



# Annual Report 2011



35  
years

One Neighbor at a Time

# Accomplishments of FY '11

## ◆ Units Developed/ People Assisted—2,551

This includes:

- \* 61 housing units produced
- \* 49 housing units financed by the Loan Fund
- \* 1,158 homeowner clients counseled with 215 loan closings
- \* 367 financial literacy training participants with 310 graduates
- \* 835 foreclosure prevention clients counseled with 206 positive resolutions
- \* 81 self-help housing closings

## ◆ Total Financing Leveraged— \$87,905,491\*

This includes:

- \* \$11,043,366 of multi-family housing development financing with 2 multi-family housing communities built
- \* \$2,862,140 in self-help housing grants obligated (Section 523)
- \* \$34,123,280 in conventional and RD mortgages closed
- \* \$36,449,029 in foreclosure prevention, mortgages saved
- \* \$3,427,676 in total loans and participations originated by the Loan Fund with 50,400 sq. ft. of community facility space financed

*\* Using the accepted economic ratio of 7 to 1, NCALL's economic impact for FY '11 would be \$615,338,437*

# Accomplishments of 1976-2011

## ◆ Units Developed/ People Assisted—16,942

This includes:

- \* 1,168 housing units produced
- \* 7,064 homeownership closings
- \* 2,462 financial literacy training
- \* 1,441 foreclosure prevention assistance
- \* 3,686 self-help housing closings
- \* 1,121 housing units financed by the Loan Fund

## ◆ Total Financing Leveraged— \$1,024,497,524\*

This includes:

- \* 50 multi-family housing communities built or preserved
- \* \$93,265,225 of housing development financing
- \* \$83,595,946 in self-help housing grants (Section 523)
- \* \$765,775,104 in conventional and RD mortgages
- \* \$45,460,032 in foreclosure prevention, mortgages saved
- \* \$36,401,217 in total loans and participations originated by the Loan Fund with 50,400 sq. ft. of community facility space financed

*\* Using the accepted economic ratio of 7 to 1, NCALL's overall economic impact would be \$7,171,482,668*

# Message from the President and Executive Director

*Dear Friends:*



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

**W**hat a year 2011 was with our theme being *35 Years – One Neighbor at a Time*. It was important to take time to celebrate the many successes and calculate the impact of our affordable housing work over the years. Also, we memorialized the many collaborations and relationships that have helped us reach the amazing results of 7,000 first-time homebuyers, 50 apartment communities developed, \$36 million in loans and participations, thousands served with financial literacy and foreclosure prevention, 3,600 self-help homes throughout the region, and over a billion in financing and housing assistance leveraged.

Through it all, our goal has been to touch each family personally using state-of-the-art tools, remedies, and best practices to ready them for their housing journey.

The challenges presented by the current economy and housing market could be expected to lead to a

mediocre year. However, NCALL's 2011 was anything but, with goals met or exceeded in virtually every line of business. A strong Management Team and an engaged Board of Directors, along with employees who are often leaders in this industry, brought forth a very productive year.

Whether it be such strategic planning goals as raising significant capital for the Loan Fund, implementing a new community financial literacy initiative, continuing strong apartment development efforts, becoming a leader in Delaware's foreclosure prevention work, solidifying a new Self-Help T&MA contract, seeking remedies for at-risk manufactured housing communities; continuing a strong homeownership presence, or advocating effectively at the national and state level for resources, NCALL was front and center.

As federal and state governments downsize, NCALL plays an increasingly important role in

affordable housing development and related services. Reliable expertise and proven delivery of quantifiable outcomes adds significant financial value to the communities and states we work in. Please take a look at the impact and value of NCALL's work in 2011 and since the inception of our housing mission in 1976.

We deeply appreciate our relationships with friends, partners, and stakeholders such as you which help make this work possible. It is truly a privilege to work together for such a noble mission.

