TOUGH TOPICS.

BOLD CHANGE.

2016 IMPACT REPORT

URBAN STRATEGIES

www.urbanstrategiesinc.org
DEAR FRIENDS,

After 16 dedicated years leading this organization, Sandra M. Moore is leaving Urban Strategies in search of her next adventure. Though we all have heavy hearts seeing her go, we wish her well in her endeavors.

It is my great pleasure to share with you that I will take over as president in January. With more than 16 years at Urban Strategies, I have intimate knowledge of our work and am passionately connected to our cause. I’m thrilled to build upon the successes under Sandy’s leadership and I look forward to creating new initiatives and outlining a strategic vision to ensure that all families are stable and thriving.

I would be remiss if I didn’t recognize that our change in leadership comes at a time when our nation is experiencing changes at the top level of our government as well. Though our new president has campaigned on promises that might affect communities in which we serve, we see opportunity. Urban Strategies’ focus on family strengthening, workforce development, and promoting healthy communities is central to our success as a nation.

There is a lot of work to be done to achieve these lofty goals, but I know that—with the help of our dedicated partners and focusing on outcomes that ensure that our children and families are thriving—we will have the strength to continue to take on tough topics while achieving bold change.

Thank you for your support!

Esther Shin, Incoming President
Urban Strategies
Choice Neighborhood Initiative Sites

**COLUMBUS**  
Poindexter Village

**GALVESTON**  
Cedars at Carver Park

**MEMPHIS**  
Foote Homes  
Legends Park  
University Place  
Resident Services

**MIA**  
Northpark at Scott Carver

**MINNEAPOLIS**  
Heritage Park

**NEW ORLEANS**  
BW Cooper  
Harmony Oaks  
Iberville/Treme

**LOS ANGELES**  
Pueblo del Sol

**LOUISVILLE**  
Russell

**PITTSBURGH**  
Larimer/East Liberty

**SACRAMENTO**  
Twin Rivers

**SAN ANTONIO**  
Wheatley Courts/Eastside

**SAN FRANCISCO**  
Alice Griffith

**ST. LOUIS**  
Allen Market Lane  
Arlington Grove  
Cambridge Heights  
Cahill House  
Forest Park Southeast  
North Sarah  
Renaissance Place  
Senior Living at Renaissance Place  
Westminster Place

**NEAR NORTHSIDE**  
Murphy Park  
O’Fallon Place / Preservation Square  
The Brewery

Urban Strategies was selected as the grant recipient to provide education, health, and workforce development services for nearly half of the existing Choice Neighborhood Initiative (CNI) projects across the country, including two of the first projects ever to be implemented. CNI is an initiative of the U.S. Department of Housing and Urban Development, created to help communities revitalize distressed public or assisted housing by simultaneously investing in people and places.
A COMMITTED CAREER

THE IMPACT AND INFLUENCE OF A GREAT LEADER: SANDRA M. MOORE

Sandra M. Moore has left an indelible legacy in disinvested and distressed communities nationwide. She has been the voice of hope for countless individuals, families, and communities in need. She believed in the vision of the organization -- that if we focused on building places without building people at the same time, neither would be successful.

Sixteen years ago, Sandra M. Moore joined a small staff of others who had signed on to make this vision a reality; and sixteen years later, she led an organization of 70-80 employees with a $10.5-million budget.

“I AM SO PROUD THAT WE HAVE INCREASED OUR REACH AND SCOPE IN ORDER TO BECOME THE BEST COMPREHENSIVE URBAN DEVELOPMENT ORGANIZATION IN THE NATION AND WORK ON SOME TRULY INNOVATIVE AND TRANSFORMATIVE PROJECTS.”

- 1978
  - Founded by Richard Baron
  - Urban Strategies was founded in 1978 by Richard Baron as an opportunity to intentionally service and support the families that lived within the communities that were undergoing revitalization. During the beginning years, Urban Strategies conducted research and published work for entities like the Department of Housing and Urban Development (HUD), the Ford Foundation as well as other foundations and stakeholders. Urban also assisted with supporting the needs of Public Housing residents during its formative years.

