



# ANNUAL REPORT



# 2021

## OUR VALUES

**ADAPTIVE:** We balance social responsibility with reasonable risk-taking to meet our commitments in a changing world and align services to respond to market changes, customer needs, and new opportunities.

**COLLABORATIVE:** We embrace our partnerships which invest in our communities and strengthen our collective impact.

**DIVERSE & INCLUSIVE:** We seek to ensure the highest possible level of inclusion and cultural sensitivity in our workplace, properties, and through our governance.

**ETHICAL:** We hold ourselves to the highest standards and conduct our business, programs and activities with honesty, integrity and transparency to the people we serve.

**EXCELLENCE:** We always strive for quality in all that we do.

**INNOVATIVE:** We are a leader and creative catalyst for positive change in rural New Hampshire.

**PASSIONATE:** We care about our neighbors and communities they live in.

**RESPONSIBLE:** We manage our resources ethically and sustainably.

**VISIONARY:** We imagine and see opportunities where others do not.

## From AHEAD's Executive Director and Board President

2021 marked 30 years that AHEAD has served the communities in northern New Hampshire. Originating from a Graduate Studies thesis by David Wood (AHEAD's founding Executive Director), our organization has become an established leader in what has become known as the Affordable Housing sector. Although AHEAD continues to support families and residents of financially marginalized groups, our impact on the regional populations has increased.



Yes, we continue to create and support affordable workforce housing, but in order to do this effectively our mission has expanded to include more programs. This past year, New Hampshire Housing Finance Authority (NHHFA) contracted with AHEAD to manage the statewide Housing Assistance Fund (HAF); which is another vehicle that the state is distributing COVID relief funds to its residents to avoid eviction and the loss of people's homes. 2021 also saw a number of partnerships begin with local employers to help develop workforce housing in our region. Additionally, we celebrated the ribbon cutting for Lloyds Hills, our recently completed property in Bethlehem, and continued to make progress on our newest housing development project in North Woodstock.

AHEAD continues to provide leadership in local social justice initiatives as well as piloting virtual literacy programs for soon to be released incarcerated folks. In addition, we develop and continue to manage a number of different matched savings programs; from elementary students learning about finances to professional preschool and daycare professionals who have historically been under compensated.

AHEAD also is a leader in promoting the message that "exclusionary restrictions and stringent requirements" are the largest obstacle in new housing development in the state of New Hampshire.

Over 30 years of support from our donors, partners, board members and our dedicated staff help to make a difference in so many lives here in our part of the state. As AHEAD transitions to a new Executive Director in 2022, we have the upmost confidence that the next 30 years will be even more impactful.

Respectfully,

**Mike Clafin, Executive Director**

**Martha McLeod, Board President**

## Action For An Equitable, Inclusive North Country

AHEAD continues to take an active role in identifying and addressing underlying issues and disparities involving race, equity, diversity and inclusion.

AHEAD believes that everyone deserves a chance to prosper. Our mission is to create pathways to safe, affordable housing, which strengthens and revitalizes rural communities. To advance our mission, we develop and support programs and policies that foster a culture that creates access and offers opportunities to those who may not have been able to before.

In 2020, AHEAD formed a committee specifically to have open conversations about racism and equality so that we can further discuss action steps, policies and resources for the community. One significant action taken was AHEAD's board establishing a formal Policy Statement of Equity for the organization.

In 2021, AHEAD received a grant from Neighborworks America to expand its DEI work. These funds enabled



our organization to hire a team of knowledgeable consultants to facilitate trainings and workshops in 2022 for board and staff. Additionally, this collaboration will help AHEAD strategize its efforts to better serve and help empower marginalized people in our northern New Hampshire communities.

**STATEMENT of EQUITY:** AHEAD is creating steps through affordable housing, education, and development to support the lives of individuals, families and the communities in which we live. As a non-profit in rural New Hampshire, we recognize the necessity of working together with directness and authenticity, while we hold ourselves and others accountable.

At this time, we are coming together to look at ourselves, our communities and our nation, learning how we marginalize others because of their race, nationality, ethnicity, gender, age, sexual orientation, religion, income, and/or disability. As we learn, we can take responsibility for developing a representative board and staff within an inclusive community where different voices and perspectives are acknowledged and valued.

We will take time to assess the impact, both real and potential, of our acts and decisions upon each other, our families and community. We strive for a safe environment that supports people of all abilities, where we engage with each other openly, honestly and respectfully.

