



Westside Future Fund

2018 ANNUAL REPORT





Dear Friends,

Thank you for making 2018 a remarkable year! The Westside Future Fund (WFF) was launched with the charge to equitably revitalize four Historic Westside neighborhoods. I often say that WFF is place-based but people-focused. Our work, rooted in best practice research, is driven through four impact strategies that must be addressed simultaneously: mixed-income communities; cradle-to-career education; health & wellness and safety & security. I am grateful for our supporters and the impact partners that have contributed to our collective progress and positive momentum. I am also appreciative of Mayor Keisha Lance Bottoms for her leadership, commitment to equity, and for the robust support of Atlanta's city officials.

While much has been accomplished, we have a 15-20 year journey to fully realize our collective goals. Thanks to you, we have rapidly built WFF's organizational strength financially and reputationally. We have built a passionate staff bolstered by an equally committed volunteer board of directors. Most importantly, by focusing on resident priorities we have earned trust with community leadership and the residents in whose neighborhoods we work. This is not to represent that all is perfect but structurally we are in a strong position and moving in the right direction to deliver against our overall vision: **"Help develop a community Dr. King would be proud to call home."**



A FEW ORGANIZATIONAL HIGHLIGHTS INCLUDE:

- **Resident Retention:** Resident retention is foundational to WFF's work. 8% of Westside residents are homeowners and 72% are renting primarily substandard, privately-owned, investor housing. We are grounding our work in community retention so that as the neighborhoods improve and re-populate, the long suffering residents, most of whom are low-income workers or retirees, are not pushed out by the rising tide but lifted by it. WFF is using philanthropy to help homeowners (many of whom are seniors) manage property tax increases via our innovative Anti-Displacement Tax Fund (ADTF) program. We are also leveraging philanthropy and public/private partnerships to develop quality, permanently affordable rental property throughout our footprint. Our efforts are paying off:
 - o WFF completed the year with a total of 80 approved participants in the ADTF program. The approvals are spread throughout our footprint (Ashview Heights, Atlanta University Center, English Avenue and Vine City) with English Avenue and Vine City each having approximately 40% of approved participants and roughly 20% in Ashview Heights. Thanks to the Arthur M. Blank Family Foundation, all applicants also receive free title clearing.
 - o At the end of 2018, we also acquired a total of 116 existing multi-family units as part of our affordable/mixed-income housing strategy. Fifty-three of those units are currently occupied and the remaining properties will be in development throughout 2019. And progress continues to accelerate.



- **Education:** Our long-term goal is to improve education outcomes for students in the Booker T. Washington High School Cluster. Desmond Tutu once wisely said, “there is only one way to eat an elephant: a bite at a time.” Tracking this advice, WFF signed an innovative 5-year MOU with APS in 2017 that began our partnership with the Hollis Innovation Academy. We made a 5-year commitment to provide extra teachers and comprehensive wrap around services for students. I am pleased to share that to date Hollis has had an 18 point gain in its Georgia Milestones test results. We anticipate continuing to build this education pipeline by expanding the APS partnership to include Booker T. Washington High School over the 2019/2020 school year.

- **Convening & Engaging:** In helping to build a community Dr. King would be proud to call home, the twice monthly “Transform Westside Summits” have become an essential component of our work by helping to build community by regularly bringing people together. Originally the idea of Dan Cathy, in 2018, we hosted 33 Transform Westside Summits that attracted more than 4,000 metro Atlantans. These free community meetings (with a free Chick-fil-A breakfast) are a forum to discuss issues of interest to the Westside community. Our 90+ speakers included a dynamic mix of legacy residents, community impact partners and city leaders.

Dr. King said, “**Everybody can be great because anybody can serve.**” Thanks to the Westside Volunteer Corps, we are also building community via a service ethos. We mobilized 3,151 volunteers, logged 9,000 hours of service and impacted 51 nonprofits in the four neighborhoods.

