Our Great Promise
Dear Friends,

Over 1.5 million young people have found peace, and hope, and a second chance at Covenant House since our doors opened 45 years ago. Imagine that with me for a moment...

Picture thousands and thousands of bag lunches, packed with love and given to starving kids on the streets...

Imagine health clinics filled with street kids... being given life-saving medical care for everything from frostbite to gunshot wounds...

Think about entire communities of former street children... young people now in their thirties and forties who are now taxpayers, with homes, jobs and families of their own.

That is the miracle of Covenant House.

Covenant House is more than caring for kids in 31 cities across six countries. We are a human rights and human dignity movement for forgotten kids across the Americas. We are their voice and their love.

When I first started with Covenant House, my job was to reach out to some of our most forgotten kids. In a van filled with sandwiches and juice, we would go out each night and try to convince some really good, scared homeless kids that their lives weren't over at seventeen.

For many kids, we've made a difference. It is a great privilege to share in the strength, the commitment and the covenant of this mission. It is a great privilege to work with our staff, our donors, and most importantly, our kids, as we strive to be a voice for those young people...
who too often go unheard. Too many of our kids have heard the same message in their short, painful lives. “You don’t belong. You don’t fit in. You’re no good.”

When a kid hears that over and over, the different resonances and timbres and pitches of those voices meld into a single voice. It is their own voice. They begin to believe themselves unworthy. They don’t hope for tomorrow. So they don’t aspire, they don’t dream, and they don’t realize how precious and beautiful they are in the eyes of God.

That’s why your support of this mission is so important. You not only provide for the immediate needs of our kids—you give us the chance to show them love. You give us the chance to show them their dreams and hopes and lives matter. You let us show them they are beautiful in our eyes and God’s eyes.

Forty-five years ago, a simple and profound mission was started, a ministry to rescue homeless kids from the street. Covenant House is bigger than we were 45 years ago, but the justice that we need to achieve in the world is greater, and the work ahead is enormous.

It is estimated that 3.5 million young people in the United States between the ages of 18 and 25 will experience what it is like to be homeless this year. Many of them are trafficked for labor or sexual exploitation each year, robbed of their childhoods and forced into slavery and brutality.

We need to do more to help these kids and bring them to safety. I’m committed to the unshakeable belief that we can be the change for kids and help them shape futures of hope and promise. We can be the visible sign of God’s love in their lives.

In this report you will read about our efforts at Covenant House to fight human trafficking, about our efforts to open more beds in more cities, our 24-hour-a-day, seven-day-a-week fight for the rights, lives and futures of our young people.

Covenant House is leading the fight on behalf of these youth to build a better world for them. This cannot happen overnight, but I have tremendous faith in our staff, the support of our donors, the vigilance of our advocates, and the will of our kids.

We face many challenges on top of the already overwhelming ones presented to our kids in the form of crime, addiction, abuse and sexual exploitation. More families are struggling to survive and more young people are ending up alone, on the streets, looking for our help.

Thanks to everyone who gives their time, their work, their hard-earned dollars and their love to Covenant House. We will continue to provide safe sanctuary to kids, and always look for new and better ways to help our kids redeem the promise of their lives. This is our mission that from the very beginning has been made possible because of the love and generosity of our donors.

On behalf of all our kids, and the thousands more alone on the streets, thank you for caring. God bless you, God bless our kids and God bless this house.

Gratefully,

Kevin Ryan
We Care

When a kid is out on the street at 2 AM, alone and scared to death, you don’t tell that kid to come back later. Their needs can’t wait: clean clothes, a decent meal, a bed to sleep in... and someone who cares. Our programs are specifically designed to rescue kids from the streets and to help them build new lives.

1.5 million

The number of homeless and runaway youth that Covenant House has helped with food, shelter, warmth, and love since opening its doors more than 45 years ago.
Our Programs

Outreach
Our staff searches the darkest and toughest street corners, and provides food and counseling (and most importantly, an escape) to homeless kids lost and trapped on the streets.

Crisis Care
Everything we do to help a homeless child begins with Crisis Care. With a door that never closes, and a commitment to any child with no place else to turn, we have a promise that says very simply, “We’re here for you.”

Rights of Passage
Our Rights of Passage long-term residential program is based on the simple belief that all children have the right to pass into adulthood without being abused and homeless.

