Mission:
To sustain the economic revitalization of all the communities of Upper Manhattan through job creation, corporate alliances, strategic investments and small business assistance.
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**UMEZ and NYEZ Boards of Directors**
Message from the Chairman and the President

Dear Friends:

In FY 2010, despite the continuing fluctuations in our national economy, UMEZ remained very active in its lending, grantmaking and job creation efforts.

A major UMEZ loan created the opening of a new 22,000 square foot supermarket, Best Yet on Frederick Douglass Boulevard in Central Harlem. Best Yet gives Upper Manhattan residents a wonderful new venue to meet their families’ grocery shopping needs, but even more importantly, provides food items that will promote a more balanced and wholesome diet. Given the increasing health awareness of our residents and neighborhoods throughout all of Upper Manhattan, it is essential that these communities have access to quality, affordable fresh fruits and vegetables.

While we welcome the arrival of substantial new companies like Best Yet Markets, we are mindful that small businesses continue to represent the economic backbone of our many communities. Accordingly, we provided loans to four diverse small businesses, including 5 & Diamond, a restaurant; Acelero Learning Center, an operator of education programs; Bibi Salon, a beauty and hair care establishment; and Island Salad, a restaurant and take-out salad bar that promotes healthy eating through its menu choices. It’s also noteworthy that both 5 & Diamond and Bibi Salon are owned and operated by women, as we continue to support the development and growth of minority- and women-owned business establishments within the Zone.

Additional loans were made through our 125th Street Pilot Retail Incentive Program (PRIP), a forgivable loan initiative that targets existing small businesses located along 125th Street between...
Fifth Avenue & Frederick Douglass Jr. Blvd and along core commercial corridors in Central and East Harlem. This program was conceived with the help of local Council Member Inez Dickens, in order to assist small and local businesses who are impacted by the 125th Street re-zoning changes. FY 2010 PRIP loan recipients were Victor Body Lawson, an architectural firm; Gemini Boutique, a clothing store; and Patane Press, a family-owned and operated printing company, which has been in Harlem for 54 years.

Ongoing UMEZ support is also of critical importance to local cultural institutions and organizations, some of whom have, due to the recession, had to make cutbacks in programming and staffing. Accordingly, through our Cultural Industry Investment Fund (CIIF), UMEZ continues to make both strategic grant investments and technical assistance grants that provide guidance to smaller cultural organizations in key operational areas including strategic planning, fundraising, board development, marketing (both institutional and programmatic) and artistic planning. As you will read in this Report, UMEZ is working with the Kennedy Center for The Performing Arts (Washington, D.C.) on a new initiative, the UMEZ/Kennedy Center Arts Management Institute Initiative. This collaboration will provide five Upper Manhattan arts organizations with comprehensive training and consultation tailored to the needs of their senior management and board leadership.

A linchpin of the UMEZ economic development strategy has always been to ensure that Upper Manhattan residents have opportunities for employment, especially within projects generated through capital from UMEZ. For example, our Workforce Development Manager has worked closely with the developers of the newly-opened East River Plaza Mall as a means of creating opportunities for East Harlem residents with Mall tenants such as Marshalls, Best Buy, Bob’s Discount Furniture and Target. Similarly, UMEZ has assisted the recently opened Aloft Harlem hotel in meeting its staffing needs in hospitality services with residents of UMEZ. Ultimately, our concern and efforts are focused on one goal - improving the quality of life for Upper Manhattan residents.

Through job creation, healthier food options, and expansion of the cultural economy in Upper Manhattan and despite a very difficult economic environment, UMEZ continues its mission to bring more opportunity and empowerment to the residents of Upper Manhattan.
UPPER MANHATTAN AT A GLANCE

If Upper Manhattan were a city it would be the 22nd largest in the country, just ahead of Seattle.

