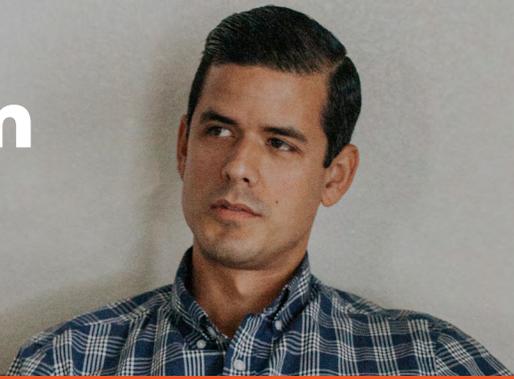


STATE OF THE AGENCY

Letter from the CEO



Thank you for taking the time to learn more about City Care through our State of the Agency for 2021. We hope this information provides insight into what is being done and hope for what could be.

Be encouraged! The year presented many challenges to our community but we continue leaning in, doing the work, and meeting new needs. In April, we opened our city's only low-barrier night shelter. We are welcoming in neighbors who may not be welcome anywhere else. Inside we'll provide data on our impact and outcomes at the shelter but we consistently return to the most important results of opening the Night Shelter and they are not easy to quantify. What is the value of having at least one open door in our community? How do you measure a person feeling valued? What is the cost of margin?

In six months we welcomed in 1,458 unduplicated guests that checked in a total of over 26,000 times. We've been home to 26 different families and guests checked in pets 755 times. Our storage areas are consistently full and have secured shopping carts, strollers, bikes, suitcases, and so many other items. We know these areas have lightened the burden for those who are used to carrying all they own. We have been at capacity every night since the 6th night we opened.

So, thank you. The work happening at the Night Shelter would not be possible without your partnership and investment. We are so grateful and we know for those who come in each night nothing could be more meaningful than feeling welcomed in to a safe place to find rest.

Our Whiz Kids and Supportive Communities programs continue to adjust in a year that still presents new challenges and opportunities. We approach each new problem with open minds and a willingness to adapt. We remain committed to the families and children in our care at Whiz Kids and excited to continue empowering churches across the city as we tighten the bonds in our communities between churches, schools, and the families in these neighborhoods. Our 112 units of housing at our Supportive Communities program remain at capacity and we have spent the year reconnecting and reopening, prioritizing the community aspects that are so essential to recovery with the need to protect the health of those in our care.

With all this work we stand in the tension of celebrating what we do together and knowing there is more to be done. Our community is wrestling with the questions of what it looks like to be a city where all can flourish. Where it doesn't matter where you've come from or what you need, we are a place where you can continue your journey towards a purposeful life lived feeling known and loved. We welcome the opportunity to spur the community on in these conversations.

We hope what you'll read here encourages you as you see the needs being met. We also hope you feel empowered to continue leveraging whatever you have on behalf of those in need. We believe these are community issues that deserve a community response.

Thank you for your continued investment and for believing in what could be.

Adam Luck
Chief Executive Officer

**THE POOR ARE A
BYPRODUCT OF THE
SYSTEM IN WHICH
WE LIVE AND FOR
WHICH WE ARE
RESPONSIBLE...
HENCE, THE POVERTY
OF THE POOR IS NOT
A CALL TO GENEROUS
RELIEF ACTION, BUT
A DEMAND THAT
WE GO AND BUILD A
DIFFERENT SOCIAL
ORDER.**