Our actions and deeds must be "anti-racist", "anti-ism" and inclusive. We will engage in hard conversations responsibly. This may be difficult, it is hard to admit one's failings, but it will provide us a path.

We, the board and staff at AHEAD commit to do this and we hope we will not be alone in our efforts.

**OUR MISSION** AHEAD creates pathways to safe, affordable housing which strengthens and revitalizes rural communities.

**OUR VISION** AHEAD envisions healthy communities where residents choose to live, work, invest and grow.

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## Who Benefits from AHEAD's NeighborWorks HomeOwnership Center (HOC)?

### Customers

- convenience
- access to financing
- help with credit issues

### Lenders, Insurers, Real Estate Agents

- mortgage-ready customers
- time and cost savings
- default-resistant borrowers

### Communities

- increased tax base
- neighborhood stability
- enhanced community life

AHEAD's HomeOwnership Center continues to provide consistent and innovated programs and services to customers throughout New Hampshire.

**Pre-purchase counseling** Teaches potential homebuyers how to be an educated, informed and prepared homebuyer through education workshops and 1:1 counseling. Buyers who complete a HUD certified education workshop and/or work with a housing counselor are 1/3 less likely to experience mortgage default.

**Foreclosure Prevention counseling** Guides homeowners through the process of working with the mortgage servicer to avoid foreclosure, negotiate a loan modification, or create a transition plan to move to new housing.

**Homeowner Assistance Fund (HAF) counseling** AHEAD counselors assist New Hampshire homeowners who cannot pay their home mortgage, utilities, home insurance, association fees, and/or property taxes during the pandemic with applying for this federally-funded financial assistance.

**Budget/credit counseling** Housing counselors partner with the client to develop a realistic household budget that will teach and encourage successful money management. Credit counseling educates the customers on how to read and understand their credit report and how to maximize their score.

**Reverse Mortgage Counseling** A requirement in order to obtain a reverse mortgage; counseling explains the requirements, fees and the long-term implications of a reverse mortgage while also exploring alternatives and other community resources available to seniors.

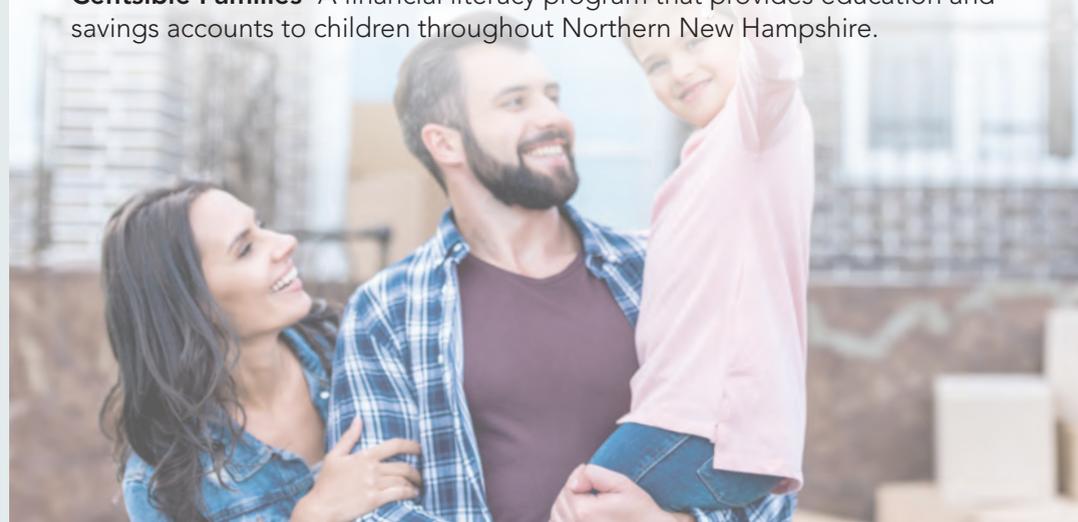
**Loan Packaging for USDA 502D** AHEAD counselors work with qualified AHEAD clients to complete the USDA 502D loan application and submit directly to USDA. Clients who work with AHEAD to package their loan, can save time by transitioning from pre-purchase counseling directly to loan application.

