Dear friends,

For 38 years, Urban Strategies has changed outcomes for vulnerable families and communities across the nation. We have embedded ourselves into 18 of the most distressed neighborhoods in the nation. We have taken on the task of transforming them into connected communities where residents, developers, public and private agencies, philanthropists, service agencies, and a host of other stakeholders collaborate to design and implement human, social, and physical revitalization plans.

The work is hard, but the reason we do it is simple—communities and people are stronger when they work together. It is the strength of these connections that builds and empowers community change.

This is not a typical annual report. We’ve chosen to focus on the impact—social, environmental, and economic impact—of our services in the communities in which we work. You’ll experience what community impact can be made using strategic support services for the most underserved areas in our nation.

These stories are examples of the work we do nationwide to change the trajectory for more than 25,000 low-to-moderate-income families we serve. We could not deliver these transformative services to underserved neighborhoods without our own connections with you, our generous funders, our committed board of directors, our dedicated employees, and our partners who work with us in communities across the nation. Thank you for all you do.

We’re looking forward to changing lives and strengthening communities in 2015.

Thank you for joining us on this journey.

Sincerely,

Sandra M. Moore
President
Urban Strategies
They’ve provided me with the opportunity to better my family. Without them, I wouldn’t have had the opportunity to get a job and do what I need to do to take care of my children.

I definitely have come far. Now I make enough money to have my own place AND support my mother and my sister. That makes me proud. It makes my mother proud.

My cholesterol is doing better and I’ve been losing weight. I am so much more focused on my health.
Why our work matters

Urban Strategies empowers individuals, supports families, and makes lasting, positive change in struggling communities.

Our mission

Urban Strategies seeks to empower residents in distressed urban core neighborhoods to lead healthy, prosperous lives in thriving, self-sustaining communities.

Connecting people

Revitalizing places and people

Urban Strategies connects individuals to essential resources in the community to build and enhance safe and thriving neighborhoods. This approach helps each individual minimize barriers to ensure individual and whole-family well being, success, and empowerment.

Connecting systems

Urban Strategies is an intermediary for collaboration, implementation, and community change. We plan and coordinate a full range of human services while building and strengthening social capital through the development of enhanced service networks. The result of this collective approach is measurable impact for children, families and communities, and long-term stakeholder participation.

Enhancing service networks

Urban Strategies responds to the needs of its residents and the community and works with existing capable and committed service providers to meet those needs. In addition to direct referrals, our priority is to support service providers with additional resources, education, and development.

Our valued service providers help connect people and systems.

Education

100% College Prep
A.P. Tureaud Elementary School
Adult High School Equivalency, Jefferson Elementary
Advance Memphis
Angels Haven
Applied Technology
Arthur Ashe School
Audubon Charter School
B.W. Cooper Education & After School Program
Baptiste Cultural Arts Academy at Live Oaks School
Bayview Hunters Point Foundation for Community Improvement
Bayview YMCA
Because We Care
Benjamin Franklin Elementary
Benjamin Mays Preparatory School
Berea Head Start
Berea Head Start
Boozer Academy
Boy Scouts of America - Central Minnesota
Boys and Girls Club of New Orleans
Boys and Girls Club: Camp Mendicino
Bret Harte Elementary Summer Program
BWorks
Capdau Pierre Elementary School
Carrollton-Dunbar Head Start Center
Carver Elementary School
Castle Rock Summer Program
Central City Child Development
Central City Eco Head Start
Circus Harmony
City of San Antonio
Columbus City Schools-CCS
Computer Village
Creative Learning Center
Crocker Arts and Technology School
D.J. Learning Castle Israelite Baptist Church
Delgado Community College
DeNeuville Learning Center
Dryades Head Start
Dryades YMCA
Early Childhood and Family Learning Foundation
Eastside Promise Neighborhood
Edgar P. Harney
Edgewood-Parent University
Edna Karr
El Ya Ya
Esperanza Charter School
FIU Chaplin School of Hospitality and Tourism Management
Flance Early Learning Center
FranDel/A Enrichment Center
Girl Scouts of Minnesota and Wisconsin River Valleys
Guardian Angel Settlement House
H.C. Schaumberg Elementary School
Harris Stowe
HBI
Holy Ghost
Hope Works
Hornet Education
Howard Branch Head Start
Iberville Education
IMPACT Community Action
International School of Louisiana
James Singleton Elementary
Jefferson Elementary School
Joseph A. Craig
Kids of Excellence Education Center
Kingsley House
KIPP St. Louis
Lafayette School
Lake Forest Montessori
Liberty House
Literacy Mid-South
Little Professor Child Development Center
Mahalia Jackson Learning Center
Malcolm X Elementary Urban YMCA Summer Program
McDonough 35
McMillian First Step
Messick Adult Education, Rise Foundation
Miami Dade College
Miami Dade College Hospitality Institute
Mileston Sabis Academy
Money Smarts School of Finance for Children
Mt. Pilgrim Baptist Church
New Orleans Recreation Dept. - NORD
Open Door Learning Center
Parents for Public Schools
Partners Achieving Community Transformation-PACT
Partnership for Youth Development
Phyllis Wheatley Community Center
Pittsburgh Public Schools
Precious Little Angels
Project Quest
Raising a Reader
Ranken Technical College
Robert Russo Moten Charter School
Samuel J. Green Charter School
San Antonio Independent School District
San Francisco Conservation Corps
San Francisco Head Start/Early Head Start
Sara T. Reed
SciTech Academy at Laurel School
St. Peter Claver Church
St. Alphonse
St. Joan Arc
St. John Head Start
St. Louis Cathedral School
St. Louis Community College
St. Louis Phlebotomy
St. Louis Public Schools
St. Louis Zoo
St. Marks
St. Philips Community College
State Summer Feeding Program
Success Pro Academy
Tennessee College of Applied Technology
The Beautiful Foundation
Total Community Action
University of Minnesota Urban 4-H Upperroom Bible Church Preschool
Urban Education Academy
Urban League
William H. Turner Technical Art Adult & Community Education
Wille Mays Boys and Girls Club
Wilson Charter
YES
Youth Empowerment Project

