



NORTHERN NEW ENGLAND  
HOUSING INVESTMENT FUND

**2015**  
**ANNUAL REPORT**



Photo by Erin Little Photography



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**“THERE ARE SOME CORE VALUES THAT WE HOLD FAST TO AT NNEHIF:  
INTEGRITY, PROFESSIONALISM, AND RESPECT. RELATIONSHIPS  
BUILT ON THESE VALUES HAVE BEEN THE KEY TO OUR SUCCESS.”**

**Bill Shanahan** | President, NNEHIF



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# LETTER FROM THE PRESIDENT

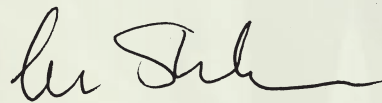
## Enduring Relationships, Consistent Results

In 2015, there was a lot of commotion in the marketplace, with lots of capital and many deals. For NNEHIF it was business as usual—we balanced our ability to raise capital with select development deals. Perhaps more importantly, we continued to grow our relationships with developer and investor partners and welcomed new partners into the fold.

Our multi-investor fund Community Capital 2015 proved to be the largest fund that NNEHIF has had since 2006. There were 14 investors in CC '15, compared to the 6 investors in the first fund we created in 1996. Interestingly, 11 of the 14 investors were community banks. Whether a community bank, a national bank,

or a regional bank, meeting CRA objectives remained a dominant factor for Housing Credit investors in 2015.

This year was a gratifying one and we're looking forward to more of the same success in 2016. Markets rise and fall, but we will keep investing in relationships. That's why our investors and developer partners continue to invest with us, and we think this is the best strategy to accomplish our stated mission.



**Bill Shanahan** | President, NNEHIF



# HOW NNEHIF WORKS

In the words of our employees, investors, and developer partners.

## STAFF

“NNEHIF approaches each transaction as a true partnership. We work diligently to properly represent the interests of our investors and the vision of our developer partners, which ultimately results in safe, quality affordable housing for the residents of Maine and New Hampshire.” — **Jackie Wiegleb, Acquisitions Analyst**

## INVESTOR

“NNEHIF has a capable staff that knows their markets and knows the developers. They’re able to match the needs of the stakeholders and investors in a way that is unique to NNEHIF. It brings added comfort to investors to know that they have a syndicator that stands behind their investments and their projects.” — **Michael Clarke, Sr. VP of Community Development Banking, Bank of America Merrill Lynch**

## STAFF

“I think our success derives from our relationships with our development partners, property managers, and local housing authorities. We know the market we are investing in, and we know the people. We’ve become not only an investment partner, but a resource as well.” — **Alyssa Dean-Littlefield, Senior Assets Manager**

## DEVELOPER

“NNEHIF is more than just a good partner, they’re a good resource, often acting as a sounding board and offering their advice on potential projects. They are willing to go beyond being a mere acquisition partner to discuss the long-term viability of a project. The streamlined nature of closings that NNEHIF is involved in is just one of the reasons we continue to work together.” — **Rob Bernardin, Director of Real Estate Acquisition, The Caleb Group**



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## STAFF

“NNEHIF does an excellent job of supporting its mission—plus we have a track record of success with developers, both new and experienced. Our consistent returns have helped us keep investors in our funds coming back.”

— **Patrick Brennick, Senior Asset Manager, Compliance and Reporting**

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## INVESTOR

“NNEHIF is very hands-on with all of their projects and partners, and they’re looking out for all of the investors, not just the big guys.” — **David Birkhahn, VP, Team Lead of the Community Capital Group at TD Bank**

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## STAFF

“NNEHIF employees tend to stay a long time, believe in the mission of the organization, truly care about doing good work, and get along well with each other. This is conducive to a productive and cooperative atmosphere where serving the needs of our partners well is a matter of course.” — **Holly Burbank, Vice President, Finance and Administration**

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## DEVELOPER

“NNEHIF knows their stuff. They’re heavily involved in the state, they’re at the industry conferences, and they’re here for the long haul. Even when we’re not doing a certain deal with them, I often start with them to ask initial questions and they help me get the lay of the land. And when we are doing a deal together and a complex technical issue comes up—which it almost always does—NNEHIF is always able to help. They’re easy to work with. It’s as simple as that.”

— **Kevin Bunker, Founding Principal of Developers Collaborative**

## OUR STAFF

NNEHIF employees bring their expertise, skills, and passion to work every day.

