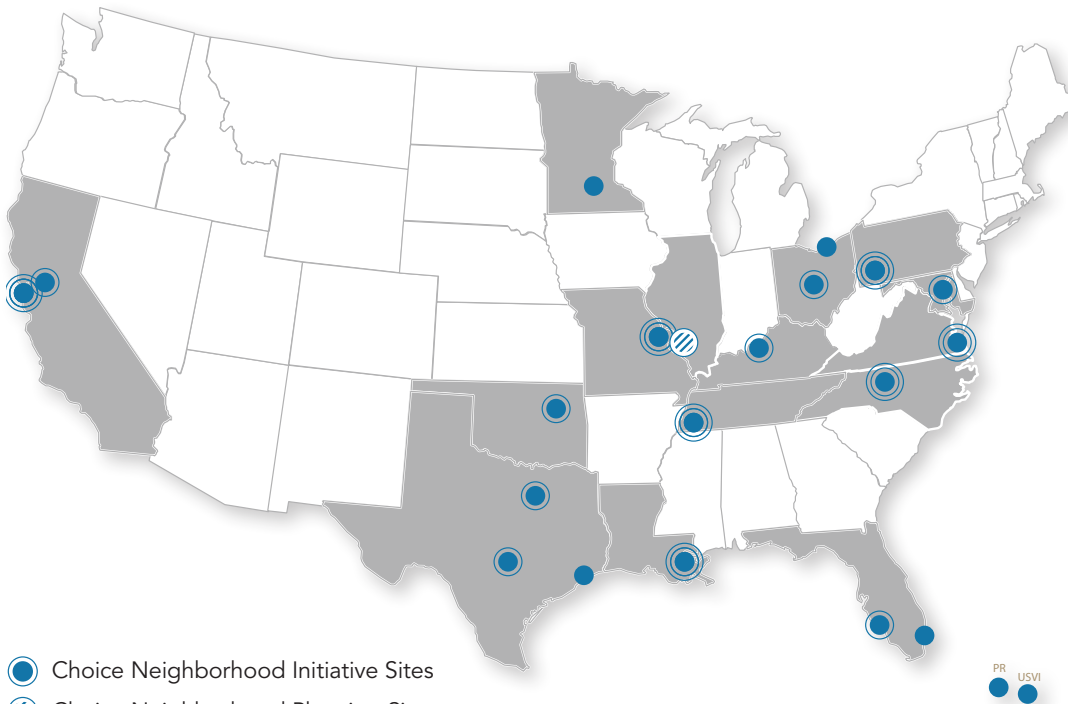




USI | URBAN STRATEGIES, INC.

Addressing Social Determinants and the Culture of Health

2021
IMPACT REPORT



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

BALTIMORE
Perkins

COLUMBUS
Legacy Pointe
Poindexter Place
Sawyer Manor/Trevitt Heights
Jenkins Terrace
Scholar House 3

CLEVELAND
Innovation Square
Charles Lake

EAST ST. LOUIS
Samuel Gompers

FORT MYERS
Greater Dunbar

FORT WORTH
Cavile Place

GALVESTON
Cedars at Carver Park

LOUISVILLE
Beecher Terrace

MEMPHIS
Foote Homes
Legends Park
University Place
Resident Services
2Gen Program

MIAMI
Northpark at
Scott Carver

MINNEAPOLIS
Heritage Park

NEW ORLEANS
Harmony Oaks
Iberville/Treme
Marrero Commons

NORFOLK
PEOPLE FIRST
Tidewater Gardens

PITTSBURGH
Cornerstone Village
North Side

SACRAMENTO
Mirasol Village

SAN ANTONIO
East Meadows

SAN FRANCISCO
Alice Griffith
Plaza East

ST. LOUIS

Arlington Grove
Near North Side
North Sarah
Renaissance Place
Senior Sites
Southeast Ferguson

SYRACUSE
East Adams

TULSA
River West
Country Club Gardens

WINSTON-SALEM
Cleveland Avenue
Homes

PUERTO RICO
Bayshore Villas
Renaissance Square

US VIRGIN ISLANDS
Louis E Brown III

LEADERSHIP

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Senior Fellow

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Alicia Walter,
Regional Vice President

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



DEAR FRIENDS OF USI,

After two very trying years for this country, it is clear that stability and the spirit of community are essential to moving us forward.

These qualities can be found in the daily successes of our neighbors, the passion and commitment of our partners, and throughout the landscape of positive community change that will transform lives for the better.

I am constantly reminded of the dedication of our staff, which can be seen through this data. USI team members dug deep to ensure that every resident we serve had the best options and services available as they chose the next steps of their journey. All this even amid the unparalleled uncertainty that came with a global health crisis, continued racial injustices, and economic instabilities.

Together, with our partners, we stand boldly to promote equity in the communities we serve and to ensure that individuals and families are safe, supported, and able to thrive.

We welcome innovation, creativity, and collaboration to upend the harmful systems that have marginalized communities of color for far too long.

We're proud to present this report to celebrate the partnerships and crucial collaboration that we believe is required to lift, mobilize, and propel individuals to their greatest destiny.

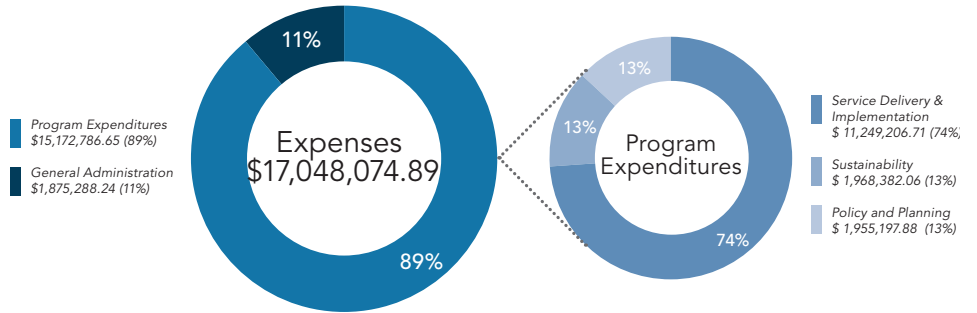
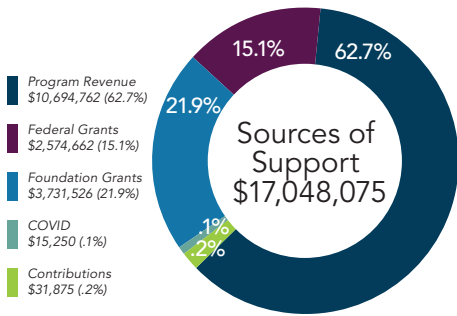
Your partner,

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

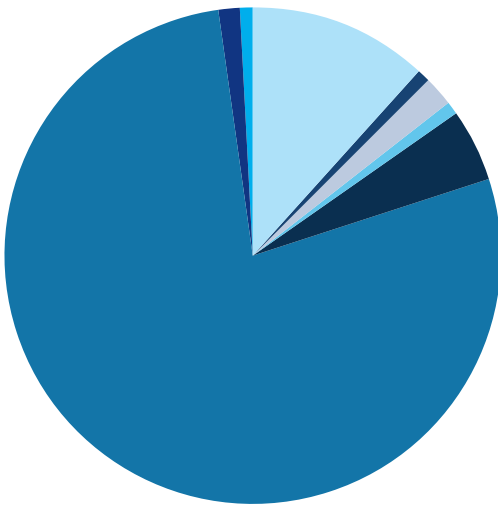
Esther Shin, President & CEO

Urban Strategies, Inc.

