Transparency Builds Trust

2024 Annual Report

Over the last three years, our most important achievement has been building trust with Cleveland's community development corporations.

To do that, we made the first move by reorganizing our team and resources around CDCs. We prioritized understanding their needs and goals. We gathered unprecedented data on their challenges and successes. We brought new investments to their communities. We built ways to amplify their stories to larger audiences across Greater Cleveland.

Most importantly, we have invested more in CDCs than ever before. In fact, half of every dollar we spend is a direct investment in CDCs, and another 20% enables expertise and talent that supports their teams and their work.

CDCs could have kept us at arm's length, but their leaders and staff gave us a chance. Because of our new approach, CDCs have invited us deeper into their work. I'm proud to share that CDCs have engaged us in their most important decisions, including leadership transitions, staff restructuring, conflict resolutions, and board governance issues.

These invitations are evidence that CNP's relationship with CDCs is fundamentally different today than it was in the past. CNP is no mere funder in an ivory tower. CDCs trust us as a true partner in neighborhood-based work.

One thing is clear: CDCs are our priority. And we're doing everything in our power to raise more support for them as we continue to move Cleveland's neighborhoods forward.

Onward together,

Tania Menesse

President & Chief Executive Officer

Transparency Builds Trust

Trust builds revitalization.

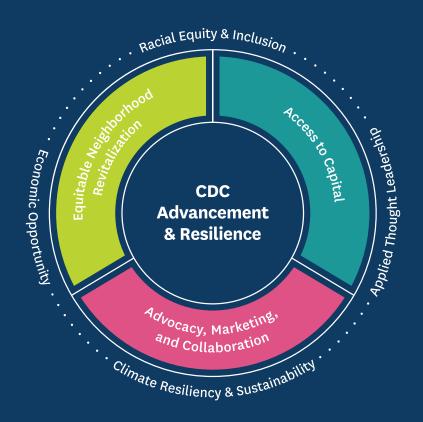
Our **mission** is to foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem.

Cleveland Neighborhood Progress (CNP) is a local community development intermediary with more than 35 years of experience investing in community revitalization.

To help advance its mission, CNP has two subsidiaries. Village Capital Corporation, a community development financial institution, provides mission-based lending to nonprofits, entrepreneurs, minority contractors, and developers who seek capital and technical assistance to help their projects succeed in Cleveland neighborhoods. New Village Corporation serves as CNP's development arm, bringing to life projects that spark private investment in neighborhoods.

Strategic Focus Areas

CNP believes that community development corporations are best positioned to advance equitable revitalization in the neighborhoods they serve. That is why they are at the center of our work. Our strategic focus areas and organizational values embrace this vision and magnify our impact.



Trust builds community.

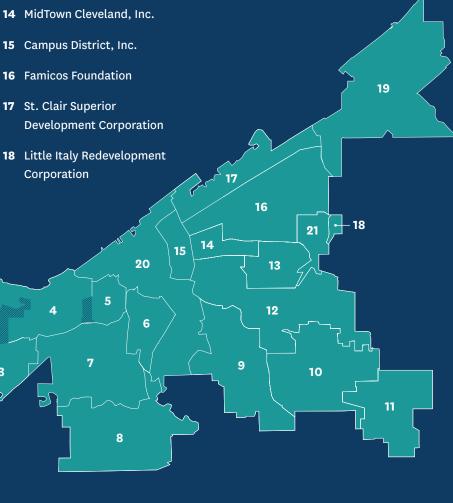
Cleveland Neighborhood Progress strengthens the community development ecosystem to foster inclusive communities and economic opportunity throughout Cleveland. Strong community development corporations and neighborhood organizations lead equitable revitalization efforts, connect people to programs and services, and raise positive awareness about the neighborhoods they serve.