Gustavo Gutiérrez

The Power of the Poor in History



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2021 Budget Summary

2020 Financial Position

2021 Financial Position

As of September 30, 2021

| | | | | |
|---------------------------------------|-------------------|-------------------|---------------------------------------|--|
| Assets | | | Assets | |
| Current Assets | 671,235 | 510,37 | Current Assets | |
| Checking/Savings | 198,687 | 14,349 | Checking/Savings | |
| Other Current Assets | 504,744 | 271,117 | Other Current Assets | |
| Total Current Assets | 1,374,666 | 796,402 | Total Current Assets | |
| Fixed Assets | | | Fixed Assets | |
| 1560-00 Night Shelter | 3,521,546 | 4,015,929 | 1560-00 Night Shelter | |
| 1500-00 Affordable Housing | 6,487,429 | 6,487,429 | 1500-00 Affordable Housing | |
| 1600-00 Vehicles | 35,045 | 35,045 | 1600-00 Vehicles | |
| 1700-00 Accum Depreciation | -1,108,264 | -1,108,264 | 1700-00 Accum Depreciation | |
| Total Fixed Assets | 8,935,755 | 9,430,139 | Total Fixed Assets | |
| Other Assets | | | Other Assets | |
| 1800-00 Endowments | 115,547 | 115,547 | 1800-00 Endowments | |
| 1900-00 Loans for Housing (Non-cash) | 585,034 | 585,034 | 1900-00 Loans for Housing (Non-cash) | |
| Total Other Assets | 700,581 | 700,581 | Total Other Assets | |
| TOTAL ASSETS | 11,011,003 | 10,927,122 | TOTAL ASSETS | |
| Liabilities & Equity | | | Liabilities & Equity | |
| Liabilities | | | Liabilities | |
| Current Liabilities | 803,273 | 323,511 | Current Liabilities | |
| Long Term Liabilities | 5,710,486 | 5,829,854 | Long Term Liabilities | |
| Total Liabilities | 6,513,759 | 6,153,366 | Total Liabilities | |
| Equity | | | Equity | |
| 3000-11 Net Assets Restricted By Use | 158,482 | 158,482 | 3000-11 Net Assets Restricted By Use | |
| 3000-00 Opening Bal Equity | 242,523 | 242,523 | 3000-00 Opening Bal Equity | |
| 3000-10 Retained Earnings | 3,496,860 | 4,096,238 | 3000-10 Retained Earnings | |
| Net Income | 599,379 | 276,512 | Net Income | |
| Total Equity | 4,497,244 | 4,773,757 | Total Equity | |
| Total Liabilities & Equity | 11,011,003 | 10,927,122 | Total Liabilities & Equity | |

Development

This summer, Giving USA Foundation released the Report on Philanthropy for the Year 2020 and the Philanthropy Network of Greater Philadelphia provided a summary of the findings. This synopsis reported that despite the challenges of the past year, national charitable giving grew 5.1% over 2019. Adjusted for inflation, the increase lands around 3.8%. The study and summary also found that foundation giving and giving by individuals grew, while corporate giving declined. What we're able to glean from these reports is that donors are responding to urgent needs. The Philanthropy Network surmised that fundraising professionals and nonprofit leaders undoubtedly contributed to this increase by adjusting fundraising methods and outreach strategies and by utilizing innovative approaches to the ask; former trusty ways were no longer so reliable. This opportunity to innovate will certainly carry over into future fundraising strategies.

Realizing the value and impact of storytelling through video is something that we learned in 2020 and will continue to utilize moving forward. We released an FAQ series on social media this year, which debunked some common misconceptions and stereotypes surrounding topics like childhood trauma, early education, the criminal justice system, justice-involved individuals, homelessness, and substance use disorder. This series had over 3,200 views and the feedback was so positive, it now lives permanently on our website as a resource for the community.

Additionally, in January of this year, we added a full-time grant writer to our development team. To date, she has submitted 119 foundation and government applications, totaling \$4,494,750, and has been granted \$1,178,667 (24%) from 29 grantors. 11 of these 29 grantors were first-time donors to City Care. This position has greatly increased the capacity of our development team and will continue to do so for years to come.

We saw the return of live events this year and produced three in-person events in the month of August. Two returning fundraisers, the Stan Deardeuff Memorial Golf Classic and The Odyssey Project, raised more unrestricted support for City Care than they ever had previously and surpassed their fundraising goals by a combined total of \$42,610. The third event, which was a small, intimate dinner celebrating the 25th anniversary of Whiz Kids, raised \$124,560 for the program. \$54,560 of this will be realized by the end of this year and another \$70,000 in pledges were made through 2025.

In an effort to capitalize on the growth of individual donors, we used these events to promote loyalty programs for our donors and incentivized recurring, monthly donations and multi-year gifts. This shift has allowed us to plan for long-term giving from donors of all giving levels, ensuring investment for the long haul.

To date, our annual campaign has seen a 60.5% increase in individual giving, a 4.5% increase in corporate gifts, a 32.2% increase in foundation contributions, and a 60.5% increase in government grants from 2020 to 2021.

HOMELESS SERVICES



**Night
Shelter**

**Diversion
Hub**

**Samaritan
App**





Night Shelter

After two years of planning, designing and building, we opened our shelter April 6, right in the middle of a global pandemic. In a mere three weeks, after opening every bed available, the shelter was full, cots lined the hallways, and we experienced the crushing disappointment of having to turn weary would-be guests away because there are no more beds available. Since April, we've had 26,103 check-ins by 1,458 unduplicated people. This includes 26 families & 55 children. The Point in Time Count detailed a nearly 100% increase in unsheltered homelessness between 2017 and 2019. Yet still, we couldn't predict the volume, degree and complexity of the need we would encounter as we opened our doors. The 140 souls who rest with us each night come with extreme medical, and mental health needs, nonexistent relational margin, decades of despair, no IDs, housing, income, access to needed medication or transportation. Add to this the stress of COVID-19, and well...you get the picture.