As a city within a city, Upper Manhattan boasts significant assets: strong consumer and institutional market demand; “gateway” location at the hub of multiple transportation modes which move people and freight to regional markets; marquee players in key metropolitan business clusters such as education and health care; a unique cultural destination based on its history and reputation for setting trends in music, fashion and art; and a large, available labor pool, over 27% of which are bilingual, reflecting the diversity of New York City and the country’s future consumer and labor markets.

Upper Manhattan is an area of approximately 7.3 miles with a population of approximately 584,033. It encompasses four Community Board Districts— 9, 10, 11, and 12.

The following data is excerpted from a 2006 report of the American Community Survey. It provides a snapshot of the population, income, education and ethnic composition of Upper Manhattan residents.
**RACE**

- **Black (Non Latino)**
- **White (Non Latino)**
- **Latino**
- **Other**

**MEDIAN INCOME**

- Black (Non Latino)
- White (Non Latino)
- Latino
- Other

**EDUCATION**

- High School Diploma
- Bachelors Degree

*Percentage of population holding High-School Diploma or Bachelors Degree taken from population 25 years old and over*
BUSINESS INVESTMENTS
Studies conducted in the New York Metropolitan area have found that the availability of healthy foods varies by neighborhoods. As a result, for several years, there have been escalating concerns about the health of Upper Manhattan residents. The Health Department conducted neighborhood food access surveys in Upper Manhattan and Central Brooklyn. These surveys showed that bodegas are much more common and supermarkets are much less common in Harlem than they are on the Upper East Side. Unfortunately, it was also found that bodegas in Harlem rarely stock the fresh fruits and vegetables that supermarkets do. It was also determined that there were lower rates of obesity in census tracts that had more grocery stores. Moreover, from an economic development standpoint, it was concluded that supermarkets attract other vendors and create employment.

With these facts in mind, UMEZ realized the importance of finding high quality, yet affordable food retail establishments that would have a positive impact in addressing the problems of diet and nutrition of Upper Manhattan residents, most especially children. That’s why it provided a $1 million loan to finance a portion of the start-up and build-out costs for Best Yet Market of Harlem.

Best Yet Market of Harlem, the twelfth supermarket opened by the Long Island based Best Yet Market chain since 1994 and its first in Manhattan, is a full service, multi-level supermarket that offers a wide array of fresh fruits and vegetables; and wholesome prepared hot foods and salads. The outstanding shopping venue also has a café with free Wi-Fi. Best Yet Market of Harlem is the first of its kind in Upper Manhattan.

The opening of Best Yet Market of Harlem resulted in the creation of 122 jobs for Upper Manhattan residents.

UMEZ is exceptionally proud of its involvement in bringing Best Yet Market of Harlem to an area that was in considerable need of this kind of establishment.
RETAIL INCENTIVE PROGRAM

As we did in FY 09, UMEZ assisted several businesses through its 125th Street Pilot Retail Incentive Program (PRIP). PRIP, which we began in 2008, is a forgivable loan initiative targeting existing small businesses located on 125th Street from Fifth Avenue to Frederick Douglass Jr. Blvd by helping them to relocate along core commercial corridors in Central Harlem from 116th to 135th Street. This program serves as an incentive that enables new small and local businesses to participate in the business environment stimulated by the 125th Street zoning changes.

It’s also important to note that the kinds of the businesses we assisted in FY 2010 were as diverse as Upper Manhattan itself.

UMEZ provided a $50,000 PRIP loan to Body-Lawson Architects, P.C. (BLA), a certified Minority Business Enterprise (MBE), which has been in operation since 1993. BLA provides architectural planning, urban design, historic preservation and interior design services locally, nationally and internationally. Its portfolio includes multi-family housing, public and religious buildings, health and recreational facilities, as well as commercial buildings. Our PRIP loan was used to complete the renovation of the firm’s new offices on Adam Clayton Powell, Jr. Blvd.

