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IGNITING A MOVEMENT OF TRANSFORMATION

Dear Partners, Friends, and Community Members

What a year! Thank you for being part of the initiatives happening at the Grand Rapids Center for Community Transformation located at 1530 Madison Ave SE and the collaborative partnerships that extend across the community.

Reflecting on this past year I am excited to share this annual report. The year included new growth along with significant developments within the neighborhood. Here are a few GRCCT noteworthy highlights:

- **Youth engaged**: Improved youth programming and recruitment including adding new cohorts and serving a record breaking 442 youth in 2018!
- **New Partnerships**: Grand Rapids Nehemiah Project and NAACP of Greater Grand Rapids moved into the building and officially became new GRCCT partners.
- **Rising Grinds Café and Building Bridges**: employed 20 residents from area code 49507.
- **Facility Expansion**: Double O grew and relocated its operations to a building in the neighborhood opening over 17,000 square feet for additional space use and expansion. Building Bridges moved upstairs to occupy over 7,000 square feet on the main floor for better accessibility and positioning for expanding business. Additionally, a new community multipurpose space will be opening to host community events, meetings, classes, training programs and more.
- **Vision campaign**: “Ignite: The Movement” launched to raise awareness and funds to purchase and renovate the building along with expanded programming and partnerships. $1.07 M of $4.00 M has been secured.

The essential information found below will, and has already, informed decisions regarding community engagement, funding, new business developments, evaluation, processes and systems that will further a community movement while also sustaining long-term impact.

Please reach out! We want to hear from you and connect!

Dr. Justin S. Beene, MSW, MA
Founder

Grand Rapids Center for Community Transformation
OVERVIEW

This report is being generated for the fifth consecutive year to provide transparent documents about the efforts of the partner organizations located at the Grand Rapids Center for Community Transformation (GRCCT). The work is done with a collective commitment to be a transformational and radically inclusive model that measures four bottom lines necessary to achieve GRCCT’s vision: 1. people, 2. planet, 3. profit, and 4. purpose.

GRCCT was officially established in 2015 in the Madison Square neighborhood as a partnership between multiple organizations coming together with a single mission: to create opportunities for transformation, and a collective vision: to see transformed communities. Specifically, the partnership addresses the lack of accessible employment and a lack of structured and consistent approaches to providing inter-agency and cross-sectoral opportunities for the community in a sustainable way.

The mission is accomplished through gathering people together around this vision. People connect, relationships grow, capacity increases, and new initiatives emerge. In 2018, key core partners included: Building Bridges Professional Services, Rising Grinds Café, Grand Rapids Nehemiah Project, Bethany Christian Services, and the Greater Grand Rapids Branch of the NAACP.
2018 GRCCT TEAM

The findings in this report are due to collective efforts of many people. THANK YOU to all who participated in engaging and creating opportunities for transformation in 2018. At the core of GRCCT’s values is to belong and be connected as part of this citywide movement.

Aline Nyadiama  
Amanda K. Jones  
Angela Lonero  
Annie Taccolini Panaggio  
Anthony D. Sanford  
Antonio Evans  
April M. Capps  
Arielle J. Goodson  
Arnulfo Alonzo-Gomez  
Ben Oakes  
Benjamin Oakes  
Brian Wolters  
Brian J. Schafer  
Bryan Wagenborg  
Carlos L. Medina  
Cassandra L. Kiger  
Catrina E. Harvey  
Chad Jackson  
Christopher Lovelady  
Christopher Lutz  
Cle Jackson  
Dan Gohl  
Daniel Perez  
Darius Moore  
David Niewenhuis  
David Vining  
Dominique Q. Alexander  
Donnie J. Alford Jr.  
Elliott J. Barrett  
Emily Diepstra  
Emma Pesci  
Evan Williams  
Gabriel Morgan  
George Woods  
Gerald H. Gieseler  
Gregory S. Carter  
Jaime L. Wise  
Jakeup Tidmus  
Jamalen R. Deklein  
James J. Trick  
Javier Torres  
Jeremy M. Currie  
Jerry Scott  
Jessica Sheldon  
Joe Cox  
Jordan A. Mance  
Jose I. Torres  
Jose Torres  
Joshua C. Schripsmea  
Julian M. Goodson  
Julie Bennett  
Justin S. Beene  
Juwan L. Patterson  
Kalif Akbar  
Kyle Welter  
Larry D. Elliott  
Larry Jones  
Leo Cloman  
Lisa Beene  
Luis E. Sanchez  
Luke Albertson  
Lynne Heyne  
Mario Alfaro  
Matthew Fowler  
Matthew N. Poerfl,  
Matthew Poerfl  
Megan Crawford  
Melita Powell  
Michael Anderson  
Michelle McGlaun  
Miguel A. Cruz  
Mike Otis  
Monique Carter  
Mykael Mance  
Naidra L. Walls  
Nathan Beene  
Patrick Johnson  
Rachel Taplin  
Rickey Longmire  
Robert A. Gill  
Robert C. Foster  
Robert L. Forbes  
Rojelio Torres-Barajas  
Rosalie F. Runals  
Royce E. Young  
Ruth Van Dam  
Ryan M. Nettesheim  
Samuel T. Dells  
Santos Garcia  
Shannon M. Bruin  
Shea A. Johnson  
Staysha M. Rodriguez  
Staysha Melendez  
Steven A. Fowler  
Taronza Johnson  
Teniqua C. Washington  
Teniqua Washington  
Thomas Gieseler  
Tiffany E. Clarke  
Todd Anderson  
Travis J. Steeby  
Travis S. Vanluyn  
Trey Sanders  
William C. Dawson Jr.  
Zachary T. Kauffman

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”
-Mattie Stepanek, Poet and Author
## EXECUTIVE SUMMARY

