



URBAN STRATEGIES

An Empowered Community: A WORLD OF RESULTS





Dear friends of Urban Strategies,

It has been my distinct pleasure to lead this organization over the past year - and what a year it has been! I find myself in a beautifully juxtaposed position of transitioning two of our first Choice Neighborhood Initiatives in New Orleans and San Francisco, just as the momentum is turning up in two new communities in Louisville and St. Louis.

I very much look forward to continue to apply our knowledge and experience, while leveraging strong partnerships to create meaningful, measurable change for residents in each and every one of the communities in which we serve.

I am truly grateful to work with the most dedicated, talented and courageous teammates, residents, and partners who have stepped up to our various challenges in order to help children and families thrive.

THANK YOU FOR BEING A PART OF THIS.

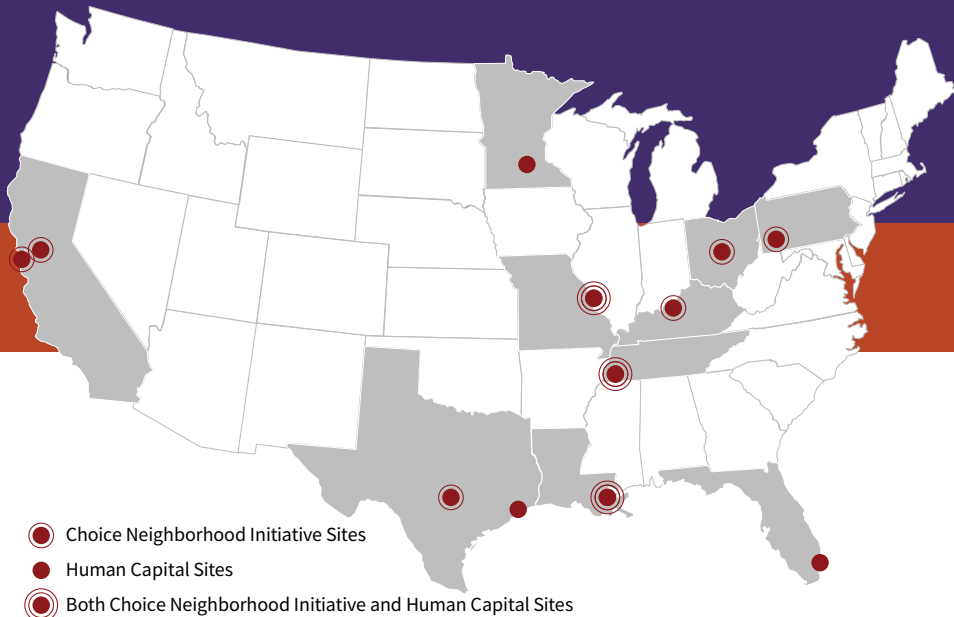
Sincerely,

Esther Shin, President & CEO



“I am truly grateful to work with the most dedicated, talented and courageous teammates, residents, and partners who have stepped up to our various challenges in order to help individuals and families thrive.”

Urban Strategies provides a range of comprehensive human service supports for low-income families living in distressed urban-core residential communities across the country.



COLUMBUS
Poindexter Village*

GALVESTON
Cedars at Carver Park

MEMPHIS
Foote Homes*
Legends Park
University Place
Resident Services

MIAMI
Northpark at Scott
Carver

MINNEAPOLIS
Heritage Park

NEW ORLEANS
BW Cooper
Harmony Oaks
Iberville/Treme*

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

Near Northside (Murphy
Park / O'Fallon
Place / Preservation
Square / The
Brewery)*

North Sarah
Renaissance Place

Senior Living at
Renaissance Place

Westminster Place

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

Choice Neighborhood Implementation (CNI) Projects

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.



*Choice Neighborhood Initiative Sites

be the change YOU WISH TO SEE

Embracing Results-Based Leadership to Empower Communities

In 2017 thanks to the support of the Annie E. Casey Foundation, USI underwent an internal, company-wide training to build our capacity around the Results-Based Leadership framework. From this training, 98% of our staff along with several partners have a firmer grasp of this RBL ideology with the opportunity to improve the conditions that support results for the families we serve.



