NCALL’s FY ’19 Impact

- **Units Developed/ Households Assisted— 2,020**
  This includes:
  - 530 homeownership clients counseled with 322 loan closings
  - 674 new financial literacy clients coached
  - 557 foreclosure prevention clients counseled with 122 positive resolutions
  - 46 self-help housing closings
  - 7 housing units and 10 rooms/beds for supportive housing were financed by the Loan Fund and 38,980 sq. ft. of community facility space
  - 4 new homes built
  - 77 rental units developed
  - 125 Central Dover families received emergency housing assistance

- **Total Financing Leveraged— $116,193,818***
  This includes:
  - $60,833,170 in conventional and RD mortgages
  - $20,290,834 by foreclosure prevention (mortgages saved)
  - $4,960,000 in total loans and participations originated by the Loan Fund
  - $26,851,045 in housing development financing
  - $3,238,341 in self-help housing grants obligated
  - $20,428 in emergency assistance grants

* Using the accepted economic ratio of 7 to 1, NCALL’s economic impact for FY ’19 would be $813,356,726

“NCALL’s lending, technical assistance, consumer services and real estate development activities are very clearly aligned with its mission. To achieve its vision of affordable homes and thriving communities for all, NCALL delivers a continuum of services to the complex challenge of providing affordable housing and sustainable communities.”

*Portion of the summary opinion from Aeris Insight Inc.’s annual review of NCALL.*
Whether a family, a nonprofit, or a community is preparing for a promising future, NCALL is there. During NCALL’s Fiscal Year 2019, we reached the milestone of assisting our 9,000th Delaware household in purchasing a home -- what an incredible milestone to reach! We have also helped over 1,550 families save their homes from foreclosure, provided technical assistance so that 58 affordable rental communities were constructed or preserved, and lent over $138 million in 156 loans to our partners. The Restoring Central Dover effort is in its fifth year of operations and significant changes are resulting in Dover, such as 38 new houses built, 350 homes are safer with better lighting, 58 new entrepreneur graduates of the Launcher program, ten Open Street (healthy activities) events held, and two Neighborhood Watches organized.

Randy and I are incredibly proud of the NCALL employees who give more than 100% of themselves on a daily basis to assist families, engage residents, and provide expertise to nonprofits to work through a variety of housing and community development issues and situations. We are preparing for the future by hosting two AmeriCorps VISTAs with us this year as well as sponsoring a recent graduate of the Leadership Delaware program, Chanda Jackson. Yes, NCALL is preparing for a promising future with its staff and with all the households and organizations that we collaborate. In addition, NCALL is embarking on a new strategic plan for 2020 – 2024. However, we cannot lose sight of the fact that we have an affordable housing crisis in America. There is a severe shortage of homes for working class and low-income families and that shortage is pushing up house prices and rents. In the United States, half of families who rent and nearly ¼ of homeowners pay more than 30% of their monthly income towards their housing costs. Obviously, NCALL is part of the solution to this crisis with our many partners but more needs to be done to stem this tide of homelessness and housing unaffordability.

As in the words of Dr. Martin Luther King, Jr.: “Let us be dissatisfied until the tragic walls that separate the outer city of wealth and comfort from the inner city of poverty and despair shall be crushed by the battering rams of the forces of justice. Let us be dissatisfied until those who live on the outskirts of hope are brought into the metropolis of daily security. Let us be dissatisfied until slums are cast into the junk heaps of history, and every family will live in a decent, sanitary home. Let us be dissatisfied until integration is not seen as a problem but as an opportunity to participate in the beauty of diversity…”

We at NCALL are dissatisfied with the present status of affordable housing and communities in this country and yet, are excited for the promising future we can all create together.
Pray, and ask God to bless you with the home that he’s carved out specifically for you. Replace that discouragement with encouragement!”

Turquoise, Homeowner

Julian and Turquoise are the 9,000th family that NCALL has assisted in the journey of homeownership. They are proof that with hard work and strong faith, dreams can come true. The couple was living in a small apartment in Newark. They wanted to buy a home, but didn’t know where to begin. After researching online, they found NCALL and attended a homeownership orientation in February 2018 in NCALL’s New Castle County office.