**Financial Education workshops** AHEAD offers a wide variety of financial education workshops that provide our customers the knowledge, tools and resources to make significant improvements in their financial lives. Current topics include; Cracking Credit's Code (2-Part), Budgeting 101, Techno Finance, Ready to Rent and Avoiding Financial Scams.

**Centsible Families** A financial literacy program that provides education and savings accounts to children throughout Northern New Hampshire.

*"I have been working as a Resident Services Coordinator at AHEAD for the past two years. I choose to work for the company due to its goal of assisting local people to achieve their goals. In my position, I enjoy giving my residents the resources that they need to live independently. Each of my residents sees the world through a different set of lenses and working with them is a unique experience. I take satisfaction knowing I was able to help them solve problems and they are grateful. I also like facing challenges to improve relationships with the residents"*

**Michelle Luce**  
Resident Services Coordinator



## ACHIEVEMENTS

**31** families became first-time homebuyers, generating over \$5,691,498 million dollars in sales in the North Country

**110** homebuyer education participants

**155** financial literacy workshop participants

**191** homeowners received foreclosure prevention services from AHEAD

**54** home owners reached successful outcomes to avoid foreclosure and are still in their homes today

In response to the COVID Pandemic, and in partnership with Granite United Way and the NH Charitable Foundation, AHEAD was able to purchase **\$135,000** in gift cards from **50 local grocers** and **locally owned restaurants**. AHEAD partnered with other local non-profit organizations to distribute the gift cards to **945 families** from **25 towns** spanning from Woodstock to Pittsburg. These families are made up of **1,800 children** and **1,451 adults**, with **231 homes** led by a single mother.

## NeighborWorks® HomeOwnership Center

## IMPACTS (2021)

## ECONOMIC IMPACT (2002-2021)

**\$112.3** million invested in North Country communities from AHEAD homebuyers

**912** families became first-time homebuyers

**3,432** families completed pre-purchase homebuyer education classes

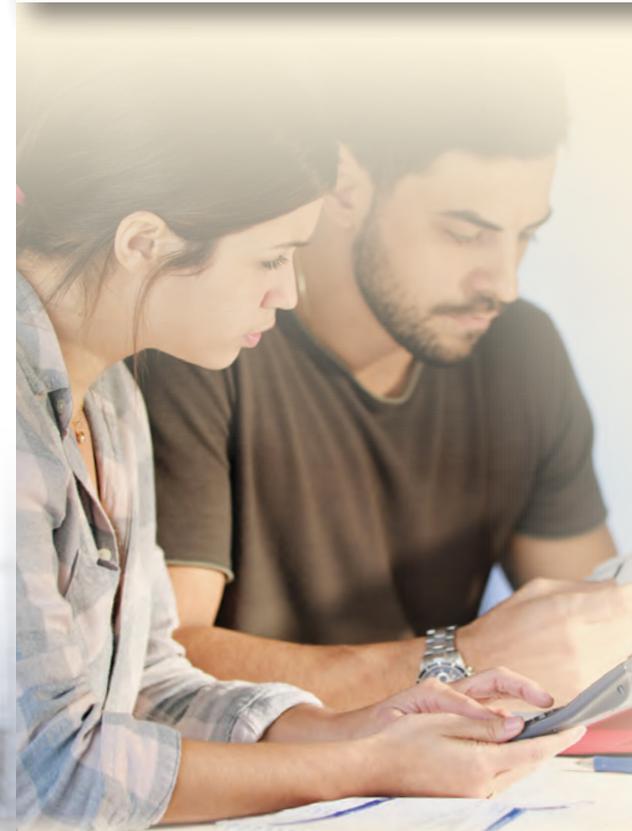
**2,115** families received mortgage delinquency/foreclosure prevention counseling

**567** families entered into arrangements that allowed them to stay in their homes

**1,481** families completed financial education programs

**946** children received 5.5 hours of financial literacy education

**\$6,650** deposited into children's savings accounts; 152 families have returned the required paperwork to have their child's savings account opened



*The AHEAD HomeOwnership Center's mission is to empower members of our local communities to build assets and achieve financial independence by providing home buyer and financial education, financial coaching, and collaborative community partnerships.*

## AHEAD's Rental Properties

AHEAD currently manages over 500 units of affordable multifamily rental housing in ten northern New Hampshire towns: Berlin, Bethlehem, Colebrook, Franconia, Groveton, Lancaster, Lincoln, Lisbon, Littleton, Whitefield and Woodsville. We also have properties in the following Vermont towns: Newbury and Wells River. Below is a list of our current rental locations. *For additional information about our affordable housing, please contact our property management office at 603-444-1377 (Ext. 1036).*

