

PEOPLE STRATEGY YEAR IN REVIEW

CHOICE NEIGHBORHOOD INITIATIVE



USI | URBAN STRATEGIES, INC.

Families at the Center of Results

LETTER FROM THE DIRECTOR OF OPERATIONS

tahira miles

Another year has come and gone - and 2021 was another challenging year marked by continued unforeseen changes to work and home lives. But it has also been a year of learning for all of us. Our residents and collaborations didn't just survive these last few years - we emerged stronger. The Choice Tulsa families we have the privilege to work with have unfailingly demonstrated over and over the ability to persevere, adapt and flourish.

Through the passion and service of our staff, strategic partnerships with supportive

community organizations, and the trusting relationships with our residents, we continued the collective pursuit that *All RiverWest families will be stable and thriving*. Thank you for your ongoing partnership and commitment to the families served through the RiverWest Choice Neighborhoods Initiative. We look forward to another year of growth and collaboration.

With gratitude,

Tahira Miles



LETTER FROM THE PRESIDENT & CEO

esther shin

Dear Friends of USI,

While it has been a year filled with challenges, the COVID-19 pandemic and continued struggles around structural racism, I am reminded that we are building a stronger Tulsa through authentic partnerships and mutual collaborations. For the residents of the River West Neighborhood, the challenges are complex and multi-layered. Our partnership is at the

heart of community transformation and has the ability to create positive outcomes for those we serve.

I am proud to present this report to the Tulsa community to celebrate the results of our collective work that strives to lift and equalize all Oklahomans.

Your partner,

Esther Shin, President & CEO
Urban Strategies, Inc.



**MISSION: ALL
CHILDREN AND
FAMILIES WILL BE
STABLE AND THRIVING**

2021: A TIMELINE

January

- All People Partner Meeting
- BW Relocation & Resident Meeting

March

- BW Relocation & Resident Meeting
- BW Relocation Began
- Community is Medicine Cohort 1 Started

May

- Virtual Celebrating the Journey with Eugene Field and Webster kiddos
- Fire at Brightwaters, Support Families

July

- Resident Health Fair
- BW Relocation & Resident Meeting
- Resident Job Fair with JobsFirst
- JobsFirst Ice Cream Socials at Hubspot Locations

September

- Community is Medicine Cohort 2 Started
- COVID Vaccination Clinics for Residents
- BW Relocation Concluded

November

- CAP Application Event On-Site
- Thanksgiving Food Boxes for Residents

February

- BW Relocation & Resident Meeting
- Discovery Lab National Engineering Week kits

April

- Food & resource delivery, weekly

June

- River West Summer Dreamers Camp
- CIM Cohort 1 Completed
- Discovery Lab kits for kids

August

- JobsFirst Meet & Greet

October

- COVID Vaccination Clinics
- CAP Application Event On-Site

December

- CIM Cohort 2 Completed
- North Pole Holiday Event

JUNE SUMMER PROGRAM

COVID continued to impact the kids we serve in a variety of areas, including their education. With virtual learning due to the pandemic, many kids continued to struggle with developing in reading and math, as well as social emotional skills. To help engage kids, especially in grades Kindergarten through fourth grade, USI reached out to Reading Partners to partner in developing the River West Summer Dreamers Camp hosted at the USI offices. USI enrolled 14 kids in K-4th grade to attend the program in June.

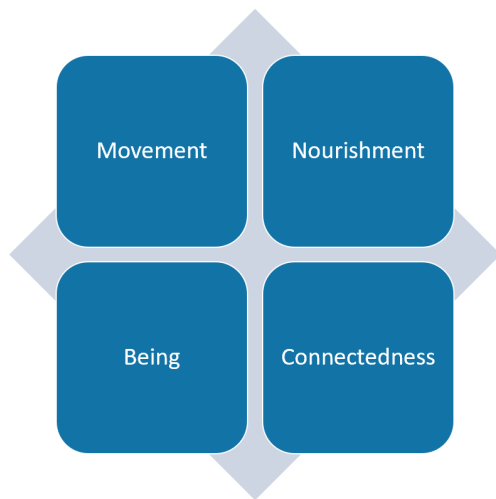
For four days a week, Reading Partners provided 2 hours of programming per day, plus either 2 hours of Bike Club, Discovery Lab, or Global Gardens programming. Other partners also enriched the programming and met with the children, including Tulsa Police Department, the Tulsa City County Library, Tulsa Fire Department and more.