Upon opening, we hired 21 well-qualified staff members, and in 2 weeks, 9 of them quit. It was a lot. It was more than some could process and handle. We were forced back to the drawing board, recommitted ourselves to attracting and retaining top level talent, despite the challenging labor market. We got creative, increased pay, offered benefits like paid rest weeks and over-hired.

Attrition immediately stabilized and we were able to turn our attention to addressing the systemic issues that make a place like our shelter necessary while also meeting the unique, desperate and complex needs of each individual who comes to us for rest. And so we go, one by one, changing bandages where limbs used to be, putting new socks and shoes on weary feet, celebrating birthdays and housing successes, playing games with our littlest ones, and walking our four-legged fur friends, while holding loosely to any formal authority granted to us as a nonprofit, and instead, inviting the community to join us in this sacred work.

If you haven't yet joined us for a tour, please know we are so eager to show you around. To schedule, please call Kai at 652-1112 and she will take great care of you.



April 6 - September 30

Total Check-ins

26,103

Total Pet Hotel check-ins

755

Unduplicated children served

55

Unduplicated individuals served

1,458

Volunteer Hours

2,864

Volunteers

205



The crisp fall air is our cue to start stocking up on cold weather gear for our houseless neighbors. If you would like to help, you can visit our wishlist and have items shipped directly to the Night Shelter.
<https://a.co/7Ekvtvg>

Diversion Hub

Diversion programs come in many forms and have proven to cost communities less and are more effective for the participant than incarceration. The basic principles are well-established and straightforward: A person convicted of a crime fulfills specific requirements, such as completing treatment, paying restitution, or performing community services for some time. In 2020, due in large part to the vision and investment of The Arnall Family Foundation, The Diversion Hub was founded, and City Care was given the opportunity to embed a Housing Navigator in the collaborative team of subject matter experts focused on providing housing stability, employment and recovery services and justice navigation. The Diversion Hub is **currently assisting 2800 individuals** with justice involvement in Oklahoma County in maintaining court compliance, completing mandatory probation and meeting their avowed goals.

As with all our programs, charting success through the choppy waters caused by COVID-19 has been an exercise in extreme endurance. Requests for support in accessing IDs, emergency shelter, mental health and recovery have flooded our office. And to complicate an already lean pipeline of resources, court compliance often requires these areas of need to be satisfied quickly, despite social service agencies and DMVs being closed for prolonged amounts of time, causing response for service requests to be backed up for months.

Despite these and many other challenges, we are so grateful to have a front row seat to the incredible stories of resilience and success being written by our diversion participants.

Number of justice-involved clients
experiencing homelessness served

89

Number of justice-involved clients
housed to date

56

Currently assisting

28000

individuals

If you are interested in learning more about
The Diversion Hub, visit www.okdiversionhub.org

Samaritan App

Last year we introduced you to Samaritan—a pilot we launched in partnership with United Way of Central Oklahoma. Through technology, Samaritan invites our community into relationship with our unsheltered neighbors. In the app, our Samaritans are able to learn the stories of our Beacon Holders, and encourage them directly as they reach their goals in housing, employment and recovery. We just wrapped up the pilot last month, and are thrilled to report to you the results.

In our 12-month pilot, we enrolled **54 Beacon Holders**, who were experiencing homelessness and not accessing social services. In that same time period, **662 Samaritans** downloaded the app and **sent 593 encouraging messages** and **\$38,910** in direct donations to Beacon Holders to be used for essentials, rent deposits, medical care and transportation. Beacon Holders remained eligible for the program as long as they attended their life care appointments and worked towards their goals.

Incredibly, we housed **32** of our community's most vulnerable citizens, and to date, **25** of them have remained stably housed. Overwhelmingly, our participants remarked how energized and inspired they were by the direct messages of support. Relational margin is something every single person living on the streets lacks. This is well-known, and so detrimental to the human spirit, yet it is nearly impossible to program into our services offered. Our staff is made up of 42 people who care deeply about others, but they cannot provide everything the thousands living unhoused in Oklahoma City need.

Through Samaritan, real relationships were forged and for the first time in a long time, our Beacon Holders felt seen and known. And while that may be impossible to quantify, it is perhaps the most critical component for life change.

Total Number of Beacon Holders

54

Total Number of Beacon Holders
Housed Since Launch

32

Total Number of Beacon Holders that
have Maintained Their Housing to Date

25

Total Number of Samaritans

662

A Samaritan Story

Like so many last year, Kevin* lost his job due to the COVID outbreak. In addition to this abrupt end to a reliable income, he also struggled with substance use disorder. To make ends meet, he began creating and redeeming fraudulent retail receipts in exchange for cash.

