Neighborhood Housing Services of New Haven was incorporated in 1979 as a nonprofit community housing development corporation. The NHS mission has always included providing safe, affordable housing and homeownership opportunities for low- and moderate-income (LMI) homebuyers in New Haven. We develop houses, most of which involve the rehabilitation of existing, formerly dilapidated structures. NHS is committed to strengthening the neighborhoods in which we work by stimulating reinvestment in the housing stock and creating homeownership opportunities for first-time homebuyers.

In our 33+ year history, NHS has fully renovated and sold more than 250 houses to LMI families. In recognition of the unique challenges faced by LMI homebuyers, NHS opened the New Haven HomeOwnership Center in 2001 to serve as a “one-stop shop” for prospective first-time homebuyers and existing homeowners in the greater New Haven area. Today, our enhanced mission is to stabilize and revitalize our neighborhoods through increased homeownership, to develop affordable housing for LMI families, to provide homebuyer education and financial assistance to individuals and families who are purchasing homes in the greater New Haven area, and to assist homeowners who risk losing their homes in foreclosure no matter where in Connecticut they reside. We hold the strong belief that homeownership gives families a vested stake in their communities, and provides them with an asset-building tool that will help them to achieve economic prosperity.

NHS is part of the national NeighborWorks® Network under the auspices of NeighborWorks® America based in Washington, DC. Serving urban neighborhoods and rural areas all across the country, more than 230 NeighborWorks® organizations have received wide acclaim as successful programs committed to the stabilization and revitalization of the communities they serve.

When NHS was first established in New Haven, service areas were selected for their types of structures, degree of deterioration and extent of homeownership. Although our target areas have changed over time, NHS remains an effective, flexible organization with a proven track record of positioning neighborhoods to succeed. Our partnership with residents, lenders, the business community and the public sector embraces a holistic approach to the revitalization of our service area to create vibrant, active, beautiful neighborhoods of choice.
<table>
<thead>
<tr>
<th>In the past year, NHS has ...</th>
<th>Invested more than $2,608,400 in the purchase and rehabilitation of houses throughout New Haven</th>
<th>Held 11 financial literacy classes with 70 participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered 252 participants in 21 post-purchase home maintenance and energy-saving classes</td>
<td>Completed 7 “gut” rehabilitation projects to Energy Star 3.0 and historic standards, producing 7 homeownership units and 6 affordable rental units</td>
<td>Provided pre-purchase homebuyer education to 89 prospective homebuyers</td>
</tr>
<tr>
<td>Counseled 220 homeowners who faced foreclosure</td>
<td>Helped 116 clients obtain mortgage modifications that enabled them to stay in their homes and provided 8 homeowners with over $28,500 in rescue funds that enabled them to modify their mortgages and avoid foreclosure</td>
<td>Responded to basic inquiries from 1,959 clients</td>
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<tr>
<td>Helped 132 prospective homebuyers to purchase a home</td>
<td>Hosted 40 volunteer events for a total of 2,150 hours to help improve physical conditions within our neighborhoods</td>
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<tr>
<td>Provided $1,060,000 in direct subsidies of development projects through the Connecticut Housing Tax Credit Program, Historic Homes Rehabilitation Tax Credit Program, and State Housing Trust Fund</td>
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**Note:** This text is a summary of Neighborhood Housing Services of New Haven's achievements and programs in the past year.
It is our pleasure to share with you Neighborhood Housing Services of New Haven's 2012-13 Annual Report. The past year has been filled with a number of exciting positive developments. Here are some highlights:

Newhallville is in transition! As many of you know, NHS of New Haven has focused most of its attention over the past year on Newhallville. Several years ago we committed to help revitalize this neighborhood, and we have directed considerable resources (both financial and staff) to this goal. While there have been some short-term setbacks along the way, the commitment, dedication, and passion of new homebuyers and existing residents in this area have continued to propel Newhallville to overcome some very daunting obstacles. Crime rates are down; residents are working with the police to apprehend those engaged in criminal behavior; housing values are up; new homeowners are moving into the neighborhood; and the general perception of the neighborhood is on the rise.

Our cluster strategy is working! Related to the phenomenon noted above, our strategy of rehabbing houses in clusters to maximize the impact of our work is having the desired effect. We define clusters as three or more houses in close proximity to one another that will show off our reinvestment and demonstrate our confidence in the future of the neighborhoods in which our clusters are located. To date, we have worked in clusters on Winchester Avenue and West Division Street (in Newhallville) and Stevens Street (in the Hill). We have already acquired properties in three additional clusters and look forward to spreading the impact of our reinvestment in these areas as well.