Community Development Corporations and Other Place-Based Organizations

- West Park Kamm's **Neighborhood Development**
- Jefferson-Puritas West Park CDC
- Westown Community 3 **Development Corporation**
- **Northwest Neighborhoods CDC**
- Ohio City, Incorporated
- **Tremont West Development** Corporation
- Metro West Community **Development Organization**
- Old Brooklyn Community **Development Corporation**
- Slavic Village Development
- **10** NuPoint Community **Development Organization**

- 11 Harvard Community Services Center
- 12 Burten, Bell, Carr Development, Inc.
- 13 Fairfax Renaissance Development
- Corporation
- 14 MidTown Cleveland, Inc.
- 16 Famicos Foundation
- 17 St. Clair Superior **Development Corporation**
- Corporation

- 19 Greater Collinwood Development Corporation
- 20 Downtown Cleveland Incorporated
- 21 University Circle, Inc.



Improving neighborhoods by strengthening CDCs.

Cleveland Neighborhood Progress (CNP) supports Community Development Corporations (CDCs) so they can improve the quality of life in the neighborhoods they serve. We do that through strategic grantmaking. Through advocacy. Through ecosystem building. And through strong, honest partnerships.

Our intentional support leads to outcomes that residents and local businesses can see and feel.

A new model of support.

For a decade, CNP funded CDCs through traditional grantmaking cycles. This approach became less effective as CDCs faced local and national challenges to their neighborhoods' quality of life. To ensure CDCs and their community members can sustain their work for the next generation, we needed to be more responsive and collaborative with them. Together, we created a fresh and transparent model that supports each CDC's goals and needs.

2022 Began our **Advancement & Resiliency Initiative** in collaboration with the CDCs.

2023 Published the CDC Advancement Model to define **six core functions** of CDCs.

2024 Invested **\$2.013 million** in 17 CDCs—with ongoing technical assistance.

Engagement

Community organizing, print and digital communications, and events

- 38 community events held each month
- 100,000 print communications circulated annually

\$403,366

Development

Business technical assistance, home repair, and real estate

- 100 small businesses assisted per month
- Over 5,000 households engaged annually for housing programs

\$472,630

Partnering

Network weaving, social service brokering, and city engagement

• 20% of Clevelanders receive social services via CDC connections

\$130,0<mark>00</mark>

Planning

Neighborhood plan implementation, pre-development, and placemaking

- \$61 million leveraged for placemaking in 2023
- 104 developers engaged in projects with CDCs

\$281,220

Marketing

Resident & business attraction, neighborhood branding, and organization marketing

- 50,000 e-newsletter subscribers
- · 163,000 social media followers
- 136,000 visitors reached in 2023

\$193,720

Operations

Board governance, fiscal responsibility, and human resources

• 91 volunteers worked on CDC boards in 2023

\$277,738

Grants from CNP* ·····

CNP supports the six core functions of CDCs through grantmaking, city-wide initiatives, and professional development.

SUPPORT FROM CNP

- Community Engagement Working Group
- Organizers & Allies Working Group
- Built Environment Initiative: Increasing CDCs' connections to workforce development
- Economic Development Working Group
- Real Estate Working Group
- Equitable Development Initiative (Village Capital Corporation):
 Funding and coaching for emerging minority developers
- Contractors on the Rise
 (Village Capital Corporation):
 Funding and technical assistance
 for minority and women contractors
 to grow
- Middle Neighborhoods Initiative (New Village Corporation):
 \$10.3 million investment in main streets and housing rehabilitation
- Stabilization of Shaker Square
 (New Village Corporation):
 \$12 million acquisition and
 more than \$5 million in capital
 improvements with CDC co-owner
 Burten, Bell, Carr Development, Inc.

