

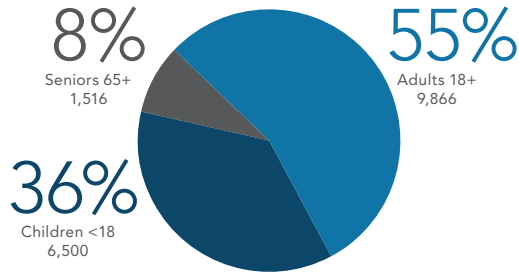


USI | URBAN STRATEGIES, INC.

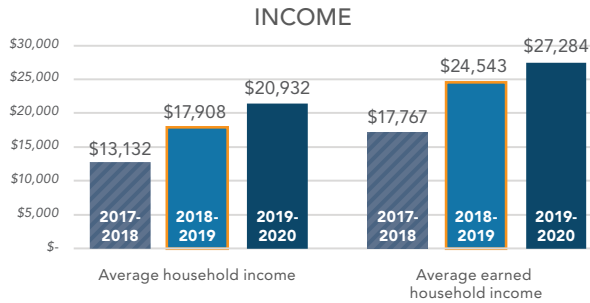
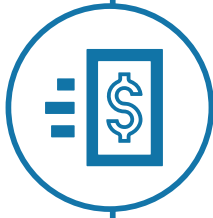
Aligned Stability During Divided Times:  
Building Strategies of **RESILIENCE**

2020  
IMPACT REPORT

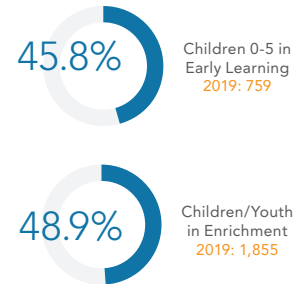
FAMILY SUPPORT



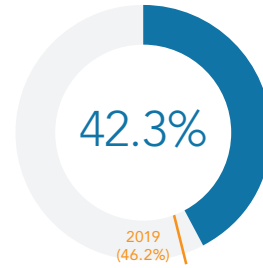
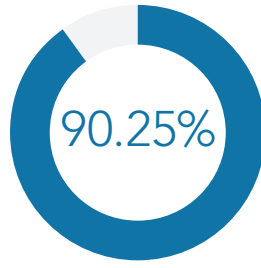
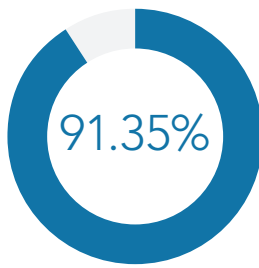
ECONOMIC MOBILITY



EDUCATION

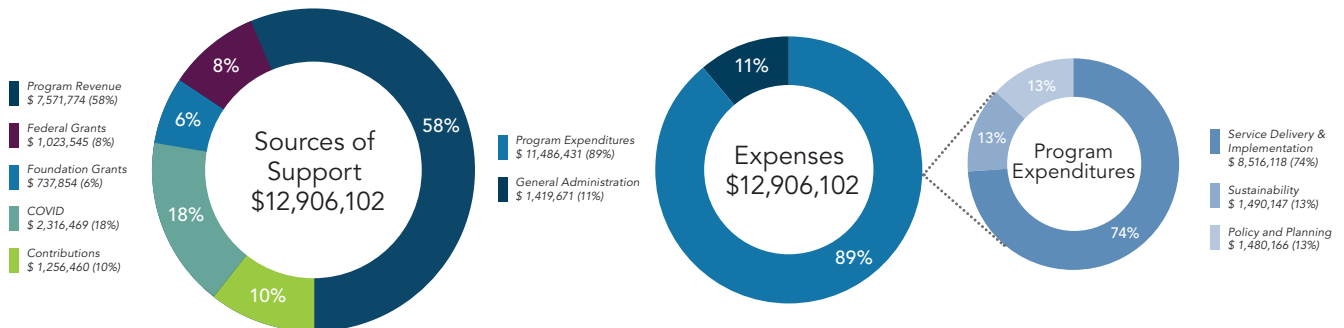


HEALTH & WELLNESS



USI PROVIDES A RANGE OF COMPREHENSIVE HUMAN SERVICE AND NEIGHBORHOOD TRANSFORMATION SUPPORTS FOR FAMILIES LIVING IN DISTRESSED URBAN-CORE RESIDENTIAL COMMUNITIES ACROSS THE COUNTRY.

FISCAL YEAR 2020







## DEAR FRIENDS OF USI,

In the history of our organization's existence, never have we faced such challenges. Both nationally and globally, we are concurrently experiencing a pandemic health crisis and widespread social unrest. In 2020, we saw protests in response to the tragic deaths of people of color at the hands of law enforcement. These increasingly visible occurrences of racism and the disproportion of COVID-related hardships have been an extra burden on the most vulnerable in our nation.

For the people and families we serve, these challenges are compounded with years of disinvestment in communities that represent rich histories on the precipice of significant change.

**Though the obstacles are great, it is the USI mission and obligation to continue with our important equity work to ensure that families are stable and thriving.**

Together, with our partners, we stand boldly to renew our commitment to individuals and families living in disinvested communities.

We reject institutional racism and antiquated systematic practices that have historically marginalized entire generations of people of color.

We're proud to present this impact report to celebrate the partnerships and crucial collaboration that we believe is required to lift up and equalize our nation.

Your partner,

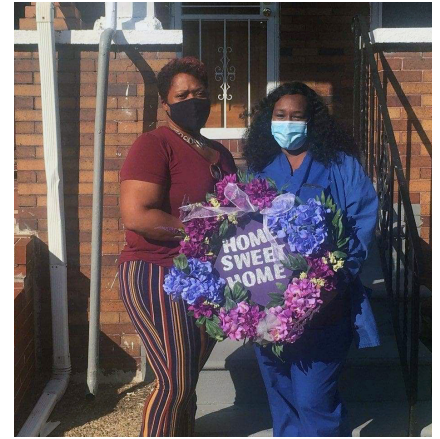
A handwritten signature in black ink, appearing to read 'Esther Shin'. The signature is fluid and cursive, written over a light blue horizontal line.

Esther Shin, President & CEO

Urban Strategies, Inc.

## RESIDENT SPOTLIGHT: Karima Norris

### Pride of Ownership: A First-Time Homebuyer's Story



It's funny how your neighborhood – and truly your whole world – can change when you just see it from a new perspective. For the past 14 years, Ms. Karima Norris had been living at the Perkins Homes Apartments just a short distance to her job at Johns Hopkins Hospital in Baltimore, MD. When she heard of the plans to redevelop the building, she felt disappointed to lose her tight-knit community, but another feeling bubbled up, too. She had always wanted to be a homeowner to have something for her children to inherit, so maybe this was her chance. Working with USI case management, Karima enrolled in USI's **First-Time Homebuyer Program**, supported by CCSMD, PNC Bank, and the HABC's Office of Resident Services.

