



The City of New York Manhattan Community Board 3
Cannabis Questionnaire

A. Applicant Information

1. Name of nonprofit applicant (corporation name and dba):

The corporate name of the applicant is GOTHAM CAURD LLC, DBA "GOTHAM"

2. Address, email, telephone number:

Corporate address: 397 W 12th Street, New York, NY, 10014

Email address: GOTHAMCAURDLLC@Gmail.com

Phone Number: (917) 496-6786

3. Type of license, license number, OCM application number:

Type of License: Conditional Adult Use Retail Dispensary (CAURD) License

OCM application/ license number: OCMCAURD-2-22-000598

4. All Partners with percentage of partnership:

Ownership structure:

- Second Chance New York, Inc. – 51%
- SW 2022 Trust – 48%
- Jason Gibson – 1%

5. Historical Relationship to social and economic inequity of each partner:

Please find "exhibit A" "Qualifying Non-Profit Eligibility" following the questionnaire.

6. Responsibility of each partner to the business:

- STRIVE International, Inc. ("STRIVE") exercises sole control over Gotham CAURD LLC through its designee, Second Chance New York, Inc. ("SCNY"), a not-for-profit that operates solely to support the mission of STRIVE.
- SCNY is managed by Jason Gibson, a Justice Involved Individual who is the Chairman of the Board of Directors of SCNY, the Sole Manager of Gotham CAURD LLC, and is a member of STRIVE's Advisory Committee



- To preserve STRIVE's 501c3 status and federal funding, STRIVE appointed Jason Gibson as an independent Manager to oversee the management and operation of Gotham CAURD LLC
- By virtue of STRIVE's sole control over Gotham CAURD LLC, Mr. Gibson serves at the pleasure of STRIVE and may not be removed or replaced as Manager of Gotham CAURD LLC without STRIVE's consent.
- Gotham CAURD LLC's day to day operations will be managed through a management services entity owned and controlled by Joanne Wilson.

7. Name and contact of applicant's representative:

Joanne Wilson serves as the manager of Gotham, she can be contacted by email at GOTHAMCAURDLLC@Gmail.com, or phone at (917) 496-6786.

B. Information for proposed location:

1. Proposed location Address:

3 East 3rd Street, New York, NY, 10013

2. Zoning for location:

Our proposed location is zoned 6C, Retail.

3. Certificate of Occupancy and number of people allowed:

The total occupancy limit for our proposed location is 142 in total including 52 occupants allowed in the basement, 70 allowed in the first floor retail space, and 20 allowed on the mezzanine. We have included the most recent Certificate of Occupancy for the building as "Exhibit B" following the questionnaire. An updated Certificate of Occupancy will be obtained once we have completed our architectural plans, file for permits, and complete construction on the location.

4. Describe residences and businesses above and both sides of proposed location:

The location shares borders on the left and the right with "Sweetgreens" fast casual restaurant, and "The Jewels Yoga and Meditation Center". Above the retail space are residential condominium units.



5. Landlord name, address, and phone number:

The proposed location is owned by 3E3 LLC. Joanne Wilson is the principal at said entity, and she can be reached by mail at 397 W 12th Street New York, NY, or by phone at (917) 496-6786.

6. Relationship of nonprofit and or partners to landlord:

Joanne Wilson has been a longtime supporter of Strive. She will also act as the manager of the retail dispensary operations at Gotham CAURD LLC.

C. Method of Operation

1. What are your proposed hours of operation:

While the current proposed adult use regulations put forth by the OCM allow for operations from 8am, to 2am, Gotham plans on operating in a way that respects the nature of the neighborhood, and its neighbors. Currently the plan is for Gotham to be open for business from 9am to 10pm daily.

2. How will you manage the sidewalk and vehicular traffic:

Gotham will employ a local security team to enforce a strict no loitering, idling, or double-parking policy in front of the store. We will utilize stanchions to prevent any potential queueing in front of the store from impeding the flow of pedestrian traffic. Under no circumstances will traffic from vehicles be slowed or stopped due to double parking, or idling as the security guards will enforce a zero tolerance policy for such activities.

3. Do you plan on using velvet ropes: Yes, we will utilize stanchions for line control at the exterior of the building as needed.

Will the façade be open or closed: Closed

Will the windows open: No

4. What measures will be taken to ensure that customers do not smoke outside in areas that would allow smoke to enter apartments or businesses above or nearby:

As a part of the employee training required by the OCM we must train all of our employees on our “alcohol free, drug free, and smoke free workplace policies”. Under no circumstances will employees be allowed to smoke cannabis, or cigarettes in front of, or behind the store allowing for smoke to enter neighboring buildings. Additionally, our security guards will be trained to spot consumers who



may be tempted to consume cannabis on the premises, or in the neighborhood directly surrounding our location, and immediately ask them to cease such activities as a part of our plan to be a good neighbor.

5. Will you have any events, entertainment, parties, music, amplified sound of any kind:

Yes, Gotham will host community events in the space.

6. If so, number per month, hours, sidewalk management plans for events?

While Gotham does have plans to host weekly community events, such as knitting classes, community leader speaking engagements, and other such activities, we do not have plans to have loud or disruptive events that would detract from the character of the neighborhood or the quality of life of our neighbors. All events will take place during business hours, and additional security to manage increased traffic to the store will be added in each case.

Additionally, while Gotham will have music inside of the store during operating hours, the music will not be loud or of an offensive or amplified nature such that it will be heard from the exterior or the store.

7. Will you agree to have all doors and windows closed when there is amplified sound within the business so that neighbors will not be impacted?:

Yes, all windows and doors will be closed at the facility at all times, including at any time that there is any sort of amplified sound within the business.

8. Describe any planned security for inside and outside:

Gotham will have onsite security guards who will be actively monitoring both the interior and exterior of the store during all business hours. The security staff will be trained to ensure all customers purchasing cannabis are of legal age, and that the sale of cannabis would not be a risk to health or safety of potential consumers. Additionally, these security guards will be trained to monitor the premises for potential illegal activity, whether that activity is taking place directly on the premises, or in a neighboring premise.

In addition to onsite security guards, Gotham will install a state-of-the-art security camera monitoring system which will be constantly monitoring the activity inside and outside of the location. These security cameras will not only be recording any potential unlawful or dangerous activity, but they will be monitored 24 hours a day by live staff trained on procedures to follow in the event of an emergency or illegal activity.



- 9. Will you meet with LESEN, the Lower East Side workforce development network to help identify local residents who meet the criteria for staffing the business?:**

Gotham intends to work with LESEN on a staffing plan for the dispensary. In fact there is already a great history of a positive working relationship between Strive and LESEN.