I am daily grateful to the many donors and partners whose support allows us to improve the quality of life for current and future Westside residents. I am inspired by so many residents I have met who show amazing resiliency, humility and graciousness as they welcome me into their home neighborhood. This annual report shares our achievements and milestones, all of which were made possible because of you. I hope you will continue to join us on our journey to create a community Dr. King would be proud to call home.

Thank you again for your support and for being part of the Westside Future Fund movement. We look forward to much more in 2019 and beyond!

With gratitude,

John Ahmann
President & CEO

WHO WE ARE

The Westside Future Fund, established in 2014, is a community quarterback organization charged with coordinating and accelerating efforts to elevate the quality of life in Atlanta's Westside neighborhoods.

We do this by connecting resources with needs; convening the right people around the table; collaborating on strategies; and coordinating all these efforts, which are vital to the Westside's long-term success.

We want all of Atlanta to thrive, and **the support of efforts on the Westside offers a tremendous opportunity for current and future Westside residents to prosper**; for businesses to build and employees to live; and for Atlanta to honor its history and bring vitality back to the heart of the city.

Our initial focus is on four neighborhoods facing some of the greatest need: English Avenue, Vine City, Ashview Heights and the Atlanta University Center.

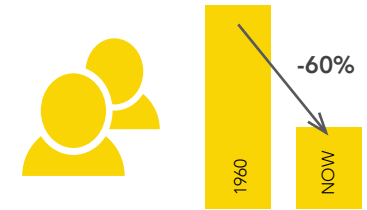
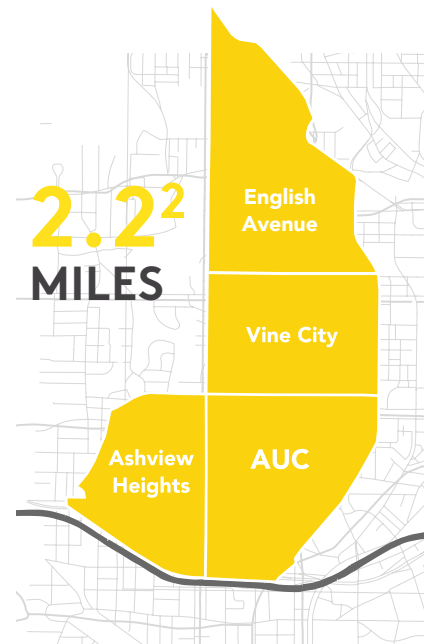
Many people and organizations are making a positive difference throughout Atlanta's Westside. Our role is to coordinate all efforts to maximize impact and ensure the Westside's long-term success. Key research indicates that thriving communities excel along seven dimensions. In collaboration with community stakeholders and partner agencies, the Westside Future Fund is driving four impact strategies proven to have the most immediate impact, with success indicators outline for each area:

- 1) Mixed-Income Communities
- 2) Community Health and Wellness
- 3) Cradle-to-Career Education, and
- 4) Safety and Security.

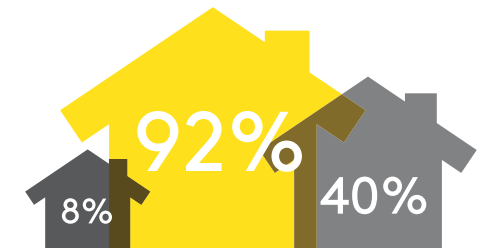
In 2018, Westside Future Fund had direct responsibility for advancing our Mixed-Income Communities and Cradle-to-Career Education impact strategy areas. We championed the work of our high performing, non-profit partners to drive our Community Health and Wellness and Safety and Security impact strategy areas.