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bethany Christian Services Youth Department</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual youth participating in development opportunities</td>
<td>281</td>
<td>393</td>
<td>310</td>
<td>442</td>
</tr>
<tr>
<td>Youth connections to Case Management/Mentor</td>
<td>178</td>
<td>213</td>
<td>290</td>
<td>285</td>
</tr>
<tr>
<td>Earned GED or High School Diploma</td>
<td>7</td>
<td>21</td>
<td>17</td>
<td>14</td>
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<tr>
<td>Work Experiences Provided</td>
<td>96</td>
<td>112</td>
<td>177</td>
<td>174</td>
</tr>
<tr>
<td>Participating Employers</td>
<td>29</td>
<td>34</td>
<td>35</td>
<td>34</td>
</tr>
<tr>
<td>Vocational/Employment Related Certifications</td>
<td>91*</td>
<td>81*</td>
<td>53</td>
<td>62</td>
</tr>
<tr>
<td><strong>Building Bridges Professional Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>Total Employees</td>
<td>13</td>
<td>20</td>
<td>25</td>
<td>26</td>
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<tr>
<td>Low Income Older Adults Served</td>
<td>93</td>
<td>123</td>
<td>198</td>
<td>173</td>
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<td><strong>Rising Grinds Café</strong></td>
<td></td>
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<tr>
<td>Full Time Employees</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Part Time Youth and Community Employees</td>
<td>0</td>
<td>2</td>
<td>10</td>
<td>21</td>
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<tr>
<td>Total Employment Training Experiences Provided</td>
<td>0</td>
<td>3</td>
<td>13</td>
<td>25</td>
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<tr>
<td><strong>GR Nehemiah Project</strong></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Full Time Jobs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1</td>
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<tr>
<td><strong>NAACP of Greater Grand Rapids</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time Jobs Created</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>1</td>
</tr>
<tr>
<td><strong>GRCT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Work Experiences (BB + RG + Youth Work)</td>
<td>109</td>
<td>135</td>
<td>215</td>
<td>226</td>
</tr>
</tbody>
</table>

*Previous certification metrics before program updates in 2017*
## PLANET

### Bethany Christian Services Youth Department

<table>
<thead>
<tr>
<th>New Initiatives</th>
<th>Recycling</th>
<th>Compost</th>
<th>Zero Plastic</th>
<th>Energy Audit</th>
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</thead>
<tbody>
<tr>
<td>Building Utility Footprint (Direct Carbon Tons)</td>
<td>29</td>
<td>101</td>
<td>87.7</td>
<td>109.1</td>
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<tr>
<td>Composting – Food Diversion (lbs)</td>
<td>N/A</td>
<td>RG</td>
<td>RG</td>
<td>788</td>
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<tr>
<td>Water Usage (kgal) – NEW</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>41.1</td>
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### Building Bridges Professional Services

<table>
<thead>
<tr>
<th>Carbon Emissions from Gasoline (Tons)</th>
<th>31.2</th>
<th>67.6</th>
<th>74.4</th>
<th>101</th>
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<tbody>
<tr>
<td>Carbon Offsets: # of Trees Planted</td>
<td>50</td>
<td>350</td>
<td>619</td>
<td>932</td>
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<tr>
<td>Total Offset by Trees Planted (Tons)</td>
<td>216</td>
<td>1,085</td>
<td>2,671</td>
<td>4,021</td>
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### Rising Grinds Cafe

<table>
<thead>
<tr>
<th>Composting - Food Diversion (lbs)</th>
<th>N/A</th>
<th>30</th>
<th>791</th>
<th>1,990</th>
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<tbody>
<tr>
<td>Cooking Oil Recycled (lbs) NEW!</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>700</td>
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</table>

### GR Nehemiah Project

| Footprint Reduction Efforts                          | N/A       | N/A     | N/A          | Pursuing LEED |

### NAACP of Greater Grand Rapids

| Environmental Advocacy and Education                 | N/A       | N/A     | N/A          | YES          |

### GRCCT CARBON FOOTPRINT TOTAL

| Footprint (Carbon Outputs Minus Offsets)             | -151.8    | -916.4  | -2,508.9     | -3,810.9     |

## PURPOSE

### Bethany Christian Services Youth Department

<table>
<thead>
<tr>
<th>Paid Hours for Reflection, Discernment, Critical Thinking, Volunteering</th>
<th>544</th>
<th>1,600</th>
<th>2,200</th>
<th>2,100</th>
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<tbody>
<tr>
<td>Hours per employee</td>
<td>32</td>
<td>64</td>
<td>110</td>
<td>87.3</td>
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### Building Bridges Professional Services

<table>
<thead>
<tr>
<th>Paid Hours for Reflection, Discernment, Critical Thinking</th>
<th>760</th>
<th>832</th>
<th>1,288</th>
<th>1,553</th>
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</thead>
<tbody>
<tr>
<td>Hours per Full Time Employee</td>
<td>253.3</td>
<td>138.7</td>
<td>161</td>
<td>59.7</td>
</tr>
<tr>
<td></td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>PROFIT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Bethany Christian Services Youth Department</strong></td>
<td></td>
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<tr>
<td>Total Earned Revenue</td>
<td>$1,435,384</td>
<td>$2,240,573</td>
<td>$2,345,331</td>
<td>$2,426,047</td>
</tr>
<tr>
<td>Social Return on Investment (SROI)</td>
<td>2.41</td>
<td>1.57*</td>
<td>$2.62</td>
<td>$3.61</td>
</tr>
<tr>
<td><strong>Building Bridges Professional Services</strong></td>
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</tr>
<tr>
<td>Annual Revenue</td>
<td>$334,704</td>
<td>$521,637</td>
<td>$710,934</td>
<td>$1,014,981</td>
</tr>
<tr>
<td>Social Return on Investment (SROI)</td>
<td>$3.76</td>
<td>$1.96*</td>
<td>$4.03</td>
<td>$2.88*</td>
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<tr>
<td><strong>Rising Grinds</strong></td>
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<tr>
<td>Annual Revenue</td>
<td>$3,523</td>
<td>$20,516</td>
<td>$39,603</td>
<td>$133,757</td>
</tr>
<tr>
<td><strong>GR Nehemiah Project</strong></td>
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<td></td>
</tr>
<tr>
<td>Annual Revenue</td>
<td>N/A</td>
<td>N/A</td>
<td>$0</td>
<td>$50,000</td>
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<tr>
<td><strong>NAACP of Greater Grand Rapids</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Revenue</td>
<td>N/A</td>
<td>N/A</td>
<td>$119,335</td>
<td>$134,685</td>
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<tr>
<td><strong>GRCCT TOTAL REVENUE</strong></td>
<td>$1,733,611</td>
<td>$2,782,726</td>
<td>$3,215,203</td>
<td>$3,759,470</td>
</tr>
</tbody>
</table>

*Decrease due to additional funds devoted to company protection and capacity building.*
PEOPLE IMPACT refers to how the Grand Rapids Center for Community Transformation impacts social quality of life for people in the Grand Rapids community. This is measured by examining key indicators related to quality of life, economic vitality, and community revitalization.