Exhibit A - Qualifying Non-Profit Eligibility

Historical Relationship to social and economic inequity of each partner:

Since 1984, STRIVE has been providing direct services to men and women who face significant barriers to becoming employed, including youth who are out of school and unemployed, the formerly incarcerated, public assistance recipients, non-custodial parents, the homeless, and recovering substance abusers. STRIVE's clients come from low-income neighborhoods from all boroughs of New York City.

STRIVE's East Harlem location provides direct services to both returning citizens and justice involved individuals with several employment-focused programs:

- **STRIVE Career Path:** our flagship program, this 10-12-week sectoral model serves all individuals ages 18+ to prepare students for careers in particular pathways with growing industries, such as healthcare, construction, business administration, and logistics.
- **STRIVE Future Leaders:** designed to meet the specific needs of opportunity youth, ages 18-24, primarily those with involvement in the juvenile justice system. The program takes between 6 and 16 weeks depending on what certifications the student chooses to obtain. Graduates connect to employment, internship, and educational opportunities.
- **STRIVE Fresh Start:** an 11-week program designed for justice involved adults who are returning from incarceration to support them with workforce development services, as well as legal support and other evidence-based interventions that enable successful community reentry.

Ultimately, through these programs, STRIVE:



- Provides a comprehensive workforce development program tailored to our student population, particularly to the unique needs of the formerly incarcerated and justice involved populations;
- Places graduates in jobs where they can earn a living wage, and;
- Provides effective case management to address barriers to success.

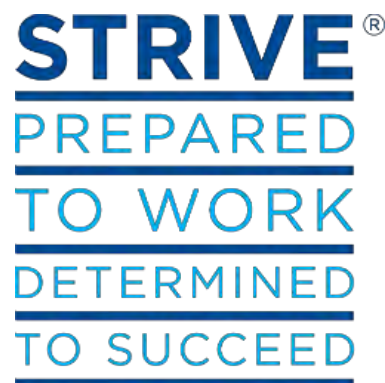
More detail regarding the direct services that STRIVE provides to its client population can be found in the presentation annexed as Schedule A, entitled “Equity for All: Building Pathways to Careers in High-Growth Industries for Upward Mobility,” as well as STRIVE’s latest non-web-based annual report from 2017, annexed hereto as Schedule B. More recent annual reports can be located on STRIVE’s website at the following address: <https://strive.org/publications>



Schedule A:

Equity for All:

Building Pathways to Careers in High-Growth Industries for Upward Mobility



Equity for All:

Building Pathways to Careers in

High-Growth Industries for Upward Mobility

2022

Purpose, Mission, Vision

Purpose

To ensure that everyone can achieve upward mobility and financial empowerment for themselves and their families.

Mission

We provide a pathway to life-changing careers and opportunities through comprehensive professional training, intensive personal support and self-empowerment for those who face societal barriers to advancement.

Vision

Employers, civic leaders, businesses, donors and neighbors across the country join STRIVE in building an inclusive economy for stronger, safer communities and a more equitable and just society for all.

STRIVE Values

EQUITY

We are committed to a just and fair society where every person has the supports, networks and opportunities necessary to thrive.

EMPOWERMENT

We have an unwavering belief in the worth of all people and the power of uplifting everyone's potential and voice.

RESILIENCE

We are inspired by the tenacity and determination of our students and we honor that spirit by always seeking solutions and never giving up.

EXCELLENCE

We value depth and quality in our services and actions and always challenge ourselves to elevate our impact.

INTEGRITY

We prioritize trust, honesty and accountability in our actions and our relationships.

PARTNERSHIP

We embrace deep and lasting relationships with our students, employers, investors, community-partners and key stakeholders.

The STRIVE Impact

80,000

GRADUATES
of the program across
the country
SINCE 1984

70%

PLACEMENT
rate in jobs to
move along a
career path

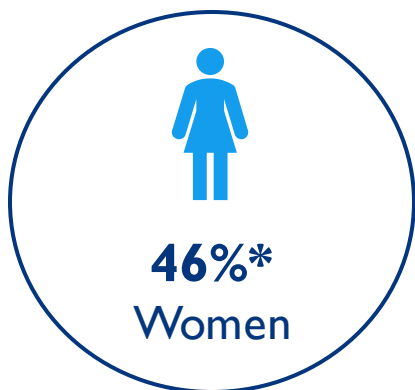
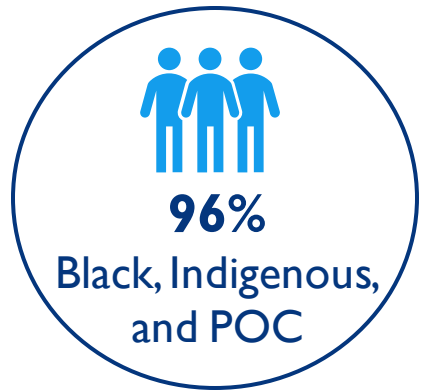
90%

GRADUATION
RATE

- ✓ Founded in East Harlem, New York in 1984
- ✓ A national leader with a unique vision of creating **pathways to economic opportunity** in under-served communities nationally for young adults & adults
- ✓ Focused on a **carefully-vetted set of career pathways** that are engines of opportunity in the communities we serve: Healthcare, Business Operations, IT Support, Logistics, Construction & Facilities
- ✓ Successfully **replicated in 13 US cities**

Who We Serve

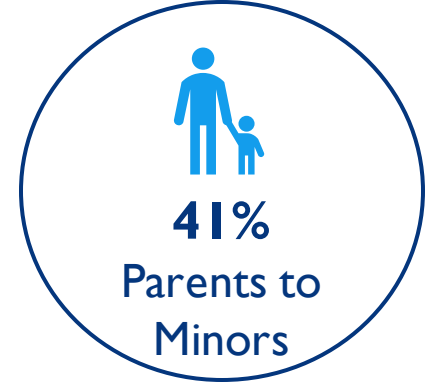
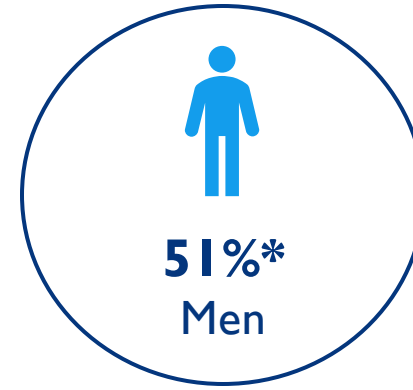
Our commitment to equity drives us to focus on students who face some of the highest barriers to employment



STRIVE students find us through:

- Local partnerships and referrals
- Our social media accounts, website, and online advertisements
- Recommendations of STRIVE alumni

*3% nonbinary



Our comprehensive, evidence-based model is carefully developed to foster long-term career success

STRIVE's program take a holistic approach through our **evidence-based 5-Pillar Model**.

