



Westside Future Fund

2019 ANNUAL REPORT





Dear Friends,

Purpose.

It is what drives our passion for what we do. With the support of philanthropic, corporate and city leadership, we launched Westside Future Fund (WFF) in 2014, with the purpose to **equitably revitalize and preserve the culture of four Historic Westside neighborhoods**. We continue to execute our mission through four impact strategy areas: affordable/mixed-income housing; cradle-to-career education; health & wellness and safety & security. Through the generous support of our community and the leadership of our Board and Impact Partners, I am proud to say that we continue to make significant progress toward improving the quality of life on Atlanta's Westside.

As we forge ahead amid a national pandemic and social unrest, we would like to share the enclosed Annual Report, which highlights and celebrates our many accomplishments from 2019.

With a team of passionate staff members and an equally committed board of directors, we have focused on Westside residents and their priorities. Resident retention and mixed income communities are at the core of our work. Through our place-based but, people-focused approach, we have earned trust in the community we serve and have developed strong relationships with the residents in whose neighborhoods we work. There is still much to be accomplished but, our trajectory is indicative of fully realizing and delivering on the promise to restore the Westside to a place Dr. King would be proud to call home.



HERE ARE A FEW HIGHLIGHTS:

- **AFFORDABLE/MIXED-INCOME HOUSING:** Resident retention is foundational to WFF's work. Eight percent of Westside residents are homeowners and 72% are renting primarily substandard, privately-owned, investor housing. We are laser focused on ensuring current residents are not displaced by the rapid gentrification that looms over the Westside. Through philanthropy WFF helps 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:
 - Since 2017, WFF has acquired a total of 264 multi-family units as part of our Mixed-Income Housing strategy - 97 of those units are currently occupied and the remaining properties are in development with 84 units scheduled to be ready for occupancy in 2020. Additionally, 113 single-family homes have been acquired. Of those homes, 6 are currently occupied.
 - In 2019, through philanthropic support, WFF launched our Home on the Westside (HOTW) program, our signature initiative to provide affordable, safe, quality housing to families with ties to Atlanta's historic Westside. The application process has been launched and to date approximately 98 residents (30 households) have benefited from the program.
 - Acquisition of 970 Jefferson Street NW. This property will serve as a community gathering spot for Westside residents and nonprofits — as well as the new home for WFF offices.



- **CRADLE TO CAREER EDUCATION:** We are intentional about ensuring that each student in the Booker T. Washington High School Cluster has access to a high-quality education. Additionally, we provide support for current residents through programs such as skills assessments, training, and job-readiness preparation. In support of this two-part goal, WFF signed an innovative 5-year Memorandum of Understanding (MOU) with Atlanta Public Schools (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. To date, Hollis has had an 18-point gain in its Georgia Milestones test results. We will expand our partnership with APS to include Booker T. Washington High School in the 2020-2021 school year.

In addition to those accomplishments in our impact areas – we continue our role as conveners, communicators, and collaborators – truly the community quarterback for Atlanta’s Westside. Since 2015, WFF has hosted bi-monthly “Transform Westside Summit” meetings yielding more than 8,000 attendees. In 2019, we hosted 20 Transform Westside Summits. The meetings are used to share progress, engage the community, and foster connection, collaboration and community around revitalization efforts. As a result of the 2020 Coronavirus Pandemic, we have shifted the summits to a virtual mode until it is safe to resume in-person events.

Westside Future Fund can make this impact, in part, due to volunteerism. Dr. King said, “Giving is not just about making a donation.” Thanks to the Westside Volunteer Corps, we are building community via a service ethos. We mobilized 4,689 volunteers, logged 13,197 hours of service, and impacted 63 nonprofits in our four neighborhoods.

As you review this Annual Report, it is my hope that you will take delight in the progress that has been made, thanks to the support of our many donors, partners, and volunteers. It is through this service that we are well-positioned to deliver on our purpose, our mission, and our overall vision to create a community Dr. King would be proud to call home.

I thank you for your support and for being part of the Westside Future Fund movement. We look forward to continued progress in the years to come.

With gratitude,

John Ahmann
President & CEO



WHO WE ARE

The Westside Future Fund, established in 2014, was formed with a commitment to restore economic mobility and elevate the quality of life in Atlanta's four historic Westside neighborhoods: Vine City, English Avenue, Ashview Heights and Atlanta University Center (AUC).

