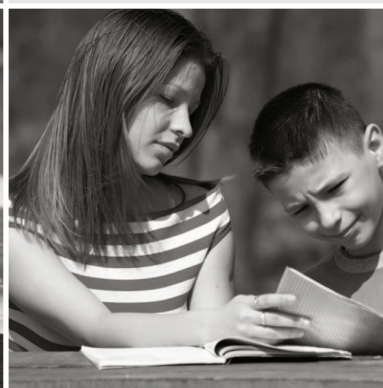


Capability Statement





Urban Strategies: Transformational. Relevant. Effective.

Urban Strategies was founded in 2003 to tool, connect, and resource grassroots organizations to serve children and families in need. Our highly qualified team has a passionate commitment to bring about real change within our country's neediest communities. We conduct our work in a meaningful and results-oriented manner through service lines that include training and technical assistance, program design and monitoring, strategic communications, and meeting planning and logistics. Our desire is to see individuals, families, and communities realize their fullest potential.

With the following distinctive competencies, Urban Strategies is uniquely qualified to support projects serving high-need communities. Urban Strategies is a company that:

- provides support to organizations and projects throughout the U.S. and manages project staff in multiple locations (Washington, DC; California; and Texas);
- coordinates extensive partnerships across diverse communities, particularly Hispanic communities;
- understands the challenges facing marginalized communities and the agencies serving them;
- is trusted by the communities we serve;
- has unparalleled multi-disciplinary experience;
- has satisfied clients throughout the U.S. Government; and
- demonstrates the outcomes and impacts that result from our work.

Federal Certifications

- 8(a)-certified Small Disadvantaged Business through 2019
- 8(m)-certified Economically Disadvantaged Woman-Owned Small Business

NAICS Codes

- 541611 Administrative Management and General Management Consulting Services
- 541612 Human Resources Consulting Services
- 541613 Marketing Consulting Services
- 541614 Process, Physical Distribution and Logistics Consulting Services
- 541618 Other Management Consulting Services
- 541720 R&D in the Social Sciences and Humanities
- 541990 All Other Professional, Scientific, and Technical Services
- 611430 Management Development Training
- 611710 Educational Support Services



Service Lines

Training and Technical Assistance

When agencies recognize the need for increased capacity, they turn to Urban Strategies for help. We provide relevant guidance to start-up and seasoned organizations alike. Our approach transcends basic information dissemination by assessing organizations' capacity needs; tailoring presentations and materials; assembling expert training teams; coaching and mentoring organizational leaders and staff; and equipping organizations with the knowledge, skills, and tools that will help them thrive. We also specialize in curriculum development and the high-quality delivery of those curricula in both small- and large-group trainings as well as through virtual and onsite TA and mentoring. And we conduct train-the-trainer programs to ensure long-term programmatic sustainability.

Project Highlights

Head Start Healthy Marriage and Family Initiative (HMFI)

Since 2007, Urban Strategies has provided ongoing professional development training to all of Head Start's HMFI grantees through coaching, mentoring, and onsite consultation to equip staff to engage with parents and families. Through this work, we deliver ongoing T/TA to 24 Head Start/Early Head Start HMFI grantees across the country. The work incorporates strategic planning and program development tailored to each grantee's unique program, ongoing progress monitoring, one-on-one consultation, event coordination, and program management. To help grantees measure the success of their projects while building their evaluation capacity, we also facilitated a program assessment process that included the development of data collection tools and procedures to gather self-report data from over 8,000 program participants. As a part of our work, we also provide family strengthening training at regional and state Head Start conferences nationwide.