*Roland R. Ridgeway*, President

*Joe L. Myer*, Executive Director

# The Loan Fund

*"We are very excited about our new dental clinic. We are moving from a van parked in a parking lot with two dental chairs to a huge facility. Now we will be able to expand our services to our patients, offering crown and bridge work, and dentures and partials. I also think this location will increase patient draw. Onward and upward!"*

*Dr. Maryanne Bailey, D.D.S.*



According to the 2010 census, 11.3% of Delaware's population does not have any health insurance coverage. Rural areas often have a higher percentage, sometimes by as much as an additional 12%. People who are medically uninsured or underinsured face a number of obstacles to both their financial and medical well being. This includes higher out-of-pocket costs for care, poorer health outcomes and a greater likelihood that easily treatable ailments will go untreated and become serious medical problems.

In the Spring of 2012, La Red Health Center will open the doors of its new 25,000 sq.ft., state-of-the-art medical facility in Georgetown, DE which will help bring about change in Sussex County. The new facility will enable La Red to serve more than their current 6,500 patients per year and provide new and crucial health services to the community.

Currently, La Red operates out of two leased buildings totaling 8,000 sq.ft. At this size, the organization can't accommodate all of the patients and services that are necessary. The new building will enable La Red to expand their family practice, women's health and oral health

services, add crucial prenatal services, and increase space for behavioral health, preventative education and administration. According to La Red Chief Medical Officer Dr. Fabricio Alarcon, MD, "The new facility will improve patient flow and it's a much better environment for our patients. We really believe that this new facility will help to improve the quality of life in Sussex County. Many of our patients would not be able to afford private practice office visits. They would not receive the prenatal care or other services that they need and would end up clogging up the emergency rooms."



“This building has been a dream of ours since 2009,” explained Kevin Loftus, La Red’s Director of Development and Communications. We tried to get a federal grant to build the center, but it didn’t work out. We weren’t sure what to do next. NCALL was one of our partners in that effort. They contacted us with an idea. If we could raise some of the necessary funding, they would put together a financing package for the remaining amount. That’s what happened. We raised \$1.2 million and NCALL’s Loan Fund put together a financing package for \$3.5 million.”

The Loan Fund found funding partners for the \$3.5 million construction loan in Artisans’ Bank, Deutsche Bank Trust Company Delaware and CDFI Partners for the Common Good. Permanent financing for the center will be with USDA, Rural Development. This will be the third loan that

NCALL has done in Georgetown in tandem with RD permanent financing.

La Red has been providing quality health care to Kent and Sussex County residents for more than 10 years. La Red, which is Spanish for ‘The Network,’ was started as a Spanish speaking hotline to assist the Hispanic community in finding health services. In 2001, they opened a health clinic and now La Red is a federally qualified health care center with three locations in rural Sussex County. Their services are for people of all ages regardless of their ability to pay. Individuals without health insurance or with higher insurance deductibles may apply for La Red’s Sliding Fee Scale which offers discounted rates for most medical services. Eligibility is based on federal poverty guidelines.

## Loan Fund Activity

- Closed 7 Loans totaling \$3,427,676; \$1,519,000 of NCALL capital and \$1,908,676 from four participating lenders
- Activity developed 9 homeownership units; preserved 40 units of elderly rental housing; constructed 50,400 sq.ft. of community facility space
- Raised \$3.6 million in new capital
- Maintained CARS Rating of AA+2

## Loan Fund Services

- 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 TA for resident purchases of manufactured housing communities.
- Provides important financial services and consultation.

“NCALL has been tremendous,” said Kevin. “They were very supportive in explaining the process and they educated our entire Board on the financing package. NCALL has been an active participant in the project which really helps to make it easy on us.”

# Housing Development Services

*“NCALL has been such a valuable partner in this project and with all of the work that BHS has done. All of the members in the development team recognize NCALL’s experience and knowledge. That makes it easier.”*  
Bill Roupp, Executive Director,  
Better Homes of Seaford



**T**he need for senior housing is significant, especially in Sussex County, with many retirees living on fixed incomes and an increasing rate of poverty. Even with 88 existing units of affordable senior rental housing in Seaford, DE, there is still a significant need for more units.