- Workforce Development
 Working Group
- Collaboration with City of Cleveland departments
- Lead Safe Initiative: Empowering CDCs with staff, grants, and contractors
- Built Environment Initiative:
 Increasing CDCs' connections to
 workforce development

- Property acquisition and land assembly
- Financial and technical support to develop neighborhood plans
- Neighborhood Marketing
 Working Group
- Collaboration with Destination Cleveland
- Love Cleveland Neighborhoods
 Initiative: Multimedia marketing
 to promote every neighborhood in
 the city
- Third-party financial assessments
- CDC leadership meetings
- Best practices for board governance
- Executive director coaching
- Staff retreats
- Organizational behavior assessments

CNP was instrumental in the success of hiring an executive director for Metro West Community Development. Without their guidance and financial support, we would not have been able to attract a qualified candidate.

DR. NICK MAYS, BOARD CHAIR OF METRO WEST COMMUNITY DEVELOPMENT ORGANIZATION

Relationships start with people.

CNP hired a team of four Relationship Managers for more frequent and responsive engagement with Cleveland's network of CDCs. CNP's impact relies on the trust that our Relationship Managers have developed with CDCs as they diagnose organizational issues and system-wide challenges. Since 2022, they have built strong relationships with CDC leaders and staff, helping them navigate the joys and challenges of neighborhood development.

Our Relationship Managers unify our approach to equitable community development across a city that represents many different peoples, histories, heritages, and cultures. Community development is the actualization of residents' voices, and CDCs are accountable to those residents' values, needs, and dreams. Likewise, CNP centers our relationships with CDCs to foster improved quality of life in Cleveland's neighborhoods.

Where people live has an outsized impact on their health. The social determinants of health account for more than half of a person's health outcomes—which is why CNP is working with Cleveland CDCs and other partners to improve the neighborhoods Clevelanders call home.

It's simple: Strong neighborhoods mean better health.

The neighborhoods we call home dictate our access to food and jobs, to housing and healthy environments, and to high quality schools and community connections. **These social determinants of health** have everything to do with zip codes, not genetic codes, and are more important factors in a person's life than healthcare or lifestyle choices. Studies consistently show that between 50–80% of someone's health outcomes are driven by the social determinants of health, which are often driven at the zip code level. Community development is the zip code improvement business.

That's why CNP supports community development corporations to improve the physical and social conditions across Cleveland neighborhoods. That includes advancing strategies for workforce development, like the Union Miles Agriculture & Green Landscaping Incubator, to connect people to jobs and career pathways.

It includes securing funds to reconnect people and neighborhoods by breathing new life into historic assets like the Sidaway bridge between Kinsman and Slavic Village. And it includes working with the State of Ohio and the City of Cleveland to improve the main streets so that groceries,



day cares, salons, and barbershops have doors to open and customers to serve.

Leading neighborhood revitalization targets the root causes of health and can greatly improve the well-being of residents. Community growth and healthier residents go hand in hand. Working on economic, social, and environmental problems at the community level creates better conditions for people to live and to thrive.

The Social Determinants of Health

Income and social protection
Education
Unemployment and job insecurity
Working life conditions

Food insecurity

Housing, basic amenities,
and the environment

Early childhood development

Social inclusion and nondiscrimination
Structural conflict
Access to affordable health services
of decent quality

Since its founding in 1992, Village Capital Corporation's mission has been focused on investing in the revitalization of under-resourced communities in Northeast Ohio. VCC's Contractors on the Rise program advances that mission by investing capital and capacity-building support in womenand minority-owned construction firms.

Bringing capital and capacity-building support to local businesses with deep roots and family ties.

Growing up in East Cleveland,
Daaiyah Sabir-Ross recalled visiting
construction sites with her father and
uncles, who were contractors working
in the community to rehab houses.
These visits sparked her passion for
real estate and her drive to honor her
father's legacy. Today, it's still a family
affair: Daaiyah, her husband Cory,
and her mother-in-law Sadie are the
family team behind D.C. Renovations,
a residential rehabilitation and home
improvement company.

Daaiyah's vision for the company is both personal and professional. She uses the firm to create quality, affordable housing and generational



wealth-building opportunities for families. She also aims to be a model for other Black female entrepreneurs, showing them how to learn, grow, and collaborate in the male-dominated construction industry. Her advice to new entrepreneurs is to be persistent, patient, and professional.

