Innovation That Leads To GROWTH

2018 ANNUAL REPORT
Executive Director And Board President

Dear Friends,

Innovation is the ability to create. It can refer to something new or a change made to an existing idea, product, service or field. FRDC continues to be committed to innovation that drives growth to build community.

Creating solutions to address unmet needs, whether it be new housing, programs to address digital literacy, unemployment, the education of children and adults, attracting businesses to the neighborhood and helping existing ones. Helping families to thrive and providing opportunities for children to learn and participate in educational and social activities that builds their self-esteem and contributes to a healthier family unit.

We continue to identify creative strategies that impact growth despite the challenges, and sincerely appreciate the opportunity to make a difference in the lives of residents, businesses, schools, institutions, churches, our partners and supporters that call Fairfax home. There is much work to get done and we expect great things for the Fairfax community!

Here we grow again!

Sincerely,

Denise VanLeer
Executive Director

Stephen E. Baucher—Thanks For Five Amazing Years As Board President!

At our Annual Meeting, Steve Baucher handed over FRDC board presidency to Stefan Holmes. Steve began his tenure in 2013—Vickie Johnson’s last year as executive director—and worked to finish the completion of the new Five-Year Master Plan, and the beginning of ODOT funding for the Opportunity Corridor. Working with Denise VanLeer, Steve provided wisdom and guidance as we embarked on an amazing journey of growth, including the opening of Groat Village, Cedar Road construction, Woodhaven, KaBoom! Playground, Innovation Square and Playwright Park. Steve’s greatest contribution was in helping to build new relationships with businesses over his tenure. In his final remarks as board president, Steve let residents know he will continue to play an active role in our growth for the future. Thank you, Steve!

J. Stefan Holmes
President, Board of Directors
Organizational Retreat Helps Define FRDC Goals

Fairfax Renaissance Development Corporation’s commitment is “to strengthen neighborhoods in Northeast Ohio through comprehensive community development.”

In May, the FRDC board and staff, as well as Ward 6 Councilman Blaine Griffin participated in an Organizational Retreat. During the day-long activities, the group was able to share ideas with each other and discuss FRDC’s needs and future direction for our organization. Our shared vision has rekindled the strong community spirit and pride that will be continued through the implementation of this strategic plan. FRDC is committed to continue to sustain and grow the organization through these six goals.

- Expand FRDC’s role as community convener through creation of critical partnerships.
- Secure FRDC’s position as the hub of economic development in the Fairfax community.
- Assist in creating a neighborhood that is physically safe and welcoming to all.
- Conduct a risk assessment on all residential properties owned by the agency to determine FRDC’s future role in the properties.
- Diversify current funding streams to substantially increase our endowment and unrestricted income.
- Curate and produce a strong marketing campaign that successfully communicates this plan: “I am Fairfax.”

A Community Conversation With Councilman Blaine A. Griffin and Cleveland Clinic CEO Tom Mihaljevic.

It began with a walk around the Fairfax neighborhood with Denise VanLeer, Ward 6 Councilman Blaine A. Griffin, Cleveland Clinic’s Senior Director of Community Relations Vickie Johnson and CEO Tomislav (Tom) Mihaljevic. “As part of his role as the new CEO, Dr. Mihaljevic is committed to understanding what the issues are facing our community,” said Blaine A. Griffin. “That’s how we initially met, and I extended an invitation for a neighborhood tour of Fairfax, which he immediately accepted.”

The walk paved the way for “A Community Conversation” on December 18th at Karamu House, as a way for Fairfax residents to share concerns and ideas for better integrating Cleveland Clinic and its surroundings.

“We know that trust is earned in drops, but lost in buckets,” Dr. Mihaljevic told the crowd of over 120 people. “We hope to start placing drops in the bucket of trust we want to create.”

During the gathering, Mihaljevic outlined several steps the Clinic is taking, including raising its minimum wage to $15/hour, and the creation of the Clinic’s Louis Stokes Scholarship Program to provide opportunities to Cleveland and East Cleveland high school students to explore non-clinical careers in healthcare.

The spirited discussion also included concerns about continued plans for expansion of Clinic facilities into the Fairfax neighborhood. Dr. Mihaljevic said he was open to discussions regarding future expansion and how it could impact Fairfax’s neighborhood and long-time institutions. “We are not here against each other,” said Mihaljevic. “We have to work together. We are here to stay, and here to serve.”