During the River West Summer Dreamers Camp, **the 14 kids read more than 220 books over the four weeks and two of the kids graduated to the next reading level to be on track for grade-level reading proficiency.** To celebrate the kids and volunteers, USI held a celebratory event on the last day where we had Tulsa Pop Kids come out with comic books and volunteers dressed as superheroes.



COMMUNITY IS MEDICINE

In December 2020, USI received a year-long Social Innovation grant from the Tulsa Area United Way to implement our Community is Medicine model in 2021. The Community is Medicine (CIM) program is grounded on the belief that community is an essential factor in personal health. The model includes a 4-part "prescription" that equips community members with the tools to take control of their individual health while creating a place for community members to grow and support one another along their health journey. The program sessions all contained the following key elements of health and wellbeing, which are MOVEMENT (physical activity), NOURISHMENT (healthy meals), CONNECTEDNESS (social support), and BEING (mindfulness and stress reduction).



About The Program
The goal of the Choice Community is Medicine program is for residents to feel equipped with the knowledge, practices and support to improve their health and achieve their individual health goals. Each cohort of 30 residents will meet for 90 minutes on a weekly basis for 12 weeks.

The program follows a 4-part model that equips community members with the tools to take control of their individual health while creating a place for community members to grow and support one another along their health journey. The program sessions will all contain the following key elements of health and wellbeing, which are:

- MOVEMENT** (physical activity),
- NOURISHMENT** (healthy meals),
- CONNECTEDNESS** (social support), and
- BEING** (mindfulness and stress reduction)

Through these community-based health empowerment sessions, you will engage in a variety of stress reduction strategies, exercise activities, healthy cooking practices, and community building facilitated by a community coach.

BE EMPOWERED.
JOIN THE CHOICE TULSA COMMUNITY IS MEDICINE PROGRAM TO WORK TOWARD A HEALTHIER YOU.

Benefits of Participation
BUILD A HEALTHIER YOU
A healthier you, built on a holistic view of health. This means not only exercising and eating healthy, but also being able to keep a positive attitude, strong mental health, and a secure support system. A healthier you means a better, longer life for you and your family.

GROCERIES EACH WEEK
Part of the weekly program focuses on learning and making healthy meals using nutritious food. All ingredients needed for the healthy recipes and snacks discussed in this program will be provided to you on a weekly basis.

COMMUNITY SUPPORT FOR GOALS
Community is Medicine is grounded on the belief that community is an essential factor in personal health. The program equips community members with the tools to take control of their individual health while creating a place for community members to grow and support one another along their health journey.

INCENTIVES & PRIZES
Receive up to \$140 worth of prizes by participating in Community is Medicine. You will receive your first prize worth \$20 upon enrollment and completion of a pre-program survey.

IT'S FREE!
Everything you need to participate in Community is Medicine and build a healthier you is provided by Urban Strategies and our partner organizations.

The goal of the program was to have a health and social impact that leverages the power of community to transform health outcomes, preventing or reversing chronic disease and poor health through a proven, accessible, low-cost, long-lasting behavior change model. This program was developed to address the behaviors (physical activity, stress, nutrition) and social determinants of health (including food insecurity and social isolation) that lead to poor health outcomes

The first cohort of 28 residents started with their first 90-minute session in March. On these weekly meetings, enrolled residents connected with other residents, did a fitness activity, learned stress management techniques and learned about nutrition. Twenty residents completed the first cohort of the program in June. USI then hired 8 of the residents to be trained as community outreach specialists for the second cohort of Community is Medicine, which started in August 2021.