This model addresses the whole person, meeting them where they are to drive toward **career advancement and upward mobility**.

The model is **deeply rooted in strong partnerships**, especially with employers, to inform training and build pipelines to local industry leaders.



All programs are based on:

The 5-Pillar Model

- All demographics
- Industry-driven
- 10-12 weeks

Career Path



- Specialized for the reentry population
- Demographic-driven
- 11 weeks

Fresh Start



- Specialized for justice-involved youth
- Demographic-driven
- 6-16 weeks

Future Leaders

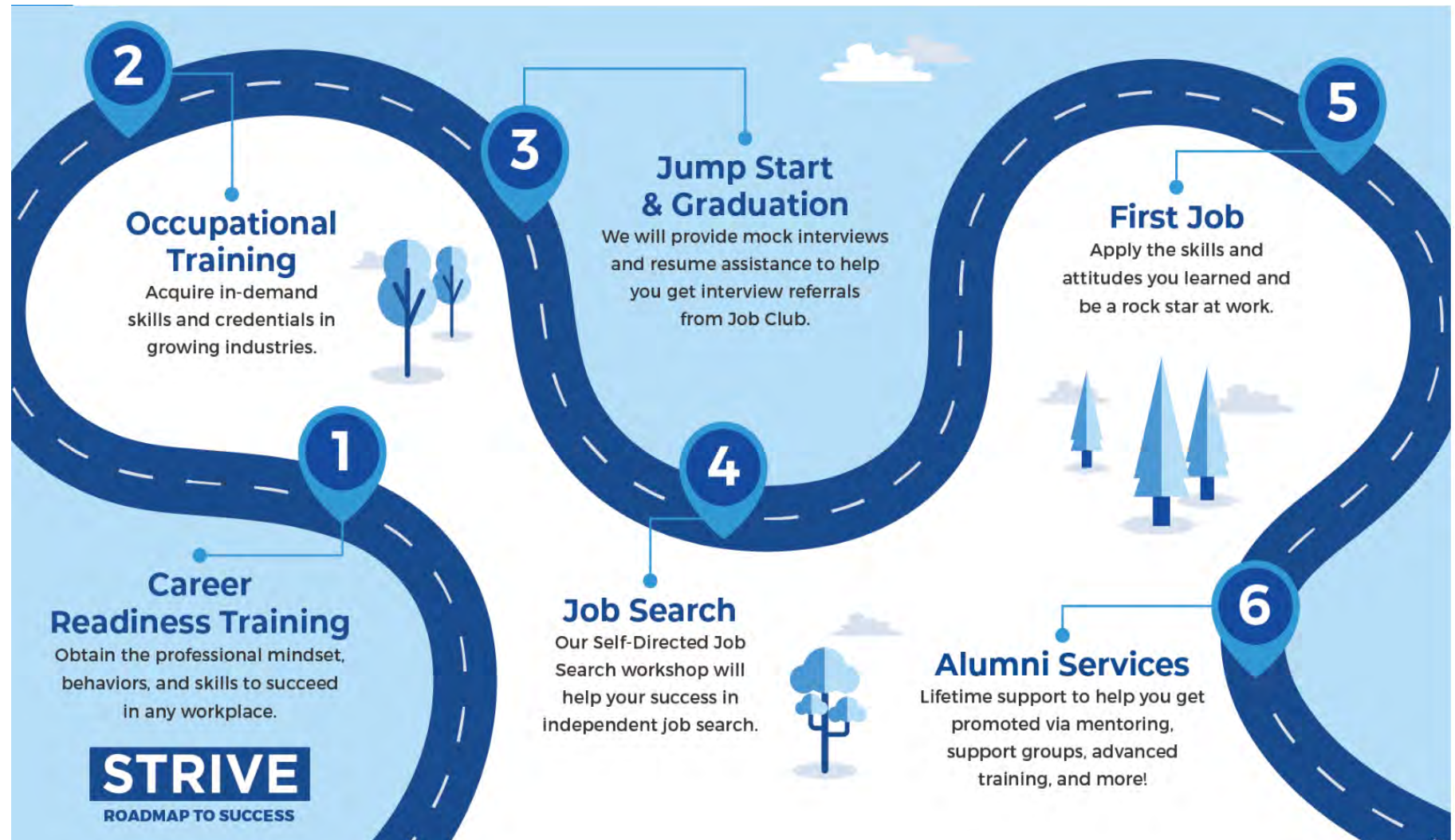


Roadmap to Success

Career Coaching
and wellness
support provided
throughout the
student journey

STRIVE
PREPARED
TO WORK
DETERMINED
TO SUCCEED

7



STRIVE 2020 Outcomes

STRIVE[®]
National Result



4,600+
alumni supported



1,235
students enrolled in
programs



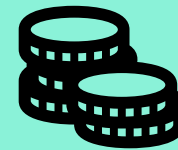
6,500+
lives impacted
through free programs



90%
graduation rate



907
job placement



\$18.06/hr
average starting wage



65,000+
hours of free
programming delivered

STRIVE New York 2020 Outcome



1,800

**alumni contacted/supported
during the pandemic**



589

job placements



336

**employer partners hired
STRIVE graduates**

STRIVE 2021 Outcomes

STRIVE[®]
National Result



3,300+

**lives impacted
through free programs**



1,070

**students enrolled in
programs**



85%

graduation rate

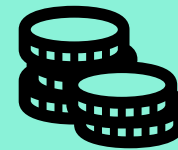


784

job placements



**Expanded Programs for
Justice-Involved
and Reentry**



\$18.94/hr

average NY starting wage



65,000+

**hours of free
programming delivered**

STRIVE New York 2021 Outcomes



218

students enrolled



426

job placements



278

**employer partners hired
STRIVE graduates**

Our model is rooted in deep employer partnerships



“STRIVE listened closely to our needs and worked with us to create a program that provides the specific skill set we were looking for.”