The event was monumental in that it was the first time Cleveland Clinic has interacted with the neighborhood in this type of forum. And, Dr. Mihaljevic said this is just the beginning—we are reinventing our relationship for a brighter future.
Innovation That Leads To Growth In Workforce Development

Created to address unemployment and under-employment, the Workforce Development program provides employment skills training, referrals to supportive services and assistance with online job-seeking and application processes.

In 2018, Workforce Development successfully engaged over 400 individuals in the areas of career development, soft skill development, resume writing and online job search.

FRDC’s Workforce Development program continued its collaboration with Cleveland Clinic’s Greater University Circle Employee Resource Group to host Employment Workshops. These workshops were established to provide residents and clients with the opportunity to learn about resume writing and interview tips and tools, discover how to navigate Cleveland Clinic’s career website, application process, and how to explore employment opportunities with Cleveland Clinic.

The program also established new partnerships with Dominion Energy, Regional Transit Authority (RTA), Bon Appetit Management Company, Evergreen Cooperatives and Dave’s Supermarket, to host monthly hiring events at the FRDC offices. The events were created to give residents and clients the opportunity to meet with human resource managers and recruiters to learn about expectations, and interview for various employment opportunities.

Seventy six individuals were employed in 2018 as a result of FRDC’s Workforce Development program.

We Are Successful When Our Clients Are Successful!

FRDC Staff Member Named Digital Inclusion Fellow.

Demetrius Williams, FRDC’s Workforce Development Program Manager, was selected as a 2018 Digital Inclusion Fellow by the Nonprofit Technology Enterprise Network (NTEN). He presented at the Nonprofit Technology Conference held in New Orleans on the topic of New Digital Inclusion Research: Moving from Stats to Success.

NTEN is where nonprofit professionals learn about and celebrate the ways technology helps them meet their missions. The fellowship includes a trip to Portland, Oregon in 2018 to participate in a week-long orientation and training, followed by developing and implementing a project plan that creates new opportunities for adults to learn technology.

Dorrell Fleets, a young man from East Cleveland who hoped to work for Cleveland Clinic, came to our program for assistance. He was dedicated and attended Tri-G and Cleveland Codes, and obtained a Microsoft Technology Associate certificate. While hardworking and focused, he nevertheless needed help with soft skills like interviewing and how to navigate through the online job application process. He attended a Cleveland Clinic Workshop and had the opportunity to meet and talk with hiring and human resource managers. As a result, he was hired as a Patient Transporter.

Cheryl Duncan, a hard-working woman frequently facing life’s challenges, came to FRDC for help. She had attended other workforce programs in the city. But, when she attended an RTA informational session, everything seemed to come together. She went through FRDC’s Workforce Development process, attended orientation, utilized the computer lab to apply for the position and complete an assessment, and participated in our interview prep class and mock interview training. As a result of her hard work and dedication she received an offer as a Bus Operator from RTA. She now has a career.
Innovation Square And Playwright Park

There was a great deal of forward momentum generated in 2018, with moving the Innovation Square project forward, and creating Playwright Park. All with a little help from our friends.

PNC was instrumental in providing help for both Innovation Square and Playwright Park, providing grant dollars to cover “soft costs” like architecture, legal and design services. Great Lakes Construction stepped forward to help us with the irrigation system and water vaults for the park. KeyBank, along with the Cuyahoga County Landbank, helped us to acquire the land for Innovation Square, as well as the required environmental review. Cleveland Clinic also planted 12 trees in Playwright Park.

We envision the revitalization of Innovation Square as a mixed use, mixed income, walkable urban community that is connected to the larger neighborhood. Protecting the heritage of Fairfax is a critical factor in how the redevelopment must be aligned with “place.”

First Residences Planned for Innovation Square.
The Innovation Square Plan creates multiple living options within a connected and sustainable neighborhood. Healthy lifestyles are encouraged via walking trails, community gardens and playgrounds.

In 2018, FRDC partnered with McCormick Baron Salazar for the first housing projects in Innovation Square. The plan includes two multi-family mixed-income buildings along East 105th Street, new townhouses on East 101st and East 103rd Streets, and single family homes between East 95th and East 100th Streets. FRDC signed a development agreement with R.B. Knez Homes to build 60 single-family infill homes between East 97th and East 100th Streets. Groundbreaking for these new homes will begin in 2019.

