



Huntsville, Alabama

305 Fountain Circle
Huntsville, AL 35801

Cover Memo

Meeting Type: City Council Regular Meeting **Meeting Date:** 11/21/2024

File ID: TMP-4869

Department: Planning

Subject:

Type of Action: Approval/Action

Resolution rescinding Resolution 24-861 and authorizing the Mayor to enter into a Service Agreement between the City of Huntsville, Huntsville Housing Authority and Urban Strategies Inc., for the Mill Creek Choice Neighborhood Initiative People Strategy Agreement.

Resolution No.

Finance Information:

Account Number: TBD

City Cost Amount: \$0

Total Cost: \$10,000,000

Special Circumstances:

Grant Funded: 100%

Grant Title - CFDA or granting Agency: N/A

Resolution #: N/A

Location: (list below)

Address:

District: District 1 ☐ District 2 ☐ District 3 ☐ District 4 ☐ District 5 ☐

Additional Comments:

RESOLUTION NO. 24-

WHEREAS, Urban Strategies, Inc and the City of Huntsville previously entered into an agreement identified as “Choice Neighborhood Initiative People Strategy Implementation Services Agreement By and Between Urban Strategies, Inc, and the City of Huntsville and Huntsville Housing Authority,” on November 7, 2024, pursuant to Resolution No. 24-861 of the City Council of the City of Huntsville, Alabama; and

WHEREAS, the parties mutually desire to rescind the said Agreement and replace it with the Agreement attached hereto as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Huntsville, Alabama that the Agreement identified as “Choice Neighborhood Initiative People Strategy Implementation Services Agreement By and Between Urban Strategies, Inc, and the City of Huntsville and Huntsville Housing Authority,” on November 7, 2024 pursuant to Resolution No. 24-861 of the City Council of the City of Huntsville, Alabama is hereby rescinded and replaced by the document attached hereto as Exhibit A.

BE IT FURTHER RESOLVED by the City Council of Huntsville, Alabama, that the Mayor, or his designee, in his official capacity, be and is hereby authorized to enter into an Agreement by and between the City of Huntsville and Urban Strategies Inc., on behalf of the City of Huntsville, a municipal corporation in the State of Alabama, for services related to Mill Creek Choice Neighborhood Initiative People Agreement, in the amount of ten million dollars (\$10,000,000.00) which said agreement is substantially in words and figures similar to that certain document attached hereto and identified as “Choice Neighborhood Initiative People Strategy Implementation Services Agreement By and Between Urban Strategies, Inc, and the City of Huntsville and Huntsville Housing Authority,” consisting of forty-three (43) pages, and the date of November 21st, 2024, appearing on the margin of the first page, together with the signature of the President or President Pro Tem of the City Council, and executed copy of said document being permanently kept on file in the Office of the City Clerk of the City of Huntsville, Alabama.

ADOPTED this the 21st day of November 2024

President of the City Council of
the City of Huntsville, Alabama

APPROVED this the 21st day of November 2024

Mayor of the City of Huntsville,
Alabama

CHOICE NEIGHBORHOODS INITIATIVE PEOPLE STRATEGY IMPLEMENTATION SERVICES AGREEMENT

BY AND

BETWEEN

URBAN STRATEGIES, INC.

AND

The City of Huntsville

AND

Huntsville Housing Authority

This Agreement is made and entered into as of the 17th day of July , 2024 , (the “Agreement”), by and between The City of Huntsville and Huntsville Housing Authority (“ The City AND HHA ”), two separate entities with joint partnership, and Urban Strategies, Inc. (“USI”), a not-for profit corporation, (each individually referred to as “Party” and collectively the Parties”).

WHEREAS, Urban Strategies, Inc and the City of Huntsville previously entered into an agreement identified as “Choice Neighborhood Initiative People Strategy Implementation Services Agreement By and Between Urban Strategies, Inc, and the City of Huntsville and Huntsville Housing Authority.” on November 7, 2024 pursuant to Resolution No. 24-861 of the City Council of the City of Huntsville, Alabama (the “November 7 Agreement”); and

WHEREAS, the parties mutually desire to rescind the said Agreement and replace it with this Agreement according to the terms and conditions set forth herein; and

WHEREAS, the City of Huntsville (the “City”), in partnership with the Huntsville , (HHA), the public housing authority for the City of Huntsville , seeks to implement a human services transformation program as a key component in the comprehensive redevelopment of the Mill Creek area of the City; and

WHEREAS, the City and Huntville applied for and received a \$ 50,000,000 implementation grant from the U.S. Department of Housing and Urban Development (“HUD”) under its Choice Neighborhood Initiative (“CNI”) program (“CNI grant” or “grant”); and

WHEREAS, the Parties acknowledge that the awarding of the Grant has been predicated significantly on USI’s experience and expertise. More importantly, USI’s capacity was ranked and scored as part of the award and site visit process; and

WHEREAS, the City and HHA have entered into an agreement with HUD regarding receipt and usage of CNI funds which includes various human services obligations for which USI will serve as the Lead People implementation entity component of the CNI grant; and

WHEREAS, The City AND HHA are parties to a certain Master Development Agreement (MDA) with HHA dated August 26, 2024 , calling for the development of one or more mixed-income housing developments in the City of Huntsville over a period of several years; and

WHEREAS, the CNI grants includes \$ 10,000,000 to fund a “People” strategy to be implemented by USI; and

WHEREAS, The City , HHA and USI wish to set forth the terms of their mutual agreement with respect to the performance by USI as the People Lead for the People required under the MDA.

NOW, THEREFORE, the November 7 Agreement is hereby rescinded and, in consideration of the promises and mutual covenants contained herein, consideration for which is adequate and receipt of which is hereby acknowledged, the parties hereto, intending to be legally bound, agree as follows:

1. CONTRACT DOCUMENTS

This Agreement shall be deemed to include:

1.1. The City AND HHA People Strategy (Exhibit A)

1.2. Budget (Exhibit B)

Each of the exhibits attached hereto is expressly incorporated herein and made a part of this Agreement, and all references to this Agreement shall include the exhibits. In the event of any inconsistency between this Agreement (without reference to the exhibits) and the exhibits, this Agreement (without reference to the exhibits) shall govern.

2. SCOPE OF WORK.

USI shall serve as the People lead and provide services as set forth in Exhibit A. This Scope of Work reflects the range of services related to family coaching, mobility services, and transformative human service programs, that are required of USI as required by the CNI grant. USI shall employ strengths-based perspective and ensure that they work in partnership, empower choices and decision making, and understand and preserve existing resources and networks during program implementation. USI will further support the Mill Creek Neighborhood Transformation Plan by serving as the lead sustainability partner for resource allocation post grant period.

Scope of Work

2.1. Service Coordination

2.1.a. Hire appropriate local staff to support the program period prior to USI being fully staffed, and provide adequate staff and oversight from other USI locations to meet the needs of the program. Any gains due to vacancies lasting for periods longer than sixty (60) days will be deducted from the staffing budget and reallocated into the program costs with The City AND HHA 's approval, unless USI temporarily fills these positions with USI's current personnel outside of the project.

2.1.b. Convene the local service provider network to engage with community partners committed to improving conditions of well-being and aligning them to the outcomes and strategies for change.

21.c. Implement a results-based accountability framework to the service provider network.

- 2.1.d. Develop Memoranda of Understandings (MOUs), and contracts as needed in the selection and contracting of a service partner, ensuring that all contracts comply with the standard operating practices, including the project budget.
- 2.1.e. Oversee the performance of service partners, including monitoring and ensuring the fulfillment of the terms of partnership agreements, where appropriate. Local partner performance shall be included in monthly updates.
- 2.1.f. Extend training opportunities, as needed, for: (a) all USI program related staff that will provide direct service support to families; (b) for The City AND HHA staff; and (c) for partners specifically seeking to learn how to implement the results-based accountability framework.
- 2.1.g. Support fundraising activities, which include interfacing with potential foundations and other funders.
- 2.1.h. Provide oversight with respect to progress towards all goals and milestones.
- 2.1.i. Organize, facilitate, prepare and present written reports and hold regular update meetings with stakeholders as required by The City AND HHA .
- 2.1.j. Build and sustain relationships with all partnering organizations by maintaining frequent contact and regular project briefings.
- 2.1.k. Work collaboratively with The City AND HHA to develop project benchmarks and metrics and review and update them periodically.
- 2.1.l. Provide extensive outreach and regular communication with the Butler Terrace and Johnson Towers residents through community meetings, periodic distribution of informational flyers and social media updates.

3. Family Coaching and Management

- 3.1. Provide family coaching, case management and supportive services to all eligible households, especially residents of Butler Terrace and Johnson Towers, as defined by HUD.
- 3.2. Conduct initial and ongoing recruitment and assessment of resident needs and standardization of case management tracking.
- 3.3. Provide recommendations for changes in service strategies based on resident assessment data.
- 3.4. Implement a service coordination strategy that interfaces with service provider network services that does not duplicate services.
- 3.5. Oversee the installation, training, operation, maintenance and upgrades of LEARN (USI's proprietary custom case

management tracking program).

3.6. Establish the license for LEARN that will be shared between USI and HHA .

3.7. Maintain an eighty-five percent (85%) engagement rate for families within the case management/ coaching.

3.8. Monitor the performance of the case management program, which includes:

tracking, assessments, triaging, individual and family development plans, service referrals and follow up, reporting and use of data systems, and coordinate the submission of required reports to HUD.

