



Annual Report 2018

Your Housing & Community Development Partner



NCALL's FY '18 Impact

◆ Units Developed/ Households Assisted—4,178

This includes:

- * 15 housing units and 81 rooms/beds for supportive housing were financed by the Loan Fund and 5,700 sq. ft. of community facility space
- * 848 homeownership clients counseled with 319 loan closings
- * 2,535 new financial literacy clients coached
- * 521 foreclosure prevention clients counseled with 139 positive resolutions
- * 90 self-help housing closings
- * 2 new homes built
- * 72 Central Dover families received emergency housing assistance
- * 14 farmworker households received emergency housing assistance

◆ Total Financing Leveraged— \$96,233,409*

This includes:

- * \$54,896,459 in conventional and RD mortgages closed
- * \$25,935,088 in foreclosure prevention, mortgages saved
- * \$12,605,850 in total loans and participations originated by the Loan Fund
- * \$440,000 in housing development financing leveraged
- * \$2,309,236 in self-help housing grants obligated
- * \$46,776 in emergency assistance grants

* Using the accepted economic ratio of 7 to 1, NCALL's economic impact for FY '18 would be \$673,633,863

“NCALL is highly productive and responsive to the communities it serves. The organization is a major player in both its intermediary and direct service roles providing leadership in community building and engagement in Dover, its home base, and counseling a high volume of customers statewide.”

The conclusion from an in-depth review evaluating NCALL's performance for three years by NeighborWorks America, Summer 2018.

Message from the President and Executive Director

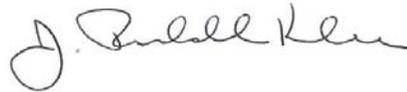
Message from the President

2018 began a new chapter in the story of NCALL. The retirement of Joe Myer, who had been with NCALL for 42 years and was Executive Director for over 36 years, ended one chapter and the next one started. The Board of Directors, after conducting an extensive search which resulted in a number of qualified candidates, selected Karen Speakman to take the organization forward.

Joe Myer spent his entire career bettering the lives of those less fortunate by trying to improve their housing situation. What NCALL accomplished over his tenure is amazing - 32,000 households assisted with more than 8,700 becoming homeowners; over 18,000 households counseled; more than 1,400 homes saved from foreclosure; over 4,000 self-help homes were constructed in a 21-state region; and 56 apartment communities built or preserved with more than 1,300 units of housing. Joe also leaves NCALL in a strong financial condition, with an annual budget that grew from \$500,000 to \$4.3 million with over \$31 million in assets. On behalf of the board of directors, staff of NCALL, key stakeholders and the people of the Delmarva Peninsula, I thank Joe for his tireless efforts over the years.

These very same people are excited about the prospects of NCALL's future with Karen at the helm. Her depth of experience, commitment to mission, and vision for NCALL will be valuable assets as the organization writes its next chapter. Previously NCALL's Deputy

Director under Joe Myer, Karen was an integral part of our success and has an intimate knowledge of NCALL's lines of business. She has hit the ground running and is already putting her imprint on the agency. As the results in this annual report will attest, NCALL is firing on all cylinders and continues to be a leader by promoting affordable housing, improved communities, and sustainable development.



Randy Kunkle, President

Message from the Executive Director

This was another exceptional year for NCALL with Joe Myer leading the organization through mid-July. It's an honor and joy for me to now lead this mission-driven business. NCALL does not do its work alone and all of our services work in partnership with others. This includes individual customers that we coach or counsel, and nonprofit organizations that we lend to and/or provide technical and development expertise. We also have many partners working with NCALL collaboratively to revitalize Central Dover. In addition, I am extremely grateful for our many funding and vendor partnerships for we could not do the work that we do without their support. The impact of each of NCALL's Lines of Business is shared throughout this FY 2018 annual report and we have many successes of which to be proud.



Randy Kunkle, Board President &
Karen Speakman, Executive Director

Thank you to all of our wonderful partners! You have enabled us to be more effective – be it one household at a time with better housing, be it residents who are changing their community, or with fellow nonprofit corporations that develop affordable housing or community facilities – all these efforts enable people to lead better, healthier lives.



Karen B. Speakman,
Executive Director

Financial Coaching

Coaching and educating people to achieve financial goals

*“NCALL is absolutely **wonderful!** I **learned** so much and **loved** working with you. You guys have **great** coaches!”*

*Vilson,
Customer*

Financial coaching empowers people to take control of their finances rather than being controlled by them. NCALL’s innovative \$tand by ME program, 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 by their coach. This program is free to all Delaware residents regardless of age or income.