Prior to joining Village Capital's second cohort of Contractors on the Rise program, Daaiyah couldn't find the financing needed to scale her business. But that is exactly what Contractors on the Rise was designed to do: grow and strengthen women- and minority-owned construction firms by investing capital and capacity-building supports in them. With the assistance of VCC, D.C. Renovations is taking on more and bigger jobs, employing subcontractors, and contributing to the vibrancy of Cleveland neighborhoods.

Village Capital 2024 Accomplishments

63% of loans made to BIPOC-owned businesses

100% grant making to women-owned businesses

225 hours of coaching provided to 50 small businesses in our Grow U Program

15 new emerging minority contractors graduated from our Equitable Development Initiative

\$7 million in loan capital deployed \$75 million in private investments leveraged

Leveraging the currency of trust in Lee-Harvard to build Black ownership and wealth.

Are neighborhoods stronger when residents own the commercial real estate and businesses there? We're betting yes.

Lee Road runs north and south through Lee-Harvard, a historically Black, middle-class neighborhood on the far edge of Cleveland's southeast side. Heavy with quick-moving traffic and lined with one-story commercial buildings, fast food restaurants, and chain stores, it feels and looks very different than the bustling and beautiful main streets in other communities. But that is about to change.

Lee Road and the Lee-Harvard neighborhood are perfect places to

test a new strategy, championed by Brookings Institution and Dr. André Perry, to transform historically Black communities by focusing on Black ownership of commercial real estate.

The strategy is a two-pronged approach that leverages assets from the local nonprofit community and the region's network of Black developers. CNP will be working hand in hand with the Harvard Community Service Center, a place-based nonprofit that has built trust with residents over the course

of decades. To fuel this project, CNP invested in capacity-building support for the Harvard Community Services Center, and it is leveraging local and state resources to target investment across the Lee-Harvard neighborhood and the surrounding southeast side community.

Brookings, CNP, and the Harvard
Community Services Center expect that
the investment in and transformation
of these properties will spark interest
in other commercial properties along
Lee Road. Goals include installing
pedestrian-oriented landscaping and
streetscapes that slow down traffic,
creating more commercial spaces
where people can spend money and
time, and attracting Black developers to
build housing on vacant land.

Our partnership in this project began in earnest in 2023. We cannot wait to look back and mark progress towards this vision.



The slow decline of "middle neighborhoods" can be attributed to multiple factors, but CNP and its partners in government and in community development have launched a new effort to stave off stagnation and attract new investment.

A two-pronged approach focused on main streets and side streets could be enough to tip Cleveland's middle neighborhoods in the right direction.

Cleveland's middle neighborhoods do not get the attention of "hot" markets, where the housing market and main streets are healthy and attract private development, nor do they get large public investments like disinvested neighborhoods, which need massive intervention to reverse unhealthy market conditions. Middle neighborhoods sit between investment and disinvestment—but their position is uncomfortable and tenuous because they are in slow decline.

That decline can be reversed—and CNP is leading that work.

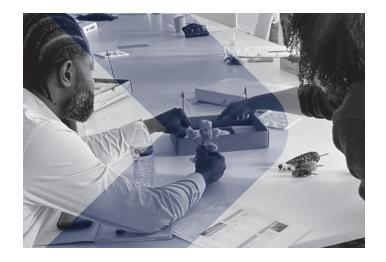
Working with the community development corporations serving Cleveland's middle neighborhoods, the State of Ohio, and Cleveland City Council, CNP assembled \$10.3 million to fund targeted, strategic interventions for these neighborhoods. The plan focuses on main streets and side streets. Main street interventions include rehabbing storefronts for entrepreneurs and small businesses and improving streetscapes for pedestrians and customers. Side street investments include renovation and rehab of homes to create the type of housing product—including updated kitchens, baths, and other details—that new homebuyers are looking for but can't find in these markets.