Having run out of familial and relational margin, Kevin moved from Texas to Oklahoma to begin again. But without a safety net, things took a turn for the worse when Kevin was caught falsifying receipts at a store in Oklahoma City and was charged with Obtaining Property and/or Money by False Pretense and Theft of Property.

In just a few short weeks, Kevin found himself in a new state, homeless, jobless and facing multiple felony charges. After a sobering assessment of his life, Kevin went to an inpatient rehab program for three weeks to detox. After his exit from the program, with nowhere to go, Kevin went to a homeless shelter downtown.

It was here that Kevin connected with the Diversion Hub and City Care's Housing Navigator and began the hard work of rebuilding his life. Our Housing Navigator enrolled him onto the Samaritan App as a supplemental tool to help him earn money as he worked toward a more stable income. Right away, Kevin was drawn to technology as a new tool. In his own words, he said, "I was really good at utilizing technology and innovation for selfish gain. It's now my sincere desire to use these skills that God gave me for doing good." Within four months, Kevin secured an apartment, a job, and regular supporters on his Samaritan team. He said that the encouraging messages from Samaritans on the app would come as divine appointments. In moments of self-doubt, a message would appear with an encouragement at the exact right time. He said, "These little nudges really saved my life at times."

Kevin opened an encouraging note from a Samaritan who had sent him a generous donation and the two began chatting regularly about faith and what a life in pursuit of God may look like. Kevin left these conversations inspired to find a church community to plug into. When City Care's Housing Navigator invited him to his church, he came that week, then the next and again the following week. In just two months, Kevin had re-embraced his faith, plugged into a small group and become a member.

Kevin and his Samaritan friend continued to talk often and when Kevin updated him on his progress, the Samaritan revealed himself to be the CEO of a tech company in Texas. He excitedly told Kevin that he had worked with the Board of Directors at his company to approve an opportunity for Kevin. He offered to send Kevin through a twelve-week training in coding and software development and that his company would cover 75% of his tuition. Upon completion of the course, Kevin would have an entry level job within the company and would be put on a payment plan that would cover the remaining 25%. The tuition was a total of \$35,000 that had mostly been waived. The schooling and the job could be done remotely. Our staff vetted this information and found the program was reputable and distinguished. Kevin was floored.

This Good Samaritan saw Kevin's story and believed there could be redemption in this technology skillset that had so negatively marked Kevin's life. He simply believed that Kevin's dreams aligned with the resources he possessed, and they both continued taking the next right step.

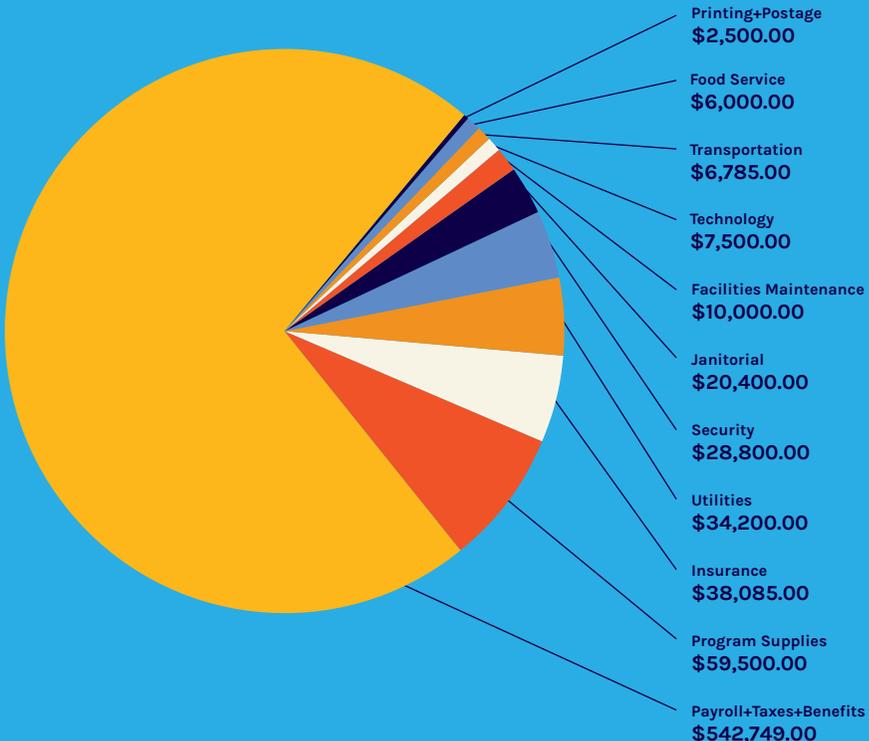
Kevin is now three weeks into his courses. Over the last eight months, so much of his life has been beautifully restored to him. It's not an easy road ahead, but he is working toward mending and repairing relationships with his family. The generosity, guidance, support and love he was freely given gave him a new perspective on the future and purpose of his life.