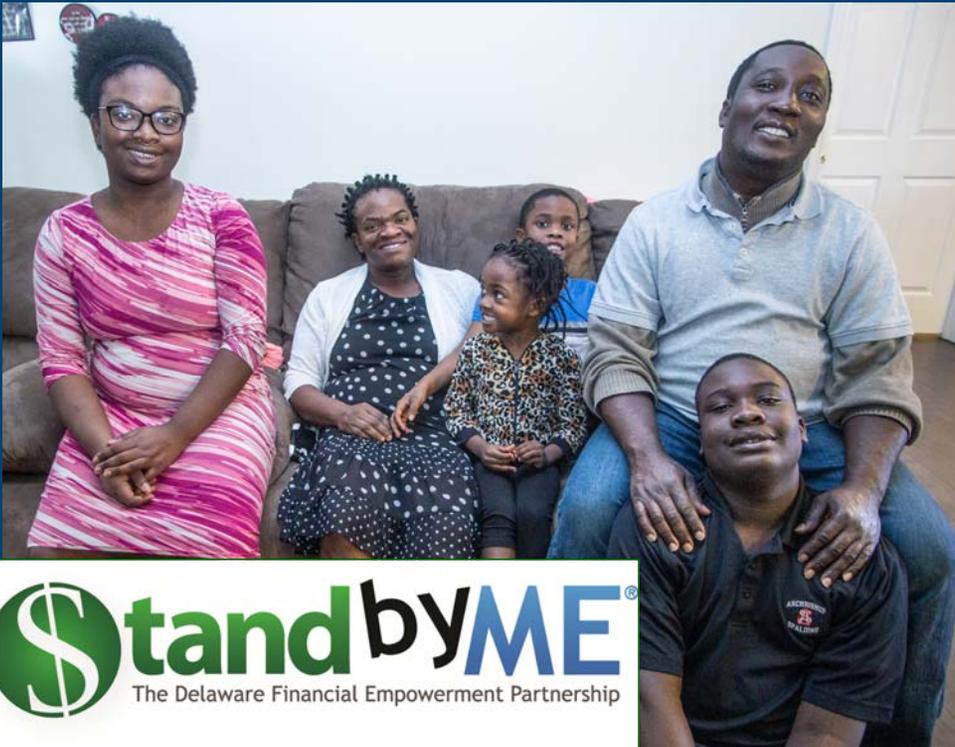
This service is now available at a variety of locations in Kent and Sussex Counties including Dover Downs, Del Tech Terry Campus, Poly Tech High School and Delaware State Housing Authority’s public housing sites.



Vilson heard about NCALL through the Delaware State Housing Authority (DSHA). He was a Moving to Work (MTW) participant in Selbyville, DE.

The MTW program allows a family to place a portion of their rent into an interest bearing savings account. Upon successful completion of the program, residents can utilize their savings account with 60% of the monies used towards housing related costs and 40% allowed to be

used for discretionary expenses. One of the benefits of participating in the program is their MTW Building Thru Education. DSHA provides a computer lab at each public housing site, one-time \$500 scholarship for participants to use toward school related or job training costs and a financial literacy course called Mind Over Money, which is delivered by an NCALL \$tand by Me Coach, teaching credit, savings, budgeting and sensible spending.



Stand by ME Financial Coaching Activity

| | |
|-------------------------------------|------|
| Coaching appointments held | 3354 |
| New clients coached | 2535 |
| Female customers | 46% |
| Minority customers | 73% |
| Clients with incomes below \$35,000 | 70% |
| Mind Over Money workshop attendees | 1298 |

Vilson started working with NCALL in 2016 with the plan of improving his credit score and reducing debt. “I learned so much from NCALL! The counseling really helped me with my understanding of credit. I learned about my credit score and how to use credit wisely. NCALL taught me how to improve my score and get a great credit card that was appropriate for me,” shared Vilson. He was also able to save \$7,000 through the MTW program and another almost \$2,000 on his own.

As a Haitian speaker, his financial coach also served as a translator once he moved onto NCALL’s Homeownership Education services at the end of 2017. This helped him more effectively communicate with his counselor. According to Vilson, that helped a lot and he and his family got

a better understanding of the responsibilities of homeownership. With NCALL’s help he applied for a USDA Rural Development 502 loan. His application was approved, and he began looking for a home for his family.

In August he and his wife, along with their four children moved into a newly constructed home in Dagsboro.

“I always thought I could own a home, but not at this point in my life. I thought it would take a lot longer!” Vilson was able to make this happen due to his hard work and saving. He also credits NCALL. “NCALL is absolutely wonderful! I learned so much and loved working with you. You guys have great coaches and counselors!”