These investments will benefit residents by stabilizing home values, improving the main streets that serve their needs, and bringing renewed attention to these neighborhoods.

This approach to working in neighborhoods that typically don't see investment will have several immediate benefits. It will reverse slow decline, stabilize development, and move neighborhoods towards healthy, market-ready conditions. Investments today will have a threefold impact:

- 1. Provide a quicker return on investments,
- 2. Increase the tax base, and
- 3. Prevent larger, more expensive government interventions in the future.

By partnering with state and local government and private funders, CNP is leading the nation's single largest investment in middle neighborhoods. The success and learnings from this program will guide our work in the future and can serve as a blueprint for interventions in other middle neighborhoods elsewhere in Ohio and the rest of the country.



Bringing our team and talent every day.

Leadership Team

Tania Menesse

President & Chief Executive Officer (Pictured)

Dione Alexander

President, Village Capital Corporation

Briana Perry

President, New Village Corporation; Senior Vice President of Equitable Neighborhood Revitalization

Jason Powers

Senior Vice President of CDC Advancement & Resilience

Mel Sanders

Chief Finance Officer

Edward Stockhausen

Senior Vice President of Advocacy & External Relations

Jeff Verespej

Chief Operating Officer



Our Staff

Jody Bonhard

CDC Relationship Manager

Ron Byrd

Construction Manager

Tory Coats

CDC Relationship Manager

Aida Colón

Accounts Payable Manager & Financial Administrator

Diana Dawson

Grants & Accounts
Receivable Manager

Alex Deliz

Lead Safe Workforce Manager

Sheri Dozier

Director of Workforce Development

Michael Elliott

Vice President of Neighborhood Economic Development

Belle Espinal

Commercial Corridor Manager

Melinda Gigante

Director of CDC Advancement

Sarah Green

Marketing Manager

Quinton Green

Real Estate Transactions
Coordinator

Josh Gross

Real Estate Operations Manager

Jensen Hanna

CDC Relationship Manager

Kimberly Hurt

Middle Neighborhoods Initiative Director

Josh Jones Forbes

Director of Marketing & Communications

Doniella Ligon

Office Manager & Executive
Assistant to the President & CEO

Kate Oney

Development Manager

KC Petraitis

Vice President of Real Estate

Cory Riordan

Neighborhood Investment Strategist

Jenny Swanson

Senior Accountant & VCC Finance Manager

Jeremiah Triplett

Manager of Business Assistance

Adam Trumbo

Senior Loan Officer

Dominic Verdell

Lead Safe Program Director

Lindsav Wheeler

Manager of Organizing & Community Engagement

Rachel Williams-Eke

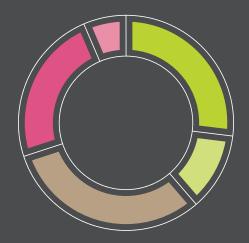
CDC Relationship Manager

Investing with intent.

At our core, CNP supports community development corporations (CDCs) that lead the revitalization of Cleveland neighborhoods. The majority of our expenses are grants to CDCs and our staff and sponsored programs that support them.

These investments are intentional. Since 2021, we have increased both the total dollars and the percentage of organizational dollars directly supporting CDCs.

CNP's second largest area of spending—investments within neighborhoods—complements and augments CDCs' role in neighborhood revitalization. Those investments brought CDC staff together to form working groups focused on specific issues within the arena of community development. They solidified CNP's role as a lead partner in the revitalization of Cleveland's southeast side neighborhoods. And they launched the nation's largest investment in middle neighborhoods.



CNP Fiscal Year 2023

CDC Grants, Programs, and Professional Services	\$1,664,282
CDC Advancement and Resilience Team	\$723,153
CNP Operations	\$1,932,461
Equitable Neighborhood Revitalization	\$1,453,537
Advocacy and External Relations	\$395,939
Total Expenses	\$6,169,373

CNP has two subsidiary organizations with independent budgets and expenses.