FISCAL YEAR 2021



USI ETHNICITY

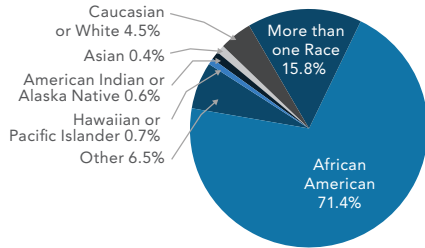


144
CURRENT NUMBER
OF EMPLOYEES
(57 NEW HIRES IN 2021)



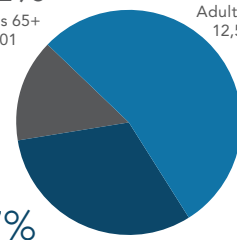
DATA SNAPSHOT

FAMILY SUPPORT



17.2%
Seniors 65+
3,401

36.7%
Children <18
7,242



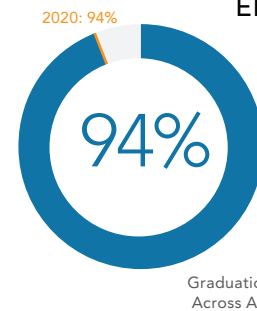
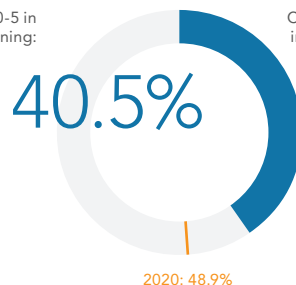
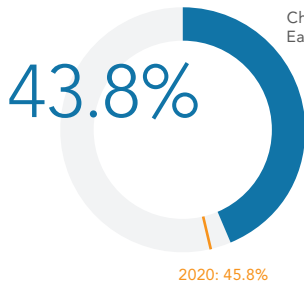
2020: 3,795
(70.75%)

1,545
2020: 1,251

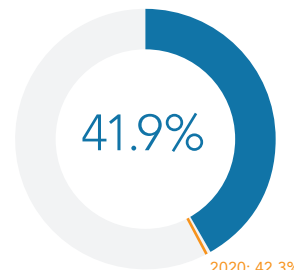
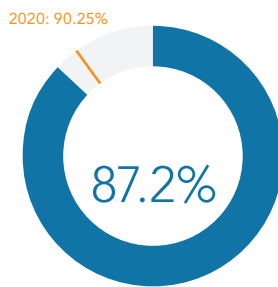
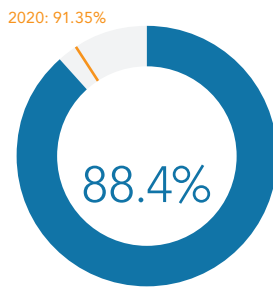
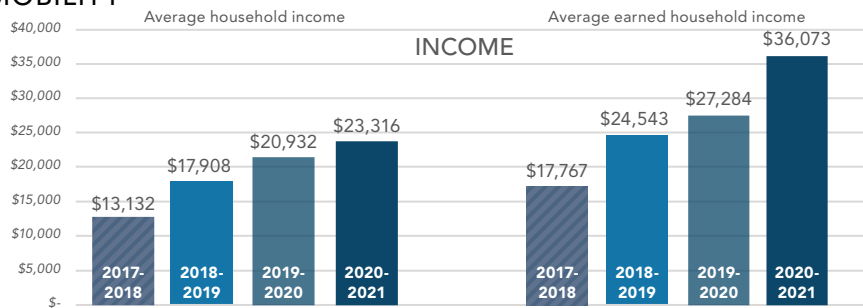
82.5%
Families in Family Support completing a goal: 4,416

Households with a decrease in risk score: 1,545

EDUCATION



ECONOMIC MOBILITY



HEALTH & WELLNESS



Represents 2020 data for reference

HEALTH & HOUSING EVICTION PREVENTION

At Urban Strategies, Inc (USI) we understand that housing instability is a harsh reality that reflects centuries of inequities, disparities, and racism. We also know that housing instability can have a lasting impact on health, education, job security, and more.

According to the [Eviction Lab](#), a nationwide eviction data website, most poor renting families spend at least half of their income on housing, with one in four families spending more than 70 percent of their income on just rent and utilities. Pair that with a lack of affordable housing options in most communities and one can see that many low-income families are one emergency or job loss away from eviction.

When the COVID-19 pandemic hit, many in the communities served by USI lost their jobs, were unable to work, or were forced to stay home with young children whose schools and daycare facilities were closed or unsafe. Their housing was at risk.

This crisis was not limited to residents living in communities where USI already has programs. It was crucial for us to put a process into place to get all individuals and families in need the resources they would need to stay housed.

USI Eviction Prevention Program

Acting quickly, USI and McCormack Baron Management instituted the Eviction Prevention Hotline to serve people across the U.S. For months, regional teams provided daily guidance, resources, and connections to federal emergency rental assistance support. The Hotline proved to be an effective way to support individuals, especially after the Supreme Court ruled to do away with the federal eviction moratorium in August 2021, as laws and resources available varied significantly across the country.

“In the very short-term, we’re trying to solve rent relief and ensure every resident has the information to make the best decision for their family,” said Donovan Duncan, Executive Vice President at Urban Strategies, Inc. “This is at the core of who we are as practitioners to help families thrive. This allows us to create space for integration. We see folks who are struggling and see our support solutions as a conduit to create a better condition.”

Today, according to the [Center on Budget and Policy Priorities](#), almost 10 million are at least one month behind on rent, and half of them still believe eviction proceedings are likely even with millions of dollars of COVID-19 relief funds still not spent - and still large disparities in who is receiving help.

The work continues to ensure that all families are stable and thriving and that people in need are connected to systems of support.

BY THE NUMBERS

March 2021 to Nov 9, 2021



69

Communities
served



19

Communities with
USI presence



2,035

Individuals connected
to rent relief

\$6,957,659.92

Amount secured to support residents

"In the very short-term, we're trying to solve rent relief and ensure every resident has the information to make the best decision for their family."

Donovan Duncan, Executive Vice President

ACCESS TO VACCINES

MIAMI, FLORIDA



As the COVID-19 pandemic continues to send waves throughout the country, the push for vaccinations has never been stronger, especially in communities of color. However, the mistrust of Americans with the science, and equity of vaccination resources has left many communities continually struggling with vaccination rates. At USI, we have many dedicated partners across the country who elevate and carry out our mission to lift residents up and provide education and access to opportunities. From schools and employers to fellow nonprofits and government institutions, we're grateful to partner in support of residents and families across the country.

One strategy we continue to focus on is offering vaccinations and support of the ancillary impacts the pandemic has on our communities, a lot of that work is centered around healthcare referrals, vaccinations, and access to equitable mental health supports.

For the past 10 years, USI has partnered with Aetna and CVS Pharmacy in Miami to support residents in the NorthPark at Scott Carver community. If we had a health event for residents, Aetna/ CVS would be there providing resources, information, and referrals to build stronger relationships between medical professionals and the greater community.

