WE’RE ALL IN THIS TOGETHER

2019 IMPACT REPORT
CELEBRATING 20 YEARS
YEARS OF IMPACT
Who We Are

OUR CORE MISSION IS TO STRENGTHEN URBAN COMMUNITIES BY HELPING FATHERS AND FAMILIES ACHIEVE STABILITY AND ECONOMIC SUCCESS.

The Center for Urban Families (CFUF) is a leading voice in the national conversation on responsible fatherhood. An advocate for child support reform in Maryland. A resource that helps nonprofits across the country strengthen low-income families. And a support network for Baltimore’s most vulnerable citizens.
What an incredible 2019. After years of practicing a unique approach to human services and workforce development, we formalized our ALL In strategy and began implementing this new model to its operational framework in January. This effort has entailed developing a new intake process, launching our integrative approach to case management, establishing a centralized case management unit structure, and creating a system to collect and analyze data that allows us to glean deeper, quantitative insights to inform our decision-making.

Has this been easy? No. Has it been rewarding? You bet. In fact it’s been complicated, challenging, illuminating, and refreshing, all at once. With the passion and patience of the team, and the perseverance of Catherine Pitchford (our longtime colleague who was promoted to Director of Programs and tasked with moving ALL In to launch), we have already begun to see results. In response to data on recruitment numbers, a team member initiated a complete organization-wide outreach event called the “March for Opportunity” with individuals from across the Center for Urban Families hitting our neighboring streets and engaging with residents about our services. The event kick-started our Summer 2019 Outreach Campaign, ”ALL In For Opportunity,” aimed to bring a message of hope to our West Baltimore neighbors. Throughout the summer and leading into the start of the new school year, we conducted Outreach “Jump Outs” and hosted a closing community party with food, games, and give-aways at our home building.

We also broke bread with our members at the first of many Member Circle Dinners to discuss our progress to date and provide a platform for them to voice their ideas and experiences to help inform our work moving forward. We believe that by immersing ourselves with our neighbors, we are sending a powerful message that CFUF believes in Baltimore and that her residents have the ability to achieve success and stability with the right supports.

The start of 2019 marked the 20th anniversary of CFUF—a humbling milestone as we reflect on all that we have accomplished to date and the work that we still have yet to do. We continue to be driven to dismantle poverty and build communities of hope by removing obstacles to prosperity. Our collective voices are even stronger in advocating for policies that we believe promote family stability and economic success as well as equity and racial justice. We’re focused on creating more economic mobility options for our members and are working hard to materialize the huge body of work in our pipeline with the collaboration of our generous partners.

In the pages that follow, you will find more exciting news about our progress, as well as the plans for the next 20 years of CFUF, and you will meet some of the amazing individuals who are creating a more equitable future for our communities.

Thank you for being on this journey with us. Your continued support and partnership fuels the work that we do, and empowers our members to recognize their potential and realize their dreams. We’re ALL In this together.

Joseph T. Jones, Jr.
Founder/President/CEO
1999

A HANDFUL OF CHANGE AGENTS REALIZED ONE MAN’S BIG VISION TO CREATE AN EPICENTER ADDRESSING BALTIMORE’S MOST PRESSING ISSUES

11,000
SQUARE FOOT FACILITY ON DRUID PARK DRIVE

233
PROGRAM GRADUATES

12
FULL-TIME STAFF

1
STRIVE® BALTIMORE PROGRAM AND MEN’S SERVICES
2019

A WHOLE GENERATION OF BALTIMOREANS HAVE ENGAGED, STRIVED, AND THRIVED WITH US—AND WE’RE JUST GETTING STARTED

32,000 SQUARE FOOT FACILITY ON NORTH MONROE STREET

362 PROGRAM GRADUATES

ALL in
A LEADING HUMAN SERVICES STRATEGY

40 FULL-TIME STAFF

4 ECONOMIC SUCCESS AND FAMILY STABILITY PROGRAMS

1 NATIONAL PRACTITIONERS LEADERSHIP INSTITUTE
WITH YOUR SUPPORT

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Number</th>
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<tbody>
<tr>
<td>Children’s lives have been touched</td>
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<tr>
<td>Full-time jobs have been secured</td>
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<td>Homes have been purchased by members</td>
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<td>Men’s and women’s lives have been transformed</td>
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<td>Job placements</td>
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<td>Members’ hourly wages have increased to:</td>
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<tr>
<td>In transportation industry</td>
<td>$17.57</td>
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Data represents 1/1/2018–12/31/2018
Our Work Is Possible