Workforce
A. Philip Randolph Institute San Francisco
Advance Memphis
Alamo Workforce
BJC Health Careers
Cafe Reconcile
Career Source South Florida (formerly South Florida Workforce)
Central Ohio Workforce Investment Corporation-COWIC
City of Minneapolis Step-Up Employment Program
CityBuild
CityBuild Academy
Clean Turn
Columbus Urban League
Connections to Success
Department of Public Works Summer Youth Program
Dress for Success
Drury Inn
Emerge Community Development
FedEx
Franklin Park Conservatory
Goodwill Industries
Hope Works
Human Services Agency (Jobs NOW v.3)
IMPACT Community Action
Job 1 Business and Career Solutions
Jobs Plus
LA Green Corp
MYEEP (Mayor Youth Employment Exp Program)
NOLA FOR Life
Office of Economic Workforce Development - RAMP SF Conservation Corps
One Stop Career Link Center
Partnership for Youth Development
San Francisco Youth Works
Severin System Improvement Program (SSIP) City Works (Mayor’s Office)
Sherwin Williams Painting Program
SLATE
Summit Academy OIC
SWEP Summer Work Experience (HS A)
The Garden SFPD
Three Rivers Workforce Investment Board
Total Community Action
Tulane Cowen Institute
Urban League Employment Services
Williams-Sonoma
Workforce Center
Workforce Investment Network (WIN)
Young Community Developers (YCD)
Youth Empowerment Project

Health
3rd Street Youth Center & Clinic
A Step Ahead Foundation
Alcohol Anonymous Group
Armstrong Family Services
Asian Women’s Shelter
Bayview Hunters Point Adult Day Health
Bayview Hunters Point Foundation for Community Improvement
Bayview Hunters Point Health and Environmental Resource Center
Bayview YMCA
Big Brother Big Sister of Southernmost Louisiana
Birthright Counseling Center
Breathe Free North
Bridge House
C. J. Peete Resident Council
CART Child Adolescent Response Team
Catholic Charities
Celebration of Hope
Center for Family and Child Enrichment
Center for Youth Wellness
Central City Behavioral Health
Charters Pontchartrain Behavioral Health Center
Children’s Hospital
Children’s Bureau
Columbus Neighborhood Health Centers
Communicare
Cooking Matters
Counseling Solutions
Crescent House Healing Center Hotline
Family Services of Greater New Orleans
Family Services of Greater New Orleans
FFLIC (Friends and Family of Louisiana Incarcerated Children
Girls First Tulane University
Grace Hill Health Center
Grace House of New Orleans
Grace Outreach
Hennepin County Master Gardeners
Heritage Park YMCA
Holistic Concepts
Integrated Family Services
Intergenerational Guidance Group
Jessie Trice Community Health Center
Kingsley Association
Kingsley House
La Casa de las Madres
Let’s Start
Life Enhancement Services (Counseling Services)
Mercy Family Services
Metropolitan Center for Women and Children
MHHS New Orleans East Behavioral Health Center
Milestone Mental Health Agency
Neighborhood Health Source
New Horizons Youth Services
New Orleans Family Justice Center
NO AIDS Task Force
North Point Health and Wellness
Nurses for Newborns
Odyssey House
Office of Citizens with Developmental Disabilities
Ohio State University
Partners Achieving Community Transformation-PACT
Places for People
Project Save
Queen of Peace Center
Revive Athletics
SIDS Resources
Solara Hospital
Southeast Health Center
St. Louis University Center for Family Counseling
Text 4 Baby
The Beautiful Foundation
Total Community Action
Trinity Counseling and Training Center
Tzu Chi Foundation San Francisco
University Health System
University Hospital/Medical Center of Louisiana
University of Incarnate Word
VIALINK
Volunteers of America
Westside Community Services
WIC
Young Marine Program
Youth Empowerment Project
Youth Link
Building community at an early age