### Senior Housing

Beattie House - Littleton, NH  
Notre Dame Apartments - Berlin, NH

### Subsidized Housing

Ammonoosuc Green Main Building - Littleton, NH  
Ammonoosuc Green on Ammonoosuc Street - Littleton, NH  
Lisbon Family Housing - Lisbon, NH  
McKee Inn - Lancaster, NH  
Groveton Housing - Groveton, NH  
Highland House - Whitefield, NH  
Northern Lights Housing - Berlin, NH  
Lisbon Inn - Lisbon, NH  
Lincoln Green Apartments - Lincoln, NH  
Monadnock Village - Colebrook, NH  
Woodsville Opera Block - Woodsville, NH  
Spear House & Spear House Apartments - Wells River, VT  
Montebello Hill Apartments - Newbury, VT

### Affordable Housing

Bethlehem Pine Manor - Bethlehem, NH  
Community Living at Lloyd's Hills - Bethlehem, NH  
Franconia - Franconia, NH  
Littleton South West on South Street - Littleton, NH  
Littleton South West on West Main Street - Littleton, NH  
Littleton Town & Country on Country Lane - Littleton, NH  
Littleton Town & Country on Cottage Street - Littleton, NH  
Littleton Town & Country on Ely Street - Littleton, NH  
Whitefield - Whitefield, NH  
Woodsville Maple Walnut - Woodsville, NH



## Who Benefits from AHEAD Property Management?

### Residents

- safe, affordable housing
- timely maintenance
- direct assistance services

### Local Businesses & Employers

- sales revenue
- contractor/service opportunities
- accessible housing for employees

### Communities

- municipal utility & tax contributions
- growth & prosperity
- quality neighborhoods

*"I lived on a farm in Lyman for 54 years so I did not like the idea of moving at all, especially away from my six kids in the area. It meant a lot to me to live independently but I knew I could not continue to live in my house. The transition into an AHEAD property six years ago was quite positive. The staff were polite, helpful and very kind to me. The apartment was much smaller than I was used to but it was nice. A home health aid even complimented me on my apartment. I like it here. And if there's anything I ever need, AHEAD staff will take care of it or get it for me."*

**Juanita Hubbard**  
Lisbon Inn Resident

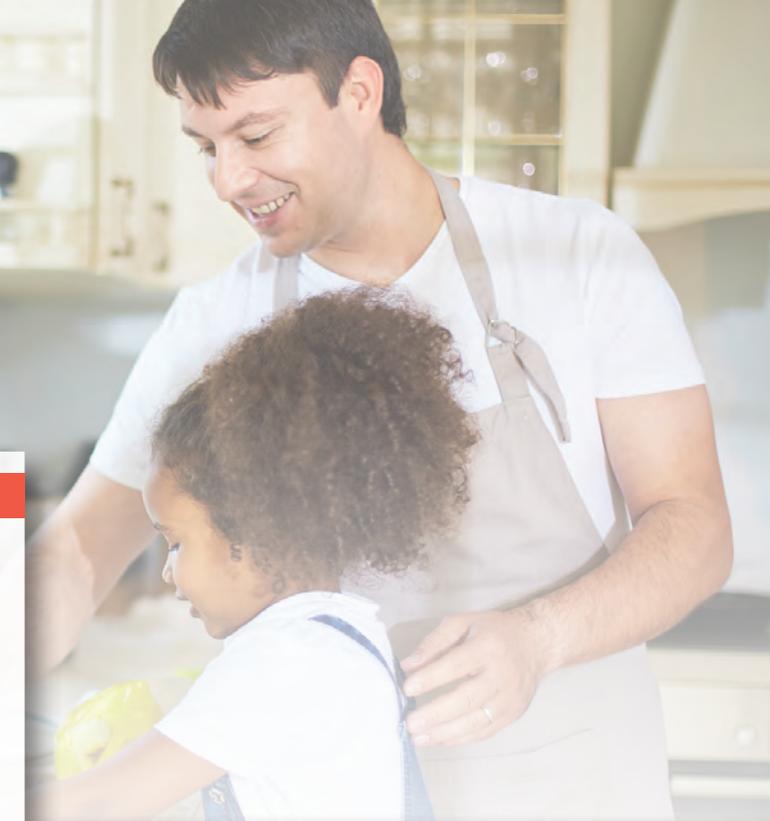
## Property Management IMPACTS (2021)

