

# THIS IS US! Genesis**HOPE**

From The Executive Director

Corporate Overview

Islandview Village

Financial Highlights



# RACIAL EQUITY AND EQUITABLE DEVELOPMENT

Real Estate Industry

Community Development



# ISLANDVIEW HEALTHY COMMUNITY

What? and Why?

A Healthy Community Initiative

Promote Healthy Living

Empower Financial Health

Provide Affordable Housing

<u>& Open Green Space</u>





# A MESSAGE FROM THE **EXECUTIVE DIRECTOR**

My dad bought his first home in Islandview with his GI Bill. So, I grew up in Islandview Village during the 60s and raised my family here in the 90s. There was a home on every lot on every block. There was little blight and few vacant lots. Children played on the sidewalks, riding bikes, skating and playing ball. Men, like my dad, mowed the lawn on Saturdays and talked across the fence when they were done. Mack Avenue was lined with African American owned businesses intermingled with bakeries, breweries, and we cannot forget Kresge and and Sanders ice cream. Sorry I digressed. I love ice cream. But today, the experiences of living in an environment plagued with blighted buildings and vacant land, hunger, and widespread poverty greatly impacts the health and wealth outcomes for people and neighborhoods. Our young people and seniors are especially vulnerable. GenesisHOPE is clear as we think of children that have no context of a healthy neighborhood. We have set the direction of our course of action:

- Promote Healthy Living
- Empower Financial Health
- Provide Affordable Living and Open Green Spaces

  Our theory of change for the Islandview Healthy Community

  Initiative is based on the County Health Ranking Model of
  population health. Our strategies emphasize the many factors
  that, if improved, can help make communities healthier places
  to live, learn, work and play!

# CORPORATE OVERVIEW & MANAGEMENT

Genesis Harbor of Opportunities Promoting Excellence (GenesisHOPE) is an emerging community development organization. Our mission is to first meet the needs of the people, and then community, to eliminate poverty, blight and powerlessness -- *improve the quality of life for those living and working in Islandview Village*. Our vision is to be recognized as a community development corporation that strives for sufficient sustainable livelihood for all. Our focus is youth, community and economic development in Islandview Village, a near eastside neighborhood in Detroit, MI. We carry out our mission to achieve the vision based on five strategic directions set by the Board:

- Build Community Power, Health &
- Build Community Power, Health & Wealth Develop Future Leaders
- Strive for Organizational Excellence

- Foster Innovation & Collaboration
- Care for the Environment



# Jeanine C. Hatcher Executive Director

"Genesis is a Harbor of Opportunities Promoting Excellence (Genesis**HOPE**). Therefore, my role is to provide opportunities for people to excel and strive for excellence!"

Jeanine Hatcher was one of the founders and has led the organization for 10 years. She has over 30 years of experience in the business and nonprofit sectors and "brings an entrepreneurial view" to the social justice mission. Jeanine started a marketing firm, ImageSetter, in 1984 which she still operates today. She and her husband owned and operated the first African American Midas franchise in MI. And, Jeanine was the Vice

President of First Impressions, a hospitality staffing agency in Detroit and Atlanta. For 10 years Jeanine served as the Marketing Information Manager for Dykema, a national law firm. Prior to Dykema, as a licensed REALTOR©, she served as the Marketing and Relocation Director for Century 21 Elegant Homes. She earned SDA certification for Sales and Sales Management during her tenure as the Sales and Marketing Support Manager at Kelly Services. Jeanine currently serves on the Metropolitan Health Foundation's Board of Trustees, and the Board of Directors for Acts In Common and Community Development Advocates of Detroit (CDAD).

### office

313-571-0937

7200 Mack Ave. Detroit, MI 48214

PO BOX 7495 Detroit, MI 48207 www.GenesisHOPE.org

mobile

248-752-6036 jchatcher@genesishope.org

# DEVELOPMENT FOCUS AREAS

Youth Economy Community Food Systems

### ENVIRONMENTAL STEWARDSHIP AWARDS

Governor's Award of Excellence, Recycling Education, 2016

Detroit Green Taskforce Award of Excellence, District 5, Recycling Education, 2016



# OARD OF DIRECTORS

**Executive Director** Jeanine C. Hatcher

Chairman

**Roland Chandler** 

Supervisor, Lowe's and Genesis Lutheran Church, Member

Vice Chairman (Vacant)

Secretary (Vacant)