Foreclosures are down: The number of new foreclosure intervention files that have been opened in the past year is roughly half of what we saw two and three years ago. We still have a significant problem, both in New Haven and all across the country. But an increasing number of families who were at risk of foreclosure have now modified their mortgages and/or emerged from the financial situation that put their homes at risk. Our housing specialists in our HomeOwnership Center have done a remarkable job of helping to make this possible.

Green practices are taking hold: By making the houses we rehab more energy-efficient, we are helping our homebuyers to save money on their heating costs and making the homes they are purchasing increasingly affordable. We are demonstrating green practices in classes in our Home Improvement and Energy Conservation Lab, and are practicing what we preach by adopting green practices in our offices.

For those of you who are reading our annual report for the first time, welcome! For those of you who have been our friends and partners for many years, thank you so much for your ongoing support. We look forward to another exciting year of continued progress towards achieving our goals of positioning our target neighborhoods to succeed by creating affordable homeownership opportunities and strengthening the fabric of the neighborhoods in which we are working.

James A. Paley
Executive Director

Virginia Stevenson
Board President
The story of a neighborhood is the story of its homes and its people. In 2012, NHS of New Haven spearheaded an effort to expand the boundaries of the Winchester Repeating Arms Company Historic District to include the entire Newhallville section of New Haven.

This impressive undertaking, which added 1,215 contributing structures to the district, was helmed by consulting historic architect, Colin M. Caplan, with the help of two of NHS’ Summer VISTA Associates. After meticulous research into the stories behind the many buildings that played a role in Newhallville’s heritage, the boundary increase was approved by the State Historic Preservation Office on June 17, 2013. Historic designation means that property owners in the district, including NHS, can now access historic tax credits for improvements to their properties. We are excited about the opportunities this historic district brings to the neighborhood. We hope that by celebrating Newhallville’s past, we can ensure a positive future.
This is a year of possibilities and new ventures for the HomeOwnership Center. As a recent recipient of a sustainability grant for HomeOwnership Centers from NeighborWorks® America, we are embracing the opportunity to re-examine our processes, procedures, and programs in an effort to ensure that they continue to meet the needs of the expanding market that we serve. We will be taking a hard look at the services we are currently delivering and analyzing their effectiveness. This analysis will afford us the opportunity to expand and enhance programs, products, and services that current and future customers find beneficial to their pre- and post-homeownership needs.

With the continued decline of case files for distressed homeowners and an upsurge of prospective homebuyer files, our focus, as always, is driven by consumer demand. We anticipate that our 2013 figures will reflect a positive trend, with prospective homebuyers comprising the majority of our client base once again. Interest rates are still at historic low levels and the housing market, though stronger, still favors the homebuyer. It still makes sense to own one’s home when monthly payments of principal, interest, taxes, and insurance are less than or equal to one’s monthly rent.

In early 2014, we expect to launch our first Affordable Rental Development project on Edgewood Avenue. As advocates for our customers, we understand that homeownership is not always a realistic option, and there will always be a need for affordable, high-quality, family-size rental units in New Haven. We are excited that these rental units will soon be available for families who desire quality apartments in the Dwight neighborhood.

With these new opportunities and funding awards ahead of us, we will maintain our position as the premier provider of pre- and post-homeownership counseling and educational services in Connecticut.

Bridgette Russell, Managing Director of the New Haven HomeOwnership Center
NHS of New Haven’s state-of-the-art Home Improvement and Energy Conservation Laboratory is the center of our post-purchase homebuyer education programs. The Lab serves as a hands-on training facility for residents to learn crucial skills to maintain their homes while saving money and conserving energy. We host classes with topics ranging from Home Maintenance 101 and Historic Window Repair to Basic Plumbing and Energy Efficiency Resources. These classes give homeowners the knowledge and confidence to perform routine maintenance tasks and also to undertake more complex projects. The Lab also serves as a green demonstration model, providing inspiration to visitors including building officials, architects, bankers, delegations from other NeighborWorks® organizations, and the general public. The building’s sustainable features include a micro-combined heat and power co-generation system, photovoltaic array, daylighting, extensive green roof, and water-saving technologies. We are delighted to report that our Lab was awarded LEED® Platinum certification by the U.S. Green Building Council.

Affordable Homeownership Development

NHS acquires, rehabilitates, and sells formerly blighted homes to low- and moderate-income families at affordable prices. We ensure that our rehabilitation projects are energy-efficient and environmentally-friendly, as all our housing projects are now completed to Energy Star 3.0 federal energy performance standards—a high bar for rehab projects. Features such as insulation, replacement windows, energy-efficient lighting, heating equipment, and appliances are all compliant with this high standard, which places our rehab projects on par with the high energy performance of today’s best new construction. Water conservation is achieved with low-flow plumbing fixtures. By restoring houses and preserving many original materials, NHS minimizes construction waste while maintaining historic features. The visible evidence of our reinvestment motivates others to fix up their houses and symbolizes the beginning of a renewed confidence in the neighborhoods in which we are working.