Since 1989, Gemini II Specialty Boutique, Harlem retail apparel store, has been providing quality women’s lingerie to full-figured women. The boutique’s owners received a $17,260 PRIP loan to assist with costs associated with its move to another location on St. Nicholas Avenue.

Finally, the family-owned and operated Patane Press, a longtime Harlem printing business which has been in Harlem for 53 years, used its PRIP $50,000 loan for costs associated with its relocation to West 135th Street.
Body Lawson Architects projects (clockwise from left)
Grace Towers - Mt. Vernon, NY; Livmor Condos & Church Building - New York, NY; Erbograph - New York, NY; and Union Baptist Church - White Plains, NY
CULTURAL INDUSTRY INVESTMENT FUND
FISCAL YEAR 2010 CASE STUDY:
TECHNICAL ASSISTANCE GRANTS

One of the Cultural Industry Investment Fund’s (CIIF) most important capabilities is to make direct capital investments in select cultural entities that will strengthen and advance these organizations over the long term. These grants are buttressed by the CIIF staff, who bring a wide range of experience to their engagement with grant recipients. Each staff member works closely throughout the grant period with the organizations in their portfolio to serve as a resource for skills building, improved operational performance, and strengthened governance.

On occasion, it is determined that an applicant first needs to focus on a specific issue such as organizational assessment, board development, or strategic planning prior to undertaking a major grant initiative. To address these critical concerns, CIIF provides Technical Assistance (TA) awards toward one or more consultants who can provide the requisite expertise to an organization as they resolve these issues. For example, the National Jazz Museum in Harlem (NJMH), an organization dedicated to promoting and preserving jazz music in Harlem and around the world, was designated in 2009 as the cultural anchor in the development of Mart 125 on 125th Street. In preparation for this ambitious expansion, NJMH was allocated a TA award of $50,000 to support a strategic business plan, project management, and fundraising counsel for the project. These elements will provide the crucial groundwork needed to successfully launch this major capital development effort, which will result in a new home for NJMH and increased cultural vitality on this major thoroughfare.

In a similar vein, the CIIF staff drew on its extensive knowledge of Upper Manhattan’s cultural organizations to identify five cultural institutions that had demonstrated significant potential for growth, yet lacked in-depth experience across a wide range of management and governance issues. To address these needs, UMEZ allocated a $100,000 grant to The John F. Kennedy Center for The Performing Arts to engage the DeVos Institute of Arts Management at the Kennedy Center (Center) in a program designed especially for Harlem Arts Alliance, Northern Manhattan Arts Alliance, National Jazz Museum in Harlem, Harlem School of the Arts, and Dance Theatre of Harlem.

The key areas of the Center’s focus are strategic planning, fundraising, board development, marketing (both institutional and programmatic) and artistic planning, each tailored to the needs of senior management and board leadership. These topics are being taught through on-site educational seminars, web chats, and specialized consultations with each organization.

The five participating cultural groups now have the opportunity to acquire new tools, gain added perspectives, learn best practices, engage in real-time problem solving, and receive unfettered access to advice and assistance from one of the nation’s leading arts management programs. The result will be a greatly increased prospect for sustainability and the potential for long-term, positive impact on Upper Manhattan’s cultural ecology.
FY 2010 ANNUAL REPORT CASE STUDY:
DWYER CULTURAL CENTER

As noted by *The New York Times*, a new uptown cultural center sprang to life in June of 2009. The Dwyer Cultural Center, formerly a warehouse, is now a 7,000 square foot state-of-the-art, multimedia meeting place devoted to the culture, traditions, and history of Harlem. The primary programmer for the Dwyer is Community Works, a 20 year-old not-for-profit that uses the arts to inspire social and individual change by sharing community stories and thereby building bridges between diverse cultures and neighborhoods. The organization serves more than 300,000 young people and community members annually across the five boroughs through exhibitions, performances and workshops, conducted in collaboration with schools and other cultural organizations. Its signature programming at the Dwyer, *Harlem Is…*, focuses on telling the story of Harlem’s history through a series of exhibitions and complementary education programs.