Substance Abuse and Mental Health Services Administration's (SAMHSA) Access to Recovery Program (ATR)

Urban Strategies has a long history of providing culturally appropriate training and TA to grassroots organizations serving disenfranchised communities. That's why our team was selected as a T/TA contractor to equip ATR grantees and providers with a variety of skills. Our approach included site visits, telephone conferencing, email coaching, workshop presentations, and the development of learning materials, all of which increased the participation of community and faith-based organizations (CFBOs) in ATR. We specifically developed and conducted multiple recruitment strategies and provided TA and outreach to hundreds of CFBOs across five states. We also participated in a 30/60/90-day TA blitz strategy and conducted trainings to providers applying to the ATR network. Furthermore, we conducted multiple *Built for Lasting Impact* trainings, a three-day nonprofit capacity-building training for organizations that provide substance abuse recovery services in Texas and California. Through this contract, we also developed two manuals: one titled *Promising Practices of Engaging Faith-Based Service Providers*, which details the processes and tools utilized with several ATR grantees to recruit, engage, and support faith-based and other non-traditional service providers in the recovery system of care. The second is titled *Organizational and Informational Resource Manual*, which serves as a step-by-step toolkit for nonprofit organizations.

Program Design and Monitoring

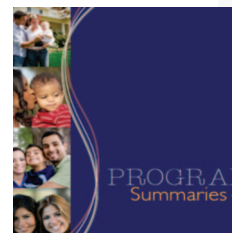
Urban Strategies has a long track record of developing and implementing strong and accountable programs that have exceeded expectations in serving communities in need. We work in partnership with grassroots organizations to ensure our efforts are part of a comprehensive strategy to leverage the existing investments, relationships, and assets of community and faith-based organizations. Using this approach, we help foster trust between those serving and those being served. Our competencies include the following:

- custom research;
- special studies;
- program research and design;
- work plan development;
- project management
- program analysis;
- performance measurement; and
- multi-sector partner engagement and coordination.

Project Highlights

Family Bridges and Cresciendo Unidos

Urban Strategies developed, implemented, and provided varying levels of management for this dual-city initiative in Chicago and Phoenix that has reached more than 30,000 low-income Hispanics, of whom



Brochure for Office of Head Start



approximately 25% are youth. These projects have mobilized an extensive network of community and faith-based organizations and have trained and certified 600 community leaders to provide family strengthening education. The programs' initial evaluation findings indicate that 36% of couples and 32% of individual participants reported an increase in their annual income; and 50% of couples receiving public assistance (e.g., WIC, food stamps, housing assistance) at the onset of the program are no longer on public assistance. Moreover, participants reported fewer stressors in their lives and are maintaining their learned relationship skills.

TELACU FuturoNow and Family Services Capacity Building (Los Angeles and San Antonio)
 Urban Strategies designed, recruited partners, secured funding, launched, and managed training and technical assistance capacity-building initiatives working with community-based organizations serving the needs of youth and families in the Hispanic communities of Los Angeles and San Antonio. Our work included program management, one-on-one technical assistance, curriculum development, event management, and sub-award processing of \$1.5 million for the two phrases. Phase I was completed in 2007 with 27 organizations reporting expanded and enhanced services. Phase II was completed in September 2010 with organizations serving 3,800 additional participants.

FuturoNow Family Strengthening Initiative (FSI)

In 2006, Urban Strategies, in collaboration with TELACU (the nation's largest community development corporation), launched the FuturoNow Family Strengthening Initiative. Targeting more than 25,000 low-income Hispanic residents in a four-county area of Southern California (Los Angeles, Riverside, San Bernardino, and Orange Counties), FuturoNow provides leadership, capacity building, and nationally recognized expertise in the delivery of family strengthening education programs. These supports, along with the partnerships of deeply connected community and faith-based organizations, create a singularly powerful, effective program.

Strategic Communications

Urban Strategies is uniquely skilled in the development and implementation of strategic communications, engagement, and outreach plans for culturally specific audiences. Our communication proficiencies include:

- communications research;
- strategic communications planning;
- website development and design;
- blog development and writing;
- publication planning and production;
- branding;
- campaign development;
- speechwriting; and
- developing new copy or creating updates/enhancements to existing work.

