allow conditional use townhouses and duplexes in the downtown area.

Over the next few years, implementation of the Restoring Central Dover Plan will be achieved with the involvement of residents, business owners, community organizations, faith communities, the city and other stakeholders who are all committed to a common vision for the future.

Steering Committee

Neighborhood residents, NCALL, City of Dover, CenDel Foundation, Downtown Dover Partnership, Dover Housing Authority, Dover/Kent MPO, Dover Police Department, Dover Presbyterian Church, Interdenominational Ministerial Alliance, Central Delaware Habitat for Humanity, Dover Interfaith Mission for Housing, House of Pride, Inner-City Cultural League, MHDC, Solid Rock Baptist Church, Wesley College, Wesley United Methodist Church, Capital School District, Bayhealth, Delmarva Black Chamber of Commerce, United Way of Delaware, Greater Kent Committee

The Loan Fund

Justice is advanced when community facilities are financed and built to deliver important services

*"As they say nothing is easy, but getting First State Military Academy up and running simply would not have happened without the **dedication** and **support** of the NCALL Loan Fund. Truly this was a win-win for Kent County and for Delaware."*

*Scott Kidner, President,
FSMA Board of Directors*



The need for capital to finance community development projects is acute on the Delmarva Peninsula, as evidenced by the recent growth of NCALL's Loan Fund. Whether for housing, community facilities or neighborhood revitalization, the loans receivable on our balance sheet have increased by 140% since FY 2013, and the pipeline of new loans continues to grow. But the balance sheet does not show the Loan Fund's full impact. It doesn't show the funding provided by other lenders for these crucial projects. This funding, referred to as participation loans, has increased by 430% over the last two fiscal years, and this trend is projected to continue in FY 2016. The balance

sheet of course also does not show the amazing impact NCALL's loans are having on people, nonprofit borrowers, and communities in need.

Loan participations fill the gap between the amount of funding a project needs and the amount that is available from the Loan Fund. These participations help by sharing loan risk and complying with concentration limits, but the main reason is to address the demand for financing. Eight participants were involved with Loan Fund projects at the end of FY 2015, totaling \$8.6 million of the Fund's \$23.5 million loan

portfolio. \$7.5 million of the Loan Fund's nearly \$12 million of loans committed to close at fiscal year-end are slated for participation to other lenders.

Banks often participate with the Fund as a means to be involved in community development projects and CDFIs participate as part of the collaborative nature of the industry and with the shared goal of improving their communities.

The number of participants in a loan varies, often dependent upon the size of the loan. The First



State Military Academy (FSMA), the largest loan ever closed by NCALL at \$6.3 million, included six participants. The participants include the other Delaware-based CDFIs (Cinnaire and First State Community Loan Fund), Partners for the Common Good, The Bank of Delmarva, Barclays Bank Delaware and Fort Sill National Bank in Oklahoma. The funding was used for acquisition and rehab of the property. USDA Rural Development will provide permanent financing.

FSMA is a full-time Marine JROTC Charter High School. It is an independent, co-ed, tuition-free charter public school open to students across the state. The school is located in Clayton, DE at what was formerly the site of St. Joseph's Industrial School which had opened in 1896 and closed in 1972; the site had mostly been vacant since then. The campus is located on 35 acres and has 7 buildings (54,000 square feet) of which three are on the National Register of Historic

Places. In order to get the property ready to open in September of 2015, substantial renovations and upgrades needed to be done. Now 200 students are enrolled at FSMA and their goal is to increase this amount to 500 by 2019.

"As they say nothing is easy, but getting FSMA up and running simply would not have happened without the dedication and support of the NCALL Loan Fund. When we all started this adventure some four years ago, finding the financial support, along with the knowledge of funding something like this, would have been unachievable if not for NCALL's efforts. Their understanding of charter schools, as well as working with USDA, allowed us to focus on our classrooms, our new teachers, and our soon to be Cadets. Truly this was a win-win for Kent County and for Delaware," shares Scott Kidner, President, Board of Directors of FSMA.

Loan Fund Services

- Brings important financial resources to the Delmarva Peninsula.
- Addresses credit needs and fills financial gaps for the community development sector.
- Facilitates predevelopment, acquisition, construction, community facility and revitalization lending.
- Provides important financial services and consultation.