- 1998
  - Added Forest Park Southeast to our portfolio

- 2003
  - Added the Cuyahoga Housing Authority to our portfolio

- 2004/2005
  - Added the cities of Los Angeles and Washington D.C. to our service portfolio

- 2006
  - Added the MEMPHIS HOPE communities to our service portfolio

- 2007
  - Provided a Human Capital Plan for the City of Wichita and expanded our work in New Orleans and St. Louis

- 2008
  - Provided a Human Capital Plan for the City of Camden, N.J. and expanded our work in Miami and St. Louis.
  - Developed a Human Capital Plan for Jordan Downs in Los Angeles, CA
  - Began predevelopment/development of Scott Carver in Miami, FL
  - Completed Renaissance Place at Grand in St. Louis, MO
  - Awarded with a HOPE VI grant to redevelop the C. J. Peete Housing Project in New Orleans, LA
  - Built University Place and Legends Park in Memphis, TN
  - Strengthened schools in Atlanta, GA; Memphis, TN; and New Orleans, LA
  - Redeveloped/Reopened schools in the Murphy Park/O’Fallon Place community in St. Louis

- 2009
  - Participated in Promise Neighborhood discussions in Washington, DC
  - Created a Human Capital Plan for Cooper Plaza Lanning Square in Camden, NJ
  - Created a Human Capital Plan for Hunters View in San Francisco, CA
  - Created a Human Capital Plan for Southside/Rolling Hills in Durham, NC
  - Created a partnership/Collaboration to create the Flance Center in St. Louis, MO

- 2000
  - Sandra M. Moore becomes President of Urban Strategies, Inc.

- 2001
  - Awarded a HOPE VI grant for the St. Louis Blumeyer and the Minneapolis Heritage Park communities

- 2005
  - Awarded a HOPE VI grant to redevelop the C. J. Peete Housing Project in New Orleans, LA
  - Built University Place and Legends Park in Memphis, TN
  - Strengthened schools in Atlanta, GA; Memphis, TN; and New Orleans, LA
  - Redeveloped/Reopened schools in the Murphy Park/O’Fallon Place community in St. Louis

- 2007
  - Provided a Human Capital Plan for the City of Wichita and expanded our work in New Orleans and St. Louis.

2010
- Added the City of San Francisco to our service portfolio.
- McCormack Baron and Jefferson Elementary begin an incentive program to boost participation and attendance.
- C.J. Peete residents in New Orleans, LA moved into the new Harmony Oaks
- Growth in service numbers with Memphis HOPE in Memphis, TN
- Applied for a HOPE VI grant and opened an office at Hunters’ View in San Francisco, CA
- Began working in the Alice Griffith neighborhood in San Francisco, CA
- Began working in the Cleaborn Homes in Memphis, TN
- Began transitioning work in Blumeyer, the last family public housing high-rise in St. Louis to make way for the North Sarah development.

2011
- Awarded first Choice Neighborhood Initiative grant for $9 million
- Added the City of Galveston to our service portfolio along with building on the work in San Francisco and New Orleans.
- Broke ground on the I. Jerome Flance Early Learning Center in St. Louis, MO
- Implementation of the Cleaborn Homes HOPE VI grant in Memphis, TN
- Awarded a Choice Neighborhood Initiative grant for $30.5 million (specifically, $4.5 million for supportive services) for the Alice Griffith community in San Francisco, CA
- Awarded a Choice Neighborhood Initiative grant for $30.5 million (specifically, $4.5 million for supportive services) for the Iberville/Treme community in New Orleans, LA
- Awarded the REDF SIF Sub-Grant for $541,586 for the Green Streets initiative in San Francisco, CA
- Awarded the SEEDCO SIF Sub-Grant for $650,000 for family incentives in Memphis, TN
- Implemented Succeeding with Reading in St. Louis, MO

2012
- Added the City of San Antonio to our portfolio and awarded a HOPE VI grant for St. Louis’ North Sarah community.
- Supported 19,980 families nationwide
- Prepared 5,224 working adults nationwide
- Engaged 10,620 residents through our dual-generation approach

