Dreaming is not for the sleepers.  
Dreaming is for those awakened to the possibility in the air.  
Who are alive to the streets.  
Partakers in the game.  
Dreaming unleashes you to fly above the haters, the persecutors, the nay-sayers.  
Dreaming takes you to school.  
Dreaming helps you say yes.  
Dreaming makes you untouchable.  
A pillar of strength in a weakened world.  
It sets your nerves alight.  
Dreaming spreads like a contagion.  
We at Restoration have seen the power of dreams. And we are dreaming, too.  
We dream of opportunities for the people of Bed-Stuy, a community that has borne the weight of America’s history and has lived through it with grace and dignity.  
An institution of respect and equality.  
A spiritual home for strength and opportunity.  
We remove the barriers to opportunity, expel the darkness that eclipses hope, and dispel the shame that stifles our power to dream.  
We enable the people of Bed-Stuy and beyond to dream of things that never were, and ask, “why not?”
MISSION
Restoration relentlessly pursues strategies to close gaps in family and community wealth to ensure all families in Central Brooklyn are prosperous and healthy.

VISION
A flourishing Brooklyn community consists of strong families, business, and institutions and is anchored in a culture of equity and inclusion.

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Colvin W. Grannum, President & CEO
This Annual Report covers two years - 2017 and 2018. 2017 marked the 50th anniversary of the founding of Bedford Stuyvesant Restoration Corporation (“Restoration”) as the nation’s first community development organization. This has been a thrilling and momentous journey. Bed-Stuy today is a very different place than it was fifty years ago. Stores and businesses line the bustling Fulton Street corridor, new housing complexes rise on the horizon, new cultural venues open up and multiply, and a sense of optimism and buoyancy is palpable among many area residents. We are proud to be part of this success story.

Even as we celebrate our successes, we have to remind ourselves that our work is far from done. In fact, our work has become more urgently necessary than ever. This is because the racial wealth gap in our country and community has reached alarming proportions. Nationally, the median white household has $171,000 in wealth holdings, compared to just $17,409 for the median Black household and $20,920 for the median Latino household. Today, wealth is starkly divided along racial lines: the typical Black household now possesses just 6 percent of the wealth owned by the typical white household and the typical Latino household owns only 8 percent of the wealth held by the typical white household. These wealth disparities are rooted in historic injustices and carried forward by practices and policies that fail to reverse inequitable trends. As a result, racial wealth disparities, like wealth inequality overall, continue to grow. Without pointed intervention, the net worth of Black median households are projected to have zero net worth by 2053. Twenty years later, Latino median families will follow suit. White median families will continue to own six figures.

It is against this sobering backdrop of worsening inequality, exacerbated by the ill effects of gentrification, that Restoration launched a new five year strategic plan in 2017. Our new strategic direction is squarely aimed at closing the wealth gap for residents of Central Brooklyn. This comprehensive growth agenda is expected to produce measurable gains in key areas such as housing, jobs, savings and investment, debt, credit, social insurance and business development over the next five years. In doing so, we remain committed to the same principles that have given our mission its impact in the communities and households we serve.

As the President of this remarkable organization, I believe that our proven track record stretching back to half a century makes Restoration uniquely qualified to lead Central Brooklyn into a future of justice and prosperity while building a community that reflects our collective dreams and aspirations.

With sincere regards,

Colvin W. Grannum
President and Chief Executive Officer

Kevin G. Chavers
Chairman, Board of Directors
50 YEARS OF DEDICATION
A RESTORATION TIMELINE
50 YEARS OF DEDICATION: A RESTORATION TIMELINE

1960s
- Elsie Richardson accompanies Senator Robert F. Kennedy on famed walking tour of Bedford Stuyvesant
- The Bedford Stuyvesant Restoration Corporation (Restoration) and Bedford Stuyvesant Development and Services Corporation (D&S) are founded
- Franklin A. Thomas elected as Restoration’s first president
- The Honorable Thomas R. Jones named first Chairman of Restoration
- C. Douglas Dillon named first Chairman of D&S Corporation
- Restoration stages its first cultural program starring Noble Sissle and Eubie Blake
- John Doar elected president of the D&S Corporation
- “Inside Bedford Stuyvesant” broadcast on Channel 5
- Summer Theater plays to audience of 5,000 and aired on television
- Restoration opens four neighborhood centers throughout the community providing safe haven after-school enrichment activities for youth, organizing block associations, and responding to community needs
- Restoration’s Cultural Affairs department opens on Verona Place
- Housing Initiative proliferates as Restoration constructs and renovates 2,200 units of affordable housing and homeownership and provides $60 million in mortgage financing to nearly 1,500 homeowners

