



LOS
ANGELES
LGBT
CENTER®

LOS ANGELES LGBT CENTER
2017 ANNUAL REPORT



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LGBT
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LOS ANGELES LGBT CENTER

Since 1969 the Los Angeles LGBT Center has cared for, championed and celebrated LGBT individuals and families in Los Angeles and beyond. Today the Center's nearly 600 employees provide services for more LGBT people than any other organization in the world, offering programs, services and global advocacy that span four broad categories: Health, Social Services and Housing, Culture and Education, Leadership and Advocacy. We are an unstoppable force in the fight against bigotry and the struggle to build a better world; a world in which LGBT people can be healthy, equal and complete members of society. Learn more at lgbtcenter.org.

MISSION STATEMENT

The Los Angeles LGBT Center is building a world where LGBT people thrive as healthy, equal and complete members of society.

We Value:

RESPECT

We provide a workplace and service environment where individuality is seen as strength and all people are treated with fairness and dignity.

EXCELLENCE

We dedicate ourselves to the highest quality in all our programs and services, and seek employees and volunteers who have a passion for helping others.

INCLUSIVENESS

We believe in the need for different perspectives and commit ourselves to representation from all members of our diverse community.

INNOVATION

We vigorously support pioneering programs and advocacy to meet community needs.

INTEGRITY

We work together to advance the Center's mission, and we honor and apply these values in what we do and say.

2017 EXECUTIVE TEAM LIST

Lorri L. Jean
CHIEF EXECUTIVE OFFICER

Darrel Cummings
CHIEF OF STAFF

2017 SENIOR EXECUTIVE TEAM

Alan Acosta
DIRECTOR OF
STRATEGIC INITIATIVES

Mike Holtzman
CHIEF FINANCIAL OFFICER

Kristin Flickinger
DIRECTOR OF PROGRAMS

Jim Key
CHIEF MARKETING OFFICER

Chris Brown
DIRECTOR OF HEALTH AND
MENTAL HEALTH SERVICES

Bill McDermott
CHIEF DEVELOPMENT OFFICER

Dave Garcia
DIRECTOR OF POLICY
AND COMMUNITY BUILDING

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Jayzen Patria
Frank Pond
Eric M. Shore
Bruce Vilanch

DEAR FRIENDS:

Two historic events shaped a memorable year for the Los Angeles LGBT Center in 2017.

The first came in January, when Donald Trump was inaugurated as the 45th president of the United States. As Inauguration Day neared, we remained hopeful that the incendiary rhetoric of the campaign would be replaced by the more judicious temperament demanded by the duties of the office.

We harbored these hopes not just for millions of lesbian, gay, bisexual and transgender people, but for all people who seek to live honorably and work hard in a country where you ought to be judged, to paraphrase Dr. King, only by the content of your character. We hoped that the new president would join the rapidly increasing majority of Americans who believe that LGBT people deserve the full benefits of life, liberty and the pursuit of happiness so boldly promised by our founders in the Declaration of Independence.

It did not take long, however, to see that our hope was misplaced. As events played out, the Center's leaders began to fear not just for the impact the new Administration's policies would have on our community, but also for basic principles of justice, equality and human dignity, principles for which we rely on our leaders to cherish and protect.

Just a month after the inauguration, the new Administration rescinded Obama-era protections for transgender students.

And that was just the beginning of what became a harrowing year for LGBT people:

- In March, the President revoked Obama's executive order that offered protections for LGBT employees of federal contractors.
- In July, with few details, via a series of tweets, President Trump announced that he was reinstating the military's ban on service by transgender people. (The order was signed in March 2018; at press time implementation and possible court challenges are pending.)
- In September, the President ordered an end to the Obama-era program known as DACA (Deferred Action for Childhood Arrivals) that shields young undocumented immigrants from deportation. An estimated 40,000 of those who benefit from the program are LGBT.
- In October, Attorney General Jeff Sessions issued a Dept. of Justice policy directive, under the guise of protecting religious freedom, that would enable systemic, government-wide discrimination against LGBT people and their families.

These are just a few of the most egregious examples of the challenges our community has faced since January. There are many more: the departments of Justice, Health and Human Services, Housing and Urban Development, Education and Homeland Security—among others—have issued new guidelines and policies that seek to limit our

rights while offering protection to those who seek to discriminate against us.