Village Capital Corporation is a federally certified community development financial institution with over \$24 million in assets, in the forms of loans and capital investments.

New Village Corporation leads development projects where CNP has a specific role to own and develop property.

Village Capital Corporation

• FY23 Expenses	\$1,101,536
Total Assets	\$24M

New Village Corporation

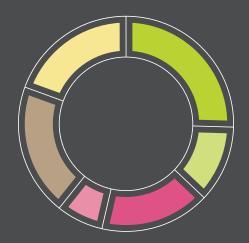
FY23 Expenses	\$2,904,344
Total Assets	\$21.7M

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CNP Fiscal Year 2024

CDC Grants, Programs, and Professional Services	\$1,778,460
CDC Advancement and Resilience Team	\$810,439
Equitable Neighborhood Revitalization	\$1,153,684
Advocacy and External Relations	\$495,856
◆ CNP Operations	\$1,388,284
◆ Sponsored Programs*	\$1,352,661
Total Expenses	\$6,979,384

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Village Capital Corporation

• FY23 Expenses	\$1,159,423
Total Assets	\$23.6M

New Village Corporation

FY23 Expenses	\$3,658,187
Total Assets	\$24.7M

^{*}This new category consolidates programs with external sponsors that support CDCs as well as neighborhood revitalization: Middle Neighborhoods Initiative, Southeast Side Promise, Lead Safe Cleveland, etc.

Trust builds a shared vision.

\$500,000 +

- * The Cleveland Foundation
 The City of Cleveland
 Cuyahoga County
- * George Gund Foundation
- * Jack, Joseph and Morton Mandel Foundation The State of Ohio

\$100,000 +

African American Alliance
Bank of America Foundation
Deaconess Foundation
Dollar Bank
Enterprise Community
Foundation
Fifth Third Foundation
Huntington National Back
Key Bank Foundation
Rocket Community Fund
Saint Luke's Foundation
Third Federal Foundation

\$25,000 to \$99,999

Arminius Foundation
Brookings
Citizen Bank
The City of Shaker Heights
Cleveland State University
Haslam Sports
Louise and David Ingalls
Foundation
Ohio Community Finance
Fund
PNC Bank
UVAS Foundation
Verizon

\$10,000 to \$24,999

Anonymous

Economic Growth

Foundation

George W. Codrington

Charitable Foundation

NRP Group
RMS
Sears Swetland Foundation

US Bank

\$5,000 to \$9,999

Anonymous
Cuyahoga Community
College
Jed & Jill Davies
Kyle Dreyfuss-Wells
First Interstate
Emily Garr Pacetti
Andrew Jackson
Jay Lucarelli
Sean McDermott
Next Gen Construction
Snavely Group
Thompson Hine
Western Reserve Land
Conservancy

\$1,000 to \$4,999

Allegro **American Council Anonymous** Bialosky Fred Bidwell Jennifer Brunkow **Kevin Clayton** Cleveland Development **Advisors Cosgrove Jonhenry LLC** Jan Devereaux David Eddy Heidi Gartland **Global Philanthropy Greater Cleveland** Partnership Jonathan & Karry Hatch **Family Fund Eric Hoderson**

Huntington Bank

Carl James **Dwight Jordan** Clark Khayat Kohrman Jackson & Krantz LLP Gilbert & Carol Lowenthal Angela Mago **McDonald Hopkins** McMaster Carr Teresa Metcalf Beasley Osborn Engineering **India Pierce Lee** Rea & Associates The Finch Group Michael Wolf Matt Zone

\$500 to \$999Tom Adler

Anonymous Orion & Beth Bell Joe Ferenczy Holly Glanville Brian Andrew Jasinski Sandra Kiely Lisa Kious McGovern Amy Morgenstern William and Lynn **Ondrey Gruber** Zach and Debbie Paris Jeffery Patterson **Alec Pendleton** Mary R. Powell Radhika Reddy Laura Rosenbaum **Enid Rosenberg Bill Schiavone**