Loan Fund Activity

- Closed 22 loans to 11 borrowers, of which 3 were first-time borrowers.
- Deployed \$9.2 million, of which \$3.6 million was Loan Fund capital and \$5.6 million was from 4 participating lenders.
- Activity developed or refinanced 18 units of for-sale housing, 30 units of multi-family housing, 13 units for special needs housing and 3 lots for future development of affordable homeownership and two community facilities.
- Community facilities financed include 53,000 square feet of space developed for a charter school and a library.
- Maintained Aeris Rating of AA+2.

Housing Development Services

Justice is advanced when a family or senior is able to rent an apartment that is affordable to their means

*“NCALL has been a **key** part of developing Our Lady of Grace Apartments by providing the **expertise** and technical assistance we need to be successful.”*

*Mary Lynn Owen,
Felician Services Senior Ministry Advisor
and Board Member of
Our Lady of Grace Home*



The demand for affordable housing in New Castle County, Delaware is high. Market research shows that waiting lists for affordable apartments in the area are lengthy, with few new communities in the works. Our Lady of Grace Apartments, a new 60-unit affordable rental community located in Newark, Delaware, will address this need.

The project is being developed by Our Lady of Grace Home, Inc. and Felician Sisters of North America with developer services from NCALL. Our Lady of Grace Apartments received a 2015 Low Income Housing Tax Credit award from

Delaware State Housing Authority generating over \$8 million in equity for these family units, and a HOME loan commitment from New Castle County’s Department of Community Services that brings an additional \$150,000 in funding.

Our Lady of Grace Apartments will serve households with incomes at or below 60% of the Area Median Income. Twelve units will be handicapped accessible and six units will house special populations.

This complex sits on a 180 acre site of the former Our Lady of Grace Home orphanage, a facility run by the Felician Sisters that served the area’s most

vulnerable children from the 1940’s until its closing in 2009. In its later years the facility transitioned to a group home for children. Today, the Felician Sisters continue their vital role in the community through the development of this affordable rental housing community.

According to Mary Lynn Owen, Felician Services Ministry Advisor and Board Member, “The development of Our Lady of Grace Apartments is an opportunity for the Felician Sisters to continue their mission work by providing safe, quality affordable housing for families. NCALL has been a key part of developing Our Lady of



Housing Development Activity

- Chandler Heights II** (28 units) in Seaford, DE -- LIHTC apartments with assistance provided to transfer the Rural Development (RD) loan and bring to construction closing in November 2015.
- New Hope Village** (28 units) in Snow Hill, MD – financing secured for apartment redevelopment with construction planned for FY 2016.
- Bailey Road Farm Labor Housing** (24 units) in Accomack County, VA – Construction and permanent financing was secured for these apartments. Additional RD 514/516 funding was awarded for construction in FY 2016.
- Our Lady of Grace Apartments** -- An application was assembled and awarded LIHTCs for 60 units of new affordable housing near Newark, DE.
- New Jerusalem Rd. Apartments** in Accomack County, VA -- A farm labor housing application for 24 units was submitted and funded by RD. A number of other apartment communities are in the predevelopment and development stages.

Grace Apartments by providing the expertise and technical assistance we need to be successful.”

The beautifully designed apartments consist of five units in each of 12 two-story buildings featuring stone fronts and covered porches. The units are comprised of one, two and three-bedroom apartments or townhouses. The amenities will include a focus on green and sustainable design features including increased insulation, energy efficient heating and cooling systems, highly efficient appliances and lighting, and low-flow water fixtures. The units will be spacious, with finishes equivalent to market rate rental housing in the Newark area. The community’s design layout includes an accessible walkway to a bus stop and transit line connecting residents to transportation to local employers.

Additional common area amenities include a new community building with management office, maintenance facilities, community room with kitchen and common laundry facility, outdoor green space, tot lot and parking. Supportive services will be available to all households free of charge and may include classes on healthy food preparation, nutrition, and community gardening.

The apartments are scheduled to begin construction in 2016 with completion and full operations expected to occur in 2017.