After an orientation session, households meet with a counselor one-on-one to review their credit and financial situation so they can determine how ready they are to become a homeowner and what steps they need to take to qualify for a mortgage.

These steps can include reducing debt, cleaning up their credit, learning how to budget, and becoming educated about the home buying process. NCALL offers households an impartial view of the options available for buying a home. Attendees become educated consumers and are empowered to make informed decisions about their housing future.

Turquoise said their counselor was extremely knowledgeable. She reviewed their finances and taught them how to budget and save. “Our counselor doesn’t play, and she’s on top of everything. She has a very maternal persona, which is why Julian and I naturally gravitated towards her,” Turquoise said. “She’s amazing at her job, and is well-respected by professionals outside of NCALL as well.”

The couple listened and followed through on everything their counselor instructed them to do. It resulted in them purchasing their first home. Turquoise said it’s the perfect starter home and described it as very serene, peaceful, and quiet.

NCALL’s 9,000th Homeowner
The house has two bedrooms, two and a half baths, a finished basement, an updated kitchen, and a spacious backyard complete with a deck.

As soon as they were handed the keys, the couple added their own creative touch, something they could never do in a rental. “Julian updated our cabinets. He painted them, and applied new doorknobs,” Turquoise said. “He also painted our master bedroom, which has a vaulted ceiling, and its very own bathroom. Our room is nice and airy!”

The day they bought the house, this couple had a true fairy tale ending. They invited friends and family over to see their new home, and while surrounded by their loved ones out back on the deck, Julian got down on one knee and proposed. Turquoise described the moment as love, tears, and joy flowing all around them.

Turquoise and Julian said they share with others about their great experience with NCALL. They said if someone is discouraged about the idea of becoming a homeowner they would tell them to stay positive. “It can be challenging, but you’re investing in yourself, and your future. The outcome is way greater,” Turquoise said. “Pray, and ask God to bless you with the home that he’s carved out specifically for you. Replace that discouragement with encouragement!”

---

**Homeownership Counseling Activity**

- New Clients this Year: 445
- Clients Assisted this Year: 530
- Mortgage Loans Closed: 322
- Mortgage Dollars Leveraged: $60,833,170
- Average Mortgage: $188,923
- Clients Who Used DPSA*: 203
- DPSA Leveraged: $1,785,764
- Minority Households: 58%

*DPSA is Down Payment & Settlement Assistance Programs.

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**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
Financial Coaching
Coaching and educating people to achieve financial goals

“My coach was my biggest cheerleader. I am so happy I took the first step and called NCALL, it was the best decision I ever made!”

Jennifer, Customer

Owning a home was a long-term goal for Dover resident Jennifer. As a single mom, her family is her top priority. Jennifer was renting a townhome with her mother, her two children and her niece. Her low credit score, mounting debt and high expenses left her feeling discouraged. She started to think moving out of the crowded townhome would never be a reality. Jennifer shared her concerns with a coworker who suggested she contact NCALL.

Jennifer attended a Homeownership Orientation and was set up with a financial coach through NCALL’s innovative $tand by ME program. The program, funded through the Delaware Financial Empowerment Partnership, enables people to establish their financial goal and work towards it using resources provided by their coach. This program is free to all Delaware residents regardless of age or income.

Jennifer said her coach asked probing questions to help guide her step-by-step on what she needed to do to get her finances in order. “It’s overwhelming when you look at the big picture, but my coach broke it down for me in baby steps, and I realized it’s completely doable,” Jennifer said. “She printed my credit report and helped me decide which debts to pay first. I was able to bring my credit score up 200 points by working with my coach.”

Once Jennifer had better control over her finances and her credit score improved, she applied for a mortgage through Central Delaware
Habitat for Humanity (CDHFH). Eligible applicants must meet specific income requirements, be willing to partner with CDHFH, pay a Habitat mortgage, and complete a vigorous 250 hours of sweat equity on their home.