2013
- Reopened Carver Elementary School in St. Louis, MO

2015
- Invited to present at the White House Frontiers Conference and participant in the Opportunity Project

2016
- Named 2016 Salute to Executives Non Profit by the St. Louis American newspaper

2014
- Implemented the Youth Empowerment Project in New Orleans, LA
- Groundbreaking for the Dr. George W. Davis Senior Facility in Bayview/Hunters’ Point in San Francisco, CA
- Implemented a training partnership at the Flance Center with LUME in St. Louis, MO

Sandra M. Moore, Outgoing President
IT'S OUR PHILOSOPHY THAT IF WE PROVIDE SUSTAINABLE SOLUTIONS AND TRULY BELIEVE IN THE POTENTIAL OF EACH INDIVIDUAL, OUR COMMUNITIES WILL BE COLLECTIVELY STRONGER.

With its finger on the pulse of the communities it serves, Urban Strategies provides essential support in the areas of employment, health, and education in order to strengthen and empower families.

“WE MUST DECIDE THAT FAMILIES ARE AT THE CENTER OF OUR SUPPORT EFFORTS AND ORGANIZE ALL SYSTEMS, SUPPORTS AND SERVICES AROUND THE FAMILY — HOWEVER IT IS CONFIGURED.”

– SANDRA M. MOORE
AN OPPORTUNITY FOR TRANSFORMATION IN FERGUSON

URBAN STRATEGIES MEASURES THE PULSE OF COMMUNITY NEEDS THROUGH AN IN-DEPTH SURVEY

During the summer of 2014, Michael Brown, an unarmed, black teenager suspected of theft was shot to death by a police officer in the suburban town of Ferguson, Missouri. In the days following his death, a wounded community took to the streets to protest violence against black lives. For months, the protests shed light on a topic that has plagued communities for decades and forced the nation to begin to address issues of race relations and police brutality.

For Urban Strategies, the event was a spark of change on a topic that desperately needed to be brought to the forefront of communities nationwide: the suburbanization of poverty. All of Urban Strategies’ work across the nation seeks to create change on the notion that people must always be first. Addressing the challenges of implanting large numbers of heavily subsidized housing units in moderate- to low-income communities, such was the case in Ferguson, cannot begin without focusing on the core needs of its people.

Urban Strategies recognized that change at this level cannot happen through policy alone; it will require thoughtful research and a seismic shift in the community.

“Within days of the death of Michael Brown, we recognized that Southeast Ferguson was a hot-bed of subsidized—sometimes deeply subsidized—housing with very little service support,” said Sandra M. Moore. “They had desperate needs and we were determined to look into how to best support them.”

With the support of the Annie E. Casey Foundation, Urban Strategies conducted an in-depth community survey of residents to address the shortcomings of opportunities for residents of Ferguson. Urban Strategies led a core team that included the Center for the Study of Social Policy (CSSP) and the National Initiative on Mixed-Income Communities (NIMC) spending four months listening in order to make recommendations for change.

KEY FINDINGS

The study revealed some key barriers that the community faces leading residents to have a shared sense of disconnection to the broader Ferguson community. These barriers are:

ISOLATION
Residents have a sense of stark socioeconomic disparity, experience fewer resources and see physical neglect in their neighborhood compared to other parts of the city.

CONCERNS FOR YOUTH
There were many responses that shared concern for lack of available resources, quality education, and available activities for young people in the area.

DIFFERING PERSPECTIVES ON LIFE IN THE AREA
Residents and stakeholders have differing perspectives on life in the neighborhood related to the physical conditions of housing, social relations, economic well-being of residents, and lack of activities for youth.

CRITICAL GAPS BETWEEN RESIDENTS’ NEEDS AND LOCAL RESOURCES
Respondents noted the need for more emergency services, stores and basic amenities, workforce development support, youth programming and community space, transportation, and policing.

CONFLICTING OPINIONS
There were very strong and conflicting opinions on ending isolation through mixed-income transformation, but overall the positive comments outnumbered the negative.

OVERALL
Respondents report having very little sense of connection and belonging to the broader area.