Bethany Christian Services Youth Department

➢ Youth Engagement – Students ages 14 to 24 were actively engaged in development activities promoting healthy relationship skills, education, vocational training, employment preparation, and community service.

- 442 youth voluntarily participated in services an increase of 43% from 2017.
- Engaged 42 refugees from various countries and different faith traditions.
- A total of 910 service engagement opportunities were offered.
- 136 youth received one-on-one case management an increase of 20% from 2018.
- 285 youth connected with a supportive adult, either a case manager or a community mentor.
- 230 youth participated in community service-learning projects.
- 47 youth received housing support with 100% receiving a mentor.

➢ Youth Employment

- 174 youth completed paid work experiences working a total of 14,121 hours with 34 employers.
- Over 83% of Youth Build participants in follow-up were placed in education or employment.

➢ Youth Education and Credentials

- 85 youth engaged in “Mental Toughness” program.
- Awarded 59 Vocational or Employment Related Certificates:
  - 20 vocational or employment related certifications (OSHA and PACT)

“They are teaching a lot of kids fishing instead of giving them fish.”
– Employer

“They all want to come here next quarter. They all like saying they want to finish if I finish.”
– Student
- 14 successfully earned a GED/high school diplomas through GRCCT
- 13 Customer Service Training
- 10 CPR/First Aide Training
- 2 Nurses’ Aide and ServSafe

Student Experiences / Positive Adult Relationship – Youth reported positive experiences and saw reductions in trauma symptoms including feeling less sad or depressed, getting fewer headaches, and getting less upset or mad.
- 97.6% felt welcome and supported by GRCCT staff.
- 95.3% reported a positive community service experience.
- 90.5% reported the ability to stick to plans and accomplish goals.

Housing - worked to provide permanently supported housing for homeless and foster care youth.
- Groundbreaking took place on an affordable housing development at 501 Eastern in the Baxter community in partnership with Inner City Christian Federation (ICCF).

Mentorship
- 42 mentors matched with youth. One youth passed the GED due to one on one mentorship.
- Program hosted a 3rd Annual Chopped Cooking Event featuring a celebrity guest judge this year who was on one of the first Chopped Episodes.
- Mentors and youth attended a Detroit Pistons game provided through a generous donation of a bus and game tickets!

Evaluation
- Hosted 4 focus groups in partnership with the School of Criminal Justice part of the College of Community and Public Service (CCPS) at Grand Valley State University (GVSU). Stakeholders represented at these groups included: youth participants, program staff and employers.
- Shared evaluation findings with staff through an interactive “Cider and Donuts” forum event and continued to make further efforts in Continuous Quality Improvement (CQI).
- Continued implementation of a “Transformative Evaluation” framework in partnership with Frank Cookingham (evalfrank.com).
- Conducted first ever Gender Equality Assessment with dissemination of findings.
- Dedicated significant resources to improve data tracking and operations.

“They make me feel comfortable. They don’t make me feel like I’m going to be judged.”
- Student

“It works. It works 100%. I think it works because their heart is in the right place.”
- Community Member

For more information:
GR CCT.ORG • 616.254.7739
Youth Leadership Advisory Board & Ancillary Events -- 19 youth leaders representing various programs conducted 40 meetings during which they organized activities including:
- A “3D Me” workshop with Fable the Poet which had over 20 youth attendees.
- Hosted an Applebee’s Alpine fundraiser “Tap Take Over” to raise funds for youth events.
- 22 ancillary events including 8 college tours, 4 art events, 2 parties, 1 retreat and 7 cooking class sessions!

Local Community Engagement
- More than 200 volunteers served on average at least 5 hours of service time!
- Hosted volunteer workdays with local organizations including: FOAM-IT, Disher Design, Frontline Church, Calvin College, Grand Valley State University and Grand Rapids Community College.
- Launched the “IGNITE: The Movement” (GRCCT.com/ignite) campaign.
- Hosted numerous events with Latino Community Coalition, NAACP, CORR, CCDA, and Loving our City into Greatness all aimed at bringing the community together.

Building Bridges Professional Services

Job Creation and Retention – Extensive work went into continuing to both support current employees and grow the team.
- Over half of total staff hired were considered high-risk/hard-to-hire.
- Shifted from focus on part time employment to hiring full time positions. Full time employees in 2018 increased to 24 a 200% increase from 2017 and total employees increased to 26.

Employee Wages and Benefits - Wages continued to increase as part of an organizational focus to grow leaders within the company.
- **39 raises** were given in 2018 in coordination with **20 promotions** issued due to ongoing employee leadership and development efforts.
- **Benefits structure** provided **$15,000 in health stipends** and **$5,000 for retirement benefits**. **44%** of employees have some type of health benefits, striving to reach 100% in the future.
- Provided **$6,000 in patient, no-interest loans** for employees for down payments on apartments, vehicles payments for utility bills.
- Provided **$2,500 in mechanic time and auto parts** to fix employees vehicles at no charge, keeping employees on the road.
- Provided moving services to 3 staff utilizing company equipment and staff time equaling a value of **$3,000 of free services**.
- **Offered employees over $30,000 worth of household and personal hygiene essentials** such as cleaning products, toothbrushes, deodorants, shampoos, furniture, diapers, vacuums, appliances and more to supplement wages and support savings.

➢ **Professional Training – 89 Benchmark progressions achieved in** both hardscapes and softscape skills.

“Softscape” opportunities included training in vehicle and machinery operation and conflict management.

