



ANNUAL REPORT 2018

FCS
Focused
Community
Strategies

Our last four decades have shown that good work flows from good listening, which is the cornerstone of a good relationship.

Everything we've established together demonstrates that transformation is possible when we assume the posture of listening. As we seek to establish an equitable, mixed-income community together, we spend a lot of time in South Atlanta listening. Staff has spent countless hours in conversation with our neighbors. Whether it's Cynthia McNeal, Director of Mixed-Income Housing, listening to a prospective tenant's story or Jeff Delp, Director of Economic Development, hearing a customer's feedback at Carver Market, we find conversations enrich our life and work at FCS. These interactions form both the method and the result of establishing a thriving neighborhood.



As we mark our 40th year, with this report we want to give you a taste of the conversations we get to have daily in South Atlanta, the conversations that bind us together and enable us to create community. This Annual Report renders two conversations: one on what it takes to build a warm, connected neighborhood culture and a second conversation on how building physical housing develops a community. You'll hear from board members, business leaders, staff and neighbors. The people who attended these chats, and the wisdom they shared, constitute the lifeblood of our ministry. When we talk about establishing a thriving neighborhood together, these are the kinds of conversations that drive and accomplish that vision. We want to invite you into

the thoughtfulness and intimacy of our team and our neighbors. At the same time, we're eager to present snapshots of all of the amazing progress we saw in 2018 and to paint the vision that compels us moving forward into 2019.

In this report, we welcome you to our coffee table. We hope you will picture yourself pulling up a chair and listening in as you leaf through this Annual Report.

We're so glad you're here and are building with us. May the stories contained in these pages bless you, as they have blessed us over the past year. FCS began in 1978, and each year we're working with neighbors to establish something beautiful together, rooted in our history and ready for our future.



Established Together: Neighbor to Neighbor

Our first conversation included core members of our community here in South Atlanta. Local resident Sarah Quezada met with other neighbors who are pillars of the community in South Atlanta. The group featured a mix of longtime and returning residents, staff as well a few new neighbors. They gathered on a cluster of couches in FCS' office, swapping stories and laughs while discussing the neighborhood.

PARTICIPANTS



Lisa Haygood

Neighbor,
Board Member



Pamela Stringfield

Neighborhood
Engagement Coordinator



Josh Barber

Neighbor, Store Manager



Kara Haygood

Neighbor



John Haygood

Neighbor



Michelle Thomas

Neighbor,
Assistant Store Manager

Sarah: Each of you have a special relationship to the neighborhood. To start us off, I'd love to hear some of what this neighborhood has meant to you.

Josh: Well, I grew up here. My parents lived here, and I went away to school. I kind of chased the traditional college route before finding out that wasn't my calling. When I realized that and started looking for a new direction, it came to me that living here in South Atlanta, among community, was the last time I felt whole. And so I came back to the community. It feels great to interact with my neighbors on both the personal and professional level, since I'm the Manager of Carver Market and Community Grounds. I get particularly good interactions with the kids in the neighborhood. They don't ever believe me when I say I'm the Manager. They come into the coffee shop and ask, "What are you doing here?" And when I tell them I'm the boss, they say "No, you're not."

Pamela: I'm newer to FCS, but it was that focus on multifaceted relationship that drew me in, combining the professional, the economic, and the personal. That mash-up keeps reminding me of how Christ himself moved in. This amazing limitless God smooshed himself into a human frame and moved in next door for thirty-plus years. It has been incredible to mimic that. Through that model, it has been fun to see people grow from neighboring to a place where the community really feels like family.

Michelle: Absolutely. This is family. This is home right here. My family has been here for 40 years and we're going to be for 40 more. I love bringing my kids around, they feel safe and welcomed coming into my work, around other neighbors. I tell everyone I will ride or die with FCS because this is my family.

Sarah: I love that idea of family, which makes me want to hear from the Haygoods. Your family is a neighborhood institution. You're board members, local business owners, and super involved neighbors. Over your long time here, how do you think FCS has changed the way neighbors interact?