### ACHIEVEMENTS

- 500+** rental apartments in northern NH and VT
- 300+** seniors live in safe and warm housing
- 150+** persons with disabilities have housing equipped to meet their needs
- 80** single-parent households live in quality housing
- 50** veterans have their own clean, affordable apartments

*After Jean's husband passed away 6 years ago, she found herself living in a small apartment above a garage in rural northern NH. When she originally moved into the space, it was less than ideal with compact appliances and costing about \$200 more than the rental apartments she had looked at—but it was in the area she wanted to live. "It was a very hard time for me after my husband died," Jean recalled, "and it took me years to regain my independence." As time passed, Jean was feeling less safe in her apartment, mice were an ongoing problem and the monthly rent fluctuated as determined by the landlord. She knew it was time to explore other options.*

*Jean called AHEAD about their senior housing property in Lisbon, which was close to her family. Maintaining her independence was also very important to Jean and due to its location, the Lisbon property was a perfect fit for her. "I really loved it," Jean remembered, "it was part of a community. The apartments were clean, affordable, had full-size appliances and no mice!" After working with the Property*



### ECONOMIC IMPACT

- \$492** thousand paid in property taxes
- \$157** thousand spent for local contractors and purchases
- \$230** thousand expended in municipal water and sewer utilities
- 50+** local businesses employ individuals who live in AHEAD properties

*Management staff at AHEAD, she found herself a new, safe place to call home. "Home should be a haven for safety," Jean says, "so I really appreciate the safety and security of living in a locked building. I also don't want to worry about transportation. I still have my car and I don't have to drive far for services. Everything is nearby," she continues, "the post office, stores, bank, restaurants...my church is right across the street from me now." Jean also enjoys sitting by her apartment window seeing the lovely wildlife along the Ammonoosuc River, and watching the kids play sports at a nearby field.*

*Without the fear of unpredictable housing circumstances, Jean now focuses on finding ways to do what she loves most: helping other people, community activities, and continuing her quest to locate more family members.*

## Real Estate Development

Across New Hampshire there is a shortage of affordable rental opportunities for working and lower income households. This is particularly true for New Hampshire's north country where many of these households are severely cost burdened, with some spending more than 40% of their income on housing. Severely cost burdened households are more likely than others to sacrifice other necessities like healthy food and healthcare to pay rent, and experience unstable housing situations and evictions. This has been exacerbated over time by home ownership and rental inventories at record lows, prices that continue to escalate, and growth in low wage sectors across the region. This challenge will not be addressed by a single solution but requires a cross-sector and collaborative approach if we are to ensure access to safe, decent affordable housing opportunities for residents.

As a developer of affordable housing, AHEAD has worked to produce, maintain, and manage affordable housing in upper Grafton and Coos Counties for over 30 years. The need for affordable housing is especially evident in the Lincoln/Woodstock area where a recent market study concluded an estimated unmet demand of 382 units. To try and meet this unmet demand, AHEAD purchased property in Woodstock and designed a multi-phased project that would ultimately deliver 59 affordable workforce housing units to the Lincoln/Woodstock area. While obtaining funding from partners at the Federal Home Loan Bank of Boston and New Hampshire Community Development Finance Authority, a construction start was delayed in 2021 by a competitive 9% Low Income Housing Tax Credit round where AHEAD's Peeling Village project scored well enough to be funded, but ultimately did not receive an allocation.

AHEAD has also been working with a number of Employer Assisted Housing Workgroups around the region to try and identify alternative models for funding and developing affordable housing. Employer assisted housing (EAH) programs include assistance with grants, loans, down payments, and homeownership education and counseling. EAH programs provide means through which employers can help their employees by providing affordable rental and homeownership opportunities, typically in neighborhoods close to the workplace. Without participating in these workgroups, individual north country businesses lack the scale needed to meaningfully launch employer-assisted housing efforts, especially those aimed at constructed solutions. Today's high demand for construction services, coupled with the limited supply of skilled builders and trade workforce create an additional barrier for the production of affordable housing. Working together with these groups AHEAD continues to be a key piece of the housing solution throughout New Hampshire's north country.

