URBAN VENTURES

Five-Year Strategic Plan

Effective July 1, 2017 — June 30, 2022

This document outlines a plan of action for the next five years at Urban Ventures.

It states who we will serve, our model for driving change, and what we will hold ourselves accountable to achieve.

Table of Contents

5 A call-to-action from Urban Ventures' CEO

I. The Need

7 A chronically underresourced area of South Minneapolis
9 Complex factors cause children to underperform in neighborhood schools
11 Low educational attainment leads to low earnings and generational poverty

II. Our Response

13 Urban Ventures' impact, mission, and vision statements

III. Honing Our Model

15 From 10 disparate programs to a single focus
17 Urban Ventures' theory of change
19 5-step service delivery framework
21 Zeroing in on a 25-block core area
23 Partnering with local schools
25 Reprioritizing programming for maximum impact

IV. Measuring What Matters

27 Organizational key performance indicators
29 Using data to improve service quality

V. Increasing Our Capacity

31 Developing the next generation of leaders
33 Staff development initiatives

VI. Financial Stewardship

35 Financial core principles
37 Sources of revenue

VII. Key Takeaways

39 Conclusion

VIII. Appendices

40 A- Organizational history and overview
41 B- Organizational statement of faith and core values
42 C- Logo usage, past versus future
44 D- Naming conventions, past versus future
45 E- Market penetration goals by service type
46 F- Scaling up Urban Ventures' core area
47 G- Key performance indicators by service type
48 H- Community needs assessment/datasheet
51 I- Cost allocation by service type, current versus future
52 J- Implementation milestones and action items

A call-to-action from Urban Ventures' CEO

Once a vibrant epicenter of economic vitality, some neighborhoods south of downtown Minneapolis have struggled for decades. On one hand, since Urban Ventures opened its doors in 1994, crime and violence have decreased; small, medium and large companies have reemerged to provide employment to many in the community; and "Crack Alley" (along Fourth Avenue, near Lake Street) is no more.

But despite progress over the last 25 years, major challenges persist.

The majority of adults in the part of South Minneapolis we serve grew up in poverty, and data show their children are likely to be poor, too. It's part of the vicious cycle—without access to high-quality education, kids born into poverty are more likely than not to remain trapped there for their whole lives.

Research shows that education is the brightest hope for breaking the cycle of generational poverty.

But kids born into poverty aren't likely to succeed in school without support that targets their family situations[1], wellness, and safety.

It is often said that it takes a village to raise a child—Urban Ventures is uniquely equipped to be that village for youth in our community.

Because we believe so strongly in the impact of educational attainment on lifelong success, we have established a new audacious, overarching goal to unite our efforts:

Urban Ventures will do whatever it takes to prepare and send every child in our 25-block core area to college by 2040.[3]

We chose this goal because the single greatest mechanism for breaking the cycle of poverty is a college education.[4,5] For us, being a faith-based organization means doing whatever it takes to follow the example of Jesus by serving all people who come through our doors with love and respect, regardless of their beliefs.

The purpose of this document is to outline the steps we are taking to retool our efforts in pursuit of this new common objective. Twenty-five years in the same part of South Minneapolis gives us a strong foundation on which to build. But, if we are to succeed in reaching our new goal, it's clear we must become more focused and united than ever before.

I hope you will join us as we enter a new chapter in service to our wonderfully diverse, but chronically under-resourced community in south Minneapolis. We simply cannot—and will not—achieve our goals without you.

Faithfully,

David Hawn, President and CEO, Urban Ventures

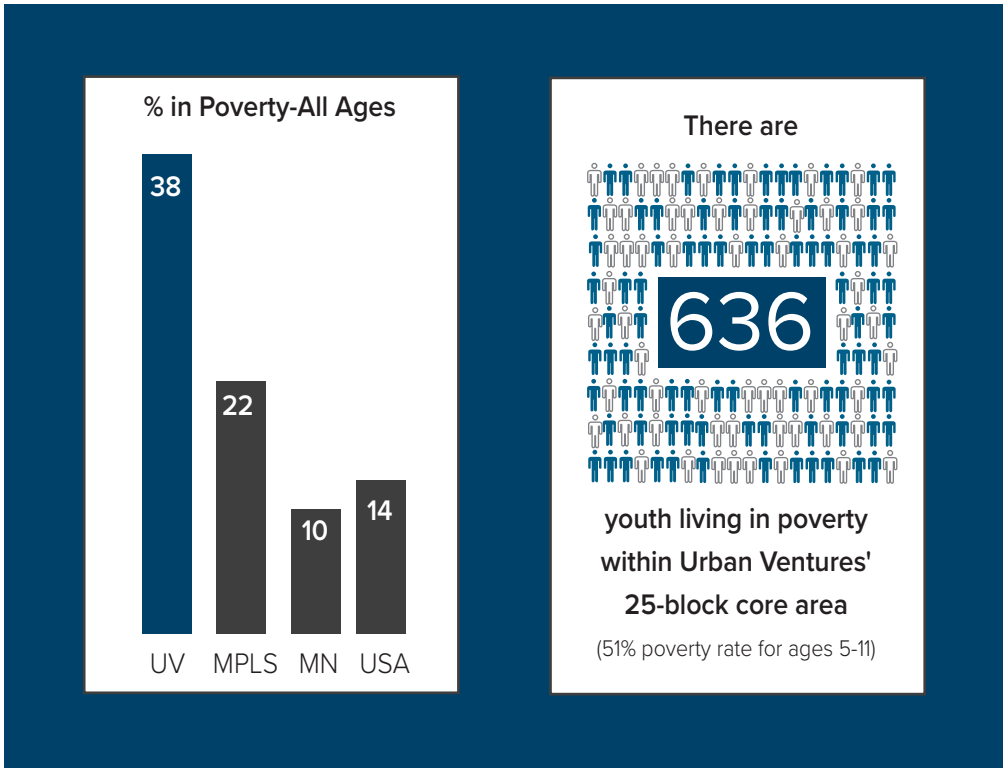
[1]"Child Poverty and Its Lasting Consequence", a study by the Washington, D.C.-based think tank the Urban Institute. [2]See the Perry Project from the 1970s and the Abecederian Project from the 1980s. [3]Or some formal postsecondary training. [4] Poverty and the Promise of Higher Education. Harvard Educational Review: July 2001. [5]Into college, out of poverty. Policies to increase the postsecondary attainment of the poor. National Bureau of Economic Research.