1970s
- The Sheffield Farms building on Fulton Street, an abandoned milk bottling plant, is purchased for the purpose of creating a town center for commerce, education and art as well as headquarters for Restoration
- Two demonstration residential Superblocks are unveiled, designed by famous architect I.M. Pei
- Restoration begins making direct loans to local small businesses; Skylight Gallery opens
- Restoration and D&S staff move to Sheffield Farms- today’s Restoration Plaza
- The Billie Holiday Theatre opens under the leadership of Herbert Scott Gibson
- Restoration purchases three pre-civil war buildings from the original African American Weeksville community later to be sold to The Society for the Preservation of Weeksville
- Restoration Dance Theatre forms under the leadership of Marie Brooks
- Bedford Stuyvesant Family Health Center opens its doors
- Pathmark and Restoration, in a joint venture, open a 30,000 square foot store in Restoration Plaza

1980s
- Restoration adapts to massive federal funding reduction
- Loans in total of $9.5 million advanced to 134 businesses in Bedford Stuyvesant by 1984
- Restoration launches Weatherization Assistance Program
- Testing, Assessment, and Placement Center (TAP) helps 1,000s enter and advance in workforce
- Burger King opens on Fulton Street as a joint venture with Restoration
- Restoration develops 36-unity facility for homeless, elderly, and handicapped
- Restoration Dance Theatre performs at the Atlanta Olympics
- Restoration Dance Theatre collaborates with the Brooklyn Academy of Music to celebrate DanceAfrica’s 20th Anniversary
- Restoration develops a joint venture with Kaplan to establish SCORE educational centers at Restoration Plaza
- Restoration Information Technology Education (RITE) Center opens to combat the digital divide
- Restoration Capital Fund launched to provide financing to small businesses
- Safe Haven provides outlets and opportunities for youth aged 6 - 14

1990s
- The Billie Holiday Theatre’s “Inacent Black” goes to Broadway starring Melba Moore and Executive Produced by Marjorie Moon
- Restoration sells $3 million of predominantly one-to-six family brownstones/brick veneer houses to local residents
- Safe Haven provides outlets and opportunities for youth aged 6 - 14
- 10k Community Race commences as a community tradition
2000s

- Restoration Plaza welcomes Super Foodtown of Bedford Stuyvesant, Applebee’s Bar & Grill, Carver Federal Savings Bank, and Duane Reade Pharmacy
- Ambitious redesign and renovation of Restoration Plaza is launched resulting in the creation of the West Plaza – a new venue for community and cultural events, as well improved office spaces and refurbished elevators
- Restoration opens Sterling Optical in partnership with a local entrepreneur
- Restoration renews its commitment to housing development with BSRC Neighborhood Homes Housing Development Fund Corporation, which fully renovates and sells eleven brownstones to local homebuyers at below market rate prices
- 800 units of low income housing are preserved through crafting of the partnerships that invest in upgrading the properties and preserving the affordability of the residential units
- Restoration forms strategic partnership with BRP Companies that results in the development of close to 300 units of mixed income housing along Fulton Street and seven homeownership opportunities nearby
- Bedford Stuyvesant Single Stop program is born, providing legal and financial counseling benefit screening and social service referrals and is ranked as a top performer for obtaining benefits for families