*“Before joining AHEAD's Homeownership Center I thought I knew what AHEAD was about. Little did I know the extent of the programs and services offered. When I joined the HOC team, I was pleasantly surprised to learn how much more AHEAD has to offer homeowners. The services range from homebuying to home preservation, and much more along the way.*

*My key role is to assist homeowners across the state as they navigate the HAF program (Homeowner Assistance Fund). The monetary impact of the covid pandemic is extremely widespread. This program is helping so many residents get back on their feet. The HAF program assists with payments of delinquent utilities, internet, taxes, and mortgage payments.*

*The work I/we do gives homeowners a renewed sense of hope and the support they need to remain in their home or make the tough decision to transition to more affordable living accommodations. As a “community navigator” for the program, I believe that the work I do is making a positive impact in the lives of NH homeowners.”*

**Karen Fagnant**  
HomeOwnership Advisor



On February 19th, 2021 AHEAD celebrated completion of Community Living at Lloyd's Hill with a ribbon cutting ceremony and open house. To continue with the celebration, AHEAD rallied some local businesses and volunteers to help beautify the grounds. Tasks included: cleaning up the area, planting trees and shrubs, installing perennial beds and mulching. As a special way of welcoming AHEAD residents in their new homes, volunteers left flower planters by each of the newly developed apartment buildings.

In addition, AHEAD sponsored a mountain bike trail for Bethlehem Trails Association. Throughout the warm weather seasons, groups of volunteers would conduct basic trail maintenance one morning per month. For NeighborWorks Week 2021, AHEAD also devoted a day to help the local nonprofit blaze parts of a new mountain bike trail headed for Mount Agassiz in Bethlehem. Gifts that keep on giving!

Each June, across the country, NeighborWorks® America and its network of local organizations mobilize tens of thousands of volunteers, business people, neighbors, friends, and civic leaders in a week of neighborhood change and awareness.

Launched in 1983, NeighborWorks® Week showcases how the NeighborWorks® network strengthens communities and celebrates our collective impact. AHEAD is very proud to represent this enriching network and cultivate change and prosperity in our North Country communities!



## Dinner Bell: It Takes a Village



The staff and board of AHEAD pitched in to help feed our local community again in 2021. Hosting local dinner bells is a community effort our organization feels strongly about and has participated in for many years. The All Saints Episcopal Church Dinner Bell in Littleton offers free meals once a week to anyone in our local communities. Typically running from September through May, these weekly home-made meals are prepared and served to approximately 70-100 individuals. The need has been quite substantial in recent years so AHEAD now hosts a dinner in the spring and another in the fall.

AHEAD believes in supporting community efforts for the greater good and prosperity. Food insecurity is everywhere—no community is immune. We strongly encourage everyone to reach out to their local dinner bells or community meals to lend a hand. It's good for the heart, it's fun and it means a great deal to those with limited resources or experiencing hardship. It takes a village.

*"I am so thankful that AHEAD is in our community. Affordable housing is a key component to the success of so many people's lives. I hear stories regularly regarding the need for affordable housing and I always point them to AHEAD. AHEAD educates on affordable housing, budgeting, and day to day life skills to make the most of a paycheck. This empowers people to thrive and prosper, one step at a time. AHEAD cares and I have heard more than once, 'I'm proud to be part of the AHEAD family. It has changed my life!'"*

**Becky Colpitts**  
Community Outreach  
Coordinator



## SUCCESS STORIES

*"Working for AHEAD Inc. Property Management has been a dream come true. I grew up in a large family, the second youngest of eleven. It cost a lot to put food on the table—my parents worked hard to make sure we had what we needed. Nevertheless, we were what I now know is considered an extremely low-income family. As soon as I became of working age, I got a job. I started on my 14th birthday. Growing up I acquired many different jobs, often working for multiple organizations at the same time, always knowing I wanted to do something that would not only change the course of my life, but the lives of those like me. I had a dream to start my own not-for-profit in Whitefield. I was just a kid when my dad and many dads like mine lost their jobs at the factory. I watched as the beautiful King Square and surrounding local businesses slowly crumbled away. I watched the Alard Building that once housed families like mine fall into dark times leaving many families displaced. Like many young launchers I left my small town behind and went to college in the big city, only to find that my small town was where I was meant to be. So, I returned. I moved into one of AHEAD's Affordable Housing properties located where I started, on King's Square. My mission remained the same though. I got to work on building skill sets that could not be taught in college. I found myself a job with an opportunity to advance and there I learned a lot about the "ins and outs" of business management. I joined a local Board called WREN, started my own business and kept my eye on the mission. Living in AHEAD Housing provided me with some financial flexibility. I was able to save money. When saving money, I no longer had to stress about the stuff I spent my entire childhood worried about. Will we have running water this week? Will I have to take showers at work or*