Casa Alianza
Casa Alianza, our sites in Latin America, provide home and hope to homeless and orphaned children while fighting for their basic rights.

Service
Our volunteers come from many different backgrounds and from all across the country. What they have in common is their love for our kids and the commitment to making the world a better place.

Advocacy & Research
Covenant House is the most powerful human rights movement on behalf of kids in the Americas. Through our advocacy and research efforts, we strive to be the voice for the children who have been forgotten.
Our programs reached nearly 50,000 young people across 6 countries.

- **740,000** Nights of housing provided
- **9,200** Youth served in residential programs
- **10,100** Youth served through street outreach programs
- **2,020** Youth slept in a Covenant House bed each night, on average
- **9,800** Youth served in drop-in and non-residential programs
- **25,000** Youth reached in public education and prevention programs

**Gender (All Sites)**
- Female 46%
- Male 51%
- Transgender 2%
- Other 1%

**LGBTQ (U.S. Sites)**
- LGBTQ 22%
- Non-LGBTQ 78%

**Race & Ethnicity (U.S. & Canada)**
- Black/African-American 59%
- Latino 17%
- White 12%
- Native American/Alaska Native/First Nation 3%
- Other 9%

**Average Age (All Sites)**
- 14 years-old Latin America
- 19 years-old Short-term Shelter (U.S. & Canada)
- 20 years-old Transitional Housing (U.S. & Canada)
Youth come to Covenant House with diverse lived experiences

**U.S. & Canada**

- 50% Have a High School Diploma/GED
- 49% Mental Health History
- 32% Foster Care History
- 26% Survivors of Domestic Violence
- 22% Employed at Intake
- 21% Enrolled in School at Intake

**Latin America**

- 58% Witnessed Community Violence
- 49% Raised by Single Parent
- 42% Substance Abuse History
- 31% Enrolled in School at Intake
- 25% Forced to Leave Their Home
- 24% Survivors of Sexual Abuse

**Supporting Young Families**

(Residential Programs)

Across all sites, we served 443 young parents and 507 babies/children.

**Average Length of Stay**

(Residential Programs)

- Short-term Shelter: 51 days
- Transitional Housing: 226 days
- Latin America: 223 days

**Helping young people achieve stability and independence**

- 25,000 On-site medical visits
- 2,900 Youth moved to stable housing
- 4,100 Youth engaged in mental health services
- 1,500 Youth obtained employment
- 3,100 Youth were enrolled in school
- 180 Youth obtained a high school diploma or equivalency

Covenant House builds a bridge to hope for young people facing homelessness and survivors of trafficking through unconditional love, absolute respect, and relentless support. Our doors are open 24/7 in 31 cities across six countries and our high-quality programs are designed to empower young people to rise and overcome adversity, today and in the future.

www.covenanthouse.org
Human trafficking—the exploitation of a person’s labor through force, fraud, or coercion—is a crime whose victims tend to be society’s most vulnerable.

People who are homeless, lack a support system, or are desperate for work are susceptible to the promises of people who would exploit them for labor and for sex. Recently, homeless youth providers in the United States and Canada have become aware that their clients are particularly at risk of trafficking and research has begun to uncover the extent and contours of the problem within that community.

Between February 2014 and June 2016, researchers from Loyola University New Orleans’s Modern Slavery Research Project (MSRP) were invited by Covenant House International and ten of their individual sites in the United States and Canada to serve as external experts to study the prevalence and nature of human trafficking among homeless youth aged 17 to 25. MSRP researchers interviewed 641 homeless and runaway youth who access services through Covenant House’s network of shelters, transitional living and apartment programs, and drop-in centers. Youth were invited to participate, on a voluntary basis, in a point-in-time study about work experience. Semi-structured interviews were conducted using the Human Trafficking Interview and Assessment Measure (HTIAM-14) to assess whether youth had been trafficked for sex or labor in their lifetimes.