Financial Literacy Services

- NCALL provides training, coaching and peer interaction to empower families to shape their housing and financial futures
- Offering Stand by ME financial coaching services at venues throughout central and southern Delaware
- Coaching for Dover Downs employees and their families, DTCC Terry Campus and Poly Tech students and DSHA public housing residents
- Offering Mind Over Money classes

Homeownership Education

Readying families to achieve and sustain homeownership

*“Don’t wait! Call them! You will feel like you are talking to **family!**”*

*Cynthia,
Homeowner*



Cynthia had always been a renter. As a single mother of two, who then adopted another child and had a grandson, she started thinking that she wanted more space and something to pass down to her kids. She knew her credit and the way she managed her finances would need to change to be able to take such a step. When someone at her workplace suggested that she contact NCALL, she made an appointment that would change her future.

She started coming to classes and appointments and working on her budget in 2011. “I learned how to budget and worked to improve my credit. I knew that if I didn’t have those things right, the other stuff wouldn’t fall in line.” She

had a few health challenges and set backs that delayed her, but being a “true believer,” Cynthia says she had faith. Slowly, things began to turn around.

Another constant companion during this process was her sister, Celestine. When they started this process, they assumed they would buy a home together. As they made progress, they realized that they could each buy their own home and in the fall of 2018, they both did.

“I had always lived in a rental situation my whole life, and I dreaded making those payments. Now I get a joyful feeling when I pay my mortgage. It’s different because you know it’s yours.”

“If I had to rate NCALL from 1-10, I would give them 100! The people there are so welcoming. My counselor was very caring and knowledgeable. If not for NCALL I wouldn’t have done this,” says Cynthia. There was much to learn and NCALL was there every step of the



Homeownership Counseling Activity

| | |
|-----------------------------|--------------|
| New Clients this Year: | 450 |
| Clients Assisted this Year: | 848 |
| Mortgage Loans Closed: | 319 |
| Mortgage Dollars Leveraged: | \$54,896,459 |
| Average Mortgage: | \$172,089 |
| Clients Who Used DPSA*: | 208 |
| DPSA Leveraged: | \$1,540,362 |
| Minority Households: | 58% |

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

way. She shared that she wasn't sure how much of a home she could afford and NCALL helped explain how to make that decision. She feels like she is in a great home with an affordable payment now.

Her favorite thing about her new house is that she has space to entertain her family. "I love cooking and hosting family gatherings and I couldn't do big dinners before. Now I can!"

She also loves that her guests feel comfortable in her new place. "It feels so homey, everyone loves coming here. I have four grandchildren of

my own and eight other kids that call me nana. They come over all the time and play in the playground behind my house. There is a lot more family bonding now!"

Her advice for others thinking about calling NCALL? "Don't wait. Call them. You will feel like you are talking to family."

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

Foreclosure Prevention

Overcoming hardships to save homes and stabilize families

*I have discovered that NCALL is **fabulous** to work with! NCALL knows what mortgage companies want in the mediation process. The outcomes are **better**, the timeframes are **shorter** and there is **less frustration** on the part of the borrower.”*

*Darlene Blythe,
Associate Attorney with Stern & Eisenberg*

Foreclosure signs are still far too common in Delaware. According to RealtyTrac, a firm that tracks foreclosures, as of January 2019, Delaware has the second highest rate of foreclosure in the nation. The national average is 1 in every 2,348 housing units; for Delaware it's 1 in every 1,159. In Kent County, it's even higher with 1 in 903 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 foreclosure mediations, loan modifications or the Delaware Emergency Mortgage Assistance Program (DEMAP) for



hardships as well as improved money management, NCALL specialists use many programs and options to help families in crisis.

The foreclosure mediation program creates a process by which homeowners are connected to housing counseling and provided an opportunity to participate in a mediation session prior to the court system entering a judgment of foreclosure. This program gives homeowners a great

opportunity to work with housing counselors, their lender and a neutral mediator to reach a positive alternative agreement and avoid foreclosure.

The mediation program's goal is to assist homeowners avoid foreclosure by providing a formal process intended to foster negotiations between homeowners and mortgage companies.



Foreclosure Prevention Activity

| | |
|--|--------------|
| Inquiries: | 560 |
| New Clients: | 251 |
| Clients Seen in FY 18: | 521 |
| Positive Resolutions: | 139 |
| Households at 80% or below Median Income | 72% |
| Minority Clients: | 44% |
| Mortgages Saved: | \$25,935,088 |
| Average Mortgage Saved: | \$186,583 |
| Average Income of New Clients: | \$42,783 |

During this past fiscal year, NCALL participated in 191 mediations.