WHO WE SERVE: A 2018 SNAPSHOT

OUR GEOGRAPHIC FOOTPRINT



POPULATION DECREASE SINCE 1960
16,000** TOTAL RESIDENTS DOWN FROM A POPULATION OF 50,000 IN 1960



8% OF HOMES ARE OWNER OCCUPIED
92% OF RESIDENTS ARE RENTERS
40% OF HOUSING UNITS ARE VACANT



FOUR IMPACT STRATEGY AREAS:

Mixed-Income Communities
Safety & Security
Health & Wellness
Cradle-to-Career Education

52% OF FAMILIES AT OR BELOW THE FEDERAL POVERTY LEVEL



African American residents make up 90% of the population

BOARD OF DIRECTORS

RICHARD DUGAS, CHAIR
President & CEO (Ret.)
PulteGroup, Inc.

DR. BEVERLY TATUM, VICE-CHAIR
President Emeritus
Spelman College

LIZ BLAKE
General Counsel (Ret.)
Habitat for Humanity

MICHAEL JULIAN BOND
Atlanta City Council

RODNEY BULLARD
Vice President of Community Affairs
and Executive Director
The Chick-fil-A Foundation

MARK CHANCY
Wholesale Banking Executive
and Corporate Executive VP
SunTrust, Inc.

DAN HALPERN
President & CEO
Jackmont Hospitality, Inc.

VIRGINIA HEPNER
President & CEO (Ret.)
Woodruff Arts Center

TOMMY HOLDER
Chairman & CEO
Holder Construction Company

PENNY MCPHEE
President
Arthur M. Blank Family Foundation

HELEN SMITH PRICE
Vice President
Global Community Affairs
The Coca-Cola Company

VALERIE MONTGOMERY RICE
President and Dean
Morehouse School of Medicine

SYLVIA RUSSELL
VP of External Affairs
Southeast (Ret.), AT&T

DAVE STOCKERT
CEO (Ret.)
Post Properties

BEVERLY THOMAS
Vice President of Communications
and Public Affairs
Kaiser Permanente

IVORY LEE YOUNG*
Atlanta City Council

WESTSIDE FUTURE FUND EX-OFFICIO MEMBERS

RICHARD COX
COO
City of Atlanta/Loaned Executive
Cox Automotive

DURIYA FAROOQUI
Executive Director
Atlanta Committee for Progress

ELOISA KLEMENTICH
CEO
Invest Atlanta

FRANK FERNANDEZ
VP Community Development
The Arthur M. Blank Family
Foundation





MIXED-INCOME
COMMUNITIES (COMMUNITY
RETENTION)



CRADLE-TO-CAREER
EDUCATION



COMMUNITY HEALTH
AND WELLNESS



SAFETY AND SECURITY

VISION

A community Dr. King would be proud to call home.

MISSION

To advance a compassionate approach to neighborhood revitalization that creates a diverse, mixed-income community, improves the quality of life for current and future residents and elevates the Historic Westside's unique history and culture.

VALUES

Do with the Community, not to the Community

We know that residents are the real experts on the challenges in their community. Therefore, we learn from residents and involve them in all we do.

Be Compassionate

We meet residents where they are in a spirit of empathy and respect.

Have Integrity in Everything

We stand behind all we say and do. We are open, honest, and courageous.

Be Creative

We bring high energy and fresh ideas to tackling the long-standing challenges on the Westside. We're dedicated to trying different approaches to get different results.

Deliver Results

We're committed to driving transformation in the long term, with a focus on measurable outcomes today.



COMMUNITY HEALTH
AND WELLNESS

WESTSIDE STORY: TRANSFORMATION

Makeda Johnson will tell you that she has an entrepreneurial spirit, a deep desire to create change, and that she knows what transformation truly means. “I woke up one day and found myself in a condition I never wanted to be in,” she says. “A single mother raising a 3-year old child. It wasn’t in my scope of plans. But it became my reality.” With her daughter in tow, and against the wishes of her grandmother (who believed there was “nothing for her down there”), Makeda moved south from her native New York to settle in Atlanta’s Vine City neighborhood, in the heart of the city’s storied, aligned, but mostly forgotten Westside.