2010s

- Restoration named “Data Driven Provider of the Year” by the NYC Center for Economic Opportunity in 2014 and 2015 for its Financial Empowerment Center and JobsPlus site respectively and financial stability of working-age residents in designated public housing developments
- Restoration leads the effort with local businesses to establish the Bed-Stuy Gateway Business Improvement District (BID) as the City’s 64th BID
- In partnership with the Bed-Stuy Gateway BID and Community Board No. 3, Restoration wins funding for Marcy Plaza, a new venue for outdoor community activities and attracts more than $8 million in capital from the City of New York for streetscape improvements such a roadways, sidewalks, and sidewalk furnishings
- Restoration wins contract to operate NYC Financial Empowerment Center for Central Brooklyn focusing on assisting residents to reduce debt, increase credit scores and increase savings
- RestorationRocks!, a street festival concert featuring highly acclaimed musical artists launches
- Restoration wins contracts to operate NYC JobsPlus sites in northern Bedford Stuyvesant and East New York, a place-based workforce development and financial counseling program designed to increase the earnings and financial stability of working-age residents in designated public housing developments
- Restoration launches the Economic Solutions Center (ESC) with assistance from the Robin Hood Foundation and Home Depot – consolidating key services like job training and placement, financial counseling and social services in support of holistic, integrated service delivery. Our work expands from a single site reaching 3,500 to a borough-wide asset serving over 7,200 annually in support of financial stability and upward mobility
- Restoration launches the Center for Healthy Neighborhoods, a borough-wide initiative to assist residents in addressing health disparities that disproportionately impact low income and communities of color while reducing preventable chronic diseases that undermine financial stability, upward mobility and overall well-being
- Restoration’s Farm to Early Care Initiative wins NBC Universal Foundation’s grand prize for innovation through the highly competitive Tri-State 21st Century Solutions Grant Challenge
- All for One is launched in collaboration with Bridge Street Development Corporation and IMPACCT Brooklyn – a data-driven, neighborhood saturation strategy targeting two high-needs census tracts in northern Bedford Stuyvesant for the purpose of creating community-level increases in employment, income, asset accumulation, financial stability and upward mobility
- The historic Billie Holiday Theatre commemorates 45 years of service to Brooklyn and beyond
The Center for Arts and Culture goes through a rebranding and reimagining to serve as a 21st century creative complex for world class art under the new brand, RestorationART.

The iconic Billie Holiday Theatre undergoes a $4.1 million renovation which enlarges the stage and adds first class back stage facilities including dressing rooms, showers and other amenities.

Award winning directors and actors come together to present “12 Angry Men” to speak out against racial profiling, including Wendell Pierce, Stephen McKinley Henderson, George Faison, Roger Robinson, John Amos, Dulé Hill, Russell Hornsby, and others.

Restoration acquires the Brooklyn Business Center to support entrepreneurs and small businesses by mentoring and directing efforts and locating resources.

Restoration renovates and preserves the affordability of Greene Avenue Senior Housing – a 150 unit housing complex for low income seniors located in the now affluent neighborhood of Clinton Hill.

Restoration Weatherization Assistance Program achieves 36 years of service to the residents of Central Brooklyn.

RestorationART becomes home to award-winning arts institutions to ensure collective sustainability: Ronald K. Brown/Evidence, Frank Silvera Writers Workshop, and the Afro Latin Jazz Alliance to form an artistic coalition.

Restoration Plaza welcomes SCO Family Services to the Restoration Plaza complex. SCO is a well-known provider of social services to individuals and families.
Bedford Stuyvesant Restoration Corporation ("Restoration") provides a wide range of services to more than 50,000 Central Brooklyn residents each year. We preserve and expand the community’s affordable housing stock in collaboration with various housing development partners. We strengthen the local workforce by partnering with local employers and matching residents with living-wage jobs. We deliver high-quality, best-practice financial counseling and coaching to all residents, especially low-income and underserved people. We enrich the lives of our neighbors by bringing world-class works of art and culture to their doorsteps. We act as a valuable resource for local businesses and make Central Brooklyn a greener, more environmentally sustainable neighborhood. We support the local youth in their educational and career development. Finally, we create avenues for civic engagement so neighborhood residents can effectively make the changes they want to see in their community.

Restoration relentlessly pursues strategies to close gaps in family and community wealth to ensure that all families in Central Brooklyn are prosperous and healthy.

Our vision for the future is to build a flourishing Brooklyn community that consists of strong families, businesses and institutions and is anchored in a culture of equity and inclusion.

Restoration primarily serves the residents of Bedford-Stuyvesant, Crown Heights, Ocean Hill/Brownsville, and East New York in the borough of Brooklyn. With a combined population of 508,700, Central Brooklyn is one of the most economically and socially diverse areas of New York City. But the community also faces some serious challenges: Median household income is only $39,500, compared with $55,800 for New York City as a whole. Rapid gentrification has worsened economic inequalities: new residents, who have moved here from other places, have a median household income of $50,200, compared to only $28,000 for long-term residents.