Rachel Walker, USI Director of Operations, reached out to partners to help residents obtain the COVID-19 vaccination. CVS was more than willing

to help vaccinate residents in their pharmacies across town. However, Rachel noticed one problem: none of the CVS pharmacies were located within walking distance of the community.

In order to address equitable access to healthcare, including vaccinations, Rachel urged CVS to look into other options to ensure the 83.6% of NorthPark residents in partnership with USI were connected to services and treatments. Thanks to her advocacy and the dedication of a committed partner, CVS was able to provide vaccinations in mobile pop-up clinics for local Black and Hispanic communities.

We're proud of Rachel for speaking up and so grateful to our partners to continue to make strides toward long-term impact for historically marginalized communities.



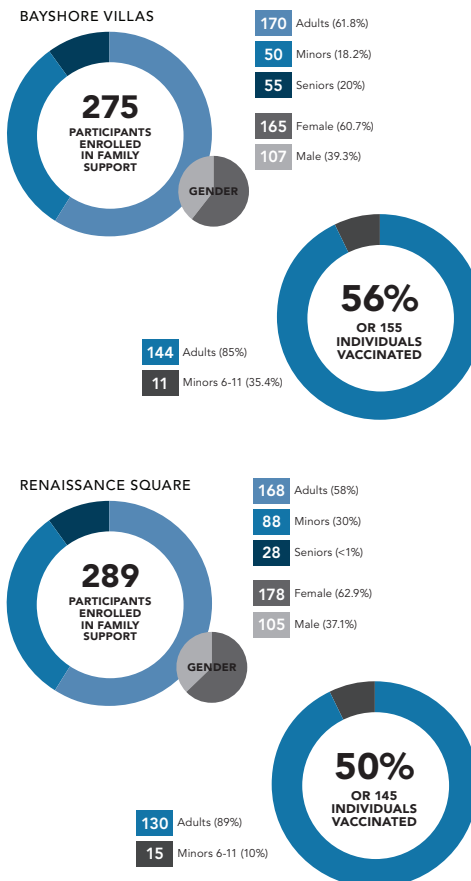
*Rachel Walker,
USI Director of
Operations*

HEALTH AND HOUSING SAN JUAN, PUERTO RICO

For the residents of Puerto Rico, the COVID-19 pandemic became a huge stressor for the entire island and its economic mobility. As the Urban Strategies Inc. (USI) team began establishing our offices within the communities of Bayshore Villas and Renaissance Square in August 2019, many residents were already dealing with the loss of employment, an unstable government, and school closures. In January 2020, a 6.4 earthquake destroyed the Southwest part of the island, further aggravating the infrastructure of schools, employment, and housing for residents. In March of that same year, COVID-19 cases started to rise. As a result, the Puerto Rico governor implemented a complete lockdown of the entire island affecting primary sources of income for Puertorricans such as tourism, education, food distribution, and health services.

USI Puerto Rico quickly started engaging with households at each community to ensure they were stable and had everything they needed to provide for their families during these uncertain times. For example, USI staff partnered with local service providers like churches, neighborhood community leaders, local supermarkets, and health-related entities to provide hot meals for the elderly; distributing boxes of fresh fruits, vegetables, and proteins; sharing vaccination information and hosting vaccination clinics at the sites; mental health referrals, support through rent relief, and even employment opportunities at a brand-new supermarket recently established in one of the sites.

As a result of this collaborative work, USI Puerto Rico has seen growth in the numbers of partnering families, strategic partnerships, and vaccination rates. USI staff are laser-focused and are committed to continually addressing our communities needs and actively looking for partners that can support the island. The dedication and lessons taught through the USI Puerto Rico team on engagement, strategic focus, and partnering through crisis is essential for ensuring all children and families are stable and thriving.



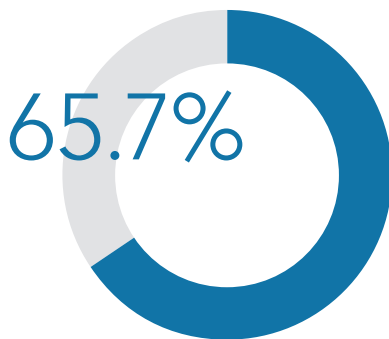
EARLY DEVELOPMENT KINDERGARTEN READINESS

How Front-End Strategies Strengthen Back-End Results

Many factors can influence child development for children ages 0-5, such as biology, unstable housing, parental stress, and adverse childhood experiences. Studies tell us that as many as 1 in 4 children, ages 0-5, are at moderate or high risk for developmental, behavioral, or social delays. These conditions are linked to later behavior problems and poor academic achievement.

Based on the results of USI's Annual Youth Questionnaire (AYQ), on average about 15% of parents say that their children need interventions and disability supports. In ongoing conversations with parents they regularly express the need for assistance with ensuring that their child's development (e.g., language, movement, thinking, behavior, and emotions) are developing on track. That is why USI coordinates resources to provide early identification of delays as well as linkages to referrals and follow up intervention, when needed.

Striving to ensure our early learners are kindergarten ready, USI partners with parents and collaborates with childcare, Head Start, and primary health care partners to provide free screenings for early learners. Doing so helps to reduce the prevalence of developmental and behavior disorders that are linked to long term consequences for health, mental health, education, child welfare and justice systems.



Average Percent of Children 0-5 that have received Developmental Screening across Active Choice Neighborhood Initiative Sites

USI Partners Providing Developmental Screenings:

- Affinia Health Care
- Baltimore City Health Department - B'more for Healthy Babies
- Birth Through Eight Strategy for Tulsa (BEST)
- CAP Tulsa
- Children's Developmental Services Agency
- CHIP: Children's Health Insurance Program
- Cook Children's
- Early Learning Coalition of Southwest Florida
- Educare
- Family Services Forsyth
- Help Me Grow
- Metro United Way
- Missouri First Steps
- Our Community Health
- Play Cousins
- Sprouts
- The Centers for Exceptional Children
- United for Children
- Wake Forest Baptist Health: Brenner Children's Hospital
- Winston Salem Forsyth County Schools

CULTIVATING REFUGE PITTSBURGH, PENNSYLVANIA

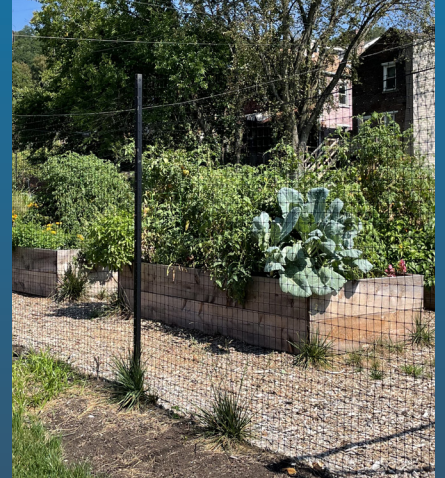
As anyone who has ever dug into the dirt to cultivate life knows... gardening has so many mental health benefits. What began as a measure to improve food security for residents at the Northside community of Pittsburgh, Pennsylvania, has grown to become a mental health refuge for the community.

The summer of 2021 brought bountiful crops in the 12 garden beds that were built, tended, and harvested by residents. Growing herbs, vegetables, and flowers, the gardeners have shared garden responsibilities as well as the beautiful, simple pleasure of experiencing the outdoors together. The results were the strong bonds of friendship, cooking demos to learn new ways to prepare vegetables, and the ability to produce food boxes for elderly residents in need.