The Opportunity Corridor Moves Out of the Neighborhood.
The Opportunity Corridor’s “Section 2,” which snakes behind the Cuyahoga County Juvenile Justice Center and includes a bike/pedestrian path and a median with plantings was officially opened in November 2018. The event was made even more official with the addition of new “Opportunity Corridor” street signs. Representatives from FRDC, ODOT, Mayor Frank Jackson, Ward 6 Councilman Blaine A. Griffin and RTA interim CEO Dr. Floun’say Carver attended the ceremony. The third and final section of the Corridor will connect I-490 to East 93rd. It is expected to open to traffic in fall 2021.

Two New Streets Coming Soon.
In 2018, FRDC continued with acquisition of land for two new street extensions in the Innovation Square footprint. Hudson Avenue and Frank Avenue will both be extended through to East 101st Street. These new streets will help break up the long block structure in Fairfax, providing more of a sense of neighborhood, making Fairfax a more walkable community and providing easier access to parks and gardens around Innovation Square.

The Lights Go Up At Karamu.
FRDC was one of many sponsors for Karamu House’s grand re-opening of the Jeliffe Theatre on June 9, 2018, followed by a grand Community Celebration the following day. The 195-seat theatre improvements include a new roof, new inner lobby, new seats, improved sightlines and better acoustics.
Greater Circle Living

2018 was the 10th anniversary of the Greater Circle Living (GCL) program, an employer-assisted housing program developed and administered by FRDC. By providing incentives to qualified employees of nonprofit employers in Greater University Circle (GUC) to move into the nine GUC neighborhoods, GCL assists in increasing the tax base and provides an expanding customer base for businesses. The program also encourages community involvement by new residents, which helps to support ongoing recovery in our neighborhoods.

In 2018, GCL processed and approved 109 applications from qualified employees for home purchase, rent and exterior repair, including funding 28 home purchases (10 were made in Fairfax) and 77 rental assistance payments. In total, we helped increase the population of these neighborhoods by 193 people.

GCL continues to stabilize home values in the neighborhoods by providing home maintenance and improvements, including driveway replacement, masonry, window replacement, rebuilding porches and painting for qualified employees.

“I Love Cleveland!”

John and Amy Lower moved to Greater University Circle from Conneaut, in Ashtabula County. Amy’s job on the nursing faculty of Case Western Reserve University and at Cleveland Clinic, meant a long, two-way commute to work each day. They wanted to move closer to work, but were not aware of the GCL program until they read about it in the description of the condo they were viewing, and later bought.

“I did some research about the program, and it was like it was meant to be,” says Amy. “The application process seemed complicated. But, Maritza and Wyonette were absolutely fantastic! They were there to help every step of the way.”

Now settled into their new home on Cedar Glen Parkway, they are getting used to city living. “We very much enjoy our neighborhood,” says Amy. “We are still meeting people and becoming more familiar with the area. We love being able to walk to Severance Hall, Little Italy, the Art and History Museum, and we’ve taken the RTA Rapid to Cavs and Indians games, the West Side Market and restaurants. I tell everyone we see how we ended up living here. I cannot say enough good things about this program.”
It Takes A Village

Better Choices
Griot Village (FRDC’s Intergenerational Housing Development) youth learned about making better choices by participating in a fall social skills group. Administered by Griot Village case worker, Angela Flowers, 15 youth learned about topics ranging from identifying feelings, to being a good friend, to how to avoid negative peer pressure. The youth learned valuable lessons while having fun making crafts and playing games! The eight-week program culminated with a trip to Sky Zone, where the youth had a blast bouncing and playing.

Mother’s Day Tea Party
Many people fill the role of mother for a child. At Griot Village, aunts, grandmothers and mothers joined together to celebrate Mother’s Day. This was an event organized by and for the Griot Village women who go above and beyond for their families. Eleven residents came out in their Sunday best for the Mother’s Day Tea Party. Griot Village building manager, Deidra Pearson, and case worker, Angela Flowers, provided the china through personal donations and the nonprofit Gem-N-Me. Ms. Flowers also donated the food for the event. It was a wonderful day to celebrate women raising children.

Getting To Know Angela Flowers
Angela Flowers transformed her passion for helping at-risk kids into a thriving business—Making a Difference Consulting. Angela is a licensed independent social worker, community activist, life coach and program developer. As our case worker at Griot Village, Angela brings an innovative curriculum focused on teaching young people coping skills and building self-esteem. In addition to her work at Griot Village, Angela’s programs have helped more than 10,000 Cleveland-area students and families. In 2015, Angela wrote and released her own children’s book, Footprints in the Sky, about a child dealing with the loss of her father. Angela was selected by Cleveland Magazine as one of Cleveland’s “Most Interesting People” in 2019.