Length of time lived in the community
- Less than 1 year: 13.7%
- 1-3 years: 17.1%
- 4-5 years: 21.9%
- 6-10 years: 13.0%
- Over 10 years: 34.2%

Race
- African American/Black: 84.9%
- Caucasian/White: 10.2%
- Other: 4.8%

Uses a housing voucher, such as Section 8, or other assistance for housing
- Yes: 15.9%
- No: 84.1%

Employment Status
- Full-time: 29.0%
- Part-time: 42.7%
- Self-employed: 12.2%
- Unemployed and looking for work: 15.3%
- Not looking for work [retired, disabled, etc.]: 0.8%
A RISING TIDE LIFTS ALL BOATS

WORKING TOGETHER TO ADDRESS TOUGH TOPICS
AND HELP OUR COMMUNITIES THRIVE

As the recipient of nine of the twenty-two Choice Neighborhood Initiative Implementation grants across the country, Urban Strategies has extensive experience in revitalizing distressed neighborhoods and empowering its residents. This year, we hosted a two-day conference to share best practices and continue the conversation among our fellow grantees.
Urban Strategies believes that the most meaningful and productive work can begin when providers can connect, discuss, and share honestly.

To this end, Urban Strategies hosted the inaugural Choice MEANS Choice Conference in October of 2016. More than 100 attendees that represented 16 communities across the country gathered together to share best practices, participate in roundtable discussions, and hear from other providers in various stages of grant implementation.

The event was lively, with productive discussions on the topics of:
- Economic development
- Race and equity
- Resident engagement
- Safety
- Financial education
- Ex-offender reentry
- Workforce development, and more.

There were many opportunities for learning through role play, networking, open discussions, and meaningful interactions.

THOUGH THESE NEIGHBORHOOD PROJECTS MAY FACE VERY DIFFERENT LOCAL DEVELOPMENT ISSUES, THERE ARE A GREAT MANY COMMONALITIES IN THE AREAS OF SOCIAL ISSUES AND OPPORTUNITY. CONFERENCE PARTICIPANTS HAD THE OPPORTUNITY TO CONNECT WITH EACH OTHER AND LEARN FROM EACH OTHER'S EXPERIENCES.

An important piece of neighborhood redevelopment is Urban Strategies' belief that the more we share, the more we all benefit. When we focus on meaningful resident engagement, partner collaboration, and honest discussion, the communities we serve are better off and will continue to thrive.

"The ultimate goal of the conference is to sustain the work we do within our respective communities," said event organizer and Urban Strategies Associate Project Manager, Erika Wilson. "We had the opportunity to dig deeper together as collaborators, not competitors."

Thanks to this conference, the doors are open to grantees who continue to promote vibrant communities, empowered residents, and families that are stable and thriving.

Urban Strategies employed innovative technology to further engage conference attendees through the use of a mobile application. Thanks to data gathered from the Guidebook app, Choice MEANS Choice staff were able to track the engagement of attendees. Over the course of the 2-day event, more than 75% of attendees used the app an average of 42 times. Plus, the hash tag #ChoiceMeansChoice elicited some meaningful discussions and awareness on social media.
It was the Reverend Martin Luther King, Jr. who said: “our lives begin to end the day we become silent about things that matter.” People who are vocal about important issues help the entire community be heard. People like Lucy Smith.

Lucy lives at the Preservation Square community in St. Louis, Missouri with her 11-year-old son, Kelechi. After attending a meeting to hear about the upcoming redevelopment plans for her community, Lucy spoke up. She had strong opinions about the right way to redevelop and the right way to involve the residents whose lives would be profoundly affected. She had a vision for a community full of engaged residents.

“WHEN THEY OPENED IT UP FOR QUESTIONS, I REMEMBER SAYING ‘NO DISRESPECT, BUT WE CAN’T START BY TALKING ABOUT GETTING PEOPLE JOBS AND Sending KIDS TO COLLEGE—WE HAVE TO FIGURE OUT WHY SO MANY OF OUR PEOPLE DON’T EVEN WANT TO GET OUT OF BED.’”

After the meeting, she was delightfully surprised that she was approached to take on the job of resident leader.