- VP of Human Resources, Mount Sinai Health System (NYC)

Graduate Profile: Brooke

- Brooke enrolled in STRIVE New York's Health and Office Operations Training in 2013
- After graduation, she built her career through jobs with ascending responsibility (to name a few):
 - At GFG Medical as a Medical Receptionist
 - At CityMD, as a Patient Service Representative
 - At Northwell Health Physician Partners as the Administrative Assistant in the Department of Neurology
- She received her Associates Degree in 2020
- Today, Brooke works at as Certified Surgical Technician for Lincoln Medical & Mental Health
 - She was recruited from New York and moved to North Carolina for the role



Brooke was a Graduate Speaker for the 2021 STRIVE Gala

STRIVE and Justice Impacted Populations

STRIVE has a long commitment to equity through opportunity for those impacted by the justice system. We offer specialized programs specifically for returning citizens.

Since 2012, we have successfully operated nine federal grants serving 3,000 justice-impacted adults and youth across 10 U.S. cities. Evidence-based, the programs are designed to serve several groups:

- **STRIVE Fresh Start:** Our new adult reentry program, built to be replicable, with tailored technology and mental wellness supports. Based on a previous DOL-funded program, FOCUS, which had a recidivism rate of less than 2%.
- **STRIVE Future Leaders:** Serving justice-impacted youth aged 18-24, this program was successfully replicated in multiple cities across the country. It has an 85% employment and education placement rate and less than 5% recidivism rate.



STRIVE Fresh Start

- Taking decades of learnings running reentry programs (pre- and post-release) in NYC and nationally, STRIVE launched Fresh Start in 2022.
- Fresh Start is for adults aged 25+ who are within 180 days of release or under supervision. 100 adults annually will enroll in this New York program, with the intent to replicate the program.
- Our five-pillar service model is deployed with interventions for returning citizens, with a focus on motivational interviewing, trauma-informed and strengths-based approaches, and incorporating social-emotional learning that reinforces positive behaviors and responses to stress that will result in success on the job. Holistic services from family reunification to mental health are incorporated.
- Derived from our most recent DOL adult reentry program, FOCUS, our recidivism rate was less than 2%.


Created in partnership with:

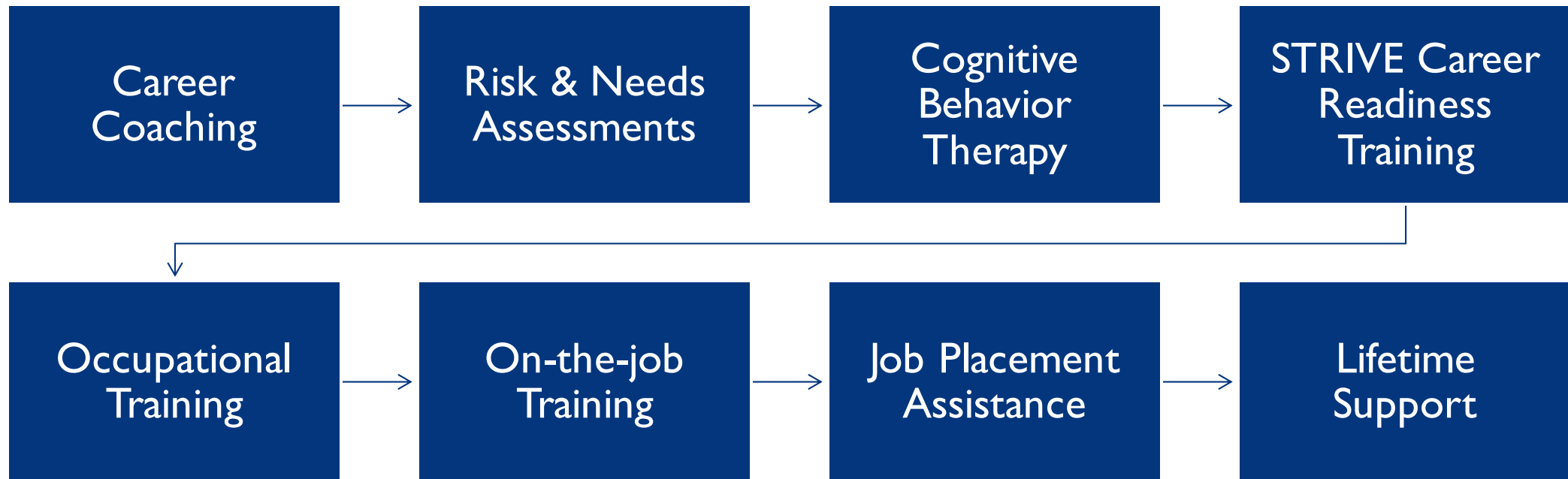


GOTHAM GIVES



5-Pillars of STRIVE Reentry Programming

Pre-Release  Post-Release



Program outcomes for FOCUS, which Fresh Start is derived from:

Outcome (as of March 2021)	Goal	Rate	Actual	Outcome Percentage	Outcome Strategies
Enrollment	200	100%	200	100%	Enrolled participants includes individuals who have applied, been accepted, and who have confirmed their participation.
Occupational Skills Training	120	60%	129	65%	The percentage of participants enrolled who entered occupational skills training.
Job Placement	140	70%	153	77%	70% of enrolled participants will be placed into an apprenticeship, unsubsidized employment, or post-secondary education by the end of the grant period.
Credential Attainment	72	60%	117	70%	60% of those who enter occupational skills training will earn an industry-recognized credential by the end of the grant period.

Recidivism Rate: Less than 5%

US Labor Secretary Marty Walsh visited STRIVE in March 2022 to recognize the success of STRIVE's reentry employment programs



Labor Secretary Marty Walsh selected STRIVE for a visit on March 16 and spent time touring our facility and speaking with our students and staff.



"I believe in second chances," said Secretary Walsh. "These programs at STRIVE are an amazing and important part of the plan for anyone looking for a second, third, or even sixth chance."



Schedule B:

STRIVE

2017 Annual Report

THE PROOF IS IN THE
PEOPLE



73,000 PEOPLE CAN TELL YOU HOW STRIVE TRANSFORMED THEIR LIVES.



The numbers speak, and the story they tell is clear: STRIVE works. STRIVE has a proven record of success in serving people who face the greatest obstacles to employment. People born into cycles of poverty. People living in low-income communities. People involved with the justice system or juvenile detention (61%). People of color (92%), who are disproportionately unemployed and underemployed. The majority of people who walk in our doors (63%) have no source of income. But here's the really amazing fact: the majority of STRIVE graduates—an extraordinary 70%—gain meaningful employment and go on to achieve economic self-sufficiency. Since STRIVE was founded in 1984, more than 73,000 of our graduates have prepared for success in work and in life. STRIVE's model is a solution that works. These are the facts.