3.9. Commit to the Regional Vice President, Executive Vice President or other senior USI staff being on site approximately twenty-five percent (25%) of working days in the first two years of this Agreement. Senior staff time will be allocated on a monthly basis based on need. The City AND HHA may, in its own discretion, require increased senior staff presence if The City AND HHA deems it necessary for the success of the program.

3.10. Ensure that all resident information is properly secured and kept confidential, at a minimum in accordance with industry standards.

4. Sustainability

4.1. Support the development of relationships with high quality partners that are sustainable in assisting the community over time.

4.2. Support the development of a grassroots leadership body that can assume the role of community organizing and local accountability for continued success on the ground.

4.3. Develop with The City AND HHA a Sustainability Plan for services that extend beyond the term of this Agreement.

5. Data and Evaluation

5.1. Collect all data related to the People Strategy metrics as developed by USI in partnership with The City AND HHA . Data will be collected and reported to The City AND HHA on a quarterly and annual basis.

5.2. Track all HUD required People metrics defined by the current Choice Neighborhoods Data Dictionary.

5.3. Negotiate and sign data agreements with appropriate service partners to share and track data related to the identified metrics.

5.4. Regularly enter all required data points into LEARN.

- 5.5. Provide supervisory/administrative project access to HHA staff to the LEARN system.
- 5.6. Develop performance and program success evaluation plans that are acceptable to all Parties.
- 5.7. Track leveraged services accessed by CNI Target Residents through partner networks and report leveraged services provided to HHA on a quarterly basis.
- 5.8. Coordinate access for and provide data and reports to any potential evaluator as required by The City AND HHA.
- 5.9. Store all data, digital or analog, in a secure location; at a minimum, in accordance with industry standards.

6. Choice Neighborhoods Program (CNI) Related Activities

- 6.1. Establish a Memorandum of Understanding/Partnership Agreement for CNI related activities and funding.
- 6.2. Support the collection of all data related to metrics as developed by HUD to measure program success in accordance with CNI grant requirements.
- 6.3. Provide technical assistance with development and tracking of leveraged resources.
- 6.4. Provide technical assistance and support to HHA staff in the preparation of HUD reports including quarterly and annual reports.

7. Reporting and Administrative Requirements

USI shall submit quarterly reports to The City AND HHA related to each of the sections of the work performed that address all metrics required under this Agreement. USI will meet every two (2) weeks with The City AND HHA to ensure that milestones are met, metrics are tracked and that appropriate procedures are being followed.

8. Performance Evaluation

USI's Performance and the success of the program will be evaluated in accordance with Exhibit A.

The scheduling performance criteria and metrics for the first year of the program shall be developed no later than thirty (30) days after execution of this Agreement.

USI's performance will be evaluated quarterly during the first year of the Agreement. The City AND HHA, at its own discretion, may consider moving to annual evaluation at any time beginning in year two (2) of the Agreement.

9. TERM

This Agreement shall be in effect upon execution by USI and The City AND HHA for a term of eight years from the

date of execution. Thereafter, this Agreement will renew on an annual basis for up to eight additional one-year terms, provided that neither Party has exercised its rights under Section 19 of this Agreement.

10. CONFIDENTIALITY

10.1. The City AND HHA and USI understand and mutually acknowledge that in connection with this agreement, both The City AND HHA and USI may have access to confidential information owned or controlled by the other Party. Confidential information includes, but is not limited to: (a) the organization's policies and practices; (b) financial data; (c) proprietary business model; (d) intellectual property, including but not limited to information about the design of customized software program; (e) information of a personal nature about staff or clients; and (f) client data. Specific types of client data included in confidential information are, without limitation, a client's name, address, phone number, date of birth, social security number, health information, employment information, income, and other household or family information. Confidential information may be derived from many sources, including but not limited to, sensitive and confidential work-related correspondence, email, financial documents, reports, databases, case files or case notes, both hard copy and electronic, and also in conversations.

The City AND HHA and USI further understand that disclosure of confidential information to third parties without proper authorization may be damaging to its clients, and it may also violate state and or federal law, and subject the disclosing party to civil or criminal liability. Consequently, The City AND HHA and USI agree that all confidential information disclosed by one Party to another under this Agreement shall be disclosed pursuant only to information consent by the participants and only to the extent permitted by law. Each Party shall exercise the same standard of care to protect such information as is used to protect its own confidential information.

Notwithstanding the foregoing provisions of this section, confidential information shall exclude information that: (a) was in the receiving party's possession before receipt from the disclosing party and obtained from a source other than the disclosing party and other than through the prior relationship of the disclosing party and the receiving party before the effective date of this Agreement; (b) is or becomes a matter of public knowledge through no fault of the receiving party; (c) is rightfully received by the receiving party from a third party without a duty of confidentiality; (d) is disclosed by the disclosing party to a third party without a duty of confidentiality on such third-party; (e) is independently developed by the receiving party; (f) is publicly disclosed by the receiving party with the disclosing party's prior written approval; or (g) subject to disclosure pursuant to open records acts.

USI shall also ensure that the partner agencies and organizations adhere to the same laws and principles.

11. CONFIDENTIAL BUSINESS RELATIONSHIPS

The Parties acknowledge and agree that each Party has or may introduce one or more of the other Parties to vendors,

suppliers, partners, employees, and other valuable business relationships while carrying out the collaboration contemplated in this Agreement. The Parties acknowledge further that (i) each Party has developed, and is continuing to develop, trusted vendor and supplier relationships, goodwill with stakeholders in each such Party's network of operations, and confidential, proprietary, and trade secret information, all of which provide each of the Parties, respectively, with a valuable competitive edge in the marketplace; and (ii) these relationships, goodwill and confidential information, if misappropriated, misused, or disclosed, could cause serious harm to the business and operations of the Party to whom such relationships, goodwill and confidential information belong and that the success of each such Party depends to a substantial extent upon the protection of its relationships, goodwill and information. Accordingly, each Party agrees that it will not use or disclose any of the other Parties' trade secrets or other proprietary or confidential information for any purpose other than as authorized as part of the collaboration contemplated under this Agreement.

12. NON-SOLICITATION

During the term of this Agreement and for twelve (12) months thereafter, each Party agrees that it will not directly or indirectly (on behalf of itself or on behalf of any other entity or person) solicit, or engage with, any "Protected Party" (as defined below) in any manner that causes or is designed to cause such Protected Party to reduce or end its, his, or her relationship with the Party who introduced such Protected Party to one or more of the Parties in connection with this Agreement. Notwithstanding the foregoing, nothing in this Section 6 shall restrict the right of any Party to solicit or engage in business with any person or entity with whom that Party maintained an existing and active business relationship at the time that the Party first made contact with such person or entity in connection with this Agreement, nor shall it restrict the City's rights to hire new employees pursuant to its policies and procedures. The Parties agree that, in addition to any other relief or remedy available under applicable law, a Party to this Agreement shall be authorized to obtain injunctive relief to address any breach or threatened breach of the terms of this Article VIII, Section U, and a Party that is successful in obtaining any form of such injunctive relief shall be entitled to receive from the breaching Party a payment of the reasonable attorneys' fees and costs incurred by the Party that has obtained injunctive relief to the extent such fees and/or costs are incurred in connection with such Party's efforts to obtain injunctive relief. For purposes of this Agreement, the term "Protected Party" shall include any vendor, supplier, partner, employee, or other business relationship of any Party to the extent that such vendor, supplier, partner, employee, or other business relationship has been introduced by a Party to one or more of the other Parties in connection with the services or collaboration contemplated under this Agreement.

13. INSURANCE REQUIREMENTS

- 13.1. USI and HHA shall maintain at its own expense professional liability, general liability and employment practices insurance, each with limits of coverage of \$1,000,000 per occurrence and \$1,000,000 in the annual aggregate and

with professional and general liability affording coverage for claims of sexual abuse and misconduct and for insured contracts (including, but not limited to, the indemnification obligations under this Agreement), as well as workers compensation insurance and employer liability coverage in statutory amounts. All such insurance shall be written by an insurer licensed to conduct business in the State of Alabama. If any such coverage is maintained on a "claims made" basis, the retroactive date evidenced must be either the same as or prior to the Effective Date and the coverage must include an endorsement providing coverage for an extended reporting period ("tail coverage") for the duration of the applicable statute of limitations. The parties agree acknowledge and agree that the City of Huntsville is a self-insured municipality and is not required to obtain insurance from a third party.

- 13.2. All such insurance shall provide that coverage shall not be restricted, reduced or terminated except upon thirty (30) days prior written notice to the other Party. Each Party shall be named as an additional insured on the general liability and employment practices insurance maintained by the other Party. Prior to the Effective Date, each Party shall provide the other Party with such evidence of the insurance coverage required to be carried by it as the other Party may request and shall, throughout the term of this Agreement, assure that the other Party always has evidence in such form as it may require of the terms of such coverage and that such coverage is current and in full force and effect.

14. LIABILITY

Each Party shall be responsible for its negligent acts and omissions and the negligent acts and omissions of its employees, officers, and directors to the extent allowed by law. Nothing herein shall be deemed to waive, modify, or alter to any extent the availability of the defense of sovereign immunity.