Project Highlights

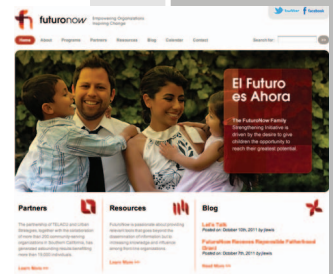
Centers for Medicare and Medicaid Services (CMS), “Engagement Strategy to Enhance and Reinforce Faith-Based Partnerships”

Since 2010, Urban Strategies has been working with CMS to help the agency engage with faith partners on national, regional, and local levels in preparation for the full implementation of the Affordable Care Act. We began by conducting extensive communications research in order to develop a comprehensive engagement strategy and messaging approach. Phase 2 of the contract involves developing communications products to assist CMS in effectively connecting with the faith sector. Among these products are a train-the-trainer curriculum to equip CMS Regional Office staff to work with the faith community in a culturally relevant way, briefing papers describing seven faith traditions, and fact sheets highlighting key terms and engagement strategies for working with diverse segments of the faith community.

National Alliance for Hispanic Families

Hispanics have become the nation's largest ethnic minority at 38.8 million individuals, or 13% of the U.S. population. As the Hispanic community continues to grow, so do their unmet needs. To help bridge this gap, Urban Strategies launched a new coalition representing community and faith-based organizations serving Hispanic families. During a 6-month design phase, we engaged 20 national Hispanic leaders in a strategic planning process that we followed with a national conference focused on strengthening Hispanic families. Since then, to increase awareness on Hispanic issues, we have delivered high-impact presentations to audiences that include the Harvard University's School of Public Policy and the United States Hispanic Leadership Institute, among others. To inform policy direction, we commissioned

eNewsletter & brochure for FuturoNow Family Strengthening Initiative



Website: www.hispanicfamily.org

a series of research papers developed by Hispanic academicians and presented them to the U.S. Office of Management and Budget. And to increase dialogue about healthy Hispanic families throughout the Hispanic community, Urban Strategies developed and implemented a communications strategy that engaged community-based organizations in 10 Town Halls throughout the country. We also developed and launched the HispanicFamily.org website and accompanying blog that shares information with more than 2,000 organizational leaders on Hispanic opportunities and news.

Meeting Planning and Logistics

We bring local and national event planning expertise spanning small meetings to large multi-day events. We excel in smoothly executing all event details including:

- event branding;
- marketing and promotions;
- travel and lodging arrangements;
- online and onsite registration;
- sound, video, and other AV arrangements;
- décor and catering;
- agenda and materials development;
- transcribing and photo documentation; and
- onsite support and problem-solving.

Project Highlights

Administration for Children and Families (ACF), “Outreach to Hispanic and Other Emerging Populations”

In 2010 and 2011, Urban Strategies was tasked with developing outreach and engagement strategies to help ACF better connect with and mobilize grassroots community organizations to provide social services to our nation’s neediest families. One of our primary accomplishments under this contract was the execution of a two-day training workshop in five cities across the U.S. called “You’re Next: Accessing Federal Funding.” Meetings were attended by organizations serving Hispanic and other emerging populations and structured to provide training to enhance understanding of federal funding opportunities and guidelines. Urban Strategies coordinated all aspects of these meetings, including logo and brand development, materials development, venue selection, marketing and promotion, registration, onsite logistics, training delivery, and participant feedback. We also produced video segments of each of the 12 workshop components.



*“You’re Next”
promotional flier &
Workshop segments
Available on Vimeo*

Company Information

Contact Us: **Urban Strategies** | P. O. Box 41408 | Arlington, VA 22204 | 202.368.3408 voice | 202.478.1954 fax | www.urbanstrategies.us

Key Team Members

Lisa Trevino Cummins - MBA, President

Lisa founded Urban Strategies out of her desire to make a difference within communities in need. Her professional career began in the banking sector, where she was a pioneer in community development efforts, providing national leadership that began in San Antonio. In 1998, she created Bank of America’s national initiative to work with faith-based organizations in the provision of financial services and products as well as in community development partnerships.