Nonetheless, we look to the future with hope and determination. One might justifiably ask, "How is that possible"? And this is where the second historic event comes into play.

From its earliest days, the Center has risen to challenges no less daunting than those we faced in 2017. How fitting, then, that in March—at the very time the Administration was generating policies to repress and stigmatize our community—we broke ground on the Center's \$130-million Anita May Rosenstein Campus. The iconic project will not only serve as the site of the Center's new headquarters, but more than double the housing for homeless youth and low-income seniors and provide expanded services to our entire community.

Some people have asked, "Given all the uncertainty, is this the best time to start such an immense project?" Our answer is a resounding "Yes!" In the face of such discrimination, we believe the new campus will serve as a beacon to those who need courage and hope in these disquieting times and a rejoinder to those who would seek to reverse our historic progress.

Having said that, a new campus—even a spectacular one—is not enough to sustain a community in times of crisis. To that end, the very same month that we broke ground on the Anita May Rosenstein Center, we started "The Resistance Squad," which was organized to fight the repeal of the

Affordable Care Act. By the end of March, nearly 500 volunteers had participated in phone banks to help save the ACA. That proved so successful, the "Squad" became a part of the Center's ongoing efforts to defend against other federal policy actions that would harm LGBT people.

Our path in 2017 goes to the very soul of who we are. We have high ambitions, and we make no apologies. We strive to be a model for all those who are committed to a humane and generous society. We dare to have the audacity to dream big dreams. And we will continue to fight ferociously to protect our community and make this world a better place.

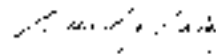
Sincerely,



Lorri L. Jean
CEO



Marki J. Knox, MD
Board Co-Chair



David Bailey
Board Co-Chair

MILESTONES

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THANK YOU FOR ANOTHER YEAR OF HELPING TO BUILD A WORLD WHERE LGBT PEOPLE THRIVE AS HEALTHY, EQUAL, AND COMPLETE! SEE MORE AND SHARE YOUR OWN 2017 CENTER MEMORY AT LALGBTCENTER.ORG/2017.

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F*CK W/OUT FEAR

The sex-positive campaign launches to raise awareness about pre-exposure prophylaxis (PrEP) as a safe and effective tool to prevent HIV infection.

HEALTHY

360

360 DEGREES OF HEALTH AND POWER

Annual health and wellness fair for LBTQ women features informative workshops and a resource fair focused on self-care and resistance.

RESIST INSIST PERSIST

Center community joins thousands on the streets of Hollywood as part of #ResistMarch for LA Pride.

EQUAL

100 DAYS AND ME

Community engagement campaign launches to track, inform, and mobilize around policy threats to LGBT people during the first 100 days of the Trump Administration.



AIDS/LifeCycle®



More than 2,900 AIDS/LifeCycle participants raise \$15.1 million to support San Francisco AIDS Foundation and the HIV/AIDS-related services at the Center.



Month-long effort helps protect Affordable Care Act and evolves into the Center's new Resistance Squad, a group of dedicated volunteers, led by Center's Policy and Community Building team, who work to defend against ongoing policy actions that threaten the LGBT community. The Center's Senior Services clients also organize into a direct-action group named the Mob (for "mobilization") Squad.

GROUNDBREAKING YEAR

Construction begins on transformational Anita May Rosenstein Campus in Hollywood that will span more than a city block along Santa Monica Boulevard.



**YOUR
SILENCE
WILL NOT
PROTECT
YOU.**

- AUDRE LORDE

LOVING YOUR BLACKNESS

Inaugural day-long celebration honoring Black History Month includes workshops, performances, a panel discussion, and resource fair.

CINEARTE
A LATINX QUEER FILM & ART FESTIVAL

The 4th annual arts festival showcases the stories of **LGBTQ, two-spirit, Latinx, Chicanx, and indigenous identities** through film and visual art.



A record 1,538 LGBTQ youth and their allies attend the 25th Annual Models of Pride conference at the University of Southern California.



HOLLYWOOD MEETS THE BELTWAY

The **48th Anniversary Gala Vanguard Awards** honors Ariel Emanuel and Valerie Jarrett, with help from host Jimmy Kimmel, Shonda Rhimes, Mark Bradford, Lawrence O'Donnell, and Jermaine Fowler, and raises more than \$1 million in support.