Westside Future Fund is driving four impact strategies proven to have the most immediate impact, with success indicators outlined for each area:

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

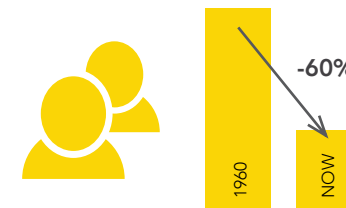
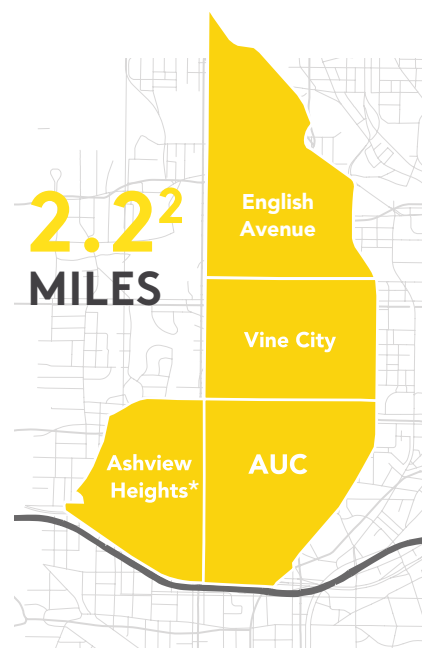
Community retention is foundational to our work. The neighborhood's rich culture and history lives within its residents. To successfully revitalize the Westside, we must ensure that current residents are able to remain in the community. We do this by identifying and connecting resources with needs; convening the right people around the table; collaborating on strategies; and coordinating all these efforts, which are vital to the Westside's long-term success.

It is our hope that all Atlanta residents can experience prosperity, and supporting the Westside offers a tremendous opportunity for current and future residents to flourish; for businesses to grow and employees to live; and for Atlanta to honor its history and bring vitality back to the heart of the city.

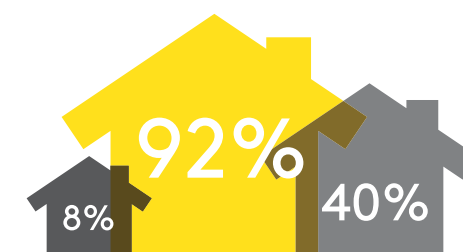
We are grateful to the supporters that have demonstrated a strong interest in the work we do and are making a positive difference throughout Atlanta's Westside. We partner with these passionate individuals and organizations with the intent to maximize impact and support the Westside's long-term success.

WHO WE SERVE: A 2019 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

53% OF FAMILIES AT OR BELOW THE FEDERAL POVERTY LEVEL



African American residents make up 90% of the population

*JustUs and Booker T. Washington neighborhoods are co-located in Ashview Heights neighborhood

**8,000 residents are Atlanta University Center students

BOARD OF DIRECTORS

RICHARD DUGAS, BOARD CHAIR

President and CEO (Ret.)
PulteGroup

BEVERLY TATUM, VICE CHAIR

President Emerita
Spelman College

KENNETH ALEXANDER

Pastor
Antioch Baptist Church

LIZ BLAKE

General Counsel (Ret.)
Habitat for Humanity International

MICHAEL JULIAN BOND

Atlanta City Council
1 At-Large

RODNEY BULLARD

VP of Community Affairs and
Executive Director
Chick-fil-A Foundation

MARK CHANCY

Corporate EVP of Wholesale Banking
SunTrust

JOHN GAMBLE

CFO
Equifax

JIM GRIEN

President and CEO
TM Capital

DAN HALPERN

President and CEO
Jackmont Hospitality

SHAWNTEL HEBERT

Partner
Taylor English

VIRGINIA HEPNER

CEO (Ret.)
Woodruff Arts Center

TOMMY HOLDER

Chairman and CEO
Holder Construction Company

DERRICK JORDAN

Senior Project Leader
National Church Residences

WONYA LUCAS

President and CEO
Public Broadcasting Atlanta

PENNY MCPHEE

President
The Arthur M. Blank Family Foundation

PETER MUNIZ

VP and Deputy General Counsel
The Home Depot

HELEN SMITH PRICE

President, The Coca-Cola Foundation and
VP of Global Community Affairs
The Coca-Cola Company