15. INDEMNIFICATION

- 15.1. USI hereby agrees to indemnify, defend and hold harmless The City AND HHA , its officers, directors, employees, agents and affiliates, from and against any loss, cost, damage, expense or other liability, including without limitation all reasonable costs and outside attorneys' fees, arising out of or in connection with a third party claim based on the negligent acts or omissions of USI, its officers, directors, employees or agents in the performance of or failure to perform, their obligations under this Agreement.
- 15.2. An indemnitee entitled to indemnification under this Section shall give notice to the indemnitor of a claim or other circumstances likely to give rise to a request for indemnification, promptly after the indemnitee becomes aware of the same. No compromise or settlement of any such claim shall be made without the prior written consent of the indemnitee.

16. BUDGET

- 16.1. The total cost for USI's People Program Management and Case Management/Service Coordination in the CNI Budget is \$10,000,000, as set forth in the approved budget ("Budget"), which is attached as Exhibit B and incorporated herein. The budget specifically for FY2024 shall not exceed \$10,000,000.
- 16.2. Monthly invoicing. Thereafter, USI shall submit monthly invoices for actual expenditures incurred. Each monthly invoice shall include a detail invoice for wage expenditures, and a separate invoice that details programming/administrative costs. First invoices may be submitted thirty (30) days after the execution of this Agreement by USI and The City AND HHA . The City AND HHA will review and approve or reject invoices within two weeks of receipt and payment will be made within thirty (30) days of approval of the invoice.
- 16.3. If and to the extent that The City AND HHA shall request USI to render services other than those to be rendered by USI hereunder, such additional services shall be compensated separately on terms to be agreed upon between USI and The City AND HHA .

17. FORCE MAJEURE

USI shall not be held responsible for failure to perform the duties and responsibilities imposed by this Agreement if such failure is due to fires, riots, strikes, rebellions, natural disasters, wars, acts of terrorism, an act of God beyond control of USI, and outside and beyond the scope of USI's then current, by industry standards, disaster plan, that make performance impossible or illegal, unless otherwise specified under this Agreement.

18. LOCATION BUSINESS LICENSE

USI must comply with all business license requirements of the City of Huntsville .

19. DEFAULT AND TERMINATION

Either Party, upon written approval by HUD, may terminate this Agreement, in whole or in part, at any time with or without cause, upon thirty (60) days' written notice to the other Party, subject to applicable terms of subsequent agreements; provided, however, if this Agreement is terminated pursuant to this Section 19 by The City AND HHA , the terminating party shall pay to USI a termination fee equal to ten percent (10%) of the funding that USI would have been eligible to receive through the conclusion of the grant period if this Agreement had not been terminated. Furthermore, notwithstanding the foregoing, The City AND HHA may act, collectively or individually, to terminate this Agreement for convenience only upon receiving approval from HUD and the HHA for such termination decision. Notwithstanding any provisions to the contrary, USI shall retain exclusive ownership and all rights, title, and interest in and to its proprietary LEARN case management system.

Upon breach or default by either of the Parties of any term or condition herein contained, the non-breaching party may

terminate this Agreement by giving the other Party written notice and ten (10) days from receipt thereof to cure such breach or default, or to demonstrate within that time period, by submitting evidence to the non-breaching party, that it is not in default. In the event that such breach has not been cured within ten (10) days, and evidence has not been submitted to demonstrate an extension (not to exceed thirty (30) days) is needed, this Agreement shall terminate on the expiration of such ten (10) day period.

If the termination or stop work order is due to the failure of USI to fulfill any of its obligations under this Agreement, The City AND HHA may take over the work and prosecute the same to completion by contract or otherwise. Upon receipt of written notice, USI shall immediately discontinue all services affected (unless the notice directs otherwise), and deliver to The City AND HHA all data (including electronic data), drawings, specifications, reports, project deliverables, estimates, summaries, and such other information and materials as may have been accumulated by USI in performing under this Agreement whether completed or in process (unless otherwise directed by the notice).

The rights and remedies of both Parties provided in this Section are in addition to any other rights and remedies provided by law or under this Agreement, and the non-breaching Party may pursue any and all such rights and remedies against the breaching Party as it deems appropriate.

20. ASSIGNMENT

USI shall not assign, transfer, subcontract, or otherwise dispose of its rights or duties under this Agreement to any other person, firm, partnership, company, or corporation without the previous written consent of The City AND HHA , and HHA .

21. INDEPENDENT CONTRACTOR

USI shall at all times act as an independent contractor in the performance of this Agreement. Neither USI nor its employees or agents shall represent themselves to be or be deemed to be employees of The City AND HHA .

22. NOTICE

Written notices required under this Agreement shall be sent by regular mail, certified mail, overnight delivery or courier, and shall be deemed given when received at the Parties' respective addresses shown below. Each Party must notify the other Party in writing of a change in address.

PARTNER ORGANIZATION I's ADDRESS

ATTN:

ADDRESS HERE: Huntsville City Hall, 305 Fountain Circle, 7th Floor, Huntsville, AL 35801

USI's ADDRESS

ATTN: ESTHER SHIN

ADDRESS HERE 100 N. BROADWAY

SUITE # SUITE 1110

CITY, STATE ZIP CODE ST. LOUIS, MO 63101

PARTNER ORGANIZATION II's ADDRESS

ATTN:

ADDRESS HERE: 305 Fountain Circle

SUITE # 7th Floor

CITY, STATE ZIP CODE Huntsville, AL 35801

23. SEVERABILITY.

The provisions of this Agreement are severable. If a court of competent jurisdiction determines that any portion of this Agreement is invalid or unenforceable, the court's ruling will not affect the validity or enforceability of the other provisions of the Agreement.

24. WAIVER

The failure by a Party to exercise any right hereunder shall not operate as a waiver of such Party's right to exercise such right or any other right in the future.

25. AMENDMENTS

This Agreement may be amended only by a written document executed by a duly authorized representative of each Party.

26. GOVERNING LAW AND VENUE

All matters pertaining to this Agreement (including its interpretation, application, validity, performance, and breach) in whatever jurisdiction action may be brought, shall be governed by, construed and enforced in accordance with the laws of the State of Alabama . The Parties herein d agree to submit to the personal jurisdiction and venue of a court of subject matter jurisdiction located in City of Huntsville , County of Madison , State of Alabama . In such event, no action shall be entertained by said court or any court of competent jurisdiction if filed more than one year subsequent to

the date the cause(s) of action actually accrued regardless of whether damages were otherwise as of said time calculable.

27. DRUG FREE WORKPLACE

During the performance of this Agreement, USI agrees to (i) provide a drug-free workplace for USI's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in USI's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of USI that USI maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

28. COMPLIANCE WITH FEDERAL IMMIGRATION LAW

USI shall certify that, at all times during which any term of an agreement from this solicitation is in effect, it does not and shall not knowingly employ any unauthorized alien. For purposes of this section, an "unauthorized alien" shall mean any alien who is neither lawfully admitted for permanent residence in the United States nor authorized to be employed by either Title 8, Section 1324a of the United States Code or the U.S. Attorney General.

29. AUTHORIZATION TO TRANSACT BUSINESS IN LOCATION

USI hereby represents that it is authorized to transact business in the City of Huntsville .

30. COUNTERPARTS

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

31. ENTIRE AGREEMENT

This Agreement contains the entire understanding of the Parties with respect to the subject matter hereof and supersedes all prior agreements and understanding, oral or written, with respect to such matters, which the Parties acknowledge have been merged into such documents, exhibits and schedules.

IN WITNESS, WHEREOF, the Parties have caused this Agreement to be executed by their authorized representatives as of the date set forth in the first paragraph of this Agreement.

Urban Strategies, Inc.



Signatory: Esther Shin
Title: President
Email of signatory: esther.shin@usi-inc.org
Timestamp: Wednesday, November 6th, 2024 3:30 PM UTC

Huntsville Housing Authority



Signatory: [empty member name]
Email of signatory: tmcginnis@hsvha.org
Timestamp: [empty signing timestamp]

The City of Huntsville



Signatory: Fallon Martin
Email of signatory: fallon.martin@huntsvilleal.gov
Timestamp: [empty signing timestamp]

Exhibit A: People Strategy

City of Huntsville, AL

During the planning and writing of the CN Planning Grant's Transformation Plan, which included the demolition and replacement of Butler Terrace and Butler Terrace Addition, two changes occurred: 1) the detection of radon necessitated the immediate demolition of Butler Terrace Addition; and 2) Johnson Towers, adjacent to Butler Terrace, was found to be rapidly deteriorating and this property was included in the Transformation Plan to preserve the health and safety of its residents. Today, the Huntsville Housing Authority (HHA) and the City are committed to maximizing the number of replacement units to be built with CNI funding (284 units), by targeting the residents remaining on site and building for other eligible families. Therefore, replacement housing tenants, all of whom will benefit from the People Strategy, will be: 1) Butler Terrace households (120 units); 2) Johnson Towers households (120 units); 3) families who received Tenant Protection Vouchers when relocated from Butler Terrace Addition (23); and 4) households from HHA's lengthy wait list (21).