Jennifer was approved to be a partner family with CDHFH and is scheduled to go to closing in March. Her new home will be a single-family home with plenty of space for Jennifer and her family. “It’s a dream come true!” she exclaimed.

“My coach was my biggest cheerleader. I’m so happy I took the first step and called NCALL. It was the best decision I ever made!”

Stand by ME Financial Coaching Activity

- Coaching appointments held: 3011
- New clients coached: 674
- Female customers: 45%
- Minority customers: 74%
- Clients with incomes below $35,000: 30%
- Mind Over Money workshop attendees: 1244

Financial Education Services

- NCALL provides training, coaching and peer interaction to empower families to shape their housing and financial futures
- $ tand by ME financial coaching services at venues throughout Kent and Sussex Counties
- Assistance with budgeting, savings, and credit are available free of charge
- Mind Over Money and CreditSmart classes
Christopher has a heart of gold. He works full time as an assistant teacher at Positive Outcomes Charter School and runs after-school activities for children at the People’s Place Homeless Shelter. Although Christopher technically lives alone, his home is rarely empty. Over the years, he has regularly taken in children off the street and from the shelter.

Christopher became an NCALL client in 2010 when he purchased his home. A few years ago, he faced several unexpected financial hardships that led to a potential foreclosure. “It was one thing after another and I reached a point where I could not get ahead. It felt like I was drowning and doing everything I could to keep my head above water,” Christopher said. “I tried so hard to keep up, but eventually I fell behind on my mortgage payments. When I reached the point of foreclosure, I was devastated.”

Christopher said the thought of losing his home was terrifying and he decided to contact NCALL. “I was embarrassed to call NCALL at first. They did so much to help me purchase my home. I didn’t want to tell them that I might lose it,” he said. “They didn’t judge me and I realized I had nothing to be embarrassed about, they were glad I called and wanted to help.”

NCALL scheduled a meeting for Christopher with a Foreclosure Prevention Counselor. She described the multiple options to help him keep his home and they worked together to decide which plan was best for his situation. Christopher expressed his appreciation for his counselor treating him as an individual. “Everyone’s situation is different and what works for one might not necessarily work for another,” he said.

“I am in such a better place now. I am doing great financially; the stress is gone and I am happy.”

Christopher, Customer
“She went over the pros and cons of each option. She supported my decision and guided me through the process.”

Christopher said he was especially nervous about mediation. He called his counselor for advice and she asked if she could go with him. “I can't tell you how much it meant to have her in my corner, especially knowing she wasn’t required to be there,” he said. “She was there to help me through something very stressful and scary for me.”

In the end, Christopher was able to keep his home. He said it wasn’t easy; it took a lot of hard work, budgeting and determination. “I am in such a better place now. I am doing great financially, the stress is gone and I am happy,” he said. “I am able to keep up with the mortgage payments and my bills, and it’s a good feeling.”

Feeling relieved, Christopher has advice to anyone going through a similar situation, “Speak up! There are resources available to help you. Don’t ignore the problem and hope it goes away, that will only make it worse,” he said. “You might feel embarrassed, but suck it up. Call NCALL; there is no judgement, and they will help you. Trust me, contacting them is the best decision I ever made.”

### Foreclosure Prevention Activity

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</tr>
<tr>
<td>New Clients</td>
<td>250</td>
</tr>
<tr>
<td>Clients Seen in FY 19</td>
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<tr>
<td>Positive Resolutions</td>
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<td>Households at 80% or below Median Income</td>
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<tr>
<td>Minority Clients</td>
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<td>Mortgages Saved</td>
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</tr>
<tr>
<td>Average Income of New Clients</td>
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</tr>
</tbody>
</table>

### Foreclosure Prevention Services

- Provides support and information to families in crisis
- Analyzes family finances to identify available resources
- Assists families in negotiating remedies with lenders
- Assists families participating in Delaware’s foreclosure mediation program
Restoring Central Dover

Neighborhood Planning and Revitalization

“Evidence suggests that return Open Streets attendees are more active, and that while at the event, the majority engage in 30–150 minutes of activity.”