OUT UNDER THE STARS

GET OUT!

Hundreds join us OUT Under the Stars at the iconic Hollywood Forever Cemetery, for memorable screenings of *What Ever Happened to Baby Jane* and *Clue*.



HONORING ORLANDO

Center community comes together on the one-year anniversary of the Pulse nightclub shooting in Orlando, honoring the lives lost with a special forum, about the ongoing struggle for equality and freedom, and an ofrenda created by the Center and Latino Equality Alliance's LGBTQ Youth Council.



transpride

WE CAN BE HEROES

Special guest Aydian Dowling joins capacity crowd at **19th annual Trans Pride L.A.** festival featuring We Can Be Heroes exhibit celebrating pioneers of trans history and created by up-and-coming trans artists from the Center's youth programs.



Hundreds enjoy the premier food and wine event for LGBT people and their allies while raising vital support for the Center's programs and services.

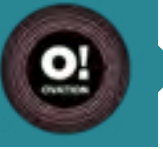


More than 2,000 participants sparkle at the Center's **Glitter Run**, a 5K fun run/walk through Hollywood.



RESIST. PERSIST. ROCK.

An Evening with Women is unforgettable with Carole King, Eve Ensler, Tig Notaro, Grace Mitchell, Cameron Esposito, and Rhea Butcher at the Hollywood Palladium.



Center productions honored at annual **LA STAGE Alliance Ovation Awards** for Best Season; Best Production of Musical, Music Direction, and Lead Actor in a Musical (*Ham: A Musical Memoir*); and Best Direction of a Play (*Hit the Wall*).



The Center acquires iconic website domain **Gay.com** as a donation from its current owners after winning the "Gay.com Charity Challenge."



COMPLETE



FROM THE CENTER

GET FEARLESS: DE-BUNKING MYTHS ABOUT PREP

NEW CENTER CAMPAIGN BOOSTS AWARENESS, UNDERSTANDING OF PILL TO PREVENT HIV

Like many people who could benefit from the pill that prevents HIV infection, known as PrEP (pre-exposure prophylaxis), Dimitrius Sharp thought a prescription was more than he could afford.

"I had heard of PrEP, but to be honest I didn't think much about it because I figured it would be way too expensive for me," said the 31-year-old African American resident of Los Angeles. Of the few who know about PrEP, he's one of the many who mistakenly believe it's unaffordable.

A recent study by APLA Health of young gay and bisexual men revealed that Latino and African-American youth are the least likely to know there is a once-a-day pill that can protect them from HIV. Alarmingly, it's gay and bisexual youth of color—and transgender women—who are at greatest risk of HIV. Among those who do know about PrEP, the study revealed many have misconceptions about its safety, efficacy, and affordability.

"The Center's new PrEP campaign caught my attention, and since the ads says it's affordable, I booked a free consultation at the Center-WeHo to learn more," said Sharp. "What I learned is that it's actually



WE'VE GOT THE TOOLS TO NOT ONLY END THE FEAR OF HIV, BUT TO END IT AS AN EPIDEMIC. THOSE AT RISK HAVE TO KNOW ABOUT THE TOOLS, THOUGH, AND THEY NEED HONEST INFORMATION ABOUT THEM."

covered by my HMO. There's still a co-pay for the prescription, but they told me about programs to help with even that."

The Center's sex-positive *F*ck w/out Fear* campaign uses raw, real language to get people's attention and spur conversation. It also combats misconceptions about the safety and efficacy of PrEP and the belief that it's unaffordable. PrEP is now covered by most insurance plans and for those who are uninsured, the Center can help make it affordable through patient assistance programs. It's also easy to book a free PrEP consultation—they can now be scheduled online.

"We've got the tools to not only end the fear of HIV, but to end it as an epidemic. Those at risk have to know about the tools, though, and they need honest information about them," said Center Chief of Staff Darrel Cummings. "Our campaign provides the truth about PrEP, the information and support to help people get a prescription, and a reminder that condoms are necessary to prevent other sexually transmitted diseases."

Though it just launched in early January, the number of free PrEP consultations the Center offers has already doubled and the majority of people coming are gay/bisexual men of color—many of them young.