The program exposed her to financial education that prepared her to begin the homebuying process. Topics included credit repair solutions, mortgages, what to look for in your

home search, and what to know for the closing. Ms. Norris was on the path to homeownership, even amid uncertain times in 2020.

After a brief search, she found her dream home – a three-bedroom townhome with a finished basement just a short distance to the hospital and a quick bus ride to school for her daughter. Ms. Norris applied for and secured a "Live Where You Work" grant from Johns Hopkins to help with the down payment. She closed in September 2020 and couldn't be happier.

"I am so proud of myself for going through the whole process and buying a home," said Ms. Norris.

Only blocks away from her former home in Perkins, Ms. Norris uses the exact same bus stop as before to get to work. Yet, the neighborhood somehow feels a world away to Ms. Norris.

"I love everything about my house – I love the porch, I love the rooms. It's such a nice, bright neighborhood with friendly neighbors who look out for each other and make you feel welcome."

Her happiness is brimming, her sense of pride abundant.

"I hope there will be more programs like this for people to work toward their dreams."

#### USI First-Time Homebuyer Cohort

# 22

individuals

# 18%

of participants purchased homes\*

# 80%

showed significant credit-score increases

\*other residents were moving through the closing process at publication.

"I AM SO PROUD OF MYSELF FOR GOING THROUGH THE WHOLE PROCESS AND BUYING A HOME."

–Resident Karima Norris

## RESIDENT SPOTLIGHT: Janice Hoskins

### Self-Care and Salvation: Hope Comes By Helping Others



There are times when life really tests you. For Janice Hoskins, that time came after she lost everything in a house fire, including her beloved daughter. Life took a sharp turn for the worst, she was catapulted into depression as she moved into Beecher Terrace.

As she was going through her darkest days, she began to see the light when she was asked to become a resident leader at Beecher Terrace. Stepping up as a leader and interacting more with her neighbors brought her out of her shell.

When she was asked her to become more involved and expand her role as a leader, Janice began working with fellow residents to help them define their goals and work toward them. They began to surprise her; they began to share their life stories with her – their own trials

and tribulations. They all worked together to work towards a vision for a better future together. And for some reason, that is what it took.

“It made me live again. It made me care about people - not just myself,” said Janice. “I could see community.”

She was motivated. Not only was she focusing on her own recovery, she was helping others. Janice began work to get preschool at the site to support early learning. She helped families fill out early development questionnaires to identify developmental and learning disabilities. She counseled friends, she connected neighbors, she encouraged them to connect with USI case managers and seek health services or food supports.

USI believes that the role of the resident leader is so crucial to the success and collaboration of the

community. It puts people at the center of results, gives them a voice, and empowers them to create change based on the unique needs and desires of the community as a whole.

**“IT MADE ME LIVE AGAIN.  
IT MADE ME CARE ABOUT  
PEOPLE—NOT JUST MYSELF.  
I COULD SEE COMMUNITY.”**

– Resident Janice Hoskins



*USI partners with Play Cousins, an organization that helps residents with health and education support to identify developmental delays among children. Their parent cafes provide a culturally competent approach to addressing trauma and provides crucial connections for former Beecher Terrace residents.*

	2017	2018	2019	2020
<b>Residents who have a place to go for healthcare other than the Emergency room</b>	95%	97%	97%	97%
<b>Children with a place of healthcare other than the emergency room</b>	99%	98%	97%	97%



## RESPONDING TO NEEDS AMID A GLOBAL PANDEMIC



Many individuals lost their jobs or experienced higher levels of stress as front-line workers. So many had a hard time meeting basic needs, like paying bills and putting food on the table. We saw higher instances of depression, physical health issues and mental health concerns. Schools went online and children struggled to engage with their education. People strained to stay connected to their communities and supportive services while also keeping their distance. Everyone was trying to stay healthy and avoid infection. Fortunately, because of our results-driven services, we had the data in place to quickly activate to meet the increased needs of communities.

In addition, there was a great need to educate about infection rates and provide resources, navigate yet another stream of unjust deaths at the hands of law enforcement, get out the vote in a presidential election year, and encourage participation with the 2020 Census.

All of this on top of years of disinvestment in systems and communities that support some of the most vulnerable in our country. These trials are not novel in the communities we serve. In fact, our work didn't necessarily change – it just became more important.

One of the most concerning moments for us was when we realized our residents normalize trauma. This pandemic is nothing new because the communities we serve have been living in a pandemic for generations – whether that pandemic is related to lack of educational opportunities, limited access to quality healthcare, or economic mobility disparities.

**"I THINK WHAT THE PANDEMIC HAS DEMONSTRATED IS THAT RACISM IS EVEN MORE PREVALENT NOW THAN EVER. THIS HAS ACTUALLY DEEPENED THE DIVIDE BETWEEN VARIOUS SUBGROUPS IN THIS COUNTRY AND I BELIEVE OUR WORK IS NEEDED NOW MORE THAN EVER."**

*Donovan Duncan, USI Executive Vice President*

**We do have an opportunity for 2021 and beyond.**

From a policy perspective, we have seen a shift on how we develop and design equitable policies that impact families. At USI, we strive to learn from this period of time to support policies that will help families be able to meet their basic needs.

USI is working in communities of color in disinvested areas across this country. It has become more evident that if we do not collectively figure out ways to operationalize agendas and liberate those subgroups, we will continue to fight just to stabilize households.

We have to reduce the wealth gaps in this country and create opportunities for all people to thrive.

We also hope to continue the dialogue around what an essential worker is and how can we provide fair wages for front-line staff on whom our society so heavily relies. We want to explore what it truly looks like to create equitable agendas for everyone in this country to thrive.



“AS A PROUD ORGANIZATION OF COLOR, PARTNERING WITH COMMUNITIES OF COLOR, WE BOLDLY FIGHT AGAINST THE VOICES, SYSTEMS, AND EVENTS THAT FURTHER DIVIDE OUR COUNTRY. THE CHILDREN AND FAMILIES ACROSS THIS COUNTRY ARE HUNGRY, HANGING ON TO HOPE, WHILE TRYING TO BATTLE COVID-19, AND THE LONG-LASTING EFFECTS OF RACIAL INJUSTICE.”

*Esther Shin, USI President & CEO*

## Thank You!

USI is so grateful for the support and collective resources provided by our network of partners and funders across the country. It is truly inspiring to look back on the collective work of organizations that truly came together in a crisis to support people in need.

They showed that support in various ways, big and small:

- Funders were flexible with how USI was able to use and distribute resources
- New partnerships were formed, especially around food insecurity
- Various partners helped residents meet basic needs like helping with utilities
- Breweries began making hand sanitizer, companies donated PPE
- City partners addressed the digital divide to ensure that children had the space and the technology to stay engaged with their schools

# 725+

**Partners helped USI support people in need in 2020.**

*(See Partner List on Pages 16-19)*

## GOOD TROUBLE: Fight the Good Fight with USI

2020 has shined a troubling light on vast inequities in our country and we cannot turn a blind eye.