Noël Sincere Duckworth, Coordinator for University of Delaware Partnership for Healthy Communities & Community Engagement Initiative

R estoring 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 19, RCD completed its fourth year of implementation focusing on the downtown portion of Delaware’s state capital. This endeavor is funded primarily by the Wells Fargo Regional Foundation and it’s neighborhood revitalization phase II plan is available at www.ncall.org.

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

RCD has hosted several successful Open Streets events in Dover since 2018. These events bring together resources and activities to give 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 participating in recreation and leisure-time activities.

In April, RCD held an Open Streets event in Simon Circle in Dover. It was fun for all ages with delicious food, zumba, biking, yoga, exercising, dancing, basketball, volleyball, carnival games and more!

Noël Sincere Duckworth, Coordinator for University of Delaware Partnership for Healthy Communities and Community Engagement Initiative, said Open Streets is a positive impact on the health of the community. “Evidence suggests
that return Open Streets attendees are more active, and that while at the event, the majority engage in 30–150 minutes of activity,” she said.

Over the summer, RCD hosted a super-sized Open Streets event at Silver Lake. It featured the fifth annual Mayor’s Canoe and Kayak Regatta, a Silver Lake Tree Walk, a Cardboard Box Boat Competition, as well as music, food and games, and pirates from Pirates Plunder Entertainment Inc.

A DJ entertained the crowd throughout the event. Guides hosted Tree Walks where participants learned about various trees in the park. There was also a cardboard box boat competition, free food and games compliments of RCD.

“Silver Lake is a gem in our community,” Dover Mayor Robin Christiansen said. “It took a little bit of a hit this year by some people besmirching its reputation, and we’re just doing everything we can to have as many supported events out there that will bring people down to Silver Lake where they will see that it’s safe, that it’s a great resource in our city and it’s one of the reasons that a lot of people come to the City of Dover.”

“This is our second year partnering with the mayor and the City of Dover on our Restoring Central Dover’s Open Streets program,” said Chanda Jackson, NCALL’s Community Engagement Specialist. “It was a great opportunity to be able to bring together health organizations and resources for our community.”

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**Restoring Central Dover Activity**

- Engaged 975 resident volunteers for community events and meetings
- Held two Community Clean-ups, three Open Streets, three Community Garden events, and held three community forums
- Facilitated Neighborhood Watch meetings monthly
- Held three 12-week Launcher Entrepreneur Classes, 58 students graduated
- Awarded $500,000 Delaware State Housing Authority grant to build 10 new homes in Central Dover
- Awarded $20,000 Potters Trust grant to provided rent, mortgage, and utility assistance to Central Dover residents
- Purchased two lots to build a commercial facility in collaboration with Delaware State University
- Held an outdoor “Movie Night,” 70 community members in attendance
- Completed residential surveys of 256 homes
- Distributed 4,500lbs of food to 60 community members in collaboration with Delaware Mobile Food Truck
Real Estate Development Services
Building and preserving housing for families and elderly

“I’m a blessing and huge change for my family. My kids have so much space to run, jump, and play. We are so happy.”

Rodnett, Homeowner

In 2019, NCALL built four new, energy efficient, single family homes side by side on N. Kirkwood Street in Dover. Construction gap funding was provided by Delaware State Housing Authority’s Strong Neighborhoods Housing Fund. They feature open floor plans with gleaming laminate wood floors, stainless steel appliances, and large spacious kitchens. They have plenty of space for storage and attached garages in the back.

North Kirkwood Street, a once blighted area, is being revitalized by NCALL and our partner, Central Delaware Habitat for Humanity. It is an ideal location – for those seeking a livable, walkable community.

First time homebuyer Rodnett became the proud owner of one of the homes in October. “Before purchasing the house on Kirkwood, I was living in a small condo on the third floor with four kids,” she said. “It’s a blessing and huge change for my family. My kids have so much space to run, jump, and play. We are so happy.” Rodnett said having a yard for her children to play in warms her heart.

