YOUR SUPPORT AND ENCOURAGEMENT POWERED A CYCLE OF ABUNDANCE IN HISTORIC SOUTH ATLANTA IN 2019!

Every year, we highlight the fact that philanthropic gifts constitute only 30% of our organizational budget. We earn the other 70% of our income. These percentages mean that for every dollar you give to FCS, we generate an additional $2.32 for holistic development work in Historic South Atlanta.
IF YOU’VE KNOWN AND LOVED FCS, IT’S LIKELY THAT YOU ALREADY KNEW ABOUT THIS MULTIPLIER EFFECT.

This year, we want to give you an inside look at how that multiplication occurs. We invite you to see the story of every dollar that comes to FCS. Along the way, you’ll see a dollar transform into healthy food, quality housing, stable jobs, and learning opportunities. Most importantly, you’ll see the way every dollar fosters deep, dignifying, and lasting relationships in our neighborhood.

We encourage you to take your time as you move through the story. Pause at each stop in the cycle and remember moments when you’ve seen it come alive! Every one of us connected to FCS can find ourselves intersecting with this story; we each have a role to play. As you watch the story unfold, we hope you will receive our deep gratitude for your part in the story of a dollar!
THE STORY OF A DOLLAR CAPTURES OUR FOCUS AT FCS: LEVERAGING ECONOMIC PRINCIPLES TO CREATE FLOURISHING FOR UNDER-SERVED COMMUNITIES.

TEN YEARS AGO, WE WERE CLIMBING OUT OF THE WORST RECESSION THAT OUR COUNTRY HAS EVER SEEN. For those of us working in community development, the collapse of the housing bubble changed the landscape of the neighborhood. We quickly realized that we would have to adapt. And we did! Board members, staff, neighbors, and committed volunteers retooled our operations, particularly in housing and economic development. They invested time and financial resources to change programs we had run successfully for 25 years. Together, we evolved.
This unity, combined with a significant economic recovery over the last half of the decade, enabled FCS to acquire and rehab more than 85 vacant properties. Properties that stood empty and blighted for years are now filled with families that are strengthening the fabric of the neighborhood again. Those families are patrons at our businesses. They’re the ones reaching out to other neighbors through neighborhood engagement initiatives. This is the cycle of abundance that drives us.

In 2019, we crafted new ways to engage every sector of our network. We hosted after-hours gatherings for people interested in FCS and meet-ups for professional women to grow our base of support. We expanded our South Atlanta food co-op to include more families.

We received our first Low Income Tax Credit award, paving the way for us to create an additional 84 RENTAL HOMES. As we look to the future, we are excited to grow in both depth and scale. As we expand our capacity for transformative work, we’re staying true to our philosophy of neighboring, dignity, and development.

IN ISAIAH 43:19, GOD PROCLAIMS HIS OWN INNOVATION. “I AM ABOUT TO DO A NEW THING,” HE SAYS, “NOW IT SPRINGS FORTH.”
This approach demonstrates the best of our entrepreneurial spirit. We innovate because it creates channels for redistribution. In Isaiah 43:19, God proclaims His own innovation. “I am about to do a new thing,” He says, “now it springs forth.”

As you watch the story of a dollar unfold, marvel with us at the cycle of abundance springing forth in South Atlanta. The story of a dollar tells the story of our community coming together to create goodness for each other. **WE’RE GRATEFUL TO BE A PART OF THAT STORY, AND WE’RE EQUALLY THANKFUL THAT YOU’RE A PART OF IT, TOO.**
Neighborhood transformation requires multi-year, multi-faceted strategies to ensure lasting results. Each year FCS becomes more financially stable as our leaders refine our innovative organizational model. Since 2017, FCS has leveraged $3,225,145 in donated funds to earn an additional $8,546,621 in revenue for investment in South Atlanta. Tripling our philanthropic funding each year has become critical to our model of responsible charity.

We steward your gifts with utmost care. In the past three years, there have been no increases to operational expenses, while revenue continues to grow.
### 3-YEAR SNAPSHOT / 2017-2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DONATED REVENUE</strong></td>
<td>$3,225,145</td>
<td>27%</td>
</tr>
<tr>
<td><strong>EARNED REVENUE</strong></td>
<td>$8,546,621</td>
<td>73%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$11,771,765</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ADMIN</strong></td>
<td>$795,102</td>
<td>7%</td>
</tr>
<tr>
<td><strong>FUNDRAISING</strong></td>
<td>$531,557</td>
<td>5%</td>
</tr>
<tr>
<td><strong>PROGRAM</strong></td>
<td>$9,554,573</td>
<td>88%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$10,881,231</strong></td>
<td></td>
</tr>
</tbody>
</table>

### DUE TO OUR FINANCIAL STABILITY AND INNOVATION, FCS RAISED $2.5M IN 2019 IN LOW-INTEREST CAPITAL FROM SOCIAL IMPACT INVESTORS TO EXECUTE NEW AFFORDABLE HOUSING PROGRAMS FOR OUR SOUTH SIDE FAMILIES.