**IT'S TIME TO TRANSFORM, BUT, WE CAN'T DO IT ALONE.**

We are seeking partners and volunteers to invest in USI and our partner organizations to address these needs.

We must work to create equitable policies and practices. We must knock down outdated and racist systems and institutions. We must work to lift communities of color and provide sustainable pathways to economic mobility.

Join us in this fight.



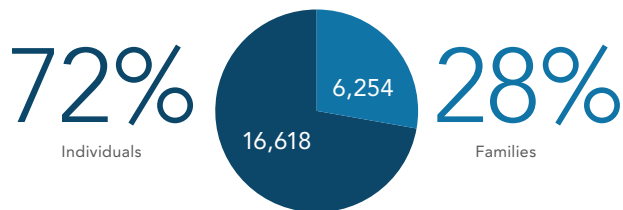
As the globe reeled from the total disruption of the COVID-19 pandemic and racial injustice in 2020, historically disinvested communities felt the blow even harder... again.



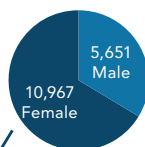
### CASE MANAGEMENT

#### PARTICIPANTS

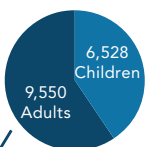
Represents number of adults and children who received COVID-19 specific services.



#### GENDER



#### AGE



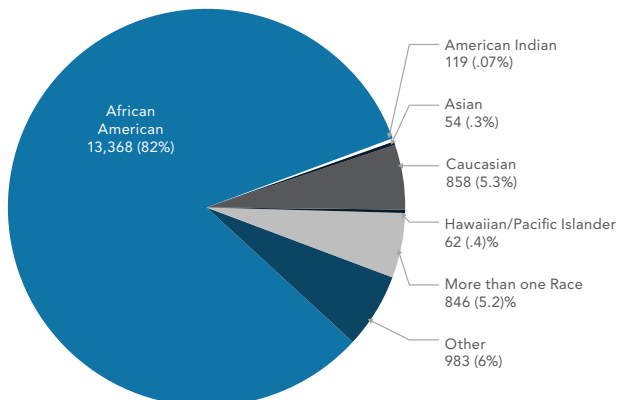
#### COVID-19 CONNECTIONS

Represents the number of COVID-19 related services provided to families across the nation.

21,234

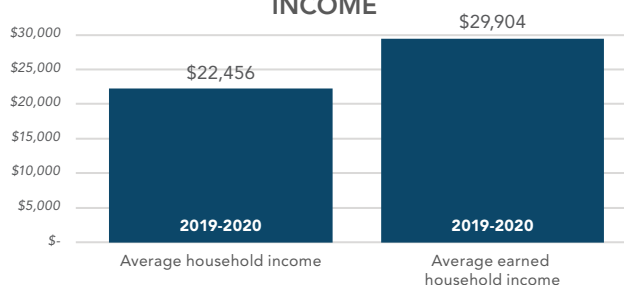


#### ETHNICITY

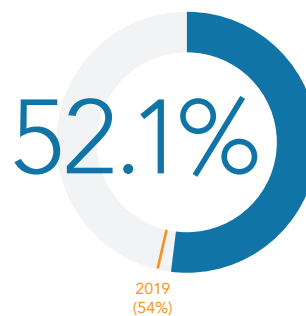


### ECONOMIC MOBILITY

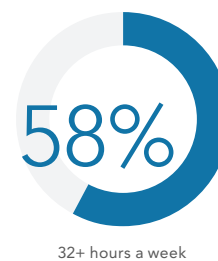
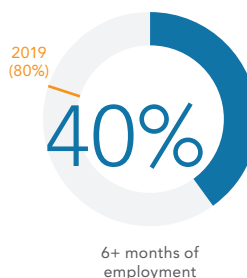
#### INCOME



#### EMPLOYMENT STATUS (Ages 18-64)



#### DURATION OF EMPLOYMENT



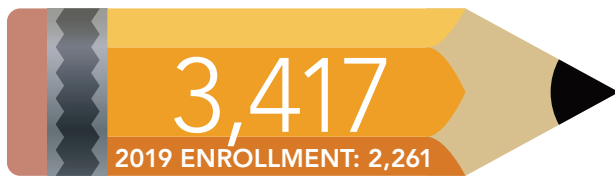


Despite the circumstances of 2020, the resilient families who've partnered with USI across the country, have found stability through these trying times.



## EDUCATION

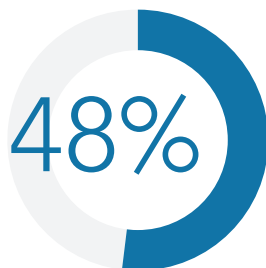
CHILDREN IN SCHOOL



YOUTH ENGAGED  
IN ENRICHMENT

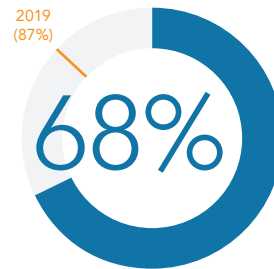


ENROLLED IN EARLY CHILDHOOD  
DEVELOPMENT SERVICES



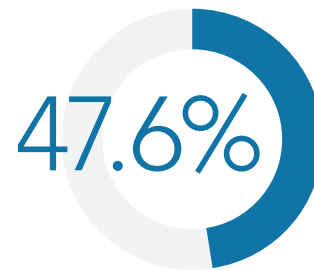
## HEALTH & WELLNESS

TYPE OF HEALTH INSURANCE

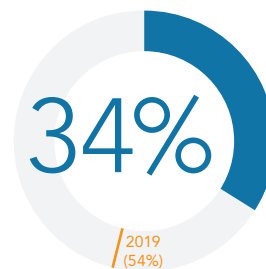


Medicaid/Medicare

ADULTS WITH CHRONIC DISEASE DIAGNOSIS



SELF-REPORTED STRESS LEVEL



Population reported stress level  
3 or higher on a scale of 1-5

# TRANSFORMATION BEGINS IN NORTH CAROLINA AND TEXAS



## WINSTON SALEM

For one hundred years, Winston-Salem was synonymous with tobacco. The local economy and its jobs were largely driven by the industry and the North East Winston-Salem – or “Newside” – community was located right in the middle of the production. However, as tobacco processing plants began drying up or moving away, the people who lived and worked in their shadow were left behind and many were left jobless. In the 1950s, the construction of an interstate literally divided and further stressed the already distressed neighborhood. On one side, an arts and innovation transformation occurred through the years, but the other side continued to be marooned amid defunct warehouses, poverty and deteriorating housing - including the Cleveland Avenue Homes, a 199-unit public housing site.