Housing Development Services

- Provides housing development expertise to address local needs for affordable housing and increase nonprofit owned housing stock.
- Leverages state, federal and private resources to build family and elderly apartments.
- Preserves affordable apartments and saves expiring rent subsidies through modernization and sustainable renovation.

Homeownership Education

Justice is advanced when a family achieves the American Dream of homeownership

*“The workshops are **phenomenal!** They cover a lot of topics and guide you how to pay down your debts.”*

*Dorothy,
Homeowner*

Dorothy and her mother Eular Mae (101) are proud new homeowners, proving that it's never too late to achieve your dreams and better your life. After residing in a mobile home in Delaware for eleven years, a 2014 trip to Kohl's inspired Dorothy's desire to be a homeowner.

Dorothy was offered an opportunity to apply for a Kohl's charge card in order to save money on her purchase. She decided to apply for the card and was declined. Getting declined for a credit card had a profound impact on Dorothy. She had good credit and didn't understand why the negative decision was made. She had to find out.



What she discovered was surprising to her. She found out that her mobile home did not count as a mortgage loan in the eyes of the credit bureau, but as a consumer loan. That difference had an effect on her credit score, and made her think about the other negative repercussions of her current housing. She had to continue to pay ground rent forever. That money was not going toward her future, it was lining someone else's pockets. She decided she needed to make a change. Her cousin recommended NCALL to her and she called us in 2014.

Dorothy attended a homeownership education seminar and put her mobile home up for sale while she looked for new housing. She found those sessions with NCALL very helpful. “The workshops are phenomenal! They cover a lot of topics and guide you how to pay down your debts. I learned a lot about saving and paying off debts. I like clothes...but you have to be disciplined and be willing to sacrifice when you are trying to achieve your dream.”



Dorothy also discovered that she qualified for first time homebuyer incentives. After being a previous homeowner in Maryland, she was surprised that she and her mother still qualified for Delaware assistance.

Her mobile home was on the market for a year when it finally sold in September 2014. She and her mom then relocated temporarily until they found a home to call their own. “We were looking for a community for those aged 55 and up. It took us a while to find the right place.”

They moved into their new home in January of 2015. This over-55 development, Longacre Village, seems to suit them very well. “My

favorite part is the screened in porch. I also love the neighbors and neighborhood! It's so peaceful and has a clubhouse.” Her mother was excited to move in too. “She loves that it's all one level...and she knows this is home.”

Dorothy has some advice to share with other hopeful homeowners, “Don’t give up on your dream of owning a home. You have to be disciplined and be willing to sacrifice, but there are programs that can help. Also, check your credit regularly. If you maintain your credit, you can get anything you want!” She was also pretty clear where others should go for assistance, “Give NCALL a call! They were awesome and phenomenal!”

Homeownership Counseling Activity

New Clients this Year:	400
Clients Assisted this Year:	590
Mortgage Loans Closed:	232
Mortgage Dollars	
Leveraged:	\$37,626,588
Average Mortgage:	\$162,183
Clients Who Used DPSA*:	165
DPSA Leveraged:	\$1,324,268
Minority Households:	48%

**DPSA is Down Payment & Settlement Assistance Programs.*

Homeownership Education Services

- Assists families in becoming financially ready for homeownership.
- Offers access to sound and attractive mortgage products and housing assistance.
- Aids families in learning the complicated mortgage and home buying process inside and out.
- Even in these difficult times, makes the dream of homeownership a reality.

Financial Coaching

Justice is advanced when a family takes control of their finances and achieves important financial goals

*“I tell everyone to go to NCALL. They are so **knowledgeable**. Everyone there is awesome and they treat you like **family!**”*

*JaToya,
Customer*



Financial coaching empowers people to take control of their finances rather than being controlled by them. NCALL’s innovative Stand by ME initiative, through the Delaware Financial Empowerment Partnership, provides financial coaching opportunities. The coaching enables people to establish their goal and work towards it using resources provided through their coach. This program is free to all Delaware residents regardless of age or income.

This service is now available at a variety of locations in Kent and Sussex Counties including Dover Downs, Del Tech Terry Campus,

Wilmington University, Delaware State Housing Authority, Dover Air Force Base, public housing sites and local child care centers.