Better Homes of Seaford (BHS) will narrow that gap with the development of their new Hampton Circle community. NCALL is providing technical assistance to BHS on this three-story, 35 unit development that is currently under construction. Even though rent up is not

scheduled until July 2012, already 70 households have expressed interest in the property.

Hampton Circle is completely handicapped accessible with seven designated handicap units, each has a balcony, washer, dryer, microwave, electric range, dishwasher and storage area within the unit. At a total cost of \$6 million, the construction and permanent financing for this project was provided through the Delaware State Housing Authority’s Low Income Housing Tax Credit, Housing Development Fund and HOME programs along with the USDA Rural Development’s Section 515 program. Additionally, 100% of the apartments will have

rental assistance, which allows residents to pay 30% of their income for rent and utilities.

“It is really a great looking building,” shared BHS Executive Director Bill Roupp. “The washers and dryers in the units are a big draw. I think the design of the building is ideal for security with all of the apartments being under one roof with common area space on each floor and a community room.”

Hampton Circle’s location is adjacent to three other BHS properties which provide 88 affordable senior rental apartments. The land was purchased by BHS from the City of Seaford.



*The above rendering is for Mill Run Apartments, which are located in Belle Haven, VA. NCALL is providing technical assistance to Accomack-Northampton Housing and Redevelopment Corporation for the development and renovation of this 26 unit affordable apartment community.*

“This property is the perfect location, it has a nice buffer of woods and there is no through traffic. There will be sidewalks and paths to connect the different communities. I think of this as BHS’ Adult Housing Community with 123 units of affordable elderly housing.”

“NCALL has been such a valuable partner in this project and with all of the work that BHS has

done. All of the members in the development team recognize NCALL’s experience and knowledge. That makes it easier. Also, packaging multiple financial applications is a burdensome task. I am the only employee of BHS. Having NCALL’s assistance reduces BHS’ need for additional personnel, reducing our overhead costs.”

Overall BHS has developed a total of 246 apartment units for families and elderly with the assistance of NCALL over the years. These efforts have benefitted the City of Seaford and western Sussex County with quality affordable housing choices.

## Housing Development Services

- 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.

## Housing Development Activity

- Provided technical assistance to Better Homes of Seaford in developing Hampton Circle, a new 35 unit elderly community in Seaford, DE
- Provided technical assistance to Accomack-Northampton Housing and Redevelopment Corporation for Mill Run Apartments, a 26 unit apartment community in Belle Haven, VA
- Leveraged just over \$11 million in construction and development for the above projects
- Assisted MHDC by packaging financial applications for the preservation of North Lake Village, 52 units of affordable rental housing in Middletown, DE
- Enabled 9 local nonprofit leaders to attend a NeighborWork’s Community Leadership Institute in Kansas City, MO
- Provided over \$14,150 in emergency housing assistance to 38 farmworker households on Delmarva through a Department of Labor grant

# Homeownership Education

*“Without NCALL it would have been impossible for us to get this house. The counselors have life experiences and they share them with you. If you are looking for guidance on how to save your money and get back on track, you have got to call them.”*

*Bruce, Homeowner*



**A**fter six years of renting an apartment in Dover, Bruce and Charlotte are thrilled to be in their new home in Smyrna, DE! The couple, originally from New York and New Jersey, always knew that they wanted to purchase a home since moving to Delaware six years ago. They just did not know where to start. Bruce’s daughter is the one who told them about NCALL’s services and they decided to join NCALL’s Homeownership Education program.

“We attended the group class and the individual sessions. Our counselor went over our credit report and guided us on how to pay off our debts

and what to pay off first. The classes are very helpful. NCALL taught us how to budget our finances and focus on our goals. They helped give us discipline regarding how, why and when to buy.” With NCALL’s help, Bruce and Charlotte paid off their debts and saved up for a down payment.