Just north of downtown St. Louis, Missouri is a community of modest means, but with great needs. It was a neighborhood lacking some of the most essential resources, including decent early childhood education. There were a number of unlicensed childcare facilities without the resources to prepare children for school, and many children were showing up to kindergarten significantly ill-prepared. This presented a huge community issue that had long-term implications. How do you reverse the cycle of poverty for a community? Start at the beginning.

Today, North City as it’s called, is a neighborhood that is more accommodating to its youngest residents. The I. Jerome and Rosemary Flance Early Learning Center, located in the middle of the neighborhood, opened its doors in June of 2014 to a very enthusiastic community of families interested in providing more for their children. The Center operates in partnership between Urban Strategies, University Children’s Center and Grace Hill Neighborhood Center.

Keisha was one of those eager parents referred to the Flance Center by an Urban Strategies service connector when the Center opened. Keisha’s two girls, one-year-old Kaylin and 5-year-old Kaila, have been thriving ever since.

“I was blown away. The facility is magnificent, the staff and everyone greeted me and made me feel like I was a part of their team. They welcomed us with open arms.”

Flance offers caring, quality, child-centric learning that is essential in early development and was lacking in the neighborhood, which houses some of the poorest in the state.

“My oldest was in three previous centers and it just wasn’t the same. I felt like they didn’t care about the children or step outside the box with their learning. At Flance, it’s different. They care about my children.”

The Center’s curriculum focuses on understanding and nurturing the whole child and its support services support the whole family. These early interventions are essential to the healthy development of each child and will, in turn, provide opportunities to promote the entire community.

As a single mom raising two kids, Keisha appreciates that assurance that her kids are getting what they need, which allows her to work and provide for them. Flance offers a graduated tuition scale, based on income, enabling the best early education to be completely feasible for everyone. Plus, staff members offer resources targeted at supporting the whole family and its educational, financial, and wellness needs.

The Center features a demonstration kitchen to promote healthy eating and cooking habits, an adventure playground that encourages physical activity and creativity, an in-house wellness suite to provide critical preventative services and developmental screenings, a community education room that will host workshops on critical parenting topics for both parents and outside childcare providers, and rooms designated for moms to nurse their babies.

Children who receive high quality early education are 44% more likely to graduate from high school.*
Community Partner Spotlight:

University Children’s Center LUME Institute St. Louis, MO

In addition to partnering to provide early childhood education at the Flance Center, Urban Strategies also works to provide training and development for other child care providers in the area. The LUME Institute offers systemic and comprehensive approaches to early childhood education that engage, impact, and transform communities. Since June 2014, LUME trainers have hosted eight trainings for more than 40 childcare providers in the area.

Additional Community Partners:
McCormack Baron Salazar
St. Louis Housing Authority

Through focused service connections, Urban Strategies provides opportunities for children and youth:

Early Childhood Service Connections
- Home or Church-Based Childcare
- HeadStart and Early HeadStart
- Kindergarten
- Pre-School
- Developmental Screenings
- Early Interventions

Child & Youth Service Connections
- In-School and Out-of-School Activities
- After-School Programs
- Summer Programs
- Sports and Recreation
- Cultural Programs
- Special Education
- Developmental Screening
- Universal and Prevention Programs
- Youth Leadership Development
- Youth Employment
- Academic Support
- Tutoring
- Mentoring
- Case Management

Keisha knew her children were not thriving with previous caregivers. Finding Flance has made a world of difference for her family.
Creating an empowered workforce

New Orleans is a city of rich history and culture, but one that struggles with extreme poverty and violence. After Hurricane Katrina ravaged the city in 2005, residents were faced with even more challenges trying to rebuild the city and their own futures. Young people in the hardest hit neighborhoods in New Orleans were displaced – their education and career paths interrupted.