As a resident of public housing in 2011, JaToya was required to attend financial counseling through the Moving to Work program with the Delaware State Housing Authority. She attended the Stand by ME classes and learned a lot about her own finances. She began to take control of them and have goals for her future. She had to start from ground zero and NCALL helped her to file for bankruptcy.

“I spoke with my NCALL coach many times over the last several years—probably once a month. I checked in for advice and to keep myself on track.” Another resource she took advantage of was spending tracker books that are used by the counselors. “You can always improve upon your spending habits. I have made a lot of adjustments over the last several years. Now I can save for emergencies.”

The bankruptcy was discharged at the end of 2012 and within four months of that she was able to purchase a car for her family. “I’ve always



been an optimistic person, but I was surprised when my financial coach said that I could be a homeowner. She told me it would be possible, but not easy. That didn't scare me. When I set a goal, I accomplish it. I knew I would get there someday."

JaToya was surprised how soon it did happen. She came back to NCALL in 2014 to attend homeownership counseling. At the opening session, she heard about several different first time homebuyer and other affordable housing programs. With NCALL's help, she applied for a home with Habitat for Humanity of Central Delaware. She was thrilled to find out that she was selected to participate.

She had to put in at least 150 hours in building and other community service, but thinks she got way more than that. "My family really came through for me. My support system is way bigger than I thought!"

JaToya is now a proud homeowner. Her favorite thing about her house is that it's really hers. "I don't have to worry about my kids (aged 5 & 11) smudging the walls. We were also able to get a dog...the cutest puppy ever and we love him so much. I tell everyone to go to NCALL. They are so knowledgeable. Everyone there is awesome and they treat you like family!"

Stand by ME Financial Coaching Activity

Coaching appointments held	2018
New clients coached	1611
Female coaching customers	42%
Minority coaching customers	57%
Clients with incomes below \$35,000	79%
Mind Over Money workshop attendees	1133

Financial Literacy Services

- NCALL provides training, coaching and peer interaction to empower families to shape their own housing and financial futures.
- Offering Stand by ME financial coaching services at venues throughout central Delaware.
- Coaching for Dover Downs, Dover Air Force Base employees and their families, DTCC Terry Campus and Wilmington University students, DSHA public housing residents and child care centers located throughout Kent and Sussex Counties for their employees and parents.
- Offering Mind Over Money classes.

Foreclosure Prevention

Justice is advanced when a family saves their home from foreclosure

*"If it weren't for NCALL, we would have walked away a long time ago. They helped to **save** our house....and our family really. Our NCALL counselor was my saving **grace**. She was there...she understood."*

Katherine, Homeowner

Foreclosure signs are still far too common in Delaware. According to Realty Trac, as of December 2015, Delaware has the 5th highest rate of foreclosure in the nation. The national average is 1 in every 1,278 homeowners; for Delaware it's 1 in every 790. In New Castle County, it's even higher with 1 in 652 facing foreclosure. NCALL is working hard to keep them to a minimum.

It takes a number of remedies to assist families in saving their homes when possible. Whether it be assisting with mediation, loan modifications or the Delaware Emergency Mortgage Assistance Program (DEMAP) for hardships as well as



improved money management, NCALL specialists are on call.

Tredena and Charles are happy to be in their home after having almost lost it during this past year. Tredena had heard of NCALL when she was younger and thought to call us when they had a hard time making their mortgage payments. Charles is a truck driver and work had been up and down. She has an in-home daycare business, but they couldn't make ends meet.

"Our NCALL counselor was very helpful and very timely getting back to us whenever we had a question. He helped me to understand the process and paperwork. I think God put him in our path."

Their advice to anyone else facing foreclosure is, "Don't let your pride overtake you. You have to do something....never think anything is impossible."



Foreclosure Prevention Activity

Inquiries:	409
Workshop Attendees:	289
Households Counseled:	596
Households at 80% or below Median Income	64%
Positive Resolutions:	191
Mortgages Saved:	\$33,635,636

Darren and Katherine originally heard about NCALL in 1992. At that time they went through the homeownership education program. After Darren lost his job in construction, their income changed dramatically. Katherine's job was not enough to cover their expenses. At first, they tried to handle things with their mortgage company on their own. They contacted them and would fill out the required paperwork, but the company kept asking for more paperwork and payments. They weren't making any progress.