Rodnett knows her neighbors and said they are friendly and welcoming. The families share a common bond as new homeowners and participants in NCALL’s programs.

Rodnett was encouraged to contact NCALL by her parents, who purchased a home after having participated in NCALL’s housing counseling program when she was a teenager. She said she attended a homeownership orientation and started working with a homeownership counselor. “I had gone through bankruptcy and was struggling to rebuild my credit,” Rodnett said. “My counselor was wonderful. She walked me through what I needed to do and addressed all my questions and concerns.”

Rodnett said the first time she toured the home
on Kirkwood Street she fell in love. She knew there would be a high demand for the homes, but felt encouragement and hope after every interaction with NCALL. She urges others in situations similar to hers to contact NCALL.

“It doesn’t matter what happens in life, you can’t give up. I never thought I would own my dream home, but thanks to NCALL and the power of prayer, it happened,” she said. “Every time we walk through the door, I can’t believe it’s ours.”

NCALL is committed to the revitalization of Central Dover through the Restoring Central Dover initiative. In partnership with Central Delaware Habitat for Humanity, and others, and with funding from Delaware State Housing Authority, 38 homes have been built and more than twenty are planned over the next few years. The homes are offered for sale to first time homebuyers with incomes at or below 120% of Area Median Income.

Real Estate Development Activity

N. Kirkwood Street (4 units) - New single family homes were built side by side and sold to first time homebuyers in Dover, DE.

Bailey Road (24 units) - Sponsored by Eastern Shore of Virginia Housing Alliance, affordable rental apartments for farmworkers and their families in Virginia was completed in August 2019.

Village of St. John (53 units) - Sponsored by the Ministry of Caring, historic preservation and conversion of a cathedral into affordable rental units for seniors in Wilmington, was completed in August 2019.

Lady of Grace Village (60 units) - Sponsored by the Felician Sisters, affordable rental units for single and family households was under construction and completed at the end of December 2019.

Herring Ridge (34 units) - Sponsored by Better Homes of Seaford, new construction of affordable apartments for seniors is under construction and should be completed in 2020.

Millsboro Landing (38 units) - Sponsored by Millsboro Housing for Progress, a complete renovation of existing affordable family rental units was in the planning stage in 2019. The USDA Rural Development Section 515 transfer application was completed and Low Income Housing Tax Credits reserved.

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

“I can’t say enough wonderful things about NCALL. The self-help team answered my calls day and night and provided technical expertise that I was lacking.”

Jason Tickle,
Executive Director for Habitat for Humanity of Caroline County

Habitat for Humanity of Caroline County in Bowling Green, Virginia is the latest grantee assisted by NCALL’s Self Help Housing team. As a rural community, the self-help housing program is very much needed.

The United States Department of Agriculture (USDA) self-help housing program consists of families working together to build their own homes. With the assistance of a grant that supports skilled staff, an association of generally four to 10 families is formed. These families provide at least 65% of the labor necessary to build the homes.

Executive Director for Habitat for Humanity of Caroline County, Jason Tickle, said prior to becoming part of the Self-Help Housing program, it had been 10 years since they were able to build a home. Since being accepted in the program last year, they have five homes under construction for deserving families.

Jason said there was a stigma about affordable housing in the past. “It has been wonderful for the community. It put a positive light on affordable housing, and knocked down a lot of those barriers,” he said. “The community comes together to help build the homes and meet the families, and they realize how wonderful it is.”

The sponsor organization receives a Section 523 Self-Help Housing Technical Assistance Grant from Rural Development to operate the self-help program. The nonprofit grantee takes on the responsibilities of training the families in construction as well as homeownership skills, keeping the families' loan records, ordering the construction materials, choosing the sites and house plans, recruiting the families and keeping them motivated throughout the construction process.