Unemployment is at 12% compared to 4.3% for New York City as a whole. Housing affordability in Bedford-Stuyvesant is a serious problem. The median monthly rent increased by 77% from 2005 to 2015. Nearly one-third of all households face a severe rent burden, devoting more than half of their incomes to rent. The health statistics are equally grim. Residents suffer from above-average incidences of chronic health problems. According to the New York City Department of Health, of the 59 community districts in New York City, Bedford-Stuyvesant ranks in the top 10 for smoking, diabetes, new HIV diagnoses, obesity, stroke, mental health, alcohol hospitalizations and adult hospitalizations for asthma.
Our new Strategic Plan, which was finalized and adopted in 2018, groups our activities under four broad clusters, each of which constitutes a Center of Excellence. The Centers of Excellence and the functions they cover are listed below:

**CENTER FOR PERSONAL FINANCIAL HEALTH: ECONOMIC SOLUTIONS CENTER**
- Affordable Housing Access
- Career Advancement
- Wealth Building
- Youth Development

**CENTER FOR COMMUNITY ASSET BUILDING: INNOVATION FOR EQUITY**
- Center for Healthy Neighborhoods
- Brooklyn Business Center
- Pact with Brooklyn
- Partnerships focused on Housing Development and Construction
- Weatherization

**CENTER FOR ENTREPRENEURSHIP & ENTERPRISE: RESTORATION PLAZA**
- Space Leasing and Business Development
- Civic Engagement
- Community Events

**RESTORATIONART**
- Performing and Visual Arts Programs
- Youth Arts Academy
- Artists’ Coalitions and Residency Programs
Helping low and moderate income Brooklynites achieve upward mobility, financial stability, and prosperity is a key tenet of Restoration’s mission to improve the quality of life in New York’s most populous borough. The Center for Personal Financial Health is the hub of a wide range of programs spanning financial empowerment, workforce and career development and placement, benefit enrollment and social service referrals, college access and career development for youth, and home ownership.

**2 YEAR PERFORMANCE**

> Provided financial counseling to 3,824 people.

> Helped clients secure over $7.1 million in benefits.

> Helped clients achieve a cumulative reduction of $2.1 million in personal debt.

> Helped boost personal savings by a total of $425,000.

> Provided free tax prep assistance to 5,755 people, securing $5.6 million in tax returns including some $3 million in earned income tax credits.

> Leveraged state-of-the-art financial technology tools to expand outreach and better engage clients.

> Launched the Financial Fellows program to recruit and train residents and non-financial staff, building a pipeline of financial counselors and broadening our outreach.

> Started the Brooklyn Saves Initiative in 2017 to actively promote increased savings among our clients.
Mr. Darren Hall is a resident of Marcy Houses, a large public housing project in Bedford-Stuyvesant. In person, he is mild-mannered and humble, belying his history of being incarcerated for many years. In May of 2017 Mr. Hall approached the Jobs-Plus program at Restoration looking for a job. JobsPlus is a city-funded program that helps residents of housing complexes managed by the New York City Housing Authority (NYCHA) find employment and social services.

Restoration staff assisted Mr. Hall with signing up for public benefits and provided him with financial counseling. He was enrolled into our workplace readiness program, where he received help in brushing up his resume, polishing his interviewing skills and updating his knowledge of computers.

Within two months of working with Restoration staff, Mr. Hall got a job as a Kitchen Assistant with one of our employer partners, Cinnamon Snail. Within a few weeks, he secured a second job with Kettlebell, another employer partner. Soon thereafter, Mr. Hall was promoted to Assistant Manager at Kettlebell.

Mr. Hall not only took advantage of the JobsPlus program to improve his own prospects, he is also giving back to the community by supporting our Power in Men program, which is designed to empower male public housing residents. As a father of a young man, Mr. Hall openly speaks of his personal struggles, self-development, and the importance of being responsible for one’s actions. He has also served as a guest speaker for the Fatherhood Program sponsored by Catholic Charities. Recently, he was recognized by The Fortune Society, a nonprofit that serves the formally incarcerated, in an article highlighting his success.
The Center for Community Asset Building facilitates new investments in predominantly low income and communities of color in Central Brooklyn while serving as a catalyst for small business development through its Business Solutions Center. It is also charged with addressing health disparities by improving access to healthy foods and providing opportunities for physical activity. Another function of this unit is to help local residents reduce their energy expenses by providing a broad range of weatherization services.