According to Darlene Blythe, Esq., Associate Attorney with Stern & Eisenberg in Newark, DE, who works with mortgage companies in the foreclosure process, “I have discovered that NCALL is fabulous to work with! A borrower who has no assistance doesn't fill out the required forms correctly or completely. They don't submit proof to justify their hardship. NCALL knows what mortgage companies want. The outcomes are better, the timeframes are shorter and there is less frustration on the part of the borrower.”

Darlene shares that NCALL is very professional and has a high level of customer service, saying “I rely on the housing counselors to bring me up to speed on what is going on with the borrowers and they are speaking for and explaining things to the borrowers, which is very helpful. When NCALL says they are going to have it, it's there!”

It seems like the benefits go beyond just the paperwork too. “Borrowers who work with a housing counseling agency feel like they have someone to communicate with and share their burden. Maybe they feel not so alone.”

Foreclosure Prevention Services

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

Real Estate Development Services

Building and preserving housing for families and elderly

*“We wouldn’t be here, on the eve of opening, without NCALL’s help. They bear the brunt of the **dense** and **sophisticated** financial details to keep us in **compliance** with the program.”*

*Chaz Enerio,
Deputy Director of Administration,
Ministry of Caring*

In 2012, the Cathedral of St. John in Wilmington was decommissioned because its congregation was declining and aging. The loss of the Cathedral after 161 years as a place of sacred worship was mourned by the Episcopal diocese, neighbors and Delawareans who had admired the glorious edifice on the corner of Market Street and Concord Avenue for generations. What would become of it? Would it fall into ruins like another historic building, Gibraltar, on Wilmington’s northern edge? Would it be turned into a soulless complex of offices – carved up and hollowed out? What of the priceless Tiffany stained glass windows, magnificent woodwork, original windows, soaring arches and beautiful grounds?



Enter Brother Ronald of the Ministry of Caring with his vision of preservation, restoration and renewal, which is transforming the Cathedral into 53 units of housing for low and moderate income seniors. Now known as the Village of St. John, one- and two-bedroom units will be available, including 36 units in the new three-story addition, with 17 units located in the historic buildings. Original details such as fireplaces, built-in bookcases, coffered ceilings and mullioned windows have been retained whenever possible.

The credo of the Ministry is “That the poor should never be treated poorly” and that has guided every step of the project. For the Village of St. John, this principle is enacted by providing housing that is affordable, connected and accessible, but also unique, comfortable and attractive. Every detail has been carefully reviewed down to the choice of shower curtains in the new addition. Tiffany windows and shower curtains – no detail is too small to ensure that the future residents will be happy in their new residences. The important communal spaces of the historic buildings – the nave, sanctuary and



Real Estate Development Activity

- Bailey Road Farm Labor Housing (24 units)**, Eastern Shore VA Housing Alliance, Accomack County, VA – Closed in 2017, construction due to finish by April 2019
- Village of St. John (53 units)**, Ministry of Caring, Wilmington, DE – The conversion of this cathedral into affordable housing for elderly households closed in December 2017 and construction due to finish by May 2019
- Our Lady of Grace Village (60 units)**, Our Lady of Grace, Newark, DE – Construction of family rental housing began in August 2018 and is scheduled to be completed in December 2019
- Herring Ridge (34 units)**, Better Homes of Seaford, DE – New construction senior housing awarded low-income housing tax credits in April 2018
- Millsboro Landing (38 units)**, Millsboro Housing for Progress, Millsboro, DE – Gut rehab of family housing awarded low-income housing tax credits in April 2018
- For-Sale Houses in Central Dover** – Two new homes were been built and sold to first time homebuyers; NCALL owns an additional fourteen lots for future development.

the beautiful chapel of St. Mary – will be retained as non-denominational communal space. Great care has been taken to preserve and bring to life all of the unique and historic architectural details of St. John’s, inside and out.

Obviously, this is an expensive and complicated undertaking. It couldn’t be done without a lot of technical expertise and appropriate financing. According to Chaz Enerio, the Ministry of Caring’s Deputy Director of Administration, “We wouldn’t be here, on the eve of opening, without NCALL’s help. We have done senior housing, but we have never done a Low-Income Housing Tax Credit project. NCALL was very helpful at the outset of the project, helping us to do the LIHTC application; but they have been ever present throughout the process. They bear the brunt of

the dense and sophisticated financial details to keep us in compliance with the program.”