Economic Success Programs

A comprehensive approach to help members find, keep, and succeed in living-wage jobs

- STRIVE® Baltimore
- STRIVE® Future Leaders
- Back To Business

Family Stability Programs

Core interventions and education to strengthen Baltimore families

- Baltimore Responsible Fatherhood Project
- Couples Advancing Together

National Services

Initiatives to spread our impact and expand our reach beyond the center’s doors

- Practitioners Leadership Institute

Our Work Is Possible
WE’RE ALL IN THIS TOGETHER
BY COMBINING EVERYTHING WE HAVE LEARNED FROM 20 YEARS OF HUMAN SERVICES AND WORKFORCE DEVELOPMENT PRACTICES, OUR STRATEGY TACKLES THE CYCLES OF INEQUITY THAT EXIST IN SO MANY PLACES.

ALL In is defined by our key critical components:
Continual assessment on the 10 common barriers to self-sufficiency;
Progress tracking along a continuum from crisis to thriving;
Empowering case managers with real-time data.

We believe that this is not just a strategy for CFUF but a vision to elevate and empower fathers, families, and communities everywhere.
Since 1999, we have seen firsthand how our efforts have strengthened the communities we serve. At the Center for Urban Families, we know that this impact is the result of hard work and unwavering belief in the power and potential of all people. We also know that we have stayed vigilant in maintaining the aspects of our organization that make us unique and have empowered us to empower our members.

This past year, we implemented our ALL In strategy—an approach that we have in fact been practicing for years but formalized across all aspects of our programs. ALL In is CFUF’s comprehensive strategy to accelerate social and economic opportunity and advocate for policies that promote equity and racial justice. Leveraging 20 years of positive impact and applied learnings, the ALL In strategy targets two critical areas: chronic unemployment and family instability. The approach links individual accountability, person-centered case management, and supportive networks with workforce development training, education, and civic engagement.

Formalizing our approach was fueled by an in-depth look at how we’re serving and impacting our members. Analyzing intake and outcome data, we recognized that just focusing on economic self-sufficiency wasn’t enough to propel a person to a different destination. Research also showed that a person’s journey with CFUF averages 3–5 years of high-level case management support, and the integration of organizational touchpoints across that timeframe yielded greater success rates.

Equipped with this knowledge, our Senior Leadership Team went offsite for three days to design the components of the ALL In strategy and a business model that would support the implementation plan.

In January, we launched a new intake process for our members evaluating and scoring them across 10 common barriers to self-sufficiency, tracking their progress along a continuum scale.
from “crisis” to “thriving,” and reassessing their status at 6-month intervals. We removed silos in the organization, centralized our case management function, and conducted bootcamp training on the new approach along with assessments of case manager-to-member interactions. While this level and intensity of case management isn’t for everyone, it has long been a secret to our success, and the benefits of this integration are already palpable.

Substantially increasing our capacity as an organization has been the introduction of real-time access to data and case notes on each of our members through our Apricot data management system. Using this data collection system to benchmark a member’s progression against scalable markers allows our case managers to see, at a glance, the specific barriers that are getting in the way of each member’s advancement and empowers them to intervene with targeted support informed by quantitative insights.

Through the implementation of our ALL In strategy, we’re looking at progress indicators differently and reframing how we engage with our members. We’re amplifying our impact with data analytics, strengthening our partner relationships, and providing more effective services to support our members along a clearer economic mobility continuum.

While we are still in the beginning phase, we’re confident in the long-term outcomes of the ALL In strategy, and how it will help dismantle poverty and build long-term social and economic prosperity that will result in brighter futures for our members, their families, and the communities in which they live.
Our members are the driving force of CFUF. Their perseverance and accomplishments bring to life the impact of the Center and the support of our partners. Our goal is to equip our members with the resources that empower them to become change agents able to transform their lives, families, and communities. Every day, as a member secures full-time employment, a youth is accepted into college, and a couple stabilizes a healthy relationship and home, we are reminded of the hope and promise that lies before them.
People who knew me before I got sober didn’t think I was going to last once I finally did. I can’t blame them. My past was so messed up. One of my darkest moments was when my grandson asked, “Pop Pop, when are we going to come over to your house?” I had to lie and tell him it wasn’t ready yet, when in fact, I was homeless. This interaction stuck with me for a long time, and I knew I had to get myself together.