Lisa: Well, first off, because of FCS, the neighbors changed from sort of being nonexistent in some places to being existent.

Mr. Haygood: Some streets were almost totally vacant. And FCS went house to house helping people. Being out here now, I notice all over South Atlanta that FCS is tearing these unlivable old houses down and putting in new houses. Or they're fixing up old houses they can keep together. They're putting two story houses all over South Atlanta; they're building.

Lisa: And moving in. People are growing up here—

Kara: And not leaving.

Lisa: Exactly, and not leaving. The idea that people would grow up here and stay here used

to be abnormal. The thought was "let me grow up so that I can get better and move out of the neighborhood." Now we have families who want to stay, and they can buy a house and stay in it. That has changed the way people live. FCS has been a truly intentional part of that here in South Atlanta. They've always said "Let's see where we're going together."

Sarah: It's interesting to think about where we are all going together as a community. When you think about South Atlanta's future, what excites you?

Lisa: In the future, it is going to be like living as one big happy family. Kids from this side of the neighborhood playing with kids from that side of the neighborhood, hanging out at the park and walking around. The adults will be hanging out together, saying "I want to go for a walk," and then they go for a walk, like it's the norm. It's already starting to be an awesome shift, and it's just getting better.

Josh: We'll all say, "Hey, this is South Atlanta, and this is how we do it here." We want it to remain that way. For those of us who have

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Josh Barber



lived here, I love that we are trusted with keeping that culture. I love that I know people in this circle personally, people who I have lived next to. I can trust them to help me with the responsibility of keeping the sense of family here. It brings me such comfort thinking about the future, knowing my backyard is secure because the Haygoods are back there.

Michelle: I think this will be a very highly sought out neighborhood. Not for the attractions but for the feeling of it, the sense of community. People will want to move here for that, but they won't get in because we're not leaving!

[Laughter]

Kara: I see neighbors everywhere in the houses in the future. And if nobody lives there, the house will look like it belongs to somebody and is getting there. South Atlanta will probably be crowded — we will have to put a sign up that says “We’re full. We’re full and we care.”

Mr. Haygood: It's a good feeling knowing that South Atlanta will be like new again. Restoration, that is a pretty picture.



Established Together: Block by Block

Our second conversation gathered some of the members of our housing team and training team as well as board members and new homeowners. Sarah Quezada returned to facilitate.

PARTICIPANTS



**John
Chambliss**

Board Member



**Kim
Hughes**

Board Member



**Sherika
Woods**

Neighbor



**Cynthia
McNeal**

Director of Housing



**Donnell
Woodson**

*Community
Development Trainer*

Sarah: We wanted to talk about what it takes to actually change the bricks and mortar of a neighborhood. To start off, I'd love to hear what affordable housing means to you and why it matters.

Sherika: It has helped my family. We have lived in a lot of different communities in Atlanta, and we love South Atlanta. Having affordable housing in our community makes people feel more comfortable. It really helped us to feel we have roots now.

Cynthia: Affordable housing is the cornerstone of community. It's what allows people to actually live here.

Donell: Exactly. Community that doesn't have affordable housing doesn't have as much fabric. Without it, a neighborhood would only have one or two types of people.

Cynthia: And investing in affordable housing can dramatically change an area and help keep residents. Take what happened on Dorothy Street. One of the owners there was a senior citizen. Every house around her was vacant. She was ready to move out of the neighborhood, but we were able to acquire five houses on the block that surrounded her. We restored those five houses, and now we have five families in those houses. Now, this senior citizen decided she wants to stay. It gives her comfort to know she has a neighbor across the street. Now she feels safe, and she knows she's not the only one on her street.

Sarah: That's a beautiful example. I love the idea of changing entire blocks at a time. When you think about rebuilding a neighborhood, what is exhilarating about it?

"Community that doesn't have affordable housing doesn't have as much fabric. Without it, a neighborhood would only have one or two types of people."