- **Occupational Safety and Health Administration (OSHA) / Michigan Occupational Safety and Health Administration (MiOSHA)** - 4 Federal and State worksite safety certifications awarded in 2018.
- **Professional equipment operation**: **All staff** completed training and supervision regarding professional use of commercial grade lawn mowers, leaf blowers, snow plows, and leaf vacuums.
- **Working with Pesticides – 3 employee** completed applicator licensure this year.
Sharing the Wealth:
- After 1yr of employment, staff are eligible for **10% revenue sharing**.
- No worker in 2018 on payroll made less than **$11/hour** and Building Bridges again held a ratio of **2.5 to 1** between the highest and lowest paid employee. The vision being that retaining a low ratio in salary and wages alongside profit sharing will provide a sustainable platform to share wealth equitably throughout the enterprise.

Older Adults Served:
- Through Senior Millage funding, Building Bridges delivered reduced cost lawncare and snow removal services to **173 low income older adults**. Total millage awards received in partnership increased to **$85,000**.
  - Total services offered included **9.25 visits** on average throughout the year per person. These services reduced home maintenance-related falls among seniors, anxiety and stress levels and saved financial resources.
  - **78%** of those served were females and **80.3%** live alone.
  - **90%** of customers served had a household income below 200% of the federal poverty level ($24,280 for a single household).
- **Annual Customer Survey**:
  - **93%** of households reported that the services provided helped reduce their level of stress and allowed them to feel more comfortable at home.
  - **81%** of customers rated the quality of services as excellent or very good (Mean rating 4.72/5).
  - **81%** of the households who completed the survey reported that the Building Bridges services allowed them to avoid falls and other injuries.
10 additional older adults received snow services at no cost through a new partnership through Kentwood Community Church.

Awarded $8,000 of additional funding under a PREVNT grant through the Area Agency on Aging to work with older adults with hoarding concerns. Building Bridges worked with Clean Slate by Kate to support the removal of hoarded items from 8 homes.

Hosted a free appreciation breakfast for older adult customers at Rising Grinds Café.

Rising Grinds Café

- **Case Management** - Through partnership with Bethany Christian Services, 100% of youth staff were provided access to case management services and averaged 2 hours of monthly support.

- **Serving Neighbors** – Committed to its location being in a historically disadvantaged and under-resourced neighborhood, the café has established itself as a vibrant space as a community-based social enterprise café providing job opportunities in the Madison Square neighborhood.

- **Job Creation**
  - Offered 17 youth work experiences
  - 6 of 8 of non-youth staff (over the age of 24) live in the neighborhood.
  - 17 of 25 of total staff were low-income, at-risk, and referred through Bethany’s Youth Services Department.

- **Employee Growth and Training** – Rising Grinds follows a series of developmental benchmarks to track the professional growth of youth employees in food and hospitality skills.
  - 22 of 25 employees at Rising Grinds participated in on-site and external training opportunities for a total of 1,932 training hours.
  - 16 of 25 employees participated in 812 hours of external training opportunities through community partnerships.

<table>
<thead>
<tr>
<th>TRAINING DESCRIPTION</th>
<th>INVESTED TIME</th>
<th># EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ferris Barista Judge Training</td>
<td>8 hours</td>
<td>1</td>
</tr>
<tr>
<td>National Retail Foundation Customer Service and Sales Training</td>
<td>30 hours</td>
<td>12</td>
</tr>
<tr>
<td>Serve Safe Managerial Certification training</td>
<td>10 hours</td>
<td>2</td>
</tr>
<tr>
<td>Kitchen Sage Culinary Arts Training</td>
<td>100 hours</td>
<td>2</td>
</tr>
<tr>
<td>Kuyper Entrepreneurship Course</td>
<td>30 hours</td>
<td>2</td>
</tr>
<tr>
<td>Kuyper Leadership Course</td>
<td>30 hours</td>
<td>1</td>
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<tr>
<td>Transformational Leadership Training</td>
<td>24 hours</td>
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<tr>
<td>Work as Worship</td>
<td>8 hours</td>
<td>1</td>
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<tr>
<td>Entrepreneur YOU conference</td>
<td>8 hours</td>
<td>4</td>
</tr>
<tr>
<td>MWest Jump Start</td>
<td>8 hours</td>
<td>2</td>
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<tr>
<td>AmeriCorps Training</td>
<td>30 hours</td>
<td>1</td>
</tr>
<tr>
<td>CCDA Conference</td>
<td>16 hours</td>
<td>2</td>
</tr>
<tr>
<td>Hands on Food Service Training</td>
<td>40 hours</td>
<td>14</td>
</tr>
<tr>
<td>Hands on Barista Training</td>
<td>40 hours</td>
<td>14</td>
</tr>
</tbody>
</table>
7 youth staff mastered the second level benchmark demonstrating capability to work independently in a food service establishment.

14 employees earned professional credentials including ServSafe managerial certifications, customer service and sales certifications, and one individual pursued a CNA credential after strengthening customer service skills at the café.

5 youth staff achieved a third level ServSafe managerial benchmark demonstrating capability to work independently and train new staff in a restaurant. 2 of those 5 were promoted to official assistant manager positions and asked to participate in the café’s Leadership Team.

1 youth staff became a National Service member through AmeriCorps,

14 new student employees completed 40 hours of food service training and 20 hours of coffee and barista training.

### CREDENTIALS

<table>
<thead>
<tr>
<th>CREDENTIALS</th>
<th># EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service and Sales</td>
<td>12</td>
</tr>
<tr>
<td>CNA Certification</td>
<td>1</td>
</tr>
<tr>
<td>SERV Safe Managerial Certification</td>
<td>2</td>
</tr>
<tr>
<td>Total Credentials Earned</td>
<td>14</td>
</tr>
</tbody>
</table>

**NAACP of Greater Grand Rapids**

- **Hosted local advocacy events**
  - **Civil Rights:** Through a partnership with the Michigan Department of civil rights NACCP recovered over $170,000 in civil rights settlement damages.
  - **Health Equity:** Participated with Blue Cross Blue Shield Care Networks’ “Let’s Talk Health Week 2018” centered around cooking and eating healthy along with putting faith in wellness. Hosted events at Baxter Community Center, Kroc Center, 20 Monroe Live, and Quale Ridge Golf Course.
  - **Advocacy:** Held a session called “Have you Been the Victim of Discrimination?” where attendees learned more about rights under state and federal civil rights law and the MDCR investigation process.
  - **Immigration:** held a Grand Rapids immigration rally in the spring.
  - **Rock the Vote:** Organized a pop-up rally held at King Park and held on Facebook Live in Grand Rapids as a motivator for a final voting push for the election and updated about critical issues at hand.
  - **Anti-Racism:** Held a rally at the Forest Hills School Board meeting demanding that a Zero-Tolerance to Racism Policy be instituted immediately.
**Partnerships:** Each year organizations partnered with NAACP in hosting its annual Freedom Fund Gala & Awards. This year partners included:

- Mosley School of Cosmetology
- Mary Free bed Hospital
- Huntington Bank
- Brown’s Funeral Home LTD
- Doug & Maria DeVos Foundation
- Meijer
- Downtown Grand Rapids Inc.
- Mercy Health Saint Mary’s
- Grand Rapids Public Schools
- Grand Rapids Public Museum
- Spectrum
- AT&T of Michigan
- Blue Cross Blue Shield Blue Care Network of Michigan
- Knexis
- Steelcase
- PepsiCo

**Local Awards:** Each year the NAACP of the Greater Grand Rapids selects nominees and awards winners. This year the following were awarded:

- **Walter Bergman Voting Rights and Political Representation Award:** distinguishes a person who has a vision to strive for freedom and equality for all. **Recipient:** Mrs. Debra Clanton.

- **Role Model Education Award:** a well-respected individual whom others want to emulate. **Recipient:** Ms. Shanda Vaughn.

- **Community Service Health Equity Award:** honors individuals who have unselfishly shared their time and talents with many in the community, church, school, etc. **Recipient:** Dr. Lisa Lowery

- **Community Service Vanguard Health Award:** honors individuals who have unselfishly shared their time and talents with many. **Recipients:**
  - Ms. Lori Vinson, Michigan Department of Civil Rights
  - Ms. Patricia Barrera, Michigan Department of Civil Rights
  - Ms. Stacy Moody, Michigan Department of Civil Rights
Floyd Skinner Criminal Justice Award Nominee and Recipient: an individual who has exemplified himself or herself as being dedicated and determined to continue the fight for justice and human rights within our community. Recipient: Mr. Duke Turley.

Grand Rapids Nehemiah Project

➢ Served in a way to be movement driven, seeking to offer a work where people join in mutual relationships, establish an inclusive view of community, and engage with accountability to each other.

➢ After more than a decade of work in the community, GR Nehemiah Project officially became a 501(c)3 organization with a mission to join the work of rebuilding and restoring the city with a vision to see all people flourish.

➢ Worked with Building Bridges Professional Services and Rising Grinds Cafe’ to incubate and launch community initiatives.

➢ Hosted community conversations around race and justice in partnership with Tabernacle Community Church.
The partners within GRCCT care deeply about sustainability and continuously are improving on the **ENVIRONMENTAL IMPACT**. This is measured by examining GRCCT’s “footprint” on the planet and indicators for the stewardship.

**Bethany Christian Services Youth Department**

- **Environmental-Friendly Practices**
  - Recycling – Continued building-wide recycling efforts that diverted waste from the landfill. Moved all staff to “centralized recycling” to reduce custodial stops and put the power of recycling into the hands of staff.
  - Education – Became a member of **West Michigan Sustainable Business Forum** and participated in monthly luncheons including sponsorship of the annual Triple Bottom Line Bash.
  - Energy-efficiency – Took further efforts in energy use reduction by conducting an **ASHRAE level 1.5 audit**. This work was done through the **GR2030 District Energy Assistance Program** conducted in partnership with Catalyst Partners, leaders in LEED and building energy optimization, and the **USGBC West Michigan**.
  - Compost- Setup a centralized composting station for staff’s food waste and coffee grounds diverting 788 lbs. of food scraps in 2018.
  - Water – Began monitoring water use for the building with usage of **41.1 kgal** in 2018.
  - Waste Audit - Conducted waste audits to verify proper sorting of recycling to make further adjustments with cleaning company and staff regarding issues.

- **Utility Usage Tracking** - conducted 3rd annual environmental assessment of building energy, water, and waste. Implemented new tracking of entire building footprint in **Energy Star’s Portfolio Manager®** a tool created by the Environmental Protection Agency.

<table>
<thead>
<tr>
<th>Year</th>
<th>Electricity (kWh)</th>
<th>Natural Gas (CCF)</th>
<th>Portfolio Manager Utility (Metric Tons of CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>108,756</td>
<td>6,412</td>
<td>101</td>
</tr>
<tr>
<td>2017</td>
<td>115,799</td>
<td>4,882</td>
<td>87.7</td>
</tr>
<tr>
<td>2018</td>
<td>96,400</td>
<td>9,228</td>
<td>109.1</td>
</tr>
</tbody>
</table>
Building Bridges Professional Services:

- **Lawn waste reduction** by mulching leaves during fall clean-up services, allows leaves to be reused for keeping client lawns healthy rather than being discarded.

- **Recycled paper, plastic, and recycling items** in administrative offices.

- **B-Corp Assessment**: Completed a “B-Corp” quick assessment developed by Local First. The assessment walks through a series of questions to help learn what it takes to build a better business for workers, community and the environment. ([https://bimpactassessment.net/](https://bimpactassessment.net/))

- **Reducing Fuel Consumption and Emissions** by limiting trips and utilizing fuel as efficiently as possible. Business revenue grew 43% however fuel usage only increased 36% from 8,367 gallons in 2017 to 11,363 gallons in 2018. Additionally, these reductions occurred during a winter with colder temperatures and higher snow fall.

- **Offset Carbon Emissions**: Carbon emissions from gas totaled **101 tons** and were offset by tree planting. Building Bridges was able to offset approx. **4,021 pounds** of carbon with planting **932 trees** in 2018.

<table>
<thead>
<tr>
<th></th>
<th>Fuel (Gallons)</th>
<th>Fuel (Metric Tons of Carbon)</th>
<th># Trees Planted</th>
<th>Offsets from Trees (tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>7,611</td>
<td>67.6</td>
<td>350</td>
<td>1,085</td>
</tr>
<tr>
<td>2017</td>
<td>8,367</td>
<td>74.4</td>
<td>619</td>
<td>2,671</td>
</tr>
<tr>
<td>2018</td>
<td>11,363</td>
<td>101</td>
<td>932</td>
<td>4,021</td>
</tr>
</tbody>
</table>

![Image of trees planted](image)
Rising Grinds Café:

- **Composting Program** – In partnership with Urban Roots, the café collected coffee and food waste to contribute to their local garden. **1,990 lbs.** of food waste were diverted from the landfill and composted, a **152%** increase from 791 lbs. in 2017.