I entered drug and alcohol treatment 15 years ago. CFUF came to the program recruiting people who wanted a chance to change their lives. In 2006, I completed the STRIVE® program, and CFUF helped me find employment upon graduating.

After working for a pest control company for a few years, I decided to open up my own business, and CFUF was there for me again when I needed them. Miss Arielle and Miss Pitchford made me flashcards to study for the specialized licensing and certification exams, and would randomly quiz me in the hallways of the Center to prepare me.

I’ve now owned my own business for over five years covering 25–30 homes and businesses each month all over Maryland, including CFUF board members and staff as well as providing the pest control and extermination services for the CFUF building. It’s amazing how many people are willing to help you once you’re willing to help yourself. Even recently, CFUF gave me a desktop computer, so all I had to buy was a printer. They are always helping me move forward—like a family that doesn’t give up on you.

When I was in drug treatment they taught, “Change people, places, and things.” Once I started at CFUF, I finally understood what this meant. If you change, other people will change. If you change what you’re doing in a place, it’s a different place. You’re supposed to earn things—you don’t keep fast money. I visit the Center often and speak to motivate people to do life a better way. I use my story to inspire honest change.

Being a role model isn’t easy and life is still a struggle every day, but now I’m not adding more complications to it. When I bought my house five years ago with the help of CFUF’s home buying assistance grant, the first thing my grandson did when he came over was run and jump on me. Laughing, I asked him why he did that and he said, “I know you got me Pop Pop.” It was a special moment because I had a house and it was finally ready for him to come over. Kids remember when you say things, and you’ve gotta keep your word.
Last year I said, “I’m rebuilding a way of life that a lifetime ago I was the destruction of,” and I’m proud to report that I’m still moving forward even stronger. I purchased a home for my family with the help of CFUF’s home buying assistance grant, my baby girl has been accepted into an exceptional Pre-K program at Loyola Early Learning Center, and I’ve even been able to travel to both Mexico and Jamaica. Starting this fall, I’m enrolled at the Community College of Baltimore County to begin working towards my Associate Degree in Construction. My employer, Whiting-Turner, puts great emphasis on continuing to grow within your field. Obtaining this degree will also help me with a potential $30k raise. That ain’t chump change! Currently, as an Assistant Superintendent, I oversee a team of 200+ on some really cool projects. Six months ago we completed the new innovation lab in College Park—a state-of-the-art facility with 3D graphics and an interactive wall for data visualization. It blew my mind and I kept thinking, “How did I get so lucky to be involved in this?”

It’s because of CFUF. They’ve never given up on me even when I’ve been a pain at times. Now serving as an ALL in advisor, I tell the new members that CFUF will open up all the doors for you, but you’ve got to walk through them. My story is an example of going from a knucklehead street dude to a respected businessman. It’s possible, and trust me—if you can run a block, you can run a business. It requires a change in mentality and giving yourself a chance. You keep moving one foot in front of the other and when you reach a roadblock, you reach out to CFUF, your support network.
About six years ago, I was out of a job and living at my aunt’s house with my 3 year-old baby girl. At 22, I knew there was more that I wanted out of my life. Social services would provide daycare vouchers, but I had to complete a work program to access them. I couldn’t find a program that I wanted to attend—all of the options were motiveless and uninspiring. Then I saw a flyer for STRIVE®.

What CFUF has done for me is incredible. Upon graduating STRIVE®, they helped me find a job as a medical assistant, put me through driving school, and helped me with the application for Vehicles for Change to get an affordable car. Beyond these tangible supports, they helped me become the woman that I am today. Before STRIVE®, my pride was through the floor. There is a day during the course where every member has to stand up and tell a personal life story to the entire group. Listening to my peers, and learning what it took for them to walk through CFUF’s doors, it helped me accept others and realize there is no shame in asking for help. As the saying goes, “A closed mouth never gets fed.”

The team at CFUF will never steer you in the wrong direction. Miss Pitchford is like a second mother to me, and Mr. Cooper is the grandfather that I’ve never had. He’ll always tell you the truth and calls it like it is, and while he’ll let you cry on his shoulder, he won’t take back what he said. To have these people and these free resources right here in Baltimore is a true blessing to our communities. A lot of young people in this city go through social services just to get to the next step, but CFUF offers an opportunity for lifelong, transformational change.

KYEONIA MCIVOR

“CFUF HELPED ME BECOME THE WOMAN THAT I AM TODAY.”
People from all walks of life come to CFUF and the Center welcomes you just the same. There isn’t a single person there that I can honestly say does not enjoy what they do. You feel it the second you walk through the doors. They care deeply and are ready to help with whatever it is they can help with.