These funds are not reflected in the numbers shown.
THE STORY OF A DOLLAR STARTS WITH THE GENEROSITY OF PEOPLE LIKE YOU!

YOUR GIFTS CATALYZE A CYCLE OF ABUNDANCE.
IN 2019,
Over $1,000,000 of our income came from philanthropic gifts, comprising 30% of our income. This mighty percentage fuels the engine of our community development work.

Long-time donor and board member, ADAM PANNELL, explains, “I've seen my financial gifts evolve into long-term impacts I could have scarcely imagined. As a donor, I value the strategic ways FCS invests dollars to generate holistic wealth. FCS has shown me what loving people experiencing material poverty looks like in action.”
YOUR INVESTMENTS CREATE LOCAL SMALL BUSINESSES, LIKE CARVER MARKET AND COMMUNITY GROUNDS.

These ventures tangibly impact our neighborhood for good. Before Carver Market opened nearly 5 years ago, the nearest grocery store was over three miles away - an hour-long bus ride!

Now, with a grocery store within walking distance, neighbors in South Atlanta regularly come to purchase food their families need. In 2019, Carver Market and Community Grounds processed 40,800 TRANSACTIONS and served 300 CUSTOMERS EVERY SINGLE DAY.
LOCAL JOBS ARE CREATED

BUSINESSES LIKE CARVER MARKET AND COMMUNITY GROUNDS BEAR REVENUE.

These funds go directly into creating jobs for our neighbors! In 2019, Carver Market and Community Grounds sustained 12 JOBS in Historic South Atlanta. Stable, local jobs benefit our neighbors by giving them a dignified way to provide for their families and knit them deeply into community.

MICHELLE THOMAS, a manager at Community Grounds, notes, “I feel so much at home. I feel happy when I come into work every day knowing I’m going to see so many good people. My kids walk into my work and know they’re going to see other customers they call 'auntie' and 'uncle.' It makes them feel safe and welcome.”
NEW HOMES ARE DEVELOPED

OUR EMPLOYMENT OPPORTUNITIES GIVE MORE NEIGHBORS A STEADY STREAM OF INCOME.

With these wages, an increasing number of neighbors are ready and able to rent a home! We believe that affordable housing is the cornerstone of a mixed-income community. We created 10 NEW AFFORDABLE RENTAL HOMES in 2019 to help neighbors put down roots.

SHELL STAFFORD, FCS staff for over 30 years and Family Services Manager, explains, “We have some neighbors who, based on the federal guidelines, should only be spending $500 a month on housing. Without our work in creating affordable rentals, most of them would be paying more like $1000 just in rent to keep a roof over their head. That’s not sustainable or equitable. We work as hard as we possibly can to ensure that those neighbors stay within the housing budget of 30% of their income.”
REVENUE FROM AFFORDABLE RENTALS GOES TOWARDS FUNDING MIXED-INCOME HOUSING OPPORTUNITIES.

Our neighbor, Lolita Anderson, began as a renter. After a few years, she purchased a new home from FCS. “We’ve painted the walls in that house. We’ve had graduations there,” she says, “FCS approaches people as individuals, not just addresses or contracts.”

These housing opportunities attract new residents to our neighborhood. By offering quality homes at different price points, we cultivate a mixed-income community. Recent studies suggest that the fastest way to disrupt generational poverty is to raise children in a mixed-income neighborhood.
IN 2019,

We developed **8 NEW HOMES** for ownership and **10 HOMES** as affordable rentals. Homeownership rates have increased from **10%** to **60%** in South Atlanta.
A partnership with Urban Recipe, the food co-op provides food for 42 families in our neighborhood. Twice a month, these members gather to sort donated food and distribute it equitably. In 2019, this group disbursed 84,860 lbs of food. In working together, they build deep connections with each other along the way.

MS. JACKIE WALKER shares, “I’m really grateful for the food, but what I really love is the people. I love getting out of the house and seeing so many friends and neighbors.”
Now that these neighbors have more margin in their food budgets, they’re able to participate in our other initiatives like Pride for Parents. In 2019, our Christmas store served **550 SHOPPERS**. These neighbors purchased **4,426 TOYS** to bless their loved ones.

Their patronage adds revenue to our businesses strengthening our stores and funding our job training programs.

**DOLLARS SPENT BY NEIGHBORS BEGINS THE CYCLE ALL OVER AGAIN!**
As our community thrives, people from all over the country come to learn about this model of holistic development. Many of these visitors attend our Open House - a two-day learning experience that we offer twice a year. For those who want to go even deeper, the Lupton Center travels to offer training and consulting. In 2019, the Lupton Center served 400 organizations through events and consulting engagements. An Open House participant, Cynthia Marquez, expressed, “The Open House has taught me that I need to be a part of what I’m trying to change, so that I understand what change needs to happen.”
YOU HAVE IGNITED THIS POWERFUL CIRCLE OF ABUNDANCE. YOUR SUPPORT AND ENCOURAGEMENT MAKE THIS STORY POSSIBLE!