Central to the mission of Urban Strategies is the ability to create real, positive change for people so that they will be able to lead healthy, prosperous lives. In addition, we seek to be leaders in this work, so that other organizations may also create change in their communities.

The organization has recently implemented a new strategic initiative that has been implemented into all aspects of what we do. **Results-Based Leadership** helps us ensure that our work is valuable and effective. We are not just saying that we are creating change; we now have the data to prove it.

Results-Based Leadership is a framework to address complex social problems and keep organizations accountable to their goals. This framework focuses on concrete data that drive decisions. In our view, this approach allows all of us to come together on solutions in a clear-headed and honest way.

When we allow the data to tell the story, there is no denying what issues we are confronting. When we allow the community to tell us their needs, it forces us to act on disparities and provide direct responses to big issues. And when we allow all of our partners to see these numbers with full transparency, we are all working toward the same goal.

Partnering to move communities forward

Over the past 18 months, Urban Strategies has been forging a new alliance aimed at creating safe, healthy and more equitable mixed-income communities. The MI Innovation and Action Network brings together policy makers, research partners, and practitioners in an authentic and transparent way to share resources and data.

The focus will be on cities that seek to use housing transformation as a catalyst to create thriving, more equitable communities.

WITH NETWORK PARTNERS, WE WILL:

- Advance knowledge and experience in areas that often impede progress.
- Create a results-based accountability framework for neighborhood transformation.
- Formulate financing strategies for how mixed-income communities are created and sustained.
- Craft policy strategies to support these initiatives.
- Make technical assistance available to the broader field.

THE VISION:

To create transformative new capacity to deliver new knowledge and learning, hands-on assistance, policy and financing strategies and evidence of effectiveness to the field at the local, regional and national levels.

THE PARTNERS:



The Strategic Alliance brings together research, policy, and programs to make true impact on empowering distressed communities while keeping people at the center.



community building in SOUTHEAST FERGUSON

Though it's been more than three years since the death of Michael Brown in southeast Ferguson, Missouri, residents know that they have been forever altered. Leaders, activists, and public and private partners continue to push for measurable action to improve race relations—and quality of life—in the area. Michael Brown is etched into the memory of the community—a moment in time that will never be forgotten, but will hopefully fuel positive change for its residents.

Staying true to this vision, Urban Strategies has been on the forefront of listening to Ferguson residents and providing forums that will inform action. Through in-depth surveys, partnerships with police and government officials, and by providing meaningful ways for residents to connect, Urban Strategies continues to discover what kind of positive transformation is possible.



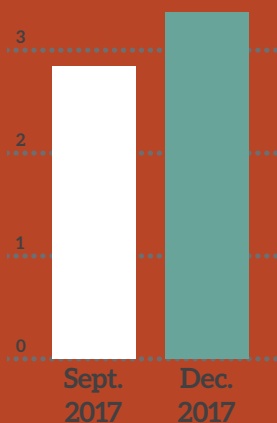
Members of the Ferguson Youth Fellowship team up with City Councilman Wesley Bell to pick up trash at a local park.

YOUTH FELLOWSHIP

One of the main areas of opportunity identified in community surveys was the need for more youth programming and for ways to engage young people. The Southeast Ferguson Youth Fellowship was created to teach young people how to access power and make positive change in their communities.

The 9-month fellowship engages high school students with:

- Civic education and activism
- Leadership initiatives
- Community service projects
- Real community change and advocacy



In the first three months of the fellowship, more youth felt “Other people in the community understand my experiences as a young person.”

The Ferguson Community Association creates opportunities to connect, create a close-knit community, and advocate for residents.



COMMUNITY ASSOCIATION

Another group that has risen from the tragedy is the Southeast Ferguson Community Association. This group brings together Canfield Green residents to become leaders—all in the name of progress. The group meets weekly to plan community events and opportunities to bring residents together.

big transformation IN THE BIG EASY

Five years of service to New Orleans, Louisiana

New Orleans is arguably the most culturally unique and significant city in our nation, but one that has seen more than its fair share of tragedy. In 2005, Hurricane Katrina decimated parts of this beautiful city and the residents were forced with a significantly difficult task of not only rebuilding their buildings, but rebuilding their communities.