*Kevin's name has been changed to honor his privacy.

Homeless Services Budget Breakdown

Designated Donations
\$547,048

Total Expenses
\$756,519





SUPPORTIVES COMMUNITIES

Supportive Communities

A common myth is that cities like Oklahoma City "do too much" for people experiencing homelessness, making it easy to "stay homeless." But even before the pandemic, unsheltered homelessness had been trending up for several years all across the United States. In 2021, National Alliance to End Homelessness reported a **30% increase in unsheltered homelessness since 2015**, erasing a decade's worth of progress. There are as many neighbors living in places unfit for human habitation today as when we began coordinated data collection and reporting in 2007. This issue is not unique to Oklahoma City or our particular brand of accommodation.

Poor health is both a major cause and a devastating result of homelessness. **City Care is home to 173 people** transitioning from homelessness and **100% of the 115 heads of households have at least one disability**. They come to us lacking health insurance and are in extreme need of assistance in resolving their medical and psychosocial needs.

Housing people saves communities millions of dollars in unpaid emergency services costs each year. As Malcolm Gladwell detailed in a 2006 article for the New Yorker, "Million-Dollar Murray," an unhoused gentleman living on the streets in Reno, cost the state of Nevada \$1 million in unpaid emergency department and medical costs-while never getting to the core cause of his homelessness. Oklahoma City did their own study in 2010, and had similar findings. As many as 80% of unpaid emergency department visits made by people struggling with homelessness are for illnesses that could have been addressed through preventive care.

Upon move in, each of our residents is assigned an advocate, who helps them build and provides accountability for their self-directed housing plans, which include access to health insurance, stabilizing health and mental health, access to income through employment or disability, recovery support and relational margin.

Our residences are always full. The latest estimate showed that **Oklahoma City is lacking 4,500 units of affordable housing** to meet pre-pandemic needs. **Maps 4 will provide an estimated 1,000 units, 500 of which will be for low-income neighbors, and 500 will be designated as work ready units.** As service providers, we are eager for these additions, while balancing the understanding that there is so much more work to be done.

Total Number of Residents Served Last 12 Months

173

Of those served the last 12 months,
our residents reported a history of:

Mental Health Disorder

65

Substance Use Disorder

91

Chronic Health Issue

9

Development Disability

3

Physical Disability

14

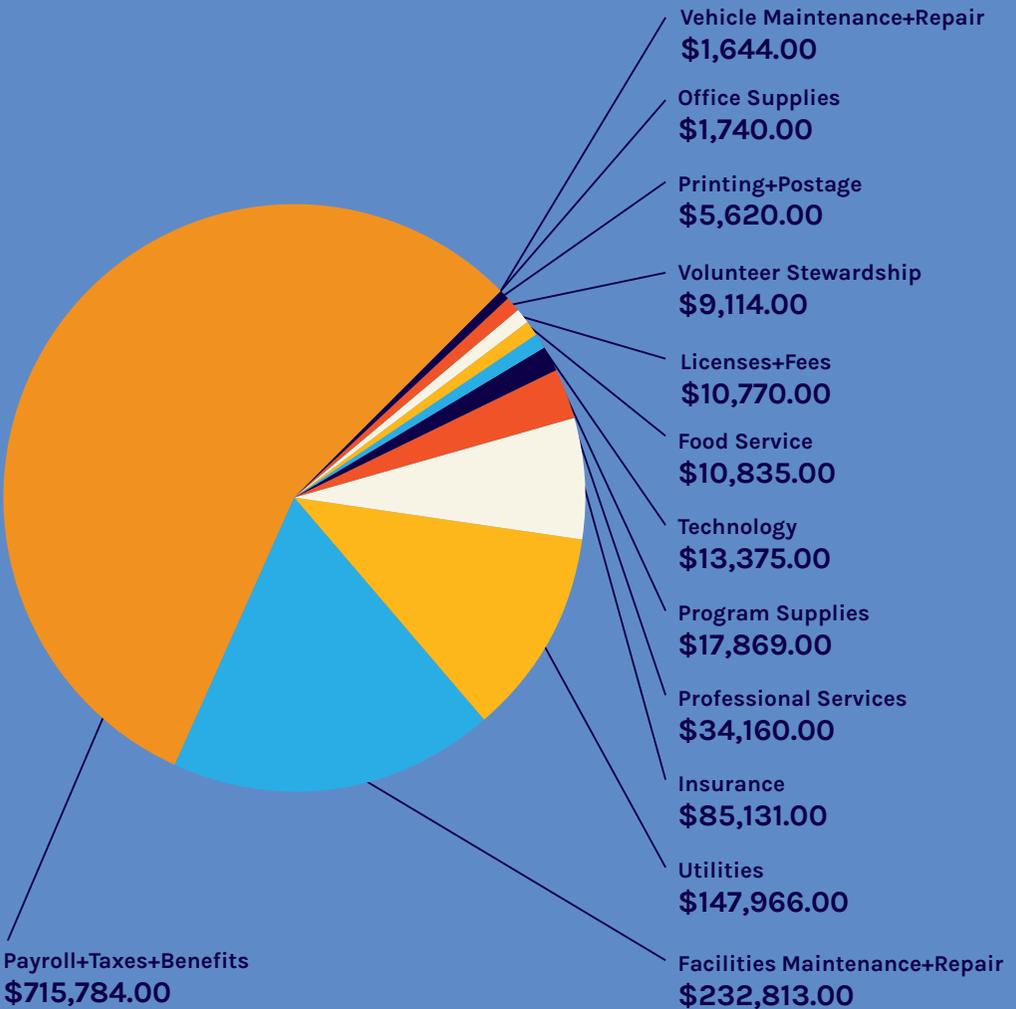
History of Domestic Violence

31

Budget Breakdown

Designated Donations
\$534,100

Total Expenses
\$1,286,821

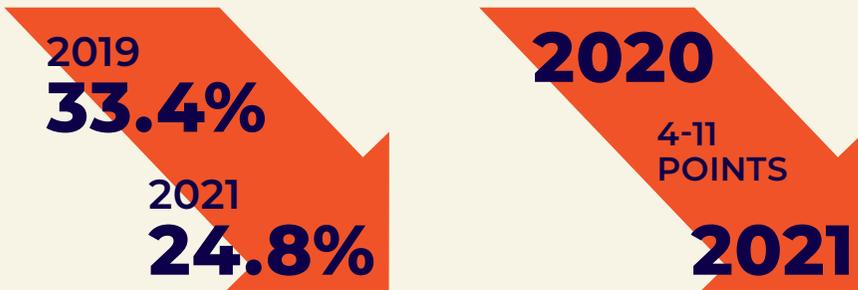




Whiz Kids

Over the past 18 months, we've experienced the worst disruption to public schooling in modern history. After every school in the nation closed in March of 2020, face-to-face schooling was replaced with piecemealed virtual learning and sporadic in person instruction. The resulting setbacks and unfinished learning that occurred have had grave implications for all students across the nation, but calamitous for marginalized communities, linguistic and racial minorities, and children in high poverty schools. These children bore the weight of the pandemic's academic burden.

Results from the Oklahoma School Testing Program (OSTP) released at the end of September, provided the first statewide measure of student performance during the pandemic. There was a nine-percentage-point drop in proficiency in English Language Arts, declining from 33.4% in 2019 to 24.8% in 2021. Zooming out further, based on an assessment of 5.5 million students in grades 3 through 8 from NWEA, a nonprofit organization that measures the growth and performance of students from grades pre-K to 12, by the spring of 2021, students in high-poverty schools saw results that were down 4 to 11 points in reading compared to fall of 2020.



“All together, these results highlight that the COVID-19 pandemic impacted marginalized students more, and as a result, exacerbated pre-existing inequities in educational opportunities and outcomes,” reads the NWEA report.

The data represents a massive need for our community to collectively gather around our kids and own this issue on their behalf. Whiz Kids is a meaningful avenue in addressing academic disparities, because our kids have historically scored 32 points higher than their peers on state-administered reading tests. Currently, there are 12,151 OKCPS students in grades first through fourth that are eligible to participate in Whiz Kids, and that is only one district out of the 8 Whiz Kids currently partners with. The need is great, and we are invited by the gospel in which we abide to live given to one another.

The faithfulness of our Whiz Kids community improves reading scores, but most significantly, it provides a place of belonging. Belonging is the antidote to the crushing isolation and othering we've experienced. No one needs a safe space of belonging more than our kids to recover, heal and root into new rhythms of growing together.