Despite having a BA degree and working all of my life, I couldn’t find a job after I was laid off when my company moved their headquarters to Kansas City. That’s when a friend told me about STRIVE®. The program and the people truly gave me a sense of myself. They provided guidance and taught me about things that I wasn’t even aware of. Attitude is huge, and I learned how to be more rational, to not be so quick to fly off the handle and go on the defense all the time. I graduated the program in 2013, got a job, and got married all in the same year. Talk about milestones! STRIVE® was very instrumental in the positive changes in my life, and I am forever grateful.

CFUF doesn’t stop when you finish your program though—they are a lifelong support resource. When I was recently at the Center, I told Miss Pitchford how I needed a new suit for an upcoming job interview, but new suits can be expensive. She showed up the next day with a suit for me to borrow out of her own closet.

I tell young people I meet about STRIVE® and the impact CFUF can have on your life. I empower them with knowledge and hope to inspire change.
I became involved with CFUF by way of the Port Covington Manufacturing Bootcamp. I knew I wanted to expand my knowledge base so I went straight there and asked, “How do I get in?” To do so, I had to complete the STRIVE® program at CFUF. At the time, engaging in a 3-week program without pay was going to hurt, but I had to keep the bigger picture in mind. I signed up and it turned out to be one of the better decisions I’ve made for myself.

I took away more from that STRIVE® experience than I thought I would, but I had to humble myself first. I found out about things that I wasn’t even aware of. My habits, the ways in which my past impacted how I carried myself in the present and, of course, my use of what I came to learn was my “Game Face.” It’s like finally looking in the mirror and deciding not to ignore what you see.

After STRIVE®, two weeks into the Manufacturing Bootcamp, I was offered a job at The Foundery as a fabricator. Soon enough, I started to take over more of the operations, education, and training, and eventually ran the workforce development program that was in partnership with CFUF. When the shop closed this past April, CFUF immediately started connecting me with other employment opportunities. I’m now working with two researchers on a drone transport project at OpenWorks (a maker space similar to The Foundery), and with a veteran-owned real estate company.

People are still reaching out asking me to work with them, and I can’t help but to think back to the day I agreed to go through STRIVE®. I credit a lot of my current success to CFUF, but they won’t let me give them too much credit. They remind me of the work that I put in myself. Most of the team at CFUF have similar backgrounds to us—they’ve been in our shoes. So you can’t tell them they don’t know what you’re going through. They have an authenticity that you can’t fake. Once you realize that, you can either step up or step aside.

“IT’S LIKE FINALLY LOOKING IN THE MIRROR AND DECIDING NOT TO IGNORE WHAT YOU SEE.”

ERIC SMITH
Quite a few years ago, as I was driving to a construction site listening to NPR, they were doing a feature on CFUF interviewing Joe Jones. I thought, ‘Who is this guy? I need to meet him,’ and put it in the back of my mind.

Once Joe and I finally met years later, we shared our life stories and Joe said, ‘I don’t know why we met, but I’m pretty sure I’m going to find out.’ The game-changer happened three years ago when I co-founded TouchPoint Baltimore with Calvin Butler of BGE. Calvin and I had been thinking for years about doing something different that lifts up Baltimore. TouchPoint was born from the idea of creating a place within local neighborhoods that nurtures collaboration among resources that enable individuals and communities to thrive.

CFUF and Joe were a natural fit as non-profit partners with TouchPoint Baltimore filling our fatherhood piece. Very quickly, after a person is brought into Joe’s sphere of influence, there’s a responsibility required of them. He lets them know that help and opportunity are there, but no one is going to do the hard work for them. I love that about Joe—he’s no-nonsense. His differentiation of a person who wants to change their life, and build on a solid foundation of integrity, honesty, and commitment, from someone who is looking to game the system at every angle requires tough love. CFUF brings this front-end vetting with soft-skills training as part of their ALL In strategy. They show their members that this is the world you were in and this is the world that you’re heading towards. We’ve adopted many of these techniques at TouchPoint Baltimore. Recently, in our Skills for Success program, that matches up a group of 8th grade boys with mentors, Joe was the one who could stand in front of them and say, ‘Do not miss the opportunity that is in front of you right now. If you do, you have nobody to blame but yourself.’