When asked what the favorite part of their home is Charlotte replied proudly, “The front door and

everything inside it!! There is really no particular room that I like best. I just like the fact that it’s ours.” She is also proud of the fact that that they are practically debt free, other than the mortgage. “Everything in the home we paid for. We don’t use charge cards anymore, we plan ahead. The first month was the hardest, then it became second nature. We started on this path because of NCALL. Now, we don’t want to loose sight of our goals.”



### Homeownership Counseling Activity

|                             |              |
|-----------------------------|--------------|
| New Clients this Year:      | 411          |
| Clients Assisted this Year: | 771          |
| Mortgage Loans Closed:      | 192          |
| Mortgage Dollars Leveraged: | \$29,678,030 |
| Average Mortgage:           | \$154,573    |
| Clients Who Used DPSA*:     | 159          |
| DPSA Leveraged:             | \$1,345,926  |
| Minority Households:        | 41%          |

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

### Rural Delaware Homeownership Initiative Activity

|                                    |             |
|------------------------------------|-------------|
| New Clients this Year:             | 87          |
| Clients Assisted this Year:        | 387         |
| RD 502 Loans Closed:               | 23          |
| RD 502 Mortgage Funds Leveraged:   | \$4,445,250 |
| Average Mortgage:                  | \$193,272   |
| Average Income:                    | \$30,181    |
| Minority Households:               | 82%         |
| 50% or Below County Median Income: | 30%         |
| 80% or Below County Median Income: | 100%        |

For NCALL’s 7,000th homeowner, Lakeya, homeownership had always been a dream. “I heard about NCALL from a friend, and I knew they would be able to help me.”

Lakeya had lived in her own apartment since the age of 18. She had always wanted a home of her own, but needed a bit of help realizing her dream. She attended NCALL’s Growing Your Money classes and learned a lot. “I work in the accounting field, so I know about money management. But, NCALL helped me to be more disciplined and made me accountable for where I was spending my money. They really helped me to make more wise decisions.” In order to save up for a down payment, Lakeya and her son moved in with relatives and she worked on

paying off her debts. “The homeownership education was also important. They taught us about the process of buying a home. I didn’t know what went into it. It’s so involved!”

She now lives in her home in Smyrna and loves it. “It’s such an accomplishment! It means so much to me. It’s a lot of responsibility, but I love that it’s mine!”

NCALL congratulates all of our 7,000 homeowners on such a great accomplishment!!

### 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.
- Helps families participate in this “buyers market” as informed consumers.
- Even in these difficult times, makes the dream of homeownership a reality.

# Foreclosure Prevention

*“It was just so encouraging to know that I had an advocate, somewhere to go to get help with advice and paperwork. . . . You have to do your part, but NCALL is there for you.”*

*Constance, Homeowner*



In 2010, foreclosures in Delaware were at an all time high with 6,457 filings. That same year 1,876 families lost their homes in sheriff sales for a variety of reasons, including unemployment, underemployment, and unscrupulous mortgage practices by lenders.

NCALL offers a lifeline to individuals caught in this country's crisis. Our Foreclosure Prevention services are growing by leaps and bounds. FY 2012 saw NCALL clients preserving more than \$36 million in mortgages with 206 positive

outcomes. Every positive outcome means a family won't have to begin their housing journey over, often saving them from financial ruin. Families remaining in their homes positively impacts every member of the family and their neighborhoods and communities.

Constance is now on disability. Her mortgage was no longer affordable to her based on her reduced disability income. She had tried two times on her own to get a mortgage reduction, but had not been approved by her lender.

“I worked very hard to get this home,” Constance shared. I couldn't even imagine losing it. Where there's a will there's a way. I was not going to give up!”

Constance contacted NCALL and within several months received the word she had been waiting for. Her mortgage had been reduced by almost \$200/month. According to Constance, “It may not be much to some people, but that will really help me out.”

“When I tried on my own it was very rough. The



people I had dealt with had no compassion. NCALL’s counselors are so nice and caring. They rate high in my book. My counselor was so helpful; she even assisted me with legal papers. It was just so encouraging to know that I had an advocate, somewhere to go to get help with advice and paperwork.”