### **PATRICK BRENNICK • SENIOR ASSET MANAGER, COMPLIANCE AND REPORTING**

Patrick is responsible for monitoring the performance of properties, managing quarterly performance and risk assessment reporting, as well as regulatory compliance monitoring.

### **HOLLY BURBANK • VICE PRESIDENT, FINANCE AND ADMINISTRATION**

Holly is responsible for corporate financial management, including long-term financial goal setting, budgets, financial policies, cash management, and reporting. She also oversees the general operations of the organization and works with NNEHIF's president to manage funds and maintain investor relationships.

### **MICHELLE CYR • OFFICE COORDINATOR**

Michelle provides overall corporate support, coordinating office operations, and managing internal and external communications. She is a Certified Credit Compliance Professional.

### **ALYSSA DEAN-LITTLEFIELD • SENIOR ASSET MANAGER**

Alyssa is responsible for compliance oversight and review of financial statements of individual partnerships. She also provides technical assistance related to property management.

### **MARYANNE GOTTMAN • ASSET MANAGEMENT ASSOCIATE**

Maryanne collects, reviews and inputs construction and leasing information, quarterly reports from developers, general partners, and property managers. She also prepares and reviews annual budgets and audits.

### **THOMAS MACDONALD • VICE PRESIDENT, ACQUISITIONS**

Tom oversees NNEHIF's acquisition of investments and coordinates the activities of HIF Consulting. He draws upon his past experience as owner of MacDonald Associates, an affordable housing due diligence and Housing Credit consulting firm.



**JAN MCCORMICK • VICE PRESIDENT, ASSET MANAGEMENT**

Jan directs the company's asset management department, which oversees performance of the investment portfolio. In addition, she coordinates NNEHIF's third-party asset management consulting services. She has extensive experience as an income property mortgage lender, asset manager, and bond trader.

**LISA MERCHANT • ACQUISITIONS SPECIALIST**

Lisa is responsible for guiding transactions from the development process through approval, closing, and post-closing. She brings almost fifteen years of real estate development and legal associate experience to her role, including work as a legal associate and development officer.

**PAUL OTTOSON • SENIOR ASSET MANAGEMENT OFFICER**

Paul's responsibilities include the disposition of matured real estate investments, structuring workouts or similar transactions related to troubled assets, and conducting feasibility analyses of contractual consent and waiver requests.

**STEVE SCHUSTER • SENIOR ACQUISITIONS OFFICER**

Steve's role is to assess the feasibility of investment opportunities and provide construction oversight for projects. In addition, he manages HIF Consulting projects in Maine and New Hampshire, specializing in nonprofit development capacity building for affordable housing initiatives.

**BILL SHANAHAN • PRESIDENT**

Bill brings a career of real estate finance and development to his work at NNEHIF. His primary roles are to establish NNEHIF's strategy and vision, as well as to lead the senior management team. Bill serves on a number of boards, including the Maine Affordable Housing Coalition (MAHC), Housing Action New Hampshire (HANH), Maine Real Estate Development Association (MEREDA), the Genesis Community Loan Fund, and the Park Danforth.

**JACKIE WIEGLEB • ACQUISITIONS ANALYST**

Jackie is responsible for the financial analysis and underwriting of investments. A Certified Credit Compliance Professional, she assists in the process of moving a deal to closing.

## DIRECTORS (ME)

**Cullen Ryan, Chair**  
Community Housing of  
Maine (CHOM)

**Rick Whiting**  
Auburn Housing Authority

**David Birkhahn**  
TD Bank, N.A.

**Bill Floyd**  
Genesis Fund, Inc.

**Michael Clarke**  
Bank of America  
Merrill Lynch

## DIRECTORS (NH)

**Rosemary Heard, Vice Chair**  
CATCH Neighborhood Housing

**Art Casavant**  
People's United Bank

**Gene Clerkin**  
RBS Citizens, N.A.

**Craig Welch**  
Portsmouth Housing  
Authority

**Robert Tourigny**  
NeighborWorks,  
Southern NH

## OUR DEVELOPERS (2015 PROPERTIES)

We collaborate with creative developers who share NNEHIF's mission and commitment to our communities.