Donnell Woodson

Cynthia: The most exciting part for me is that we're buying housing and making homes for families that otherwise wouldn't be able to afford them in this area. We put intention into all projects so that every house feels at the same quality, even though one may be at a lower price point than another.

John: I'm personally really excited about our work in 2019. Like Cynthia alluded to, the market is picking up. That means, from a real estate perspective, that we have shorter runway now. We're focusing on what we've always done: renovating houses, new construction. But it feels like the runway has gotten a lot shorter. We have a lot of work to do before prices go up too much, and we want to get local residents owning homes at an affordable price so they can benefit from that bump in value. That goal, that shorter runway, energizes me. I think that in the last two years people started moving here because they see a great neighborhood.

Sherika: We wanted to move here. When we were getting ready to buy, what we found exhilarating is the community. Everyone wants to celebrate each other. People want to come over and have dinner. It feels good to have that intentional community with your neighbors.

Donell: I think that speaks to the importance of place and its connection to community. We're creating a beloved community.

Sarah: I'm hearing that this process, this path to affordable housing and homeownership, really becomes a tool for relationship.

John: Absolutely. If you are buying or renting with FCS, you feel like a part of that larger family. You're not just getting someone on the other side of the phone, you are getting someone who knows your story.

Sherika: I agree. I felt that in our process. I didn't feel like a transaction.

Kim: That's how affordable housing can bring a foundation of love to someone's life. If every part of the process of housing has that, then we're building people as we are taking them through this journey, even in my law office as we're clearing up title issues.

Cynthia: For me, that's where faith comes in. This work is about treating people with respect and dignity first and foremost. I've learned to listen to people. When you do that, people interact with you and say, "I appreciate that. Nobody has ever sat down and talked to me that



long before.” It is about treating people with kindness, doing it with love and intention and not looking for something in return.

Sarah: For others of you, how does your faith connect with this work?

John: I’ve been more focused on systems of injustice these last two years that I’ve been on the board, thinking how these systems relate to the Bible. I think the work we’re doing is helping create justice in our world.

Kim: It’s systems, but it’s also personal, how God wants to use each of us. I’ve always looked at my career as my ministry. In Isaiah 58:12, it says, “Some of you will rebuild the ruins of your cities. Then you will be known as the builder of walls and restorer of homes.” Being a real estate attorney, I never really thought that could be a ministry. But the Lord has shown me that you can use your profession. I feel like I can be a restorer of homes as a part of this team.

Sarah: That is a great verse for this conversation. The last question I wanted to ask is what gets you excited about 2019?

Cynthia: Buying more homes!

[Laughter]

Donell: In 2018 FCS celebrated 40 years. The last 10 years of being placed in this neighborhood has allowed us to stretch and grow in a really good way. That time has prepared us now to step into a new season. Now we are answering who we will be in the next 40 years.



Established Together in 2018



16 blighted, vacant properties transformed into **9 work force homes** and **7 affordable** rental opportunities.



11 years without new construction ended. In 2018, FCS built **new homes** in **South Atlanta**; This was FCS's first new construction since **2008**.



68,842 transactions occurred in **Carver Market** and **Community Grounds**. **200 customers** passed through their doors daily.



12 new jobs employed neighborhood residents through our economic development initiatives.



16 local entrepreneurs received in-depth business training, mentoring, and grants through **Emory's Start: ME Accelerator**.



40 families gained food security through membership and participation in our **South Atlanta Food Coop**.





1 comprehensive Master Plan for Historic South Atlanta was completed and adopted by the **Atlanta City Council**. This plan helps South Atlanta **garner city resources** and **ensures neighbors' desires** will guide future development in South Atlanta.



600 families purchased toys for loved ones during the annual **Pride for Parents** Toy Sale. Each sale provided **dignity** for parents and **funding** for jobs.



200 organizations from over **20 states** learned the FCS Community Development model through **The Lupton Center's** training.