“JOE WAS THE ONE WHO COULD STAND IN FRONT OF THEM AND SAY, ‘DO NOT MISS THE OPPORTUNITY THAT IS IN FRONT OF YOU RIGHT NOW. IF YOU DO, YOU HAVE NOBODY TO BLAME BUT YOURSELF.’”

TIM REGAN
PRESIDENT + CEO, WHITING-TURNER
I’ve known Joe for several years and have long admired the beacon of hope and opportunity the Center for Urban Families is for our Baltimore communities. CFUF tackles the seemingly insurmountable challenges faced by some of our urban neighborhoods, and the success of many of the folks served by the Center is the reason why we find ourselves in partnership with them. Plank Industries has been a proud supporter of CFUF’s work in human services and workforce development and it is our pleasure to donate another $300,000 to help fund the continuation of their efforts.

Our professional partnership with CFUF formalized with the Port Covington Manufacturing Bootcamp. This pilot program afforded us the opportunity to explore the needs of providing marketable hard skills to a cohort of young men navigating different challenges, and dovetailed very effectively with CFUF’s soft skills preparation. As one example of a tangible outcome, the installation of the whiskey barrel head wall on the second floor of Rye Street Tavern was completed by a CFUF cohort. The synergy from the Manufacturing Bootcamp experience exemplifies the impact the corporate and non-profit worlds can generate through active collaboration.

We’re excited to see how our continued partnership with CFUF in workforce development evolves as Port Covington comes to life.
Baltimore City Community College and the Center for Urban Families share a common goal: meet folks where they are and get them where they need to be. An attribute of our success in helping people reach their dreams and aspirations is enrolling them in their areas of interest. We put them on a pathway to success by focusing more on their goals and how we can help get them there—it’s a very humanized and holistic approach.

BCCC has been a CFUF partner on the continuing education side for many years, referring students into CFUF’s workforce programs, and as an academic resource for members in return. Our range is from providing basic high school classes and diploma exam preparation to certification and job placement. We’ve intentionally structured our partnership with CFUF to be much more comprehensive in our program offerings and wraparound services, as opposed to simply the traditional training programs, to highlight the strengths of both our organizations and bring more viable results for the members and our communities.

CFUF’s implementation of their ALL In strategy pushes these efforts to the next level. It is an opportunity to increase economic and social impact by opening the door for more folks to enter the workforce through resource sharing and strong partner affiliations.
CFUF’s Family Stability programs are designed to engage parenting couples, blended families, single mothers and fathers, and other adult caregivers to build strong families and healthy communities for themselves and their children. We understand the power of healthy relationships, and we provide experiential learning opportunities for whole families. This includes creating space for parents and children to participate in age-appropriate reading activities to stimulate and build vocabulary and language skills and providing access to safe and affordable childcare and reliable transportation.

At a systemic level, CFUF’s policy agenda focuses on family preservation, criminal justice and child support reform, and expansion of the Earned Income Tax Credit for childless workers/noncustodial fathers. With reform in these areas, we can increase opportunity for our families.

Details of our two family stability programs are included on the following page.

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**KEY SUPPORTING PARTNERS**

ASCEND  
THE ASPEN INSTITUTE

THE ASPEN INSTITUTE

THE KRESGE FOUNDATION

NextGen  
Next Generation of Human Services

LIGHT  
HEALTH & WELLNESS

VEHICLES FOR CHANGE

U. S. Department of Health and Human Services  
Administration for Children and Families
Baltimore Responsible Fatherhood Project

The Baltimore Responsible Fatherhood Project (BRFP) helps fathers build parenting skills, manage the relationships with the mothers of their children, secure employment and manage any child support obligations. Fathers are supported to overcome issues with child support and employment while focusing on the skills they need to become better parents by fulfilling the financial and emotional responsibilities of fatherhood. Through workshops, case management, and opportunities to connect with their children, fathers learn how to best support their children in the long-term. BRFP worked with 316 members in 2019.

Couples Advancing Together

Couples Advancing Together (CAT) is a cohort based model that provides family-focused services for couples with children to move towards family stability. Through the CAT relationship education curriculum, parenting couples participate in topical workshops to develop communication, compromise and negotiation skills designed to strengthen relationships. Couples also receive long-term, family goal-centered case management. CAT worked with 60 couples and their children last year.