Homework Help
Homework Help is an after-school program designed specifically for the students at Griot Village. Volunteers from Antioch Baptist Church, undergraduate students from John Carroll University, and graduate students from Case Western Reserve University’s Mandel School tutor and mentor Griot youth Monday through Thursday, during the school year. In 2017, FRDC incorporated an online reading program to supplement tutoring activities. As a result, nearly 60% of Griot students are reading at grade level, and 100% of 5th grade students are on track to successfully complete the online program levels by the end of the 2018/2019 school year.
Partner Of The Year
Cuyahoga County Land Bank

FRDC has been a partner with the Cuyahoga County Land Bank since its inception in 2009. Their mission to reduce blight, increase property values and improve the quality of life for residents is completely in sync with our own. Through innovative and collaborative effort, we have been able to accomplish good work in the neighborhood, together. The visual changes are apparent in the removal of blight and returning properties to productive use. What is not as apparent, but even more positive is the impact that work has on the value of surrounding homes and neighborhoods. That shows the housing market in Fairfax is improving.

In 2018, the Land Bank assisted FRDC through property acquisition and demolition in our Innovation Square project footprint, as well as agreeing to provide an environmental review and demolition for a vacant, abandoned church. Their technical assistance and willingness to work with FRDC has been outstanding, and their work in 2018 has positioned FRDC to move the Innovation Square project to the next level.

“FRDC does the hard work on the ground of planning and identifying neighborhood priorities,” says Gus Frangos, Land Bank President and General Counsel. “They do excellent work in interacting and gaining input from residents, and in providing services.”

FRDC works with the entire Cuyahoga County Land Bank staff to achieve common goals, but especially with Dennis Roberts, Director of Programs and Property Management; Kimberly Steigerwald, Acquisitions Manager; Vatreisha Nyemba, Compliance and Program Development Manager, and Jessie Masters, Information, Planning and Special Projects Manager.

FRDC staff and board thanks the Land Bank for their “innovative thought in action” and willingness to assist whenever possible.

Resident Of The Year–Deborah Copeland

In this case, it might be more appropriate to call Deborah Copeland our Resident of the Years. She first moved to Fairfax when she was three years old, growing up on 90th between Quincy and Cedar. She returned to Fairfax in 1982 and has been on East 84th Street ever since. Deborah, who has a master’s degree in social work, spent most of her career working as an administrator in the workforce training department for Cuyahoga County.

She was active for many years in FRDC’s Workforce Development program, working as a program manager to help residents find employment opportunities at Cleveland Clinic and the Opportunity Corridor. And, she served on the FRDC Board from 2000-2005 participating in our 5-Year Strategic Plan and the preliminary architectural work on the Juvenile Justice Center. “At that time, we had some very vocal residents,” recalls Deborah. “And I loved it because they really had the heart of the community.”

Even though she’s officially retired, Deborah continues to volunteer, helping young people in the community. “I think young people need to have an opportunity to learn how to work,” says Deborah. “Just to learn how to have long term sustainability as it relates to work, and to train them for jobs that are relevant in today’s society. I’m always looking for the next opportunity. I have a heart for workforce development. It is meaningful to me, and I don’t feel I’m ever wasting my time.”

Deborah also enjoys working with her street club on clean-ups and gardening, and helping to represent Fairfax at meetings throughout the city. “I go to a lot of meetings in the city and other groups,” says Denise VanLeer. “Deborah is the person who is often with me.”

Deborah Copeland has raised two children and a grandson in Fairfax, all still living together. She believes there is a spirit of helping others here, and that is an important part of the neighborhood. “Our strength is our sense of community. If a person has a need, you just do what you need to do to help,” says Deborah. “I hate litter, and periodically I go through the neighborhood picking it up.”

Living in Fairfax is not without challenges, however. “What breaks my heart is the decline in the population and the fact that we don’t have a lot of young people in the neighborhood,” says Deborah. “I live here and I have a stake in this community, and I don’t plan to leave. But if I’m going to be here, I need to have a voice in what transpires.”

We look forward to hearing this “voice of Fairfax” for many years to come!
Innovation Leads To Growth In Business

FRDC Economic Development team works to get things done. They help new and existing businesses create or fine-tune their business plans, and seek out sources of capital from every corner of the city, state, nonprofit and private sector funding universe. The result is an increasingly vibrant picture of business growth and expansion, with a healthy influx of new businesses entering the community.