- **Recycling**
  - In 2018, the café launched a new cooking oil recycling initiative which in the first year recycled **700 lbs** of oil. The oil will be processed into fertilizers and materials for farmers.
  - Additionally, all paper and plastic waste acquired during operations, including product packaging, coffee cups, and administrative documents were recycled.

- **Green Incentives** - offers customers a **$.25 discount** on coffee and espresso drinks when they bring their own mug.

- **Styrofoam** – Started moving to be 100% Styrofoam free and plans to offer to customers the option to purchase reusable containers. At the end of the year .04% of total cost were spent on Styrofoam products.

- **Recycling of Fryer Oils** - 100% of grease emptied into bins was processed into biofuel with the organic matter processed into fertilizer and other things for farmers.

- **Launched a new menu item** in partnership with the West Michigan Sustainable Business Forum, the Sustain Ability Bowl which features Cajun vegetarian items at a “suggested” price encouraging customers to pay what they can for a healthy sustaining meal.

- **Ethically Sourced Coffee** - committed to serving only ethically sourced coffee that is Organic, Fair Trade, Direct Trade certified and locally roasted through partnership with Ferris Coffee and Nut Co.

- **Coffee Sales** reached $18,734.99 which is an average of 820 lbs sold, a 53% increase from 441 lbs in 2017. These are beans that may have otherwise been purchased without high quality sourcing standards.
NAACP of Greater Grand Rapids

- **Lead Paint and local Environmental Issues**
  - The NAACP Youth Council testified in front of the Environmental Protection Agency (EPA) on climate control and lead based paint issues that continue within the city of Grand Rapids, especially in the Madison Square neighborhood.

- **Advocacy**
  - Advocated throughout the year for wellness and education for good health for all people including healthy environments and experiences in which all people thrive.
  - NAACP partnered with Blue Cross Blue Shield Care Network’s “Let’s Talk Health Week 2018” an event centered on a week of health-positive community activities.

Grand Rapids Nehemiah Project

- **Social Enterprise Environmental Monitoring**
  - Established new procedures for Social Enterprises to conduct monthly reporting of environmental benchmarks.

- **Recycling** – Established new recycling bins in office spaces and meeting rooms.

- **Building Renovations**
  - Engaged with Catalyst Partners to begin stages to move towards LEED certification for the building remodel plans in the mix for next year.
PURPOSE

IMPACT in the area of purpose refers to deliberately creating a work environment in which people grow on a holistically through integrating their full selves into the everyday life of the organization.

Bethany Christian Services Youth Department

- **Staff Development Days** - 24 employees participated in a total of **2,100 hours of** development meetings during the year.
  - Each month staff attended a 4-hour development day.
  - Staff meetings were held every other week which included sharing appreciations, devotions, critical thinking and time for reflection.
  - **14 Staff** attended a **Community Development** Conference in Chicago, IL.
  - **New Employee All Day Training** was offered for all new staff members.
  - Educational offerings were conducted on topics including Cultural Diversity, Advocacy, Domestic Violence, Wellness and Trauma
  - **Many celebrations were hosted in gratitude** for new babies, recruitment goals for mentors, student successes, new hires, dedicated staff leaving and new funding to ensure no layoffs.

- **Service Opportunities**
  - Participation in **United Way Campaign** which included a Movie Day, Blinko board, and other fun activities.
  - Planned **Christmas Breakfast** for all of Bethany including setup, tear down, gifts.

- **Employee Wellness**
  - **Rolled out additional wellness initiatives** including a webinar on mindfulness and “**Active Commute Week**” encouraging healthy commuting and education about safe cycling practices.
  - **New Activities** were hosted for staff including Yoga and Kick Boxing classes.
➢ **Student Transformation** – Students reported elevated levels of attendance and ownership in programming. Youth also identified their strengths and had opportunities to use and develop skills.

**Building Bridges Professional Services**

➢ **Reflection Time and Meetings** – Approximately 1,553 hours were dedicated to full time employees for discernment and reflection.
  - Staff have the option of participating in inspiring morning discussions and ways to integrate their personal convictions into their employment and everyday lives.
  - Monthly meetings were conducted to discuss topics and goals for personal growth.
  - Began quarterly entertainment and educational events for employees to discuss social topics. For example, hosted a watch party on the Black Panther with discussion on the topic of black consciousness.

➢ **Staff Surveys** – setup a new survey to measure employee engagement both emotionally (heart) and intellectually (mind) to help establish best practices.

➢ **Volunteer Hours** – Over 265 staff volunteer hours in 2018

➢ **Complimentary Community Services**
  - Building Bridges sponsored the Agency Basketball League uniforms
  - Provided free landscaping services (estimated $1000 value) to Carol’s Ferals, a local organization with a mission to end feline overpopulation in west Michigan through community education and empowerment.
  - Partnered with Frontline Community Church to mobilize 100 volunteers to provide over 400 labor hours of volunteer time towards building project.
  - Provided discount tree removal services to 2 older adults who were in desperate need leveraging our partnership with Good Earth Tree Care to subsidize the cost significantly.

“The community is beyond blessed to have a group like you all working to enrich the lives of all. ...It is amazing to see what this group has accomplished in such a short time.”

– Ben Oakes
Rising Grinds Café -
- Approximately 156 hours were offered for reflection and discernment
  - Quarterly Check-In Meetings/Reflection – Staff meet quarterly with the café manager to reflect on personal, professional, and spiritual development.
  - Development Meetings – Staff participate in 4-hour monthly refresher trainings where they practice professional skills; as well as, reflection on their growth and the “bigger picture” of the café within the community. This allows each employee to engage deeply in the operation of the café, but also time to reflect on what their work means for them in relation to their community.