The Cultural Industry Investment Fund (CIIF) provided Community Works with a three-year grant totaling $390,780 to support infrastructure development for Community Works as it expands to create new opportunities for the cultural community in its new Harlem home. In its first year of operations at the Dwyer, Community Works has offered a diverse calendar of activities including live theater, music and dance performances; interactive guided tours; in-depth conferences, panels and symposia; documentary and independent film series; and educational and community workshops. Quickly becoming an integral part of the Upper Manhattan cultural landscape, Community Works has worked in cooperation with other UMEZ grantees including the Harlem School of the Arts, Riverside Theatre, National Jazz Museum in Harlem, the Schomburg Center for Research in Black Culture, the Harlem Arts Alliance (HAA) and the Northern Manhattan Arts Alliance (NoMAA).

A special component to this CIIF grant is an annual allocation to subsidize space rental for the constituents of Upper Manhattan’s two arts service organizations, HAA and NoMAA. The subsidy has allowed small organizations and individual artists to rehearse and perform in a professionally equipped space – a luxury they could often not otherwise afford. It has also provided the opportunity for HAA and NoMAA to work together on professional development workshops and symposia that serve their constituencies simultaneously.

UMEZ is proud to support Community Works at the Dwyer Cultural Center as this beautiful new space further enhances Upper Manhattan’s reputation as a major cultural destination and enriches Harlem’s cultural landscape.
WORKFORCE DEVELOPMENT
From Main Street to Wall Street and on every street in between, job creation is essential to the growth and stability of our nation’s economy. Working Americans are increasingly productive and though wages did not increase in kind, our present economic challenge is not as much about the absence of skills among the nation’s workforce but the availability of living wage jobs. The Economic Policy Institute concluded as much, indicating that unemployment in this new century is not as much attributable to the perceived skills mismatch between the workers and the demands of employers as it is the result of severe, sustained job loss. The consequence of limited employment opportunity is particularly daunting for residents in Upper Manhattan. A 2009 analysis by the Fiscal Policy Institute reported that as the market signaled an end of the recession and unemployment rates of the nation and New York City hovered around 10%, in the communities of Harlem and Washington Heights as many as 20% of African American and Latino men were out of work.

Job creation is among the organizational imperatives of UMEZ. Through business investments, small business development and cultural industry investment funds, the organization requires and tracks the creation of jobs. With each loan UMEZ makes, incentive package offered, grant issued and capacity building support, extended job creation is an expectation. UMEZ’s impact on these communities is measured as much by the generation of employment opportunities as is the amounts that are invested through its other investment areas. So, along with physical development of the community, small business investments and supporting and nurturing the cultural legacy of the community’s art institutions, UMEZ supports workforce development.

UMEZ brokers relationships, bringing stakeholders together to leverage their resources to create
opportunities that reconcile the needs of employers and the availability of residents for employment opportunities. As well, UMEZ makes strategic investments in organizations with the knowledge of, experience in and a vision for employment and training in sectors that offer the most promising growth opportunities for residents. Leveraging its investments, UMEZ workforce development fund operates with a single motivation: prepare, place and have local residents retained in known career ladder employment opportunities within high growth sectors.

The impact of UMEZ’s workforce development is obvious and transparent. The story can best be illustrated with the following examples representing the sectors that promise the greatest employment opportunities:

Retail: While UMEZ approved a $15 million Business Investment loan and $40 million in triple-tax exempt Empowerment Zone Bonds towards the development of new East River Plaza Mall, among the expectations of this project is that it would generate jobs. The Mall has a number of well-known retail tenants including Costco, Best Buy, Target, Bob’s Discount Furniture, GameStop, Old Navy, Marshall’s, Kidstown, Verizon and PetSmart. As part of the agreement to invest in the project, UMEZ required developers to ensure that East Harlem residents would have opportunities for jobs in the mall. The developer engaged Strive, an East Harlem-based employment and training provider, to recruit residents and brought each tenant to the community. Working collaboratively with UMEZ, Community Board 11, the Workforce1 Career Center and other community organizations, Tiago Realty (who developed the project) brought each retailer to the community table, to discuss their employment needs. Over 800 jobs have gone to East Harlem and other Upper Manhattan residents.