According to Katherine, "If it weren't for NCALL, we would have walked away a long time ago. They helped to save our house....and our family

really. Our NCALL counselor was my saving grace. She was there...she understood."

The modification finally came in from the bank after a year of working with NCALL. It was a big relief. "The staff at NCALL are the nicest people to talk to. Our counselor never gave up and she never stopped working for us. She would check in with me every month to give me an update. "

Her advice to others in that situation, "Don't get discouraged; there's always hope. Call NCALL! I am living my dream now. I always wanted my house and we've worked hard to keep it."

Foreclosure Prevention Services

- Provides support and information to families in crisis.
- Analyzes family finances to identify available resources.
- Assists families in negotiating remedies and developing action plans.
- Offers monthly workshops to help families at the earliest possible stage.
- Assists families participating in Delaware's foreclosure mediation program.

Self-Help Housing Technical Assistance

Justice is advanced when families work side by side building their homes and their neighborhood

*“NCALL has been **instrumental** to our success in self-help. They’re technical assistance staff are great **resources**. Without their support and expertise, we might never have made it through the early years.”*

*Tom Manning-Beavin,
Director of Housing,
Kentucky Highlands CDC*



Kentucky Highlands Community Development Corporation focuses its housing efforts in the six southern-most counties in its service area. All six counties are among the 100 poorest in the United States, as measured by median income, and are relatively underserved by affordable housing providers.

Mutual Self-Help Housing is one of the programs that Kentucky Highlands has found to be effective in helping this hard to serve population. They are finding that the labor provided, along with the use of USDA Rural Development’s affordable 502 Direct Loan Program, and other

leveraged resources are allowing hard working families to become homeowners. These families are providing at least 65% of the labor necessary to build their own homes.

One such family, Justin and Mandy (pictured above with their two sons) say that “getting in this program was a big relief and a blessing.” They had worked for eight years trying to get a home but hadn’t been able to do so any other way. According to Justin, “This is a real good program for families who can’t afford to buy a house or

take out a loan to build a new house. It gives people like us a chance to have a home of our own.” Before building their own home in Monticello, Kentucky, the family was living near the Tennessee border and had a long commute to get into town. Mandy is happy now that she and the children will feel more a part of the community by living so close. “Now the kids are going to get to participate in school and community activities. Before it was too far and there was no time.”



NCALL's 21 State Region

Self-Help Housing Regional Activity

502 Loans Closed:	42
502 Dollars Leveraged:	\$4,945,754
Other Funds Leveraged:	\$666,154
Average Sweat Equity Earned:	\$25,613
Average Loan Amount:	\$117,756
523 Grants Obligated:	\$3,280,278
Very Low Income Served: (Below 50% of Median)	47%
Low Income Served: (Below 80% of Median)	53%

Another huge benefit to the families in this area is the savings that most see in energy costs. According to Christine, another program participant, “In a typical month, I was paying between \$100-\$150 in electric bills. In the winter it could be up to \$300...and that was with me keeping my thermostat at 50°. If not for my children financially assisting me and letting me stay with them during the coldest part of the winter, and the financial heating assistance I received from the local LIHEAP program, I would have had to turn off my heat altogether. I am a disabled single lady and I never felt warm in the winter. I wore my coat inside and used electric blankets to keep my bill as low as possible.” She is much more comfortable in her new home. “My new house is very well insulated and I am so

comfortable here. At most my monthly electric bill is \$77, much less than before.” There have been other benefits of the program as well. “The sense of accomplishment and security I have for the rest of my life is more than words can describe. It’s a good thing knowing that you helped to build your house.”

“NCALL has been instrumental to our success in self-help. They’re technical assistance staff are great resources. Without their support and expertise, we might never have made it through the early years.”

NCALL was proud to be involved in many activities to celebrate the program’s 50 year anniversary in 2015. We celebrated the 50,000th home being built in the program with many events and a national conference that served almost 400 people.