“I had an assortment of jobs. I opened a couple of businesses. But I always had a desire to transform.” —Makeda Johnson

“I got a job with the Fulton County health department as a community outreach worker, meeting with pregnant women in my neighborhood. But I got frustrated. I’d tell my superiors that we needed to address the real issues holding people back—because I knew what was holding me back.”

“Among the women, we formed a little group that would meet every Saturday, and we began to deal with what they now call the ‘social determinants of health,’ asking better questions about why they weren’t able to keep their prenatal appointments,” adds Makeda.

**“They’d say, I don’t have childcare.
I’m too depressed to get up.**

By getting these women together to talk openly, I was able to get a handle on the real issues happening with them. It worked. In 2002, we turned that into an organization called Sisters Action Team – through which we have been able to see a whole generation grow, and every child of those women become successful.”

“My mother finished the 7th grade, which was a lot for her generation. My grandmother probably did less than that. So, I understand what investing in human capital needs to look like, because as I talk to you today, I have earned my master’s in human services and my daughter is currently at Berkeley pursuing her PhD,” Makeda says proudly. “That is transformation. And it doesn’t come by mistake. It comes only by work and lots of support – especially in a community where people have been constantly disenfranchised, oppressed, depressed, under-pressed (laughs).”

**“It comes hard, with a lot of
coaching to heal those wounds
and get to the point where a
person can say, *Yes, I can.*”**





SAFETY AND SECURITY



MIXED-INCOME
COMMUNITIES (COMMUNITY
RETENTION)

COMMUNITY REVITALIZATION “THE ATLANTA WAY”

At the core of the Westside Future Fund’s revitalization strategy is resident retention and the development of mixed-income neighborhoods. Our target neighborhoods are home to approximately 16,000 residents, down from approximately 50,000 in 1960. Of the remaining residents, more than 50% live below the federal poverty level of \$25,750 for a family of four.

Our research indicates that 73% are renting from private investors, making them highly vulnerable to displacement in the face of rising rents or eviction as once affordable properties are sold for redevelopment. We began our acquisition and development efforts in 2017, with a goal of acquiring and redeveloping 800 multi-family and single-family units over the next five years for low-income renters and retirees.

Thanks to tremendous response from Atlanta’s corporate leadership, last year, the **Westside Future Fund raised \$15.9M to acquire and develop high-quality, affordable housing for legacy residents.**

As of December 2018, 116 multi-family units were acquired or under contract and 46 single-family homes/development parcels were under contract.





SAFETY AND SECURITY



MIXED-INCOME
COMMUNITIES (COMMUNITY
RETENTION)



COMMUNITY HEALTH
AND WELLNESS

COMMUNITY REVITALIZATION "THE ATLANTA WAY"

In 2017, the Westside Future Fund launched the Anti-Displacement Tax Fund (ADTF). The ADTF is an innovative tool that will prevent the displacement of roughly 550 homeowners in our target neighborhoods.

The potential for displacement of these low-income homeowners, most of whom are seniors, is pressing in an environment where **some Westside residents had 600% increases in their tax bills last year.**