All sessions were virtual in 2021 due to the COVID pandemic. Residents who didn't have a laptop/device or internet were provided with a device and internet hotspot to ensure participation throughout the program. Part of the weekly program focused on learning and making healthy meals using nutritious food. All ingredients needed for the healthy recipes and snacks discussed in this program are provided to residents on a weekly basis to ensure success in the program. Residents who actively participated were also eligible to win up to \$140 in health-related prizes (from cooking items to exercise-equipment).

This program was piloted in 2021 with the Choice target residents, with 54 residents enrolled in the first two cohorts of the program and 8 residents hired as part-time community resident outreach specialists (also known as our community coaches). Thank you to our health partners who helped bring this program to fruition, including the Regional Food Bank of Oklahoma, Family & Children's Services, Global Gardens, Tulsa Health Department, Parent Child Center, Shape Your Future, and Take Control Initiative.

Based on the 32 residents who completed the first two piloted cohorts of the Community is Medicine program, all residents reported an improvement in their health-related behaviors from the beginning of the CIM program to the completion of the program. No participant showed a decline in positive health-related behaviors. This includes:

- an increase from pre-program to completion of program in **daily fruit consumption from 16% to 31%** and **daily vegetable consumption from 29% to 42%**;
- **residents consumed fruits and veggies as snacks always or often increased from 51.6% to 88.5%**;
- residents **always reading the nutrition label on food** increased from 19% to 42%;
- residents participating in annual preventative health checks increased from 64.5% to 88.5%;
- residents who **exercise at least 3 days per week** increased from 41% to 92%;
- **residents feeling depressed and down dropped from 23% to 4%**;
- and an increase in **residents feeling like they have a support system** from 58% to 85%.
- 9 residents also reported an increase in their nightly hours of sleep to an appropriate level;
- 100% of residents who completed the program said CIM was above average or well above average and they would recommend it to another resident.
- Multiple residents even reported losing 20+ pounds during the 12-week program due to the nutrition and exercise tips.

Urban Strategies is looking for an opportunity to continue engaging Community is Medicine participants in health-related behavior tips & support. Residents stated they would be interested in quarterly get-togethers with other participants, group fitness classes, continued health education and support, and Zoom meetings with new healthy recipes.