*at the school nurses office? How do I choose between gas or groceries? Those worries no longer existed and because of that, I remained focused. After a few years and a having found a life partner, I decided it was time to move and give up my spot to another family who needed safe and affordable housing. I took AHEAD's First Time Homebuyers Education Class, and I purchased a home. Although things seemed to be going great, I found myself at a crossroads where I no longer felt like I was learning in my current position, so I decided to take a chance and try something new. That's what brought me to AHEAD. I applied to be the Occupancy Coordinator with one of the leading not-for-profits in my area and the same not-for-profit that gave me a leg up when I needed it. I am almost four years into my career here with AHEAD and I can honestly say it has been a dream come true. I may not have started my own not-for-profit located on King Square, but I joined a team of folks who have the same dream as me and together we work to change the lives of many families in our community. Having a safe and affordable place to call your home is one of many steps toward creating a thriving community. I cannot wait see what else we can accomplish together and I am thankful for all that AHEAD has provided me."*

**Anna Briggs, Property Manager**



*Before connecting with AHEAD, Sydney and her partner were renting in the Littleton area. Having a newborn baby, living on the 3rd floor was no longer an ideal situation for their growing family. The couple had steadfast goals to buy their own home one day to raise a family in—it was part of their 5-year plan. Sydney and her partner were starting to work on their finances to prepare for this next chapter.*

*Friends of the family had shared their positive experiences of buying their first homes with the help of AHEAD's programs, so they decided to sign up for one of the offered homebuyer education workshops. The class was extremely helpful. It empowered the couple with detailed information, covering all aspects of home-buying and homeownership as well as providing them with their next steps. AHEAD staff reviewed the couple's credit score, helped with their budget and answered all of their questions. They also had the opportunity to connect with their preferred area real estate broker, Nikki Barrett from Badger Peabody & Smith. "My favorite memory," Sydney recalls, "was that day I walked into the office and the*

*AHEAD staff member said, 'You've done everything you are supposed to—go to the bank tomorrow!'"*

*After their initial AHEAD workshop in March, the family bought a home in Bethlehem in July—a mere 4 months later! "I felt a strong sense of accomplishment, like I did right by my family. We not only achieved our goal," says Sydney, "but we were able to do it in far less time than the 5 years we had planned." Looking forward, the couple finds they have fewer worries. Sydney and her family are in a successful, happy, secure place which enables them to save some money, explore other employment opportunities, and spend quality time as a family going on adventures.*

## CONSOLIDATED FINANCIAL REPORT 2021

### Assets

<b>CURRENT ASSETS</b>	<b>\$1,861,524</b>
Cash	\$1,458,470
Tenant rent and subsidy receivables	\$93,061
Accounts receivable - other, net	\$64,374
Grants and contributions receivable	\$133,468
Prepaid expenses	\$112,151
<b>RESTRICTED DEPOSITS</b>	<b>\$3,366,979</b>
Restricted Reserves	\$3,192,657
Tenant Security Deposits	\$174,322
<b>PROPERTY &amp; EQUIPMENT</b> at cost, net of accumulated depreciation	<b>\$49,144,686</b>
<b>OTHER ASSETS</b>	<b>\$1,059,286</b>
Loans receivable - individuals, net of current portion and allowance for doubtful accounts	\$15,745
Beneficial interest in perpetual trust	\$48,996
Investment in marketable securities, at fair market value	\$994,545
<b>TOTAL ASSETS</b>	<b>\$55,432,475</b>