Constance has advice for other people in a similar situation. “Don’t give up! Reach out to agencies like NCALL to get you prepared and help you. Lots of people are confused and think they have to go through this alone. You have to do your part, but NCALL is there for you.”

### Foreclosure Prevention Activity

|                              |              |
|------------------------------|--------------|
| Inquiries:                   | 845          |
| Workshop Attendees:          | 713          |
| Households Counseled:        | 835          |
| Positive Resolutions:        | 206          |
| Clients Awaiting a Decision: | 361          |
| Mortgages Saved:             | \$36,449,029 |

### Financial Literacy Activity

|                                  |     |
|----------------------------------|-----|
| Participants:                    | 367 |
| Graduates:                       | 310 |
| Achieving Homeownership:         | 21  |
| Minority Households:             | 58% |
| Low Income:                      | 82% |
| (80% of median income and below) |     |

### Foreclosure Prevention and Financial Literacy Services

- Foreclosure Prevention
  - ◆ 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 four workshops per month to help families at earliest possible stage.
- Financial Literacy (Growing Your Money curriculum)
  - ◆ 5-week classes on banking, credit, debt, budgeting, and savings.
  - ◆ Offers Individual Development Accounts with matched savings.
  - ◆ Incorporates peer interaction—strengthening one another.
  - ◆ Fosters personal achievements resulting in confidence and knowledge.
  - ◆ Program expanded this year offering classes to residents of subsidized apartments and public housing as well as TANF recipients at Delaware Technical and Community College.

# Self-Help Housing Technical Assistance



**T**he Mutual Self-Help Housing Program creates a large positive impact in the communities in which it operates and Milford Housing Development Corporation (MHDC) is no exception. This impact comes not only from the affordable housing, empowered homeowners, and solid communities it creates, but also from its economic impact.

There is a lot of talk these days about the economy and the importance of job creation. “No other industry creates more economic impact than affordable housing – none,” said David Moore, MHDC’s CEO.

In 1995, NCALL assisted MHDC in starting a Mutual Self-Help Housing Program and they have been operating one ever since. Over the years MHDC has developed 115 self-help homes in rural Delaware. “Today we have about \$3 million worth of self-help construction going on statewide. According to a University of Delaware study, that’s about \$21 million in economic impact. This program’s benefit is greater than many realize and it’s a story that needs to be told,” commented David Moore.

According to MHDC, for each of its 18 homes under construction in Delaware, 1.8 jobs are leveraged, which equates to 32 full-time

equivalent jobs. So MHDC and self-help housing are creating important job opportunities while supporting small businesses and benefiting the economy.

Dale Dukes, owner of Dukes Lumber, is very thankful for MHDC’s Self-Help program. They are one of the program’s largest suppliers and a huge supporter of MHDC as well. “Dukes Lumber has been around since 1962. We started on a back road in Sussex County, but have grown into a company with 50 employees. When the housing slowdown occurred, we feared there might be layoffs. But at the same time we began working with MHDC, which turned out to be a



## Self-Help Housing Regional Activity

|  |             |
|--|-------------|
| 502 Loans Closed:                                | 81          |
| 502 Dollars Leveraged:                           | \$9,299,981 |
| Other Funds Leveraged:                           | \$662,750   |
| Average Sweat Equity Earned:                     | \$24,022    |
| Average Appraised Value:                         | \$146,186   |
| 523 Grants Obligated:                            | \$2,862,140 |
| Very Low Income Served:<br>(Below 50% of Median) | 47%         |
| Low Income Served:<br>(Below 80% of Median)      | 53%         |

## Self-Help Housing Services

- Provides important tools, best practices and increased capacity to nonprofit grantees.
- Offers staff training for new and existing self-help employees.
- Analyzes how well local self-help 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.

bleeding; we didn't have to let any employees go. You know, life is really just about relationships and Dukes Lumber is proud to partner with MHDC."