In 2019, we paused on operating CAT to redesign the program. In operation since 2009, we knew that we were making a difference in the lives of the couples and their families. However, through formal evaluations, feedback from families, and a desire to impact more families, we decided to engage a cross-section of new partners to establish a city-wide ecosystem designed to have a more systemic impact. To realize this systemic impact, we reviewed CAT’s theory of change, program design, data, and lessons learned, as well as reinforced best practices through research, interviews with subject matter experts, and feedback from our members. We developed 10 recommendations to strengthen CAT to better our community, which include broadening partnerships with early childhood centers; upgrading the curriculum to include person-centered case management and responsible fatherhood; incorporating power perceptions, financial knowledge, social capital and wellbeing, and college preparation; and conducting advocacy around child support and early childhood care access.
## Statement of Financial Position

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<tr>
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<th>2018</th>
<th>2017</th>
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<td><strong>Assets</strong></td>
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<td><strong>Liabilities and Net Assets</strong></td>
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### Revenue and Expense Breakdown
- **Total Revenue**: $7,208,063 (30% Government Contracts, 35% Grants, 35% Contributions)
- **Total Expense**: $7,476,355 (69% Program Services, 31% Support Services)
## Financial Snapshot

### STATEMENT OF ACTIVITIES

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<tr>
<th>CHANGES IN UNRESTRICTED NET ASSETS</th>
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| Operating Expenses                |                 |                 |
| Program Services:                 |                 |                 |
| Workforce Development             | 1,063,704       | 1,225,447       |
| Training and Technical Assistance | 346,430         | 182,552         |
| Responsible Fatherhood            | 1,181,240       | 1,422,156       |
| Families                          | 571,588         | 631,617         |
| Client and Alumni Services        | 508,039         | 804,895         |
| **Total Program Services**        | **3,670,801**   | **4,266,667**   |

| Support Services:                 |                 |                 |
| Management and General            | 687,293         | 829,692         |
| Research and Evaluation           | 277,783         | 181,864         |
| Development and Special Events    | 694,302         | 560,086         |
| **Total Support Services**        | **1,659,378**   | **1,571,642**   |
| **Total Expenses**                | **5,330,179**   | **5,838,309**   |
| Change in Net Assets Without Donor Restrictions | (296,155)     | 85,473          |

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<tr>
<th>CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>817,837</td>
<td>1,639,937</td>
</tr>
<tr>
<td>Satisfaction of Restrictions</td>
<td>(837,271)</td>
<td>(1,733,356)</td>
</tr>
<tr>
<td><strong>Change in Net Assets With Donor Restrictions</strong></td>
<td>(19,434)</td>
<td>(93,419)</td>
</tr>
<tr>
<td>Changes in Net Assets</td>
<td>(315,589)</td>
<td>(7,946)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>6,754,104</td>
<td>6,762,050</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>$6,438,515</strong></td>
<td><strong>$6,754,104</strong></td>
</tr>
</tbody>
</table>
IT TAKES A VILLAGE

Twenty years of impact has been fueled by a group of leaders who have been ALL IN with our members, our team, and our mission. A collection of dynamic individuals with infinite patience, quiet steadfastness, and an unwavering belief in the potential of all people. They have been, and continue to be, the embodiment of everything CFUF stands for every day.
Joe and I met on the workforce development circuit of national experts and practitioners. While I was Senior Advisor to the U.S. Labor Secretary during the Obama administration, we held an event on reentry strategies where we highlighted CFUF’s unique human services model. I’ve always had a commitment to Baltimore, being born here and growing up in the area, and I was honored to become a Board Member and Chair of the Program Quality Committee at CFUF.

It’s impressive to take a step back and look at the impact of CFUF. The organization has played a significant role in defining responsible fatherhood as a carved-out field within human services. For a local organization to have that big of a national impact building awareness around a specific group of individuals, and also having a major impact on policy at the federal and state levels informed by insights coming out of the Center, is a testament to the hub of innovation and thought leadership that CFUF is. And that’s just the start of our impact.

The implementation of the ALL In model this year has the potential to create a major paradigm shift within the field. CFUF is taking a bold step in reframing how we engage with members and how we measure their success by looking at progress indicators differently. Empowered with 20 years of case management research, CFUF has crafted a unique strategy that looks at a person across a set of 10 dimensions over a longer period of time to more accurately track how their association with CFUF’s services affects their economic mobility continuum. While there’s risk to it, as this isn’t the typical way funders and government agencies look at this area of work, we’re confident in the strategy’s long-term success based on the data we’re able to access and the experience we’re able to apply.