The current job market in New Orleans, Louisiana is already a tough and unforgiving place. For young people looking for work, it’s even tougher. For Anthony Cooper, he had another barrier to finding employment—he had been incarcerated for robbery when he was 16 years old.

“I was looking for work everywhere, but nobody wanted to hire me.”

That’s when Anthony Cooper discovered Urban Strategies. He enrolled in case management services with Urban Strategies staff to learn the ways of navigating the difficult job market. He gained skills that would put him ahead of his peers in job interviews. Urban Strategies empowered Anthony to ask employers to have faith in his work ethic and look past his history. Then, at the urging of Urban Strategies staff, he decided to take a chance on a new career—and despite having no experience in construction, his new employer was willing to take a chance on him.

Pontchartrain Mechanical, a plumbing and HVAC subcontractor, hired Anthony as a general laborer, but quickly recognized his potential to excel even more.

“I didn’t expect to be doing construction, but I ended up liking it—loving it, actually.”

He was promoted to plumbing apprentice, which resulted in a wage increase and eventually put him on a sustainable career path. After working all day on site, Anthony now takes classes twice a week in the evenings to earn his plumbing license.

“It was a great experience. I definitely feel like I started from nothing. Now I have my own tools; I’m already running pipe on my own; I have a desk. It makes me feel like I’m getting somewhere.”

Community Partner Spotlight: Youth Empowerment Project New Orleans, LA

The Youth Empowerment Project (YEP) serves more than 1,000 at-risk youth in the most under-served areas of New Orleans each year through a variety of programs, including GED and literacy services. Harmony Oaks Community Center, run by Urban Strategies, began serving as a satellite location for YEP’s Adult Education classes. To date, approximately 200 adult learners have participated in classes with 13 Harmony Oaks residents graduating with high school equivalencies.

Two of the four Harmony Oaks 2014 graduates were in the Top 10 of the highest HiSET scores received. Paul McCormick (left) was valedictorian. He is now working for the program through the Americorps Program.

(right) Anthony discovered a new opportunity and new career thanks to support from Urban Strategies. He is now taking classes to earn his plumbing license.

70% of U.S. households face financial strains on income, expenditures, or wealth.

Many families confront not just one but two or even all three of these challenges.*

Urban Strategies’ case managers help neighborhood residents, like Anthony, find meaningful and sustainable employment. Through focused service connections, Urban Strategies provides opportunities for residents to succeed in workforce development:

- Resume Building
- Interview Preparation
- Job Search Assistance
- Job and Skills Training
- Employment Opportunities & Fairs
- Resident Leadership Programs

Expenses

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<th>Program Expenditures</th>
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Sources of Support

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<td>Federal Grants</td>
<td>$ 477,224</td>
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<tr>
<td>Other</td>
<td>$ 222,660</td>
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</table>

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- Resume Building
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Urban Strategies’ case managers help neighborhood residents, like Anthony, find meaningful and sustainable employment.
Ensuring a better future through healthy living

As tech companies flood the San Francisco Bay area with commerce, rent and costs of living in surrounding neighborhoods are exploding. These marginalized neighborhoods and their residents are suffering from extreme poverty, a lack of jobs, few resources, and unhealthy habits. With leadership from Urban Strategies, residents and stakeholders of the Bayview neighborhood and the Alice Griffith public housing development are determined to drive change through neighborhood improvements and by providing much-needed education and assistance to residents.

For individuals with chronic health conditions, managing health can seem like a full-time job in itself. It can become overwhelming and many still suffer even after treatment. For Adrienne Vandercourt,1 the turning point in her life came when she got help managing her diet and made long-term, lifestyle changes through Urban Strategies’ With Every Heartbeat is Life (WEHL) program. The program centered on goal-setting and education to help residents improve their knowledge of healthy behaviors.

Adrienne has a long list of ailments that brought her to the doctor frequently: diabetes, hypertension, Lupus, and even multiple strokes. Yet, the most valuable knowledge she received on her conditions came from Urban Strategies.

“My doctor never told me about cholesterol,” said Adrienne. “I’m so glad I took the class so I could learn the important things, like changing my diet and avoiding a heart attack.”

Adrienne went on to share her knowledge with others and eventually became a peer leader who was in charge of running the classes. She developed her leadership skills and made a commitment to changing for the better—for good. Making healthy choices a part of her new lifestyle, she found a job that required her to walk around the neighborhood all day and utilize her newly developed leadership skills.