Now, thanks to a \$30 million Choice Neighborhood Implementation Grant, the Housing Authority of the City of Winston-Salem, the City, Urban Strategies, Inc. and other partners will usher in much-needed revitalization and seek to connect the divided community.

Beginning with case management services, Urban Strategies, Inc. (USI) will provide supports and resources to help the primarily African American residents of Cleveland Homes to explore employment options, educational opportunities, and access to high-quality, culturally competent medical providers.

USI will continue to work with partners to provide results-driven support to help all families to thrive. USI seeks to ensure that residents will obtain housing stability, economic mobility, education, and health and wellness in hopes of transforming people alongside the buildings that occupy Newside.





## FORT WORTH

The historic Stop Six neighborhood of Fort Worth, Texas is aptly named as it was once the sixth stop on the streetcar system that connected Dallas and Fort Worth. At its inception, Stop Six was well known as a thriving working-class neighborhood filled with prominent African American founders and citizens. Today, it has a crime rate four times that of the City and has experienced years of abandonment.

As part of a \$35 million Choice Neighborhoods Implementation Grant from the U.S. Department of Housing and Urban Development, Urban Strategies, Inc. and its partners will work to revitalize the community and its people. Namely, assisting the residents of Cavile Place, a 300-unit distressed public housing development as the building undergoes renovation.

USI helps residents create and attain goals that promote economic mobility through education and employment and address health and wellness through access to high-quality, culturally competent health care services. Together, with its partners, USI ensures that every individual is stable and thriving.

**“WE HAVE A FANTASTIC LOCAL TEAM AND COMMITTED GROUP OF PARTNERS WHO HAVE DONE A PHENOMENAL JOB CONNECTING WITH AND SUPPORTING THE RESIDENTS AS WE’VE LAUNCHED OUR WORK IN FORT WORTH.”**

—*Alecia Leonard,*  
USI Regional Vice President



# THE USI CDFI

A CDFI is a private financial institution that is 100% dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people.

## FOUR SECTORS OF THE CDFI INDUSTRY:

“FOR MORE THAN 40 YEARS, USI HAS DONE EXCEPTIONAL WORK IN CITIES ACROSS THE COUNTRY. THE CREATION OF THE CDFI WILL PROVIDE AN OPPORTUNITY FOR OUR FAMILIES TO ENHANCE THEIR ECONOMIC POWER AND BECOME IMPORTANT EXAMPLES FOR FUTURE GENERATIONS”

—Richard Baron, Chairman, USI Board of Directors



### Community Development Bank (CDB)

Provide capital to rebuild economically distressed communities and serve residents of these communities. CDBs are certified by the Community Development Financial Institutions Fund, a department with the U.S. Department of Treasury.



### Community Development Credit Unions (CDCU)

A credit union with a mission of serving low-and moderate income people and communities.



### Community Development Loan Funds (CDLF)

USI in embarking on a fundraising goal of 50 million dollars to address economic mobility by providing financing and development services in low-income communities to Black, Brown, and Indigenous individuals, businesses and organizations.



### Community Development Venture Capital Funds

Provide equity and debt-with equity-features for small and medium sized businesses in distressed communities.

# BUILDING STRATEGIES OF **LIBERATION**

“WHEN THINKING ABOUT COMMUNITY-BASED LIBERATION, YOU HAVE TO FOCUS ON ENSURING THAT COMMUNITIES HAVE THE ABILITY TO THRIVE. OUR CDFI STRATEGY CREATES A LEVEL PLAYING FIELD FOR BLACK AND BROWN BUSINESS CONCERNS TO REACH THEIR FULLEST POTENTIAL, WHILE CREATING SIMILAR OPPORTUNITIES FOR COMMUNITY MEMBERS.”

—Donovan Duncan, USI Executive Vice President

## WHY THIS MARKET?

USI looks to serve this viable untapped business market, which includes many minority contractors who are unable to propel their businesses due to the inability to fund operation costs of larger projects. The target clients we intend to work with currently receive technical assistance from USI and have identified their need for financial support for current or potential start-up businesses. USI saw this as an opportunity to intentionally move the needle for customers taking control of their pathways toward a stable and thriving life.

## WHAT DOES THIS MEAN?

It means USI has agreed to deploy 60% of all funding received to Black, Brown, and Indigenous individuals in across the United States. Not only must 60% of the dollar amount be deployed, but loan units as well.

*For example, if USI deploys 100 loans valued at \$100,000, 60 of the loans with a combined dollar amount of \$60,000 or more must be funded to Black, Brown, and Indigenous individuals across the United States.*

**Target Population**

**Black, Brown, and Indigenous Individuals**

**Target Market**

**United States**

**What about the remaining 40%?**

USI can deploy the other 40% in any manner that is aligned with the CDFI’s mission. For example, USI may deploy funds to other Target Markets where we have business or other populations that are not Black, Brown, or Indigenous individuals.

**USI Projected Funding**

USI intends to focus on three subsectors for lending:  
**MBE | WBE | Small Businesses**



**"EVEN IF WE CAN'T DIRECTLY HAVE AN IMPACT ON EVERY CHILD IN THE COUNTRY, WE CAN INFLUENCE LEADERS IN OTHER CITIES AND ORGANIZATIONS TO PRACTICE IN A MORE EQUITABLE, PEOPLE-CENTERED AND COLLABORATIVE WAY."**

*Erika N. Wilson, Manager of Marketing & Communications*





# A CNI Community of Practice

USI seeks to support neighborhood revitalization by nurturing families and individuals and help them attain stable housing, economic mobility, and connections to health networks within the communities we serve.

## **But that isn't enough.**

Our mission states that we do this work to ensure that **all** children and families are stable and thriving.

To extend our support to other communities, we began offering a chance for fellow Choice Neighborhood Program grantees from across the country a chance to connect and honestly share information – no matter if USI is currently partnering to support that community directly.

“Even if we can't directly have an impact on every child in the country, we can influence leaders in other cities and organizations to practice in a more equitable, people-centered, and collaborative way,” said Erika N. Wilson, Manager of Marketing & Communications for USI. “With Communities of Choice, we have more opportunities for alignment and more space to learn together.”

The U.S. Department of Housing and Urban Development's Choice Neighborhoods program is a comprehensive approach to neighborhood transformation – one that addresses place and people. Designated local leaders, developers, funders, and organizations partner to revitalize these distressed public housing buildings or HUD-assisted housing and the residents who live within.

In 2019, USI hosted the Choice Means Choice Conference, a national forum to connect all of

the stakeholders that are committed to positive transformation. More than 300 thought leaders from all over the U.S. received high-level education, were exposed to new ideas and innovations, and experienced meaningful engagement to lift our collective voice in the spirit of community development.