Jason described the experience as humbling. He said one family in particular really tugged at his heart strings. The clients are mother and daughter, and the mother is a senior citizen and the daughter is blind. They have certain needs in their home for safe living conditions. “They are
living in a mobile home with no heat and most the electrical sockets don’t work,” Jason said. “Their new home will have three bedrooms, two baths, and is designed with the daughter’s disability and the mother’s age in mind.” Her son and daughter-in-law are providing the labor for them.

Jason said another issue the community faces is retaining teachers and first responders. “I am pleased to say three of the five homes we are building are for teachers. Our teachers are in the right income bracket for the program,” he said. “We are hoping to not only provide more affordable housing, but also help the schools retain some of their teachers.”

Jason has been very pleased with the support he has received from NCALL. “I can’t say enough wonderful things about NCALL. The self-help team answered my calls day and night and provided technical expertise that I was lacking,” he said. “When we were first applying for the grant, there was a tight deadline. They cleared their schedules, came down, and helped me through the whole process. They are wonderful and I am truly grateful.”

Self-Help Housing Regional Activity

- Self-Help Homes Built or Rehabbed: 43
- 502 & 504 Dollars Leveraged: $6,989,647
- Other Funds Leveraged: $129,113
- Average Sweat Equity Earned: $17,547
- Average Loan Amount: $162,550
- Very Low Income Served: 70% (Below 50% of Median)
- Low Income Served: 30% (Below 80% of Median)
- 523 Grants Obligated: $3,238,341

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
The Loan Fund
Financial resources for affordable housing, community facilities and revitalization

“BeReady CDC is blessed to have the technical assistance provided to us by the NCALL Loan Fund, increasing our ability to lead our important community development project to finally be under construction.”

Pastor Lottie Lee-Davis, BeReady CDC

NCALL’s Loan Fund provides technical assistance to community development organizations and affordable housing developers. Due to a grant from JPMorgan Chase, this year a large focus was on providing these services in Wilmington. This work is building the capacity of Wilmington-based organizations, allowing them to better service the community. A few of those assisted are highlighted below.

Latin American Community Center: Infant and Toddler Center (LACC)
Wilmington’s Latin American Community Center empowers the Latino Community through education, advocacy, partnerships and exceptional services.

With technical assistance from NCALL’s Loan Fund, LACC is developing a 19,000 square foot Infant and Toddler Center adjacent to its main building to expand the number of children it serves with its high-quality, dual-language, early learning development program. NCALL is assisting LACC with developing a project pro-forma and income and expense projections, assembling a development team, and structuring financing. NCALL is also working with LACC to craft a capital campaign to raise the necessary equity for the project.

Be Ready CDC: Solomon’s Court
Be Ready CDC promotes community and economic development in Wilmington’s Fourth St. corridor and surrounding neighborhoods.

NCALL Loan Fund is helping Be Ready CDC develop Solomon’s Court, a catalytic project in the 1500 block of W. Fourth St. that will create 20 affordable rental units, 7 of which will be fully accessible for people with disabilities. Solomon’s Court will also create 5,827 square feet of ground floor commercial space facing Fourth St., a neighborhood commercial district and gateway to Wilmington’s downtown.

NCALL is assisting Be Ready CDC with project feasibility, structuring financing, identifying new funding sources including New Markets Tax Credits, and establishing a developer partnership agreement. NCALL’s technical assistance is also supporting Be Ready’s organizational development so the CDC can establish the
stability necessary to sustain the project and expand its community impact long-term.

2 Fish Home Renovations
2 Fish Home Renovations is a social enterprise that operates a workforce development program providing construction and job training to returning citizens while renovating distressed properties for home ownership.

With assistance from NCALL, 2 Fish Home Renovations is taking their operation to scale and expanding their impact while improving their financial position to maintain growth.

The Loan Fund is helping this startup organization with all aspects of organizational development, including expanding into affordable housing development and creating the organizational capacity needed for compliance. By facilitating communication with government entities and access to financing, NCALL Loan Fund has helped 2 Fish capitalize on the opportunity to acquire 6 distressed properties for rehabilitation as the result of a code enforcement action in the City of Wilmington.