Self-Help Housing Services

- Provides important tools, best practices and increased capacity to nonprofit grantees.
- Offers staff training for new and existing self-help housing employees.
- Analyzes how well local self-help housing goals are being met.
- Reviews and assists grantees in packaging 523 grant applications.
- Provides problem solving and consistency within the 21 state region for this federal program.
- Conducted National Self-Help Housing Conference serving almost 400 people.

Comprehensive Financial Statements

Below are comprehensive financial statements excerpted from NCALL's Fiscal Year 2015 (October 1, 2014 - September 30, 2015) 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, 2015

Assets	NCALL Consolidated*	Loan Fund
Cash and Investments	\$8,951,399	\$4,426,302
Accounts receivable	2,503	-
Grants receivable	222,970	-
Loans receivable, net	13,678,148	13,678,148
Prepaid Expenses	38,148	-
Fixed assets, net	<u>1,215,140</u>	<u>-</u>
Total Assets	<u>\$24,108,308</u>	<u>\$18,104,450</u>
Liabilities and Net Assets		
Note payable	12,075,000	12,075,000
Other liabilities	791,545	507,060
Net assets	<u>11,241,763</u>	<u>5,522,390</u>
Total Liabilities & Net Assets	<u>\$24,108,308</u>	<u>\$18,104,450</u>

Statement of Revenue and Expenses

Year Ended Sept. 30, 2015

Revenue	NCALL Consolidated*	Loan Fund
Program revenue	\$4,013,102	\$1,322,650
Other revenue	<u>14,229</u>	<u>-</u>
Total Revenue	<u>\$4,027,331</u>	<u>\$1,322,650</u>
Expenses		
Program activities	2,672,028	880,678
Support services	<u>712,174</u>	<u>71,934</u>
Total Expenses	<u>\$3,384,202</u>	<u>\$952,612</u>
Increase in Net Assets	<u>\$643,129</u>	<u>\$370,038</u>

* Consolidated column represents total NCALL, including Loan Fund.

Contributors

Governmental

City of Dover
Delaware Grant-in-Aid
Delaware State Housing Authority
Kent County Levy Court
NeighborWorks® America
New Castle County
Sussex County Council
State of Delaware—Bank
Commissioner
US Department of Housing and
Urban Development
USDA, Rural Housing Services

Private

Artisans' Bank
Bank of America
Bank of Delmarva
Benevity Community Loan Fund
Better Homes of Seaford
BJ's Charitable Foundation
BNY Mellon of Delaware
Capitol One
Central Delaware Habitat
for Humanity
Citi
CNB Bank
Combined Federal Campaign
Community in Schools
Community Ventures Corporation
County Bank
Crestlea Foundation
Deutsche Bank
Diamond State CLT
DiSabatino Construction
Discover Bank
eHome America
Embrace Home Loans

Entirety Insurance, LLC
Exit Realty
First Class Properties
First State Community Loan Fund
Florida Non-Profit Housing, Inc.
Fox & Roach Charities
Housing & Development
Advisors, LLC
HSBC Bank USA, NA
HSBC Trust Company, Delaware
Integrity Lawn Care
JPMorgan Chase Foundation
Laffey-McHugh Foundation
Longwood Foundation
Losco & Marconi
M & T Charitable Foundation
Matt Basile State Farm
Marmot Foundation
Meridian Bank
Midcoast Bank
Milford Housing Development
Corporation
Millsboro Housing for Progress
New Castle Presbytery—
Speer Trust
Peter Oldziej & Associates
Pike Creek Mortgage
PNC Foundation
PSI IOTA OMEGA PSI PHI
Reliable Home Inspection
Services, Inc.
Snow Hill Citizens for Decent
Housing
Sol Systems
State Employees Charitable
Campaign
Superior Carpet Cleaning &
Janitorial Service
TD Charitable Foundation
U & I Builders
United Way of Delaware

U.S. Trust Bank of America Client
Foundation—Frederic W. and
Margaret D. Kurtz Fund
Welfare Foundation
Wells Fargo Foundation
Wells Fargo Regional Foundation
Westside Family Healthcare
WSFS