Treasurer

Conya Hall

DTE Genesis Lutheran Church, Member

Jackie Dunn-Bell, LSW

Social Worker, Franklin Wright Settlement and Genesis Lutheran Church, Member and Resident

Ken Grant, PhD

Pastor, Genesis Lutheran Church and Professor, University of Detroit Mercy

**Daisy Jackson** 

Self-Employed, Home Care Field Street Block Club, Member and Resident

**Robin McCants** 

Assistant to the Bishop SE MI Synod of ELCA and Genesis Lutheran Church, Member

**Maria Thomas** 

Field Street Block Club, Member and Resident



# Staff

**Executive Director** Jeanine C. Hatcher

Office Administrator **Courtney Morrow** 

Program Coordinator, **Healthy Community Shanikka Singleton** 

**Program Coordinator & Nutrition** Educator, Youth Development Micah Wilson

Program Coordinator, **Community Engagement Jennine Spencer** 

**Nutrition Educator Angela Davis** 

AmeriCorp Member **Robin Coleman** 

HR Intern, MSU **Amber Pan** 



WHY ISLANDVIEW? PEOPLE | PLACE | MOMENTUM



# ISLANDVIEW

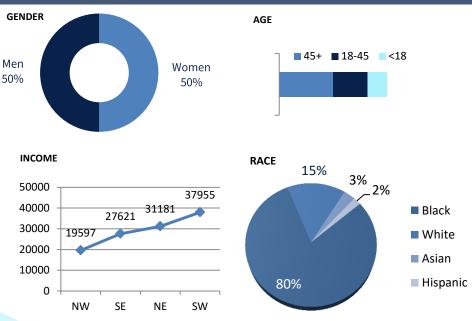
VALUE PROPOSITION

# The Island in Our... *Backyard*

Gateway to Belle Isle State Park
Only 2 Miles to Public Waterfront
Emerging Residential and Retail
Market Near West Village



### **OPPORTUNITY** Diversify race-ethnicity, age and income.



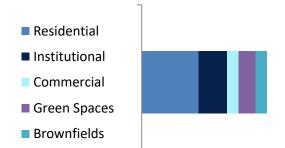
# PEOPLE

A total of **7,134 people** reside in Islandview. The median age is **42**, however, a significantly high percentage (20%) are seniors **>65**.

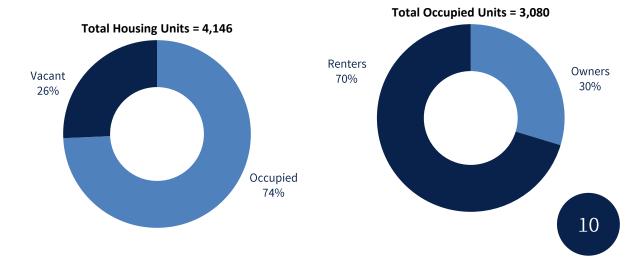


# NOW THE PLACE

Islandview is primarily a residential "family" oriented community. A total of 6,241 people reside in households, and the remaining population lives in group quarters (13%). There is a total of 4,146 housing units and a very large percentage (70%) are occupied by renters. Approx. 15% of vacant land available for development.







PUBLIC-PRIVATE

# INVESTMENTS

MOMENTUM |

Neighborhood revitalization has begun!

### **ISLANDVIEW**



### HOUSING

Single Family
Stabilization Zone. Rehab
Publically Owned Homes.
Implement Interim
Landscape Improvements
for Vacant Lots

### RECREATION

Butzel Recreation Center Entrance, Playgrounds & Recreation Field Improvements.

### **GREEN SPACE**

Beltline Greenway (similar to Dequindre Cut) to Connect Neighborhood to River

### **INFRASTRUCTURE**

Infrastructure
Resurfacing, Stripping,
Bike Lane
Improvements along
Jefferson Avenue.

SOURCE: PPD Aug. 2017 Public Meeting

### PUBLIC-PRIVATE

# INVESTMENTS

# **The Commons**

Commercial rehab provides needed amenities on Mack Avenue: laundry mat, coffee shop and public green space.

## **MACC Garage**

Commercial rehab provides service amenity on Mack Avenue: auto repair facility.

## **D&D Resale Shop**

Added purpose storage facility provides retail amenity on Mack Avenue: furniture resale shop.