In 2001, Lisa was recruited to help launch the White House Faith and Community-Based Initiative. During her two-year tenure, Lisa was instrumental in creating initiatives that welcomed small community and faith-based organizations, advocated for increased accountability of federal resources, and encouraged the removal of barriers that prevent new entrants into the federal funding stream. Since leaving the White House, Lisa has been a catalyst for several initiatives that have resulted in more than \$40 million in new programming primarily focused on the Latino community, including the formation of the multi-million dollar Chicago’s Family Bridges, FuturoNow Family Strengthening Initiative, and the Reclamando Nuestro Futuro adjudicated youth initiative. Lisa has also been a keynote speaker and subject matter expert, and has provided leadership in the Brookings Institute Hispanic Family In Flux Forum and a number of White House Regional Conferences.

Lisa earned her BS in Accounting from Trinity University San Antonio and her MBA from University of Texas in San Antonio. She currently serves on the boards of the Christian Community Development Association, the Seed Company, World Vision, and the Latino Advisory Group for the Campaign to Prevent Unwanted and Teen Pregnancies. Lisa, her husband, and their three children reside in the Washington, DC area.

John McPhail - MS, Senior Director of Program Operations

John has over 21 years of experience in project management involving strategic development, partnership building, management and administration of community development projects, international programs, and stakeholder engagement.

He worked for 14 years as a country and regional director and team leader for social sector and faith-based nonprofit organizations with staffs exceeding 350 individuals. He is skilled at connecting and collaborating with networks and organizations at the local, regional, and global levels, and has demonstrated expertise in solving complex problems and building consensus in culturally diverse environments.

John has served in leadership roles on boards of six networks and local organizations, providing organizational development and operational direction, including leading five strategic planning processes. He has significant experience managing multimillion-dollar U.S. Government grants and cooperative agreements working in conjunction with several government organizations in Central America. With experience including the design and implementation of community outreach and mobilization programs, and the ability to integrate education, information, and communication strategies, John achieves desired program results. He has provided and ensured executive technical and administrative leadership and management decision-making in the following areas: education, health, livelihoods and food security, protection, water and sanitation, emergency relief-to-development, disaster preparedness and response.

John studied Civil Engineering with a minor in Asian Political Science at MIT and has a master’s degree from the University of Illinois/ Urbana-Champaign in Civil Engineering. He, his wife, and his three children relocated from Central America to the DC Metro Area in 2010.

Matt Rueckert - MBA, MA, Chief Financial Officer

Matt oversees all of Urban Strategies' financial and administrative functions, and is responsible for contracts, pricing, accounting services, and financial forecasting. Matt's professional career spans more than 16 years in government contracting for small and large businesses. His background includes cross functional expertise in financial, project, and capture management, along with strategic planning, business continuity, workflow automation, and small business development.

Prior to joining Urban Strategies, Matt served as Senior Program Control Manager for Computer Sciences Corporation (CSC), overseeing \$75 million in annual revenues associated with Department of Homeland Security contracts. Matt has also held positions at Macro International, Inc. and the Research Triangle Institute.

Matt earned a bachelor's degree in sociology from Mount Saint Mary's College, a master's degree in applied social research from West Virginia University, and an Executive MBA from West Virginia University. Matt, his wife, and their two children reside in Hamilton, VA.

Lorena Gonzalez - PhD, Director of National Hispanic Initiatives

Lorena provides leadership with Urban Strategies' efforts to promote national initiatives that strengthen Hispanic communities. She provides leadership in the provision of communications and outreach as well as T/TA to 24 Head Start grantees through the Head Start Healthy Marriage and Family Initiative. She served as a staff coordinator and communications manager for the National Alliance for Hispanic Families project and also regularly provides keynotes at high-profile conferences.

Before she joined Urban Strategies, Lorena served as Vice President of Programs with AVANCE, a nationally acclaimed parent education program that serves families in 11 cities throughout Texas, New Mexico, and California. In that capacity, Lorena led efforts in developing, designing, implementing, and evaluating family, parent, and community leadership programs. Lorena is also recognized in cross-cultural group dynamics in the areas of communication, conflict management, and team/individual motivation.

Lorena served as Adjunct Faculty for Our Lady of the Lake University as well as the University of Texas in San Antonio and is an avid public speaker and former talk show host for local programming that addresses issues relevant to families and children. Lorena has served in numerous leadership roles including the National Hispanic Leadership Institute, the Community Education Leadership Program, Guadalupe Cultural Arts Center, and the San Antonio Commission for Children and Families.