NCALL’s Real Estate Development team has helped coordinate the project, assisting with all steps along the way such as developing the project budget, obtaining financing from multiple sources – including Low Income Housing and Historic Tax Credits - and monitoring construction progress through completion which is projected for Spring of 2019. It has truly been a privilege for NCALL to work on this important historic preservation and renewal project with the staff of Ministry of Caring, Inc.

Real Estate Development Services

- Provides housing development expertise to nonprofit partners to address local needs for affordable housing
- 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
- Builds single family for-sale homes in Dover, DE

Self-Help Housing Technical Assistance

Supporting self-help homeownership regionally

*“NCALL is a source of **training** and **education** for CCI that is unheard of in other programs. At any time, when questions arise, NCALL is available to assist through challenges!”*

*Sandy Albert,
Director of Housing Improvement
Services, Community Concepts*

Real estate is Maine’s number two economic driver, only behind healthcare. Maine has one of the highest homeownership rates in the nation, but many of those homes are energy-inefficient, very old, and expensive to maintain. Even with that, the median home price is \$230,700 which prices many low income families out of the market.

Since 1965, Community Concepts, Inc. (CCI) of South Paris, Maine, has offered a variety of housing, economic development and social services for the communities of Androscoggin, Franklin and Oxford counties of Maine. These services support both the basic needs of low



income families and promotes self-sufficiency. For the past 25 years, CCI has been operating a Self-Help Housing program. This program offers families the chance to either build their own home, or purchase a home and make repairs to it with CCI’s assistance. If they choose the building option, the participants have to put in 65% of the labor to build the home which is built in a group. All of the families help build each other’s homes and save money by putting in so much labor. None of the families can move in until all of the homes are completed.

According to Sandy Albert, CCI’s Director of Housing Improvement Services, the Self-Help Housing program has been great for the participants and the community as a whole. “Not only are we helping communities with new homes that add to the tax base, our program contributes greatly to the local economy as all funds to build the homes, materials purchased and the contractors that work on them is directly spent at the local level. While building in certain towns, even going to the local store at their lunch break is adding to the local economy.”



NCALL's 21 State Region

Self-Help Housing Regional Activity

| | |
|--|--------------|
| Self-Help Homes Built or Rehabbed: | 90 |
| 502 & 504 Dollars Leveraged: | \$11,993,866 |
| Other Funds Leveraged: | \$295,743 |
| Average Sweat Equity Earned: | \$25,945 |
| Average Loan Amount: | \$136,551 |
| Very Low Income Served: (Below 50% of Median) | 45% |
| Low Income Served: (Below 80% of Median) | 55% |
| 523 Grants Obligated: | \$2,309,236 |

“This program has allowed our families to become leaders in their communities and helps give their children a place to go to school and a stable life. Many of the families that participate in this program never had the opportunity to even think about owning their own home. In working in a group with others, they learn leadership skills and patience. The quality of the homes that they build on their own are usually better than local contractor-built projects. They are proud of the hard work that they contribute to make their family more stable and often are paying less than they were for rent. The highlight of this program is that their hard work gets them in a home sometimes \$25,000-\$30,000 less than what they would pay on the market.”

Throughout it all, NCALL works closely with CCI

to ensure that their program operates smoothly. “NCALL is a source of training and education for CCI that is unheard of in other programs. At any time, when questions arise, NCALL is available to assist through challenges,” says Sandy. “This program is not easy to administer and having one contact to help work through questions and offer best practices is critical.” Sandy also appreciates the way NCALL serves as a conduit between the local level and national level of funding. “NCALL can provide grantees with the knowledge of what is happening in Washington with funding and program changes, while also allowing the grantees to be involved in those same federal decisions by offering the opportunity to provide local input.”

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 northeast region for this federal program

Restoring Central Dover

Neighborhood Planning and Revitalization

“NCALL did an *awesome* job! They were *instrumental* in bringing all of this together and helping to *bridge the gap* in the community between the available services and the residents.”

Shawanda Rachal-Speaks,
Recreation Specialist, City of Dover
Division of Parks and Recreation

Restoring Central Dover (RCD) 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, and residents. During FY 18, RCD completed its third year of implementation focusing on the downtown portion of Delaware’s state capital. This endeavor is funded primarily by the Wells Fargo Regional Foundation. The plan for this neighborhood revitalization effort is available at www.ncall.org.

The steering committee and work groups meet monthly on implementing projects and seeking resources for Central Dover. Some of the highlights are listed in the Activity box on the next page.