The garden provided a safe space for healing, growing, and learning together as a community. Even the little ones helped with tilling, planting—and, of course, tasting. Many residents said that working in the garden helped ease the effects of their depression.

“The link between gardening and mental health is not new, but this community garden was an excellent opportunity to witness it,” said Zoia Parvez, USI Project Manager in Pittsburgh. *“The ability to care for something, grow and then reap in the form of harvest has allowed our resident gardeners to experience positivity and mental clarity that has been obvious over time.”*

This past season was just a taste of what could be—and we can’t wait to see how it grows!



“The link between gardening and mental health is not new, but this community garden was an excellent opportunity to witness it.”

Zoia Parvez, USI Project Manager in Pittsburgh



CULTURALLY RESPONSIVE HEALTHCARE

NORFOLK, VIRGINIA

Located in a Medically Underserved Area (MUA) and USDA-defined food desert, Peoples Pharmacy serves several health disparate populations, including the residents of Tidewater Gardens. This was a targeted strategy to specifically drive numbers of participants higher. Through the partnership with People FirstUSI residents with chronic health conditions have access to ongoing services to ensure the proper management of these conditions.

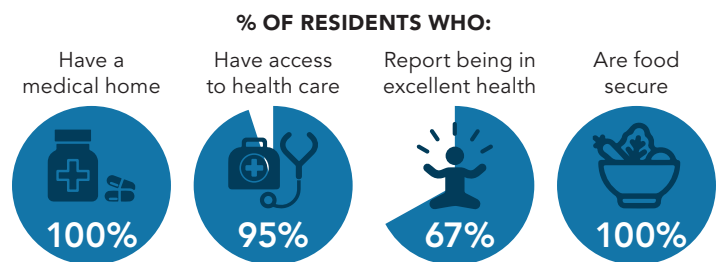
At the height of the COVID-19 pandemic, Peoples Pharmacy ensured equitable support to residents of Tidewater Gardens with chronic health conditions through chronic care management, personalized health and nutrition assessments, medication access and adherence, and transition of care services. Peoples Pharmacy also provided equitable access to COVID-19 vaccines and testing for the residents of Tidewater Gardens.

The most concerning risks of COVID-19 were amid individuals of color managing chronic health conditions since infection among these individuals would likely be fatal. A total of 35 residents with chronic health conditions received ongoing services through Peoples Pharmacy during this trying year. This partnership allowed us the opportunity to move the percent of individuals effectively managing their chronic health condition from 48% in Year One to 88% in Year Two.

Peoples Pharmacy also worked with Tidewater Gardens residents to establish current medical homes—or a place to receive primary care—a key component to stabilizing health and reducing the need for emergency services. This supported residents during their transition process and provided continuity of healthcare services post-transition.

“The best outcome of this partnership is the opportunity for residents in a medically underserved community to receive comprehensive health care that promotes healthy lifestyles, good physical and mental health, and tools and coping mechanisms to alleviate and better manage stress.”

Data provided by Dr. Peoples' takes a closer look at our partnership goals:



Peoples Pharmacy and USI Shared Metrics

Residents of Tidewater Gardens that are experiencing high stress and/or verbalizing a need for ongoing support during the transition can receive support from Peoples Pharmacy via Chronic Care Management (CCM), monthly performance outcome assessments with families. We are so grateful to Dr. Peoples and her team for their ability to provide culturally responsive care that drives real-time quality improvement plans.

COVID-19 VACCINE

Pharmacist: Lifting COVID-19 restrictions could spell more disaster for the African American community





"The best outcome of this partnership is the opportunity for residents in a medically underserved community to receive comprehensive health care that promotes healthy lifestyles, good physical and mental health, and tools and coping mechanisms to alleviate and better manage stress."

Dr. Anna Peoples, Peoples Pharmacy

PHYSICALLY & MENTALLY HEALTHY FORT MYERS, FLORIDA



Like so many of the communities served by USI, the Edison Avenue–Dunbar neighborhood in Fort Myers, Florida has experienced the lasting negative effects of systematic racism and disinvestment.

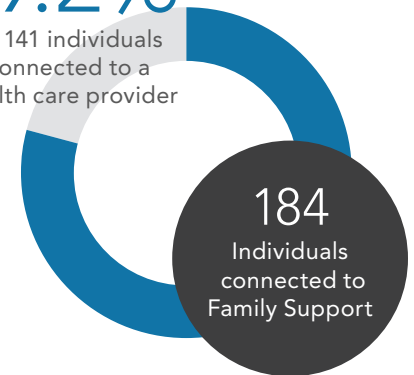
The distressed Southward Village community was at the center of a historic corridor with wonderful urban community features, but also in a location lacking basic pillars of a thriving community, like a grocery store. Currently, nearly a quarter of Greater Dungen households live on less than \$15,000 per year, compared to the 5 percent of Fort Myers households, according to Choice Neighborhood Initiative.

USI is already hard at work to provide connections to services and other community events. A big initiative in Fort Myers will be ensuring that adults and children are mentally and physically healthy. We'll know we are successful in this area when we have a number and percentage of individuals who have a place to go for regular healthcare services and those who have health insurance. In our needs assessment, we discovered that more than 48% of the community did not have health insurance.



79.2%

or 141 individuals
connected to a
health care provider



Key partners in health:



USI continues to determine the most immediate and crucial needs to ensure that residents at Southward Village are stable and can thrive. These include supports in education, jobs, housing, and healthcare.

We were proud to host a successful community event in 2021, welcoming residents to explore connections to local employers, healthcare providers, and more.

COMMUNITY OF PRACTICE POLICY & INFLUENCE



Urban Strategies, Inc., (USI) is pleased to announce the expansion of its Choice Neighborhoods Initiative (CNI) Community of Practice.

Supporting racial equity and housing revitalization in more than 100 participating cities across the country, the USI Community of Practice empowers CNI grantees to influence positive change through a racial equity lens.

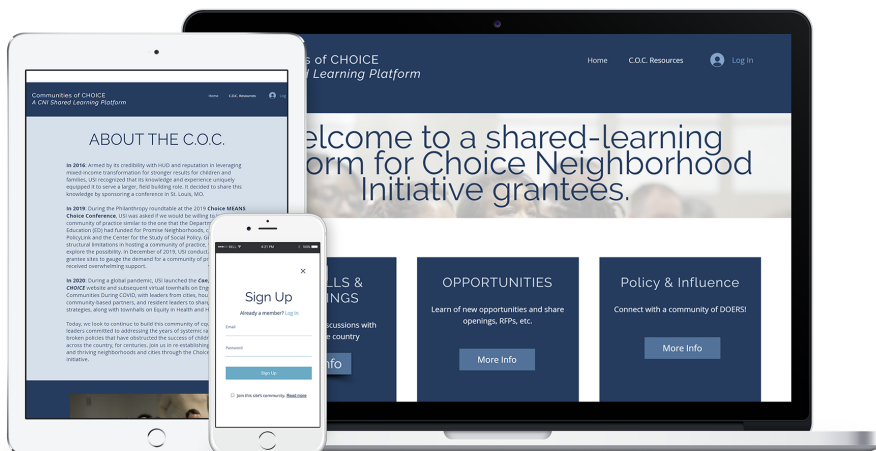
As a thought leader and influencer, USI has gathered a forum of local leaders, residents, and community stakeholders, such as city governments and public housing authorities, who are creating and implementing plans to revitalize housing in their communities.