Youth were interviewed in the following cities:
- Anchorage, AL
- Atlanta, GA
- Detroit, MI
- Fort Lauderdale, FL
- Los Angeles, CA
- New Orleans, LA
- Oakland, CA
- St. Louis, MO
- Toronto, ON
- Vancouver, BC

Human Trafficking
- Of the 641 youth we interviewed at Covenant House sites around the United States and Canada, nearly one in five (19% or 124) were identified as victims of some form of human trafficking, following the legal definition outlined by the U.S. Victims of Trafficking and Violence Protection Act (later renamed the Trafficking Victims Protection Act (TVPA)).
- Ninety-one percent (91%) of the respondents reported being approached by someone who was offering an opportunity for income that was too good to be true. This included situations that turned into trafficking as well as other offers for commercial sexual exchanges, fraudulent commission-based sales, credit card scams, stolen phone sales, and check fraud.
- More than 14% (92) of the total population had been trafficked for sex, while 8% (52) had been trafficked for other forced labor. 3% (22) were trafficked for both sex and labor.
Sex Trafficking and Commercial Sex

- 14% (92) were victims of sex trafficking, applying the U.S. federal definition of trafficking.
- Of the 92 youth who were identified as sex trafficking victims within the study, nearly 58% (53) were in situations of force, fraud, or coercion characteristic of human trafficking under the U.S. federal definition.
- 42% of youth who were identified as sex trafficking victims were minors involved in the sale of commercial sex and survival sex but were not forced by a third party to do so.
- 24% (30) of LGBTQ youth were trafficked for sex, compared to 12% of non-LGBTQ youth.
- 19% (121) of the youth we interviewed turned to survival sex at some difficult point in their lives.
- 30% (193) of all youth interviewed had engaged in some way in the sex trade at some point in their lifetimes; 24% (93) of the young men, 38% (93) of the young women, whether that was through situations of force, survival sex, or commercial sexual work as adults. (7 transgender youth were engaged in the sex trade, but the sample size was not large enough to produce significant findings.)
- The median age of entry into trading sex was 18, while the median age for those who were considered trafficked was 16.

Labor Trafficking

- 8.1% of respondents were found to have been trafficked for labor.
- Situations of forced labor included youth who were forced to work in factories, domestic labor situations, agriculture, international drug smuggling, sex-trade-related labor, and commission-based sales.
- The vast majority (81%) of labor trafficking cases reported in this study were instances of forced drug dealing. Nearly 7% (42) of all youth interviewed had been forced into working in the drug trade.
- Forced drug dealing occurred through familial and cultural coercion as well as through the violence of suppliers and gangs.

How are homeless youth affected?

Homeless youth are vulnerable to both sex and labor trafficking because they tend to experience a higher rate of the primary risk factors to trafficking: poverty, unemployment, a history of sexual abuse, and a history of mental health issues. If they have families who are involved in the commercial sex trade or gangs, their risk is even higher. Homeless youth indicated that they struggled to find paid work, affordable housing, and support systems that would help them access basic necessities. They had experienced discrimination in their jobs and in housing. A confluence of factors made the homeless youth we interviewed vulnerable to both sex and labor traffickers who preyed on their need. It also made them more likely to turn to the sex trade for survival.
Queen has been a fighter since the day she was born.

“Right after I was born they took me from my mom and put me in an incubator and I was in the hospital for four months,” she says. “My full name is Queen Elizabeth Miracle Pratt because no one expected me to pull through.”

Thank God Queen did pull through. She grew up in New Jersey with her loving mom and developed many talents, including a gift for fashion and for being a make-up artist. She also learned she had a commanding presence on stage with a great voice. She was an excellent student and the sky was the limit.

And then her mom got sick.

We see it happen all too often at Covenant House, and it is heart-wrenching. Amazing kids like Queen who have one thing happen, one stroke of bad luck and soon they are staring straight into the frightening reality of homelessness.

“My mom worked hard for over 25 years as a hair stylist, and everything was fine,” she said. “We lived in a nice apartment and always got by. But then my mom had some health issues. And before we knew it, we could not afford our apartment anymore.

“The absolute worst day,” says Queen, “was the day I went to my college counselor to tell him I had to drop the five classes I had left to graduate. I just didn’t see any way I could continue going to school with everything falling apart.”

Queen was not dropping out of college by choice. She was homeless.

On what she thought was going to be the worst day of her life, Queen went to Essex Community College to drop the remaining five classes she needed to graduate.

“That was the day that changed my life,” she says now. “That was the day that hope came back.”
"The absolute worst day," says Queen, "was the day I went to my college counselor to tell him I had to drop the five classes I had left to graduate. I just didn’t see any way I could continue going to school with everything falling apart."