# **City Plans**

Infrastructure resurfacing, stripping and repairs improve drivability along Mack Avenue

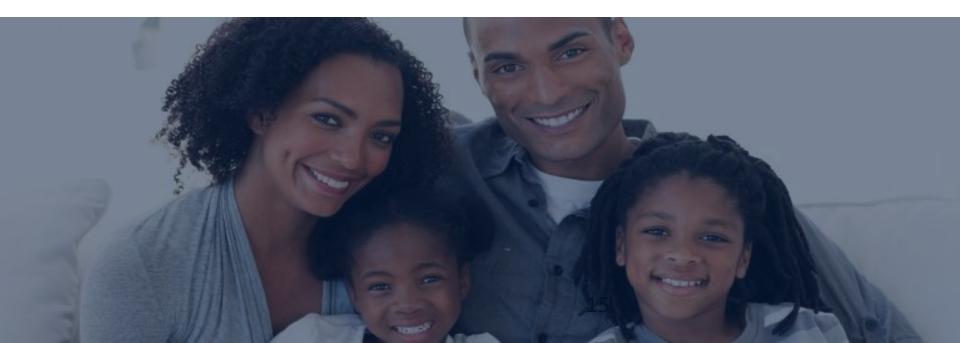


♠ Islandview/Greater Villages

# HEALTHY COMMUNITY INITIATIVE

## Improve Urban Life

Determinants of health are lifestyle-based properties affected by broader social, economic and political forces that influence quality of personal health. Genesis HOPE's "Healthy Community" initiative is an inclusionary growth strategy to create social and physical environments, in a neighborhood, that promotes good health. Our objectives are to enable low and moderate income residents to actively participate in the revitalization of community and address social determinants that impact health outcomes. Specifically, the "Healthy Community" initiative addresses open spaces, affordable housing, personal finances and physical health barriers to improve health outcomes.



# Islandview/Greater Village Healthy Community Initiative

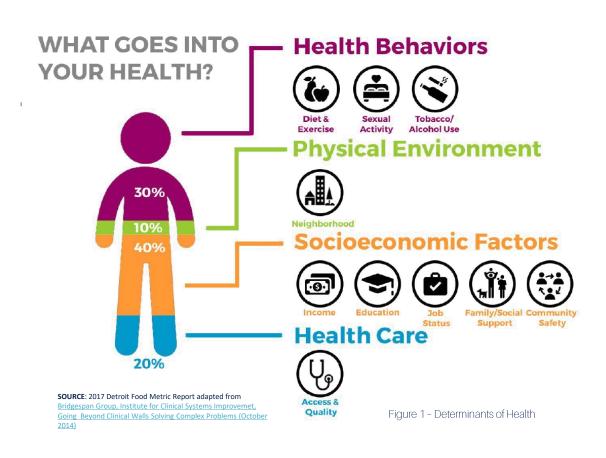
### Why a Healthy Community Initiative

Our theory of change is based on the <u>County Health Ranking Model</u> of population health that emphasizes the many factors that, if improved, can help make communities healthier places to live, learn, work and play. The <u>2017 Detroit Food Metric Report</u> illustrates the various determinants that impact health outcomes quite well (Figure 1). The report concludes that "the food we eat impacts our day-to-day health and well-being. Food provides our minds and bodies with the fuel to think!" This is a fundamental principal for Genesis HOPE: *A healthy community begins with food!* 

Today's experiences of living in an environment plagued with blighted buildings and vacant land, hunger, and widespread poverty greatly impacts the health and wealth outcomes for people and neighborhoods. Our young people and seniors are especially vulnerable. GenesisHOPE is clear as we think of children that have no context of a healthy neighborhood. We have set the direction of our course of action:

- Promote Healthy Living
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Our strategies emphasize the many factors that, if improved, can help make communities healthier places to live, learn, work and play!







# PROMOTE HEALTHY LIVING

The Enterprise Opportunity 360 report reveals extremely low Economic Security and Health & Well-Being index scores ranging from a mere 1-2 percentile for health in 3 of the 4 Islandview Village census tracts (5152, 5153, 5163) to only 15 percentile in one census tract (5164). A large percentage of the combined total population suffers from food-related diseases that correlate with Opportunity360 indicator as "USDA Low Access to Grocery Tracts" and high levels of concentrated poverty, as well as The 2017 Health Risk Behaviors Within the State of Michigan findings of an extremely low percentage (only 14.4%) of Michigan adults reported consuming fruits and vegetables 5 or more times per day. And, people of color and lower income groups are significantly more likely to consume fruits and vegetables less than 1 time per day. GenesisHOPE concludes there is a need for behavior and access interventions. Our primary research confirmed that African American youth from low income households consumed fruit less than once per day and vegetables at least once per day. GenesisHOPE partners with the Michigan Fitness Foundation to conduct SNAP Ed (health and nutrition education). GenesisHOPE's health and nutrition education (SNAP ED) program participants increased consumption of fruits and vegetables by 21%, and green salads by 80%. While these gains are significant for a cohort of 30 participants, a gap remains.