This community with a knowledge base of best practices and processes for revitalization will provide:

- Data-driven strategies to improve outcomes for low-wealth families and communities of color
- Peer learning exchanges in the CNI peer network
- Evidence-to-action labs
- Direct support
- Opportunities to collaborate, discuss common challenges, create shared priorities
- Resources to influence policies

“The primary objectives of this initiative are to increase the capacity of partnering organizations and to influence changes in federal, state and local policy, removing structural, technical, and adaptive barriers to social and economic mobility for low-wealth families while revitalizing communities,” said Esther Shin, president of Urban Strategies, Inc (USI).

The USI system is thankful for funding from the Robert Wood Johnson Foundation. USI also recognizes the Annie E. Casey Foundation for supporting the implementation of an organization-wide, results-oriented approach to accelerate measurable and equitable improvements in outcomes for young people and families that will be used to support this effort.



www.communitiesofchoice.com



A HEALTHY USI INTERNAL POLICY SHIFT



Many organizations and their employees continued to feel the stress and strains on systems amid the COVID-19 pandemic, which is still persistent today. Employers have been forced to reconcile with the harsh realities its employees continue to face - ranging from caring for a sick loved one, navigating inconsistent virtual and hybrid school schedules for their children, or perhaps experiencing mental health extremes.

For USI, these tensions exist for all employees, but they are also paired with the emotionally intensive work that we do. Our work drives systematic change for communities of color. It's a great mission and employees are likely here because of it. However, it can be a heavy burden to bear.

According to the Nonprofit Quarterly Magazine, more than 30% of nonprofit employees are burned out and another 20% are in danger of burnout. In order to make sure our

employees know we would never sacrifice their health or well-being, we made very intentional changes to our own internal policies.

- Paid sick leave and expanded family and medical leave both increased
- "Mental health days" do not need to be taken from accrued personal time
- COVID-19 policy plan was updated to keep employees safe
- A new Wellness Program for employees was created, featuring:
 - Meditation and breathing exercises
 - Fitness challenges
 - Education and resources
 - Encouraging remote work days when possible
 - Connections to experts on vaccination

"When a USI employee has had a lot of stress in the community– from hurricanes and earthquakes to violence and racism—we immediately provide employee assistance and services. When those terrible things happen, we can lift up our staff and make sure they feel supported."

Mahagani Watson, HR Manager

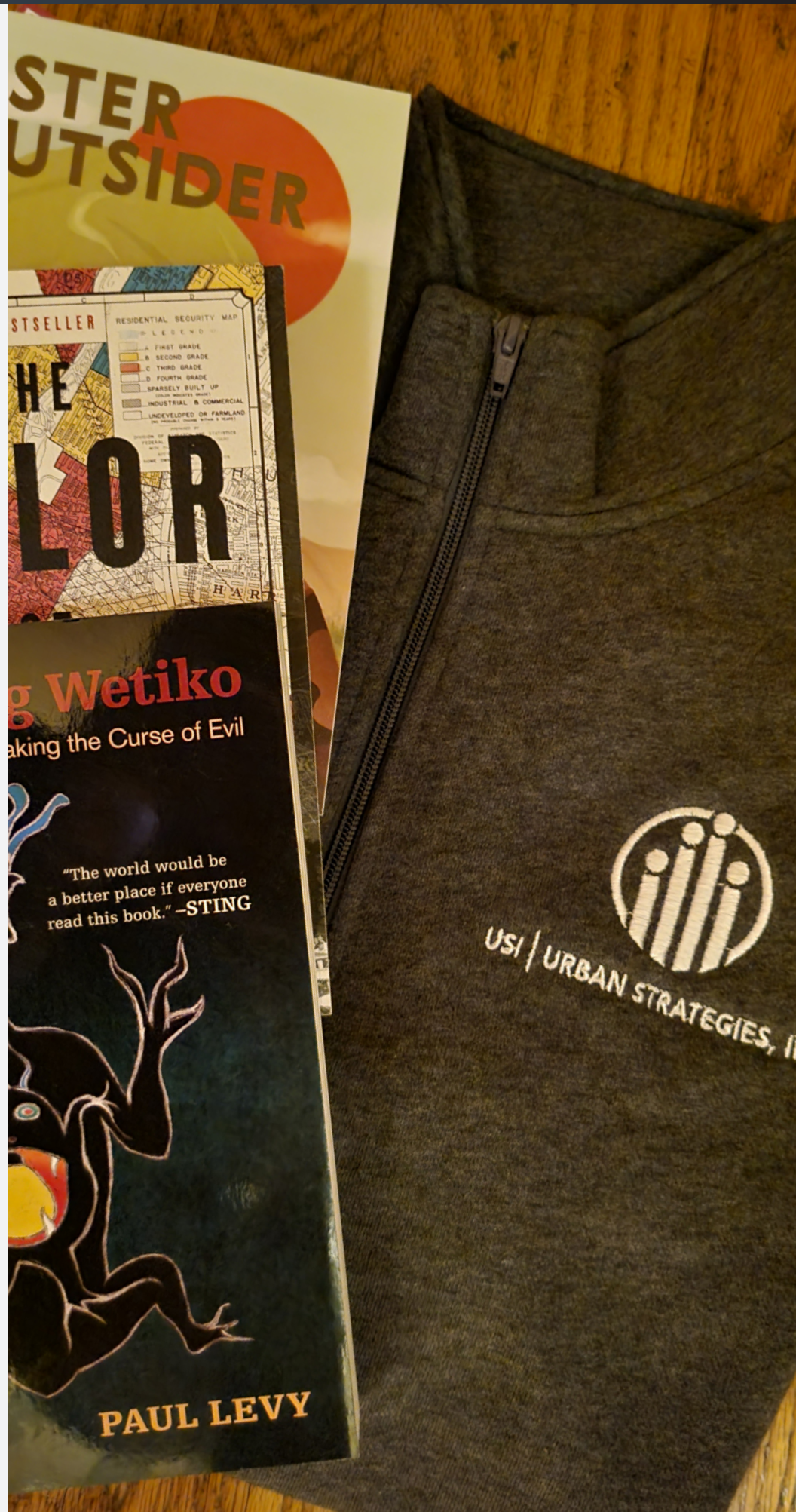
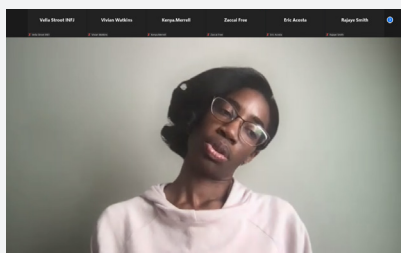
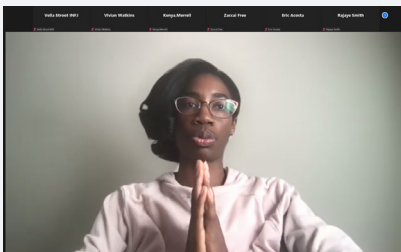
HEALTH @ USI RETREAT

In addition to updated policies and a new wellness programs, USI extended its outreach to employees to get another pulse check on wellness and spend a day dedicated to self-reflection and care.