### DEVELOPER

**AUGUSTA HOUSING AUTHORITY**

**AVESTA HOUSING DEVELOPMENT CORPORATION**

**BIDDEFORD HOUSING AUTHORITY**

**CALEB FOUNDATION**

**CHOM DEVELOPMENT CORP**

**DEVELOPERS COLLABORATIVE**

**MAINE WORKFORCE HOUSING, LLC**

**MANCHESTER HOUSING & REDEVELOPMENT AUTHORITY**

**PENQUIS COMMUNITY ACTION PROGRAM**

### DEVELOPMENT

Hodgkins School

Avesta McIntyre

Mission Hill

Mission Hill – St. Andres

Timber Ridge Affordable Housing

Village Center Housing Partners

Rosa True

The Lofts at Saco Falls

South Main Manchester Housing

Ernst Manor Housing Associates

### LOCATION

Augusta, ME

Gorham, ME

Biddeford, ME

Biddeford, ME

Sanford, ME

Brewer, ME

Portland, ME

Biddeford, ME

Manchester, NH

Bangor, ME

### PROPERTY TYPE

Elderly

Elderly

Elderly

Elderly

Family

Family

Family

Family

Elderly

Elderly

# INVESTMENT—*THE LONG TERM*



Total Since 1996— **\$561,347,968**

INVESTOR	SINCE	INVESTOR	SINCE
TD Bank, N.A.	1996	Santander Bank	2004
Bank of America	1996	Woodsville Guaranty Savings Bank	2004
Key Community Development Corp	1996	Meredith Village Savings Bank	2004
Fannie Mae	1996	Sanford Institute for Savings	2006
RBS Citizens, N.A.	1996	Northeast Bank	2008
Saco Biddeford Savings Institution	1996	Ledyard National Bank	2010
Gorham Savings Bank	1996	Kennebunk Savings Bank	2010
Androscoggin Savings Bank	1996	Bath Savings Bank	2010
JP Morgan Chase	1998	Eastern Bank	2010
Norway Savings Bank	1998	Lake Sunapee Bank	2010
Camden National	2000	Machias Savings Bank	2010
Connecticut River Bank	2000	The First	2010
People's United	2002	Skowhegan Savings Bank	2014
Bangor Savings Bank	2002	NBT Bank	2015
Mascoma Savings Bank	2002	Kennebec Savings Bank	2015
Merrimack County Savings Bank	2002	Biddeford Savings Bank	2015

# OUR INVESTOR PARTNERS





We partner with investors who share our belief that safe, affordable homes are the cornerstone of a thriving community.



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## Our Agency Partners

We are grateful for our ongoing partnerships with MaineHousing and New Hampshire Housing. Our efforts to create affordable housing only succeed because of the steadfast work of these agencies.

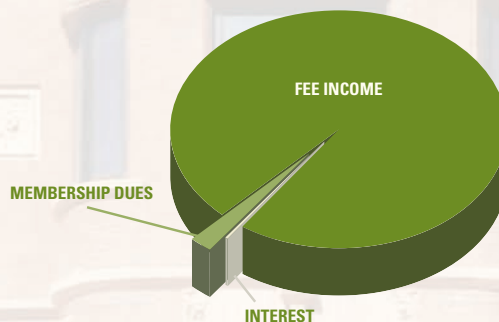
# NNEHIF FINANCIALS

These financials include consolidated operations for NNEHIF, HIF Consulting, LLC, and HIF Historic Affordability, LLC.

■	<b>Fee Income</b>	\$2,359,814
■	<b>Interest</b>	\$53,579
■	<b>Membership Dues</b>	\$2,000

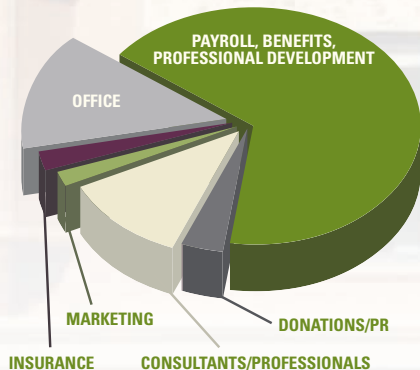
## WHERE IT CAME FROM

\$2,415,393



## WHERE IT WENT

\$2,096,395



■	<b>Payroll, Benefits, Professional Development</b>	\$1,407,955
■	<b>Donations/PR</b>	\$79,100
■	<b>Consultants/Professionals</b>	\$245,745
■	<b>Marketing</b>	\$41,025
■	<b>Insurance</b>	\$52,944
■	<b>Office</b>	\$269,626