Islandview Village Healthy Community Initiative | PROMOTE HEALTHY LIVING

### **Islandview Farmers Market**

The open-air marketplaces operated by the youth are community gathering spaces that increase social capital. But more importantly, they are places that foster happy and healthy lives for people in the community.

The Islandview Maketplaces connect consumers with a variety of local businesses in community gathering spaces that promote healthy lifestyles and fill a need for retail offerings, while empowering youth to work towards a sustainable future. Healthy lifestyle programming increases awareness of choices that impacts participants' health.





GenesisHOPE empowers youth to become independent and work together as agents of change. Youth are provided an opportunity to organize community events, connect people to healthy food, and create marketplaces for businesses to thrive.

# SNAP Education Community Partner

Genesis**HOPE** is a Michigan Fitness Foundation community partner. Michigan Fitness Foundation supports and builds collaborative partnerships that improve health through increased access to physical activity opportunities, healthy food, and related education and events — effecting change throughout Michigan communities. Together, we deliver practical, evidence-based solutions and achievable, innovative strategies for healthy living in healthy communities. We optimize outcomes and impact as a statewide clearinghouse for data, for communication across multiple platforms, and for best practices that help people eat healthy and move more.

We currently provide health and nutrition education at:

- The Detroit Boxing Gym
- Pathways Academy
- Butzel Family Center
- Islandview Farmers Market

# FRESH Rx Network

Fresh Prescription is a fruit and vegetable prescription program that brings together the healthcare system and the food system, fostering innovative relationships to build a healthy sustainable food system in Detroit. This promising approach to a healthier food system connects patients to fresh, locally-grown produce while providing direct economic benefits to small and midsize farmers.

Low-income patients with chronic disease, caregivers of young children and pregnant women are referred to the Fresh Prescription program by their primary care physician. A clinician meets with participants and their families to discuss healthy eating and assess fruit and vegetable consumption, access to healthy food, and knowledge and skills for choosing, preparing and eating fresh fruits and vegetables. The clinician gives the participants a prescription to "eat more fruits and vegetables" and helps set goals for healthy eating. Patients "fill" their prescription at a partnering farm stand or market, where they also receive nutrition counseling, cooking demonstrations and other educational support for making meaningful, healthy eating changes.

















# HEALTHY PEOPLE + HEALTHY PLACES

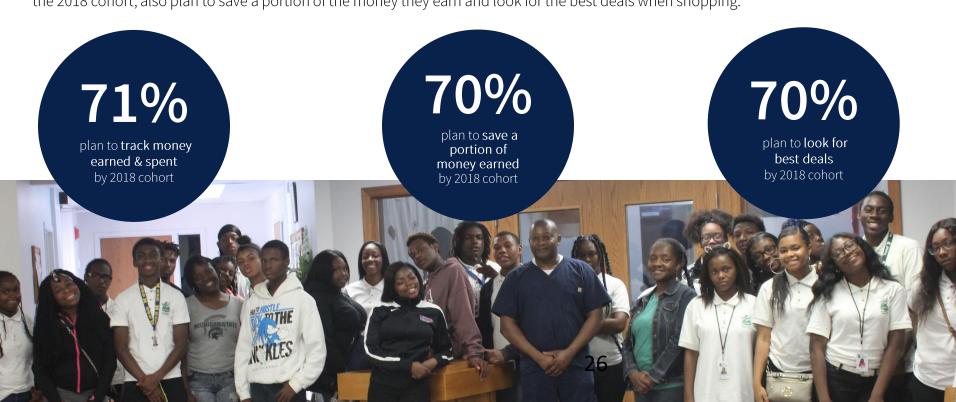
"Health equity" or "equity in health" is when everyone has a fair opportunity to attain their full health potential and that no one is disadvantaged from achieving this potential. Social determinants of health inequities are barriers to health equity for which we are using our collective power to remove and ensure people + places, at a neighborhood-level, are healthy.