Individuals

Tara A. Amsterdam
David Annis
Rev. Richard Avant
Joe Belden
Kimberly Brockenbrough
Vickie Bryant
James Burke
Lucia Campos
Tara Clifford
Tomeka Crawford
Frank T. DeFroda
Marie Dube
Joan Fitzgerald
Denise R. Freeman
Marianne Gellman
Richard Gentsch
Cathy L. Harrington
Connie S. Harrington
Christine Harris
Tracey Harvey
Jennings & Lisa Hastings
James & Kathleen Hawkins
Chris Helmers
William Hughes
Beverly Jackson
Jeanine Kleimo
Mark Kleinschmidt
Dan Kuennan
Randall Kunkle

Steve Kutsuflakis
Jill Lordan
Andrea Martin-Summers
Kevin Malloy
James G. McGiffin, Jr.
Rev. John G. Moore, Sr.
Joe L. Myer
Dawn Poczynek-Holdridge
Neil W. Richmond
Allison Schultz
Jantay R. Smith
Helen Stewart
Charles Sterner
Roy Sudler
Amy Walls
Aleeshia Webster
Melville Warren, Jr.

Loan Fund Capital Investors

Artisans' Bank
Bank of America
Barclays Bank Delaware
Capital One
CDFI Fund
Delaware State Housing Authority
HSBC Bank USA, NA
Jessie Ball DuPont Fund
JPMorgan Chase Foundation
Longwood Foundation
NeighborWorks® America
Opportunity Finance Network
PNC Bank
TD Bank
Welfare Foundation
Wells Fargo Community Lending
and Investment
Wells Fargo Regional Community
Development Corporation
WSFS

NCALL's Board of Directors



David Annis



Joe Belden



Vickie Bryant



Rev. William Grimes



Christine Harris



Tracey Harvey, Secretary



Jeanine Kleimo



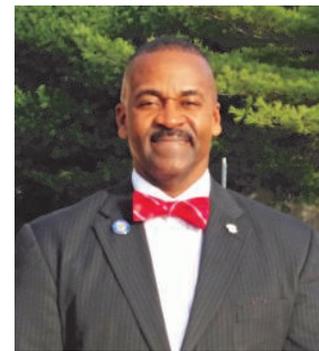
Daniel Kuennen, Treasurer



J. Randall Kunkle, Vice President



James G. McGiffin, Jr., President



John Moore



Amy Walls

NCALL's Staff



Joe Myer
Executive Director



Karen Speakman
Deputy Director



Debbie Andrews
Foreclosure Prevention Director



Dalila Blanchard
Financial Coach



Sabrina Bryant
Home Preservation Specialist



James Burke
Home Preservation Specialist



Dave Callahan
Loan Fund Manager



Lucia Campos
Homeownership Specialist



Sharon Cephas
Homeownership Specialist



Tomeka Crawford
Homeownership Specialist



Frank Datillo
Self-Help Hsg. Specialist



Debriel Elam
Self-Help Hsg. Specialist



Vincent Episcopo
Loan Servicer



Carolyn Figueroa
Administrative Assistant



Denise Freeman
Housing Counseling Director



Marianne Gellman
Resource Development Dir.



Tamika Grabam
Revitalization Coordinator



Gregory Handy
Home Preservation Specialist



Connie Harrington
Finance Director



Phillip Hoffert
Housing Dev. Specialist



Nathaniel Horsey
Financial Coach



Chanda Jackson
Community Organizer



Jack Kauffman
Self-Help Contractor



Karen Kollias
Loan Fund Director



Jill Lordan
Self-Help Hsg. Director



Jose Martinez
Financial Coach



Camille Moman
Financial Coach



Ulla Moore
Financial Assistant



Kristina Naylor
Program Analyst



Maggie Pleasant
Housing Dev. Specialist



Dorothy Sharpe
Homeownership Specialist



Derrick Southard
Loan Officer



Kim Weston
Administrative Assistant



Stephanie Winder
Homeownership Specialist

NCALL's Vision, Mission & Values



Vision

Affordable homes and prosperous communities for all

Mission

To promote affordable housing, improved communities and sustainable development, primarily in rural areas.

To that end we seek to:

- Encourage, support, and counsel people to achieve their housing goals and improve their finances.
- Provide development assistance, training and support to organizations to enhance their capacity.
- Provide innovative lending and services targeted to affordable housing and community development efforts.
- Increase public awareness about housing needs and resources and advocate for 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*





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