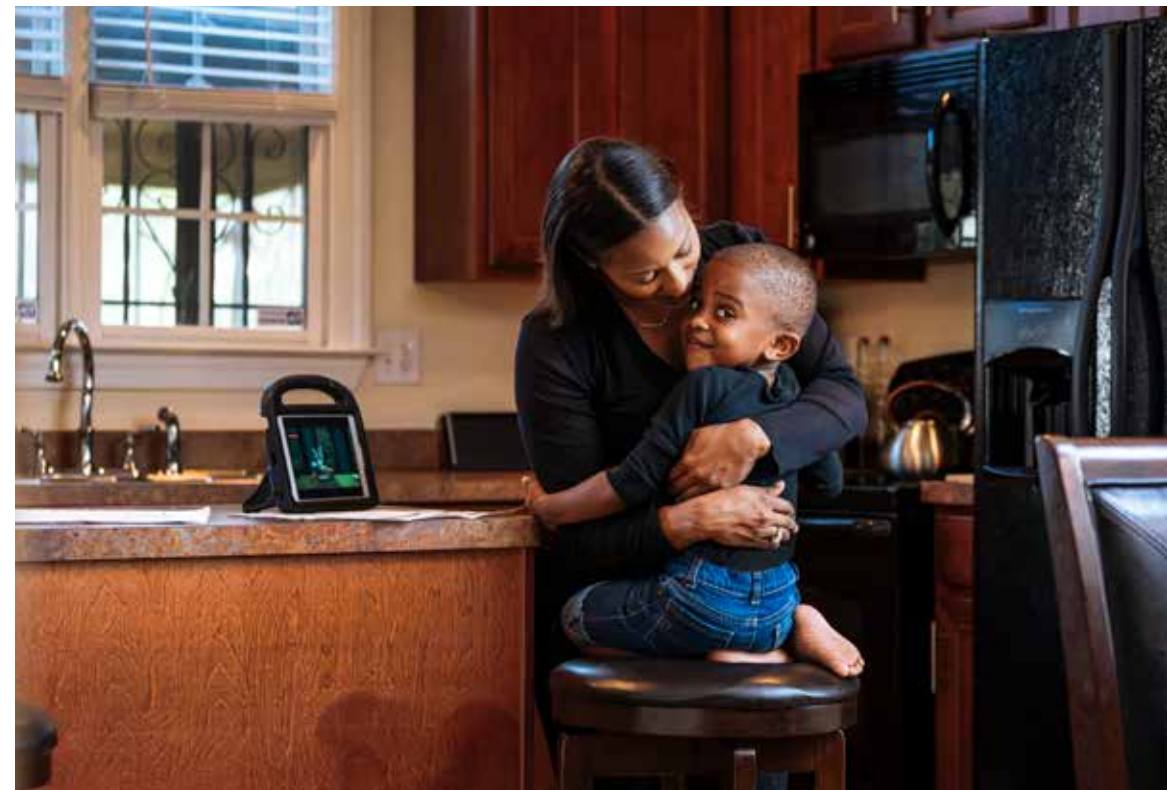
The ADTF, funded solely through philanthropy, was established to protect legacy* homeowners from rising property taxes in the wake of rapid community revitalization and increased property values.

To ensure strong enrollment in the program, we launched a door-to-door outreach program with Westside nonprofit Integrity CDC. Two neighborhood residents, employed by Integrity CDC, canvassed the neighborhoods to encourage applications from homeowners.

Last year marked the first of 20 years the ADTF will administer gap funding for property taxes to **80 legacy homeowners.**

At the same time, the outreach team is assessing the physical state of the homes they visit and referring homeowners to re-painting and renovation programs run by Atlanta Habitat for Humanity and the City of Atlanta. Thanks to a grant from the Arthur M. Blank Family Foundation, an added benefit for qualifying homeowners is ensuring they have clear title. The Westside Future Fund is committed to the sustained outreach and assistance required to enroll all qualifying homeowners in our target neighborhoods over the next two years.

*Legacy residents are homeowners or renters who resided in our target neighborhoods prior to March 2017





CRADLE-TO-CAREER
EDUCATION

A COMMITMENT TO RESULTS

In 2017, the Westside Future Fund launched a 5-year, \$16.4 million partnership with Atlanta Public Schools to improve education outcomes at the Hollis Innovation Academy. Opened in 2016, Hollis is a Pre-K-8th grade STEM school in Vine City and one of the largest educators of Historic Westside students.

As of December, Westside Future Fund raised \$4.7M against its \$16M goal to improve academic outcomes and reduce student mobility at Hollis.