"We're reaching those most at risk of HIV where they are," said Brian Toynes, manager of the Center's Sexual Health Program, "including hook-up apps, in clubs, online, through the House and Ball community, and other Center programs. We're also offering transportation assistance for those who don't live close to the Center's facilities in Hollywood and West Hollywood."



FROM THE CENTER

FROM THE GROUND UP

HOW A NEW COMMUNITY GARDEN PROJECT IS HELPING THE CENTER'S YOUTH TO LEARN TO TREASURE WHAT THEY SOW, WITH SUPPORT FROM THE JOHN N. CALLEY FOUNDATION AND CHEF SUSAN FENIGER.

Until this spring few, if any, of the youth at the Center's Youth Center knew there was a community garden just a few blocks away.

But longtime Center volunteer Shawn Kravich was very familiar with the Mansfield Community Garden—and its close proximity to the Center sparked an idea. The young attorney with a green thumb recognized a ripe opportunity to teach youth how to grow their own fruits, vegetables, and herbs, and learn some life skills in the process.

Since late spring, Kravich has been spending two mornings a week at the garden with increasingly large groups of youth who have come to consider the space a haven.

"I've just been amazed at how many of these young people have taken to gardening," said Kravich. "They all seem to genuinely love coming here and being outdoors and appreciating the fresh air. They have their own plots, plant their own seeds, and ultimately pick their own fruits and vegetables."



I REALLY ENJOY GETTING THE CHANCE TO COME OUT HERE A COUPLE OF TIMES A WEEK TO JUST GET A LITTLE BIT OF AN ESCAPE FROM THE CRAZINESS OF HOLLYWOOD AND LOS ANGELES."

The program that Kravich has designed divides larger plots into smaller, individual spaces. This allows the youth to have spaces of their own to express themselves.

"So many of these young people have been abandoned by their families. Many of them are experiencing homelessness and they don't really have much of their own," he added. "For them to have a plot they can take care of and have a sense of ownership over, it is pretty remarkable."

A small rainbow flag proudly stands at one end of the Center's plot where there are carrots, peppers, corn, cilantro, toma-

toes, artichokes, mint, basil, jalapeños, sage, lavender, and even some beautiful sunflowers growing.

Participants make their own plant selections, take care of their own seedlings, and then share what they've learned and grown with the rest of the group.

"I really enjoy getting the chance to come out here a couple of times a week to just get a little bit of an escape from the craziness of Hollywood and Los Angeles," says 22-year-old Q. "It's a really nice experience to just have a little slice of nature in the city to grow something."

Levon, 22, is at the garden nearly every day watering his sage and any other plants in the plot that may look dehydrated.

"I feel good being at the garden. I'm from the South and we have lots of trees and open spaces and I'm used to that," he said. "There's not as much of that here in Los Angeles. I love nature, seeing little bugs, the progress of the plants—the whole process of nature."

"I love the idea of harvesting—it's way



better than store-bought," added Levon. "They've taught us that patience is a virtue. It's a hope kind of thing."

Pea, 22, has grown giant sunflowers in the garden and learned some important lessons along the way.

"I've learned how you can bring life to things with love and water," he said with a laugh. "When you put time and love into things, you can make even better things for other people. You can grab all the vegetables and fruits and just make anything."

Such passion from the participants and an eagerness to learn is what Kravich was hoping for when he heard about this community garden that was without staffing or resources.

"A garden in many ways is sort of a microcosm of the real world," he observed. "In order to make a garden thrive, you need to show up, you need to be patient, and

you need to work hard. And that's what these kids are doing day in and day out."

The garden is one of the newer additions to a wide range of programs and services offered by the Center to LGBT and questioning youth, many of whom are experiencing homelessness in L.A.

Kravich is also executive director of the John N. Calley Foundation, which has the mission of creating opportunities for unrecognized, talented youth. The foundation is funding the youth gardening program.

The gardening program has caught the attention of many, including chef, restaurateur, and Center Board Member Susan Feniger.

At the garden on a late August afternoon, Feniger joined Kravich and fellow chef Theodore Leaf to give more than a dozen youth a two-hour cooking demonstration using the produce they had grown.

Feniger picked tomatoes, cilantro, green peppers, jalapeños, corn on the cob, basil, and other ingredients to show the youth how to make fresh salsa and other dishes.