At this juncture, we're called to be bold, creative, equitable, and tender for recovery and growth forward. This is the opportunity where transformation in the context of community support, investment, and service can shift the trajectory of every student we encounter. Increasing our commitment to intentional care and holy hospitality for each child needing the intervention of our services in this community requires an added layer of intention, grace and a willingness to extend beyond ourselves in the service of others. That is true now, more than ever. But what is also true, we have 25 years of serving alongside a community doing this so well. The magic of Whiz Kids happens in our one-to-one mentoring, when we are present enough to hear, see and marvel at the imago dei exuding from the child learning beside us.

It's impossible to overlook just how personal this data is when we consider the child that sits across from us each week during one-to-one mentoring at Whiz Kids. Our students, in many cases, lacked access to adequate books and broadband, or had caregivers unable to provide focused at home schooling structure due to essential or hourly jobs. Our response at Whiz Kids was swift and adaptive. Even in the storm of un-precedence the obstacle continued to be the way forward. We quickly created a model for virtual mentoring and our team hand delivered monthly book kits and food to ensure our students were still holistically nurtured. Kids like Isabella*, a kindergartener at the time, squeezed into her older sister's computer screen and inhaled every book read and story of Jesus told. She and so many others were tethered in belonging by a mentor that knew them and their needs, and were buoyed by their connection to Whiz Kids. Now as a second grader, Isabella is still talking about the chocolate cake her sister's mentor delivered on her birthday in 2020.



The beloved Fred Rogers once said, “We live in a world in which we need to share responsibility. It’s easy to say “It’s not my child, not my community, not my world, not my problem.” Then there are those who see the need and respond. I consider those people my heroes.”

Number of kids in 1st-4th grade in OKCPS who qualify for Whiz Kids

12,151

Total number of volunteer hours for 20-21

48,080

Average Volunteer Tenure

4.5 years

20-21 Unique Households Served

796

Current Number of Students Enrolled

379

Current Active Church Partners

44

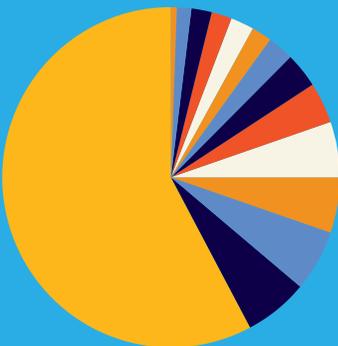
Since our founding in 1996, our volunteers have volunteered more than

1,325,812 hours

We've served over

13,381 students

Budget Breakdown



Designated Donations \$362,651

Total Expenses \$577,535

| | | |
|--------------------|-----------------------|------------------------|
| Committee Meetings | Volunteer Stewardship | Teacher Liaisons |
| \$548.00 | \$12,000.00 | \$30,400.00 |
| Dues+Subscriptions | Volunteer Training | Rent+Utilities |
| \$899.00 | \$12,390.00 | \$34,583.00 |
| Office Supplies | Promotional Materials | Camp Whiz Kids |
| \$2,450.00 | \$13,450.00 | \$35,000.00 |
| Technology | Volunteer Recruitment | Payroll+Taxes+Benefits |
| \$8,500.00 | \$20,165.00 | \$332,832.00 |
| Insurance | Curriculum+Books | |
| \$11,148.00 | \$21,820.00 | |
| Printing+Postage | Site Stipends | |
| \$11,350.00 | \$30,000.00 | |

Social Media

City Care followers

Facebook

5,089

average
engagement rate
for nonprofits is

.13%

City Care average
engagement rate
YTD is

3.9%

Instagram

3,065

average 90 day
engagement rate
for nonprofits is

1.41%

City Care average
engagement rate
YTD is

3.99%

consisting of

878

content interactions

with

21,953

impressions

Twitter

1,636

quarterly average
engagement rate for
nonprofits is

.055%

Q1

1.4%

Q2

1.3%

Q3

.8%

Averaging at

1.16%

Website

YTD Site Sessions

34,844

Increase of **295%** over this time last year



34

countries were represented by at least two sessions on our website

YTD Unique Visitors

26,619

Increase of **342%** over this time last year



362

were returning visitors, the rest were new

The top traffic sources to our website were Facebook, Google, and Direct

Our Values



1

People First

2

Activists for the Overlooked

3

Whole Care

4

United in Collaboration

5

Unrelenting Commitment

People First

Our community, our team and the people we serve are at the heart of all we do.

Putting people first means creating meaningful relationships with everyone we encounter, whether it's a new visitor to the day shelter, staff member, donor, or volunteer. It means not having a one-size-fits all solution and being flexible in order to best serve someone's needs. And most importantly, we believe that every person has value and deserves respect.