NAACP of Greater Grand Rapids
- Community Discernment and Transparency
  - Hosted monthly membership meetings every 3rd Tuesday.
  - All events hosted have a “transformation” component to them with an aim to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate race-based discrimination.
  - Provided monthly intakes with MI Dept of Civil Rights to educate people on their constitutional rights
PROFIT

PROFIT IMPACT refers to the company’s traditional financial and economic bottom line.

<table>
<thead>
<tr>
<th>Partners within GRCCT</th>
<th>2018 Revenue</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rising Grinds Café</td>
<td>$133,757</td>
<td>3.6%</td>
</tr>
<tr>
<td>Building Bridges</td>
<td>$1,014,981</td>
<td>27.0%</td>
</tr>
<tr>
<td>GR Nehemiah Project</td>
<td>$50,000</td>
<td>1.3%</td>
</tr>
<tr>
<td>NAACP – Grand Rapids</td>
<td>$134,685</td>
<td>3.6%</td>
</tr>
<tr>
<td>Bethany Christian Services - YSD</td>
<td>$2,426,047</td>
<td>64.5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$3,759,470</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Bethany Christian Services Youth Department

- **Growth** – Revenue for the Youth Services Department increased 3.44% to $2,426,047 in 2017 from $2,345,331 the year prior.
- $1,000 Employee bonuses were awarded to all eligible staff.
- **Social Return on Investment (SROI):** A study was conducted to measure the social impact on community through Bethany’s programming along with partner funding. Every $1 invested resulted in $3.61 of community benefit generated. (See Appendix A for full study)

Building Bridges Professional Services

- Revenue grew 43% from $710,934 to $1,014,981.
- **Social Return on Investment (SROI)** - In 2018, every $1 invested in Building Bridges resulted in $2.88 of social impact benefits (see Appendix B).
- **Operational Efficiency Improvements:**
  - Launch of a new database for tracking employee skill development and benefits and equipment maintenance tracker that allows each team to track their repair costs and better understand how they treat the equipment effects the bottom line.
Improved coordination and logistics of leading 9 crew teams. All team members went through a 5S operational process to lead to operational excellence. “5S” represents: “Sort, Set in order, Shine, Standardize and Sustain.

New Business Ventures:
- Launched a construction division in May 2018 which diversified service offerings and created 8 new jobs.
- Partnered with Inner City Christian Federation (ICCF) on an affordable homes initiative to renovate 10 homes in 2018
- Strategically engaged 5 minority owned contractors for painting, electrical, plumbing, drywall and flooring.

Rising Grinds Café

- Sales Growth – Rising Grinds Café experienced further growth of 228% in sales in 2018 bringing in $133,757 up from $39,603.
- Entrepreneurial Support – In 2018 Rising Grinds established relationships with local entrepreneurs by inviting them to sell their products in the café. including Malamiah Juice Bar, Sweet Amoras Pastries, Flavorful Poundcakes and Treats, Dolly’s Delights, Van’s Pastry’s, Nantucket Bakery, and The Salted Cupcake
- Arts and Music - In November 2018 the café launched it’s “We Want Art” gallery initiative and recruited local artists to showcase their work on their walls. Currently the café is providing gallery space to 5 local artists and space for Crossroads Ministry’s Prisoner Art Project. The café hosted music events including events featuring with All of The Above Hip Hop Academy and local artist Myra Maimoh.
- Catering and Events Division – Rising Grinds Café expanded its services to include catering for meetings and local gatherings. 24% of total sales were from catering events, catering 165 events for a total of $32,207.
NAACP of Greater Grand Rapids
- Total revenue increased **13%** in 2018 from $119,335 to $134,685.
- Held the 52nd Annual NAACP Freedom Fund Dinner with reports out on the state of the local chapter.
- Received high honor as the Michigan NAACP Branch of the Year award and hosted a community celebration!

Grand Rapids Nehemiah Project
- In previous years the organization was 100% volunteer run, but in 2018 GR Nehemiah project secured donations of $50,000 to secure employment of the first full time staff position.
PARTNERSHIPS/ COLLABORATIONS

Agency Basketball League (ABL):
➢ A basketball league re-launched for at-risk youth in partnership with local schools and Young Life. Students engaged physically, mentally, and spiritually including inspirational speeches from local guests before every game.
   ▶ 80 youth participating again this year representing 7 different agencies including 40 students from GRCCT.
   ▶ 13 youth in the league graduated from High School with a diploma or earned a GED this year (up from 11 last year).
   ▶ 3 Teen Outreach cohorts were involved.

Ignite: The Movement
➢ A vision campaign launched in 2018 with a goal to raise funding and community support for the activities happening at the Center as a collective. All support raised will expand programming and be allocated to both purchase the building at 1530 Madison Ave SE and complete building renovations.

Building Partnership
➢ In 2018 Double O who owns the building at 1530 Madison Ave SE, and has been a long-standing partner with GRCCT, relocated to another building in the neighborhood. Double O remains a dedicated advocate for the mission the Grand Rapids Center for Community Transformation and partner and will be selling the building to GRCCT partners in 2020.

Housing Partnerships
➢ Groundbreaking took place on an affordable housing development that will provide 17 units of permanently supported housing for youth previously homeless at 501 Eastern in partnership with Inner City Christian Federation (ICCF)
APPENDIX A

GRCT YOUTH SERVICES
SOCIAL RETURN ON INVESTMENT

GRCT Youth Services – Inputs

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>FUNDS (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Transformation (CCT)/Healthy Marriage</td>
<td>$710,923</td>
</tr>
<tr>
<td>Workforce Investment and Opportunity Act (WIOA)</td>
<td>$209,486</td>
</tr>
<tr>
<td>Summer Youth Employment Program (SYEP)</td>
<td>$108,335</td>
</tr>
<tr>
<td>United Way/Career Success</td>
<td>$200,000</td>
</tr>
<tr>
<td>Youth in Transition (YIT)</td>
<td>$59,532</td>
</tr>
<tr>
<td>Senior Millage (Building Bridges)</td>
<td>$84,513</td>
</tr>
<tr>
<td>Youth Build 1</td>
<td>$87,067</td>
</tr>
<tr>
<td>Youth Build 2</td>
<td>$475,199</td>
</tr>
<tr>
<td>Community Development</td>
<td>$125</td>
</tr>
<tr>
<td>Sexual Risk Avoidance Education (SRAE)</td>
<td>$417,745</td>
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<tr>
<td>SRAE Supplement</td>
<td>$73,122</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$2,426,047</td>
</tr>
</tbody>
</table>