"We're going to make a salad with the mint and the basil," she told the group gathered around. "When you've got a garden and you're cooking at home, you don't have to follow any rules. If you like it and it tastes good, it's the perfect dish."

"You don't have to have a lot of land to have a garden," added Feniger. "You can have a little pot and grow tomatoes and mint. You don't need to have a plot."

But for now, they do have a plot even if some of them don't have a home.

"It's beautiful to have a place to go that's quiet, calm, and safe, and where there's a community of people around," Feniger said after completing the cooking lesson. "This program is so nurturing."



“

I WANT PEOPLE TO UNDERSTAND THAT, REGARDLESS OF HOW I IDENTIFY MY GENDER IDENTITY, I'M A HUMAN TOO.

THE CENTER HELPED ME GET THE CONFIDENCE AND STRENGTH TO FIND MY VOICE AND USE MY EXPERIENCES TO HELP OTHER PEOPLE.”

— Andre

Anita May Rosenstein Campus

a beacon of hope

MORE THAN 10 YEARS AGO, leaders of the Los Angeles LGBT Center began discussing a project that was unlike anything ever imagined for the LGBT community: a new complex that would bring together a multitude of youth and senior services and housing in a unified campus setting.

With construction now underway, the Anita May Rosenstein Campus is set to open in early 2019. Located at the corner of McCadden Place and Santa Monica Boulevard—the famed Route 66—the scope and architectural design of the project will make this an iconic project for LGBT people in Southern California and, indeed, throughout the world.



▶▶ The Campus will provide an array of wraparound health, educational, and social services as well as recreational programs for some of the most vulnerable in the LGBT community as well as desperately needed affordable housing for seniors and youth.

“More than a decade ago, we began to dream of serving our community with a project unlike any other: a beautiful multi-generational campus with new and expanded social services, together with affordable housing for seniors and youth,” said Center CEO Lorri L. Jean. “More than that, we dreamed of uniting it with The Village at Ed Gould Plaza, our arts, cultural and educational facility. Combined, the two locations will offer more integrated services for LGBT people than any other place in the world.”

Taken together, the Campus and The Village at Ed Gould Plaza will span nearly three acres and more than a city block. Once the Anita May Rosenstein Campus is complete, the growing number of LGBT youth and seniors who come to the Center will have the space necessary to fully participate in an expanded range of programs, to more easily interact and connect with one another, and to get the support and housing that helps change lives.

The need has never been greater. The Center’s Senior Services department has seen a 450% increase in clients over the



Groundbreaking ceremony, March 2017

past five years. Los Angeles continues to be the number one destination for homeless youth; an estimated 40% of the 6,000 youth on city streets (most of whom are in Hollywood) are LGBT.

At an inspiring groundbreaking ceremony last March, rainbow shovels were used by Los Angeles Mayor Eric Garcetti, Los Angeles Councilmember David Ryu, and Anita May Rosenstein along with several of the project’s major donors to officially launch construction.

“I’m enormously grateful to the many

donors, community and elected leaders, and financing partners who are making the dream a reality,” said Jean.

A record \$42.5 million has been raised for the project through the Dream With Us Capital Campaign, making it by far the largest LGBT capital campaign in the world. It includes the largest gift by a living person to an LGBT organization of \$7.25 million from the Anita May Rosenstein Foundation, Wilbur D. May Foundation, and the Anita and Arnold Rosenstein Family Foundation.

PROJECT SCHEDULE



50 for 50!

We have set our sights on a bold and ambitious new milestone by the time the ribbon is cut on the new campus in 2019: raising \$1 million for every year the Center will have served our community. \$50 million for 50 years! The additional \$7.6 million beyond current commitments will make it possible to retire the mortgage on the new campus, enabling all private donations thereafter to be dedicated directly to the Center’s programs and services for those in our community who need us the most.

To learn more about what you can do to help us reach this goal, visit lgbtcenter.org/campus or call Bill McDermott at 323-993-7679.