“I do a lot of walking with the work that I do, so I can stay active. I love talking to people—I am a people person.”

The resident-led WEHL program utilizes peer leaders, like Adrienne, and continues to educate residents and facilitate health, fitness, and nutrition programs. Groups of residents can be seen participating in boot camp, yoga, and Zumba classes for overall fitness. Many residents have received health screens at fairs hosted by Urban Strategies and some have accessed health insurance that they didn’t have before. This programming increases wellness, but also empowers residents in a leadership capacity and urges them to take care of themselves in an effort to create more self-sufficiency and avoid debilitating illnesses.

In addition to the adult health classes, the Alice Griffith Opportunity Center, run by Urban Strategies, also provides youth health education, free health fairs, immunization clinics and dental screenings, mental illness supports, and senior services. These health-focused services complement the ongoing job training and workforce development services that are core to Urban Strategies’ outreach in communities.

1Health information was provided with consent of the subject.

Low-income adults are more likely to have chronic health conditions, such as diabetes, coronary heart disease, kidney disease, or a chronic illness that limits activity.*

*Socioeconomic Determinants of Health, North Carolina Institute of Medicine, 2010
Community Partner Spotlight:

Bayview Hunter’s Point
Multipurpose Senior Services, Inc.
San Francisco, CA

In March 2014, more than 300 people gathered to celebrate the groundbreaking for the Dr. George W. Davis Senior Facility located in the Bayview/Hunter’s Point neighborhood in San Francisco, California. The project is designed to provide quality, affordable housing, as well as supportive services for elderly residents.

The senior support services provided by Bayview/Hunter’s Point Multipurpose Senior Services, has helped the state-of-the-art facility to become a lively focal point for the neighborhood, providing elders with food programs, health screenings, rehabilitation services, adult day health care, and the highly recognized senior ex-offender program. They are tireless advocates for seniors residing in the Alice Griffith community and for the neighborhood itself.

Through focused service connections, Urban Strategies provides opportunities for residents to live healthier lifestyles:

- Nutrition and wellness education
- Exercise classes
- Mental health care
- Elderly services
- Addiction counseling / recovery support

(above) Acting as peer leader for the program, Adrienne now teaches others about maintaining their health.

(left) Adrienne checks her blood sugar levels multiple times a day. An Urban Strategies’ program helped her make long-term lifestyle changes to improve her health.

Socioeconomic Determinants of Health, North Carolina Institute of Medicine, 2010

Through focused service connections, Urban Strategies provides opportunities for residents to live healthier lifestyles:

- Nutrition and wellness education
- Exercise classes
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Expenses

<table>
<thead>
<tr>
<th>Sources of Support</th>
<th>Program Revenue</th>
<th>Contributions and Grant Revenue</th>
<th>Federal Grants</th>
<th>Other</th>
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<td>Sustainability</td>
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<td>13%</td>
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<tr>
<td></td>
<td>15% increase</td>
<td>69% increase</td>
<td>103% increase</td>
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</table>

2013 2014
Urban Strategies is supported by a range of public and private funding sources. These funds assist in the planning and implementation of human services and social connections that support residents in 19 disadvantaged communities across the country. We gratefully acknowledge our 2014 funders and donors who helped us to advance our mission, and to empower possibility for children, families and communities.

**Contract Funders**
Aliso Village Partners  
Central City Partners  
Children’s Aid Society  
City of San Francisco  
City of San Francisco Department of the Environment  
Columbus Metropolitan Housing Authority  
Double Rock Ventures  
Enterprise Community Partners  
Housing Authority of New Orleans  
Housing Authority of the City of Pittsburgh  
Iberville Redevelopment Corporation  
KBK Enterprises  
Magnolia Marketplace  
McCormack Baron Ragan

**Contributors & Foundation Donors**
Annie E. Casey Foundation  
Citi Foundation  
Daughters of Charity  
Greater Kansas City Community Foundation  
Hayutin Trust  
Iron Mom Foundation  
JP Morgan Chase  
Kemper Foundation

**Federal Grantors**
US Department of Housing & Urban Development
Louisiana Office of Community Development

**Individuals**
John and Marcia Cohen  
Martha and David Aronson  
Birch and Catherine Mullins  
Nina Verin

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**Sources of Support**
- Contract Revenue: 82%
- Contributions and Foundation Donations: 8%
- Federal Grants: 9%
- Other: 1%

**Expenses**
- Program Expenditures: 90%
- General & Administrative: 10%

**Program Expenditures**
- Service Delivery & Implementation: 74%
- Policy & Planning: 13%
- Sustainability: 13%