## **In 2020, we took this a step further.**

In addition to connecting people and ideas, we have created active opportunities to develop leaders. From mentoring and hands-on support, the *Communities of CHOICE* has created a space to make coordinated, wide-sweeping system changes in the interest of disenfranchised people and communities. Plus, something that has always been central to USI's work is to encourage more resident involvement. This is something that we are committed to in theory and in practice and we are thrilled to engage more and more residents in these forums each year to have their voices represented.

We understand that most professional work has the risk of being mired in the day-to-day. This community of practice has provided a chance for practitioners to advocate for change in deeper, meaningful ways.

In 2021, we expect to expand the *Communities of CHOICE* to include opportunities such as Technical Assistance, Peer Learning Exchanges, Evidence to Action Labs, Issue/Role Cohort/Affinity Groups, Building Influence and Movement, and the Mixed-Income Innovation and Action Network. Among these items, we will continue to host virtual meetups with the potential of another in-person conference in 2022.

# OUR RESULT: All families are stable and thriving

Our work to strengthen communities could not be possible without the support of our many partners across the country. Together, we seek to empower residents in distressed urban core neighborhoods to ensure that families will be stable and thriving.

## HOUSING STABILITY

2020 Free Tax Preparation	ETSS	Macadonia Face	Second Harvest	Attendance Works
Affinia Health Care	Eviction Prevention	Mayor's Office of Neighborhood Engagement	Simmons Bank	Baltimore City Parks and Recreation
Alchemist Community Development Corporation	Family Service Center of Galveston	McCormack Baron Management	St. Jude Community Center	Baltimore Curriculum Project
Asistencia Legal PR	Flance Early Learning Center	Meadowview Family Resource Center	St. Kates Services Learning Program	Baltimore National Aquarium
Bexar County-Economic and Community Development	FLIPANY	Memphis Housing Authority	St. Louis County Adopt a Family	Baltimore Youth Alliance
Beyond Housing	Florida Power & Light Customer Advocacy Department	Methodist Healthcare	St. Louis University	Bellarmino University
Black Child Legacy Campaign	Franklin County Department of Job and Family Services	Metropolitan Inter-Faith Association (MIFA)	St. Vincent De Paul	Best Buy Teen Tech Center
Broad Street Presbyterian Food Pantry	Galveston County Community Action Council	Metropolitan Police Department – City of St. Louis	St. Vincent House	Better Family Life: Grace Hill Settlement House
CareerSource South Florida	Galveston Diaper Bank	Miami Foundation	Stanford Settlement Neighborhood Center	BIBLIOTECH EAST
Catholic Charities	Gateway Region YMCA	Missouri Department of Conservation	Tennessee Department of Human Services	Big Brothers Big Sisters
Catholic Social Services	Glory Temple Food Bank	Missouri Foundation For Health	Tulsa Area United Way	Big Brothers Big Sisters at the YMCA
Central Community House	Grace Hill Settlement House	Motion of Kids	Tulsa County Sheriff's Department	Black Parallel School Board
Centro de Desarrollo Familiar Cristo Reina	Greater New Orleans Foundation	Mount Zion UMC	U.S. Department of Housing and Urban Development	Boys and Girls Club
Centro de Servicios Comunitarios Vida Plena	Grizzlies Foundation	Mutual Assistance Network	United 4 Children	Boys and Girls Club of Greater Tarrant County
Charter/Spectrum Cable	Gwen Cherry Park/NFL YET Center	My Redeemer Baptist Church	United Way - Dual Generations Initiative	Boys and Girls Club of Southeastern Virginia
City of Norfolk Department of Human Services	Habitat for Humanity	My Redeemer Missionary Baptist Church	United Way California Capital Region	Butterfly Effect Girls Mentoring Program
City of San Antonio	HandsOn New Orleans	National Charity League	United Way of Greater St. Louis	Café College
City of St. Louis	Heat Up St. Louis	New Orleans Office of Homeland Security & Emergency Preparedness	University of Minnesota School of Social Work	Camp Fire First Texas
City of Tulsa	Heathy School Collaborative	Nilda Marchán	Urban Discovery Ministries	CAP Tulsa
City Public Service (CPS) Energy-Community Engagement Program	Hennepin County Navigation Services	North Sacramento Family Resource Center	Urban League	Care First
COAAA	Heritage Park Neighborhood Association	OC Mask Masters	Urban League of Metropolitan St. Louis, Inc.	CareerSource South Florida
Coalition of Metropolitan Memphis Organizations for Neighborhood Services (COMMONS)	Homeless Person Representation Project	Office of Ohio Consumer's Counsel	VIA Metropolitan Transit	Carmouche Performing Arts Academy
Columbus Metropolitan Housing Authority	Homeport	Office of Resilience and Community Services	Voice of the Experienced	Center for Family and Child Enrichment
Community Human Services	Hosco Farm	PACT	Walk N Faith, INC	Centers for Exceptional Children
Community Mediation Services of Central Ohio	Housing Authority of Baltimore City - Office of Resident Services	Power Coalition	Women's Foundation for a Greater Memphis	Century Foundation – Bridges Collaborative
Community Ministries	Housing Authority of the City of Tulsa	Pro Youth & Families	YMCA	Child Care Resource Center
Community Service Council	IFF	Prosperity Connection	Young Men's Service League	Child First Authority
Compassion Center	Indigo Ag	Resident Resource Network	Youth & Family Center	Childcare Associates
Consejo de Residentes Puerta de Tierra II	Jericho Road Episcopal Housing	RISE Foundation	YWCA	Children's Museum of Tulsa
CPO	Johanna Guisti	Russell: Place of Promise		Children's Developmental Services Agency
Culture Aid NOLA	Justine Petersen	Sacramento Employment and Training Agency		Children's Harbor
Curley's House Food Bank	Justine Petersen	Sacramento Food Bank & Family Services		CHIP of South Hampton Roads
Diversified Property Services, Inc.	Kresge Foundation	Sacramento Housing and Redevelopment Agency		Chrysler Museum
Dream Center	La Familia Counseling Center	Sacramento Justice League		Circles of Generations
Dress for Success	Lantern Light	Sacramento Promise Zone		City of Columbus - Capital Kids
East Liberty Presbyterian Church	Las Monjas – Ramonita Soto	Sacramento Public Library		City of Fort Worth Library
Enterprise Community Partners	Legal Aid Society of Columbus	Safe Streets East		City Springs Elementary/Middle School
	Light of Life Resuce Mission	Salvation Army		City Year
	Love in Action, Inc.	San Anonion Spurs Foundation		Civic Works – Youth build
	Low Income Home Energy Assistance Program			Clayton Youth Services
				Colander-Chavis Consulting