Local drywall business owner, Steven Reynolds, feels the same way. "I see a lot of small business owners who are struggling to find work and make ends meet; that's why I consider myself fortunate to work with MHDC."

In August, federal officials from EPA and HUD, honored MHDC for their self-help housing program, which was called an 'Innovative Rural Housing Project Built to the Highest Energy Star Standards.' According to EPA Regional Administrator Shawn M. Garvin, "President

Obama created the White House Rural Council recognizing the enormous potential in rural America to spur jobs, innovation and local investment. The work that is being done by MHDC exemplifies that potential, creating safe, healthy, affordable and energy efficient homes."

The families that participate and provide sweat equity are at the core of the self-help housing program. According to Desiree, mother of one, "Every day, I wake up with a smile on my face, look in the mirror, and say look what I've done. I've painted and built my walls, I've done the siding and the roof. It's just been a joy." Mother of two, Courtney, also enjoyed the program. "It's a demanding process, but it's so worthwhile because in the end, everyone wants a home of their own at a decent price. You can't ask for anything better."

This year NCALL honored MHDC with an Excellence in Self-Help Housing Award at our 35th Anniversary celebration. According to Russell Huxtable, MHDC's COO, "Now more than ever, NCALL's valuable self-help housing technical assistance and training will be necessary, due to the office closings and staff reductions experienced by Rural Development. NCALL's specialists have the experience and knowledge to help bridge the gap for grantees and RD personnel throughout the region."



NCALL's 21 State Region

# Comprehensive Financial Statements

Below are comprehensive financial statements excerpted from NCALL's Fiscal Year 2011 (October 1, 2010 - September 30, 2011) 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, 2011

| Assets                                    | NCALL<br>Consolidated*    | Loan Fund                 |
|---|---------------------------|---------------------------|
| Cash and Investments                      | \$5,064,774               | \$2,007,231               |
| Accounts receivable                       | 13,666                    | 1,828                     |
| Loans receivable, net                     | 2,812,454                 | 2,812,454                 |
| Grants receivable                         | 168,550                   | -                         |
| Due to Loan Fund/Due from NCALL           | -                         | (32,644)                  |
| Prepaid insurance                         | 6,518                     | -                         |
| Foreclosed real estate held for resale    | 50,000                    | 50,000                    |
| Fixed assets, net                         | <u>1,239,792</u>          | <u>1,517</u>              |
| <b>Total Assets</b>                       | <b><u>\$9,355,754</u></b> | <b><u>\$4,840,386</u></b> |
| Liabilities and Net Assets                |                           |                           |
| Note payable                              | 2,150,000                 | 2,150,000                 |
| Other liabilities                         | 165,928                   | 1,703                     |
| Net assets                                | <u>7,039,826</u>          | <u>2,688,683</u>          |
| <b>Total Liabilities &amp; Net Assets</b> | <b><u>\$9,355,754</u></b> | <b><u>\$4,840,386</u></b> |

## Statement of Revenue and Expenses

Year Ended Sept. 30, 2011

| Revenue                       | NCALL<br>Consolidated*    | Loan Fund               |
|-------------------------------|---------------------------|-------------------------|
| Program revenue               | \$2,916,061               | \$741,697               |
| Other revenue                 | <u>19,702</u>             | <u>-</u>                |
| <b>Total Revenue</b>          | <b><u>\$2,935,763</u></b> | <b><u>\$741,697</u></b> |
| Expenses                      |                           |                         |
| Program activities            | 1,985,786                 | 472,874                 |
| Support services              | <u>462,756</u>            | <u>56,517</u>           |
| <b>Total Expenses</b>         | <b><u>\$2,448,542</u></b> | <b><u>\$529,391</u></b> |
| <b>Increase in Net Assets</b> | <b><u>\$487,221</u></b>   | <b><u>\$212,306</u></b> |

\* 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  
US Department of Housing and  
Urban Development  
USDA, Rural Housing Services