REACHING YOUR TRUE POTENTIAL

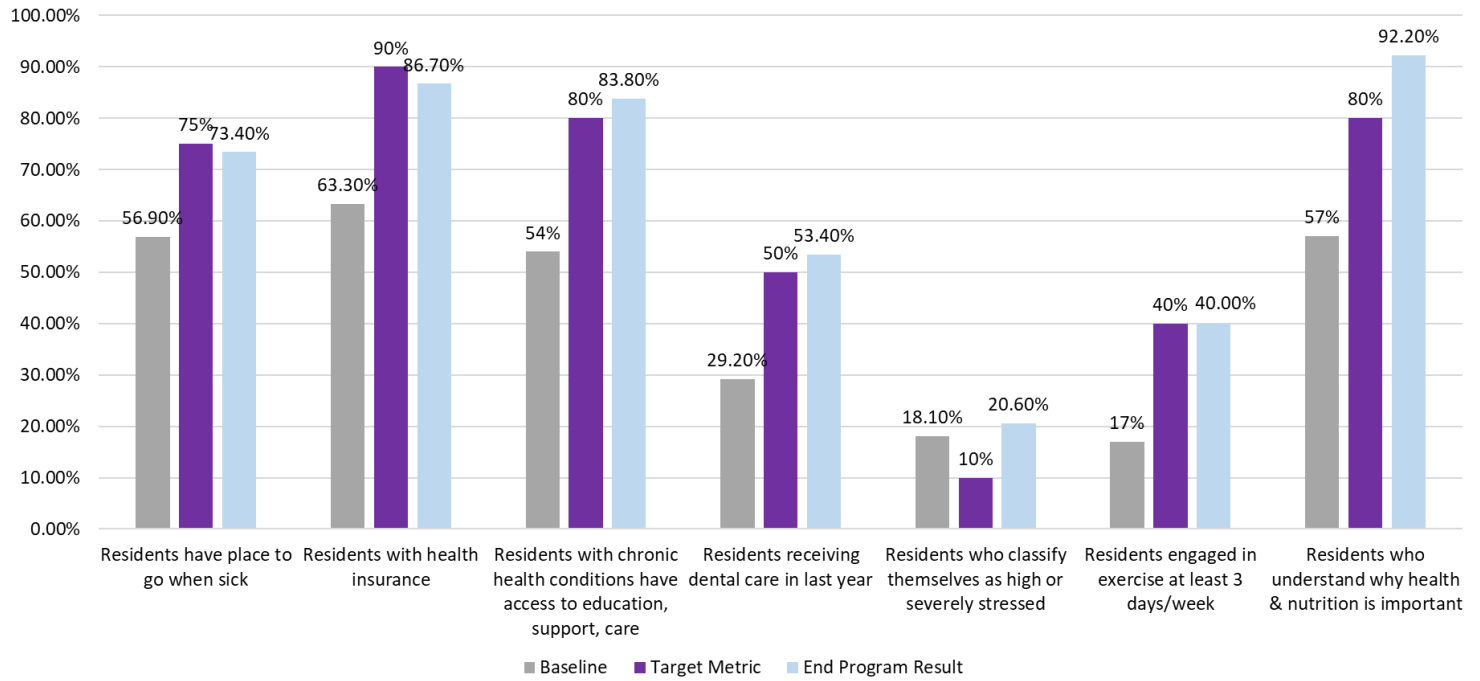
In September 2020, USI received a year-long Food Systems Impact grant from the Tobacco Settlement Endowment Trust (TSET) to implement our River West Healthy & Sustainable Food Project. The intended outcome was to improve healthy outcomes for all target residents.

The objectives of this project and activities achieved include:

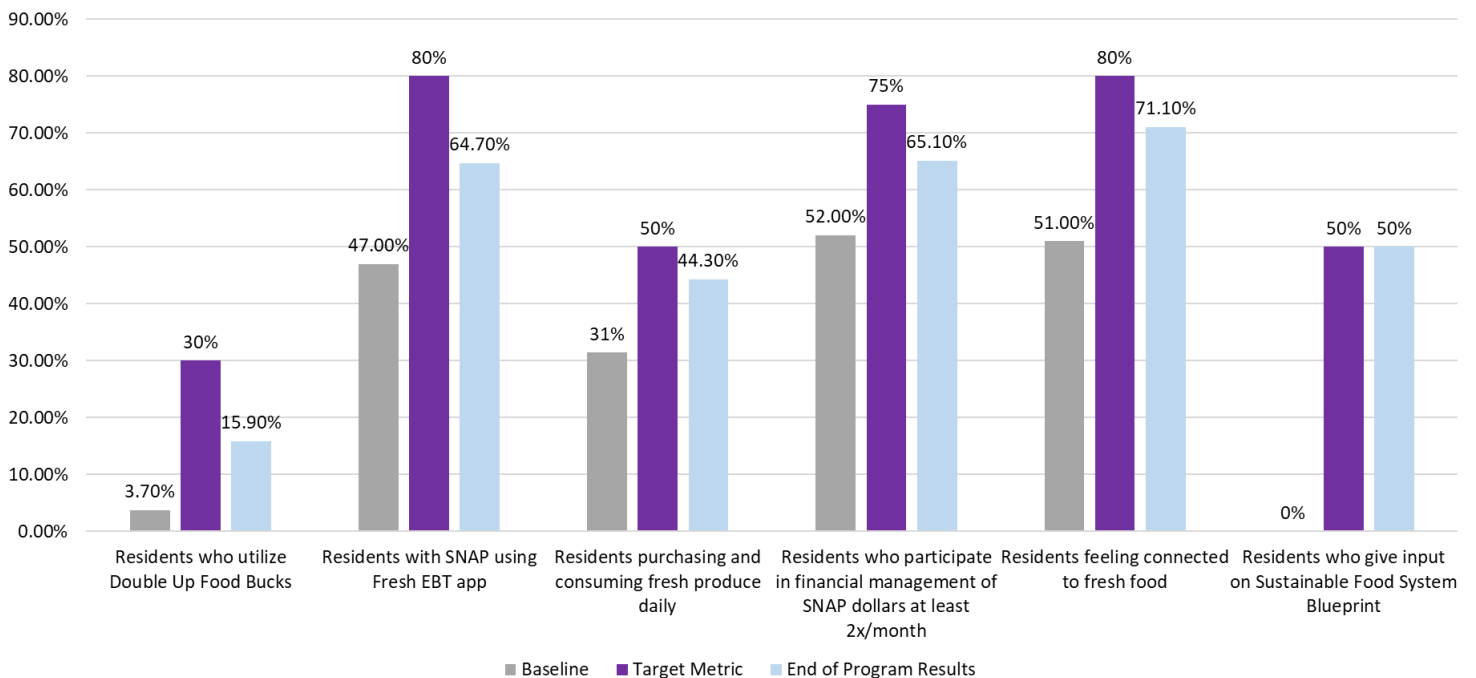
- Provide health education to adults and children to **increase knowledge about healthy nutrition**:
 - Educational materials related to importance of nutrition, exercise benefits, life skills (hygiene, stress reduction, food storage), preventative care doctor visits, health insurance, mental health and oral health, SNAP & WIC, etc.
 - Door hangers, one-on-one meetings, resident meetings
 - Small-group 12-week Community is Medicine program to address the behaviors (physical activity, stress, nutrition) and social determinants of health (including food insecurity and social isolation) that lead to poor health outcomes
 - Cooking demonstrations and taste testing of healthy meals
 - Health fair in the neighborhood
- Ensure residents have **access to nutritious food options**
 - Promote the Double Up Food Bucks program to residents and ensure households have access to the farmer's market and grocery stores that participate in this program
 - Utilize the Fresh EBT app so residents can see nearby stores and farmer's markets that take EBT, as well as check their EBT balance, save money with grocery coupons, and search for healthy food recipes.
 - Offer rebates to low-income families when they buy fresh produce to encourage residents to eat more fruits and vegetables (example - residents would receive a voucher from USI each time they shop at the market [e.g. a \$1 voucher for every \$5 in SNAP spent on healthy fruits and vegetables], which can be spent on more market products)
 - Advocate for the LyftUp Grocery Access Program to be brought to Tulsa - Those in need can get discounted Lyft rides to and from participating grocery stores and farmers markets.
 - Partner with neighborhood schools to ensure nutrition taught in the classroom
- and Create a **community defined Sustainable Food System Blueprint** and community garden action plan.
 - The Blueprint serves as an action plan that clearly defines the overarching results the community hopes to achieve from the creation of a sustainable food system. The Blueprint identifies the key data points that will demonstrate progress is occurring once the action plan is implemented. Finally, the blueprint lays out the action-oriented strategies and their implementation plan.
 - Input for the Blueprint was sought through a community survey that gathered important baseline data from River West residents regarding their current food system.



Health & Wellness – Baseline & End of Program Metrics



Health & Wellness – Baseline & End of Program Metrics



COVID IN 2021

When we looked at COVID vaccination rates for Choice residents in early August, only about 15% of adults said they were vaccinated. In addition, most zip codes in areas where Choice families live (both the River West community and the communities where families relocated to) had vaccination rates of 20% or less and only about 1/3 of our families have access to a working vehicle. Based on the response from residents in the survey, and the overall low vaccination rates in Tulsa, we decided to plan a mobile vaccination clinic in Tulsa. We looked at where there were hubspots of relocated Choice families and corresponded these hubspots with families that said they were interested in getting the vaccine. From this, we identified 8 locations across Tulsa where families could get the vaccine.