Iberville, a large public housing development in the Tremé neighborhood, was hit hard by the hurricane and in the aftermath of the disaster, it was slated for redevelopment. Many individuals and families were displaced, leaving with hopes of one day returning.

In one of the very first Choice Neighborhood

Initiatives (CNI) across the country, Urban Strategies has had the privilege of partnering with the City of New Orleans, the Housing Authority of New Orleans, and countless other partners during the past 5 years. Through workforce development, youth empowerment, and health initiatives, Urban Strategies has been supporting residents in their pursuit of stability. As the new Bienville Basin Apartments began to take shape, residents began to see the formation of a thriving community once again.

Together, Urban Strategies and the former residents of Iberville built hope for a better future in the area. We explored the importance of earning a living wage. We saw how crucial

housing affordability is for low-income residents of a bustling city. We experienced how challenging it is to create family stability when a community loses its neighborhood school, but we created opportunities for young people to grow. We celebrated success in creating pipelines of opportunities for residents in growing industries that need a skilled workforce. We believe in developing people alongside place in order to create a healthy community.

As this project in New Orleans transitions into its sustainability phase, we look forward to taking all that we learned with this experience and applying it to future work here and across the country.

Urban Strategies has supported 1,307 households through workforce development, youth empowerment and health initiatives.



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Designing his destiny

ONE RESIDENT MAKES PLANS FOR A BRIGHT FUTURE

Cody Marshall didn't want to just experience transformational change in his life, he wanted to be an integral part of the process. As a dedicated member of the Iberville Resident Working Team (IRWT), Cody contributed his experience and historical knowledge of his community into the planning of his new residence: the Bienville Basin Apartments in New Orleans.

Through this work, Cody was able to consult on the design and layout of his future home—and through the process—discovered something even more within himself. As an artist and a self-described creative, Cody learned that his passion and skills could translate into a job as an architect. In order to work his way toward this goal, Cody enrolled in school and also started in the hospitality training program with Homewood Suites.

Today, Cody is a dishwasher at the Homewood Suites in the French Quarter and works ten times as hard as any of his coworkers because he has something to work towards. He was happy to return to Bienville Basin a year ago; he said he feels safer and more connected to his neighbors. He sees people taking advantage of all of the new offerings, like a health center for the elderly for example. He takes pride in his community's cultural and socioeconomic diversity and mentions that he lives next to police officers, doctors, and nurses. Though it has seen a lot of change, the community is better off, as far as Cody is concerned.

His dream is to finish school, become an architect, and one day buy a house of his own.



“I have a lot of stuff to do and a long way to go, but I am motivated by the people around me who know I can do it.”

Resident, Cody Marshall

FORGING A PARTNERSHIP AT HOME

HRI Properties, developer and manager of Homewood Suites Hotels, is a committed workforce development partner and employer based in New Orleans. In a city where the travel and tourism industry will always be an economic driver, this partnership is crucial to finding opportunities for residents and to filling a crucial job pipeline.

From front-desk and back-office support staff to cooks and kitchen staff, all of the employees who were hired through the Homewood Suites hospitality training program are still employed today.

HRI Properties and Urban Strategies enjoy a mutually beneficial relationship that elevates communities through the creation of jobs and the betterment of families.

“HRI has been an amazing partner,” says Donovan Duncan, Senior Vice President at Urban Strategies. “It’s such a pleasure working with an employer who says that they want to contribute to the success of the community by employing people who live here.”



bridging the gap IN SAN FRANCISCO

Ensuring growth and prosperity for all individuals

The iconic bridges of San Francisco were built to better connect the city to surrounding areas, but they do little to address the cavernous equity gap that exists for residents living in the Bayview/Hunters Point neighborhood. In fact, the area’s housing issues have been a central part of civil rights activism and discussions on race and poverty as far back as the 1960s. Bayview and surrounding neighborhoods are seeing an influx of growth and redevelopment in the area and change like that creates new problems, such as economic disparities.