20 organizations measured their effectiveness to address material poverty by using **The Lupton Center's** SPIRE Assessment.





"The gathering of neighbors, volunteers, supporters, and partners was a picture of what 40 years of creating together looks like."

JIM WEHNER

FROM THE PRESIDENT

The theme we noticed as we reflected on last year was how much we have established together. We saw the community conspire with us in 2018 through an abundance of breakout relationships. Over and over again throughout the year, our Executive Director Katie Delp and I found ourselves in conversations with organizations, donors, advocates, and neighbors that wanted to connect with FCS. They were already conspiring to get the work done, and we were joining in. We exchanged resources, ideas, and time. This mutual partnership and shared gusto for building up our neighborhood is the secret sauce of flourishing.

The more I think about it, the less surprised I am that last year featured such an outpouring of relationship. Our founder, Bob Lupton, embedded this idea in our work. For FCS, neighborhood and neighbors form the foundation for the work we do in each of our core areas. The needs and the dreams of the community shape the type of work we do. We focus on structure and systems within the community as a way to create flourishing for everyone. After decades of disciplined work, we're finding it comes more and more naturally to us. We're seeing the fruit of shaping our

efforts around community aspirations. Nowhere was this more evident than during our 40th Anniversary Block Party. The gathering of neighbors, volunteers, supporters, and partners was a picture of what 40 years of creating together looks like. The vision that event manifested, the sheer weight and joy of seeing it realized in that night, left me humbled and thankful.

As we move into 2019, our work may look different than it did forty years ago. But the essential belief that neighbors are both the initiators and agents of neighborhood transformation remains integral to our work.

With this idea as our anchor, we will keep moving forward to create mixed-income housing, healthy businesses, jobs, food security and more. We will continue to pursue flourishing together with our neighbors. With your help, we will see the day in the coming years when FCS is ready to begin the task in a sixth neighborhood!

It is truly a Kingdom vision, and I am thankful for your help along the way!

Sincerely,



Jim Wehner
President



FROM THE BOARD CHAIR

I hope that you were one of many who came out in November to celebrate with us in unique FCS-Style (*those on the dance floor, you know what I'm talking about!*). For me, it was a humbling experience to look around and see the many people who had been involved with Bob Lupton and FCS for 40 years. I've served on the board for many years now, but that night reignited my vision and deepened my understanding for why we do this work.

As my wife and I surveyed the room, she mentioned to me that it really felt like a "thin place," or a place where God's Kingdom and our world were very close, a place where you could feel heaven and earth intertwine. As I scanned the room, I saw a vision of the Kingdom. People who were young and old, rich and poor, supporters and neighbors, white people and people of color, all smiled, laughed, and danced together as members of one community. We were all celebrating a common vision: establishing a flourishing neighborhood together.

Moments like these increasingly draw me to the vision of partnering with and investing in under-resourced neighborhoods.

Building upon a community's strengths, partnering to create economic development, establishing stable and affordable housing, all form a powerful witness to the character of God.

Surely this work sits close to God's heart, the God who drew near and moved into the neighborhood in the form of Jesus. I see Jim and the entire FCS team leaning into that example.

I walked away from the 40th anniversary celebration committed to the principles that propel the work of this ministry. Increasingly, I believe this vision, and the practical steps toward achieving it, need to be heard and taught around our country. I am glad that The Lupton Center is already sharing FCS' hard-won expertise through their training and consulting. Communities and churches find themselves in desperate need of God's Shalom. And as we work together to seek that Shalom, I am confident we will taste it. Thank you for continuing to support this important work in our own city and around the country. I hope to see you around the neighborhood in 2019!



Ben Teague

Board Chair





**"We were all celebrating
a common vision:
establishing a flourishing
neighborhood together."**

BEN TEAGUE



2018 Financial Report

FCS leverages every dollar to create a larger impact in the community.