An integral part of Urban Strategies’ theory of change is empowering resident ambassadors. Residents, who take on an active role in the redevelopment of their community by vocalizing opinions, ideas, and working with others to engage, are the driving force behind creating stable and thriving communities.

Lucy took on her role with gusto—engaging residents in dialogues, connecting them with services, planning card nights, and block parties. Her vision extends even further; one thing that Lucy is passionate about is helping the young people in the community who could easily go down another path.

“It’s hard for young people. The streets call their names. I want to expose them to different things because they are who are going to carry the torch.”

Lucy is working on a host of programs that seek to connect, empower, and employ young people, including trade training, sewing floor, and an industrial arts program.

We have no doubt that, under her guidance, we’ll see significant advances for the community at Preservation Square—ultimately modeling this potential for the entire Near North Side of St. Louis.

ST. LOUIS, MISSOURI – A MODEL FOR COMMUNITY CHANGE NATIONWIDE

Urban Strategies’ roots are deep in the St. Louis area. It is not only the location of its national headquarters, but it is the foundation for its work nationwide. Urban Strategies began working in the distressed communities of the City of St. Louis, learning and refining its approach to creating stable and thriving families and communities.

Urban Strategies is pleased to announce that The City of St. Louis, in partnership with McCormack Baron Salazar and Urban Strategies, was recently granted a $30-million U.S. Department of Housing and Urban Development Choice Neighborhoods Implementation (CNI) Grant to revitalize the Near North Side of St. Louis; building upon the CNI Planning Grant that Urban Strategies received in 2015. The grant will create a brand-new Jonas Hubbard Jr. Family Center, programs to support workforce development, encourage healthy communities, and will also spur programs that will bolster the Financial Empowerment Center at Prosperity Connection’s Excel Center.

Urban Strategies was honored to be a part of the City of St. Louis’ team that was awarded the CNI Grant in 2016 and looks forward to expanding and enhancing the transformation of distressed St. Louis communities that has catalyzed its work across the nation since 1978.
POSITIVE CHANGES THROUGH RESIDENT ENGAGEMENT

RESIDENTS LEAD THE CHARGE TO PUT POSITIVE LIFE-CHANGING PROGRAMS INTO PLACE
Just as the building design literally insulates its elderly residents around a community of family units, services at the Poindexter Place in Columbus, Ohio equally embrace its most vulnerable residents. Serving a population of individuals who hope to age in place, Urban Strategies in Columbus has put together a menu of services that help address the health needs of its residents.

Through its many partnerships with healthcare providers and Ohio State University Hospital, Poindexter Place residents are currently able to participate in community health events, learn how to better manage their chronic health conditions, and participate in a culture of wellness for all.

These programs are in place in anticipation of further use when the community reaches full capacity upon completion of its family units in 2017.

A healthy offering of support:
— Urban Strategies assessments
— On-site healthcare services
— Intergenerational recreational activities
— Weight, blood pressure, cholesterol, vision, hearing, dental, and BMI screenings
— Transportation to community events, such as 5K run/walks, health fairs, and group wellness walks
— Weekly healthful meal deliveries
— Community health worker trainer program
High-density public housing high-rises are a thing of the past in St. Louis after the last high-rise was demolished in 2014 in favor of more sustainable and inclusive mixed-income developments. Along with the shift in building philosophies, Urban Strategies has led the charge to also invest in the health and sustainability of communities.

For Catherine Harris, who lives at Renaissance Place at Grand Apartments, which took the place of that last high-rise, she not only valued the importance of promoting health, she got on board to ensure the program’s success.

Catherine headed up the Urban Strategies’ With Every Heartbeat is Life [WEHL] Program—an 8-week course that teaches ways to incorporate healthy choices into one’s life. After going door-to-door to encourage participation, Catherine was proud to have a well-attended program and saw residents making healthy changes in their lives.

Thanks to the success of that initial program, Catherine suggested re-targeting the class to focus on both parents and their kids. She thought if healthy habits could be learned at an early age, and encouraged by more people at home, families would have greater success.