# EMPOWER FINANCIAL HEALTH

GenesisHOPE has been able to leverage Kresge funding to further the financial health objective of the Healthy Community Initiative. We expanded our relationship with MSU Extension, who has been a key partner for GenesisHOPE's workforce development program for the last 10 years. Internships and entrepreneur opportunities coupled with workforce readiness and other on-the job training opportunities provided through the partnership improves participants' basic business skills and competencies such as social skills, conflict resolution, team work, decision-making and communication skills. Fundamental financial planning and management training on budgeting and income requirements and managing credit empowers participants to take charge of their financial health. Participants of GenesisHOPE's Money Matters program decided after completing the program, they would plan to track the money they earned and spent. Participants in the 2018 cohort, also plan to save a portion of the money they earn and look for the best deals when shopping.



# WeCARE Solutions

In 2020 and beyond, we will continue our

**WeCare Solutions** 

born out of our community's resiliency in the face of this pandemic.

Over 6,400 Meals Delivered (3/2020 - 10/2020)

# **FOOD BOX GIVEAWAY**

PICK UP AT THE BUTZEL FAMILY RECREATION CENTER AT 7737 KERCHEVAL ST. IN DETROIT

DELIVERY AVAILABLE (SENIORS ONLY)

**EVERY WEDNESDAY** 10:30 AM TO 12:30 PM

Food boxes include frozen meals. rotisserie chicken, chicken meat balls, milk, other dairy products, and vegetables.

PPE available.

# WeCare Help Desk

Call for Assistance with

- Food
- Water
- Senior Care
- Testing
- Healthcare
- Emergency Relief

For assistance or more information. please contact Jennine Spencer at

(313) 731-2048



# **Energy Efficiency Home Repair Program**

Must live in the Islandview/Greater and be income eligible.

For assistance, please call (313) 731-2048



PO Box 7495 | Detroit, MI 48207 www.genesishope.ora



TO REGISTER

OR FOR MORE

INFORMATION.

FOR FOOD BOXES

PLEASE CALL OUR

WECARE HELP DESK

AT (313) 731-2048

WeCare

FREE products and upgrades may include:

- · Furnace tune-up or
  - replacement · Hot water heater
  - Refrigerator
  - · Lightbulbs

• Programmable thermostat



Islandview Village Healthy Community Initiative | EMPOWER FINANCIAL HEALTH

### **RIGHT SIZE LIVING**

GenesisHOPE continues conversations with Chase, Cheimcal Bank and Wayne County CRA Association to partner on a "Right Size Living" program. "Right Size Living" is key to managing one's financial health. GenesisHOPE's homeownership workshops enable participants to make sound decisions on solutions that best fit their needs, and credit repair sessions assist participants with achieving their financial goals.

### **HOUSING & RESOURCES FAIR**

GenesisHOPE and the Housing & Revitalization Department hosted a 2<sup>nd</sup> annual Housing & Resources Fair with 10 vendors. Over 50 participants attended this year. Tax foreclosure prevention, down payment assistance programs, and senior home repairs and property maintenance assistance ensures people can enjoy a quality home.

### **WeCARE Solutions**

GenesisHOPE is proud of our new WeCare program and community fund designed to address the needs of our senior population. We served nearly 20 seniors this year from moving items out of a basement to lawn care to furnace repairs.





## Clean, Safe & Beautiful

Clean, safe and beautiful neighborhoods. That's what we all want and deserve. The Villages CDC, MACC Development and Genesis HOPE collaborate with the City of Detroit for the Motor City Makeover where we focused on infrastructure in 2018. Tons of debris, trash, furniture and the likes from illegal dumping were removed from 4 alleys.

The 1st annual Belle of the Block neighborhood clean-up/board-up and home showcase was a success. GenesisHOPE and B3, MACC Development's missionaries, were greeted by residents that worked alongside each other to clear away tons of overgrown vegetation that was a real safety concern for the widow that lived next door.. We even had a visit from the Mayor of Detroit, Mike Duggan. Thanks Chelsea Nesbitt, city of Detroit for partnering with GenesisHOPE!