In the past year, NHS completed development projects at 428 Orchard Street, 319 West Division Street, our 2012 Yale/Jim Vlock Building Project at 132-36 Newhall Street, 72 Carmel Street, 504 Dixwell Avenue, 311 Greenwich Avenue, 46 Stevens Street, and our 2013 Yale/Jim Vlock Building Project at 116 Greenwood Street.
Community Building & Organizing has grown considerably over the past year, increasing the number and breadth of service projects, building partnerships, and establishing self-sustaining initiatives that have made significant improvements in our targeted neighborhoods.

For the past year, NHS has supported a resident-led initiative to bring a greenhouse to an active community garden located in Newhallville. Community residents developed the plan with the aim of turning the garden into a thriving center for community involvement and education, and it has evolved into an exciting partnership with local gardeners, the City of New Haven’s Livable City Initiative, the New Haven Land Trust, Lincoln-Bassett School, Solar Youth, SEEDnh, and Common Ground High School. The greenhouse will serve as a model facility where gardeners will be able to extend their growing season while both students and community residents will be invited to learn urban farming practices and sustainable energy techniques. We’re thrilled to see all of our efforts come to fruition with the imminent opening of the greenhouse.

Our community lighting initiative, an installation of more than 2,000 LED street lights and lampposts in Newhallville in collaboration with the Promise Land Christian Community Commission and Crime Prevention Through Environmental Design, has produced immediate results in Newhallville. Residents have reported an increased feeling of safety, and instances of crime in targeted areas have gone down. This effort, in collaboration with community-based policing, holds promise for reducing crime in neighborhoods that have been plagued by it for decades.

In addition to this, the CB&O Department has hosted multiple days of service with Yale student volunteers, who helped paint the Church of Macedonia in Newhallville, clean and landscape the yard of a longtime Newhallville resident, facilitate street clean-ups, and conduct resident surveys. Wells Fargo, Hopkins School students, and groups of Newhallville residents have also spearheaded projects aimed at bettering our communities, including a back-to-school event where supplies were donated to local children. We feel fortunate to be able to partner with so many great individuals and organizations that help us carry out our mission, and we’re excited to see what projects develop in the coming year.

“Neighborhood Housing Services of New Haven doesn’t just build homes, they build relationships in this community.”

-Newhallville Resident
After more than a year of staring at two adjacent boarded-up three-family houses on Edgewood Avenue, NHS put together a plan for renovating the buildings and their six apartments as showpieces of what spacious, high-quality rental units can look like. With the help of a CHAMP-2 grant from the Connecticut Department of Housing, we are currently planning the complete, "gut" rehab of these two houses, with a projected completion date of early 2014. These two buildings have been two of the most blighted eyesores in the Dwight neighborhood, and their transformation will have a huge impact on private reinvestment in the area. While the cost of this project is admittedly high, the long-term benefit to the City and to residents who live in and around these two properties will be immeasurable.

Lending Institutions
Bank of America
Citi Foundation
Citizens Bank
First Niagara Bank
JPMorgan Chase
Liberty Bank
NewAlliance Foundation
People’s United Bank
Sovereign Bank/Santander
TD Bank
Wells Fargo
Webster Bank

Other Corporate Support
Connecticut Light and Power
Eaton Vance Investment Managers
State Farm Insurance
Suzio-York Hill Companies
Traveler’s Insurance
UIL Holdings (UI & SCG)

NHS of New Haven attracts financial support from a variety of philanthropic sources. The lending institutions and corporations listed here often provide us with far more than their valuable financial support. Programmatic support and partnerships with the City of New Haven, the Community Foundation for Greater New Haven, the Local Initiatives Support Corporation (LISC), United Way of Greater New Haven, Yale University, and Yale-New Haven Hospital all help to build our capacity and further our mission. NeighborWorks® America is our single largest provider of financial assistance. Expanding our individual donor base will provide us with even more diverse funding. We are grateful to everyone who contributes to our mission of revitalizing neighborhoods, block by block, house by house, and person by person.

"NHS goes beyond its mission because the organization has regard for the building stock and preserving historic detail."  
---Community Stakeholder

"NHS of New Haven leads the way in homeownership and community revitalization while demonstrating innovativeness and resiliency during the economic downturn. We look forward to many years of NHS improving New Haven’s communities."