This virtual wellness retreat allowed employees to focus entirely on their own mental and physical well-being, in a strategic effort to build safety, mastery, and connection within the organization.

The Wellness Retreat featured:

- A lively discussion about diversity and belonging
- Virtual yoga class
- Journaling exercises
- Workshops on prioritizing health
- Employee's personal libraries were built with works from relative and diverse authors



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.

HEALTH & WELLNESS

Aetna
 Aetna Better Health of Louisiana
 Aetna Insurance
 Affinia Health Care
 African American Male Wellness Walk Initiative
 ALAPAS
 Appetite For Change
 Baltimore Bmore Healthy Baby
 Baltimore City Health Department
 Baltimore Healthy Start
 Bellevue Baptist Mobile Dental Clinic
 Case Management Inc.
 Catholic Charities
 CelebrateOne
 Center for Family and Child Enrichment
 Center for Women and Families
 Centro de Desarrollo Familiar Cristo Reina
 Centro de Servicios Comunitarios Vida Plena
 Charm City
 Child Abuse Prevention Center
 Children's Hospital of the King's Daughter
 CHIP of South Hampton Roads
 Christ Community
 City Food Studio
 City of New Orleans Health Department
 City of St. Louis
 COAAA
 CoAct
 Coastal Health & Wellness
 Colegio de Medicos Cirujanos de Puerto Rico
 Columbus Public Health
 Comité Dominicano
 Community Food Bank of Eastern Oklahoma
 Community Health Connection
 Community Mediation
 Compassion Center
 Cook Children's

Cora McCorvey Health and Wellness Center
 Counseling & Educational Center, LLC
 Crestar Health, LLC
 Crime Victims Advocacy Center
 Crisis Text Line
 Dare to Care
 Daymark Recovery Services
 Dayspring Community Services
 DePaul Community Health Center of New Orleans
 Dillard University
 Domestic Abuse Project
 Domestic Violence Intervention Services
 Early Success Coalition
 Family & Children's Services
 Family and Children's Place
 Family Health Centers of SWFL, Inc.
 First 5 Sacramento
 Flance Early Learning Center
 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
 Fundacion Alas a la Mujer
 Galveston County Health District
 Galveston Own Farmer Market
 Gateway Region YMCA
 Gathering Place
 Genesis Arts
 Girls on the Run
 Global Gardens
 Greater Diaper Bank of Hampton Roads
 Greater Mount Tabor Christian Center
 Hampton Roads Committee of 200+ Men
 Hampton Roads Community Health Center
 Health Education Council
 Health Net
 Healthcare Collaborative of Greater Columbus

Healthy Start
 Healthy Tarrant County Collaborative
 Hennepin County Master Gardeners
 Hope and Healing Center
 Hope Bus
 IFF
 JenCare
 Jessie Trice Community Health Center
 John Peter Smith Clinic (JPS)
 Johns Hopkins Nursing Program
 Johns Hopkins School of Public Health
 Justine Petersen
 Kaleidoscope Counseling
 Kroger Mobile Unit
 Lee Health
 Life Enhancement Services
 LIFE Senior Services
 LifeCare Alliance
 Little Kitchen Food Pantry
 Local Matters
 Louisville Health Advisory Board
 Louisville Metro Public Health and Wellness
 Love In Action
 Madison Pharmacy
 Maryhurst Renewal
 Maryland Food Bank
 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 Food Collective
 Midtown Farmer's Market
 Mill City Farmer's Market
 Missouri Department of Conservation
 Missouri Foundation For Health
 MOLO Village

MomCares
 Morton Health Services
 Municipality of San Juan
 My Health My Resources
 National Church Residences
 National Cycling Center
 Nice Ride
 Northside Chrisitan Health Center
 Nurse Family Partnership/LeBonheur Community Health and Well-Being
 One Community Health
 One Safe Place
 Open Arms Pediatrics
 OSU Clinic
 OSU Total Health and Wellness
 Parent Child Center
 Park Duvalle
 Passport Health
 Peoples Pharmacy, LLC
 Porter Leath-Early Success Coalition
 Portico Health Net
 Presbyterian Church of Hato Rey
 Primeplus
 Propel Northside Community Wellness Center
 Regional One - Medication Assistance Program (MAP)
 Roots for the Home Team
 Sacramento Native American Health Center
 Salvation Army
 Shelby County Government - Community Services Agency (CSA)
 Sierra Health Foundation
 St. Louis University
 St. Vincent de Paul of Baltimore - Beans and Bread
 Take Control Initiative
 Teens with a Purpose
 Tennessee State University/ UT Supplemental Nutrition Assistance Program SNAP-Ed
 The Basilica of Saint Mary
 The Parenting Path
 Thrive 18

Tobacco Settlement Endowment Trust of Oklahoma
 Tulane University School of Medicine
 Tulsa Health Department
 U.S. Department of Housing and Urban Development
 United 4 Children
 United Health Centers
 United Healthcare
 United Way of Greater St. Louis
 University of North Texas Center for Health Sciences
 Urban Village Family Services
 Veteran Administration
 Virginia Department of Health
 Wake Forest Baptist Health
 Walk In Counseling Center
 Walk N Faith
 Wellcare
 Wellspace
 WIC-City of New Orleans
 YMCA
 YMCA of Metropolitan Fort Worth
 Young Gardner Program
 Youth & Family Center
 YWCA

ECONOMIC MOBILITY

2020 Free Tax Preparation
 2Unique Community Salvation Foundation
 AARP
 Altman-Charter Company
 Amazon
 Annie E Casey Foundation
 Asistencia Legal PR
 Arc of the Midsouth- Disabled Participants
 Auberle Northside Employment Institute
 Back-a-town Coffee Parlour
 Baltimore Financial Empowerment Center
 Bass River Advisors
 Beyond Housing

Boys and Girls Club of Puerto Rico
 Camp Fire First Texas
 CareerForce Center
 CareerSource South Florida
 CASH Campaign Maryland
 Catholic Charities
 Center for Transforming Lives
 Centro Ahorros
 CEO Works
 City of Fort Worth Business Assistance Center
 Columbus Rising Project
 Commonwealth Credit Union
 Community Action
 CTEP
 Delgado Community College
 Dixie Queen
 Dollar Bank
 Dr. Piper Center for Social Services, Inc.
 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
 Five Below
 Foodbank
 Fort Worth Housing Solutions
 Galveston College
 George Kaiser Family Foundation
 Glory Temple Food Bank
 Goler CDC
 Good Will Industries
 Goodwill Industries of Fort Worth
 Goodwill Industries of Northwest North Carolina
 Goodwill Industries of South Florida
 Goodwill Industries of Southwest Florida, Inc.
 Goodwill Industries of Tulsa
 Goodwill Industries, Sacramento
 Goodwill San Antonio
 Grace Hill Settlement House
 Greater Memphis Financial Empowerment Center
 Greater Sacramento Urban League
 Grubb Properties
 HABC Resident Services
 Habitat for Humanity
 Habitat for Humanity of Forsyth County
 Hampton Roads Transit
 Hampton Roads Workforce Council (former Opportunity, Inc.)
 Housing Authority of New Orleans
 HRI Lodging
 Intellectual CDC
 International Institute
 Jewish Family Services
 Job1
 Justine Petersen
 Kentuckiana Works
 Key Construction