One of the great successes for RCD this year was the hosting of six Open Streets events in downtown Dover. These events brought together resources and activities to give downtown residents a reason to celebrate and spend time together outside enjoying healthy activities. Open Streets are evidence-based programs that temporarily open streets to people by closing them to cars. By doing this, the streets become places where people of all ages, abilities and backgrounds can come out and improve their health by promoting recreation and leisure-time activities. There were a few

different focus areas and hosting partners, depending on the month of the event. For example, the August event was held in collaboration with Communities in Schools and the Dover Police Department incorporating their 4th Annual Back to School Giveaway. There were over 300 book bags and supplies distributed to the youth. The November event was held in conjunction with the Annual Capital Holiday Celebration in Dover.

According to Shawanda Rachal-Speaks, a Recreation Specialist with the City of Dover’s



Steering Committee

Neighborhood residents, City of Dover, CenDel Foundation, Downtown Dover Partnership, Dover Housing Authority, Dover/Kent MPO, Dover Police Department, Dover Presbyterian Church, Interdenominational Ministerial Alliance, HUD, Central Delaware Habitat for Humanity, Dover Interfaith Mission for Housing, Inner-City Cultural League, MHDC, Solid Rock Baptist Church, Wesley College, Wesley United Methodist Church, Capital School District, United Way of Delaware, NCALL and local artists

Parks and Recreation Department and volunteer with Open Streets, “I thought the events were a complete success! They brought an awareness for the community to see the resources that are available. At least once per month, families got to get outside, participate in healthy activities together and address their needs. The activities were so fun it made people want to participate!”

Everyone enjoyed wonderful events filled with food and many activities including volleyball, soccer, and an obstacle course and moon bounce. Some of the vendors in attendance were the National Guard, DeIDOT, Capital School District, Delaware Food Bank, Bay Health, DHSS Tobacco Prevention Program, and many others. Six bicycles were raffled off during one event and

the evening ended with a dance-off with gift cards given to the winners. There were over 1500 people that attended these events.

Shawanda thought that NCALL was the right partner to connect all of these services and activities. “NCALL did an awesome job! They were instrumental in bringing all of this together and helping to bridge the gap in the community between the available services and the residents.” To watch a video of September’s Open Streets highlights, visit <https://www.youtube.com/watch?v=X31NOJSry74&feature=youtu.be>.

Restoring Central Dover Activity

- Purchased 9 vacant and boarded up properties and demolished them for later development
- Built 2 new homes
- Engaged 975 resident volunteers for community events and meetings
- Hosted a community health fair, a community safety meeting and a community youth leadership workshop
- Supported four community dinners
- Awarded \$25,000 in action grants for work group projects
- Kicked off the Unlock the Block Initiative to reduce commercial vacancy and support entrepreneurs
- Held six Open Streets events

The Loan Fund

Financial resources for affordable housing, community facilities and revitalization

*“NCALL has been **very helpful**. We needed financing that would accept a second lien position and no other bank would do it. That **saved** this project!”*

*David Slinger,
Director of Operations, Gaudenzia*



There are many services that are needed in communities on Delmarva. But, where does the money come from to house these services? How do things like charter schools, libraries, drug treatment centers, health clinics and homeless shelters come to exist? And, what would our communities be like without them?

As a CDFI (Community Development Financial Institution), the NCALL Loan Fund has proven to be an essential component for financing facilities like these to benefit communities throughout Delmarva. The Loan Fund is able to do what traditional lending institutions cannot – provide tailored loans and lending solutions to those who need it most. More than a bank, the Loan Fund

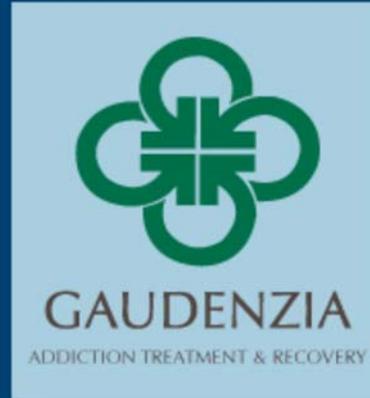
gives necessary guidance and support to its customers to help get projects off the ground.

In FY 2018, the Loan Fund helped to tackle a huge problem by financing three addiction treatment centers. According to former Delaware Attorney General Matt Denn, there are about 11,000 people in Delaware with substance abuse disorder, but only 200 supervised treatment slots. Making more treatment beds available is one way Delaware can strengthen its fight against the opioid epidemic.

In October 2018, Denn released his office’s fourth annual report looking at how the state is managing the crisis. In the past four years, about

1,000 Delawareans have died from drug overdoses, mostly as a result of opioids. “That is a number that I think about a lot,” Denn said. “Behind those numbers are a thousand personal tragedies suffered by our friends and neighbors. It is the public health crisis of our generation.”