Hospitality: UMEZ was approached by developers that were interested in building a new hotel in Harlem. As we packaged the deal, the developer was able to secure financing from another source. As such, UMEZ staff had an inside look at the projected employment needs of the developer. As Aloft Harlem, the first hotel to open in Harlem in decades began to take shape. UMEZ introduced the management to the Workforce1 Career Center in Harlem – one of the Centers in New York City that are a one stop resource funded by the NYC Department of Small Business Services, for residents who are looking for employment and/or opportunities to advance in the job market and businesses that are seeking and are ready to hire. The developers of Aloft and the Workforce1 Center organized a job fair that was held at the Apollo Theater. Many Upper Manhattan residents were eventually hired.

Construction: UMEZ also makes direct investments in projects in industry sectors that promise significant growth and opportunity. The construction trades have historically been such a growth sector,
well paying employment opportunities for individuals with limited skills and educational background. Through the UMEZ-funded Construction Trades Academy, Harlem Congregations for Community Improvement (HCCI) trains Upper Manhattan residents in the construction industry, while creating opportunities for these individuals to embark on a career pathway and earn a living wage. The program integrates classroom instruction, contextual academics, and hands-on skills training, on-the job work through paid internships in the construction trades and training in workplace employability skills. It provides participants with job placement and/or apprenticeship opportunities in the construction trades upon the successful completion of training. So far, more than 100 individuals have participated in training, of which half have benefited by paid internships in construction positions. This program is particularly notable, as the construction industry suffered significantly during this recession.

Healthcare has been an industry that offers incredible opportunities for entry level as well as advancement for its workers. Several years ago, UMEZ began a partnership with 1199/SEIU--the Career Opportunities in Health Care (COH) program initiative--which was designed to connect Upper Manhattan residents to employment and career advancement opportunities in the health care industry, while simultaneously addressing the workforce development needs of local health care institutions. With UMEZ funding, the COHC program trains and prepares unemployed and/or under-employed residents for specific entry-level employment opportunities such as transport workers, housekeeping, patient representative and administrative workers that tracked to membership in the union. To maximize the employment opportunities for UM residents, UMEZ organized and facilitated a network of community partners. This group received technical assistance that would clarify their roles in this coalition and enable each to identify residents that possessed the skills and attributes sought by institutions that included Mount Sinai, NY Presbyterian and Isabella Geriatric Center as well as institutions beyond the borders of the Empowerment Zone such as Cabrini Center for Nursing Rehabilitation and NY University Medical Center. Although healthcare is retrenching, as is evidenced by the closures of North General and St. Vincent’s Hospitals, this landmark project provided unprecedented access to employment opportunities for community residents and the community organizations that are active workforce development providers.

As Upper Manhattan grows socially and economically, UMEZ, through its Workforce Development Program and its Board’s Human Capital Committee, will continue and strengthen its activities in business investment and in new training initiatives to meet the employment needs of Upper Manhattan residents and employers throughout the City. Our workforce development strategy is proven and we look forward to continuing to support the needs of workers and employers of these communities.
Investment Guidelines

The Empowerment Zone offers financial assistance through three programs: (i) the Business Resource and Investment Service Center, Inc., (ii) the Business Investments program, and (iii) the Cultural Industry Investment Fund. Assistance is provided through start-up or expansion loans for businesses as well as grants for qualified nonprofit organizations. In addition, businesses located in the Empowerment Zone are eligible for certain federal, state and city tax benefits. The guidelines for financing under these three programs are summarized below.