2 YEAR PERFORMANCE

> Provided technical assistance to **200** small businesses.

> Helped client businesses to increase aggregate sales to **$5.6 million**.

> Organized numerous workshops and webinars for small business owners and entrepreneurs.

> Helped local businesses obtain **$299,500** in new capital.

> Helped businesses add **91** new employees and retain **85** existing employees.

> Provided Mentors to the New York Business Mentor program.

> Helped clients apply for Minority and Women-Owned Business (MWBE) certification.

> Launched a new farmers’ market at Woodhull Hospital to bring fresh food to residents of Northern Bedford-Stuyvesant.

> Integrated mental health screening in our intake process to address socio-emotional barriers; **187** clients referred to mental health services.

> Farm to Early Care Initiative brought fresh produce to **1,500** preschoolers across **30** Head Start centers in Brooklyn.

> Launched pilot project to bring fresh produce to three senior centers in Brooklyn.

> Boosted Bike Share membership by **99%** since program inception.

> Provided weatherization services to **443** housing units.
Kimberly Silver is a nutritionist who felt strongly that there was a growing market for candy made from wholesome ingredients, unlike the candy currently marketed. She believed that two existing companies, Dylan’s and Sugarfina, provided a model of what could be accomplished in this area.

She approached the Brooklyn Business Center (BBC) to assist her in taking her idea and making it a business reality. The Business Center staff assisted Ms. Silver with putting together a business plan and the necessary financial projections. Next BBC located a highly respected law firm to assist her in forming her company, trademark the name (Hunnybon) and logo and handle any other legal issues.

Ms. Silver was looking for a suitable retailing concept. B.J. Handal, the Director of BBC analyzed the business plan and determined that online marketing would be her best option. This required implementation of a website, purchasing inventory from vendors, designing and obtaining packaging from overseas and determining a pricing strategy that provided sufficient markup for profitability while remaining competitive in the marketplace. BBC staff helped her with all these tasks.

Over the past year Ms. Silver has been able to grow her sales by 40% and is now selling more than $100,000 online. The company and its products were shown on the popular Wendy Williams show, which is broadcast on national TV.

Over the past year Ms. Silver has been able to grow her sales by 40% and is now selling more than $100,000 online. The company and its products were shown on the popular Wendy Williams show, which is broadcast on national TV. This year she has expanded her social media presence and gained more than 10,000 Instagram followers. The business has also begun to market to corporations for gifts and has attained success in this field. Hunnybon is on track to double sales for the current year. Restoration is now working with Ms. Silver to obtain funding that will enhance the company’s growth plan.
This initiative is aimed at the revitalization of Restoration Plaza, the 300,000+ square foot mixed-use complex in the heart of Bedford-Stuyvesant that houses Restoration’s headquarters. Plans call for the space to serve as an engine for economic equity, and to be an incubator of social enterprise, entrepreneurship, and artistic expression. Restoration is in the midst of a multi-phased, multi-year redevelopment plan which seeks to transform the Plaza as a regional landmark and a vibrant destination for business, education, arts and culture.

Under our new strategic plan, Restoration’s asset management functions will be reorganized and streamlined. A new Real Estate Management department will be created, which will adopt an innovative, intentional development and leasing strategy that prioritizes uses and tenants aligned with Restoration’s core mission and brings vital amenities, programs or services to the community. These include:

- Nonprofit, mission-aligned organizations, such as skills based training programs and a high school, shared work spaces, cultural facilities, etc.

- For-profits with a social purpose (e.g., middle income employers) or those that serve a vital community need (e.g., companies that deliver healthy food to schools and youth programs).
We need to ensure the fundamental right of art for all people, especially the most vulnerable people in our society. The absence of art is not just a side effect of poverty; it is an integral part of what it means to be poor.

- Dr. Indira Etwaroo
  Executive Director, RestorationART

RestorationART stands as an inspiring symbol of world-class art-making, equity, and economic racial parity. With a deepened commitment to presenting revolutionary art makers and artistic works, providing a living wage and job creation for artists, and creating sustainable and thriving institutional artistic models and spaces, we are a 24/7 year-round hub of world-class creative expression that spotlights artists of African descent. RestorationART is focused on ending the cycle of disinvestment in arts institutions of color; challenging racial and economic injustices in the arts and culture field to close the racial wealth gap for individuals and institutions; and supporting small to mid-size world-class institutions of color through an artistic coalition in partnership with Evidence Dance Company, Frank Silvera Writers’ Workshop, and the heart of this creative complex - the AUDELCO and Obie Award-winning Billie Holiday Theatre, founded in 1972 by Restoration.