YEAR-ONE FUNDING SUPPORTED:



Additional teacher
in every classroom



Georgia Tech
CEISMC STEM and
teacher training



Comprehensive
wrap-around services
for students and
parents

ACADEMIC GAINS:



ENGLISH LANGUAGE ARTS

Percentage of Proficient
Learners or Above: **17.3%**

UP from 6% among 2016 students
(i.e., Bethune 3rd graders)



SCIENCE

Georgia Tech CEISMC program
delivered STEM curriculum
support, contributing to a **9.6%
overall improvement** in Science
achievement scores
(across all grades, vs. year ago)



MATHEMATICS

Percentage of Proficient
Learners or Above: **23.8%**

UP from 8.1% among 2016 students
(i.e., Bethune 3rd graders)

Overall Percentage of Beginning
Learners down 6 points (across all
subjects) in Year One



SAFETY AND SECURITY



MIXED-INCOME
COMMUNITIES (COMMUNITY
RETENTION)



CRADLE-TO-CAREER
EDUCATION



COMMUNITY HEALTH
AND WELLNESS

WESTSIDE STORY: MAKING THE GRADE

Sr'Lis Powell never thought she would work in education, but her daughter began having trouble at school, and then the school itself failed and was closed. What took its place was something very different: Hollis Innovation Academy. Hollis, a Pre-K to 8th grade STEM school, was established as part of Atlanta Public Schools' (APS) turn-around strategy to close underperforming schools and better utilize resources.

"I knew Bethune (Elementary) could have been better, that our children deserved better, that there was serious neglect when it came to education on the Westside. So I got involved. And then they gave me the job of running the Hollis parent center." "We consider ourselves a community school, and just had the grand opening of our school-based clinic. A lot of our residents don't have insurance or a primary care physician, and many don't have transportation," says Sr'Lis.

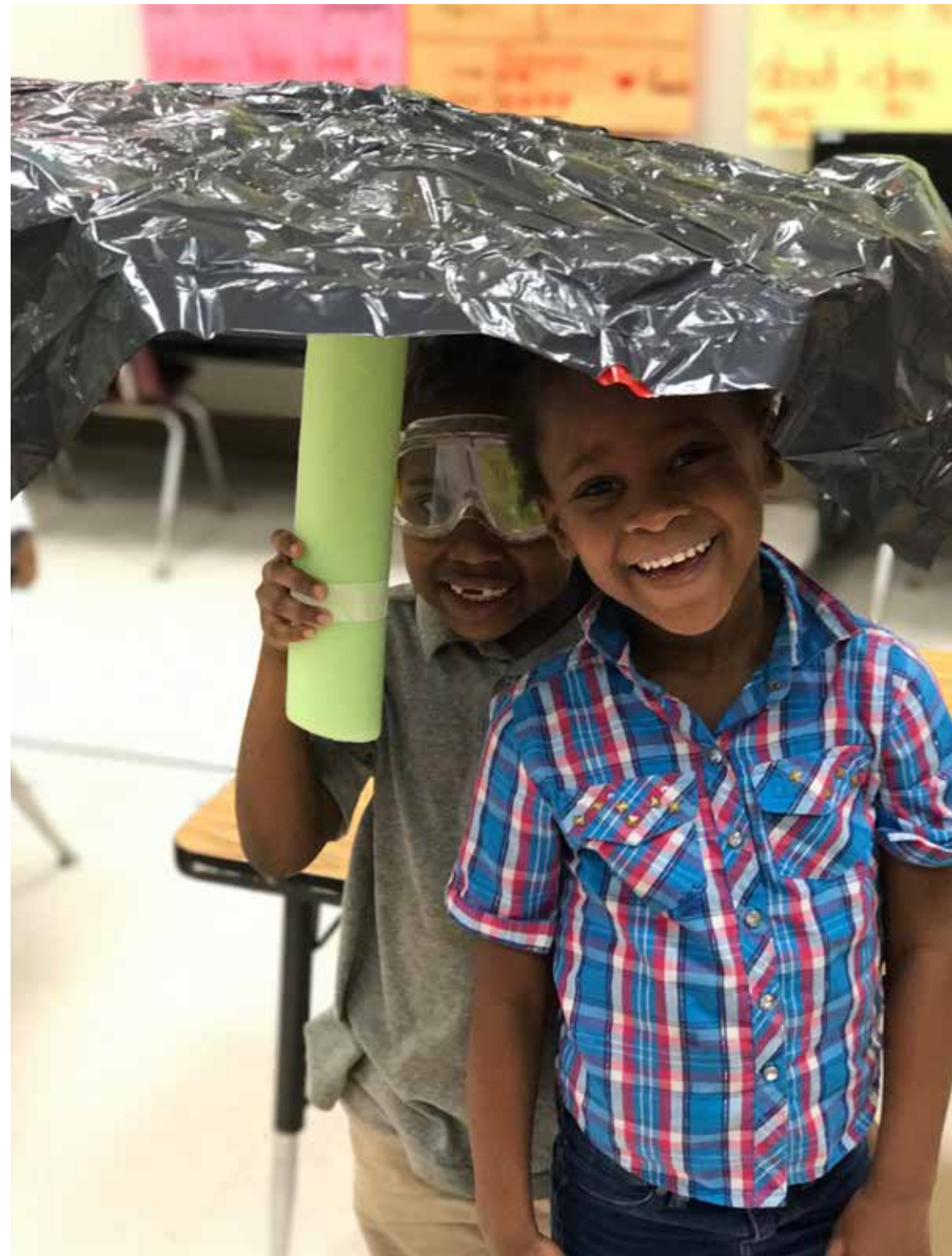
"When we ask them what their needs are, they don't say anything about money. They mention things like washing powder and tissue. **Basic needs aren't being met. But we know that once those needs are met, we can focus on everything else...it's a ripple effect.**"