CFUF BOARD MEMBER
BEN SEIGEL
BALTIMORE OPPORTUNITY ZONES COORDINATOR, BALTIMORE DEVELOPMENT CORPORATION

“ALL IN HAS THE POTENTIAL TO CREATE A MAJOR PARADIGM SHIFT WITHIN THE FIELD.”
After meeting Joe on a community engagement and impact panel, we knew we needed to find a way to collaborate. Soon after, our organizations partnered on the Port Covington Manufacturing Bootcamp. I had the great opportunity to see the pilot program from two different angles: as a CFUF board member and on the ground-level with the cohort enrolled in the bootcamp. It was profound to experience these young individuals transformational journeys and self-actualization of their dreams, to help create pathways to financial mobility, and facilitate the removal of barriers for a group of people who are not well-resourced or connected on their own.

CFUF’s achievement in reaching 20 years of impact is a testament to the Center being audaciously committed to its name. They have successfully proven utilizing the family unit as a catalyst to drive change in neighborhoods, homes, communities, and cities. This approach, coupled with a nimbleness that enable the organization to be responsive and adaptive, has positioned CFUF at the forefront of change in both Baltimore and on a national level. Now, with the implementation of the ALL In strategy, the Center is positioned to redefine the human services field and provide a much deeper level of intervention than we’ve been able to do before.

“REACHING 20 YEARS OF IMPACT IS A TESTAMENT TO CFUF BEING AUDACIOUSLY COMMITTED TO ITS NAME.”
The challenges that many urban communities face—family instability, poor education levels, limited employment opportunities, violence, crime, and inadequate access to transportation—can be daunting at times. That said, during my 15 years as a CFUF board member, I have witnessed countless mini-miracles where, despite the odds, we have been able to reconnect fathers with their children and help parents regain their self-respect and self-confidence allowing them to achieve self-sufficiency through employment. We have even been able to help some of our members become home and business owners, outright. These success stories are a testament to CFUF as an organization, to Joe as a leader, and to the tenacity and passion of the entire CFUF team.

2019 has been an exciting year with two major milestones: CFUF’s 20th anniversary and the roll-out of our ALL In strategy. I think it’s important to reflect on the fact that many non-profits never survive to serve the community for 20 years, let alone serve the community with the consistency of a strong leader, leadership team, diverse board, and audited financial statements. Moreover, CFUF has a positive history of impacting both the local community and the national discussion about how best to help urban families achieve their full potential.

The ALL In strategy reflects the past 20 years of experience, impact, and best practices that CFUF brings to the table. ALL In combines a comprehensive service portfolio with a data-informed case management system to deliver more targeted services and increased impact over longer, sustained engagement periods. It’s an incredibly exciting time to be part of the CFUF family.
Working at CFUF for the past 12 years, I have seen the Center evolve and change a great deal. Adopting the ALL In model is a committed effort among all the people who work here, even the operations staff who are often working behind the scenes. I live by the quote, “The highest human act is to inspire,” and that’s exactly what CFUF does.

In other places, the physical space might be just taken for granted, but here, ALL In is also a part of the immersive caring environment. In addition to programmatic changes that have taken place this year, the ALL In model is also manifested in the refresh of our lobby and other shared spaces in the facility. We are deeply committed to using our resources to support the entire life-changing experiences we offer here at CFUF. In 2018, we utilized a grant from the Maryland Energy Administration and Healthy Neighborhoods to retrofit the building for energy efficiencies, which will provide us with upwards of $34,000 in utility savings that can then be repurposed annually to serve our members, programs, and overall operating functions. This is just one example of how ALL In brings the CFUF experience full circle.

“THE HIGHEST HUMAN ACT IS TO INSPIRE.”

ARIELLE FORREST
OPERATIONS MANAGER, CFUF
2019 has been a big year for CFUF. It marks our 20th Anniversary and 20 years of service to Baltimore and its communities. The indicators of our impact are seen in the number of children growing up in stable families, members gaining employment or owning their own small business, and becoming homeowners. Our growth as an organization—from one program in 1999 to today’s many programs with singular focus on dismantling poverty—is fueled by the momentous step we took this past January by formally implementing our ALL In strategy.

My focus has always been on ensuring that CFUF is a data-driven organization, one that uses metrics and data-driven decisions to inform how we’re delivering services to our members, and the impact we’re having. With ALL In, we’re identifying and tracking 10 common barriers to self-sufficiency, assigning a score to each, and tracking our members’ progress to move their scores along a continuum from “crisis” to “thriving.” Using the Apricot case management system, our case management team has real-time access to data and case notes on each of our members. Case managers can see, at a glance, the specific barriers that are getting in the way of each member’s progress, and are empowered to use these data to support them on their journey out of poverty.