People speak louder, and the stories they tell take STRIVE's impact from the statistical to the deeply personal—to hope renewed, dignity reborn, lives transformed and individual potential realized. These personal successes are amplified by the countless other lives touched: the families, the children, and the communities whose futures become brighter. In these pages, we will hear from people across STRIVE. People who devote their lives to doing STRIVE's work. People who invest their time and money in our programs. People who partner with us to confront growing income inequality and entrenched unemployment, and most of all, people whose lives have been changed by STRIVE's groundbreaking programs. How do you calculate STRIVE's impact? The numbers tell only a small part of the story. The proof really is in the people.

PEOPLE WE SERVE

61%
Men

39%
Women

37%
Youth (18–24)

16%
Hispanic
or Latino

76%
African-
American

61%
History of
justice-system
involvement

63%
No source
of income at
enrollment

OUR IMPACT IN 2017

2,685
Graduates

1,769
Placed in jobs

70%
Job placement

Avg. monthly income at enrollment **\$262**

Avg. monthly income at placement **\$2,206**

673%
Avg. increase in income

THE PROOF IS IN THE PEOPLE



ROY CASTRO STRIVE GRADUATE AND NEWEST BOARD MEMBER

CEO/OWNER OF DM ICE CREAM CORP.

PEOPLE WHO SUCCEED after STRIVE often have a positive impact beyond their personal achievement. Like Roy Castro, whose youth was filled with struggles, including a father who left the family when he was an infant. Roy came to STRIVE in 2003, after release from federal prison on a drug charge. At a time he describes as the lowest part of his life, STRIVE showed him he had the potential to succeed. After graduating, he first landed a job cleaning out freezers and equipment at Edy's Ice Cream and was quickly promoted to a manager of its subdistributor. With each promotion he learned more about the business and developed his own ideas on how to make it grow. During these years, he was able to buy a house and start a family.

Then he heard about an opportunity to buy DM Ice Cream Corporation. He took out a home equity loan and made a bid. In 2013, the company became his. He was selected to take part in the Goldman Sachs 10,000 Small Businesses Program, where he had an opportunity to present his growth plan to industry leaders and receive their guidance.

Since then, Roy has grown his company to be New York's largest ice cream subdistributor. He has established college funds for his children. He shattered the cycle of intergenerational poverty experienced by his family. As STRIVE's newest board member, he continues to have a positive impact that spreads to his community and his city.

"My first day at STRIVE, Rob Carmona [STRIVE co-founder] came into a full classroom and said, 'If you trust the process and follow our guidelines, you could be standing here one day.' I took that literally. Now being invited to be a board member—that is like coming full circle. They said, 'You can get a job.' They said, 'You can keep a job.' They said, 'Your past doesn't define you. You can be whatever you want.' All of that, I took literally. Now, my motto is: What can I contribute? I want my first effort as a STRIVE board member to be a call to action to everyone who cares about ending poverty within families and communities."

"As a board member, I want to be that example that reminds people of why STRIVE was started in the first place. STRIVE changes lives."

THE PROOF IS IN THE PEOPLE

Aisha Chapman is a Black woman with short dark hair, smiling broadly. She is wearing a white long-sleeved shirt with bold orange and grey abstract patterns. She is holding a young child, Zane, who is wearing a brown hoodie. The background is a plain, light grey.

AISHA CHAPMAN WITH ZANE STRIVE GRADUATE

CAMPUS VISITOR COORDINATOR
BERKELEY COLLEGE

PEOPLE WITH THE RIGHT ATTITUDE

are more likely to get hired, like Aisha Chapman, who recently graduated from her STRIVE training and was the first in her class to get a job. But Aisha didn't have that attitude when she started at STRIVE. Pregnant with her third child, unemployed, and on public assistance, Aisha suffered from low self-esteem and was overwhelmed by the obstacles in front of her. She dreamed of getting a job that would put her on the road to self-sufficiency and was determined to succeed despite her shyness.

STRIVE's intensive CORE Job Readiness Training was a transformative experience that provided Aisha with the support and mentoring she needed. At the beginning of the program, Aisha preferred to sit at the back of the class. The STRIVE team moved her to front of the class at every opportunity, calling on her repeatedly to answer questions. Soon Aisha was taking the initiative to stand and present

herself without being prompted. She started choosing a seat in the first row of the class and interacting freely with her classmates. Her confidence grew by leaps and bounds. A week before she was due to graduate from STRIVE, Aisha landed an interview at Berkeley College and, to her great joy, was hired as Campus Visitor Coordinator.

"When I got to STRIVE, I didn't want to be there because all I could see were problems. I didn't know how I would get childcare or clothing for job interviews. I didn't even know how to introduce myself. But my case manager helped me with childcare and referred me to Career Closet for interview clothing. I had to stand up and introduce myself when I spoke in class, and that gave me so much more confidence. I learned to talk about my obstacles and get the help I needed. Now, I love my job, and I feel I'm on the road to achieving my other goals, including continuing my own education."

"When I came to STRIVE, I was so shy and afraid that I sat at the back of the classroom. Now I have a career path and the confidence to pursue my other goals for myself and my children."

THE STRIVE FIVE: OUR UNIQUE MODEL CREATES A PATH TO HOPE, SELF-ESTEEM AND SUSTAINED EMPLOYMENT.

STRIVE’s model is nationally recognized for our high job placement and retention rates. What makes our programming unique? We focus on helping unemployed people not only find jobs but build careers. Our model recognizes that specific occupational skills will help someone land a job, but it takes the right habits and behaviors to keep the job and succeed in work and in life. That is why the first pillar of the STRIVE Five is our CORE Job Readiness Training, an intensive four-week workshop that emphasizes accountability and personal responsibility, workplace ethics, professional etiquette and interpersonal skills. In a short period of time, participants have a transformative experience that lasts a lifetime.

OUR FIVE PILLARS

JOB READINESS

STRIVE’s signature program is our CORE workshop, an intensive four-week “soft skills” training in workplace readiness, responsibility and professionalism.

OCCUPATIONAL SKILLS TRAINING
Graduates of CORE training progress to vocational training in one of several career pathways aligned with local labor market demand and employer needs.

CASE MANAGEMENT
Beginning in CORE training, all STRIVE participants receive intensive case management to address obstacles that stand in the way of their success.

JOB PLACEMENT
STRIVE’s Career Services team forges relationships with employers and assists our graduates in securing jobs that are a good match with their skills and interests.

JOB RETENTION, ADVANCEMENT AND FOLLOW-UP
STRIVE graduates receive active follow-up and retention services for two years after graduation. Many STRIVE alumni return for second and third placements as they pursue higher wages.