The Westside Future Fund's perspective on education is similar: focus on getting the basics right. With Hollis, we advocated for a local governance model to help the school function more like a charter school. Here, it means empowering the principal—someone entrenched in the school and the neighborhood—to own operations, decision-making and accountability. APS appointed a strong principal with vision, who identified a variety of needs that could boost student achievement—among them, a second teacher in every classroom and wrap-around support that serves children and their families.

“Now, trust has started to come back. **We’re seeing a turnaround — the support of two teachers makes a huge difference.** And because Bethune was a failing school, a lot of the kids were behind. We’re all in the process of turning around.” —Sr’Lis Powell

“I’ve lived in Vine City for nine years,” says Sr’Lis. “And I never thought I’d be in education...but once I started seeing all the joy in the children’s eyes, and got to know my neighbors, I began to see that we all need help. Our community needs help, but no one is saying anything. I found my passion; every day I get up and have no regrets. But we can’t get anywhere if we don’t work together.”





SAFETY AND SECURITY



QUALITY, MIXED-INCOME
COMMUNITIES (COMMUNITY
RETENTION)



CRADLE-TO-CAREER
EDUCATION

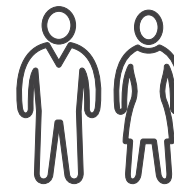


COMMUNITY HEALTH
AND WELLNESS

WORKFORCE DEVELOPMENT THAT WORKS

In partnership with Westside Works, the Westside Future Fund launched a beautification program that is improving our target neighborhoods and placing un/under-employed residents in living wage jobs.

SINCE 2017



30

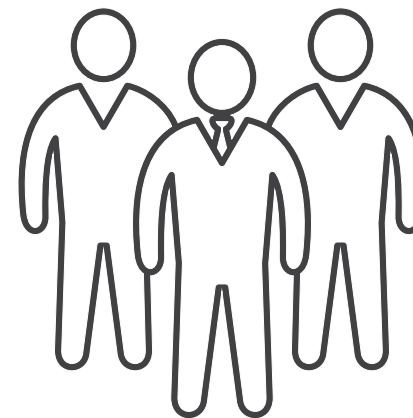
RESIDENTS EMPLOYED



30 tons

OF GARBAGE REMOVED

VIA ALL WESTSIDE WORKS PROGRAMS:



700+ Westside
RESIDENTS TRAINED

600+ Westside
RESIDENTS PLACED IN
LIVING WAGE JOBS

\$16.2M+
IN WAGES EARNED BY
WESTSIDE WORKS GRADUATES

CONVENING & ENGAGING

Community engagement remains central to our approach. This includes a commitment to hosting twice monthly Transform Westside Summits, open to all residents and stakeholders. As of December 2018, the Summits hosted nearly 6,000 attendees and featured a wide variety of speakers involved in the revitalization effort, from Mr. Arthur M. Blank and Dan Cathy to Mayor Bottoms, as well as many of the nonprofits and community leaders that support and strengthen historic Westside neighborhoods.

THE POWER OF PEOPLE

The revitalization of the Westside presents challenges that are too big for any one organization to address on its own. Thanks to seed funding from Chick-fil-A, in 2017, the Westside Future Fund established its volunteer program to harness the talents of volunteers in new and powerful ways.

We are committed to volunteerism because of its unique ability to help address many of the social challenges threatening Atlanta's Historic Westside such as economic inequality, educational access, and health issues. Moreover, volunteerism offers many tangible benefits. It serves to knit together Atlantans across the metro area that do not always have an opportunity to work closely together.

SINCE LAUNCHING THE PROGRAM



1,976
volunteers

HAVE BEEN ACTIVATED

6,552 hours

VOLUNTEER TIME DONATED

45 volunteer
projects

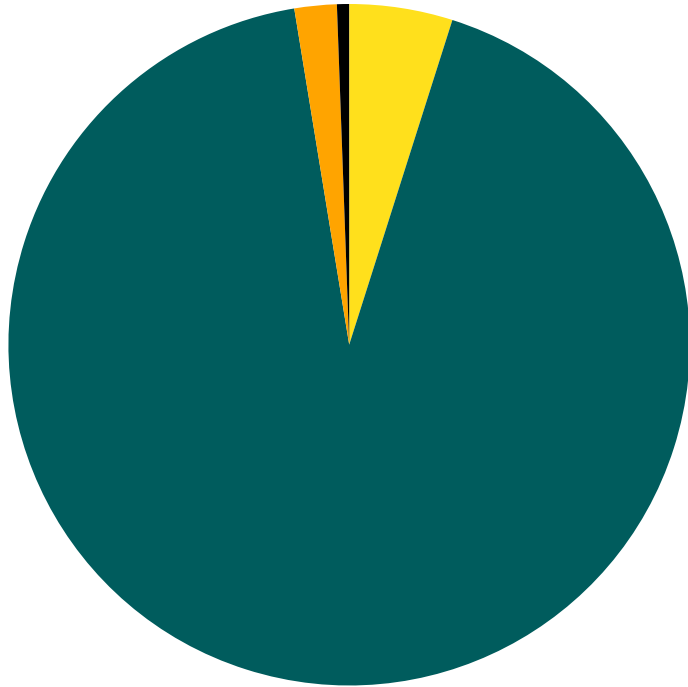
COMPLETED

46 nonprofits

SERVED



2018 FINANCIAL SUPPORT*



REVENUE

Unrestricted Donations	\$1,598,117.00	5%
Restricted Donations	\$30,185,678.00	92%
In-Kind Donations	\$653,882.00	2%
Earned Income	\$187,002.00	<1%
Interest	\$989.00	<1%
TOTAL	\$32,625,668.00	

2018 FINANCIAL SUPPORT*



EXPENSES

Management & General	\$2,373,776.00	40%
Affordable Housing	\$642,830.00	11%
Education	\$1,562,121.00	26%
Other Community Programs/Impact Strategy Area Support	\$1,377,928.00	23%
Unrestricted Donations	\$1,598,117.00	<1%
TOTAL	\$5,956,655.00	



**Westside
Future Fund**

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