Thanks to Catherine’s entrepreneurial spirit, she started a very popular Family Cook Night to teach healthy eating and cooking habits and began a summer program for youth that centered on fitness, healthy cooking, and making healthy choices.

“I’ve enjoyed every aspect of this job because it allowed me to work on myself and keep myself accountable. If I am teaching health, I need to be healthy myself. Even I was exercising more, engaging my children—we were all working toward being a healthy family together.”

Catherine also saw the positive results of encouraging healthy lifestyles, including the growth of a more united community.

“The program has allowed me to be more interactive with my neighbors. I got to know my neighbors next door and across the street,” said Catherine. “I see more family togetherness and involvement. We have all become a family; we look out for one another and there is more trust. A community built on trust makes us all safer.”

Because of her work on these programs, Catherine was inspired to go back to school to pursue a degree in Human Services. She wants to be able to meet the needs of the community in every aspect, but especially by focusing on young people.

“The children are not only our future, they are our hope for today,” said Catherine. “We need to prepare them to be healthy—mentally, physically, emotionally, and spiritually.”
OUR BIG RESULT:
ALL CHILDREN AND 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 ARE STABLE AND THRIVING.

Education
100% College Prep
2 Cent Entertainment, LLC
Agenda for Children
Alliance for Infants
Alamo Colleges—Brackenridge ETC
American Friends Service Committee
Bayview Hunters Point Foundation for Community Improvement
Bayview YMCA
Bowie Learning Center
Boys and Girls Club: Camp Mendicino
Branches (United Way Center for Financial Stability)
Bret Harte Elementary
Summer Program
BWORKS
Center for the Study of Social Policy (CSSP)
City of New Orleans—NOLA for Life
Community Action Human Services
Culture Shock International, LLC
E. L. Broady Academy
E1-Electric
Early Learning Coalition
Easter Seal South Florida
Eastside Promise Neighborhood
Edgewood-Parent University
Electro Savings
First Books
FranDeJIA Enrichment Center
Girl Scouts River Valley of Minnesota and Wisconsin
Good Samaritan Community Services
Gwen Cherry Park NFL YET Center
HandsOn Twin Cities
Hennepin County Public Library (Summer Library)
Ignite Afterschool
Imani Aisha Creations
Institute of Educational Leadership/Education Policy Fellowship Program
Literacy Alliance of Greater New Orleans
Louisiana Endowment for the Humanities—Prime Time Family Reading Time
Make Music NOLA
Malcolm X Elementary Urban YMCA Summer Program
MAWA (Minnesota Association of Women of African Descent)
MCTC
Miami Dade College
Minneapolis Public Schools
Minnesota 4-H Foundation
Mountain Top Strategic Consulting, LLC
National Initiative on Mixed Income Communities (NIMIC)*
NDCAD (Network of the Development of Children of African Descend
Neighborhood Housing Services of South Florida
New Orleans Public Schools—NOPS
NFL YET Center at Gwen Cherry Park
NOLA Tech—Joseph S. Clark High School and Delgado Community College
Orleans Public Education Network (OPEN)
Parents for Public Schools
Planned Parenthood
Project Quest, Inc.
Raising a Reader
Recovery School District (RSD)
Reliance Bank
Rethink
Revive Athletics Mentoring Program
SAISD Adult & Community Education
San Francisco Conservation Corps
San Francisco Head Start/Early Head Start
South Florida CARES Mentoring Movement
Southern University School of Social Work
St. Catherine’s University
Service Learning
Success Preparatory Academy
The BIOME VLC STEAM School
The Bridge
The Hospitality Institute—Miami Dade College Wolson Campus
The Making of a Champion Youth Program—Male Mentoring
The ReThinkers
Thrift Financial
Trex North Wellness
Tulane University
Tyan Early Childhood Education Center
United Way
University of Minnesota Extension
Urban Education Academy
Urban League Head Start
Washington Center for Children
William H. Turner Tech—Computer Class
William H. Turner Tech—ESOL
William H. Turner Tech—GED
William H. Turner Tech—High School
William H. Turner Tech—Vocational/Technical/Trade
Willie Mays Boys and Girls Club
YAYA (Young Audience, Young Aspirations)
YMCA
YMCA Education Services
Youth Plan, Act Now (Y-PLAN)
YouthLink