VALERIE MONTGOMERY RICE

President and Dean
Morehouse School of Medicine

A.J. ROBINSON

President
Central Atlanta Progress

SYLVIA RUSSELL

President (Ret.)
AT&T Georgia

DAVE STOCKERT

CEO (Ret.)
Post Properties

BEVERLY THOMAS

VP of Communications and Public Affairs
Kaiser Permanente

WESTSIDE FUTURE FUND

EX-OFFICIO MEMBERS

SHAN COOPER

Executive Director
Atlanta Committee for Progress

FRANK FERNANDEZ

SVP of Community Development
The Arthur M. Blank Family Foundation

ELOISA KLEMENTICH

President and CEO
Invest Atlanta

TERRI M. LEE

Chief Housing Officer
City of Atlanta





SAFETY
& SECURITY



HEALTH
& WELLNESS



COMMUNITY
RETENTION



CRADLE-TO-CAREER
EDUCATION

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.



EBONY FORD AND HER SON



SAFETY
& SECURITY



COMMUNITY
RETENTION

HOME ON THE WESTSIDE

The Home on the Westside program is part of Westside Future Fund's commitment to community retention. The program offers affordable, renovated and newly constructed homes for rent and sale to individuals with a connection to the Westside, helping them through the process of home ownership or rental with financing support and down-payment assistance. Housing options are made available to legacy* residents and/or those who have ties to the Westside neighborhoods.

In collaboration with the City of Atlanta under the leadership of Mayor Keisha Lance Bottoms, and the support of philanthropic, corporate and community partners, we offer safe, quality housing that is attainable to all residents.

Through the Home on the Westside program, WFF is:

- (1) Providing renters with permanently affordable housing
- (2) Providing affordable single-family homes
- (3) Covering increases in legacy homeowners' property taxes

We partnered with On the Rise Financial Center (OTRFC) to support people who currently rent and want to own a home. Participants will have access to a broad range of financial literacy classes and individualized financial coaching to help them meet their financial goals and qualify for a home they can afford.

With the help of OTRFC's financial coaches, participants can achieve their financial goals such as building a more favorable credit score, saving for a down payment, and learning about the long-term cost of owning a home.

*Legacy residents are defined as long-time residents of the Westside



SAFETY
& SECURITY



COMMUNITY
RETENTION

WESTSIDE STORY: A PLACE TO CALL HOME

Ameedah Williams has deep connections to Atlanta's Historic Westside. After living on the Westside for seven years, she has developed close ties to her friends and neighbors. She enjoys living near the Mercedes-Benz Stadium and taking walks with her son, Cason, to Centennial Olympic Park. Another reason the Westside means so much to her is because of the legacy that it holds for her family. She moved away when she was just 7-years old after her father passed.

"It was important to me to live in that community and raise my son on the Westside," said Williams, who moved to Lithonia with her mother after her father's death. "This area is forever a link to my father, my son's grandfather. In many ways it felt like I was returning to my original home and link."

Yet, last year Williams worried she would be priced out of the neighborhood that means so much to her when she decided to buy a home for her and her son. "I wanted a home, but I didn't know if I would be able to afford it," she adds. "Becoming a homeowner to me means more than having a house. It's also having the reassurance I can stay in this community."

Fortunately, Williams learned about Westside Future Fund's Home on the Westside program vs. traditional financing.

"When this house came along, and Westside Future Fund offered me the down payment assistance to make it affordable, that was such a blessing," Ameedah stated.



AMEEDAH WILLIAMS



Owning her home is a dream come true. "This was so surreal to me," she said. "It wasn't until I got the keys that it felt real. I finally did it. I did it on my own. This was a big accomplishment for me. I wanted this house to be the place my son would grow up. It represents a new beginning, an opportunity to make memories together here."

Sitting in her new kitchen, she said her toddler son has already made himself at home (leaving fingerprints all over the house) and she is getting used to the idea of being a homeowner.

In the short time she has been in her home, Williams has taken every opportunity to reach out to her neighbors and become part of the community. That includes turning her house into a central gathering place for all the local kids, similar to the feel of her mom's house, when Williams was a young child.

"I know if I give my son a popsicle, all those kids are going to come back and I'll have to feed the whole neighborhood. That's just how it goes. I'll be looking forward to it," she said.