---Art Casavant, Vice President and CRA Officer- People’s United Bank
## Combined Statement of Financial Position/Activities

### Assets

**Current Assets:**
- Cash and Cash Equivalents: $1,193,742
- Restricted Cash: $112,044
- Grants and Other Receivables: $680,664
- Workshop, Consulting, and Project Fees Receivable: $1,600
- Accrued Interest Receivable on Mortgage Loans: $9,885
- Prepaid Expenses: $26,440
- Pledges Receivable: $10,000
- Total Current Assets: $3,871,050

**Non-Current Assets:**
- Property Inventory (Rehab Projects and Tax Liens): $5,833,136
- Property, Plant, and Equipment (Net of Accumulated Depreciation): $1,192,671
- Pledges Cash, CDs, and Investments: $950,000
- Pledges Receivable - Non-Current Portion: $465
- Mortgage Subsidy Receivable: $25,000
- Mortgage Loans Receivable: $1,133,114
- Total Non-Current Assets: $5,553,261

**Total Assets:** $5,597,035

### Liabilities

**Current Liabilities:**
- Accounts Payable: $7,002
- Lines of Credit: $500,000
- Accrued time off and other expenses: $72,023
- Customer Deposits: $8,350
- Funds Held in Escrow: $103,694
- Total Current Liabilities: $1,600,653

**Non-Current Liabilities:**
- Deferred Revenue: $2,624,431
- Long term line of credit: $250,000
- Long term debt: $1,700,000

**Total Non-Current Liabilities:** $4,574,831

**Total Liabilities:** $11,168,761

### Net Assets

**Unrestricted:** $2,126,653
**Temporarily Restricted:** $680,664
**Permanently Restricted:** $1,192,671
**Total Net Assets:** $5,553,261

**Total Liabilities and Net Assets:** $11,168,761

### Revenues and Other Support:

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<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
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</table>

**Total Revenues and Other Support:** $3,597,035

### Expenses:

**Program Services:**
- Housing Rehabilitation and Development: $2,363,736
- Community Building and Organizing: $176,956
- Homeownership Programs: $712,053
- Total Program Services: $3,252,745

**Supporting Services:**
- Management and General: $218,544
- Fundraising: $93,038
- Total Supporting Services: $311,582
- Total Expenses: $3,564,327

**Net Assets:**
- Beginning of Year (12/31/10): $2,126,653
- End of Year (12/31/11): $3,564,327

**Change in Net Assets:** $1,439,674
Board of Directors

The NHS of New Haven Board of Directors is a partnership of neighborhood residents, local lenders, and representatives from the City of New Haven.

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Raymond Chambers
Sandra Hadland
Chris Prokop, Secretary
Leslie Radcliffe
George Rose, Sr.
Virginia Stevenson, President
Celeste Sughs, Vice President
Jerome Tureck
David White, Jr.

CITY OF NEW HAVEN
Velma George

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Henry Dynia, Director of Design and Construction
Bridgette P. Russell, Managing Director, New Haven HomeOwnership Center

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Brita Carlson, Project Manager/Architectural Assistant
Thomas Citerella, Senior Housing Specialist
Mark J. Cotte, Director of Finance
Stephen Cremin-Endes, Community Building Specialist
Kathy Fay, Manager, Home Improvement and Energy Conservation Lab
Michael Haynes, Supervisor, HomeOwnership Center
Areta Huckaby, Administrative Assistant
Beth Kidd, Public Relations Assistant
Norma Pantoja, Administrative Assistant
Dorothy Pina, Data Entry Clerk
Araba Prah, Project Manager/Architectural Assistant
Clara Quinones, Housing Specialist
Becky Skau, Bookkeeper
Alice Steinhardt, Housing Specialist
Jasmine Torres-Small, Housing Specialist
Colleen Trompeter, Public Relations Coordinator

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People’s United Bank
Carol Heller
Bank of America
Kevin A. Moran, Treasurer
Webster Bank
Dale Stewart
TD Bank
Arnoldo Ulloa
Wells Fargo

2012-2013 VISTA Members
Daniella Beltran
Araba Prah
Joseph Rosenberg
Kelsey Wakefield

2013-2014 VISTA Members
Allison Kelly
Kimberly Langin
Kim Ochilo
James Richmond

NHS of New Haven would like to thank all of our VISTA Members for their hard work and contributions to NHS.
Neighborhood Housing
Services of New Haven
positions neighborhoods
to succeed by increasing
homeownership;
providing pre- and post-
purchase homebuyer
education and financial
coaching; making
homes beautiful, energy-
efficient, and affordable;
and helping residents
take charge of their
neighborhoods.

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