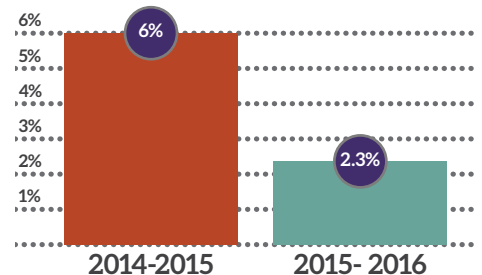
For the past 5 years, as part of a public-private partnership under the Choice Neighborhood Initiative, Urban Strategies has been working

to increase workforce opportunities and improve access to healthcare, education, and public safety for the residents of the Alice Griffith public housing redevelopment in Bayview.

Through strong partnerships with city and state government entities, fellow service providers, and a committed resident leadership group, the new mixed-income, mixed-used Alice Griffith has seen much success, including an extremely high rate of return of residents moving back into the development.

Urban Strategies will continue to support the community in this sustainability phase of the

grant and hopes to continue to celebrate the successes for years to come.



All of the neighborhood schools have received training and are implementing the district’s “Safe and Supportive Schools” policy, which was enacted to address the disproportionate suspensions of African American students in SFUSD; all neighborhood schools have shown decreases in Alice Griffith Student Suspensions.



“All the help I got has really kept me off of the streets. I choose my own path in my life. I choose not to go to jail or get shot. I’m basically a more simple person and that is good.”

Resident, Yomo Shaw

Police officer creates connections PARTNERSHIP ENHANCES PUBLIC SAFETY AND FAITH IN LAW ENFORCEMENT

Cities across the country rely on law enforcement to “protect and serve” its residents, but the relationship between police officer and citizen can often be trying, especially for those living in areas experiencing high crime rates.

Since Officer Jessie Ortiz took his position as San Francisco Housing Police Officer 9 years ago, Alice Griffith residents have seen a new side of law enforcement. Ortiz is known for his friendly demeanor and his commitment to getting to know residents.

He goes above and beyond to create community and break down generations-long barriers that may exist. In recent years, Ortiz has organized and participated in a variety of community events, including food giveaways, midnight basketball games, and even a community water balloon fight.

“People think they know what a police officer is – and then they see me,” says Officer Ortiz. “I just try my best to bridge the gap and always work on building trust. It’s the most important thing.”

Urban Strategies works closely with Officer Ortiz and the SFPD, the City of San Francisco, the District Attorney’s office, other nonprofit service providers, and others to provide holistic support to empower residents to pursue a bright future.

“Our partnership is a model for all cities experiencing redevelopment of housing. Urban Strategies gets residents and police involved. Together, I believe, we are making more things possible for the community.”

Working hard to live simply ONE MAN BUILDS HIS FUTURE FROM THE GROUND UP

For Yomo Shaw, work has been the thing keeping him focused. As he puts it, “When I get home from work, I’m just too tired to go outside and get into trouble anymore.” Life is much simpler for Yomo and he wouldn’t have it any other way.

Yomo credits at least part of his success to becoming a member of the local union, which he accomplished with support from Urban Strategies.

After months of searching for work, everyone kept telling him that San Francisco is what you call a “big union town” and with a membership with the union, his chances of finding a job would increase significantly. With the new union membership and help from Urban Strategies workforce development specialists and case managers to work on job and “soft” skills, Yomo now had the confidence and building blocks he needed to land the job.

For the past two years, Yomo has been on the construction team that has been building the structure in which he lives. He stays away from the temptations that used to distract him and he is able to support himself and his family. Yomo is proud of his work on Alice Griffith and will continue to feel that pride for years to come.

defying the odds IN MEMPHIS

Tennessee is the poorest state in the nation; Memphis is the poorest city in the state; and 38126 is the poorest zip code in the city. People who live here grow up understanding that the odds are stacked against them. The task of making a lasting, positive impact on families in this area—known as South City—will be crucial to the success of the community. As the last of Memphis' segregation-era public housing projects, Foote Homes, was razed this year, residents were faced with looming questions of “what’s next for us?”