In response to this epidemic, Gaudenzia, which provides its services in Delaware, Maryland and Pennsylvania, searched for a new site in Delaware from which it could provide its wide range of treatment options for men and women suffering from substance use disorder and mental illness. Gaudenzia found the perfect site for the location of a new treatment and recovery center in Claymont. Then came the tricky part.



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

They needed to secure financing for the acquisition and construction of the facility. Gaudenzia had secured partial funding through a traditional source, Citizens Bank, but were searching for the more difficult to find subordinate financing. A consultant suggested that they contact NCALL because of the ability of the Loan Fund to underwrite projects such as this. According to David Slinger, Gaudenzia's Director of Operations, "NCALL has been very helpful. We needed financing that would accept a second lien position and no other bank would do it. That saved this project!"

NCALL was able to make the loan and bring two other participant lenders in, NeighborWorks Capital and Partners for the Common Good. Other financing was provided by the Federal Home Loan Bank system and multiple foundations providing grant funding.

David went on to say, "It has been a pleasure working with NCALL on this much needed project to address addiction and the opiate overdose problem. The closing went very smoothly and we look forward to working with NCALL on future projects."

Gaudenzia's Claymont facility will house new programs: a residential treatment program for adults with co-occurring disorders (mental illness coupled with substance use disorder), and a safe housing program for sober women and their children. The women will participate in outpatient services at Gaudenzia's outpatient program located in the Claymont Community Center while residing in their sober living housing program.

The Loan Fund provided financing for three such facilities this past fiscal year.

Loan Fund Activity

- Closed 23 loans to 14 borrowers
- Deployed \$12.6 million (\$6.8 from Loan Fund and \$5.8 from participant lenders)
- Financed 15 units of for-sale housing and 81 rooms/beds for supportive housing
- Community facilities financed included one public park, one transitional housing facility for homeless men, one senior center, three sober living homes and one drug and alcohol treatment center and 31 units of market rate rental housing
- Revitalization loans financed 5,700 sq. ft. of commercial and retail space
- Maintained an Aerie Rating of ★★AA

Comprehensive Financial Statements

Below are comprehensive financial statements excerpted from NCALL's Fiscal Year 2018 (October 1, 2017 - September 30, 2018) 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, 2018

| Assets | NCALL Consolidated* | Loan Fund |
|---|----------------------------|----------------------------|
| Cash and Investments | \$8,527,191 | \$2,899,686 |
| Accounts receivable | 179,133 | 300 |
| Grants receivable | 230,511 | - |
| Loans receivable, net | 22,752,031 | 22,752,031 |
| Prepaid Expenses | 14,065 | 10,940 |
| Assets held for resale | 503,675 | - |
| Fixed assets, net | <u>1,119,329</u> | <u>6,475</u> |
| Total Assets | <u>\$33,325,935</u> | <u>\$25,669,432</u> |
| Liabilities and Net Assets | | |
| Note payable | 17,375,000 | 17,375,000 |
| Other liabilities | 492,141 | 54,418 |
| Net assets | <u>15,458,794</u> | <u>8,240,014</u> |
| Total Liabilities & Net Assets | <u>\$33,325,935</u> | <u>\$25,669,432</u> |

Statement of Revenue and Expenses

Year Ended Sept. 30, 2018

| Revenue | NCALL Consolidated* | Loan Fund |
|-------------------------------|---------------------------|---------------------------|
| Program revenue | \$5,927,861 | \$2,300,268 |
| Other revenue | <u>5,427</u> | <u>-</u> |
| Total Revenue | <u>\$5,933,288</u> | <u>\$2,300,268</u> |
| Expenses | | |
| Program activities | 3,394,179 | 1,320,496 |
| Support services & losses | <u>1,094,856</u> | <u>106,410</u> |
| Total Expenses | <u>\$4,489,035</u> | <u>\$1,426,906</u> |
| Increase in Net Assets | <u>\$1,444,253</u> | <u>\$ 873,362</u> |

* Consolidated column represents total NCALL, including Loan Fund.