In 2018, FRDC assisted Neighbor Green LLC in securing grants through the Cuyahoga County Brownfield Redevelopment Fund to conduct Phase I and Phase II studies, a remediation plan and soil remediation. In 2016, Neighbor Green acquired facilities at 2451 Woodhill Road to expand its deconstruction and retail outlet operations. The complete expansion and renovation is expected in 2020.

FRDC also assisted Doc’s Auto Clinic in securing a loan through the Neighborhood Retail Assistance Program (NRAP) from the City of Cleveland Department of Economic Development. The loan was used for a roof repair and replacement, to resurface the exterior of the buildings and complete office area upgrades. The company is located at 2489 East 70th Street.

This was the second NRAP loan secured by a Fairfax business.

Partners In Innovation

Sometimes, Innovation means finding new ways to work with long-time partners. The Fairfax neighborhood is fortunate to have many corporate, government and non-profit partners who are always willing to help wherever there’s a need. And, as our needs and plans have changed, these wonderful partners have consistently supported our efforts to get things done.

Connecting With PNC

The Fairfax neighborhood has been blessed to have PNC Bank as a partner. The bank invested $5 million in Fairfax in 2012 when it created the PNC Fairfax Connection Center. The bank has been investing in the neighborhood since then, and all Fairfax stakeholders appreciate their willingness to assist in helping us “Build the Dream.” In 2018, PNC invested in Fairfax Renaissance Development Corporation by providing funding for predevelopment activities for the Innovation Square project, offered technical assistance, and continued to help us identify strategies to overcome historical barriers that affect the lives of Fairfax stakeholders.

Moving Forward With KeyBank

KeyBank was instrumental in helping FRDC to acquire a critical piece of land in the Innovation Square footprint. An FRDC board member worked with the Ohio Attorney General’s Office in an effort to acquire an abandoned church in the neighborhood that had been vacant for five years. With KeyBank’s assistance, we were able to acquire the property and plan to demolish it in 2019, moving the project forward.

Working in collaboration with MidTown Cleveland, Inc. and the City of Cleveland, FRDC supported the leasing of land bank property located in Fairfax to allow The Cleveland Bagel Company to further its plan to open a new site at 7501 Carnegie Avenue in the MidTown District, scheduled for 2019.
Highlights

HEAP
FRDC and CHN Housing Partners continued a long-standing partnership to provide Home Energy Assistance Program (HEAP) services to the community. During 2018, technological investments and realignment of one of the HEAP staff improved customer service and client processing times. HEAP staff serviced nearly 3,000 customers by providing financial assistance to restore utilities or prevent disconnections. Staff also worked to determine eligibility for the Percentage of Income program, process participants in the Cuyahoga County Prevention Retention and Contingency (PRC) program, and recertify clients for services.

Technology Lab
The Fairfax Neighborhood Technology Center works to bridge the digital divide. The Technology Center offers City of Cleveland residents free computer training classes from a qualified technical instructor. In 2018, 2,924 people participated in the Center’s services. FRDC also partnered with Cleveland Clinic to provide technology training to Cleveland Clinic Louis Stokes Scholars.

Movie Nights
During the summer, FRDC again brought out the big screen and hosted two exciting Movie Nights, in July and August. Recess Cleveland brought inflatable games and other group activities before the movie. Red Walters, a local Fairfax restaurant, provided hamburgers, hotdogs, wings and chips for both Movie Nights. Face painting added to the fun before the showing of Despicable Me 3, in July, and A Wrinkle in Time, in August. Approximately 100 residents attended each Movie Night presentation.

St. Adalbert School Building Campaign
In September, St. Adalbert School hosted the groundbreaking ceremony for their Early Childhood Learning Center. The new building will include nine modern classrooms, a dedicated cafeteria for younger students and outdoor play areas.

In The Community With Our Executive Director
Denise VanLeer was one of four panelists at Tinkham Veale University Center, Case Western Reserve University, at a session to discuss Opportunity Corridor, “Will the opportunity be realized?” and moderated by Steven Litt of The Plain Dealer.

Adopt A Family
FRDC, along with Liberty Hill Baptist Church and long-time partners Westfield Insurance, Antioch Baptist Church and a Cleveland Clinic Respiratory Nursing Unit, sponsored eight families for this special day. As part of the program, FRDC identifies families in the Fairfax neighborhood who are active in the community, and are in need of financial support during the holiday season.