Occupations:

STRIVE offers sector-based occupational skills training aligned with growth industries in each of our markets.

Construction
Culinary Arts
Customer Service
Health Care Administration
Maintenance/Facilities

Manufacturing
Nursing
Office Administration
Retail
Security

Support beyond the classroom is another STRIVE difference. Many people who come to STRIVE are dealing with complicated childcare, health care and housing issues that may be obstacles to employment. So right from the start of STRIVE’s CORE Job Readiness Training our participants receive customized case management support to help address those barriers. This wraparound support continues after CORE, as participants move on to occupational skills training. Even after graduates secure appropriate jobs, they continue to receive active follow-up support and retention services for two years. STRIVE graduates have lifetime access to career development and job placement services, and many alumni make the most of these services as they pursue higher wages. Making this long-term commitment to the lifetime success of our graduates is one of Our Five Values, the operating principles that guide our goals, decisions and programs and form the bedrock beneath Our Five Pillars.

OUR FIVE VALUES

AUTHENTICITY

We are honest in our communication with our clients and tell them what they need to hear, even if it’s uncomfortable.

DEPTH OF IMPACT

We focus on empowerment and transformation for our clients, building on job readiness.

SERVING THE MOST UNDERSERVED

We help individuals with significant barriers to employment, who want to work.

LONG-TERM COMMITMENT

We help people not only find jobs but also achieve success in a long-term career.

ACCOUNTABILITY

We insist that our clients take ownership for their actions, just as we exercise high standards of accountability with our clients, employers and investors.



THE PROOF IS IN THE PEOPLE



VLADIMIR CELIUS
STRIVE GRADUATE/TRAINER

TRAINER FOR STRIVE NOLA
FUTURE LEADERS PROGRAM

PEOPLE WHO CARE PASSIONATELY

about helping others change the trajectory of their lives are working at STRIVE sites across the country every day. Vladimir Celius is one of them. He came to STRIVE NOLA after 25 years in prison and learned that he could change the course of his own life and create a new future. He felt called to help others in the same way. After he graduated, he applied and was hired as a trainer with STRIVE Future Leaders Program.

Since then, he has dedicated himself to helping justice-involved youth get a second chance in life. New Orleans is one of 10 STRIVE sites where the Future Leaders Program serves young adults aged 24 and under and helps them get the training, credentials, and most importantly, the support they need to enter the workforce and stay on a positive track for the future.

(Read more on Future Leaders at striveinternational.org/programs#future-leaders)

“There’s a part of STRIVE’s CORE Job Readiness Training called ‘Stand and Deliver’ that made huge difference to me. That was when I told my story and got to see my past as the past, so I could move forward to the future. Now I use a similar activity in Future Leaders. I tell the youth my story first so that they know I’m a credible messenger. Then they start to open up and we can talk together about how we can make changes for the better. I see myself as a mentor to all of them, and I make sure to stay in contact with them so they can call me for help if they think they’re about to get into trouble. STRIVE taught me how I could change my life, and now, I’m helping youngsters change their lives and find the best in themselves.”

**“STRIVE taught me how I could change my life,
and now, I’m helping youngsters change their lives
and find the best in themselves.”**

THE PROOF IS IN THE PEOPLE



SHYNICE BARTELL STRIVE GRADUATE

EMPLOYER: MODERN MD URGENT CARE
FEATURED SPEAKER: STRIVE WOMEN'S
EMPOWERMENT LUNCHEON 2018

PEOPLE EMPOWERED to change their lives through employment—that is the life-changing experience that STRIVE brings to thousands of unemployed, at-risk individuals each year. Last year, Shynice Bartell was one of them. Soon after her family moved to New York from Atlanta, both of her parents died within a month of one another. By 2016, Shynice was unemployed and on government assistance as a single mother of a two-year-old. But when she chanced upon a STRIVE community outreach program in Harlem and saw that training in Medical Billing was being offered, she jumped at the opportunity.

Once enrolled in the CORE Job Readiness Training, Shynice also benefited from the STRIVE Women's Empowerment Initiative in New York, which includes expanded counseling services, classes, mentoring, and training for female participants. This initiative is funded by the annual Women's Empowerment Luncheon, where Shynice was a 2018 featured speaker and a living example of how empowering women benefits families and communities. Having been hired for a job she

loves as a patient care coordinator at Modern MD Urgent Care and having already received a raise, Shynice is no longer on public assistance. She has started a college fund for her son and returned to STRIVE multiple times for additional training and certifications to help her advance her career and achieve her goal of one day being the CEO of her own medical billing company.

"I always wanted a career in the medical field, but I didn't know where or how to start. At STRIVE, I got so much more than training. I got a complete support system that helped me get through whatever I was going through. When I graduated, I knew I wanted to make the most of all of STRIVE's offerings, and I have literally taken 10 courses and gotten certifications in basics like Microsoft Word and Microsoft Excel, Financial Literacy, and a bunch of medical-oriented programs like CPR, First Aid, AED Medical Billing and Terminology and Patient Navigation. I can't get enough of STRIVE! It's part of my life now because they stay with you for life and are there every step of the way."

**"When I came to STRIVE, I was like a caterpillar.
When I left, I had wings, and I've been flying ever since."**

THE PROOF IS IN THE PEOPLE



DANA McCALLISTER WITH PARKER STRIVE GRADUATE

EMPLOYER: UNDER ARMOUR

PEOPLE SUPPORTING THEIR FAMILIES,

like Dana McCallister, create brighter futures for themselves and their loved ones. It wasn't so long ago that Dana, having been arrested while still in high school, was in the drug trade, dealing with alcohol and PTSD resulting from being shot twice. But knew he was missing out on something, and he knew he loved being a father.

A year and half ago, he went to STRIVE's Baltimore affiliate, the Center for Urban Families (CFUF). Dana not only completed STRIVE's CORE Job Readiness Training, he also made the most of CFUF's Baltimore Responsible Fatherhood Project, which aims to increase fathers' emotional and financial support of their families and children. As a STRIVE graduate, he was able to enroll in a special training program for careers in manufacturing and the skilled trades at The

Foundry, which ultimately led to a great job at Under Armour. The impact of STRIVE on Dana's life has had a ripple effect on his family and on his community. Now, Dana has his youngest son, Parker, living with him full-time.