The Foote Homes neighborhood is known for its rich African-American culture, but one that has seen high rates of poverty, crime, and unemployment for years. Residents in this area are more than ready to see thoughtful

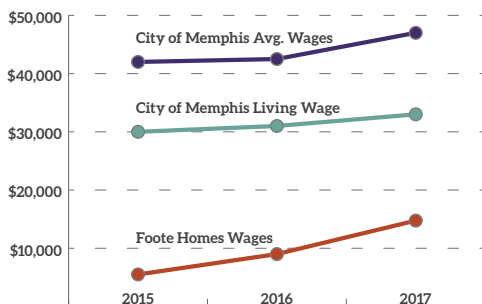
renewal—both in the sense of its people as well as place—that will bring about true economic mobility and a cultural renaissance.

In 2015, the U.S. Department of Housing and Urban Development's Choice Neighborhood Implementation (CNI) initiative selected Urban Strategies to connect people to workforce development, education, health support, jobs, and other support services to meet critical needs of residents in Foote Homes. Going into year three of the CNI grant funding, Urban Strategies specialists have aided in transitioning residents during a period of displacement as the new development is being built, providing support, services, and ways to connect residents to opportunities—no matter where they are currently living.

Urban Strategies staff members are spread out across Memphis in three geographic areas in order to stay in contact with former Foote Homes residents, meet with employers in the area to define and create workforce pipelines for growing industries, help ensure young people are enrolled in school and provide educational opportunities for adults, and connect residents to health education.

In partnership with the Women's Foundation for a Greater Memphis and countless others, Urban Strategies continues to work to reduce poverty, ensure that all families are stable and thriving, and to make sure that all those who want to move back, can do so.

Urban Strategies currently serves 361 families in the Foote Homes neighborhood in Memphis.



Urban Strategies continues to work to reduce poverty, ensure that all families are stable and thriving, and to make sure that all those who want to move back, can do so.



WOMEN'S FOUNDATION
FOR A GREATER MEMPHIS



Ruby Bright, Women's Foundation for a Greater Memphis executive director, Donovan Duncan, Senior Vice President of Urban Strategies, and Marcia Lewis, executive director of Memphis Housing Authority.

REDUCING POVERTY IN 38126

In its effort to reduce poverty and unemployment in Memphis, Urban Strategies has strong partners in the Women's Foundation of Greater Memphis (WFGM) and FedEx.

With a hyper focus in the 38126 ZIP code, the WFGM seeks to reduce poverty by five percent over five years. In this area, 62 percent of adults and 76 percent of children live at or below the poverty line, double and almost triple the rate of the entire city (30 percent).

To that end, Urban Strategies provides workforce development support to residents and community members in order to ensure that all families in 38126 are stable and thriving. Thanks to an additional partnership with Memphis-based FedEx, we are making even more headway with these goals.

In 2017, FedEx began a program with Urban Strategies to hire at least 50 employees to work in their World Hub near the Memphis International Airport. This unique partnership provides increased supports to residents to ensure they reach at least 91 days of employment with the company. According to FedEx research, if an employee stays 90 days with the company, he or she is likely to stay more than 10 years.

"With our first cohort of 50 individuals employed at FedEx, successful employment will put \$1.6 million of annual income back into those households."

Donovan Duncan, Senior Vice President, Urban Strategies



our big result:

ALL FAMILIES WILL BE 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.

Education

100% College Prep
15K Degrees
4 Cs (Community Coordinated Childcare)
55K Degrees
Agenda for Children
Allegheny County Department of Human Services
Alliance for Infants
American Federation for Children
Bay Area Legal Aid
Bayview YMCA
Bellarmine University
Boys and Girls Club
Boys and Girls Club of Sacramento
BuzzWord Pittsburgh
C.E. and S. Foundation
California State University, Sacramento--Division of Social Work
Career Academy
Carlow College
Carnegie Library of Pittsburgh
Center for Fathers and Families
Chef Dave (David Bell) ... Gentleman Catering Services
Child Care Aware
City of New Orleans--Claiborne Corridor Initiative
City of New Orleans--NOLA for Life
City of San Antonio Childcare Services
City of San Antonio Parks and Rec
College of the Mainland
Columbus Early Learning Center
Columbus Metropolitan Library
De La Salle
DeNeuville Learning Center
East Liberty Family Support Center