Contributors

Thank you for your generosity and for being our partner

Governmental

City of Dover
Delaware Grant-in-Aid
Delaware State Housing Authority
Kent County Levy Court
NeighborWorks® America
New Castle County
Office of the State Bank Commissioner
Sussex County Council
USDA, Rural Housing Services
US Dept. of Treasury, CDFI Fund

Corporations & Foundations

Acopia Home Loans
Alliance Data / Comenity Bank
Artisans' Bank
Bank of America
Bank of America Client Foundation
Bank of Delmarva
Barclays Bank Delaware
Benjamin Potter Charity Trust
Better Homes of Seaford
Big Centric Appliance & Mattress
Borkee-Hagley Foundation
Caliber Home Loans
Capitol One Bank
CenDel Foundation
Central Delaware
Habitat for Humanity
Chichester duPont Foundation
Combined Federal Campaign
Crestlea Foundation
Crystal Trust
Delaware Community Foundation
Delaware Sustainable Energy Utility
Delaware Parents Association
Deutsche Bank
Diamond State CLT
Discover Bank
Dover Downs

Downtown Dover Partnership Corp.
eHome America
Fannie Mae
First Class Properties of Delaware
Five Star Realty Group
Florida Non-Profit Housing, Inc.
Fulton Bank
Harrington Realty
Health Management Associates
Housing & Development
Advisors, LLC
HSBC Bank USA, NA
Integrity Lawn Care
Interfaith Community Housing
Laffey-McHugh Foundation
Longwood Foundation
Losco & Marconi
M & T Charitable Foundation
Marmot Foundation
Mary Reynolds Babcock Foundation /
Uplift America Fund
Meridian Bank Mortgage Center
Midcoast Community Bank
Milford Housing Development
Corporation
Millsboro Housing for Progress
Neighborhood Building Blocks Fund
New Castle Presbytery /Speer Trust
PSI IOTA Omega PSI
Patterson-Schwartz Real Estate
Peter Oldziej & Associates
Pike Creek Mortgage Services
Reliable Home Inspection
Services, Inc.
Sol Systems
State Employees Charitable Campaign
State Farm
TD Charitable Foundation
Tri-County
United Way of Delaware
W.L.Gore & Associates
Ward & Taylor
Weichert Realtors
Welfare Foundation

Wells Fargo Foundation
Wells Fargo Regional Foundation
West End Neighborhood House
William Randolph Hearst Foundations
WSFS Bank
WSFS Mortgage

Individuals

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Vickie Bryant
James Burke
Susan Camp
Randall Chapman
Tara Clifford
Tomeka Crawford
Anthony DePrima
Marie Dube
Denise R. Freeman
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Karen B. Speakman
Jeremiah Spruance
Melissa Todd
Natishia Tollwer
Amy Walls

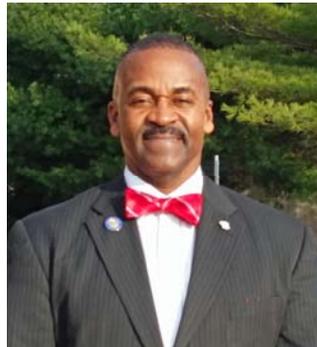
Loan Fund Capital Investors

Artisans' Bank
Bank of America
Barclays Bank Delaware
Capital One Bank
Delaware State Housing Authority
Discover Bank
HSBC Bank USA, NA
Jessie Ball DuPont Fund
JPMorgan Chase Foundation
Longwood Foundation
NeighborWorks® America
Opportunity Finance Network
PNC Bank
Shore United Bank
TD Bank
The Domestic and Foreign Missionary
Society of the Protestant Episcopal
Church
USDA, Rural Housing Services
US Dept. of Treasury, CDFI Fund
Welfare Foundation
Wells Fargo Community Lending
and Investment
Wells Fargo Regional Community
Development Corporation
Woodforest National Bank
WSFS Bank

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John Moore, Vice President



Tracey Harvey, Secretary



Daniel Kuennen, Treasurer



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Joe Belden



Vickie Bryant



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C. Denise Hicks



Jeanine Kleimo



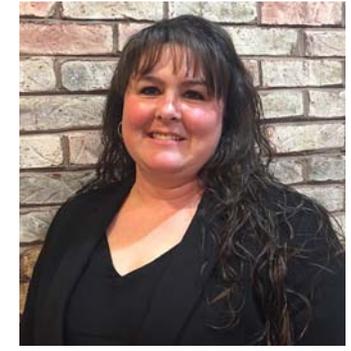
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Jeremiah Spruance



Amy Walls



Bobbie Jo Wert

NCALL's Staff



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Financial Coach*



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Specialist*



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Self-Help
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Administrative
Assistant*



*Lynn Wiley
Home Preservation
Specialist*



*Stephanie Winder
Homeownership
Specialist*

NCALL's Vision, Mission & Values



Vision

Affordable homes and thriving communities for all

Mission

To promote affordable housing, improved communities and sustainable development. To that end we seek to:

- Educate and empower customers to achieve their housing goals and improve their finances.
- Develop affordable housing and strengthen the capacity of other nonprofit housing organizations.
- Provide innovative lending and services targeted to affordable housing and community development.
- 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*



*Thank you to Joe Myer for 42 years
of service to NCALL!!*



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