Workforce
A. Philip Randolph Institute
San Francisco
Alamo Colleges—Public Allies
Aloft Hotel
Alvis House
Avenida Guadalupe Association
Boys & Girls Club—Eastside Branch
Café Reconcile
CareerSource South Florida
CareerSource South Florida—Youth Co-Op
Center for the Study of Social Policy (CSSP)
Central Ohio Minority Business Association
City—Economic Development Department
City of Minneapolis Step-Up
City of New Orleans
City of San Antonio—Promise Zone Office
CityBuild
CityBuild Academy
ClenaTurn
Columbus Civil Service Commission
Columbus State Community College
Columbus Urban League
Connections to Success—Dress for Success
COWIC
CPO Management Services
Delgado Community College
Department of Assistive and Rehabilitative Services—SA South
Department of Public Works
Summer Youth Program
Dependable Business Solutions
Dress for Success San Antonio
Dress for Success St. Louis Economic & Community Development Institute
Education Investment Foundation
Ella Austin Community Center
Emerge
ETSS
Fifth Third Bank
Financial Empowerment Center—Claude Black Community Center
Franklin County Department of Job & Family Services
Franklin Park Conservatory
George Gervin Youth Center
Goodwill Industries
Goodwill Industries of San Antonio
Greater Miami Service Corp
Harrah’s Casino & Hotel
Hilton Garden Inn
His Bridgebuilders
Homeport
HOSCO
HRI Lodging
Human Services Agency (Jobs Now v3)
Huntington National Bank
Hyatt French Quarter
Hyatt Place
Hyatt Regency Hotel
I Know I Can
IDEA Carver Academy
IMPACT Community Action
Key Staff
Krystal’s Burger
Labor in Demand
Labor Ready
Magnolia Marketplace
Mayor Youth Employment Exp Program (MYEEP)
Metropolitan Education and Training Center (MET CENTER)
Miami Job Corps Center
Michaels
National Initiative on Mixed Income Communities (NIMIC)
Neville Development
New Orleans Museum of Art
Ochsner Health System
Office of Economic Workforce Development — RAMP SF
Conservation Corps
One Stop Career Link Center
PACT and DSU
Partners for Self Employment
PA Career Link
People’s Community Action Corporation
PNC Bank
Raising Canes
Republic Services
Ross
San Antonio City—Department of Human Services
San Antonio Housing Authority—FSS
San Antonio Housing Authority—Jobs Plus
San Antonio Housing Authority—Section 3
San Antonio Parks & Recreation
San Francisco Youth Works
Sewer System Improvement Program (SISP) City Works [Mayor’s Office]
Sheraton Hotel
Shoe Carnival
SLATE
St Louis University Nursing Program
Star Force
Summit OIC
SWEP Summer Work Experience [HSA]
Three Rivers Workforce Investment Board
T.J Max
The Garden SFPD Training Solutions & Associates
Transitions
United Way of Central Ohio
Urban League
Walgreens
Whole Foods
Windsor Court Hotel
Woodward Design + Build
Workforce Center
Young Community Developers [YCD]
YWCA