Bethany Youth Services Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome measurement</th>
<th>Total Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction of trauma symptoms</td>
<td>Average annual loss in lifetime earnings for youth with untreated trauma/mental health issues, multiplied by percent of center students who received trauma support. Ref1. $4,410.96 x (136) in one-on-one case management.</td>
<td>$599,890.56</td>
</tr>
<tr>
<td>Reduction of teen pregnancy risk</td>
<td>Average annual state expenditure on programs/interventions for teen mothers and their children. Ref2. $15,040.00 x 38 TOP youth indicating avoid sexual risk.</td>
<td>$576,227.52</td>
</tr>
<tr>
<td>Increase in Financial Literacy</td>
<td>Average annual &quot;Cost of Ignorance&quot; of basic financial literacy. Ref3. $21,035.39 x (133) Students taking financial literacy classes</td>
<td>$2,376,999.07</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Increased community stability due to Case Management/Mentorship and Completion of High School</td>
<td>Average economic stimulus created by youth access to Adults offering personal support and assistance with life goals who graduate. Ref4. ($130,000) * 14 program case management and mentor support with graduation/GED.</td>
<td>$1,820,000.00</td>
</tr>
<tr>
<td>Decrease in homelessness</td>
<td>Average annual cost of shelter and hospital expenses for homeless individuals. Ref5. $15,414.00 x (47) students stably housed or retained stable housing</td>
<td>$724,458.00</td>
</tr>
<tr>
<td>Increase in work experience</td>
<td>Average annual increase in income for individuals with past work experience. Ref6. $13,771.00 x (174) Students who took paid work experience</td>
<td>$2,396,154.00</td>
</tr>
<tr>
<td>Increase vocational training completion</td>
<td>Average increase above average income for individuals certified in construction work. Ref7. $4,246.00 x (20) Pact/OSHA</td>
<td>$84,920.00</td>
</tr>
<tr>
<td>Increase in GED certification</td>
<td>Average increase in income for individuals with GED or high school diploma. Ref8. $8,267.50 x (14) completions.</td>
<td>$115,745.00</td>
</tr>
<tr>
<td>Reduction of welfare costs for Opportunity Youth</td>
<td>Average reduction of state welfare expenditures for youth earning a GED and/or work experience. Ref9. $360.00 x (188)</td>
<td>$67,680.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$8,762,074.15</strong></td>
</tr>
</tbody>
</table>

Youth Services 2018 Revenue | $2,426,047.00 |
SROI | $3.61

**GRCCT Social Return on Investment Measures**

Ref3. [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5450829/](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5450829/)
Ref5. [http://home.uchicago.edu/kczerniak/Economics%20of%20Homelessness.pdf](http://home.uchicago.edu/kczerniak/Economics%20of%20Homelessness.pdf)
Ref6. [https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html](https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html)
Ref7. [https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html](https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html)
Ref8. [https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html](https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html)
## APPENDIX B

### BUILDING BRIDGES SOCIAL RETURN ON INVESTMENT

#### Building Bridges Inputs

<table>
<thead>
<tr>
<th>2018 Inputs</th>
<th>Inputs Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Maintenance</td>
<td>$268,982.54</td>
</tr>
<tr>
<td>Landscaping</td>
<td>$232,027.97</td>
</tr>
<tr>
<td>Service Crew</td>
<td>$37,691.29</td>
</tr>
<tr>
<td>Facilities</td>
<td>$43,946.60</td>
</tr>
<tr>
<td>Snow Removal</td>
<td>$125,935.79</td>
</tr>
<tr>
<td>Operations and Consulting</td>
<td>$101,902.18</td>
</tr>
<tr>
<td>Construction Services</td>
<td>$204,494.42</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$1,014,980.79</strong></td>
</tr>
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</table>

#### Building Bridges Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome Measurement</th>
<th>Outcome Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in Work experience</td>
<td>Average annual increase in income for individuals with past work experience. Ref1. BB Employees (26) x $13,771.00</td>
<td>$358,046.00</td>
</tr>
<tr>
<td>Reduction of welfare costs for people without work experience</td>
<td>Average reduction of state welfare expenditures for individuals without work experience. Ref1. BB Employees (26) x $360.00</td>
<td>$9,360.00</td>
</tr>
<tr>
<td>Seniors avoiding City Ordinance Violations</td>
<td>(2) x Average cost per violation ($285.00) x Estimated violations per individual per year (173). Ref2.</td>
<td>$98,610.00</td>
</tr>
<tr>
<td>Avoiding injuries related to snow and ice-related falls</td>
<td>Average hospital cost of falls ($30,000), x proportion of seniors who fall every year, and proportion of falls resulting in hospital stays (28). Ref3.</td>
<td>$840,000.00</td>
</tr>
<tr>
<td>Reduced Urban Blight in GR</td>
<td># of vacant/foreclosed properties serviced (125) x average net cost to municipal government per property ($265.00). Ref2.</td>
<td>$33,125.00</td>
</tr>
<tr>
<td>Increase vocational training completion</td>
<td>Average increase above average income for individuals certified in construction work. Ref5. $4,246.00 x (4) Pact/OSHA</td>
<td>$16,984.00</td>
</tr>
<tr>
<td>Increased Employee Health &amp; Wellness</td>
<td>Volunteer &amp; Goodwill: Mechanical time ($2,500) + Moving services ($3,000) + Health essentials ($30,000) + Benefits ($15,000)</td>
<td>$50,500.00</td>
</tr>
<tr>
<td>Cost Return on Lawn Care</td>
<td>Average cost recovery per dollar spent on standard lawn care ($461,000) x Return (3.03)</td>
<td>$1,518,061.85</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>$2,924,686.85</td>
</tr>
<tr>
<td><strong>TOTAL SROI</strong></td>
<td></td>
<td><strong>$2.88</strong></td>
</tr>
</tbody>
</table>
BB Social Return on Investment Measures

Ref1. https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html
Ref2. FY18-Fee-Schedule-for-existing-fees.pdf
Ref5. https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-01.html