Extensive resident and community engagement activities occurred during a series of community meetings with Butler Terrace (BT), Butler Terrace Addition (BTA) and Johnson Towers (JT) residents, community stakeholders and public service providers. Participant feedback framed the development of the People Strategy and *goal: to use robust case management and service coordination to assist target residents in becoming physically and mentally healthy, economically stable, housing secure, and educationally prepared for college, work, and life*. The Transformation Plan allocates \$10 million of CNI funding to implementation of the People Strategy, leveraged with an additional \$54,202,021 in existing and new commitments from 27 community partners; however, \$51,749,181 is leveraged by 20 partners. Urban Strategies, Inc. (USI) will serve as the People Implementation Entity (PIE).

H.1 Resident Assets and Needs Assessment. In preparation for the planning grant, a

comprehensive resident needs assessment survey (BT/BTA) was conducted from April–August 2020, with 70% of target housing residents providing input. In August-September 2020, a Visioning for the Future community engagement exercise was conducted with about 100 residents in attendance, and data and input collected framed the People Strategy. To refresh the data, update BT resident perceptions and give equal voice to JT residents, USI completed a comprehensive household needs assessment in October 2023-January 2024. A door-to-door survey was conducted to reach residents not typically involved in community planning, resulting in 162 interviews for a total response rate of 73.97%. The survey addressed all members of the household and captured current circumstances, needs and preferences in eight focal areas: Housing and Neighborhoods, Development, Employment and the Economy, Education, Safety, Health, Transportation, and Improving Quality of Life. USI also analyzed property management data to develop a demographic profile of target households, and reviewed data from the US Census, Huntsville City School District and the Huntsville Police Department to better understand crime, public health, education, and labor force characteristics. All these sources contributed to USI’s results-oriented People Strategy and help to determine baselines for proposed outcome metrics.

Key Demographics: Currently in BT and JT, there are 219 households with 373 target residents.

Age: There are 203 adults aged 18-64 (54.42%), of which 12.81% (26) are ages 18-24, 35.96% (73) are ages 25-44, and 51.23% (104) are ages 45-64. Target residents aged 65 and older make up 12.06% (45) of the total population. On-site, there are 125 children ages 0 to 17 (33.51%), of which 29.60% (37) are ages 0-3, 21.60% (27) are ages 4-5, 35.20% (44) are ages 6-12, and 13.60% (17) children are 13-17. Race, Ethnicity, Gender: 70.32% (154) of target households identify as Black, and 29.68% (65) identify as White. Residents cited no other races or ethnicities. Two-thirds (63.27% or 236) of target residents identified as female, including 70.32% (154) of heads of

households (HOH). *Income and Benefits:* According to property management data, only 12.33% (27) of target households have income from employment. Average income for target households is low, \$11,587.58 per year compared to \$64,208 for the Mill Creek neighborhood and \$87,475 for the City of Huntsville. About two-thirds (38.36% or 84) of HOH are disabled, and one-third (37.44% or 82) of households receive SSI or a Pension.

Key Survey Data: *Employment Barriers:* Three-quarters of the survey respondents indicated they were not working due to a lack of education or training. When asked to identify challenges to employment, residents cited primary limitations of access to quality childcare (37.50%) or transportation (25%). *Health Data:* 70.61% of adult survey respondents reported having health insurance; 72.22% reported having a primary care physician and 27.78% reported going to the emergency room for medical needs. *Education:* Two-thirds (63.60%) reported having a high school diploma or GED and the remainder indicated they did not. *Resident Satisfaction with Existing Services:* 56% reported being somewhat or mostly satisfied with their neighborhood, and listed community institutions they use most frequently as health centers (54.50%), schools (14.60%) and community events (32.80%). The most needed services were indicated to be childcare (37.50%), recreational activities, i.e., centers, parks (40%) and health care (7%). About half (49%) of respondents indicated they rely on the bus for transportation, and 65.80% have access to a vehicle. Residents most frequently cited activities/recreation, garden/park/greenspace, and disabled access (elevators, ramps, back door) as the biggest issues. *Neighborhood Amenities:* Residents requested a grocery store (7%), an afterschool program for children (97.20%), more conveniently located bus stops (1.62%), and transportation to health services (27.30%).

H.2. Case Management. USI will initiate on-site case management with all **target residents** (defined as original residents, including those currently living at BT and JT and those who have

been relocated or dislocated) *within 60 days of the grant award*. Case management will continue for households occupying CNI replacement housing post-redevelopment. The purpose of case management is to establish supportive relationships with residents, and to offer personalized, culturally sensitive, trauma-informed assistance in managing complex problems. Methods include assessing individual needs, selecting effective interventions and providing guided support in accessing the services residents desire or need to pursue their goals. USI will implement case management, coordinate partnerships with supportive service partners and develop a long-term methodology for sustaining the People Strategy. Supportive services will be coordinated with HHA, the City and MBS to support relocation/re-occupancy timelines and achieve Section 3 goals. USI's case management protocol begins with a comprehensive assessment of each resident to identify their needs, developmental assets and goals related to employment, education, health, economic mobility, and housing stability (reassessment will occur annually). Adults and out-of-school youth will have the opportunity to work closely with a culturally competent, trained USI social work professional (i.e., family support specialist) to develop an Individual Development Plan (IDP), a flexible but time-sensitive roadmap to achievement of their personal aspirations. Insights from the assessment are also used to inform the development of the IDP, which will identify specific housing, employment, education, and health goals, and related supportive service needs. Risk factors assessed and addressed by the IDP include (but are not limited to): risk of eviction, risk of unemployment, household instability, risk of incarceration, health or mental health risks, and, for children and youth, risk of being disconnected from school, job or a caring adult. With adult consent, the family support specialist will be responsible for managing the IDP, providing or connecting residents to supportive services related to their goals, coordinating with referral partners, coaching residents in their problem solving, and tracking outcomes of services.

In addition to an IDP, parents and the HOH will have the opportunity to work with the family support specialist to develop a Family Development Plan (FDP) that includes goals for housing stability, housing choice and the educational, health and social needs of each dependent. Risk factors addressed by the FDP will include but are not limited to: late rent, past due utilities, lease compliance issues, aging in place, financial capability, transportation, school disconnection, and, for children and youth, lack of access to a caring adult. With adult consent, the family support specialist will jointly manage the FDP with the HOH. Responsibilities for service connection, problem solving and tracking outcomes will be clearly delineated. The frequency and intensity of case management services will vary depending on assessed risk.

Mobility Support. As explained in Exhibit G, USI's case management team will provide mobility counseling for current residents of Butler Terrace and Johnson Towers; USI and HHA will, however, track and provide support to all households eligible for replacement housing. In collaboration with HHA, USI's family support specialists will proactively engage residents well in advance of relocation or re-occupancy to ensure transition barriers are mitigated and residents take full advantage of their options. USI's mobility counseling will ensure residents have the advice, information, financial resources, and service support needed to plan and execute a move. As housing redevelopment is completed, target residents electing to move into a replacement or other unit will also receive mobility counseling. The family support specialist will also coordinate with the school district to ensure school enrollment, informed school choice and support.

USI's staffing plan includes four Family Support Specialists/Mobility Specialists, a Family Support Specialist Supervisor, an Education Specialist, a Workforce Specialist, two Resident Outreach Workers, and a Senior Project Manager, which will ensure a resident-family support specialist ratio that does not exceed 60:1. To meet the goal of reducing family risk, family support

specialists will work closely with supportive service partners, property management companies and resident leadership to identify issues early and step-up service delivery when indicated.

Case Management Data. USI will use LEARN, a specialized performance management system developed in partnership with Social Solutions, to track participants (individuals and families). LEARN captures both implementation and outcome data, longitudinally and in real time, giving family support specialists a clear picture of how well families are doing against their goals at any given point. LEARN drives consistent follow-up with participants to address, in a timely manner, any barriers to goal achievement. *Implementation data* is collected at the point of service to capture dates of enrollment, participation, completion, and termination, and allows staff to track how often residents participate in programs/services and the types of programs/services they use. *Outcomes data* includes milestones, assessment scores and academic and job-related achievements. USI will share LEARN's quantitative and qualitative data, with the goal of making sound decisions about programs or operational modifications needed to improve service accessibility or utilization.

Service Coordination. The primary purpose of service coordination is to: increase the collective impact of supportive service providers by braiding programs and services; increase collaboration built around the core of on-site case management; and leverage the case management data. A secondary purpose is to use field experience and findings to inform research, local policy and practice. To advance service coordination, USI will assemble a Service Provider Network (Network) of high-capacity partners and enlist their support in implementing the People Strategy, capitalizing on existing relationships with residents and between and among partners. The Network will function as a professional learning community that meets regularly and uses iterative, result-based methodologies to continually review outcomes, identify and address service gaps, share lessons learned, and coordinate strategies. Partner service delivery will be guided by a formal

memorandum of understanding that stipulates leverage commitments and describes roles and responsibilities, processes and expectations for reviewing progress and results, proposing new approaches and justifying needed support. Progress towards People Strategy goals will be evaluated and shared with HUD and other CNI grantees. While the Network will primarily support **target families**, services will be developed, and resources shared with all Mill Creek residents. Number/percent residents served: 373 (100%). Resource Commitment for Case Management, Service Coordination and Mobility Support: CNI-\$8,230,000; Leverage-\$39,483,371.

H.3 Income and Employment Strategy.