Edgewood Center for Children and Families
Ella Austin Community Center
Excel Center
Family Scholar House
Flance Early Learning Center
FranDeJa Child Enrichment Center
Galveston College
Girl Scouts of Tropical Florida
Girl Scouts River Valley
Godman Guild
Google
Graduate Memphis
Greater Columbus Community Helping Hands
Greater Sacramento Urban League
Gwen Cherry Park/NFL YET Center
Harris-Stowe State University
HIS Bridgebuilders
HopeWorks
Housing Rights Committee
Hunters Point Head Start
Incredible Years Parenting
Galeveston
Intermedia Arts
JCPS
Junior Achievement
Just for Kids
KentuckianaWorks
KIPP St. Louis
KLRN-TV
Knowledge Quest
Lemoyne Owen College
Lillie C. Evans K-8
Lindsey Hopkins Technical College
Literacy Alliance of Greater New Orleans
Louisiana Endowment for the Humanities
Louisville Central Community Centers
Louisville Urban League

Lume Institute
Malcolm X Afterschool Program -Urban Services YMCA
Martinez St. Women's Center
Metro United Way
Miami Dade College Hospitality Institute
Miami Dade Public Schools
Miami Dade College
Minneapolis Park and Recreation
Minneapolis Public Schools
Moody Garden Early Childhood Center
Moore Tech
NdCAD
Neighborhood House
New Orleans Council of Aging
New Orleans Public Library
Operation Spark
Orleans Public Education Network
Parents as Teachers
Parents for Public Schools
Phase IV Learning Center
Pittsburgh Promise
Pittsburgh Public Schools
Porth Leath
Powerhouse Science Center
PreK4SA
Rich Girls, Real Women
Ride for Reading
Roberts Family Development Center
Sacramento Library
Sam Houston High School
San Antonio Independent School District
San Francisco Housing & Development Corporation
San Francisco Unified School District
SchoolSeed
Seeding Success
SFUSD--Malcolm X Academy

Shelby County Schools
Simmons College
Southwest TN Community College
St. Louis Community College
St. Louis Public Schools
St. Louis University
STEM NOLA
Sumner Library
Sutton Oaks Academy
TechShop/Made Right Here
The Beech
The Center for Literature and Theatre--Read to Lear Free Books (Miami Dade College)
The Doseum
Twin Rivers Unified School District
Tynan Early Childhood Education Center
United for Children
University of Houston Clear Lake
University of Kentucky Extension Services
University of Memphis
Urban 4-H
Urban Ministries
UTSA
Viney Reynolds Head Start
Washington Elementary
Wheatley Community School
William H. Turner Technical Arts Adult Education Center
Wyman
YMCA
YMCA of Greater Louisville
Young Audiences
Young Men's Leadership Academy
Youth Empowerment Project
Youth Enrichment Center
YouthBuild Louisville
YWCA

Workforce

Adecco
Alamo Colleges
Backatown Coffe Parlour
Bioworks
Cameron Consulting Group
CareerLink PA
CareerSource South Florida
CareerSource South Florida--Youth Co-Op
Chef Dave (David Bell)--Gentleman Catering Services
City of Sacramento
CityBuild--Office of Economic and Workforce Development
ConnectHome
Dress for Success
Employment Connection
Express Employment
Father Support Center
FedEx
Goodwill Careers San Antonio
Goodwill Industries of KY
Goodwill South Florida
Grace Hill
Greater Sacramento Urban League
HGF
Homewood Suites New Orleans
French Quarter
Hosco Foods
Hospitality Staffing Solutions
Housing Authority City of Pittsburgh
HRI Lodging
HRI Properties
Job 1
Justine Petersen
KentuckianaWorks
Landis Construction Co., LLC
Louisville Central Community Centers
Louisville Free Public Library
McCormack Baron Salazar

Memphis Athletic Ministries
 Missouri Small Business Economic Center
 Mistick Construction
 Office of Economic and Workforce Development
 Office of the State Attorney-Community Outreach Division
 Ohio Means Jobs
 Palmisano
 Partner4Work
 Partners for Self Employment
 Per Scholas
 Pleasure Pier
 Project Quest, Inc.
 Prosperity Connection
 Regional Transit Authority
 Sacramento Employment Training Center
 SAGE (San Antonio for Growth on the Eastside)
 San Antonio Housing Authority Jobs Plus
 San Francisco Conservation Corp
 Share
 SLATE
 South Texas Leadership Center
 Staffline
 Star Force Workforce Development
 STL Youth Jobs
 Trade Institute of Pittsburgh
 United Labor Agency
 United Way-Dual Generation
 Urban League of Greater St. Louis
 Workforce Investment Network
 Young Community Developers