Knowledge Quest
 KRA Corporation
 LCMC Health
 LEDC
 Lee County Adult and Career Education Center
 Lee County Human & Veteran Services
 Louisville Urban League
 Marathon Staffing
 Maryland Legal Aid
 Mayors Office of Employment and Development
 MBManagement
 Memphis Area Chamber of Commerce
 Memphis Center For Independent Living- Disabled participants
 Memphis Medical District Collaborative (Hire Local 901)
 MicroGrants
 Missouri Job Center Security
 Mistick Construction Workforce Dev.
 Municipality of San Juan
 My Faith Homecare Agency
 NC Works - Forsyth County NC
 NCIA Herbert J Hoelster Center
 NEON (Northside Economic Opportunity Center)
 New Directions
 Norfolk Works
 ODU Institute for Innovation and Entrepreneurship
 Ohio Means Jobs
 Open Society
 Operation Spark
 PA CareerLink
 Pathfinders
 Paul Quinn College
 Per Scholas
 Persevere
 Prepare & Prosper
 Prosperity Connection
 Sacramento Employment & Training Agency (SETA)
 Salvation Army
 San Antonio for Growth on the Eastside
 Schusterman Family Foundation
 Seedco
 Select Staffing
 SER Jobs
 Skinner Center- Disabled participants
 South City Digital Inclusion Project
 Southwest IT Apprenticeship
 Southwest Workforce & Community Solutions
 Stand-by Personnel
 STOP, Inc.
 Tank's Pizza
 TARC
 Target Corporation
 the Memphis SCORE
 Tarrant County College
 Texas Wesleyan University
 The Southwest Florida Community Foundation
 The Southwest Florida Enterprise Center
 The Up Center
 The Winston-Salem Foundation

Tulsa Community College
 Tulsa Community WorkAdvance
 Tulsa Tech
 Turnaround Tuesday
 United Way
 United Way – Driving the Dream
 United Way of Forsyth County
 United Way of Southeast Louisiana
 United Way of Tarrant County
 UPS
 Urban League
 UTMB
 Walk N Faith, INC
 Women Venture
 Work Square
 Workforce Investment Network (WIN) American Job Center
 Workforce Solutions of Tarrant County
 Workforce Tulsa
 WS Urban League
 Zagster

EDUCATION

4C's
 A Step Ahead Foundation
 AB Christian Learning Center
 Action for Children
 Advance Memphis
 Affinia Health Care
 Agenda For Children
 Annie E. Casey Foundation
 Baltimore Algebra Project
 Baltimore City Health Department - B'more for Healthy Babies
 Baltimore City Public Schools
 Bedtime in a Box
 Bellarmine University
 Best Buy Teen Tech Center
 Better Family Life: Grace Hill Settlement House
 Big Brothers Big Sisters
 Big Brothers/Big Sisters (Mentoring)
 Birth Through Eight Strategy for Tulsa (BEST)
 Black Parallel School Board
 Boys and Girls Club
 Boys and Girls Club of Greater Tarrant County
 Boys and Girls Club of Lee County
 Boys and Girls Club of Puerto Rico
 Bryant Muesum
 CAP Tulsa
 Camp Fire First Texas
 Carmouche Performing Arts Academy
 Carolyn Foundation
 Causeway Galveston
 Centers for Exceptional Children
 Child Care Resource Center
 Child First Authority
 Childcare Associates
 Children's Museum of Tulsa
 Children's Developmental Services Agency
 CHIP: Children's Health Insurance Program
 Circles of Generations

City of Columbus - Capital Kids
 City of Fort Worth (Library)
 City of Minneapolis Step Up
 City Year
 Clayton Youth Services
 Clif Family Foundation
 Code Crew
 Code in the Schools
 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
 Compton Drew Middle School
 Comp-U-Dopt
 Cook Children's
 Crocker Art Museum
 Crosby Scholars
 Dryades YMCA
 Early Childhood Family Education (ECFE)
 Early Learning Alliance
 Early Learning Coalition
 Early Learning Coalition of Southwest Florida
 Early Success Coalition
 Educare
 Educational Justice
 Employment Connection
 Essence Preparatory Public School
 Excel Center
 FabLab Tulsa
 Family Health Centers of SWFL, Inc.
 Family Scholar House
 Family Services
 Family Services Forsyth
 Flance Early Learning Center
 Forsyth County Public Library
 Forsyth Technical Community College
 Fort Worth Independent School District
 Galveston Children Muesum
 Galveston Independent School District
 Galveston Urban Ministries
 Gateway Region YMCA
 George Family Foundation
 Girl Scouts of Ky
 Godman Guild
 Goodwill
 Greater Columbus Community Helping Hands
 Greater Dream
 Greater Twin Cities United Way
 Growing Together
 Guiding Institute for Developmental Education, Inc. (GIDE)
 H.I.S. Bridge Builders
 HABC Resident Services
 Harris & Eliza Kempner Fund
 Help Me Grow
 Hennepin County Sumner Library
 HomeWorks

Hope Education Center/ Robin Boda
 HopeWorks
 I Would Rather Be Reading
 Iconoclast
 IMPACT Tulsa
 Institute for Women and Ethnic Studies
 James Preston Poindexter Foundation
 Jefferson County Public Schools
 Jefferson Elementary School
 Johns Hopkins School of Public Health
 Junior Achievement
 KBR - Great Expectations
 Kidz Xtreme
 KIPP St. Louis
 Knowledge Quest
 League of Women's Voters
 Lee County School District
 LeMoyné-Owen College
 LifeWise STL
 Lillie C. Evans K-8 Center
 Living Classrooms
 Louisville Central Community Center
 Louisville Free Public Library
 Louisville Metro Parks
 Louisville Urban League
 Mayor's Office of Youth and Families
 McCormack Baron Management
 Metro United Way
 Minneapolis Foundation
 Minneapolis Park and Recreation
 Missouri First Steps
 Moody Early Childhood Center
 Moody Foundation
 Moore Tech
 Morgan State
 Municipality of San Juan
 Museum Of Science And Curiosity (MOSAC)
 My GIRLS Inc.
 New Hope Oklahoma
 New Orleans Public Library
 Next Level Church (Afterschool)
 Nia Cultural Center
 Nobles Institute
 Norfolk Public Schools
 North Sacramento Family Resource Center
 Open Door Learning
 Opportunity Project
 OSU Access
 OSU College of Social Work
 OSU LifeSports
 Otto Bremer Trust Foundation
 Our Community Health
 ParentAware
 Patrick Henry
 Paul Quinn College
 PCs for People
 Phyllis Wheatley Community Center
 Pittsburgh Learning Collaborative
 Pittsburgh Public Schools
 Play Cousins
 Port Discovery