## EDUCATION

4'C's  
 A Step Ahead Foundation  
 AARP Experience Corporation  
 AB Christian Learning Center  
 Abell Foundation  
 Action for Children  
 Agenda For Children  
 America's Promise  
 Annie E. Casey Foundation  
 Ashé Cultural Arts Center

Collaborative for Teaching and Learning  
 College and Career Readiness  
 CollegeBound Foundation  
 Collegiate Hall  
 Columbus City Schools  
 Columbus Early Learning Centers  
 Columbus Metropolitan Library  
 Columbus Recreation and Parks - Beatty Rec Center  
 Columbus State Community College  
 Communities In School  
 Communities in Schools Hampton Roads  
 Community Solutions  
 Compton Drew Middle School  
 Comp-U-Dopt  
 Concerned Citizens for Booker T. Washington  
 Crocker Art Museum  
 Crosby Scholars  
 Dillard University  
 Dryades YMCA  
 Dynasty Marching Band  
 Early Learning Alliance  
 Early Success Coalition  
 East Baltimore Historical Library  
 Eastern Virginia Medical School Art Therapy Department  
 Employment Connection  
 Enoch Pratt Free Library  
 Envision, Lead, Grow  
 Evolve 502  
 Excel Center  
 FabLab Tulsa  
 Family Scholar House  
 Family Services  
 Flance Early Learning Center  
 FLIPANY  
 Forsyth County Public Library  
 Forsyth Technical Community College  
 FWISD  
 Galveston Independent School District  
 Galveston Urban Ministries  
 Gateway Region YMCA  
 Gethsemane Community Fellowship Baptist  
 Girl Scout Connectz  
 Girl Scouts of Tropical South Florida  
 Girls on the Run Hampton Roads  
 Godman Guild  
 Grads2Careers  
 Greater Columbus Community Helping Hands  
 Greater Mile Christian Center  
 Greater Twin Cities United Way  
 Groomed for Greatness Learning Center  
 Growing Together  
 Guiding Institute for Developmental Education, Inc. (GIDE)  
 Gwen Cherry Park/NFL YET Center  
 Hampton Roads Committee of 200+ Men  
 Hampton Roads Community Action Program

Hampton Roads Workforce Council  
 Harris & Eliza Kempner Fund  
 Hennepin County Environmental Services  
 Hennepin County Sumner Library  
 Hennepin County Urban 4-H  
 HomeWorks  
 Hope Education Center/ Robin Boda  
 HopeWorks  
 Iconoclast  
 IDEA Public Schools  
 IMPACT Tulsa  
 Institute for Women and Ethnic Studies  
 James Preston Poindexter Foundation  
 Jefferson County Public School  
 Jefferson Elementary School  
 Johns Hopkins Carey Business School  
 Judy Center at Commodore John Rogers  
 Junior Achievement  
 Kairos Freedom School  
 Kate B. Reynolds - Great Expectations  
 Kennedy Krieger Southeast Early Head Start  
 Kipp Miami  
 KIPP St. Louis  
 Knowledge Quest  
 Ky. SuperHeroes  
 League of Women's Voters  
 Learn To Be  
 LeMoyné-Owen College  
 LifeWise STL  
 Lillie C. Evans K-8 Center  
 Literacy Minnesota  
 Living Classrooms Foundation  
 Louisville Central Community Center  
 Louisville Free Public Library  
 Louisville Metro Parks and Recreation  
 Mayor's Office of Youth and Families  
 McKim Community Center  
 Mentoring Mentors, Inc.  
 Metro United Way  
 MICA Arts Program  
 Minneapolis Foundation  
 Minus 9 to 5 (EVMS)  
 Moody Early Childhood Center  
 Moody Foundation  
 Mosaic Steel Orchestra  
 My G.I.R.L.S. Inc.  
 Neighborhood's Hands  
 New Hope Oklahoma  
 New Orleans Public Library  
 Nia Cultural Center  
 Norfolk Public Schools  
 Norfolk State University  
 North Sacramento Family Resource Center  
 Northside STEM District  
 Open Door Learning Center  
 Open Society  
 Opportunity Project  
 OSU Access

OSU College of Social Work  
 OSU LifeSports  
 Otto Bremer Trust Foundation  
 Our Lady of the Lake University  
 Patrick Henry  
 Paul Quinn College  
 PC for People  
 Pittsburgh Learning Collaborative  
 PlayCousins  
 Porter Leath  
 Powerhouse Science Center  
 Prime Learning  
 Princesses of Louisville  
 Propel Northside  
 Raising A Reader  
 Read Fort Worth  
 Reading Partners  
 READY Academy  
 RISE Foundation  
 Roberts Family Development  
 S.A.V.E  
 Sacramento County Office of Education  
 Sacramento State University  
 San Antonio Independent School District  
 Sawtooth Visual Arts  
 Shelby County Schools  
 Smart Family Literacy  
 Smart Start  
 Southwest Tennessee Community College  
 Spark-Y  
 Sprouts Child Development  
 St. Croix Adult Education  
 St. Louis Community College  
 St. Louis Public School  
 St. Louis Public Schools Adult Education and Literacy Program  
 St. Vincent de Paul Head Start  
 STEMNola  
 Stix ECC Elementary School  
 Sunshine Academy  
 Tarrant County College  
 Teens with a Purpose  
 Texas Wesleyan  
 The Basilica of Saint Mary  
 The First Baptist Church  
 The Pencil Box  
 The Planning Council  
 The University of Texas at San Antonio, UTSA & Roadrunner Readers Program  
 The UP Center  
 THREAD  
 Tidewater Community College  
 Training Grounds  
 Tristesse Grief Center  
 Tulsa City County Library  
 Tulsa Public Schools  
 Twin Rivers Unified School District  
 U.S. Marine Corps Reserve Toys for Tots  
 UC Davis SAYS  
 United for Children  
 United Way of San Antonio and Bexar County  
 United Way of Tarrant County  
 University of Memphis

Up Partnership & Excel Academy  
 Upward Hope Academy  
 Virginia Cooperative Extension  
 Virginia Tidewater Consortium for Higher Education  
 Warmline  
 William A. Hunton YMCA  
 William H. Turner Technical Arts Adult Education Center  
 Winston-Salem State University  
 Winston-Salem/Forsyth County Schools  
 Winward Academy  
 Y of Central Maryland Head Start  
 YAYA  
 Yeah Yoga  
 Yes 2 College  
 YMCA  
 YMCA of Metropolitan Fort Worth  
 YMCA of South Hampton Roads  
 Youth Build  
 Youth Empowerment Project  
 YWCA - Best Choice Center  
 YWCA of South Hampton Roads