## Assets

Cash & Cash Equivalents	\$3,452,120
Other Current Assets	\$7,620,327
Other Assets	\$1,361,773
Property & Equipment (Net Depreciation)	\$116,388
<b>Total Assets</b>	<b>\$12,550,608</b>

## Liabilities & Net Assets

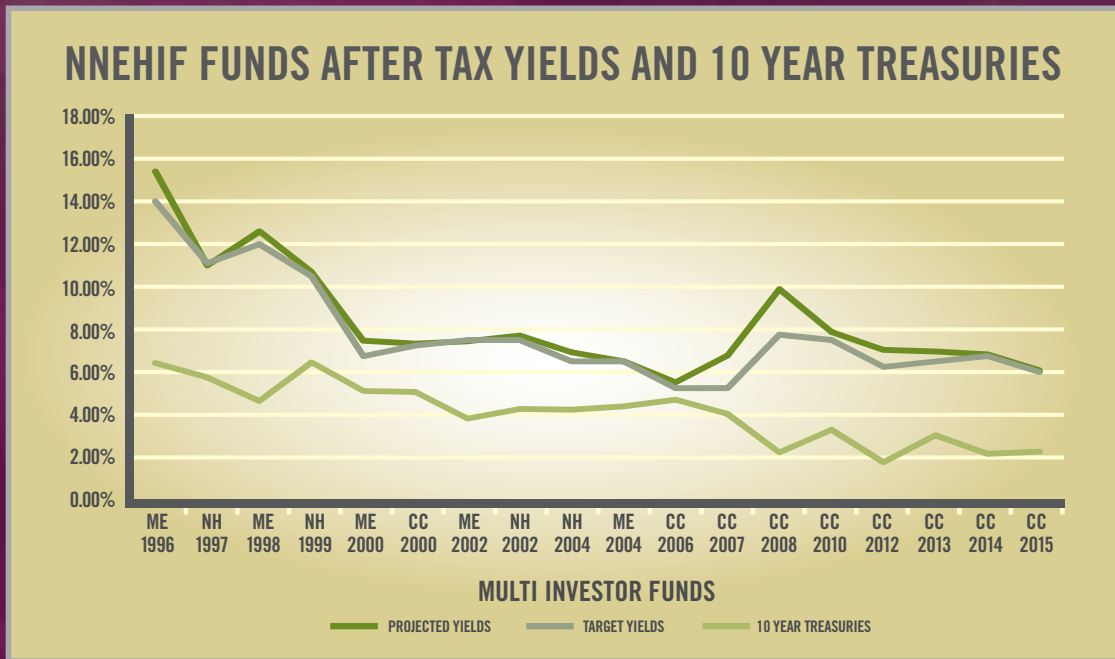
Current Liabilities	\$1,191,653
Long-Term Liabilities	\$5,377,208
Temporarily Restricted Assets	\$1,125,000
Unrestricted Net Assets	\$4,856,747
<b>Total Liabilities &amp; Net Assets</b>	<b>\$12,550,608</b>

*Audited Financial Statements for NNEHIF can be provided upon request.*

## Partnering for the Long-Term

CRA ratings. Market fluctuations. Legislative trends. While we can't control external factors, we can control how we deal with other people. Our goal at NNEHIF is to establish trusted, long-term partnerships—so that we can put together deals that

developers can feel good about and deliver on our investors' yield (and service) expectations. The bottom line for all of us: utilize the Housing Credit Program to create safe, affordable housing for our neighbors who need it. 🏠



The **Northern New England Housing Investment Fund** is a private, nonprofit corporation that promotes housing and community development in Maine and New Hampshire. Our work is fueled by the vision that affordable, secure homes are the cornerstone of community life. To achieve this vision, we focus on improving regional prosperity through the long-term success of individual projects. By ensuring top quality development, we achieve stable and sustainable housing solutions for individuals, families, and communities.

Since 1993, the corporation has raised \$561 million in equity capital, investing it in the development of 2,668 units of affordable housing in New Hampshire and 2,892 units in Maine, for a total of 5,560 units of affordable housing across the two states. NNEHIF currently manages 22 Equity Funds (19 multi-investor funds and three proprietary funds) that invest in affordable housing developments receiving federal Housing Credits.



**NORTHERN NEW ENGLAND  
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**[WWW.NNEHIF.ORG](http://WWW.NNEHIF.ORG)**