CAPITAL CAMPAIGN DONORS as of January 1, 2018

ANITA MAY ROSENSTEIN CAMPUS DONORS

\$7,270,000

Anita May Rosenstein Foundation,
Wilbur D. May Foundation and
Arnold & Anita Rosenstein Family
Foundation

\$2,000,000 - \$6,999,999

The Estate of Lubelle Boice
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\$50,000 - \$99,999

The Estate of Marshall Kendzy
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Dennis Strum
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\$10,000 - \$24,999

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*Donors giving below \$10,000
 will be recognized separately.

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STATEMENT OF FINANCIAL POSITION

<i>June 30,</i>	2017	2016
Current assets		
Cash and cash equivalents	\$ 13,650,080	\$ 25,066,397
Restricted cash AMR Campus construction	34,896,039	-
Restricted cash NMTC CDE's fee reserve	2,479,608	-
Account receivables, and other receivables	253,489	592,680
Clinic fees receivable, net	5,968,368	4,775,028
Contracts and grants receivable, net	3,096,373	2,482,924
Pledges receivable, net	2,175,956	1,523,279
Short-term investments	14,091,210	25,763,233
Inventories	611,541	496,959
Total current assets	77,222,664	60,700,500
Noncurrent assets		
Contributions receivable - held in trust	3,042,619	2,741,539
Beneficial interest in trust	2,112,235	1,902,300
Receivable from affiliate	-	9,579,303
Leverage loan receivable	28,910,100	-
Pledges receivable, net	1,971,383	2,310,098
Long-term investments	1,625,048	1,703,919
Property and equipment, net	29,820,555	9,954,176
Other assets	2,327,613	1,870,555
Total noncurrent assets	69,809,553	30,061,890
Total assets	\$ 147,032,217	\$ 90,762,390
Current liabilities		
Accounts payable	\$ 2,799,874	\$ 2,511,020
Accrued expenses and other liabilities	6,183,725	5,116,768
Payable to affiliate	3,922,271	-
Unearned revenue	452,355	484,536
Interest payable	12,471	-
Current portion of annuities payable	188,033	179,388
Current portion of long-term debt	261,102	1,730,197
Total current liabilities	13,819,831	10,021,909
Noncurrent liabilities		
Annuities payable, net of current portion	903,375	892,297
Long-term debt, net of current portion	41,056,305	7,293,214
Total noncurrent liabilities	41,959,680	8,185,511
Total liabilities	55,779,511	18,207,420