SAFETY
& SECURITY



HEALTH
& WELLNESS



COMMUNITY
RETENTION



CRADLE-TO-CAREER
EDUCATION

COMMUNITY REVITALIZATION

Community Retention and development of mixed-income neighborhoods is foundational to our work and remains at the core of the Westside Future Fund's revitalization strategy. 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 commitment to acquire and redevelop multi-family and single-family units for low-income renters and retirees.

Thanks to the generosity and support from Atlanta's corporate leadership, last year, the Westside Future Fund raised \$23.7M to acquire and develop affordable housing for low-income residents. As of December 2019, 213 multifamily units were acquired or under contract and 73 single-family homes/development parcels were under contract.





SAFETY
& SECURITY



HEALTH
& WELLNESS



COMMUNITY
RETENTION



CRADLE-TO-CAREER
EDUCATION

COMMUNITY REVITALIZATION “THE ATLANTA WAY”

USING INNOVATION TO KEEP LEGACY RESIDENTS IN PLACE

Since 2017, the Anti-Displacement Tax Fund (ADTF), funded solely through philanthropy, has protected legacy homeowners from rising property taxes due to rapid gentrification on the Westside. The ADTF is an initiative that will prevent the displacement of homeowners in our target neighborhoods. The potential for displacement of these low-income homeowners is pressing in an environment where some Westside residents have had significant increases in their tax bills last year. With the rise in housing costs and the limited availability of affordable housing, many seniors, most of whom live on a fixed income, are beneficiaries of the Anti-Displacement Tax Fund.

To build community awareness of ADTF, we launched a door-to-door outreach program. Two legacy residents canvassed the neighborhoods to encourage applications from homeowners.

To date, through door-to-door outreach, we have disseminated information about the program to over 600 homeowners and 126 homeowners have benefited from the program.



Thanks to a grant from the Arthur M. Blank Family Foundation, an added benefit for qualifying ADTF 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.

At the same time, the outreach team assesses the physical state of the homes they visit and refers homeowners to repainting and renovation programs in partnership with Atlanta Habitat for Humanity and the City of Atlanta. WFF established a collaborative partnership with Atlanta Habitat for Humanity to offer minor home repair and repainting services through Atlanta Habitat’s Brush with Kindness Program for homeowners in the English Avenue, Vine City, Ashview Heights, and Atlanta University neighborhoods.

*Legacy residents are homeowners or renters who resided in our target neighborhoods prior to 2016



CRADLE-TO-CAREER
EDUCATION

A COMMITMENT TO RESULTS

CRADLE-TO-CAREER EDUCATION

In 2017, the Westside Future Fund launched a 5-year 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 2019, Westside Future Fund raised \$4.6M against its \$8.9M 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



2018-2019 ACADEMIC GAINS VS. 2017-2018 SCHOOL YEAR



ENGLISH LANGUAGE ARTS

Percentage of Proficient
Learners or Above: **Up 3 Points**



SCIENCE

Georgia Tech CEISMC program
delivered STEM curriculum
support, contributing to a **2%
overall improvement** in Science
achievement scores
(across all grades, vs. year ago)



MATHEMATICS

Percentage of Proficient
Learners or Above: **Up 8 Points**



COMMUNITY
RETENTION



CRADLE-TO-CAREER
EDUCATION

WESTSIDE STORY: PROUD RESIDENT AND PARENT



Longtime Vine City resident Rushie Bonner and her husband, Reginald, are the proud parents of five beautiful children, including four daughters and one son. They have been together for 15 years, married for 9 years, and are building a beautiful life for their family on the Westside. However, she worries that the increased development will price her out of the neighborhood she has called home for 15 years. Rushie is acutely aware that while positive change is happening on the Westside, the change comes with a threat of displacement for her family and many of her neighbors.

Rushie now rents through Westside Future Fund's Home on the Westside. Because of this program, Rushie can remain deeply invested in her community.

Her motto is "Focus on the youth!" She volunteers at Hollis Innovation Academy, where two of her children are enrolled. Thanks to a unique partnership between Westside Future Fund and Atlanta Public Schools which is helping bring more resources to increase student achievement, her children benefit from smaller class sizes with caring teachers and wraparound services that address the needs and wellbeing of the whole family.

"Hollis is a great school – they have so many great programs for the kids," she said, referencing a collaboration with the Atlanta Ballet, as well as new football and basketball programs.