Instead, the counselor gave her a list of other possibilities. Highlighted on the top of the list was Covenant House.

“That was the day that changed my life," she says now. “That was the day that hope came back." Queen moved in with us at Covenant House in New Jersey and became a bright light in the life of every staff person, volunteer, and resident she met. She took advantage of every opportunity, every learning experience, every job training session we offer.

“I think what Covenant House does best is teach young people like me how to live,” she says. “It is more than just a place to stay if you are homeless. The staff here really care, they treat you like you are part of a family. They provide non-stop support and tough love when you need a push. They have been here for me through all my setbacks and all my successes.”

Lately there have been many more successes than setbacks for this amazing young woman. In the summer of 2017, she went through a rigorous application and interview process, and landed a paid internship with Accenture.

“When I went to Accenture, I felt like I had another great support system, another family, that I could rely on,” said Queen. “I learned so much there. I learned to be a team player. I learned how to listen. I learned problem solving and analytical skills. I learned how to adapt to different situations in the workplace, and how to be a better communicator.

“But I think the best part about applying for the internship, being accepted, and working on so many important projects at Accenture was that it gave me confidence,” said Queen. “I grew up being comfortable with people, being in front of people as a vocalist, basically being a people person. But the business world was a whole new experience.

“From the first day I walked into Accenture, my Project Manager Darleen Podlaski, and the Program Coordinators Sarah Cobbinah and Francisco Iturbe made me feel like part of the family, while also challenging me to grow and learn. I am so grateful and will never forget the Accenture Team for what they've done for me.”

Queen has big dreams. “I want to earn a Masters degree in Business Administration,” she says. “I want to work in a rewarding job, preferably in a business environment so I can be part of implementing a diverse, inclusive atmosphere like they have built at Accenture. I want to travel the world, and skydive, and someday open a full service beauty bar.”

Thanks to her hard work and amazing talents, Queen’s dreams are already starting to come true. She recently landed a full-time job with Audible, after yet another rigorous application and interview process. “I was interviewed by a whole team of people,” she says with a smile. “It was intimidating, but Covenant House and Accenture prepared me to be confident and just be myself. And it worked—I got the job!

“I could not dream any of these dreams without Covenant House, and people like Rose Stallmeyer, who dedicate their lives to helping young people when we need help the most,” she said. “Rose and so many other people at Covenant House have been with me every step of the way, through all my ups and downs. No matter where I go or what I do on this earth, I will carry with me a part of Covenant House and the amazing staff who work there.”

“Queen like many of our young people come to us with so many talents, said Rose. Our work is simply to provide housing stability, expand opportunity and support and watch them soar! It’s such a privilege to work with our kids, and all of us are so grateful to the supporters of Covenant House across the country to help make our kids’ dreams come true.”
Bruce, a freshman at the College of Mount Saint Vincent, has his head in the clouds and his feet planted firmly on the ground. The former Covenant House New York resident is working hard toward a bachelor’s degree, followed by a master’s, and then a career as a pilot in the Navy.

“I love aviation,” Bruce says, eyes bright. “Ever since I was little, I used to go to air shows and play on flight simulators. I love looking up into the sky, hearing jets go by. Aviation really motivates me to move forward.”

And moving forward he is. Bruce’s “true goal” to become a Navy pilot is buoyed by a well-considered back-up plan based in computer science and business. He intends to complete his bachelor’s and master’s degrees in five years at the college’s sprawling campus on New York City’s outer edge.

As his first semester draws to a close, his biggest worries are the usual freshman conundrums: roommates and living on a student budget.

But that wasn’t the case just a couple of years ago, when Bruce looked into the abyss of homelessness. College was nowhere on his horizon. His most pressing concern wasn’t an unruly roommate but food and shelter.
**Doing the Right Thing**

Bruce had done everything right.

After his parents’ divorce, he grew up mainly with his mother, moving with her from state to state as her career required. By the time he was 18, he’d lived in half a dozen states.

Bruce graduated from John McDonogh Senior High School—the subject of Oprah Winfrey’s “Blackboard Wars” TV series—in a tough section of New Orleans, La. “People judged the school because the area was terrible, but the school was actually great,” he says. He served as treasurer and then vice president of his class.