Impact Statement: Households are Economically Stable and Self-Sufficient	
Expected Outcomes	1) 180 (85%) target residents, ages 18 to 64, will have wage income. 2) The average annual income of target households will exceed current average annual household income, with an expected increase to \$40,000 annually in wages households with 1 adult and 1 child.
Needs Assessment	1) 27 (15.52%) target residents, ages 18 to 64, have wage income (excluding those who are elderly or disabled).
Baseline	2) \$11,587.58 is the current average annual household income for target residents.
Strategies and Services. 1. Increase awareness of and access to economic empowerment services. USI will establish an Economic Mobility Team with CNI Solutions, HATCH, Huntsville Area Association of REALTORS®, Huntsville Madison County Builders Association, Huntsville Madison County Chamber, Lowe Mill ARTS & Entertainment, SouthState Bank, and United Way of Madison County. The Team will organize resources and connect households to a coordinated pathway of economic mobility. Team resources include: HATCH , a workforce development organization providing economic mobility programming to	

work able adults ages 18 – 24, will offer an intensive, 8-week program that includes life skills workshops with hospitality and culinary training designed to equip young adults for economic self-sufficiency. After graduation, students are placed in jobs earning a minimum of \$15 per hour and receive follow up counseling and support for years. **Huntsville Area Association of REALTORS®** connects adults to residential construction opportunities through community engagement and direct outreach to target residents. **Huntsville Madison County Builders Association** will prepare residents for success in the construction trades with its 8-week North Alabama Homebuilding Academy (NAHA). Target residents will receive education about the homebuilding industry, e.g., safety, basic hand and power tools, and will gain the skills and competency needed by the Carpentry, Electrical, HVAC, and Plumbing trades. **Huntsville Madison County Chamber** will provide resources addressing employment opportunities and improving the quality of life for target residents. **2) Raise adult educational attainment.** This strategy will improve current levels of educational attainment among target residents, i.e., 36.4% do not have a high school diploma or GED. **Drake State Community & Technical College's GOAL** (Greater Opportunities through Adult Learning) program provides students with free adult basic and secondary education, and general educational development classes to assist them in obtaining the knowledge and skills required for self-sufficiency and employment. **Village of Promise** provides instruction for non-high school graduates preparing to take the GED exam, English as Second Language, Adult Literacy, and Work Force Development.

3) Increase adult financial empowerment skills. **CNI Solutions** will train target residents to become successful business owners through its 12-week Launch-it program, during which participants create businesses, build wealth, and achieve financial independence.

SouthState Bank will provide Financial Literacy/Workforce Development workshops to assist

target residents in achieving economic and social self-sufficiency through financial education. **United Way of Madison County** will provide access to programming designed to move target residents from a fragile financial footing to a place of independence and stability, including access to basic needs, transportation, financial literacy and employability, and self-sufficiency.

Residents Served by Strategy/Committed Leverage	Target Adults (211 age 18-64)
CNI Solutions (\$2,316,000)	211 (100%)
Drake State Community & Technical College (\$1,675,886)	100 (47%)
HATCH (\$2,164,894)	200 (95%)
Huntsville Area Association of REALTORS® (\$151,144)	211 (100%)
Huntsville Madison County Builders Assoc. (\$600,000)	211 (100%)
Huntsville Madison County Chamber (\$319,600)	211 (100%)
Lowe Mill ARTS & Entertainment (\$83,200)	100 (47%)
SouthState Bank (\$24,000)	30 (10%)
United Way of Madison County (\$175,000)	211 (100%)
Village of Promise (\$534,726)	211 (100%)
Resource Commitment: CNI funds-\$725,000; Leverage-\$8,044,450	

The need for additional economic mobility services will arise during case management. Data from the Household Assessment will be disaggregated to develop targeted strategies that balance individual interests and employer needs. USI will work with named partners and newly identified providers to address emerging needs and not duplicate existing efforts of the **United Way of Madison County**, which has convened human service providers to share resources and solve problems that organizations cannot address alone in order to improve educational outcomes for children and youth, increase access to healthcare, and enhance financial stability.

H.4 Health Strategy

Impact Statement: Children, Youth and Adults are Physically & Mentally Healthy	
Expected Outcomes	<p>1) 90% (336) of target residents will have a place where they regularly go, other than the ER, when they are sick or in need of advice about their health.</p> <p>2) 90% (336) of target residents will have health insurance.</p>
Needs Assessment Baseline	<p>1) 72.22% (104) of target residents have a place where they regularly go, other than the ER, when they are sick or in need of advice about their health.</p> <p>2) 70.61% (149) of adult target residents currently have health insurance.</p>
<p>Strategies and Services. USI will establish a Health Team that includes Arts Huntsville, the City, Downtown Huntsville, Huntsville Hospital System, Thrive Alabama, United Way of Madison County, and Wellstone. The Team’s resources will focus on the following.</p> <p>1) Increase the number of residents accessing quality physical and mental healthcare.</p> <p>USI’s family support specialists will partner with health care providers to ensure 100% of target residents receive quality, trauma-informed, culturally responsive health care services to support physical and mental development. Target residents will realize health improvements and will be connected to continuity care resources, including: Huntsville Hospital System is a community-based hospital within one mile of Mill Creek. The cornerstone at Huntsville Hospital is a concentration on patient-centered, quality-focused processes, which lead to optimum healthcare outcomes. All target residents will be connected to this easily accessed resource. In addition, Huntsville will build a clinic on-site, staffed daily by a nurse practitioner and other front-line staff to meet the needs of the Mill Creek community. Thrive Alabama will</p>	

provide compassionate, accessible, comprehensive care for all target residents, regardless of their insurance status or ability to pay. Services will include adult primary care, chronic disease management, pediatrics, and behavioral health. For dental and vision care, referrals will be made to contracted providers. A mobile unit will provide outreach and health education services in Mill Creek. **United Way**, through its partnership with Nationwide Children's Hospital, will provide target youth with mental health services, including crisis care, and health empowerment services. **WellStone** will provide comprehensive behavioral healthcare (Seeking Safety, Dialectical Behavior Therapy and Interactive Journaling, all on SAMHSA's National Registry of Evidence-Based Programs and Practices) to target residents seeking to recover.

2) Improve health outcomes through prevention and wellness programming and health navigation. USI will lead the planning and implementation of community health fairs where target households will have regular access to health education, wellness activities and health screenings. USI also will dedicate one Outreach Worker to health navigation, linking target households with resources to improve their knowledge of existing services, promoting a healthy community, and supporting target residents in making healthy food choices. **Arts Huntsville** will improve quality of life by connecting target residents to the arts via Arts Promotion and Support Services and Community Events. Arts Huntsville will allocate funding to new, signature public art installations in Mill Creek, providing an on-going opportunity to interact with art while walking and exercising. **City of Huntsville** will oversee an Opioid Addiction Recovery Program for target residents focused on opioid use prevention and treatment. Opioid addiction and overdoses are serious problems in Huntsville: from January - June 2023, Huntsville Emergency Medical Services Inc. (HEMSI) responded to 486 overdoses (81 a month, 2.7 a day). The previous year, HEMSII responded to 909 overdoses from fentanyl and

opioid-type drugs, with most of those patients transported to the hospital. Huntsville Hospital, Wellstone and First Stop will provide treatment to opioid users and connect families to community resources. **Downtown Huntsville** will raise awareness of the health benefits of cycling and will provide opportunities for participation in cycling events and activities.

Residents Served by Strategy/Committed Leverage		Target Residents (373)
Arts Huntsville (\$970,000)		373 (100%)
City of Huntsville (\$876,703)		373 (100%)
Downtown Huntsville (\$88,000)		373 (100%)
Huntsville City Schools (\$990,985)		118 (32%)
Huntsville Hospital System (\$1,548,000)		373 (100%)
Thrive Alabama (\$362,000)		373 (100%)
United Way of Madison County (\$40,000)		373 (100%)
Wellstone (\$4,509,600)		192 (512%)
Resource Commitment: CNI Funds-\$335,000; Leverage-\$9,385,287		

USI recognizes that, as case management surfaces new family needs, additional health services will be required, and data from the Case Management Household Assessment will be disaggregated to identify and develop new strategies. USI will collaborate with named partners to address emerging needs and identify new partners aligned with the CNI goals, as needed.