STATEMENT OF FINANCIAL POSITION CONTINUED

Commitments and contingencies

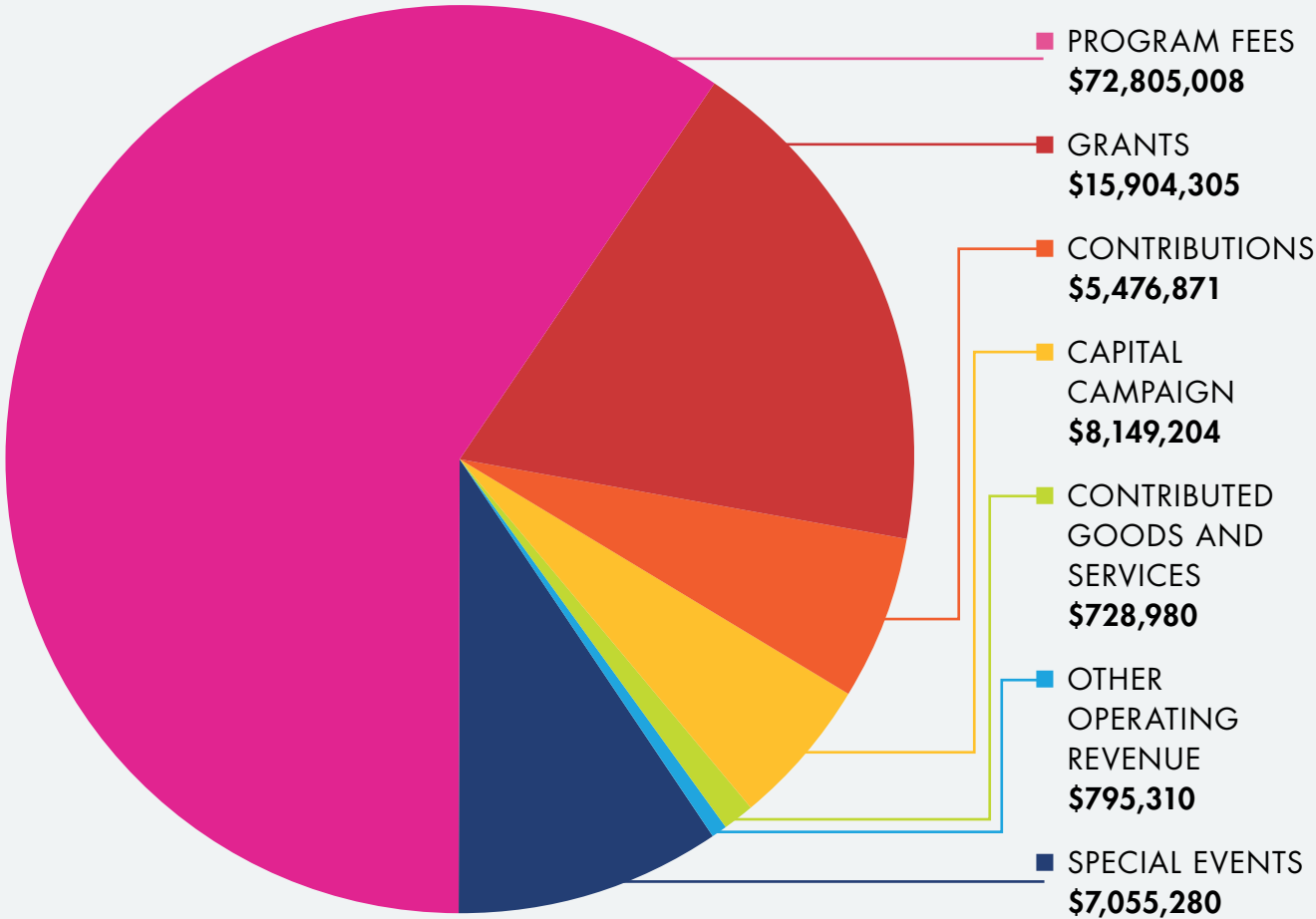
Net assets

Unrestricted	79,966,266	54,446,523
Temporarily restricted	6,007,113	13,142,090
Permanently restricted	5,279,327	4,966,357
Total net assets	91,252,706	72,554,970
Total liabilities and new assets	\$ 147,032,217	\$ 90,762,390

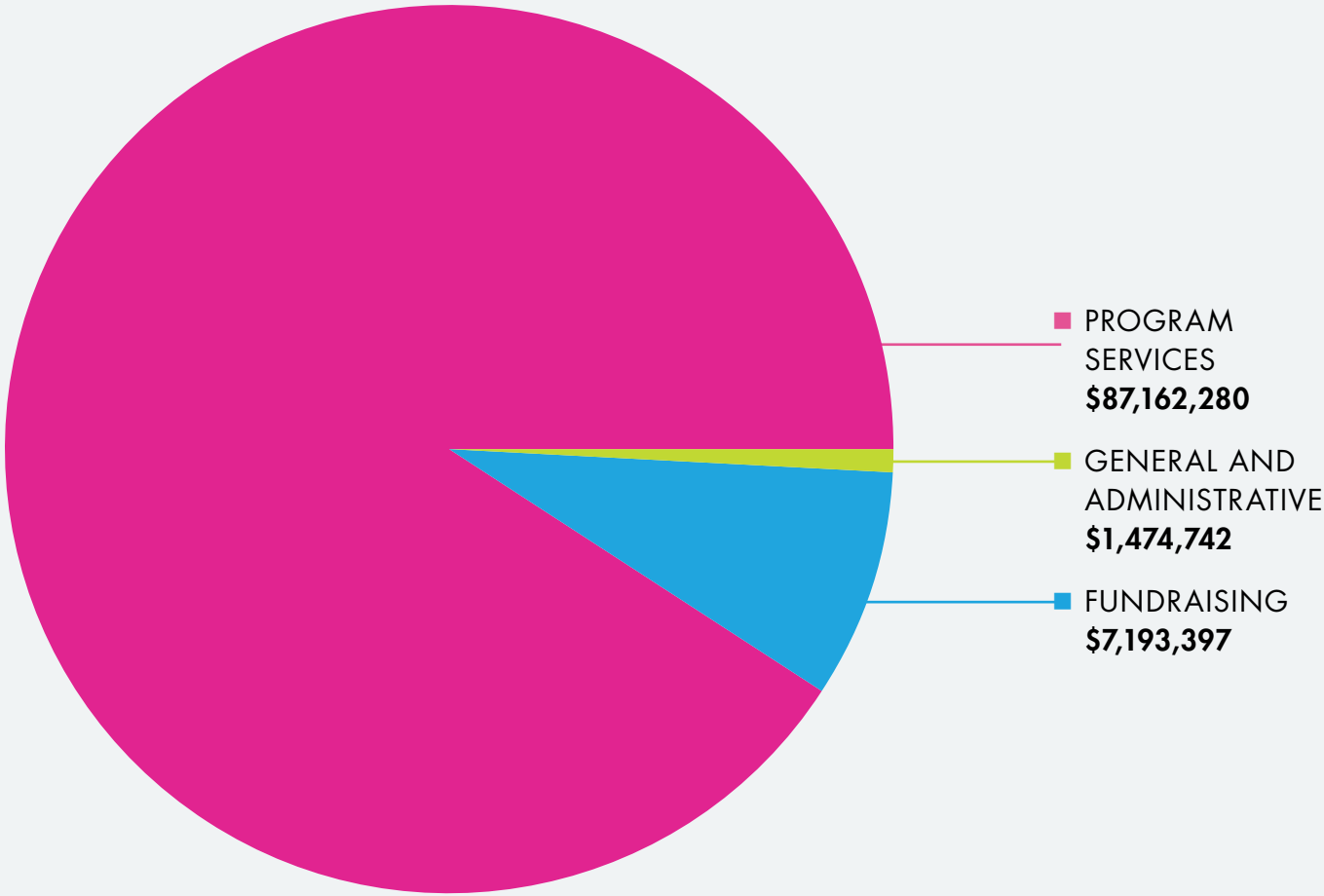
STATEMENTS OF ACTIVITIES & CHANGES IN NET ASSETS