## Private

Aetna Giving Campaign  
Ally Financial  
American Express  
Artisans' Bank  
Bank of America  
Bank of America United Way  
BNY Mellon Trust  
Christmas Shop Foundation  
Citigroup Foundation  
Citizens Bank Foundation  
County Bank  
Delaware Federation of Housing  
Counselors  
Deutsche Bank

Discover Financial Services  
Fannie Mae  
First Bank of Delaware  
Florida Non-Profit Housing, Inc.  
Gillis Gilkerson Construction  
HSBC Bank  
Housing Assistance Council, Inc.  
ING Direct  
JPMorgan Chase Foundation  
Kent County Assn. of Realtors  
Milton & Hattie Kutz Foundation  
Laffey-McHugh Foundation  
Longwood Foundation  
M&T Bank  
Marmot Foundation  
PNC Foundation  
Principal Financial Group  
Reliable Home Inspection  
Services, Inc.  
ROC USA  
State Employees Charitable  
Campaign  
Superior Janitorial &  
Carpet Cleaning  
TD Charitable Foundation  
United Way of Delaware  
Wachovia Wells Fargo Foundation  
Wells Fargo Housing Foundation  
Wilmington Trust Company

WSFS Bank  
Young, Conaway, Stargett &  
Taylor

## Individuals

Robert Adams  
Tara Amsterdam  
David Annis  
Rev. Richard Avant  
Tara Balfe-Clifford  
Joe Belden  
Michael Bradley  
Boren Chertkov  
Tomeka Crawford  
Frank DeFroda  
Sherry DeZwarte  
Joan Edwards  
Simon Epiewane  
Denise Freeman  
Marlena Gibson  
Cathy Harrington  
William Hughes  
Ralph Johnson  
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Randall Kunkle  
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Mark Lasocha  
Stacy Layton

Connie Louder  
Andrea Martin-Summers  
Dominique Martucci  
James McGiffin, Jr.  
Joe Myer  
Peter Oldziej  
Dawn Poczynek-Holdridge  
Betty Rivera  
Lisa Spellman  
Erin Tarabotelli  
Harold Truxon  
Keith Walker  
Harold Wilson  
Matthew Williams

## Loan Fund Capital Investors

Bank of America  
Barclays Bank Delaware  
CDFI Fund  
Delaware State Housing Authority  
JPMorgan Chase Foundation  
Longwood Foundation  
NeighborWorks America  
PNC Bank  
Welfare Foundation  
Wells Fargo Regional Community  
Development Corporation

# NCALL's Board of Directors



*David Annis*



*Rev. Dr. Richard Avant*



*Joe Belden*



*Oliver Bennett*



*Leonard Hall*



*Rev. Nanese Hamthorne*



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*Daniel Kuennen, Treasurer*



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*John Moore*



*Roland Ridgeway, President*



*Helen Stewart*

# NCALL's Staff



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Executive Director*



*Karen Speakman  
Deputy Director*



*Robin Bartell  
Homeownership  
Specialist*



*Dave Callahan  
Loan Fund Manager*



*Lucia Campos  
Homeownership  
Specialist*



*Sharon Cephas  
Homeownership  
Specialist*



*Tomeka Crawford  
Homeownership  
Specialist*



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Director*



*Joan Edwards  
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*Carolyn Figueroa  
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*Meghan Fitzgerald  
Self-Help Analyst*



*Denise Freeman  
Housing Counseling  
Director*



*Phillip Hoffart  
Housing Development  
Specialist*



*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  
Finance  
Director*



*Joyce Mark  
Homeownership  
Specialist*



*Camille Moman  
Financial Literacy  
Specialist*



*Ulla Moore  
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*Don Pierce  
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*Maggie Pleasant  
Housing Development  
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*Dorothy Sharpe  
Homeownership  
Specialist*



*Lisa Spellman  
Foreclosure Prevention  
Director*



*Valerie Stewart  
Grant Writer*



*Tynwanda Sullivan  
Receptionist*

# NCALL's Vision, Mission & Values



## VISION

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

## MISSION

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

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

## 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.*



*NCALL's Dover office.*

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