USI partnered with the Oklahoma Caring Van to help in this effort – this is a mobile van known in the community for providing vaccinations and immunizations year-round, and they now also provide all three COVID vaccines. We identified the three dates in September that would work for the shots and split up the 8 locations among these 3 dates. The Caring Van set up in the parking lot at each apartment complex for a few hours on these dates. The Tulsa Health Department provided information about the vaccinations and FAQs that can be used at each vaccine clinic.

To encourage families to get more information about the COVID vaccine, we also used TSET funding to purchase ten \$50 Walmart gift cards. If individuals come to the vaccination clinics and get information about the vaccine (whether or not they get vaccinated), they were entered to win one of these 10 gift cards.

All Choice families were mailed the flyer with all 8 vaccination clinic days/times, as well as a front and back flyer with frequent misconceptions about the COVID vaccine. For the families that wanted the vaccine but didn't have transportation, USI scheduled to pick the resident up and take them to the nearest vaccination clinic. For other families that want the vaccine and they cannot attend the vaccination clinics, we will coordinate to get an appointment scheduled for a day/time that works best for them.

The importance of this event was to not only get our Choice Tulsa residents vaccinated, but to help all within the Tulsa community have the opportunity and access to get vaccinated. We want our community to reach herd immunity and reduce the spread of COVID across the city, state and nation. Through our partnership with the property managers at these 8 sites, all residents at the apartment complexes and others in the community are welcome to come to these vaccination clinics to receive their vaccination. If families chose to receive a 2-shot vaccine by Moderna or Pfizer, the Oklahoma Caring Van returned to the hubspots in October to give the second shots to residents.

This coordinated effort led to 78 residents coming out to get information about the COVID vaccinations and 44 residents getting their COVID vaccine.

Thank you to the Oklahoma Caring Van for partnering in this effort!



RETURN TO RIVER WEST

As relocation off-site from Brightwaters was completed in 2021, USI also assisted Tulsa Housing Authority and Michael's Management in welcoming residents back onto property to enjoy the newly renovated River West units. Residents began moving back on-site starting in March 2021. Tulsa Housing Authority hosted a ribbon cutting in early April to welcome the first residents back to the newly developed units.



River West is a mixed-income housing development featuring replacement affordable housing units, low-income tax credit units, and market rate units. All units are equipped with washers and dryers, a security system and pre-wiring for internet access. They also are Enterprise Green Communities-certified and have access to a tornado shelter.

USI family support specialists continue to reach out to residents to gauge interest in returning to the neighborhood and work with THA's relocation coordinator to process moving paperwork and assistance. At the end of 2021, 18 buildings were built back and 40 Choice families had already returned to their new units.



In celebration of families moving back into the new River West units, we provided returning residents with a welcome back kit thanks to the support of our Choice partner network (thank you!) These kits included cleaning supplies and toiletries to ensure that our residents can settle into their new home with greater confidence that they have the basic items to get them started.





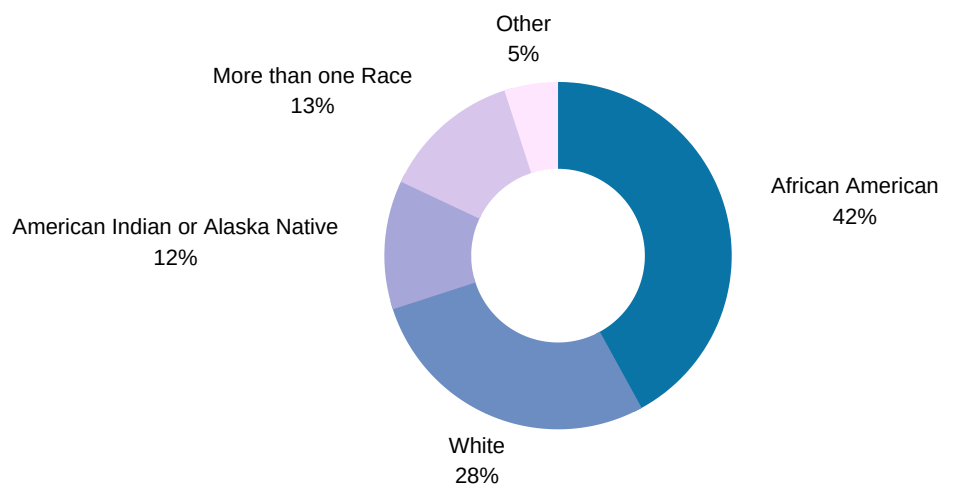
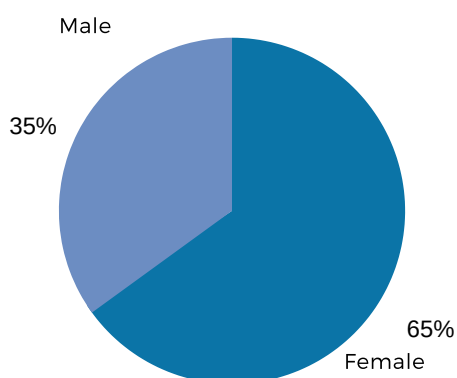
OUR RESIDENTS