### 0

# PROVIDE AFFORDABLE LIVING & OPEN GREEN SPACES

Locally, in neighborhoods where nearly 50% of the population lives in poverty, revitalization plans and renewed neighborhood investments inadvertently gentrify neighborhoods and displace low income people. It is imperative that we learn from previous examples such as Midtown Detroit. Community change is a tricky line to walk. As more people move into a neighborhood, long-time residents can be affected in both negative and positive ways. Some residents may be forced to move as a result of higher rents and/or property taxes, while others may experience displacement as landlords may want to start making additional income on their properties. Transformational change has already taken root in Midtown Detroit, and "Stay Midtown" is an example of a short-term intervention program to help current residents meet the rising costs of rent in the popular and increasingly expensive neighborhood. Long-term investments like the GenesisHOPE's Healthy Community Initiative increases low income and affordable housing options that can help eliminate the need for short-term anti-gentrification interventions in neighborhoods deemed more vulnerable like Islandview Village.

Inclusive growth strategies and public policies are needed to ensure equitable development occurs in neighborhoods like Islandview Village. The Healthy Community Initiative plans to engage and collaborate with other community and social justice agencies to explore and advocate for policies that address institutional and spatial racism, and foster more inclusive developments that are fair and impartial, and that also provide community benefits that empower and enable low income populations to "actively" participate in the development of the community they call home.

The Enterprise Opportunity360 report has helped GenesisHOPE establish baseline metrics by which growth, and specifically inclusive growth, occurs. The report provides a framework for capturing real-time metrics and tools for capturing community voice. The pathways to opportunity indicators provide insight into interventions that create thriving and vibrant communities. The report provided data and insights for the Healthy Community Initiative and will be used to measure the impact of changes for low to moderate income households.



Islandview Village Healthy Community Initiative | PROVIDE AFFORDABLE LIVING & OPEN GREEN SPACES

Several new "high end" multimillion dollar mixed use projects and infrastructure improvements are underway in Islandview. The public and private investments diversify race, age and income levels, but are not inclusive (or provide opportunities) for the current low income population. Real estate development that provides low and moderate affordable living is one of several objectives of the Healthy Community Initiative.

Cinnaire, Capital Impact Partners and Enterprise Community Partners are real estate development partners that are aligned to build GenesisHOPE's capacity to *create thriving*, *sustainable social and physical environments that are inclusive and promote good health*:

- Places with fresh local food access and open green spaces with storm water management and landscaping;
- Places with business development attraction and retention strategies that create jobs with employee retention & training programs;
- Places that are water and energy efficient with recycling, reusing and reducing waste practices; and
- Places where real estate developments must, at a minimum, achieve
   Enterprise Green Communities certification which embraces integrative
   design, sustainability (water + energy), health & well-being and resiliency
   principles and practices.





Islandview Village Healthy Community Initiative | PROVIDE AFFORDABLE LIVING & OPEN GREEN SPACES

Kresge's operating support for staffing enabled GenesisHOPE to apply and receive membership into the first cohort of Capiatl Impact Partner's Equitable Development Initiative. The 2-year membership, which includes training, mentorship and funding, builds GenesisHOPE's capacity to develop real estate. As a result, GenesisHOPE is partnering with Cinnaire Solutions to co-develop low-moderate affordable housing and mixed use commercial space at Mack and East Grand Blvd.

Christian and Hurrettiene design firm and Ethos
Consulting with an anticipated construction date of
April 2020. The design team has conducted four
community and stakeholder meetings: two
stakeholder meetings with the Genesis Lutheran
Church congregation and two community meetings.
Here's a snapshot of what we heard and here's a little
deeper dive into the aspirations and expectations of
Islandview residents and stakeholders. These findings
have shaped the initial site plans.





# **Grand-Mack Square!**

The old Eastern High School site, acquired by Genesis Lutheran Church, is transformed into Grand-Mack Square! The square includes Genesis Lutheran Church and the development of 31 new units of 1-2 bedroom affordable housing and 3,000 sq. ft. commercial space with frontage on Mack Ave. (Building A).

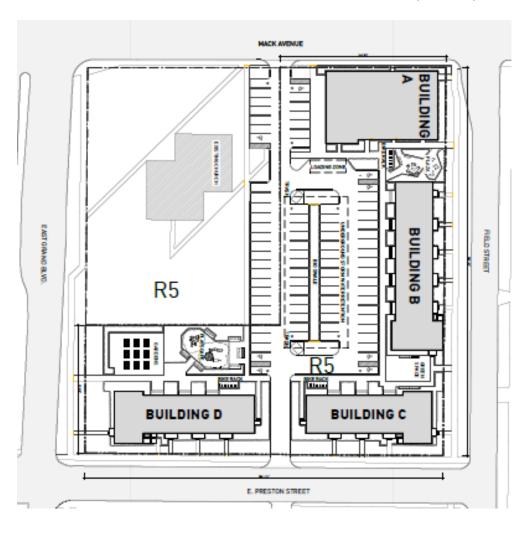
The family oriented townhouses (Buildings B, C, D) have 1-3 bedrooms surrounded by parks, a playground and community garden, also includes green storm water management infrastructure parking lot. GenesisHOPE Village provides 61 units of low-moderate affordable housing for families, and an ample number of handicap units.