Up to \$499

Nancy Adams
Roland Anglin
Anonymous
Richard Arnstine

David Beach Kim Bixenstine Ayonna Blue Donald Terri Hamilton Brown Floun'say Caver **Robert Certner** Tamara Chappell Lee Chilcote Sarah Dave **Nicole Davis Neeky Dennis** Kelsi DeSimone **Wendy Deuring Henry Doll** Susan Downie Wheeler Art Falco Paul and Barbara Feinberg Kathleen Fitzsimons August Fliker

Char & Chuck Fowler
Shelley Freed
Peggy Gallagher
Grace Gallucci
Scott Garson
Marlene Gatewood-Allen

Pam Gill
Alison Goebel
Leslie Graf
Burt Griffin
Sally J. Guzik
Debra Hamelin
Doc Harrill
Kathryn Heidemann
Alyssa Hernandez
Rachel Hohe
Mark Joseph
Laura Junglas
Elizabeth Kravanya
Diane Lavin
Ellen Lazarus

Emily Lee

Earl Leiken

Allison Lukacsy-Love
Lynn M Winkelman
Gaylee McCracken
Arin Miller-Tait
Vincent Monnier
Judy Montfort
Christopher Nance
Mary Norris-Pack
Catondra Noye
The Ohio CDC Association

Kyle Pearce Lydia Pope Lisa Rapaszky Michael Rastatter Judy & Bob Rawson Sergio E. Robles, PhD

Bernard & Jo Owens

Marcela
Rodriguez-Gonzalez
Josh Rosen
Jason Russell
Roshawn Sample
Leanne Sauerland
Jeanne Shatten
& Larry Oscar
Kevin Slesh
Charles Slife

Smith Group
Sharon Sobol Jordan
Jacob Spiegler
Stephen Strayer
Sharon Swagger
Edward Towns
Deepa Vedavyas
Jeffrey Verespej
Lori Wald
Meg Weingart
Tyniece Wingfield
Kim Woodford
Rose Zitiello

Trust builds unity.

Cleveland Neighborhood Progress—Board of Directors

Leadership	Teresa Metcalf Beasley, Chair Fred Bidwell, Vice-Chair	Andrew Jackson, Vice-Chair Dr. Floun'say Caver, Treasurer	Kyle Dreyfuss-Wells, Secretary
Members	Ronald Anglin	Joe Jones, Councilman, Ward 1	Radhika Reddy
	Kevin Clayton	Clark H. Khayat	Sergio Robles, PhD
	Ayonna Blue Donald	Angela Mago	Marcela Rodriguez-Gonzalez
	David Eddy	Sean McDermott	Charles J. Slife, Councilman, Ward 17
	Grace Gallucci	Emily Garr Pacetti	Michael R. White
	Heidi L. Gartland, MHA, FACHE, CDM	Jeffery K. Patterson	Matt Zone
	David Heller	India Pierce-Lee	
	Alyssa Hernandez	Lydia M. Pope	

Village Capital Corporation—Board of Trustees

Leadership	David Eddy, <i>Chair</i>	Tania Menesse, Vice-Chair	John Hairston III, <i>Treasurer</i>
Members	Sean Apicella	Kyle J. Kolesar	Morton D. Stanfield, Jr.
	Terry Coyne	Kayleigh M. Musil	Kandis Williams
	Keisha Gonzalez	Peter Snavely, Jr.	
	Yvette Ittu	Adam Stalder	

New Village Corporation—Board of Trustees

Leadership	Sean McDermott, <i>Chair</i> Tania Menesse, <i>Vice-Chair</i>	August Fluker, Treasurer	Dorivette Nolan, Secretary
Members	Isabel DeRoberts	Jason Phillips	Scott Skinner
	Lisa Kious McGovern	Jason Russell	Sheila Wright