ECONOMIC MOBILITY

AARP  
 Alamo Colleges  
 Altman-Charter Company  
 AREAS US  
 Arnold Packaging  
 Associated Black Charities  
 Auberle Northside Employment Institute  
 Back-a-town Coffee Parlour  
 Baltimore City Community Action Partnership  
 Baltimore City Community College  
 Baltimore City Department of Social Services  
 Baltimore City Office of Child Support Services  
 Biotechnical Institute of MD  
 Boy & Girls Club  
 Bozzuto Construction Company  
 Café College  
 Camp Fire First Texas  
 CareerSource South Florida  
 Caroline Center  
 CASH Campaign Maryland  
 Catholic Charities  
 Center for Transforming Lives  
 Center for Urban Families  
 Centro Ahorros  
 CEO Works  
 City of Fort Worth Business Assistance Center  
 City of Minneapolis Step Up  
 City Seeds  
 Columbus Rising Project  
 Consumer Credit Counseling Services of Maryland & Delaware  
 Delgado Community College  
 Department of Human Services  
 Dixie Queen  
 Dollar Bank  
 Dress for Success  
 Dress for Success WS  
 Employment Connection  
 Envision Center/City of Fort Worth Neighborhood Services  
 Experiment in Self-Reliance (ESR)  
 Fast Track Job Training  
 FedEx  
 Fort Worth Housing Solutions  
 Galveston College  
 George Kaiser Family Foundation  
 Goler CDC  
 Goodwill Careers-San Antonio  
 Goodwill Industries of Chesapeake  
 Goodwill Industries of Fort Worth  
 Goodwill Industries of Northwest North Carolina  
 Goodwill Industries of South Florida  
 Goodwill Industries of Tulsa  
 Goodwill Industries, Sacramento  
 Greater Sacramento Urban League  
 H&S Bakery  
 Habitat for Humanity of Forsyth County  
 Hampton Roads Transit  
 Hampton Roads Workforce Council  
 Hope Love and Caring Inc  
 Housing Authority of New Orleans  
 HRI Lodging  
 Jewish Family Services  
 Job Opportunities Task Force  
 Job1  
 KentuckianaWorks  
 Key Construction  
 Knowledge Quest  
 KRA Corporation  
 Law Offices of the Public Defender  
 LCMC Health  
 LiftFund-San Antonio  
 Louisville Urban League  
 Lutheran Social Services  
 Marathon Staffing  
 Marriott Global Reservations  
 Maryland Legal Aid  
 Maryland New Directions  
 Mayor's Office of Employment Development  
 McGraw Financial Services, LLC  
 Memphis Area Chamber of Commerce  
 Mervil Johnson  
 Miami Dade Public Schools  
 Missouri Job Center Security  
 Mistick Construction Workforce Dev.  
 NC Works - Forsyth County NC  
 Neighborhood Housing Services of South Florida  
 New Destiny Health Career Center  
 New Directions



Norfolk Works  
 NRHA Client Services  
 ODU Institute for Innovation and Entrepreneurship  
 Ohio Means Jobs  
 Operation Spark  
 PA CareerLink  
 Partners for Self Employment  
 Pathfinders  
 Paul Quinn College  
 Per Scholas  
 PNC Bank  
 Project Jumpstart  
 Roots for the Home Team  
 Sacramento Employment & Training Agency (SETA)  
 Salvation Army  
 San Antonio Growth for the Eastside (SAGE)  
 San Antonio Housing Authority-Jobs Plus  
 Schusterman Family Foundation  
 Seedco  
 Select FCU  
 Self-Mastery Mentorship Program  
 SER Jobs  
 Session 1  
 Social Venture Partners  
 St. Croix Mission Outreach  
 Stand-by Personnel  
 STOP Inc.  
 Summit OIC  
 Tabitha Smith-Moore  
 TARC  
 Tarrant County College  
 Texas Wesleyan University  
 The Foundery  
 The UP Center  
 The Winston-Salem Foundation  
 Tulsa Community College  
 Tulsa Community WorkAdvance  
 Tulsa Tech  
 Turnaround Tuesday  
 United Way – Driving the Dream  
 United Way of Forsyth County  
 United Way of Southeast Louisiana  
 United Way of Tarrant County  
 UPS  
 Urban League  
 US Census Bureau  
 UTMB  
 VI Police Department  
 Walk N Faith, INC  
 WESTCARE  
 William H. Turner Technical Arts Adult Education Center  
 Woodforest National Bank-San Antonio  
 Woodland Job Corps Center  
 Work Square  
 Workforce Investment Network (WIN) American Job Center  
 Workforce Solutions of Tarrant County  
 Workforce Tulsa  
 WS Urban League

Wyndham Hotel San Antonio Riverwalk  
 Year Up  
 Young Investors Group

**HEALTH & WELLNESS**

Above All Odds  
 Aetna (a CVS company)  
 Aetna Better Health of Louisiana  
 Affinia Health Care  
 African American Male Wellness Walk Initiative  
 ALAPAS  
 Appetite for Change  
 Baltimore City Health Department  
 Baltimore Community Mediation  
 Baltimore Healthy Start  
 Baltimore Medical System  
 Behavioral Health Systems Baltimore  
 Bellevue Baptist Mobile Dental Clinic  
 Bmore Healthy Baby  
 Boy and Girls  
 Caree Foundation  
 Case Management Inc.  
 Catholic Charities  
 Center for Family and Child Enrichment  
 Center for Women and Families  
 Charm City Companions  
 Child Abuse Prevention Center  
 Children's Hospital of King's Daughters  
 Children's Hospital of the King's Daughters  
 CHIP of South Hampton Roads  
 Christ Community  
 City Food Studio  
 City of New Orleans Health Department  
 Civic Works  
 Clif Bar Family Foundation  
 COAAA  
 Coastal Health & Wellness  
 Columbus Public Health  
 Comité Dominicano  
 Community Food Bank of Eastern Oklahoma  
 Community Health Connection  
 Community Solutions  
 Cook Children's  
 Council On Aging  
 Counseling & Educational Center, LLC  
 Crestar Health  
 Crime Victims Advocacy Center  
 Dare to Care  
 Daymark Recovery Services  
 Dayspring Community Services  
 Department of Human Service  
 DePaul Community Health Center of New Orleans

Domestic Violence Intervention Services  
 Early Success Coalition  
 Eastern Virginia Medical School  
 EdLogics  
 Elevation Counseling Services LLC  
 Family & Children's Services  
 Family and Children's Place  
 Family Systems II, Inc.  
 First 5 Sacramento  
 Foodbank of Southeastern Virginia and the Eastern Shore  
 Forsyth County Department of Public Health  
 Fort Worth Bike Sharing  
 Franklin County Public Health  
 Friendly Dental Van  
 Full Lives Cohort  
 Future Winners-MHR  
 Galveston County Health District  
 Galveston Own Farmer Market  
 Gateway Region YMCA  
 Gathering Place  
 GBMC Health System\*  
 Global Gardens  
 Greater Mount Tabor Christian Center  
 Hampton Roads Community Health Center  
 Health Education Council  
 Health Foundation of South Florida  
 Health Net  
 Healthcare Collaborative of Greater Columbus  
 Healthy Start  
 Healthy Tarrant County Collaborative  
 Hennepin County Master Gardeners  
 Hope and Healing Center  
 JenCare  
 Jessie Trice Community Health Center  
 John Peter Smith Clinic (JPS)  
 Johns Hopkins -School of Nursing  
 Johns Hopkins- School of Public Health  
 Kaleidoscope Counseling  
 LIFE Senior Services  
 LifeCare Alliance  
 Little Kitchen Food Pantry  
 Local Matters  
 Louisville Health Advisory Board  
 Louisville Metro Health and Wellness  
 Love In Action  
 Madison Pharmacy  
 Maryland ABLE  
 Maryland Food Bank  
 Maryland Hunger Solutions  
 McCormack Baron Management  
 Meals on Wheels of Tarrant County  
 Memphis and Shelby County Health Department