But for Bruce post-Katrina New Orleans seemed a dead end. “I couldn’t see how I could live there,” he says. He felt his options for making a good living were limited, and he was distressed by the slow pace of infrastructure repair in the many years since the 2005 super storm. “I felt like I was drowning,” he says.

He left New Orleans for New York City, where an aunt agreed to take in the 18-year-old. He quickly landed a paid internship at a Bronx courthouse near Yankee Stadium, where he learned about the court system, ran errands, and filed papers. He was happy and productive.

**Nowhere to Go**

But suddenly, Bruce’s aunt became suspicious of him. She accused him of doing or dealing drugs. When he took a drug test to prove her wrong, she refused to accept the result. “I was shocked,” he recalls. “I told her, ‘Aren’t you supposed to be happy that I’m not doing drugs? Why are you being like this?’

Then one day in mid-December, Bruce’s aunt threw him out of the house. It was the worst possible time, as the air turned cold and the nights turned long. “I guess she didn’t really like me. I thought she was family,” Bruce says. “I didn’t have anywhere to go.”

A coworker at the courthouse told Bruce about Covenant House, and he decided it was his only way to avoid the bitter streets. He had no idea what to expect, and he was afraid.

“I thought I was going to just sit there and be depressed. I thought it was going to be horrible, that I would get into fights,” he says. “I never really suspected it would be a grateful place to be—where a young person like me could get their bearings straight. But when people started opening up to me, I started to see a whole different world.”

**Getting His Bearings**

It took time for Bruce to get past his aunt’s rejection. “When I came to Covenant House, I was in a very dark place,” he says. He took extremely long walks, from Midtown Manhattan to the Bronx, “just so I could get that anxiety out of me. It’s hard to get straight on your goals when you have a lot of stuff on your mind.”

Eventually, he lost the job at the courthouse, but the staff at Covenant House was there to catch him. “My caseworker, Roberto, helped me get back on my feet because he pushed me forward. And people like the RAs [resident assistants], and Brian, another staff person, they pushed you to get up in the morning, to go get a job. And they would just find ways to make you happy, with trips to Six Flags or ice skating,” he says.

Bruce was accepted into Covenant House’s Rights of Passage program, where he focused on acquiring the skills he needed for independent living. Then he began to reimagine the path to college and his “true goal.”

**Mott Street Scholars**

Bruce was accepted to two colleges, but the College of Mount Saint Vincent, through its Mott Street Scholarship program, offered him the comprehensive means he needed to reach his dreams. The program completely covers students’ tuition and provides them with a laptop computer and year-round room and board, thus allaying students’ fears of becoming homeless again when school is not in session. The total cost of tuition, room/board, and fees covered by the program surpasses $45,000 a year.

“It’s definitely part of the mission and commitment of the college and the tradition of the sisters of Charity—the college’s founders—who have two centu-
When Pedro Blandon holds his newborn baby girl, his heart is full, and he is confident he can promise his child a secure and stable start to her new life.

A Mutual Gift
The Mott Street Scholars program is a life-changing gift for students like Bruce, but for Bongiovanni and Kessler, the gift goes both ways. “We get as much from this program as we give,” Bongiovanni says.
“Students like Bruce bring a wealth of compassion and insight, and they inspire us to be better,” says Kessler, who also teaches English. She recalled how one of her Covenant House students ran into the classroom on the first day of the semester and hugged her, so happy was the student to be in school.

And she also recalled how a group of Mott Street Scholars came to the aid of a student who learned during class that her grandfather had suddenly died. “They gravitated to her, took her to lunch, and followed up with her to make sure she was alright,” Kessler recalls.
“They’re a gift to us.”
“It means a lot to be able to study here,” Bruce shares. “I’m grateful for the scholarship opportunity. I just want to say thank you. I’m getting my bearings straight and focusing on my true goal.”

When asked what advice he would give to a young person facing homelessness and the trials and achievements he has known, Bruce replies, “Never give up your hopes and dreams. Even though life is hard, it’s really a rollercoaster. Always keep a positive outlook on life instead of seeing just the negative.”
And, he says, “Always look up.”
It was tough at first, he admits—learning to live with structure, rules, and discipline. But little by little, he adapted to his new life and began to embrace the opportunities that were opened up to him at the residence and through CAN’s innovative programming.