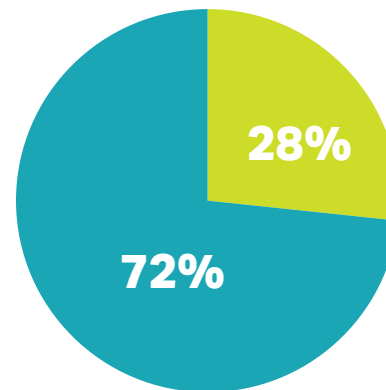
Whether you gave by donating directly or purchasing a cup of coffee, we're committed to multiplying that revenue. We'd like to thank each of our philanthropic partners, individual donors, store customers, renters and home buyers for investing in an equitable, mixed-income community in South Atlanta. Your partnership enables us to flourish together.

REVENUE



Total **2018** Revenue:
\$4,234,571

Breakdown of Revenue



Donated Revenue:
\$1,205,218



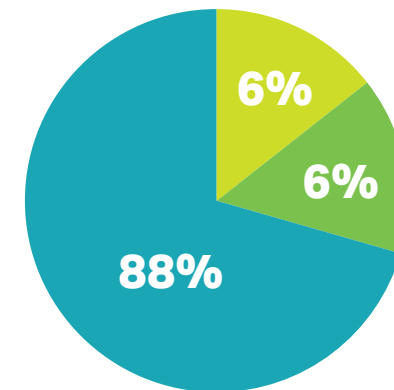
Earned Revenue:
\$3,029,353

EXPENSES



Total **2018** Expenses:
\$3,842,385

Breakdown of Expenses



Fundraising:
\$272,556



Administration:
\$281,189



Programs:
\$3,842,385

2018 Board of Directors

Ben Teague, CHAIR

CEO, Kinestone Communities

Adam Allman, TREASURER

Director, Regent Partners

Robert Fowler, SECRETARY

President & CEO, Fowler Design Associates

Jack Alexander

Chairman, The Reimagine Group

Josh Ball

VP, Group Account Director Dagger

Allen Bell

Executive Director, Atlanta Resource Foundation

P. Troy Causey

Senior Director, Turner Sports

John Chambliss

Principal, Impact Investor Group

Bryant Cornett

President, DT Spade

Florida Ellis

Philanthropist

Randy Gill

Director, Major Accounts

One Stream Software



Chris Gray

Power Systems Coordinator, Georgia Power

Katherine Hankins

Associate Professor, Georgia State University

Jaimie Hardin

CEO, Hardin and Associates Consulting

Lisa Haygood

Program Lifecycle Manager, IBM

Kim Hughes

Owner & Principal Attorney,
K.G. Hughes & Associates

Adam Pannell

Executive VP, M&A
Digital Benefit Advisors

Courtney Quiros

Attorney, Alston & Bird

2018 Staff

Josh Barber,
Store Manager

Dominique Beasley,
Barista

Xavier Brian,
Barista

Thomas Clark,
Barista

Danielle Clay,
Director of Finance
and Administration

Ada Davis,
Store Associate

Jeff Delp,
Director of Economic
Development

Katie Delp,
Executive Director

Shawn Duncan,
Director of Training
and Consulting

Monica Evans,
Program Manager,
Lupton Center

Robert Gallaway,
Facilities Manager

Krista Gill,
Development
Coordinator

Joyce Gross,
Store Associate

Mpho Gwabeni,
Accounting Coordinator

Jason Heslup,
Barista

Erinn Knight,
Barista

Jayla McMiller,
Barista

Cynthia McNeal,
Director of
Mixed-Income Housing

Steven Niederfringer,
Construction Manager

Sha-Tel Palacio,
Assistant Store Manager

Sherry Pyburn,
Store Associate

Linda Stafford,
Family Services
Manager

Caleb Starr,
Rehab Manager

Pamela Stringfield,
Neighborhood
Engagement
Coordinator

Andrea Thomas,
Office Coordinator

Michelle Thomas,
Assistant Store Manager

Jim Wehner,
President

Kalin Williams,
Barista

Donnell Woodson,
Community
Development Trainer





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