Delaware Community Reinvestment Coalition and Stepping Stones Federal Credit Union (DCRAC)
DCRAC promotes financial literacy and access to affordable financial products for the unbanked in Delaware.

DCRAC, with the Loan Fund’s assistance, is planning and implementing renovations for the facility that houses their credit union on S. Harrison St. in Wilmington as well as supporting the organization in stabilizing its financial position to be able to secure and sustain financing.

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 12 loans to 8 borrowers
- Deployed $5 million ($3.4 from Loan Fund and $1.6 from participant lenders)
- Financed 7 units of for-sale housing and 10 rooms/beds for supportive housing
- Community facilities financed included 38,980 square feet of facility space, 29 rooms/beds of supportive housing, two substance withdrawal management facilities, two addiction recovery homes, one senior center, one training facility for rural water/wastewater systems and one property acquisition for future development of a Montessori School
- Revitalization loans financed 4,000 sq. ft. of commercial and retail space and 6 units of rental housing
- Maintained an Aeris Rating of ★★★+AA
Below are comprehensive financial statements excerpted from NCALL’s Fiscal Year 2019 (October 1, 2018 - September 30, 2019) 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, 2019**

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<th>NCALL Consolidated*</th>
<th>Loan Fund</th>
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### Statement of Revenue and Expenses
**Year Ended Sept. 30, 2019**

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<th>NCALL Consolidated*</th>
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<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program activities</td>
<td>3,691,570</td>
<td>1,657,481</td>
</tr>
<tr>
<td>Support services &amp; losses</td>
<td>888,739</td>
<td>140,172</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$4,580,309</strong></td>
<td><strong>$1,797,653</strong></td>
</tr>
</tbody>
</table>

| Increase in Net Assets      | $1,056,913           | $650,808      |

* Consolidated column represents total NCALL, including Loan Fund.
FY 2019 Philanthropy & Investments

Thank you for your support, partnership, and commitment to transforming people’s lives.

Government
City of Dover
Kent County Levy Court
Sussex County Council
New Castle County
State of Delaware
  Delaware Grant-in-Aid
  Delaware State Housing Authority
  Neighborhood Building Blocks Fund
State Employees Combined Campaign
NeighborWorks® America
U.S. Department of Agriculture,
Rural Housing Services
U.S. Department of Housing &
Urban Development (HUD)
U.S. Department of Labor

Corporations & Businesses
Artisans’ Bank
Bank of America
Chesapeake Utilities Sharing
Comenity Bank / Alliance Data
County Bank
Deutsche Bank
Discover Bank
Dover Downs
eHome America
Fannie Mae
First Shore Federal Savings & Loan Bank
Housing & Development Advisors, LLC
HSBC Bank
JPMorgan Chase
M & T Bank Charitable Foundation
Peter Oldziey & Associates
PNC Financial Services Group
Reliable Home Inspection Services, Inc.
Sol Systems
TD Bank Charitable Foundation
W.L. Gore & Associates
Wells Fargo Foundation
Wells Fargo Regional Foundation
WSFS Bank
Tri-County Council

Foundations & Organizations
Better Homes of Seaford
Borkee-Hagley Foundation
Central Delaware Habitat for Humanity
Crestlea Foundation
Delaware Community Foundation
Delaware Comm. Reinvestment Council
Dover Interfaith Mission for Housing
First Shore Fund
Homeless Planning Council of Delaware
Interfaith Community Housing
Laffey-McHugh Foundation
Longwood Foundation
Marmot Foundation
Milburn Housing for Progress
Our Lady of Grace
Benjamin Potter Charity Trust
Snow Hill Citizens for Decent Housing
United Way of Delaware
UPLIFT America Fund / Mary
Reynolds Babcock Foundation
Walker Square Property Owners
Association
Welfare Foundation
West End Neighborhood House