LEADERSHIP

Knowing and understanding your team as individuals with unique personalities, strengths, and weaknesses

Hearing your team first and be a resource to find solutions before blaming others, first reflect on what you could have done differently

Assume good intentions

DONORS

Knowing and understanding people in extreme poverty as real individuals with real needs and intrinsic value to our community

Understand and connect to the mission of City Care

STAFF

Knowing and understanding your clients & your team members as individuals with unique personalities, strengths, and weaknesses

Hearing your clients first and be a resource to find solutions before placing blame on a client or team member first reflect on what you could have done differently

Assume good intentions

VOLUNTEERS

Knowing and understanding people in extreme poverty as real individuals with real needs and intrinsic value to our community

Understand and connect to the mission of City Care

2 Activists for the Overlooked

Our community, our team and the people we serve are at the heart of all we do.

In order to create change, we believe that everyone has to acknowledge that those in poverty are real people with emotions, their own story, their own challenges that may be no different than our own. We understand that we must extend our hand to those in need as one day we may need a hand extended to us in our time of need. We believe that creating this culture of empathy and understanding is necessary in order to genuinely impact the lives of those we serve, to make each of us in our society whole, and passionately spread awareness to our community.

LEADERSHIP

- Leading with empathy
- Leading by example
- Modeling healthy, compassionate, honest communication
- Modeling dignity & integrity
- Love what you do
- Thoughtful instead of impulsive

DONORS

- Practice empathy
- Give generously
- Remain 'why' focused

STAFF

- Practice empathy
- Be passionate about your work and take ownership
- Practice healthy, compassionate, honest communication
- Work with integrity
- Love what you do
- Thoughtful instead of impulsive

VOLUNTEERS

- Practice empathy and compassion towards clients and staff
- Remain optimistic
- Be passionate about the mission of City Care

Whole Care

We believe in bringing together comprehensive care to those in extreme poverty.

As leaders in the community for over 25 years, we know that homelessness does not end with housing. By connecting those in need to comprehensive care in areas such as addiction, mental health, employment, prevention and more, we can help individuals out of poverty and onto a new path of opportunity.

LEADERSHIP

- Create a learning environment
- Enforce a healthy work/life balance
- Celebrate the successes, learn from failures

STAFF

- Provide whole care for yourself
- Provide whole care for your clients
- Practice a healthy work/life balance
- Celebrate the successes, learn from failures
- Care for our clients at every stage in life

DONORS

- Stay educated on the variety of services City Care offers
- Donate to care for the whole individual

VOLUNTEERS

- Stay educated on the services City Care offers
- Be willing to volunteer where needed

United in Collaboration

By working together and creating steadfast partnerships, we can change the lives of those who live on the fringes and unify our community.

We believe that inspiring and fostering collaboration helps us create the best solution to serve those who are disadvantaged in Oklahoma City. This not only helps us create stronger relationships with those in need, but with our city as a whole. Our society cannot survive on one person alone. We are all connected and need to work together.

LEADERSHIP

- Be a good listener
- Find ways to partner across teams
- Work as a team: we did this together
- "We" and "us" rather than "I" and "me"
- Embrace a learning environment

STAFF

- Be a good listener
- Be a team player
- Succeed as a team
- Be willing to collaborate across programs

DONORS

- Make connections in the community
- Share your story with others

VOLUNTEERS

- Be willing to collaborate and volunteer across programs
- Share your story with others

Unrelenting Commitment

We are committed to resolving extreme poverty and creating long-term success for all people in our community.

We understand that this is a lifelong goal and we value endurance and determination to pursue this vision. We know change can move slowly, whether it's moving one day at a time, one obstacle at a time, or one person at a time. We stay committed to providing whole care to those in need.

LEADERSHIP

- Stay engaged and invested in your team
- Equip & empower your team with the resources they need
- Remain purpose-driven
- Proactive instead of reactive

STAFF

- Stay engaged and invested in City Care's mission
- Equip & empower your clients with the resources they need remain purpose-driven
- Be proactive instead of reactive
- Show grit and endurance, working through challenges

DONORS

- Stay engaged and invested in City Care's mission
- Believe change is possible
- Find ways to stay involved

VOLUNTEERS

- Believe change is possible
- Find ways to stay involved

Donors

Our sincere and heartfelt gratitude to the incredible donors who linked arms and marched on in lockstep with us this past year. We could not even begin to predict what would come, but your commitment to our city's most vulnerable inspired and guided us all. A million thanks.

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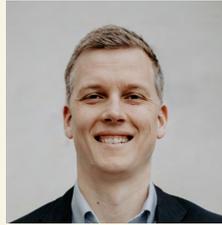
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