Overall Education Strategy. USI seeks to support Mill Creek in becoming a neighborhood where residents are well positioned for success and self-sufficiency from *cradle to career*. This intent is reflected in the education goal: 160 target children and youth (0-17) have access to the high-quality education programs and services they need to: 1) enter kindergarten ready to learn; 2) be proficient in core academic subjects (Math, English Language Arts); and 3) graduate from high school

college-and career-ready. Undergirding this goal is the need for regular school attendance, meaning that target children, inclusive of early learners and school age youth, should never be chronically absent. Because chronic absenteeism, defined as missing at least 10% of days in a school year for any reason including excused and unexcused absences, is a primary cause of poor academic achievement, USI will support all target children regardless of where they attend school. The current ages of target children are 42 (34.15%) age 0-3, 34 (27.64%) age 4-5, 58 (47.15%) age 6-12, and 26 (21.14%) age 13-17, and most all are African American. USI has assembled a team of staff, parents, and community partners and all are willing and prepared to advance education strategies in response to resident needs. The team will be supported by a dedicated, full-time USI Education Specialist (Specialist), and the members will become the backbone of the Education Network (Network), developed to identify and address the needs of target children at the individual/family level (e.g., provide service linkages), community level (e.g., align education partners) and systems level (e.g., use an equity lens to advocate for and effectuate change at the school district level). This layered framework was built to enable target children to attend high performing schools, benefit from strong systems of family and community support, attain an excellent education, and successfully transition to college and a career. With co-active coaching from USI's Vice President of Education, the specialist will: 1) create high action and high alignment between education partners for the maximum benefit of target children, including executing a Memorandum of Understanding with each partner to solidify roles, responsibilities and leverage; 2) connect young children (0-5) with high quality, evidence-based early education programs; 3) connect caregivers to parent support programs designed to help them become their child's best education advocate; 4) ensure youngest target children (0-5) receive a developmental screening and, when needed, are connected to early intervention resources to promote kinder

readiness; 5) connect target children with high-quality education services (in and out-of-school) sufficient to enable proficiency in core subjects (Math and ELA). These integrated resources will be sufficient to increase the academic performance of target children (individual and cohort level), defined as standardized test scores at the level of state averages or above. Furthermore, the Specialist will: 6) enroll, track and support school attendance among school-aged target children; 7) support target children during redevelopment (on-site and not), assisting with school choices, enrollment and resource connections; 8) collaborate with community partners, parents and school leaders to create safe, high-performing neighborhood schools; and 9) track data, monitor program and service quality and hold case conferencing with the case management team to ensure each target child receives needed wraparound supports (health, mental health, nutrition, social support) and is able to achieve educational outcomes and participate in high-quality programming.

Enrollment, Tracking, Attendance. Achievement of the Education goal requires a team approach. During enrollment, family support specialists will conduct a family assessment and a youth questionnaire; questionnaire responses will help identify educational needs so that service linkages can be coordinated with Network partners. The entire team will be focused on the needs of each child, and sensitivity and tact will be used to help families understand these needs and access quality services. The education specialist will regularly conference with family support specialists to assess children's progress and participation in programs and services and identify needed course corrections. There will be a regular feedback loop with open and honest communication between families and partners that enables all target children to thrive and LEARN will capture services and outcomes. USI's education model goes beyond collecting and tracking annual cohort level data provided by the Principal Education Partner; individual level data will be collected with parent permission through the execution of a Family Educational Rights and Privacy

Act (FERPA) Form, which protects the privacy of student education records. For school age youth, the collection and analysis of individual metrics, e.g., attendance, including chronic absence, behavior, including suspensions, and course/curriculum progress or grades, will provide an evidence-based Early Warning System that will be predictive of student success. The team will use this information to monitor the student's progress and, in combination with their knowledge of the student and family, to identify and pursue the most strategic service linkages with the greatest impact for the child to prevent dropping-out and increase high school graduation rates. Adjustments will be made, as needed, until the student is on track for success. Target children (0-18) will be tracked for the duration of the grant and beyond.

Education Network (Network). Education strategies will be advanced by the Principal Education Partner, the Network, and the team, inclusive of parents. The Network's connections and existing services in Mill Creek will enable implementation of a comprehensive, integrated set of strategies for improving early learning outcomes, reading and math performance, graduation rates, and attendance. The Network will have a bilateral focus: improve education outcomes at neighborhood schools and support target students in improving their education outcomes regardless of which school they attend. Network members provide high-quality, evidenced based services and these resources will be braided together using interagency synergy, strong communication and transportation coordination, when needed, to holistically support target students and ensure their academic success. The specialist will convene Network partners each quarter to share information, data, and results and to hold partners accountable for making progress and addressing disparities.

Principal Education Partner. The Principal Education Partner will be Huntsville City Schools (HCS), led by Dr. Clarence Sutton Jr. Superintendent Sutton has demonstrated his commitment to both the process and CNI education outcomes (see HCS' leverage letter). HCS employs 1,300

teachers and 695 non-teaching staff responsible for serving 23,939 students attending 21 elementary, six middle, five P-8 schools, and six high schools. The district's student population is 47% White, 40% Black, 9% two or more races, 2% Asian, and 2% Native American/Alaskan Native. Male students (51%) slightly outnumber females; 7% of students have limited English proficiency, 17% qualify for special education services, and 37% are economically disadvantaged. HCS students perform at the state average in English language arts (47%) and slightly lower in math (25% vs the state average of 27%). The 2021-22 HCS graduation rate was similar to the state average (89% vs. 90% respectively). However, there are educational achievement disparities between low-income students of color and district averages, and target children and youth often score below district averages. A **Data Sharing Agreement** between USI, HHA and HCS was approved by the School Board in January 2024, and annually, HCS will provide aggregated data, per the CNI metrics, for target youth. HCS will also honor FERPA forms signed by parents and will provide individual level student data to help coordinate targeted academic support.

H.5. Education Strategy-Early Learning. The table below reflects expected results by the final year of the grant for target children ages 0 to 5.

Impact Statement: Children enter kindergarten ready to learn.	
Expected Outcomes:	<p>1) 76 (100%) target children ages birth to five will participate in high-quality, evidence-based early education programs (center or formal home-based).</p> <p>2) 76 (100%) target children ages birth to five will demonstrate age-appropriate functioning in multiple early learning domains by the beginning of kindergarten.</p>
Needs Assessment	<p>Per the Resident Needs Assessment:</p> <p><u>1.Early Learning Enrollment:</u> Out of 70 respondents, 23% indicated their child</p>

<p>Baseline:</p>	<p>stays at home, 20% had children enrolled in a center-based or formal home-based program, including Early Head Start, 14% had a children in pre-school or pre-K program at the public school, and 5% had children that stay with a neighbor.</p> <p><u>2. Kindergarten Readiness:</u> As of the 2023-24 school year, 14 Mill Creek children are enrolled in HCS Kindergarten.</p> <p><u>3. Developmental Screenings:</u> About 50% of responding families would like their early learners to receive developmental screenings to identify potential delays.</p> <p><u>4. Other Needs:</u> Barriers preventing parents from enrolling their child into programs included cost (40%), distrust of childcare agencies (30%) and not knowing where services are (20%). Out of 75 respondents, 24% read to their child three or more times a week, 15% indicated once or not at all.</p>
<p>Strategies and Services. Per the resident needs assessment, several challenges are noted as barriers to early learning access, including cost and location. To address this challenge, partners will increase high quality early childhood program slots for the benefit of both target and neighborhood children (523 children in Census Tract 21) through capital construction, operating viability and programmatic quality. The following strategies have been developed to fill the childcare gap. Strategy 1. Increase access by increasing the supply of quality, affordable childcare through the creation of Smart Space. As target children prepare for kindergarten and their parents work towards their employment and job training goals, new childcare slots will be available for target residents to enroll target children in high-quality childcare serves provided by the <u>YMCA</u>. Target residents will be given preference during early signup. <u>The City</u> will invest \$5 million to transform the MLK Jr. Service Center into the new Smart Space. Located just one block from the CNI replacement housing site, the Smart Space will include enhanced</p>	

and expanded space for quality early learning, multi-purpose space for parent- and family-focused programming, and on-site space for USI's education specialist. The renovation will increase the number of classrooms from 13 to 16 (adding an additional 2,375 square feet of classroom space) (at 32 sf/child, this translates to a maximum of an additional 74 slots). The improvements will also include an expanded outdoor play area, an indoor play area, a new accessible entry, improved sidewalks and walking paths to provide safe walking routes from the CNI mixed-income housing, and landscaping and parking lot improvements. Regarding operating viability, affordable, full-day, full-year programming will be provided including the provision of comprehensive services, such as food and health connections. Programmatically, the principal staff of all programs will have professional credentials and certifications. Staff will deliver evidence-based early learning programs and the research-based curriculum will help Target children develop in six key areas: cognitive, social-emotional, physical, language, literacy, and mathematics. These six areas together, enhanced by comprehensive services and individualized support, will enable children to thrive in kindergarten.

Strategy 2: Increase the number of target residents credentialed to work in early learning settings, expanding staffing capacity in childcare facilities. The Community Foundation and other Huntsville funders provide financial support to the **Heart of the Valley YMCA** Pathways to Solutions Project and the HHA's Childcare Project. The partners are providing to each target resident that participates a one-time \$500 stipend, a laptop, payment for small business registration fees up to \$200, and a 6–12-week small business course with CNI Solutions. YMCA will offer Child Development Associate Certification Credential (CDA) training to target adult residents, which includes 10-12 hours of paid, on-the-job training, mentorship, and free childcare during training and on-the-job work. These resources are increasing the number of

childcare providers and certified childcare professionals in the City by providing opportunities for target residents to receive childcare training and certifications. These educational opportunities will enable target residents to gain employment and increase their income or create their own businesses, thus increasing the number of providers in the area.