Pedro signed up for various technical courses. CAN’s Escuela Taller, or Vocational Training Workshop, offers a number of different career-oriented learning experiences, including sewing, cooking, and the one that most appealed to Pedro: metalworking.

**CAN’s Metal Workshop**

Since the metal workshop opened at CAN in 2014, more than 50 youth have participated in the vocational training course, where they learn the technical skills involved in bending hard metal to practical and esthetic purposes.

There are two phases to the course, each one lasting three months. In the first phase, youth learn the basics of metalworking and undertake an internship with CAN’s maintenance team. By the end of this phase, they are able to make and repair practical items such as rakes, benches, and mops.

In the second phase, the teens expand their abilities and learn to create beautiful decorative household items.

**More Than Vocational Training Alone**

The metal workshop, like the other courses in the Escuela Taller, aims to help the teens at CAN develop skills that will allow them to earn a living and, ultimately, to be able to lead satisfying and independent lives. But there is even more to it than that.

The success of the metal workshop, CAN insists, is due, at least in part, to the philosophy it’s based on. The training course seeks to show youth, through hands-on experience, that as hard a substance as metal is, it can be molded and shaped into beautiful and practical things.

And though the teens’ own struggles from homelessness to a happy and fulfilling life may sometimes be difficult, they, too, can transform and mold their lives into the shape of a beautiful future.

**The Future Takes Shape**

That certainly has been the case for Pedro, who, upon leaving Casa Alianza, returned to his native town of Jalapa.

“After Casa Alianza, I began a whole new stage in my life. It was tough working through things at CAN, but in the process I learned to never give up, to keep on fighting. It’s hard, but it is possible to succeed,” he says.

“When you leave CAN, you still struggle, but it’s different because something in your life is different; something has changed,” he says. “Now the struggle is to keep moving forward, to take charge of your life, and to take care of your own needs.”

Pedro, now 21, says he is grateful to Casa Alianza Nicaragua not only for helping him discover and pursue a career in metalworking but, also, for encouraging him and motivating him to follow his dreams.

**“After Casa Alianza, I began a whole new stage in my life. It was tough working through things at CAN, but in the process I learned to never give up, to keep on fighting. It’s hard, but it is possible to succeed,” he says.**
## Financials

### Covenant House and Affiliates

Consolidated Statement of Activities

For the year ended June 30, 2019

### Contributions and Other Revenue

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<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
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### Investment Return

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### Expenses

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<td>Medical</td>
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<td>—</td>
<td>8,126,927</td>
</tr>
<tr>
<td>Community service center</td>
<td>13,476,402</td>
<td>—</td>
<td>13,476,402</td>
</tr>
<tr>
<td>Public education</td>
<td>16,575,912</td>
<td>—</td>
<td>16,575,912</td>
</tr>
<tr>
<td>Rights of passage</td>
<td>29,560,100</td>
<td>—</td>
<td>29,560,100</td>
</tr>
<tr>
<td>Schools</td>
<td>7,790,339</td>
<td>—</td>
<td>7,790,339</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>151,711,814</td>
<td>—</td>
<td>151,711,814</td>
</tr>
<tr>
<td><strong>Supporting Services:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>20,389,741</td>
<td>—</td>
<td>20,389,741</td>
</tr>
<tr>
<td>Fundraising</td>
<td>22,974,069</td>
<td>—</td>
<td>22,974,069</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>43,363,810</td>
<td>—</td>
<td>43,363,810</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>194,535,624</td>
<td>—</td>
<td>194,535,624</td>
</tr>
<tr>
<td><strong>Change in Net Assets from Operations</strong></td>
<td>7,235,955</td>
<td>9,128,191</td>
<td>16,364,146</td>
</tr>
<tr>
<td>Foreign currency translation adjustment</td>
<td>377,311</td>
<td>91,922</td>
<td>469,233</td>
</tr>
<tr>
<td>Pension related activity, other than net periodic pension cost</td>
<td>(2,165,023)</td>
<td>—</td>
<td>(2,165,023)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>5,448,243</td>
<td>9,220,113</td>
<td>14,668,356</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>155,310,708</td>
<td>52,252,615</td>
<td>207,563,323</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$160,758,951</td>
<td>$61,472,728</td>
<td>$222,231,679</td>
</tr>
</tbody>
</table>
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CH Franciscan Health

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Senior Vice President/General Manager, New York Yankees

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Actor

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