RestorationART experienced radical growth over the last two years with an audience transformation from approximately 40,000 to 81,613 audience members reached annually through arts and culture experiences at Restoration Plaza; over 1,000 artists and production staff employed annually; and new or ongoing partnerships with The New York Times, BAM, Brooklyn Historical Society, Kenny Leon’s True Colors Theatre, and more.

We are especially proud of our education and community programs, which provide the highest levels of accessibility and affordability, deepening our reach with current audiences and engaging new audiences to foster dialogue around important issues with change-makers, such as Ronald K. Brown, Judith Jamison, Michael Eric Dyson, Def Poetry Jam poets, Roger robinson, Wendell Pierce, Sonia Sanchez, Pauletta Washington, and more.
2 YEAR PERFORMANCE

> The newly-completed restoration of The Billie Holiday Theatre has equipped the 200 seat theater with new lighting, stage rigging, audio and visual equipment; an extended stage to accommodate dance performances; improved ADA accessibility; and the conversion of the 5,282 sq. ft. ground floor studios with sprung maple dance floors, and large storefront windows where over 1.5 million people annually witness art-in-motion. The studios are home to the development of cutting-edge work that embraces the artistic and cultural topics and innovations of our time.

> The Restoration Dance Youth Ensemble was invited to perform at the International Association of Blacks in Dance where our two high school seniors were awarded full college scholarships in dance.

> The Billie Holiday Theatre has – two years in a row – taken home the AUDELCO Award for Best Play of the Year, celebrating excellence in Black theater: in 2017 for Richard Wesley’s NY Premiere of Autumn, directed by Walter Dallas and in 2018 for the NY Premiere of LeKethia Dalcoe’s A Small Oak Tree Runs Red, directed by Harry Lennix.

> RestorationART teamed up with The Billie Holiday Theatre and the Frank Silvera Writers’ Workshop to present 50 in 50: Writing Women into Existence, a newly created platform for Black women from all over the world to share their stories sparked by a curatorial statement from MacArthur “Genius” Dominique Morisseau.

> Restoration Rocks music festival with artists such as Talib Kweli and Les Nubians drew more than 5,000 people to Restoration Plaza annually.

> The Visual Arts program reimagined itself by bringing visual art exhibits to the 1368 lobby and presenting a break-out series entitled Skylight Open, which features close to 100 local artists annually.

> The launch of the Black Arts Intensive in partnership with Stella Adler Studio of Acting with faculty Phylicia Rashad, Stephen McKinley Henderson, Michele Shay, Ruben Santiago-Hudson, and more.
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George L. Van Amson
Verizon Foundation
Erin Wain
Walentas Foundation, Ltd.
Mathew M. Wambua
Weatherization Assistance Program
WellCare Health Plans, Inc.
The Whelan Group, Inc.
Valerie D. White
Brad Whitman
Franklin A. Thomas Kate R. Whitney
David B. Wilkins
William R. Kenan Jr. Charitable Trust
Antonia Yuille Williams
Frederick Williams
Lance H. Wilson
Wayne C. Winborne
WSP I Parsons Brinckerhoff
FISCAL YEAR 2017
AUDITED FINANCIAL STATEMENTS

REVENUES AND SUPPORT

- Program Income: 0.3%
- Fees and other income: 9.3%
- Fundraising income: 3.5%
- Private grants and contributions: 19.1%
- Rental income: 15%
- Government grants and contracts: 47.3%
  - Other income: 5%
  - Interest income: 0.3%
  - Dividend income: 0.0023%

PROGRAM SERVICES (EXPENSES)

- Affordable housing and commercial revitalization: 35.6%
- Energy conservation: 11.6%
- Arts and education: 11.7%
- Economic development: 41.1%

SUPPORT SERVICES (EXPENSES)

- Management and general: 87.5%
- Fundraising/development: 12.5%

TOTAL EXPENSES (PROGRAM & SUPPORT SERVICES)

- Program Services: 83.8%
- Support Services: 16.2%

$14,165,715
$10,631,774
$2,058,682
$12,690,456
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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Ronald Alexander</td>
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<td>Judith Anglin</td>
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