Holiday Gift Cards
Ward 6 Councilperson Blaine A. Griffin's office joined FRDC to distribute 1,000 gift cards from Dave’s Supermarkets to low and moderate income households over the holiday season.

Real Estate Development Activities
2018 was a busy year for real estate development activities. FRDC staff worked to acquire eight properties for the Innovation Square Project including the two new street extensions. FRDC also acquired land for the construction of new single-family infill homes scheduled to begin in 2019. FRDC demolished three structures in 2018.
Board And Staff

Officers
J. Stefan Holmes  
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First National Bank  
Stephen E. Baucher  
Immediate Past President  
Alliance Resource Solutions  
Angela Jeffries, Vice President  
Hammes Company  
Matthew P. Yourkivitch, Esquire  
2nd Vice President  
Moore Yourkivitch & Dibo  
John Malcolm, Treasurer  
Positive Education Program  
Donte Gibbs, Secretary  
The George Gund Foundation Fellow

Walter Stanley, Resident  
Blanton Tolbert, CWRU  
Ralph D. Turner, Cleveland Clinic  
Milan Wilder, Resident

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Denise VanLeer  
Executive Director  
Catondra Noye  
Assistant Executive Director  
John Deal, Finance Director  
Anthony R. Whitfield  
Economic Development Director  
Debra Wilson  
Manager, Real Estate Development  
Wyonette Cheairs  
Greater Circle Living Administrator  
Maritza Herrera-Sansom  
Greater Circle Living Coordinator  
Alisha Memaran  
Neighborhood Services Coordinator  
Ruby Raines, Office Manager  
Gail Powell, Receptionist  
Kenneth Peterson  
Facilities Manager  
Demetrius Williams  
Program Manager  
Workforce Development

Tamela Powell  
Workforce Development Specialist  
Laurence Trotter  
Neighborhood Technology Coordinator  
Lakeyia Anderson  
H.E.A.P. Intake Officer  
Jacci Prather  
H.E.A.P. Intake Officer  
Tracey Smith  
H.E.A.P. Intake Officer  
Ray Brown  
Maintenance Staff  
Lamonte McKinney  
Maintenance Staff  
Latonia Goin  
Maintenance Staff  
Sonia Chandler  
Maintenance Staff  
Diane Crawford  
Maintenance Staff  
Brenda Ruffin  
Maintenance Staff

Graduate Interns
Tessa Holmes  
Cleveland Foundation Intern  
Veronica Cole  
CWRU Graduate Intern  
Johnese Sherron  
CWRU Graduate Intern

Members
Antoine D. Burts, Resident  
Lamont B. Davis, Bolton Elementary School  
Regina Harper, Resident  
Deloise M. Hood, Resident  
Tomeika Hurt, Resident  
Zachery Lewis, Resident  
Shelton L. Moore, Resident  
Gloria Mormon, Resident  
Denise Robinson  
First National Bank  
Gary Sardon  
G. Sardon Companies  
Beverly Shipp, Resident

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Lamonte McKinney  
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Latonia Goin  
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Sonia Chandler  
Maintenance Staff  
Diane Crawford  
Maintenance Staff  
Brenda Ruffin  
Maintenance Staff

Graduate Interns
Tessa Holmes  
Cleveland Foundation Intern  
Veronica Cole  
CWRU Graduate Intern  
Johnese Sherron  
CWRU Graduate Intern

Financials

Fairfax Renaissance Development Corporation
Statement of Activities for the 12 Months
Ending December 31, 2018

Support & Revenue
Federal Funding Grants  
309,515
Foundation & Other Grants  
1,683,477
Fundraising Income  
4,203
Interest Income  
37,816
Development Fee Income  
88,444
Rent Income  
1,242,732
Other Income  
861
Total Support & Revenue  
$ 3,367,048

Expenses
Personnel Costs  
1,117,035
General Overhead  
71,429
Program Expenses  
218,076
Property Expenses  
1,029,010
Fundraising & Event Expenses  
43,144
Other Management & General  
1,331,671
Total Expenses  
$ 3,810,365

Change in Net Assets  
($ 443,317)
Beginning Net Assets  
01/01/2018  
$ 14,533,396
Ending Net Assets  
12/31/2018  
$ 14,090,079
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<td>Tameika Hurt</td>
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<td>Angela Jeffries-Ragland</td>
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<td>Zachary &amp; Cynthia Lewis</td>
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