Strategy 3. Raise awareness and enroll children in high quality early learning programs and services that monitor child development across all domains and prepare children for kindergarten success. **Huntsville Hospital** will provide a home visiting program that will help target families break barriers that keep them from returning to the hospital for services. Assistance includes coordinating transportation to appointments, paying for medications, and buying equipment. HCS will provide slots for target children to enroll in their early learning preschool program. Preference will be based on income level. Target children will receive meals, assessments and supplies and will be screened for developmental preparedness, which includes interviewing parents to understand the child's needs and highlighting developmental benchmarks. To help early learners prepare for kindergarten, HCS will host "K For A Day," a dedicated time for incoming kindergarten students to experience the school environment and begin the transition to the classroom. HCS will also provide parent education opportunities through conferences and training on district technology tools. The YMCA will provide slots for quality childcare and preschool care, which includes developmental screening and interventions, infant nutrition, and parent enrichment. **Village of Promise**, a family advancement center seeking to empower families to break the cycle of poverty through age-based and need-related programming, will provide preschool education slots for 36 early learners in target housing. **Thrive Alabama** is a federally qualified health center providing comprehensive care. They will provide behavioral health screenings and referrals for target residents as well as

annual well-child health screenings and immunizations to target children. HCS has created an Academic Support Plan (ASP) with programs created specifically to improve outcomes for low-income households. The ASP includes kindergarten transition for students with limited classroom experience. **The United Way of Madison County** helps all children gain life readiness skills through evidence-based programs, and will provide services from their Born Learning program, including the installation of two early learning walking trails on site for resident use. **The Huntsville/Madison County Chamber** will provide education and workforce development services to prepare target residents for employment and economic growth.

Residents Served by Strategy/Committed Leverage	Target Youth (76, 0-5)
The United Way of Madison County (ages 0 - 5)	76 (100%)
Village of Promise (ages 0-5)	36 (47%)
The YMCA (ages 0-5)	100 (100%)
Thrive Alabama	76 (100%)
The Huntsville/Madison County Chamber	76 (100%)
Huntsville City Schools	76 (100%)
Resource Commitment: CNI Funds: \$710,000; Leverage: \$8,829,748	

H.6. Education Strategy – School-Aged Children. The following table reflects the Expected Results by the final year of the grant for these students.

Impact Statement: Children are proficient in core academic subjects.	
Expected Outcomes:	71 (85%) target students will be proficient in Math and ELA per state assessments (Grades 3-8 and once in high school).
Needs	The following is proxy data from the Alabama Department of Education for

Assessment	target students' academic performance, and from HCS based on addresses
Baseline:	<p>provided for target housing.</p> <p>1. <u>Proficiency 2021-2022 AY:</u> Academic achievement rates vary widely for schools serving Butler Terrace students. For example, at Blossomwood ES and Jones Valley ES, the rate is higher than the state average (60%) at 67% and 74% respectively, indicating an acceptable learning environment. However, at Sonnie Hereford ES, the rate is 35%, much lower than both the state average and the first two elementary schools, indicating a disparity. At Huntsville Junior High School, performance is slightly below the state average at 59%, and at Huntsville High School the rate is slightly above at 67%. Disaggregated student data shows much lower rates of academic achievement for target resident children: in grades 2-8, only 31% of Mill Creek students are proficient in math, and 38% in ELA.</p> <p>2. <u>Chronic Absenteeism 2021-2022 AY:</u> Rates of chronic absenteeism are high at many of the five schools compared to the state average of 18%, indicating an urgent need for intervention to improve school attendance and student performance. Rates are 15% at Blossomwood ES, 11% at Jones Valley HS and 34% at Sonnie Hereford ES. Chronic absenteeism is 30% at Huntsville JHS and 19% at Huntsville HS. Of Butler Terrace students, only 12% are chronically absent, signaling an interest in education among these students.</p> <p>3. According to the Resident Needs Assessment, 68% (40) of families reported having school-aged children in the household, and the majority (89%) indicated their children attend public schools. Among school-aged target children, 94% are not enrolled in an after school or tutoring program, and 50% do not participate in</p>

	<p>out-of-school activities. These low student involvement rates indicate the need for out-of-school time awareness, enrollment, and accessibility. It also is important to note that 43% of children do not use a computer on a regular basis, a likely factor in academic performance.</p>
<p>Strategies and Services. Strategy 1. Improve target students’ proficiency in core academic subjects. Target children and youth typically attend Jones Valley, Blossomwood or Sonnie Hereford Elementary Schools, Huntsville Junior High School, and Huntsville High School. A desegregation order at HCS has resulted in most Mill Creek students attending either Sonnie Hereford or Jones Valley Elementaries; the academic performance of these schools is starkly different, which has created a divided neighborhood with uneven outcomes. Most Butler Terrace students attend Sonnie Hereford, the lower performing school. The Family Services Center is a longstanding partner in Mill Creek and will provide personnel for FAST (Families and Schools Together), an evidence-based family engagement program that is designed to strengthen all family relationships, engage parents more with the school, enable them to advocate for their children's education, connect families to other families and community resources to reduce isolation and stress, and reduce incidents of child abuse and neglect. HEALS, Inc. is a non-profit organization dedicated to providing accessible, quality, school-based, healthcare for children and youth (0-19) in poverty. They have been established in the Mill Creek neighborhood for over 20 years. In alignment with this strategy, HEALS will provide school-based dental and optometry services as well as transportation for medical services for all youth. Deviating from its school-based model, HEALS, Inc. will be asked to consider offering dental and optometry services from the Smart Space Center, which would place needed services right in the heart of the neighborhood. Valley Arts Entertainment is a non-profit organization</p>	

dedicated to furthering music education in the community, and will provide high school mentoring, advanced training clinics from middle and high schoolers, scholarships, and intergenerational health and music therapy. **HCS** will provide a summer learning academy for middle and high school students, before/after school tutoring, a beginning of the year acceleration plan, targeted/tiered small group instruction based on achievement level as part of their Academic Support Plan, and peer counseling through the ThriveWay organizations. The district will also provide a middle to high school bridge program inclusive of a summer program with rotations and a high school mentoring program. **The Boys and Girls Club** seeks to enable all young people to realize their full potential. Their president, Patrick Wynn grew up in Butler Terrace and is dedicated to providing the following services to current residents: after school program slots for 150 youth; summer program slots for 150 youth; sports funding for 150 youth in basketball, soccer and baseball; a certified driving program for 150 youth; transportation for programs; and STEM labs to 150 youth. **Drake State Community and Technical College** will provide a summer camp for school-aged youth and tutoring services. Faith Covenant Academy is a home school program serving students over the age of 5 who are not appropriate for or choose not to attend public school, e.g., those with physical or mental illnesses, potential dropouts, expelled and suspended students, teen parents, non-graduating seniors, adults needing a high school equivalency, and judicial referrals. **Faith Covenant Academy** will provide tuition free scholarships for 25 students enrolled in independent study, 25 grants to families conducting traditional home school and micro-school grants for 20 students. **The Huntsville Madison County Public Library** provides outreach resources and will serve Mill Creek with access to delivered books and materials on a regular basis. **The United Way of Madison County** will provide services from Dolly Parton's Imagination Library and the On Our Sleeves Movement

to improve youth mental health. **Village of Promise** will provide their Freedom School Summer Reading program. **The YMCA** will provide afterschool programming and camps, a mobile library, and internship hours. HCS will provide transportation, counseling through the ThriveWay organization, on-site programming, a middle to high school bridge program to aid with transition, a high school mentoring program, and in-school medical resources. To combat chronic absenteeism, **HCS** will implement attendance initiatives with social workers and truancy officers as well partner with USI on its Attendance Awareness Initiative called, Cheeks in the Seats. **The Huntsville/Madison County Chamber** will provide K-12 education advocacy and programming to all families.

Strategy 2. Create an Arts Space to provide a well-rounded education for youth. Arts education is key to a well-rounded education, and students who participate in the arts are typically happier and often excel in academics. Mill Creek is fortunate to be home to the largest private arts center in the country, Lowe Mill ARTS and Entertainment, and also has a strong partner in musical programming, Valley Arts and Entertainment. Valley Arts and Entertainment currently offers music and dance classes to target children and will move these services on site in the newly developed housing community. Classes will be provided to mixed-income students on a sliding fee scale, and the revenue will enable Valley Arts to offer more cost-free instruction to low- and moderate-income residents at the target site.

Residents Served by Strategy/Committed Leverage	Target Youth (84, 6-17)
Drake State Community and Technical College	84 (100%)
Faith Covenant Academy	70 (83%)
Boys and Girls Club	84 (100%)

The Family Services Center	84 (100%)
HEALS, Inc.	84 (100%)
The Huntsville Madison County Public Library	84 (100%)
The United Way of Madison County	84 (100%)
Valley Arts Entertainment	84 (100%)
Village of Promise	84 (100%)
The YMCA	84 (100%)
The Huntsville/Madison County Chamber	84 (100%)
Resource Commitment: CNI Funds: \$710,000 Leverage: \$7,700,824	

Impact Statement: Youth graduate from high school college/career-ready	
Expected Outcomes:	100% (26) of target youth , including youth with disabilities, will graduate from high school college and career ready.
Needs Assessment Baseline:	<p>The following is proxy data from the Alabama Department of Education for target student's academic performance. Huntsville HS has a graduation rate of 91%, and 91% of students are considered college and career ready. These rates are higher than the state average (76%) for college and career readiness.</p> <p>However, despite being ready, the Resident Needs Assessment found that only 20% of target students are considering college or post-secondary job training.</p> <p>Households with school-age children expressed high satisfaction with HCS, especially with elementary schools, where satisfaction was 91%. Satisfaction goes down with the middle and high schools, 82% and 76% respectively.</p>
Strategies and Services. Strategy 1. Connect target youth to post-secondary education and	

career opportunities. Although graduation rates are high and parents seem satisfied with the quality of Target Youth education, the Resident Needs Assessment data shows a strong need to advance career connected learning opportunities for Target youth. 1) *Early identification and Support* – **USI Education Specialist** will work with TPS to accurately identify struggling students so that intensive instructional, monitoring and counseling support can be provided. For 8th and 9th graders, transition activities, personalization, academic and career connected learning opportunities will be essential. 2) *Individualized Plan and Counseling* – USI Education Specialists will encourage parents to include goals in the Family Development Plan that focus on having regular Target student meetings to address specific needs and challenges. 3) *Service Linkages* – USI Education Specialist will connect Target students with mentors, and community programs that meet their unique needs in finding a meaningful college and career pathway.