### **Genesis Lutheran Church**

7200 Mack Ave., Detroit, MI

### **GenesisHOPE Village**

7250 Mack Ave., Detroit, MI

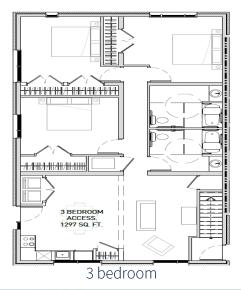






# GenesisHOPE Village I

Preliminary designs presented to the community for feedback were well received with minor changes to be reflected in final designs.









# GenesisHOPE Village I

# **ADOPTED** | Community Design



# The Development Team



Jeanine Hatcher GenesisHOPE



Ed Potas **Cinnaire Solutions** 



Liliana Gonzalez **Cinnaire Solutions** 



Joe Heaphy **Ethos** 



Brian Hurttienne **Christian Hurttienne Architects** 



# Racial Equity and Equitable Development

## **Community Development**

Kresge and Ford's investment in operating support provides some level of stability and training opportunities to increase our awareness of the principles of racial equity and how best to introduce and integrate these principles into our work. The support we receive is allocated to general operating and community engagement through a lens of racial equity. The staff has and will continue to participate in racial equity training, workshops and coalitions such as The People's Platform and NCRC. A long-term resident is contracted to manage organizing residents, both long-term and new as well as businesses and institutions. And, the community and stakeholder engagement sessions for the real estate development project created a Neighborhood Advisory Committee. Our organizer will work with the community and the committee to introduce and integrate Race Forward's Equitable Toolkit Assessment tools into our work. The tools will be introduced at the first committee meeting to be held in Feb/Mar 2019. The plan is to also deploy the toolkit at the February sustainability design charrette which will touch a great number of folks representing a variety of businesses and organizations that may not have considered the racial impact of decision making.





# Racial Equity and Equitable Development

### **Real Estate Development**

Nationally and locally, minority developers are often underrepresented in the broader real estate development industry. In fact, Capital Impact Partners realized that of the \$152 million it loaned in Detroit between 2006 and 2015, projects led by minority developers received approximately 1/10th of that financing.

Investing in GenesisHOPE addresses several of the real estate development industry racial inequities - gaps and barriers - often faced by minority nonprofit developers as well as positive and healthy social impacts for low income and working families (40% - 80% AMI).



## Genesis**HOPE** Community Development Corporation

# **KEY SDG OUTCOMES & IMPACTS | 2019**

SDG = United Nations Sustainable Development Goals

## **Good Health**



FRESH RX provided for 20 patients for a total of \$480 of free fruits and vegetables to address chronic food related diseases.

**SNAP Education** provided for 175 people for a total of 58.5 hours of class time across 4 locations to increase consumption of fruits and vegetables



Zero Hunger

A total of 3.840 meals served over the summer for 75 youth.

# Collaboration

Referrals/resource navigation was provided for 21 individuals to address social barriers. Over 1,000 people were reached collectively by the **Healthy Community** initiative!!!

Recruited, trained and employed 50 vouth who completed 32 hours of workforce readiness training & 72 hours of service learning \$41,880 summer employment payroll

## **Decent Work**



### **Economic Growth**

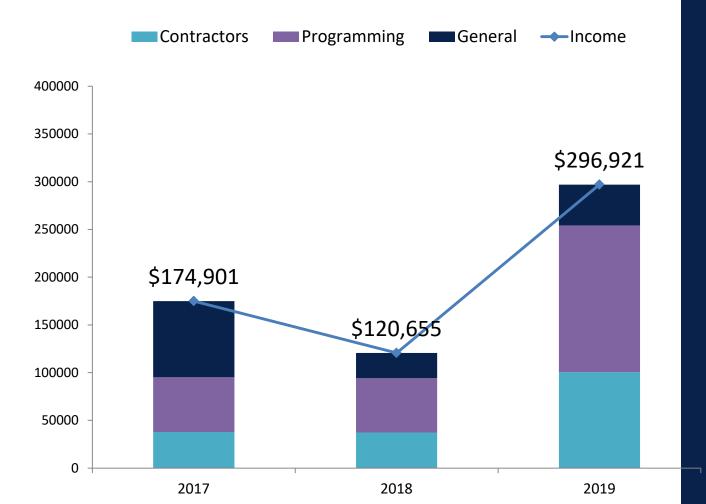
\$50K in home repairs for 9 owners to preserve naturally occurring affordable housing.