Lorena earned a PhD in Leadership Studies and a BA in sociology/psychology at Our Lady of the Lake in San Antonio, and completed the MA program in bicultural bilingual studies from the University of Texas at San Antonio. She is also a graduate of Harvard University's John F. Kennedy School of Government's Executive Education Program. Lorena and her husband reside in San Antonio, TX.

Kelly Cowles - MPP, MSW, Sr. Project Manager

Kelly provides key management leadership and guidance on all of Urban Strategies' family strengthening initiatives. Her roles include monitoring outreach, communications, community engagement, and T/TA activities as well as budget and subcontractor management and evaluating program performance. She has managed the Head Start Healthy Marriage and Family Initiative, the San Antonio Capacity Building Initiative, and the SAMHSA ATR contract.

Prior to joining Urban Strategies, Kelly served as the Program Manager for the U.S. Department of Health and Human Services, Administration for Children and Families (ACF) Compassion Capital Fund, a \$125 million community-based grant funding program aimed to increase the capacity of grassroots organizations. She provided leadership and direction for all aspects of the program and was the

recipient of the 2005 ACF Leadership Award. From 2002 to 2003, Kelly worked for a management consulting company that specializes in the development of new social ventures and served as the Director of Program Design for Prison Fellowship Ministries, where she managed several projects that focused on service for children of prisoners.

After completing graduate school, Kelly served as a Public Policy Fellow at the Minnesota Department of Human Services. In addition, she provided direct social services to vulnerable children and families while employed at two nonprofit agencies. Kelly also worked for the General Electric Company and completed its highly regarded two-year financial management training program. Kelly holds a Master of Public Policy degree from Harvard University's John F. Kennedy School of Government, a Master of Social Work degree from the University of Cincinnati, and a Bachelor of Business Administration degree from Bucknell University. Kelly and her two children live in the DC Metro area.

John Lewis - MA, Project Manager

John is responsible for leading Urban Strategies' collaborative efforts focused on serving communities in need in the Southern California region. He has expertise in conducting outreach to diverse organizations and community members working across multiple fields to accomplish shared goals. He has managed partnerships with 19 community and faith-based organizations in Southern California and managed extensive TA to sub-award recipients.

Prior to joining Urban Strategies, John gained over 14 years of experience in urban youth outreach and development. As one of the original designers of the Urban Youth Workers Institute, John was critical in implementing training and support activities for urban youth workers throughout the country. Along with his work on an annual national conference that attracted more than 1,800 attendees, John organized and helped develop regional conferences that trained over 3,000 youth workers in 23 urban cities annually.

John earned a bachelor's degree in business administration from Biola University and a master's degree in Christian education from Talbot Theological Seminary. John sits on the National Advisory Board for the Center for Spiritual Development of Children and Adolescence of the Search Institute and is an Advisory Board Member for Fuller Youth Institute. John and his two sons reside in Alhambra, CA.

Celina Camarillo - MBA, Project Manager

Celina has 10 years of experience in organizational planning and development within the nonprofit and business sectors. Her role at Urban Strategies is to manage logistical and administrative assistance activities, including event management, provide technical writing support to projects, conduct research, and support program development.

Prior to joining Urban Strategies, Celina worked at the denominational headquarters of the Evangelical Covenant Church in Chicago where she developed and implemented its Events Office infrastructure. She put in place the office's organizational chart, job descriptions, and employee skills and job-satisfaction measurement standards. She also managed its budget and implemented marketing strategies while developing systems for planning highly successful events. As Events Manager, Celina directed five national conferences that were annual and triennial during her tenure there.

Prior to her work with Evangelical Covenant Church, Celina was the Vice President of Strategy and Execution at Urban Youth Workers Institute in Southern California where she directed the organization's annual conference. Celina earned both a Bachelor of Arts in Business Administration and a Master of Business Administration with emphasis in organizational leadership from Vanguard University of Southern California. Celina resides in the greater Los Angeles area.