Drake State Community and Technical College is skilled in assessing the needs of participants and providing training leading to employment in demand occupations. They will provide academic counseling, career planning and GED Prep classes for 100 students. They will also provide pre-apprenticeships (leading to apprenticeships) with various companies, including Mazda Toyota Manufacturing. They also work closely with the Alabama Career Center to train participants for various occupations, which has led to an employment rate of above 80%. Drake will guide them through the Steps Program which provides comprehensive education services, from getting a GED to obtaining a training certificate. **The Huntsville Madison County Chamber** will provide career exploration and job fairs. **Village of Promise** will provide programs from their Promise Institute for Adult Education to all residents. **The YMCA** will provide internship hours for target youth. **Huntsville City Schools** will provide college and career technical services for target youth attending HCS schools. HCS will introduce a new

program in the 2024-25 academic year to help high school students recover credit for classes they may not have passed initially. The goal of the program, known as Accel Prep Academy (APA), is to help students get back on track academically by remediating unearned credits so they can graduate with their classmates and accelerate their learning. APA will be available to all 9-12 grade students in target housing. APA students will take core and elective classes daily with the option of participating in career and technical programs. Students may earn career tech credentials through the district's partnership with Drake State Community College. Additionally, the program will provide students with opportunities for community service and dual enrollment, and the district will provide college application and financial aid support coaching as part of students' Academic Support Plan.

Residents Served by Strategy/Committed Leverage	Target Youth (26, 13 -17)
Village of Promise	26 (100%)
The Huntsville/Madison County Chamber	26 (100%)
The YMCA	26 (100%)
Drake State Community and Technical College	26 (100%)
Huntsville City Schools	26 (100%)
Resource Commitment: CNI Funds: \$710,000; Leverage: \$22,306,598	

Supportive Services Sustainability. HHA will work closely with USI and all CNI partners to maintain supportive services for Butler Terrace, Johnson Towers, Butler Terrace Addition, and waitlist households in the years following grant completion. Several agencies and foundations in Huntsville have expressed interest in participating in these efforts, and MBS will contribute \$1,225,000 from the new development's operating budget. Known and planned fundraising commitments should be sufficient to sustain a high level of services for residents in perpetuity.

Exhibit B - People Budget

Huntsville Mill Creek People Budget

Case Management and Service Coordination: Budget Detail

People Program Management		Line Item	Start Up Oct - Dec 2024	2025	2026	2027	2028	2029	2030	2031	2032 (Through Sept)	Total
Direct People Strategy Oversight, Guidance and Leadership - monthly average for the time of the President, Exec. VP, Regional VP, VP of Education Initiatives, Operations Director, Data Director, Data Analyst and Executive Fellow spent directly supporting the Huntsville Mill Creek CNI People Strategy.		Urban Strategies Project Management										
Administrative (HR/IT/Compliance)		Administrative	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$1,098,000
			\$13,420	\$13,420	\$13,420	\$13,420	\$13,420	\$13,420	\$13,420	\$13,420	\$13,420	\$120,780
SERVICE COORDINATION SUBTOTAL (Lines 6 & 7)			\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$135,420.00	\$1,218,780.00
Case Management/Service Coordination/Direct Services		Line Item										
Salary for Regional Staff (20% time)		Personnel	\$50,000	\$68,000	\$70,040	\$72,141	\$74,305	\$76,535	\$78,831	\$81,196	\$60,897	\$631,944
Salary for 1 FT Senior Project Manager		Personnel	\$40,000	\$82,000	\$84,460	\$86,994	\$89,604	\$92,292	\$95,060	\$97,912	\$73,434	\$741,756
Salary for 1 FT Family Support Specialist Manager		Personnel	\$30,000	\$71,000	\$73,130	\$75,324	\$77,584	\$79,911	\$82,308	\$84,778	\$0	\$574,035
Salary for 4 FT Family Support Specialists/Mobility Specialists		Personnel	\$100,000	\$236,000	\$243,080	\$250,372	\$257,884	\$265,620	\$273,589	\$281,796	\$100,000	\$2,008,341
Salary for 1 Education Specialist		Personnel	\$25,000	\$59,000	\$60,770	\$62,593	\$64,471	\$66,405	\$68,397	\$70,449	\$50,000	\$527,085
Salary for 1 FT Workforce Specialist		Personnel	\$25,000	\$59,000	\$60,770	\$62,593	\$64,471	\$66,405	\$68,397	\$70,449	\$50,000	\$527,085
Salary for 2 PT Outreach Workers		Personnel	\$0	\$32,000	\$32,960	\$33,949	\$34,967	\$36,016	\$37,097	\$38,210	\$0	\$245,199
Social Security and Medicare Taxes, FL Unemployment Tax, Workers' Compensation, Health Insurance, Life Insurance, Long-Term Disability Insurance, Pension contributions, and employer contributions to employee Flexible Spending Account Plans for Urban Strategies employees		Fringe Benefits	\$99,900.00	\$224,590.00	\$231,327.70	\$238,267.53	\$245,415.56	\$252,778.02	\$266,694.48	\$268,172.21	\$123,702.43	\$1,950,847.92
USI PERSONNEL SUBTOTAL (Lines 11 - 15)			\$369,900.00	\$831,590.00	\$856,537.70	\$882,233.83	\$908,700.85	\$935,961.87	\$970,373.84	\$992,961.95	\$458,033.31	\$7,206,293.35
Equipment & Office Supplies (Computers, Phones, copier, supplies, etc.)		Office Supplies	\$40,000	\$23,700	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$1,000	\$79,317
Communications (Printing, mass texting service)		Communications	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,000	\$13,000
Office Operations (Payroll costs, software licenses, insurance, etc)		Office Operations	\$1,000	\$1,500	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$1,000	\$15,500
Mileage Reimbursement		Mileage	\$500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,000	\$12,000
Internet		Space	\$800	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$1,000	\$15,800
Staff Professional Development		Professional Development	\$3,000	\$3,000	\$5,000	\$3,000	\$5,000	\$3,000	\$4,000	\$2,000	\$1,000	\$29,000
LOCAL OPERATIONS SUBTOTAL (Lines 21 - 26)		Local Operations	\$46,800.00	\$33,200.00	\$14,500.00	\$12,500.00	\$14,500.00	\$12,500.00	\$13,500.00	\$11,117.00	\$6,000.00	\$164,617.00
Resident Leadership Development		Leadership Development	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$1,251	\$1,000	\$1,000	\$14,251
Resident Meetings & Events (Supplies, Transportation, Meeting Refreshments)		Resident Meetings	\$500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$12,500
RESIDENT ENGAGEMENT SUBTOTAL (Lines 28 & 29)		Resident Engagement	\$1,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$2,751.00	\$2,500.00	\$2,500.00	\$26,751.00
Resident Barrier Removal		Barrier Removal	\$1,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$1,500.00	\$1,500.00	\$1,500.00	\$15,500.00
Social Solutions data licensing fee for the LEARN system.		Data License	\$5,000.00	\$7,500.00	\$7,650.00	\$7,803.00	\$7,959.06	\$8,118.24	\$8,280.61	\$8,446.22	\$8,615.14	\$69,372.27
DIRECT SERVICE SUBTOTAL			\$424,200	\$877,790	\$884,188	\$908,037	\$936,660	\$962,080	\$996,405	\$1,016,525	\$476,648	\$7,482,534
Education												

Exhibit B - People Budget

Targeted Programming			\$30,000.00	\$50,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$50,000.00	\$50,000.00	\$25,000.00	\$505,000.00
Workforce													
Targeted Programming			\$30,000.00	\$50,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$42,664.00	\$50,000.00	\$50,000.00		\$41,022.00	\$488,686.00
Health													
Targeted Programming			\$10,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$25,000.00		\$0.00	\$305,000.00
PROGRAMMING SUBTOTAL			\$70,000.00	\$150,000.00	\$200,000.00	\$200,000.00	\$190,000.00	\$157,664.00	\$140,000.00	\$125,000.00		\$66,022.00	\$1,298,686.00
IMPLEMENTATION SUBTOTAL			\$629,620	\$1,163,210	\$1,219,608	\$1,243,457	\$1,262,080	\$1,255,164	\$1,271,825	\$1,276,945		\$678,090	\$10,000,000
Sustainability													
Endowment for Sustainability												\$0	\$0
SUSTAINABILITY SUBTOTAL													\$0
TOTAL													\$10,000,000
SOURCES													
CNI People Funds (Implementation)			\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000,000
Funds to be raised - Implementation			-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL													\$10,000,000