**Business Resource and Investment Service Center, Inc. (BRISC)**

- **Loan size:** $50,000 to $250,000
- **Pricing:** Fixed rate and competitive with market rates
- **Loan term:** Typically five years
- **Uses:** Start-up financing, business expansion, machinery and equipment, leasehold improvements, refinancing, acquisitions and working capital
- **Key requirements:**
  - Sustainable cash flows
  - Experienced management team
  - Business plan that reflects understanding of sector and project
  - Meaningful equity contribution
  - Personal guaranty and other collateral

**Business Investments**

- **Loan size:** $250,000 and above
- **Pricing:** Fixed rate and competitive with market rates
- **Loan term:** Typically five to seven years (commercial); up to ten years (real estate)
- **Uses:** Start-up financing, business expansion, machinery and equipment, leasehold improvements, commercial real estate and working capital
- **Key requirements:**
  - Sustainable cash flows
  - Experienced management team
  - Business plan that reflects understanding of sector and project
  - Meaningful equity contribution
  - Personal guaranty and other collateral
  - Minimum creation of five full-time equivalent jobs
**Cultural Industry Investment Fund (CIIF)**
Applicant: 501 (c) (3) incorporated in New York

**Mission:** Arts and Culture

**Geography:** Located within Upper Manhattan

**Grant size:** Variable

**Grant term:** Typically one to three years

**Uses:**
- Redevelopment of cultural historic sites
- Strengthening and advancing institutions
- Capacity-building
- Sustainability
- Service organizations that support emerging arts-groups

**Key requirements:**
- Strategic fit with the Empowerment Zone mission and funding guidelines
- Sustainability
- Experienced management team
- Business plan, strategic plan, and/or fund raising plan that reflects understanding of sector and project class

To learn more about the Empowerment Zone, call (212) 410-0030 or visit our web site at www.umez.org
# Investment and Financial Summary

## Financial Position

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<th>2009</th>
<th>2010</th>
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<tr>
<td>Cash and Investments</td>
<td>41,931,187.00</td>
<td>39,635,286.00</td>
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<tr>
<td>Loans to Businesses and Affiliates</td>
<td>27,843,375.00</td>
<td>29,171,168.00</td>
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<td>Grants Receivable and Other Assets</td>
<td>1,879,417.00</td>
<td>1,471,635.00</td>
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<td>Net Fixed Assets</td>
<td>8,112.00</td>
<td>19,674.00</td>
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<td><strong>TOTAL ASSETS</strong></td>
<td>71,662,091.00</td>
<td>70,297,763.00</td>
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<thead>
<tr>
<th></th>
<th>2009</th>
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<tr>
<td>Current Liabilities</td>
<td>629,141.00</td>
<td>913,600.00</td>
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<tr>
<td>Net Assets</td>
<td>71,032,950.00</td>
<td>69,384,163.00</td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>71,662,091.00</td>
<td>70,297,763.00</td>
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## Activities

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<tr>
<td>Interest and Other Revenue</td>
<td>1,582,516.00</td>
<td>1,621,558.00</td>
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<td>Government Grant Support for Lending Activity</td>
<td>9,480,051.00</td>
<td>6,864,782.00</td>
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<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
<td>11,062,567.00</td>
<td>8,486,340.00</td>
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<tr>
<td>Grant Program Expenditures</td>
<td>6,209,224.00</td>
<td>5,458,674.00</td>
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<td>Program Service Expenditures</td>
<td>2,800,134.00</td>
<td>3,000,686.00</td>
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<tr>
<td>Management and General Expenditures</td>
<td>1,620,275.00</td>
<td>1,675,767.00</td>
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<td>10,629,633.00</td>
<td>10,135,127.00</td>
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**CHANGE IN NET ASSETS**