Health
3rd Street Youth Center & Clinic
Access Health Louisiana
ADAMH Board of Franklin County
Affinia Healthcare (formerly Grace Hill)
Alcohol Anonymous Group
Amazine Health Care Services
American Lung Association in Missouri
American Red Cross
Armstrong Family Services
Asian Women’s Shelter
Asthma and Allergy Clinic
Bayview YMCA
Bridge House/Grace House of New Orleans
Catholic Charities—Catholic Counseling & Consultation Center
Catholic Charities—Main Office
Catholic Charities Archdiocese of New Orleans
Celebration of Hope
Center for Family and Child Enrichment
Center for Health Care Services
Center for the Study of Social Policy [CSSP]
Center for Youth Wellness
Central City Behavioral Health
Central Ohio Area Agency of Aging
CentroMed
Chartres Pontchartrain Behavioral Health Center
Children’s Bureau of New Orleans
Children’s Hospital
City of New Orleans Health Department
City of San Antonio—Metropolitan Health District
City of San Antonio—Promise Zone Office
Columbus Neighborhood Health Center
Columbus Public Health
Columbus State Community College
Common Ground Health Clinic
Communicare—Frank Bryant Center
Corporation Inc.
Counseling Solutions
Covenant House New Orleans
Daughters of Charity Health Centers
Earn A Bike
Enroll America
Enroll SA
EXCELth, Inc.
Extraordinary Counseling
Family Services of Greater New Orleans
Fit and Food Connection
Florida Department of Children and Families Foundation
Franciscan Missionaries of Our Lady Health
Franklin County Department of Job & Family Services
GirlTrek NOLA
Goodwill South Florida
Grace Outreach Center
HealthMarket Insurance
Hennepin County Master Gardeners
Heritage Park Senior Center
HOUSCO
IMPACT Community Action Inc.
Integrated Family Services
Jefferson Community Health Care Centers,
Jefferson Parish Human Services Authority
Jessie Trice Community Health Center
Jessie Trice Community Health Center—Silver
Sneakers Program
Kingsley Association
La Casa de las Madres
Liberty House
LSU Health Care Network
Luke’s House
Martinez St. Women’s Center
Mary Queen of Vietnam Development
Mercy Family Center
Mercy Family Services
Methodist Healthcare
Ministries—Bishop Ernest T Dixon, Jr. Clinic
Methodist Healthcare Ministries—Wesley Health & Wellness Center
Metropolitan Center for Women and Children
Metropolitan Human Services District
MHSD New Orleans East
Behavioral Health Center
Mid-Ohio Foodbank
Milestone Mental Health Agency
Myrtle Hillyard Davis Comprehensive Health Centers
National Church Residences
National Initiative on Mixed Income Communities (NIMCI)
New Horizons Family Safety Net First Responders
New Orleans Family Justice Center
New Orleans Musicians Assistance
New Orleans Recreation Department [NORD]
NiceRide
NO/AIDS Task Force
Northpoint Health and Wellness
Odyssey House
Office of Behavioral Health
Office of Citizens with Developmental Disabilities
PACE Greater New Orleans
Housing Stability
A Happy House Foundation
Bexar County—Department of Community Resources
Bridging
CAHS (formerly CAA)
Camillus House
Catholic Charities Archdiocese of New Orleans
Christian Assistance Ministries
City—Department of Human Services
CPS Energy
Curley’s House Food Bank
Dress For Success
Ella Austin Community Center
Florida Legal Services
FPL Customer Advocate Department
Glory Temple Food Bank
Grace Hill Settlement House
Hennepin County Emergency Assistance
Hennepin County Environmental Services
Hennepin County Master Recyclers
Heritage Park Neighborhood Association
Jeremiah Program
Jessie Trice Community Health Center
Kingsley House
Law Offices of Public Defender
Legal Services of Greater Miami
Lotus House Women’s Shelter
Mary’s Place
Miami Rescue Mission—Furniture
Mount Zion Food Bank
NEB School Uniforms
Neighborhood Housing Services of San Antonio
OASIS
Office of the State Attorney
Omega Psi Phi Fraternity, Inc.
People Serving People
People’s Community Action Corporation
PRISM
Red Cross
SAHA—Public Housing
SAHA—Section 8
Salvation Army
Salvation Army—Toys for Tots
San Antonio Furniture Bank
St. Louis Crisis Nursery
St. Louis Police Foundation
St. Mary’s University—Center for Legal and Social Justice
St. Stephens
The Drake
Total Community Action
United Way—Emergency Fund Network
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**FISCAL YEAR 2016**

- **Sources of Program Support**
  - Contracts 83%
  - Foundation Grants 8%
  - Federal Grants 5%
  - Contributions 4%

- **Expenses**
  - Program Expenditures 89%
  - General Administration 11%

- **Program Expenditures**
  - Service Delivery & Implementation 69%
  - Sustainability 15%
  - Policy and Planning 5%
  - General and Administration 11%