"I had been living a lie rooted in my shame at only having an eighth-grade education. I always loved learning, but after I was arrested in ninth grade, I couldn't stay in school. I dropped out—I faked my report cards. I always felt that I was missing something. I'm grateful to CFUF for giving me so many opportunities to improve myself. But it was STRIVE that inspired all this progress. Thanks to my trainers in CORE Job Readiness Training, I matured years in those three weeks. Now it makes me feel powerful to look someone in the eye and tell them the truth. I don't worry about people judging me—just at how I might inspire them with my story."

"It was STRIVE that inspired all this progress. Once I truly understood the definition of integrity, I wanted it for myself."

ACROSS THE NATION, WE ARE TACKLING POVERTY AND THE TOUGHEST OBSTACLES THROUGH EMPLOYMENT.

STRIVE’S REACH AND IMPACT have grown through the remarkable community-based organizations that make up the STRIVE Affiliate Network. This year alone, STRIVE affiliates provided STRIVE’s groundbreaking job readiness and job skills programs to more than 2,600 people across the U.S., enabling families to break the cycle of poverty and contributing to more vibrant communities. These organizations are bound by STRIVE’s common mission and by its vision: a world where everyone has the opportunity to achieve economic self-sufficiency, dignity, and a promising future for themselves and their families.



OUR AFFILIATES

STRIVE ATLANTA The Center for Working Families, Inc. Tcwfi.org	STRIVE NEW HAVEN Career Resources, Inc. Careerresources.org
STRIVE BALTIMORE Center for Urban Families Cfuf.org	STRIVE NOLA New Orleans Business Alliance Nolaba.org
STRIVE BOSTON Justice Resource Institute Bostonstrive.org	STRIVE NEW ROCHELLE Westhab Westhab.org
STRIVE BRIDGEPORT Career Resources, Inc. Careerresources.org	STRIVE NEW YORK STRIVE International, Inc. Strivenewyork.org
STRIVE CHICAGO A Safe Haven Asafehaven.org	STRIVE PHILADELPHIA Public Health Management Corporation Theworkforce-institute.org
STRIVE DC Samaritan Ministry of Greater Washington Samaritanministry.org	STRIVE SAN DIEGO Second Chance Secondchanceprogram.org
STRIVE FLINT Odyssey House Flintstrive.com	STRIVE WATERBURY Career Resources, Inc. Careerresources.org
STRIVE GREENVILLE L.I.F.E. of North Carolina, Inc. Strivenc.org	STRIVE WHITE PLAINS Westchester/Putnam Workforce Board westchesterputnamonestop.com
STRIVE HARTFORD Career Resources, Inc. Careerresources.org	STRIVE YONKERS Westchester/Putnam Workforce Board westchesterputnamonestop.com
STRIVE MT. VERNON Westchester/Putnam Workforce Board westchesterputnamonestop.com	

THE PROOF IS IN THE PEOPLE



MITCH LANDRIEU MAYOR OF NEW ORLEANS, 2010–2018

INTRODUCED THE CITY'S NETWORK FOR ECONOMIC
OPPORTUNITY IN 2014
GRADUATED 19 STRIVE NOLA COHORTS

PEOPLE WORKING TOGETHER

can successfully build pathways that connect disadvantaged job-seekers with real job opportunities and connect employers with a qualified workforce. STRIVE NOLA's story offers proof positive. Established in 2015 under Mayor Mitch Landrieu's administration as part of the City of New Orleans Network for Economic Opportunity and funded through a public/private partnership, STRIVE NOLA graduated 327 participants through 2017 across 19 cohorts with a 75% job-placement rate and a 71% job-retention rate.

In January of 2018, STRIVE NOLA merged with the New Orleans Business Alliance (NOLABA) as part of the city's new business model for economic development, and most importantly, the STRIVE curriculum has been adapted to four other opportunity centers in New Orleans. The city is thus the first in the country to expand STRIVE

programming to its largest workforce providers: Urban League of New Orleans, Total Community Action, JOB1 Business and Career Solutions, and Goodwill Industries of Southeastern Louisiana. These powerful partnerships are producing economic opportunity for a city still in recovery from Hurricane Katrina.

"When we came into office, we made a commitment to the people of New Orleans that we would work our hardest to make sure no one would be left behind. We created an economic opportunity strategy, and STRIVE NOLA became an integral part of that strategy. I see STRIVE as part of a larger movement to heal the city of New Orleans. That healing includes helping members of our own community get involved in rebuilding our city. And it's not just our city that needs that kind of healing. I'm proud that by working together here, we've created a model for an even bigger movement across the nation."

"Opportunity without a pathway is a walk to nowhere. With STRIVE, we built a walk to somewhere: a path to economic opportunity and a model for the rest of the country."

THE PROOF IS IN THE PEOPLE

STRIVE gratefully acknowledges the support of the institutions below, which provided major support to STRIVE programs in 2017 at either the national or local levels.

- Abell Foundation
 - Altman Foundation
 - The Annie E. Casey Foundation
 - Bank of America
 - Barker welfare Foundation
 - The Bewtra Charity Fund
 - Blanchette Hooker Rockefeller Fund
 - Bob Barker Foundation
 - Booth Ferris Foundation
 - Brian P. Friedman Family Foundation
 - Cafritz Foundation
 - Capital One
 - Charles Stewart Mott
 - Chicago Community Trust
 - Citi Foundation
 - Consortium for Worker Education
 - Cox Foundation
 - Atkinson Foundation
 - Eddie & Joe Allison Smith Foundation
 - Federal Home Loan
 - Bank of San Francisco
 - Ford Foundation
- Fowler Foundation
 - Samuel Freeman Charitable Trust
 - HAB Bank
 - Irvin Stern Foundation
 - Jovid Foundation
 - JPMorgan Chase Foundation
 - W.K. Kellogg Foundation
 - Mayor's Fund for the City of NY
- New York City Council
 - New York Community Trust
 - New York Women's Foundation
 - New York City Dept. of Correction
 - New York City Human Resources Administration
 - N.Y. State Office of Temporary and Disability Assistance
 - N.Y. State Dept. of Labor
 - Parker Foundation
 - Pew Charitable Trust
 - PIMCO Foundation
 - Pitt County United way
 - Ready Foundation
 - Reddy Donor Advised Fund
 - Richard and Susan Smith Foundation
 - Richard Saltonstall Foundation
 - Robin Hood
 - Rose M. Badgeley Residuary Charitable Trust
 - Rudin Foundation
 - Santander Bank
- Starbucks Foundation
 - State Street Foundation
 - The Hartford
 - Tiger Foundation
 - Travelers
 - U.S. Department of Health and Human Services
 - U.S. Department of Labor
 - Union Bank Foundation
 - United way of Central Maryland
 - United way of Pennsylvania
 - United way of westchester Putnam
 - Upper Manhattan Empowerment Zone
 - vanderbilt Family Foundation
 - The Harry & Jeanette Weinberg Foundation
 - wells Fargo
 - westchester Community Foundation
 - woodruff Foundation
 - willow Springs Charitable Trust



CYNTHIA WEAVER
EVIDENCE-BASED PRACTICE GROUP
THE ANNIE E. CASEY FOUNDATION

PEOPLE WHO INVEST resources—like the people at The Annie E. Casey Foundation—are helping STRIVE increase the impact of an innovative program for at-risk youth. The program, STRIVE Future Leaders, helps justice-involved youth enter the workforce and earn a second chance. STRIVE Future Leaders has received more than \$15 million in U.S. Department of Labor funding and will serve more than 1,000 young adults in 2018; it has been recognized for its focus on positive youth development to empower young people.