# FINANCIAL HIGHLIGHTS

Fiscal Year-Over-Year Comparison

# **Profit & Loss**

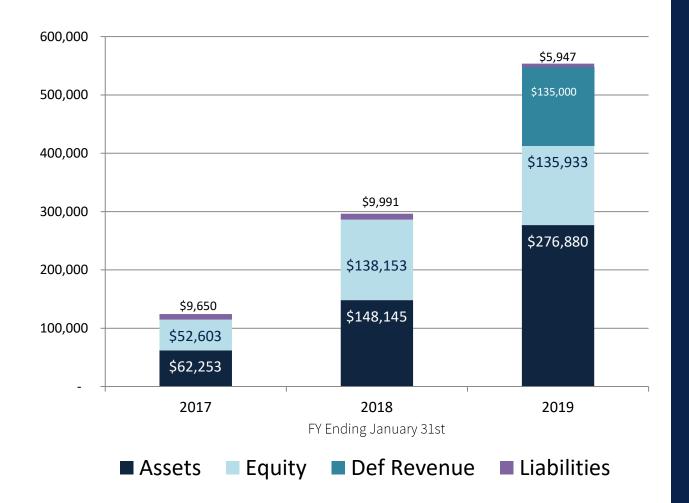


Invest in
GenesisHOPE
for healthy positive
social impacts for
low income and
working families.

# FINANCIAL HIGHLIGHTS

As of February 3, 2020

# **Balance Sheet**



*Invest in GenesisHOPE* to alleviate real estate development industry racial inequities - gaps and barriers often faced by minority nonprofit real estate developers.

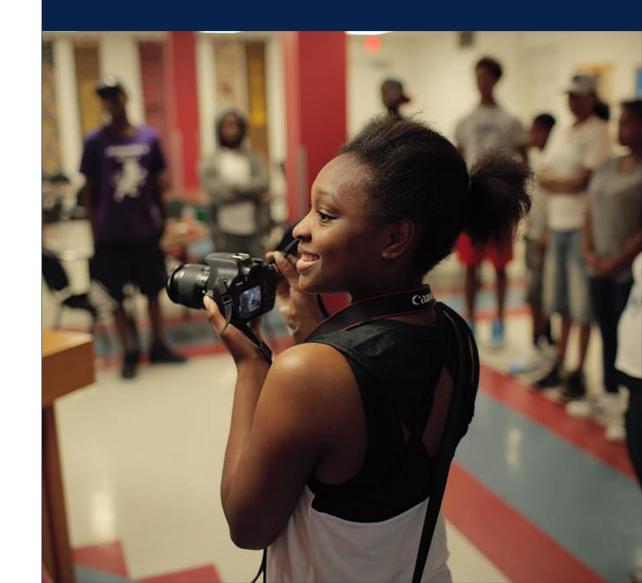


# **Capacity Building**

GenesisHOPE currently leverages contract staff and volunteers to deliver youth, community and economic development programs aimed at creating a healthier neighborhood. Human Resources/Staff is needed to strengthen the overall capacity of the organization.

Adding full-time salaried staff, re-aligning the organizational structure and filling gaps in skillsets will enable the organization to not only improve and expand programming to effectively meet the most pressing needs of people residing in Islandview, but it positions the organization for long-term sustainability. The most significant gap for the organization is working capital to transition from a volunteer/ contractor-based staffing model to a stable employee-based infrastructure and funds to manage cash flow.

# Transition to Full-Time Staffing Model, Re-Align the Organizational Structure and Fill Gaps in Skillsets



# FINANCIAL HIGHLIGHTS

**Partners and Supporters** 



**FOUNDATION** 

FORDFOUNDATION



cinnaire

ADVANCING COMMUNITIES







CAPITAL IMPACT

Mr & Mrs Wachsman





MACC DEVELOPMENT



FOUNDATION









GENERATION WITH PROMISE

Move More. Eat Better. Change Lives!





EASTSIDE COMMUNITY NETWORK