740 residents (300 households) actively in case management

- 374 adults, 18+ years old
- 9 adults, 65+ years old
- 366 children, 0-18 years old

8% of residents are Hispanic/Latino



2021 ACCORDING TO THE DATA

This data is pulled from LEARN assessment information as of Dec. 31, 2021.

HEALTH & WELLNESS



- **39% of assessed adults have chronic health condition** (down from 48.4% in 2019)
 - Highest are depression, high blood pressure, asthma, arthritis, overweight
- Resident Reported Stress Levels
 - **21% report high or severely stressed** (down from 28% in Feb. 2019 and 26.5% in Dec. 2019)
 - 27.9% of households reported higher stress levels due to COVID
- **42.5% of assessed adults report being fully vaccinated for COVID-19**
- **74.5% of assessed adults report having health insurance**, whereas 98.8% of resident children have health insurance (up from 64.4% of adults having insurance and 94.4% of children having insurance in 2020)
 - 68.3% of adults have primary care physician or regular clinic (up from 54.3% in Dec. 2019 and 60.4% in Dec. 2020)
 - 78% of adults and 93.3% of children have seen a doctor within past 12 months (up from 63.4% for adults in 2019)

EDUCATION

- **56% of 3-5 year olds are enrolled in early learning programs** (up from 33.6% in Dec. 2020 due to COVID)
- **30% of resident youth are involved in positive youth development activities** in out-of-school-time programming, such as after-school program, sports/rec program, academic support/tutoring
- Nearly **75% of parents report reading to children 0-7 years old** at least three times per week
- 89% of parents feel like they have a good relationship with their child's teacher



Highest Level of Adult Education

- Some High School or Less - 30.6%
- **HS Diploma or GED - 43.1%** (up from 33% in Oct. 2017)
- Some College - 20.1%
- Associate's or Higher - 5.4%