Equally important as our quantitative capacity is our qualitative impact. Looking out over the next 20 years of CFUF, I believe there is a great opportunity for us to work with our members on building their social capital—their relationships with others that yield productive benefits. CFUF is an expert at building human and financial capital, whether by facilitating education and training, employment, or home ownership. We must be focused on helping members enhance their social networks as a key component in their long-term stability. I envision the Center becoming a hub of activity, every evening, as our members connect with each other and build supportive networks based on trust and a shared desire to achieve family stability and economic success, together.

BRIAN LYght
CHIEF OPERATING OFFICER, CFUF

“OUR GROWTH IS FUELED BY THE MOMENTOUS STEP WE TOOK OF FORMALLY IMPLEMENTING OUR ALL IN STRATEGY.”
There is a dynamic trait that’s required to work in human services, as you wear many hats. My primary role is to ensure strong employer partnerships across various industries with CFUF, in order to create a bridge for our members to employment with sustainable wages. These partnerships are a critical leg in our members’ journeys, and considering the complexities that often accompany our line of work, successfully establishing them requires you to view it through many unique lenses—as a member, employer, case manager, and employment specialist. The consideration of each of these stakeholders’ perspectives is part of being ALL In.

ALL In has done great things for the spirit of our teamwork. Being part of someone’s transformation involves close collaboration among teammates, and we must all have a pulse on our members’ needs as we’re often anticipating them even before they know they need it. I don’t believe it will ever get old bearing witness to the profound impact that employment can provide to individuals and their families. I’m grateful to be able to help our members achieve economic stability, and with our employer partnerships, help promote an increased stability to our communities.

"THE CONSIDERATION OF MULTIPLE STAKEHOLDERS’ PERSPECTIVES IS PART OF BEING ALL IN."

TONY CHO DWYER
EMPLOYMENT SPECIALIST, CFUF
Thank you to our partners and supporters for always being ALL In

Your generosity means the world to us. We could not do this without you.

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Bryant Jeffers, CPA
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Catherine Pitchford
Director of Programs

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FAMILY STABILITY & ECONOMIC SUCCESS

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Senior Manager of Workforce & Trainings

Vernon Wallace
Manager of Baltimore Responsible Fatherhood

Kate Wolfson, Esq.
Manager of Program Coordination

Jerel Fitzgerald
ALL In Case Manager

Cayla Moore
ALL In Case Manager

Edward Pitchford
ALL In Case Manager

Kamesha Stokes
ALL In Case Manager

Timothy Tillman
ALL In Case Manager

Eddie White
ALL In Case Manager

Lavatte David
STRIVE® Trainer

Russell Drake
STRIVE® Trainer

Tony Cho Dwyer
Employment Specialist

Michael Williams
Employment Specialist

Wayne Cooper
Intake & Retention Specialist

Shirome Owens
Outreach Coordinator

Tyler Yutzy
Intake & Retention Specialist

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Mary Stewart
Grants Accountant

HUMAN RESOURCES

Jasmine Roberts
Human Resources Coordinator

OPERATIONS

Arielle Forrest
Operations Manager

Lloyd Wright
Facilities Manager

Wanda Liggins
Operations Specialist

Helena Wise
First Impressions Specialist

Gregory Smith
Security Coordinator

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PRACTITIONER’S LEADERSHIP INSTITUTE (PLI)

Shawn Burnett
PLI Academy Specialist

DEVELOPMENT

Catherine Miller
Grants Compliance Manager

Cassandra Sullivan
Grants Manager

RESEARCH & EVALUATION

Vacant
Data Analysis & Performance Manager

Vacant
Data Specialist
Together, we can do so much more.

Our goal is to provide each and every single person who comes through our doors with equal opportunity to transform their lives. You too can ignite change, dismantle poverty, and empower our members to recognize their potential and realize their dreams.

VISIT US.
Stop by our state-of-the-art facility to see our programs, members, and teammates in action.

CONTRIBUTE.
Your financial support enables us to have the impact that we make in the lives of our members and their families.

VOLUNTEER.
We’re always looking for inspiring volunteers to work directly with our members and to support our operations.

BECOME A COMMUNITY & CORPORATE PARTNER.
We’ll work with you to figure out the best opportunity for your group.

FOLLOW US.
@centerforurbanfamilies

For more ways to get involved, email maklin@cfuf.org or call 410.246.1415