<i>Year ended June 30, 2017</i>	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Public support and other revenue				
Public support:				
Special events revenue: Gross receipts	\$ 6,792,384	\$ 524,374	\$ –	\$ 7,317,208
Less cost of direct benefits to donors	(261,928)	–	–	\$ (261,928)
Net special events revenue	6,530,906	524,374	–	7,055,280
Program fees	72,805,008	–	–	72,805,008
Grants	15,904,305	–	–	15,904,305
Contributions	4,641,517	835,354	–	5,476,871
Contributions: Capital Campaign	7,149,204	1,000,000	–	8,149,204
Contributed goods and services	728,980	–	–	728,980
Other operating revenue	795,310	–	–	795,310
Total public support and other revenue	108,555,230	2,359,728	–	110,914,958
Satisfaction of program restrictions	9,562,470	(9,562,470)	–	–
Total public support and other revenue and net assets released from restrictions	118,117,700	(7,202,742)	–	110,914,958
Operating expenses				
Program services	87,162,280	–	–	87,162,280
Supporting services:				
General and administrative	1,474,742	–	–	1,474,742
Fundraising	7,193,397	–	–	7,193,397
Total supporting services	8,668,139	–	–	8,668,139
Total operating expenses	95,830,419	–	–	95,830,419
Change in net assets before non-operating gains (losses) and other revenue	22,287,281	(7,202,742)	–	15,084,539
Non-operating gains (losses) and other revenue				
Interest and dividend income	1,081,880	–	–	1,081,880
Realized and unrealized gain on investments, net	814,640	–	–	814,640
Unrealized gain on perpetual trust held by a third party	–	198,046	312,970	511,016
Change in value of split-interest agreement	–	(130,281)	–	(130,281)
Other nonoperating revenue	1,335,942	–	–	1,335,942
Total non-operating gains (losses) and other revenue	3,232,462	67,765	312,970	3,613,197
Change in net assets	25,519,743	(7,134,977)	312,970	18,697,736
Net assets at beginning of year	54,446,523	13,142,090	4,966,357	72,554,970
Net assets at end of year	\$ 79,966,266	\$ 6,007,113	\$ 5,279,327	\$ 91,252,706

**TOTAL ANNUAL
OPERATING REVENUE**
\$110,914,958



**TOTAL ANNUAL
OPERATING EXPENSE**
\$95,830,419



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