RUSHIE BONNER

Rushie also cited a recent \$1 million renovation that funded an in-school clinic where students can go to get a physical, vaccinations or even see a dentist. "It's so convenient," she said. "They also have a food pantry, and they give away jackets, hats, scarves and gloves for the winter."

"One day I want to host educational programs at the YMCA," Rushie said.

"Some of these kids have dreams beyond just staying in the hood. There are a lot of kids in my community that have dreams but don't have the opportunities that would push them toward their dreams. I want to start a program in the community for kids with dreams."

Vine City and Atlanta's Historic Westside, according to Rushie, is the best place you can live, and the Westside Future Fund is determined to enable longtime residents like Rushie to stay in the communities they love.

Home on the Westside implementation partners include On the Rise Financial Center, CHRIS 180, the Atlanta-Police Foundation and Quest Communities.



BOOKER T. WASHINGTON HIGH SCHOOL



SINCE LAUNCHING THE PROGRAM

CONVENE. COMMUNICATE. COLLABORATE.

Community engagement remains central to our approach. This includes a commitment to hosting twice monthly Transform Westside Summits, open to all residents and stakeholders. The meetings are designed to share progress and engage the community and foster connection, collaboration, and community around revitalization efforts. To date, WFF has hosted 8,000+ attendees and featured 90+ speakers.

STRENGTH IN NUMBERS

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 the Westside Volunteer Corps to harness the talents of volunteers in new and powerful ways. Through the Corps, we address the maintenance and cleaning of vacant WFF-owned properties on the Westside. Residents participate in this work by helping with cleanup and beautifying our four target neighborhoods.

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.

4,689
volunteers
HAVE BEEN ACTIVATED

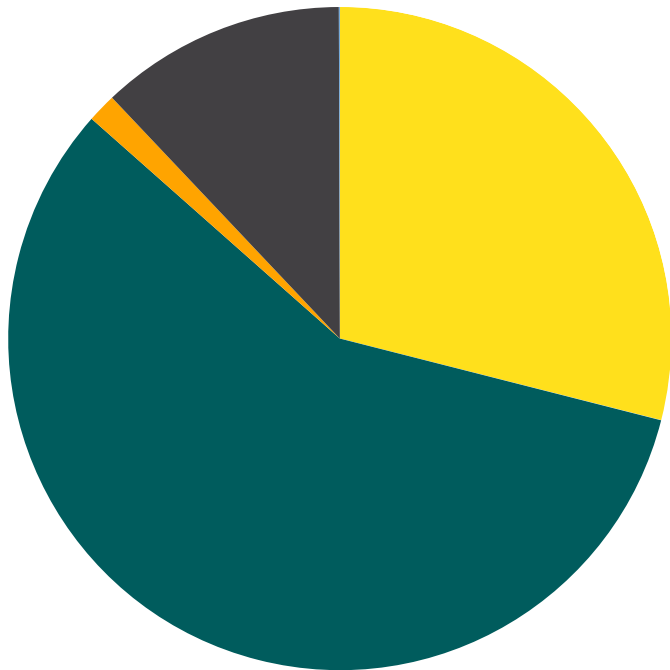
117 volunteer
projects
COMPLETED

13,197+ hours
VOLUNTEER TIME DONATED

51 nonprofits
SERVED



2019 FINANCIAL SUPPORT*



REVENUE

Unrestricted Donations	\$2,316,740	29%
Restricted Donations	\$4,604,026	58%
In-Kind Donations	\$112,998	<1%
Earned Income	\$960,337	12%
Interest	\$3,856	<1%
TOTAL	\$7,997,957*	

2019 FINANCIAL SUPPORT*



EXPENSES

Management & General	\$1,751,415	20%
Affordable Housing	\$4,089,783	47%
Education	\$1,474,591	17%
Other Community Programs/Impact Strategy Area Support	\$1,350,691	16%
TOTAL	\$8,666,480*	

* Key significant restricted funding commitments were required to be recognized fully in the year received, creating an accrual basis loss of \$668,523 for the 2019 fiscal year end. Cash and cash equivalents for the year totaled \$5,487,583 and contribution receivables totaled \$18,388,726, demonstrating that this deficit occurred only in the activities for the year, and is not reflected on the balance sheet or in the fiscal health of the organization.

How to Connect with Us



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