Carelink
 Case Management Inc.
 Center for Family and Child Enrichment
 Center for Healthcare Services
 Center for Victims
 Center for Women and Families
 Children's Council of San Francisco
 Christ Community Health Centers
 Church Health Center
 City of Minnesota Step-Up
 Coastal Health and Wellness
 Communicare
 Crestwyn Behavioral Health
 Daughters of Charity
 Department of Health and Hospitals
 East Liberty Family Healthcare Center
 Emerge
 Everyone with Diabetes Counts
 Extencare Home Health of West Tennessee
 Family and Children's Place
 Family Services Agency of San Francisco
 FIU-Herbert Wetheim College of Medicine
 G & S Counseling
 Gwen Cherry Park/NFL YET Center
 Health Education Council
 Hennepin County Master Gardeners
 Jencare
 Jeremiah's Place
 Jessie Trice Community Health Center
 Khaos Kids
 Kingsley Association
 La Familia Counseling Center
 LifeCare Alliance
 Lift for Life
 LM Dep. Of Public Health and Wellness
 LM Housing Authority
 Louisville Grows
 Louisville Metro Parks and Recreation
 Louisville Metro Police Department
 MAYA Organization
 Memphis Health Center
 Methodist Healthcare Ministries
 Mid-South Sight and Hearing

MIECHV/Parents as Teachers
 MOLO Village
 National Association of Mental Illness
 National Church Residences
 Natomas Pharmacy
 New Directions Housing Corporation
 New Horizons Family Safety Net First Responders
 New Orleans Recreational Department
 New Roots
 Next Step Total Healthcare
 Northside Economic Opportunity Center
 Northside Fresh Coalition
 Nurture PA
 Park DuValle
 Rifiki Clinics
 Samuel Merritt University
 San Francisco Public Health Department
 San Marcos Treatment Center
 Shelby County Health Department
 SNAP-ED
 SSM
 St. Catherine's Service Learning
 St. Louis Metro Market
 The Caring Place
 Top Box
 Tulane Community Health Center
 Turner of Life Counseling
 University College of Optometry
 University Health System
 University of Incarnate Word
 University of Louisville
 University of Minnesota Community Health Initiative
 University of Minnesota Extension
 University of Tennessee College of Dentistry
 UTMB
 Well Space, FQHC
 Willowbrook Visiting Nurse
 YMCA

Bay Area Legal Aid
 Bexar County Department of Community Resources
 Boy Scouts of America
 Camillus House
 Catholic Charities
 Center for Accessible Living
 Child Advocacy Center
 Children's Council of San Francisco
 Christian Assistance Ministries
 City and County of San Francisco
 City of Dreams
 City of Sacramento
 City of San Antonio Department of Human Services
 College of the Mainland
 Columbus Metropolitan Housing Authority
 Community Action Council
 Community Action Human Services
 CPS Energy
 CSA
 Curley's House Food Bank
 Department of Children Youth and Their Families
 East Liberty Development, Inc
 East Liberty Presbyterian Church
 Ella Austin Community Center
 Family Services of Greater New Orleans
 Fifth Third Bank
 Financial Empowerment Center
 Five Points
 FPL Customer Advocacy Department
 Franklin County Department of Job and Family Services
 Glory Temple Food Bank
 Goodwill Industries
 Harris and Elize Kempner
 Housing & Urban Development, HUD
 Housing Authority City of Pittsburgh
 Housing Authority of New Orleans
 Housing Rights Committee
 HRI Management
 Legal Aid Society of Columbus
 Legal Services of Greater Miami
 LMG Department of Community Services