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<tr>
<td>Change in Net Assets</td>
<td>432,934.00</td>
<td>(1,648,787.00)</td>
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<tr>
<td>Depreciation and Amortization</td>
<td>4,909.00</td>
<td>3,900.00</td>
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<tr>
<td>Net Loan Repayment / (Disbursement)</td>
<td>(2,180,173.00)</td>
<td>(1,241,471.00)</td>
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<td>Net Decrease / (Increase) in Grant Receivables</td>
<td>986,521.00</td>
<td>337,190.00</td>
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<tr>
<td>Net Decrease / (Increase) in Other Assets</td>
<td>(12,538.00)</td>
<td>17,556.00</td>
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<tr>
<td>Net Decrease / (Increase) in Liabilities</td>
<td>(78,429.00)</td>
<td>251,173.00</td>
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<tr>
<td>Fixed Asset Sales / (Purchases)</td>
<td>——</td>
<td>(15,462.00)</td>
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<tr>
<td><strong>NET INCREASE / (DECREASE) IN CASH</strong></td>
<td>(846,776.00)</td>
<td>(2,295,901.00)</td>
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**BEGINNING CASH**

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<th>2010</th>
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<tbody>
<tr>
<td>BEGINNING CASH</td>
<td>42,777,963.00</td>
<td>41,931,187.00</td>
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**ENDING CASH**

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<tr>
<td>ENDING CASH</td>
<td>41,931,187.00</td>
<td>39,635,286.00</td>
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Net Cumulative Volume of NYEZ Approvals (in millions)

*2010 UMEZ Investments (in dollars)
**2010 Business Investments (in dollars)**

- Small Business Assistance $1,874,000
- BRISC $2,128,134

**2010 Nonprofit Investments (in dollars)**

- Arts and Culture $3,092,335
Executive Management
Fiscal Year 2009

Kenneth J. Knuckles
President & CEO

Hope Knight
Chief Operating Officer

Blair M. Duncan
General Counsel

Verdery Roosevelt
Senior Vice President for Program and Nonprofit Investments

Bert Gibson
Chief Financial Officer
UMEZ and NYEZ Boards of Directors
Fiscal Year 2009

UPPER MANHATTAN EMPOWERMENT ZONE DEVELOPMENT CORPORATION

Mr. Mario L. Baeza
(Chairman)

Mr. Jeffrey Brooker *

Mr. Henry Comas

Mr. Edward Cuesta

Mr. Willie E. Dennis
(Secretary)

Mr. Francisco Diaz Jr.

Ms. Yrthya Dinzey

Ms. Carole N. Griffin

Ms. Judith Harrison

Mr. G. William Hunter

Ms. Patricia Jones

Mr. Anthony S. Kendall

Ms. Elisabeth Mason

Mr. Luis Miranda, Jr.
(Treasurer)

Ms. Pamela Palanque North

Ms. Janet Rodriguez

Mr. Robert J. Rodriguez

Ms. Linda E. Scott

Mr. Richard Thaler, Jr.

Mr. Tracey R. Thomas

Mr. Manny Velazquez

Mr. Willie E. Woods

Mr. Clarence Mitchell

NEW YORK EMPOWERMENT ZONE DEVELOPMENT CORPORATION

Hon. Charles B. Rangel
U.S. Representative, 15th District, New York

Hon. Jose E. Serrano
U.S. Representative, 16th District, New York

Hon. Robert Lieber
Deputy Mayor for Economic Development and Rebuilding, City of New York Chairman, New York Empowerment Zone Corporation

Hon. Avi Schick
Chairman, Empire State Development Corporation Vice Chairman, New York Empowerment Zone Corporation

Kenneth J. Knuckles
President and Chief Executive Officer, Upper Manhattan Empowerment Zone Development Corporation

Ray Salaberrios
President, Bronx Overall Economic Development Corporation

* Mr. Brooker passed away in August of 2010
Upper Manhattan Empowerment Zone