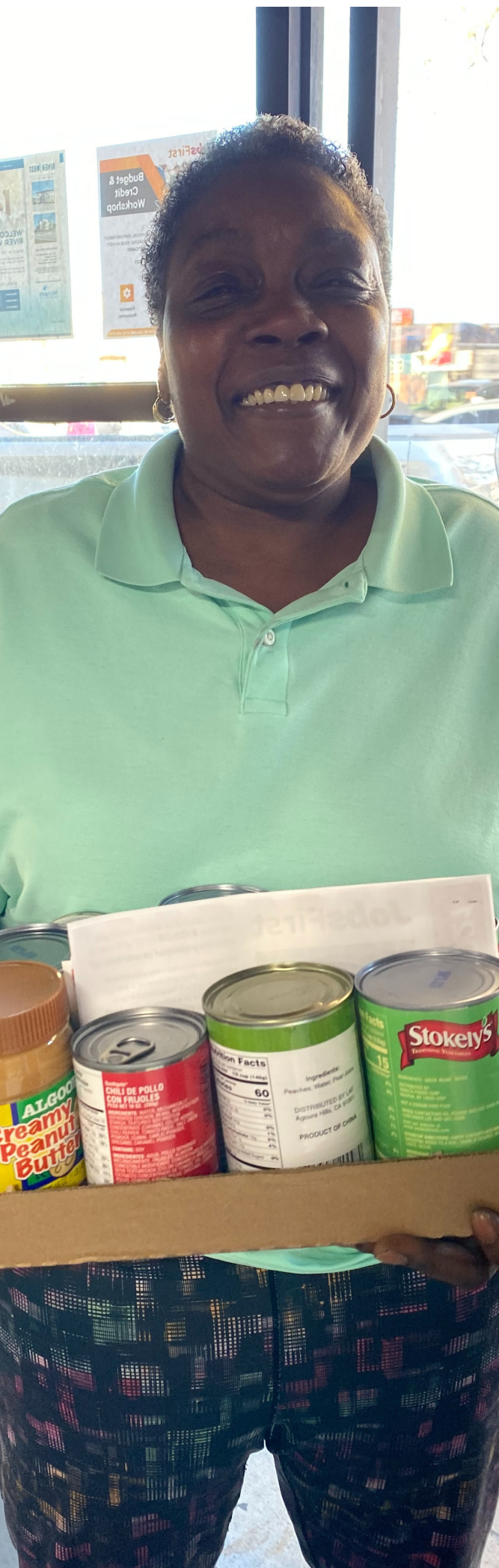
ECONOMIC MOBILITY

- **Average annual household income: \$17,861** [average annual earned household income is \$22,485] (up from \$11,037 average HH income and \$14,710 average earned HH income in 2019)
- **Unemployment rate - 71.7%** (down from 80% unemployment rate in Aug. 2018)
 - Impact of COVID; 9.4% of residents lost employment as a result of COVID
 - 44% (122 adults) of those unemployed self-report they are unable to work
 - 10% (27 adults) of those unemployed are in training/education program
 - Others unable to work due to health restrictions, disability, training-related barriers (transportation, reliable childcare, care for family member)
- For 81 working residents (18-64), **72.2% have worked for at least the past 6 months**
- **181 adult residents actively engaged** in job training or other workforce development with JobsFirst (up from 27 residents in 2019)
- **67% of adults do not have a car** in good working condition

BASIC NEEDS/HOUSING STABILITY

- **15.3% of households state they do not have sufficient income to support basic needs** (down from 48.1% in Feb. 2019, 34.9% in Dec. 2019 and 21.9% in Dec. 2020)
 - Biggest needs are food, clothing, cleaning products, deodorant, laundry detergent, soap, toilet paper, toothpaste and toothbrush





NETWORK OF PARTNERS

HOUSING STABILITY

Housing Authority of the City of Tulsa
City of Tulsa
Tulsa County Sheriff's Department
Tulsa Police Department
Community Service Council
Simmons Bank
Tulsa Area United Way
Tulsa Community Foundation

ECONOMIC MOBILITY

Tulsa Community WorkAdvance
Green Country Workforce
Tulsa Community College
Goodwill Industries of Tulsa
Tulsa Tech
CEO Works
Key Construction
Stand-by Personnel
Schusterman Family Foundation
George Kaiser Family Foundation

HEALTH & WELLNESS

OSU Clinic
Community Health Connection
Mental Health Association Oklahoma
Global Gardens
YMCA
Domestic Violence Intervention Services
Morton Health Services
Tulsa Health Department
Parent Child Center
Take Control Initiative
Family & Children's Services
LIFE Senior Services
Dayspring Community Services
The Gathering Place
Community Food Bank of Eastern Oklahoma
Tobacco Settlement Endowment Trust of Oklahoma
Oklahoma Caring Foundation

EDUCATION

Tulsa Public Schools
CAP Tulsa
City Year
Children's Museum of Tulsa
Tulsa City County Library
IMPACT Tulsa
FabLab Tulsa
The Pencil Box
New Hope Oklahoma
Tristesse Grief Center
Sprouts Child Development
Opportunity Project
Collegiate Hall
Growing Together
Reading Partners