LMG Office of Vacant & Abandoned Property
 Lone Star Legal Aide
 Louisville Urban League
 Louisville Water
 Mayor's Office, City of Pittsburgh
 McCormack Baron Management
 Memphis Housing Authority
 Methodist Healthcare Ministries
 Miami Rescue Mission (furniture vouchers)
 MIFA
 MOLO Village
 Neighborhood Housing Services
 Neighborhood Housing Services of South Florida
 New Directions Housing Corporation
 New Orleans Family Justice Center
 Office of Ohio Consumers' Counsel
 Open Minds
 PACT
 Pittsburgh Police - Zone 5
 Sacramento Housing & Redevelopment Agency
 Sacramento Police Department
 Salvation Army
 SAMMinistries
 Samuel Plato Academy
 San Francisco Housing & Development Corporation
 San Francisco Housing Authority
 San Francisco Mayor's Office of Housing
 San Francisco Police Department, Bayview Station
 San Francisco Redevelopment Agency
 Southeast Legal Services
 St. Mary's University Center for Legal and Social Justice
 St. Stephen's Community House
 St. Vincent House
 The Children Center
 The Galveston Diaper Bank
 The RISE Foundation
 Total Community Action
 Transit Authority of River City
 Turning Point Church
 Unity Baptist Church
 Voices of The Experienced

Health

3rd Street Youth Center and Clinic
 AETNA
 Affinia
 Allegheny County Department of Human Services
 Allegiance Healthcare
 Americare Home Health Agency
 Appetite for Change
 Bayview Senior Services
 Bayview YMCA
 Best Prep
 Birth & Beyond, FRC
 Blessing in a Backpack

Housing Stability

Apprisen
 Bank on Louisville
 Baptist Community Ministries



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Ed Neppel, Chief Financial Officer,
United States Tennis Association

Michael Sherraden, Professor,
School of Social Work, Washington
University in St. Louis

Carrie Van Syckel, Former Vice President,
Urban Investment Group, Goldman Sachs

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Isaac Dozier, Regional Vice President

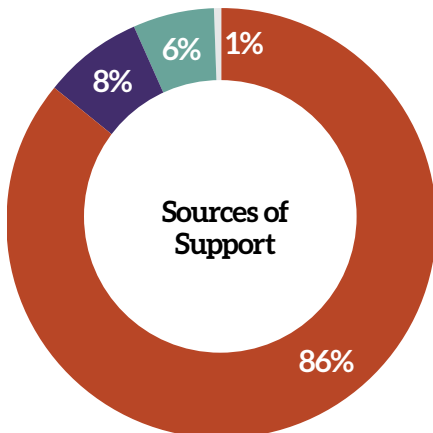
Lauren Brenner, Director of
Compliance and Legal Affairs

Tyronda Minter, Director of Education

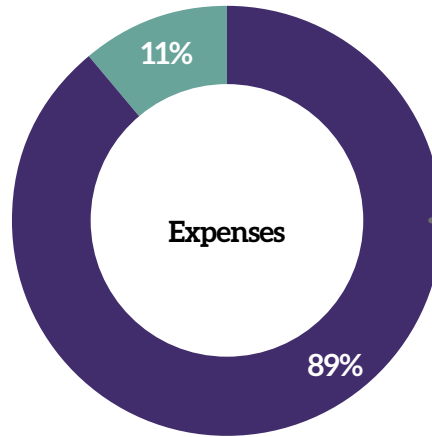
Alecia Leonard, Regional Director

Kristie Stutler, Southern Regional Director

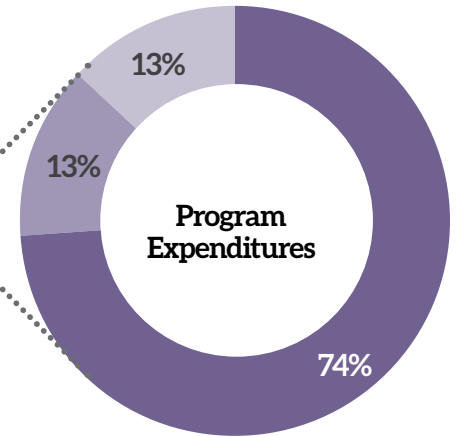
Fiscal Year 2017



- Program Revenue 86%
- Foundation Grants 8%
- Federal Grants 6%
- Contributions 1%



- Program Expenditures 89%
- General Administration 11%



- Service Delivery & Implementation 74%
- Sustainability 13%
- Policy and Planning 13%

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