Individuals
Beryl Barmore
Jane & Paul Berge
Joe & Tamara Belden
James Burke
Vickie Bryant
Rex & Pat Batchelor
Francis & Michael Casey
Dave & Penny Callahan
Randall Chapman & Debra Danburg
Tara Clifford
Anthony DePrima
Delmas Failing
Denise R. Freeman
Marianne Gellman
Marlena & Jonathan Gibson
Deborah Hamilton
Cathy L. Harrington
Connie S. Harrington
Tracey Harvey
Christopher Helmers
Michael Herman
Philip Hoffert
David Keach
Patricia Kelleher
A. Hughlett Kirby
Jeanine Kleimo
Daniel Kuennen
Randy Kunkle
Jim & Michelle Lattanzi
Jill Lordan
Paul Marcus
Dorothy Medeiros
James G. McGiffin, Jr.
Gina Miserendino
Camille Moman
John G. Moore, Sr.
Joe L. Myer
Kristina Naylor
Dawn Poczynek-Holdridge
Dorothy Sharpe
Nancy Myer Snyder
Derrick Southard
Karen Speakman
Jeremiah Spruance
Natisha Tolliver
Amy Walls
Bobbie Jo Wert

Loan Fund Capital Investors
Artisans’ Bank
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
TD Bank
The Domestic and Foreign Missionary
Society of the Protestant Episcopal
Church
USDA, Rural Housing Services
U.S. Dept. of Treasury, CDFI Fund
Welfare Foundation
Wells Fargo Community Lending
and Investment
Wells Fargo Regional Community
Development Corporation
Woodforest National Bank
WSFS Bank
NCALL’s Board of Directors

J. Randall Kunkle, President
John Moore, Vice President
Tracey Harvey, Secretary
Daniel Kuennen, Treasurer

Beryl Barmore
Joe Belden
Vickie Bryant
Anthony (Tony) DePrima
C. Denise Hicks

Jeanine Kleimo
James G. McGiffin, Jr.
Jeremiah Spruance
Amy Walls
Bobbie Jo Wert
NCALL’s Staff

Karen Speakman  Executive Director
Nancy Aragon  Homeownership Specialist
Dalila Blanchard  Financial Coach
Solorina Bryant  Home Preservation Specialist
James Burke  Home Preservation Coordinator
Dave Callahan  Loan Fund Manager
Sharon Cephas  Homeownership Specialist
Jennifer Cholewa  Financial Coach
Tomeka Crawford  Self-Help Housing Specialist
Tina Dalmer  Self-Help Housing Specialist

Frank Datillo  Self-Help Housing Specialist
Rebecca Dennis  Self-Help Housing Specialist
Sterling Douglas  Loan Fund Servicer
Vincent Episcopo  Loan Officer
Denise Freeman  Housing Counseling Director
Marianne Gillman  Resource Develop. Director
Will Grimes  Neighborhood Revitalization Coordinator
Asia Green  Financial Ed Outreach Organizer
Sierra Green  RCD Outreach Organizer
Connie Harrington  Finance Director

Nora Hertel  Marketing Specialist
Phillip Hoffert  Housing Dev. Specialist
Nathaniel Horsey  Financial Coach
Chanda Jackson  Community Engagement Specialist
Andrea Johnson  Intakes Specialist
Trish Kelleher  Real Estate Development Director
Karen Kollias  Loan Fund Director
Jill Lordan  Self-Help Housing Director
Jose Martinez  Financial Coach
Camille Moman  Consumer Services Administrator

Ulla Moore  Financial Assistant
Maggie Pleasant  Housing Development Specialist
Esther Nazibella  Administrative Assistant
Phyllis Ranea  Executive Assistant/Analyst
Norissa Sears  Administrative Assistant
Dorothy Sharpe  Homeownership Specialist
Derrick Scottbard  Loan Officer
Kim Weston  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 - 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 for believing in our mission and for your generosity. With your continuing friendship, we look forward to having an even greater impact in 2020!

Among the many ways you can join in:
- Volunteer to speak at a consumer workshop, or help with a Restoring Central Dover event
- Make a donation
- Leave a legacy by including NCALL in your estate plans
- Make a gift of appreciated stock or IRA distribution
- Contribute goods or services
- Consider a grant to NCALL from your Donor Advised Fund