### Liabilities & Net Assets

<b>CURRENT LIABILITIES</b>	<b>\$1,428,054</b>
Current portion of mortgage notes payable	\$536,743
Current portion of line of credit	\$456,431
Accounts payable and accrued expenses	\$270,900
Accrued wages and benefits	\$88,921
Deferred Revenue	\$2,334
Prepaid tenant rent	\$72,725
<b>LONG-TERM LIABILITIES</b>	<b>\$24,651,392</b>
Long-term debt, net of current portion and unamortized deferred costs	\$24,461,419
Tenant security deposits	\$189,973
<b>TOTAL LIABILITIES</b>	<b>\$26,079,446</b>
<b>NET ASSETS</b>	<b>\$29,353,029</b>
Total without donor restrictions	\$24,102,111
<i>Controlling interest</i>	\$17,454,244
<i>Non-controlling interest</i>	\$6,647,867
With donor restrictions	\$5,250,918
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$55,432,475</b>

## AHEAD FINANCIALS (2021)

### REVENUE \$6,624,868

- Grants & Contributions - \$746,644
- Grants: NeighborWorks America - \$199,500
- Real Estate Rental & Related Income - \$5,167,383
- Fees for Services - \$321,263
- Interest Credit Subsidy - \$65,865
- Other Income - \$124,213

### EXPENSES \$7,477,465

- Salaries & Wages - \$1,657,953
- Utilities - \$873,491
- Repairs & Maintenance - \$1,087,143
- Interest - \$839,887
- Property & Other Taxes - \$410,871
- Property & Liability Insurance - \$191,050
- Depreciation & Other - \$2,417,070

“I joined the AHEAD Board because I believe in their mission to create pathways to safe, affordable housing which strengthens and revitalizes rural communities.

Nothing is more important than to know you have a place to call home. AHEAD develops and manages affordable apartment rentals and they provide opportunity to those that dream of owning their own home by offering first time homebuyer education classes and provide ongoing support throughout the homebuying process. AHEAD also provides credit counseling services and support to those who might be in jeopardy of losing their home.

During my tenure on the board, I have seen changes with staff, board members and the impact of a global pandemic. Throughout these challenging times the staff and board rolled-up their sleeves and continued to work hard, meet regularly and most importantly continued with community outreach.

I am proud to serve on the board of AHEAD!”

Christine Jessen  
AHEAD Treasurer

## THANK YOU

to all of our generous  
volunteers & donors!

### ASSET MANAGEMENT COMMITTEE

LOUISE CAOQUETTE  
MARK MACDONALD  
SUSAN RETZ  
BEN TILTON

### FINANCE COMMITTEE

ERICA ANTONUCCI  
CHRISTINE JESSEN  
SAMANTHA NORRIE

### RESOURCE DEVELOPMENT COMMITTEE

NATE ALBERTS  
BECKY COLPITTS  
ANGEL LARCOM  
DIANE MACDONALD  
MARK MACDONALD  
JASON TORS

### GOVERNANCE COMMITTEE

MARK HESLER  
CHRISTINE JESSEN  
MARK MACDONALD  
MARTHA MCLEOD  
BEN TILTON

### HOMEOWNERSHIP CENTER ADVISORY COMMITTEE

NIKKI BARRETT  
ALYCIA VOSINEK

### RACE, EQUITY, DIVERSITY, INCLUSION (REDI) COMMITTEE

VICTORIA CAMPBELL  
MIKE CLAFLIN  
JOY DAVIS  
MARK MACDONALD  
MARTHA MCLEOD  
SUSAN RETZ

## BOARD of DIRECTORS

MARTHA MCLEOD President

SUSAN RETZ Vice President

CHRISTINE JESSEN Treasurer

MARK MACDONALD Secretary

ERICA ANTONUCCI

BARBARA ASHLEY

LOUISE CAOQUETTE

MARK HESLER

BEN TILTON

## STAFF

AIMEE HOPKINS Controller  
AMY LURVEY HomeOwnership Advisor  
ANNA BRIGGS Occupancy Coordinator  
ANNETTE NELSON Accounts Payable  
CARLA ALLEN Accounting Manager  
CHAD ZANES Maintenance Technician  
CRAIG CAVAGNARO Maintenance Technician  
ERIC HARTLEN Maintenance Technician  
GENE GIRWOOD Construction Specialist  
HELEN PRISHWALKO Custodian/Maintenance Technician  
JAMES FAIRBANKS Maintenance Technician  
JANICE BRUSO Property Management Support  
JIM HICKS Maintenance Technician  
JIM JENKINS Maintenance Technician  
JOY DAVIS Office Manager/ Resource Development  
JULIE FREDRICK PM Administrative Assistant  
KAREN FAGNANT HomeOwnership Advisor  
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