Porter Leath
 Powerhouse Science Center
 Prime Learning
 Propel Northside
 Reading Partners
 Ready for K Alliance
 RISE Foundation
 Roberts Family Development
 Royalty Driving School
 S.T.A.R.S (Afterschool, Rising STAR, Teen Programs, Athletic)
 Sacramento County Office of Education
 Sacramento State University
 San Antonio Independent School District
 San Francisco Unified School District
 Sawtooth Visual Arts
 School District of Lee County
 Shelby County Schools
 Sheltering Arms Foundation
 Smart Family Literacy
 Smart Start
 South County Regional Library
 Southwest Tennessee Community College
 Sowing Seeds with Faith
 Sprouts Child Development
 St. Louis Community College
 St. Louis Public Schools
 St. Louis Public Schools Adult Education and Literacy Program
 St. Philip's Culinary Department
 STEMNola
 Stix ECC Elementary School
 Summit OIC
 Sundance Family Foundation
 Sunshine Academy
 Tarrant County College
 Tarrant To & Through (T3)
 Texas Wesleyan
 The Centers for Exceptional Children
 The Children's Movement
 The Collective Blueprint
 The Planning Council
 The School District of Lee County
 The Southwest Florida Community Foundation
 The Southwest Florida Enterprise Center
 The YMCA
 Training Grounds
 Tristesse Grief Center
 Tulsa City County Library
 Tulsa Public Schools
 Twin Rivers Unified School District
 UC Davis SAYS
 United for Children

United Way
 United Way of San Antonio & Bexar County
 United Way of South Hampton Roads
 United Way of Tarrant County
 University of Memphis
 University of Texas at San Antonio
 Up Partnership
 Upper Bound
 Upward Hope Academy
 Veritas Technology LLC
 Wake Forest Baptist Health: Brenner Children's Hospital
 Warline Winston-Salem State University
 Winston-Salem/Forsyth County Schools
 Winward Academy
 YAYA Ashé Cultural Arts Center
 Yeah Yoga
 Yes 2 College
 YMCA
 YMCA of Metropolitan Fort Worth
 Youth Empowerment Project
 YWCA - Best Choice Center

HOUSING STABILITY

30 Day Foundation
 Affinia Health Care
 Alchemist Community Development Corporation
 ALIGN Minneapolis
 Al-maa'uun
 Asistencia Legal PR
 Balancing Act
 Baltimore City Office of Home Energy Programs
 Bexar County Economic and Community Development
 Black Child Legacy Campaign
 Bridging
 Broad Street Presbyterian Food Pantry
 Building Blocks
 Catholic Charities
 Catholic Social Services
 Central Community House
 Charter/Spectrum Cable
 City of Norfolk
 City of Tulsa
 Coalition of Metropolitan Memphis Organizations for Neighborhood Services (COMMONS)
 Columbus Metropolitan Housing Authority
 Community Action Partners
 Community Human Services
 Community Mediation Services of Central Ohio

Community Service Council
 Compassion Center
 Consejo de Residentes Puerta de Tierra II
 Council On Aging
 CPO
 Culture Aid NOLA
 Curley's House Food Bank
 Dominion Energy
 Dream Center
 Dress for Success
 East Liberty Presbyterian Church
 Enterprise Community Partners
 ETSS
 Eviction Prevention
 Family Service Center of Galveston
 Fort Worth Housing Solutions
 Franklin County Department of Job and Family Services
 Fundación Sueños Inolvidables /Toys for Tots
 Galveston CoCare
 Galveston County Community Action Council
 Galveston County Food Bank
 Galveston Diaper Bank
 Goodwill Industries of Southwest Florida, Inc.
 Greater New Orleans Foundation
 Grizzlies Foundation
 H.I.S. Bridge Builders
 HABC
 HandsOn New Orleans
 Heat Up St. Louis
 Heathy School Collaborative
 Hennepin County
 Henson Development
 Homeport
 Hosco Farm
 Housing Authority of the City of Fort Myers
 Housing Authority of the City of Tulsa
 Indigo Ag
 Intuit
 Isuroon
 Jericho Road Episcopal Housing
 Kresge Foundation
 La Familia Counseling Center
 Lantern Light
 Lee County Human & Veteran Services
 Legal Aid Society of Columbus
 Light of Life Rescue Mission
 Little Red Box
 LMHA
 Louisville Community Ministries
 Neighbor Network
 Love in Action, Inc.

Low Income Home Energy Assistance Program
 LULAC
 Lutheran Social Services
 Macadonia Face
 Mary's Place
 Mayor's Office of Neighborhood Engagement
 Mayors Office of Children & Family Success
 McCormack Baron Management
 Meadowview Family Resource Center
 Memphis Housing Authority
 Methodist Healthcare
 Metropolitan Inter-Faith Association (MIFA)
 Metropolitan Police Department - City of St. Louis
 Motion of Kids
 Mount Zion UMC
 Municipality of San Juan
 Mutual Assistance Network
 My Redeemer Baptist Church
 My Redeemer Missionary Baptist Church
 My Very Own Bed (MVOB)
 NAACP
 New American Development Center
 New Directions
 New Orleans Family Justice Center
 New Orleans Office of Homeland Security & Emergency Preparedness
 NIA Project
 Norfolk Redevelopment and Housing Authority
 North Sacramento Family Resource Center
 Northpoint Health and Wellness
 Office of Ohio Consumer's Counsel
 Office of Resilient and Community Services
 PACT
 Pillsbury United Communities
 Power Coalition
 PowerOn/Gas Affordability
 Pro Youth & Families
 Programa de Asistencia para el Pago de Rentas de Puerto Rico
 Project for Pride in Living
 Red Cross
 Rent Help MN
 Resident Resource Network
 RISE Foundation
 Sacramento Employment and Training Agency
 Sacramento Food Bank & Family Services
 Sacramento Housing and Redevelopment Agency
 Sacramento Justice League
 Sacramento Promise Zone
 Sacramento Public Library
 Salvation Army
 Sanctuary Covenant Church
 Second Harvest
 Simmons Bank
 Southeast Legal Services
 Southwest Florida Affordable Housing Choice Foundation
 St. Jude Community Center
 St. Louis County Adopt a Family
 St. Vincent De Paul
 St. Vincent House
 St. Philip's Culinary Department

Stanford Settlement Neighborhood Center
 Tennessee Department of Human Services
 The Miami Foundation
 The Mirth Project
 Top Box Louisiana
 Tulsa Area United Way
 Tulsa County Sheriff's Department
 Turner of Life Counseling
 United 4 Children
 United Communities
 United Way California Capital Region
 United Way of Greater St. Louis
 Urban League
 Urban League of Metropolitan St. Louis, Inc.
 Voice of the Experienced
 Walk N Faith, INC
 Walking One Stop
 Wayside Christian Mission
 Women's Foundation for a Greater Memphis
 Xcel Weatherization Assistance Program (WAP)
 YMCA
 YWCA
 Zero Balance Project

POLICY

Boys and Girls Club
 Chrysler Museum
 Communities in Schools
 Communities in Schools, Hampton Roads
 Concerned Citizens of BTW
 Don't Duck History
 EVMS (Minus 9 to 5)
 Garden of Hope
 Greater Miami "Florida" Chapter of the Links, Incorporated
 Hampton Roads Community Foundation
 Heritage Park Masters Association
 Heritage Park Neighborhood Association
 Insitudo del Desarrollo de la Juventud
 Kairos Freedom Schools of Virginia
 Las Monjas
 Loving Steps
 Metro United Way
 Miami Dade College
 Mid-MN Legal Aid
 Mosaic Steel Orchestra
 Municipality of San Juan
 National Charity League
 Norfolk Parks and Recreation
 Northpark at Scott Carver Resident Council
 Northside Fresh Coalition
 Northside STEM Coalition
 Ready Academy
 Russell Place of Promise
 San Juan Municipality Office
 Tech Girl Power
 Tidewater Community College
 William A. Hunton YMCA
 YMSL
 Young Investors Group
 YWCA

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