Memphis Health Center  
 Mental Health Association Oklahoma  
 Mental Health California  
 Methodist Healthcare  
 Mid-Ohio Foodbank  
 Minneapolis Nutrition Center  
 MOLO  
 Morgan State University  
 Morton Health Services  
 My Health My Resources  
 My Redeemer Missionary Baptist Church  
 National Church Residences  
 New Orleans Family Justice Center  
 Norfolk Community Services Board  
 Norfolk Department of Health  
 Northside Christian Health Center  
 One Community Health  
 One Safe Place  
 OSU Clinic  
 OSU Total Health and Wellness  
 Parent Child Center  
 Park Duvalle  
 Passport  
 People's Pharmacy and Diabetic Clinic  
 Plaza Extra  
 Presbyterian Church of Hato Rey- Rosa Awilda  
 Prime Plus  
 Priority Partners  
 Propel Northside Community Wellness Center  
 Regional One – Medication Assistance Program (MAP)  
 Renaissance Counseling  
 Routes of Yoga  
 Sacramento Native American Health Center  
 Salvation Army  
 Second Chances Inc.  
 Senior Services of Southeastern Virginia  
 Seniors Aging Gracefully  
 Shelby County Government - Community Services Agency (CSA)  
 Sierra Health Foundation  
 Southeast Legal Services  
 St. Vincent de Paul of Baltimore-Beans & Bread  
 Supplemental Nutrition Assistance Program (SNAP)  
 Supplemental Nutrition Program for Woman, infants, and Children (WIC)  
 Take Control Initiative  
 Teens with A Purpose  
 Terry's Advocacy Services  
 The Parenting Path  
 The UP Center  
 Thrive 18  
 TLC Counseling Services  
 Tobacco Settlement Endowment Trust of Oklahoma  
 Top Box Louisiana  
 Tulsa Health Department

Turner of Life Counseling  
 Twin Cities Mobile Market  
 UIW Bowden Eye Care and Health Clinic  
 United 4 Children  
 United Health Centers  
 United Way of Greater St. Louis  
 United Way of Southampton Roads  
 University of Maryland – School of Medicine  
 University of Minnesota Extension  
 University of North Texas Center for Health Sciences  
 Urban Theory  
 Urban Village Family Services  
 Veteran Administration  
 Virgin Island Woman's Coalition  
 Virginia Cooperative Extension W.I.C.  
 Wake Forest Baptist Health  
 Walk N Faith  
 Wellspace  
 WIC-City of New Orleans  
 WIN Family Health  
 YMCA of Metropolitan Fort Worth  
 Young Gardner Program  
 YWCA of South Hampton Roads





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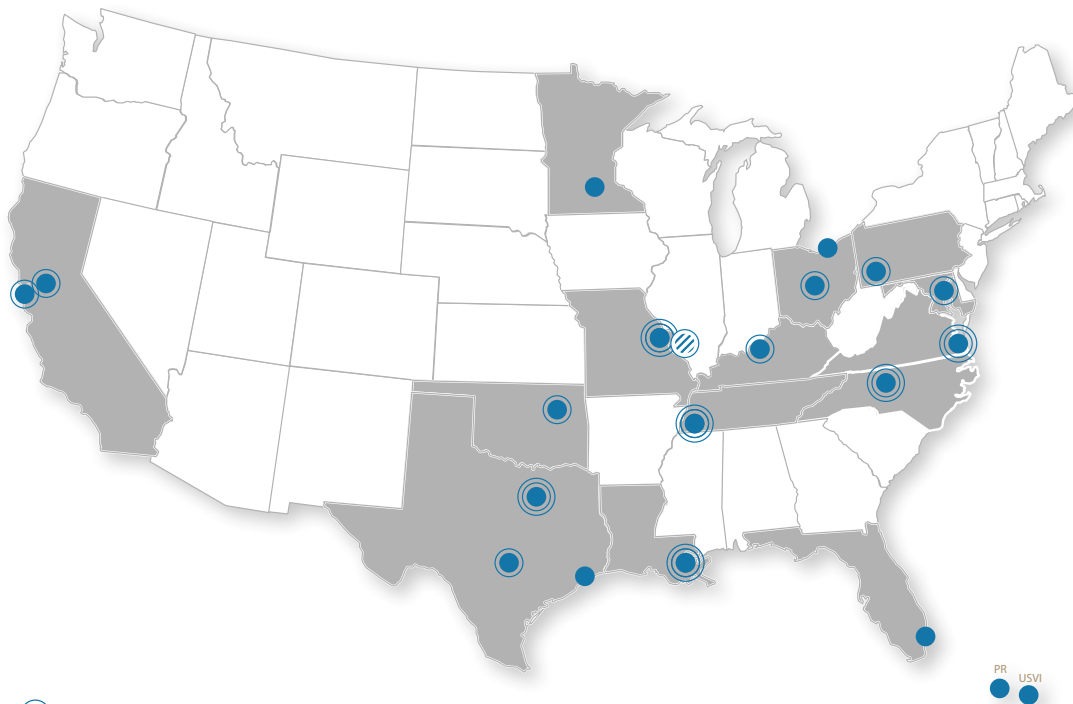
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- Choice Neighborhood Initiative Sites
- Choice Neighborhood Planning Sites
- Human Capital Sites
- Both Choice Neighborhood Initiative and Human Capital Sites

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Harmony Oaks  
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**PITTSBURGH**  
Larimer/East Liberty

**SACRAMENTO**  
Twin Rivers

**SAN ANTONIO**  
Wheatley Courts

**SAN FRANCISCO**  
Alice Griffith

**ST. LOUIS**  
Arlington Grove  
Near North Side  
North Sarah  
Renaissance Place  
Senior Sites

**TULSA**  
Eugene Field

**VIRGINIA**  
PEOPLE FIRST  
Tidewater Gardens

**PUERTO RICO**  
Bayshore Villas  
Renaissance Square

**US VIRGIN ISLANDS**  
Louis E Brown III

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