With the support of The Annie E. Casey Foundation, STRIVE has initiated an evaluation strategy to gather information on how the program’s tenets are working on the ground so that best practices can be replicated on a larger scale. Given the current broad support

for juvenile justice reform, there is a great need for the kind of evidence-based programming that is an outcome of the collaboration between the foundation and STRIVE.

“STRIVE Future Leaders is a successful youth intervention program with Department of Labor funding at 10 sites. We’ve put in place a rigorous evaluation strategy across all STRIVE Future Leader sites, to assess the Future Leaders intervention model and how effective it is in different communities and cultures. The implementation lessons we’re learning have not only led to improvements in this program but also will inform the whole field of workforce development and job readiness for youth. STRIVE has been very mindful of how they incorporate positive youth development, and policy makers see the impact of this in youth reentry models.”

“STRIVE recognizes that positive youth development is an integral part of workforce development. Their interest in measuring positive development is nothing less than groundbreaking.”

THE PROOF IS IN THE PEOPLE

Dear Friends,

The demand for skilled and motivated employees to meet the needs of businesses and the changing economy has never been greater. I'd like to highlight a few of the ways STRIVE is addressing this unprecedented demand, while helping to close the opportunity gap that persists in far too many communities, with a sense of urgency, creativity and focus.

First, in cities from coast-to-coast, we've been forging new and innovative partnerships with leading employers and ensuring that our training is preparing our graduates for the skills and behaviors that these employers most value. In doing so, we're helping our employer partners access the untapped talent that resides in low-income communities across the country—while launching our graduates into good career paths in burgeoning fields such as health care, hospitality and construction.

Second, we've been laser-focused on deepening partnerships and impact in our current STRIVE cities, such as a major expansion in New Orleans with Mayor Mitch Landrieu and his exceptional team. Toward this goal over the past year we've expanded from one local STRIVE site to five thriving STRIVE sites with the New Orleans Business Alliance and a host of stellar organizational partners.

Third, we're thrilled that STRIVE has moved into a spacious, modern and bright new headquarters and training center in East Harlem, New York—the community we've called home for more than three decades. This new facility honors our heritage while allowing STRIVE to accommodate our rapid growth both in New York City and nationally.

In this year's annual report, we feature people from across STRIVE, starting with some of our amazing graduates, whose personal stories and accomplishments bring to life the impact of STRIVE and inspire the incredible individuals who make STRIVE possible: Our exceptional STRIVE team. Our dedicated affiliate partners. Our generous investors. And our passionate board of directors, which welcomed new members and leadership this past year. I'm proud to report our results and to recognize the phenomenal group of people who are committed to STRIVE's success as we propel forward into 2018 and beyond.

Phil Weinberg



OUR BOARD

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Laura Slutsky
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 **Phil Weinberg**
President/CEO, STRIVE International

Randy Zeno
CEO, Urban Therapy/Twisted Sista

STRIVE[®]

PREPARED TO WORK DETERMINED TO SUCCEED

STRIVE's mission is to help people acquire the life-changing skills and attitudes needed to overcome challenging circumstances, find sustained employment, and become valuable contributors to their families, their employers, and their communities.

striveinternational.org
205 East 122nd St, 3rd floor
New York, NY 10035



LAMEL SMITH
STRIVE GRADUATE
LOCAL 79 APPRENTICE



Exhibit B – Certificate of Occupancy

Certificate of Occupancy

CO Number: 121191076T004

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

A. Borough: Manhattan Address: 3 EAST 3RD STREET Building Identification Number (BIN): 1006579	Block Number: 00459 Lot Number(s): 48 Building Type: New	Certificate Type: Temporary Effective Date: 12/09/2020 Expiration Date: 03/09/2021
This building is subject to this Building Code:		
<i>For zoning lot metes & bounds, please see BISWeb.</i>		
B. Construction classification: 1-B (2014/2008 Code) Building Occupancy Group classification: R-2 (2014/2008 Code) Multiple Dwelling Law Classification: HAEA		
No. of stories: 6 Height in feet: 65 No. of dwelling units: 5		
C. Fire Protection Equipment: Fire alarm system, Sprinkler system		
D. Type and number of open spaces: None associated with this filing.		
E. This Certificate is issued with the following legal limitations: None		
Outstanding requirements for obtaining Final Certificate of Occupancy:		
There are 17 outstanding requirements. Please refer to BISWeb for further detail.		
Borough Comments: None		



Borough Commissioner



Commissioner

Certificate of Occupancy

CO Number: 121191076T004

Permissible Use and Occupancy						
All Building Code occupancy group designations below are 2008 designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	52	OG	M		6C	RETAIL
CEL		OG	S-2		2B	RESIDENTIAL STORAGE
CEL		OG	S-2		2B	RESIDENTIAL REFUSE ROOM
CEL		OG	F-2		2B	SPRINKLER ROOM, PLUMBING ROOM, ELECTRICAL ROOM, GAS ROOM
MEZ	20	100	M		6C	RETAIL
001	70	100	M		6C	RETAIL
001		100	R-2		2B	RESIDENTIAL LOBBY
002 006		40	R-2	1	2A	ONE (1) CLASS "A" APARTMENT PER FLOOR
ROF		60	F-2		2B	MECHANICAL ROOM
ROF		60	R-2		2A	PRIVATE ROOF TERRACE
ROF		60	F-2		2B	ELEVATOR MACHINE ROOM
ZONING EXHIBITS 1 AND 3 RECORDED UNDER CRFN #S 2016000460008 AND 2016000460009.						
END OF SECTION						



Borough Commissioner



Commissioner

END OF DOCUMENT

121191076/004 12/9/2020 11:29:43 AM