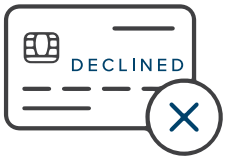
SEE APPENDIX A FOR ORGANIZATIONAL HISTORY & OVERVIEW.

The neighborhood we serve is beautiful, diverse,
and filled with possibility.

It's also chronically poor—a problem we find unacceptable.

A chronically underresourced area of South Minneapolis





62% of families make less than $35,000/yr. (average family size is 4.5) (Phillips community)
36% MPLS, 27% MN

57% of families are headed by a single female with no husband present (Phillips community)
25% MPLS, 10% MN

Over 50% of residents lack English-language proficiency (30% are foreign-born)
6% MPLS, 2% MN

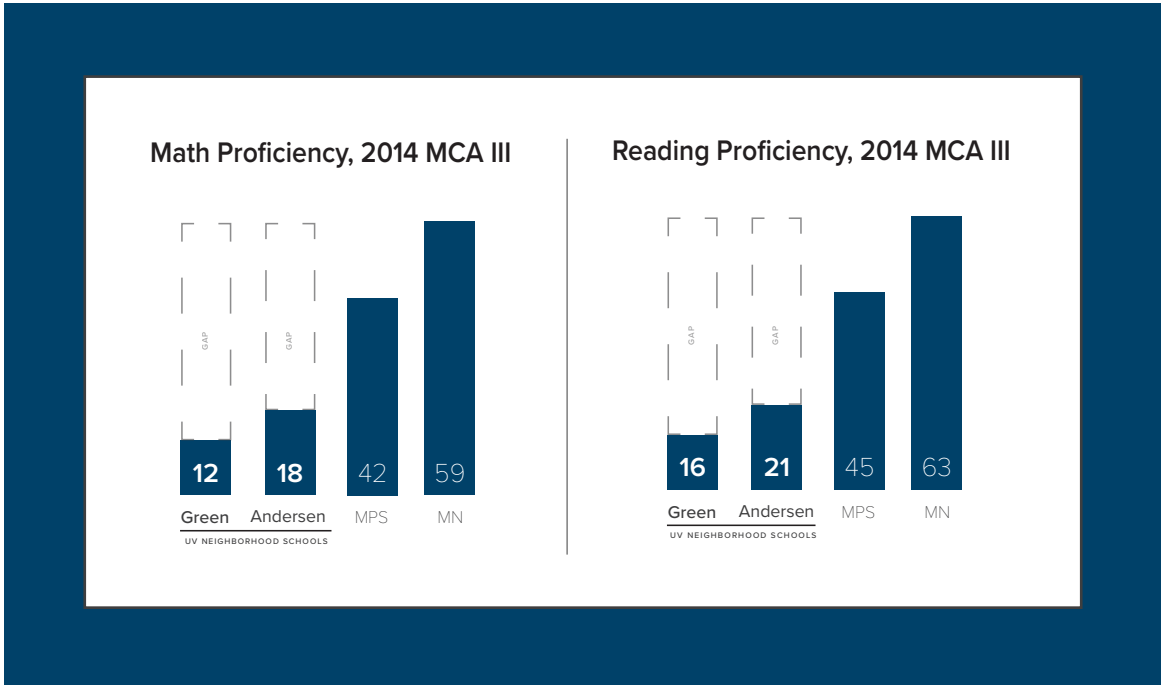
Data pertains to Urban Ventures' 25-block core area unless otherwise noted. See page 15 for core area in detail. Dataset: US Census Bureau American Community Survey, 2015, accessed via MN Compass.org

SEE APPENDIX H FOR FULL DATASHEET

Many children in our neighborhood are born
into broken homes and are sent to broken schools.

It's a trap that breeds a lack of hope.

I // THE NEED Complex factors cause children to underperform in neighborhood schools



40% dropout rate for students of color in neighborhood high schools. 1 in 10 MN dropout rate

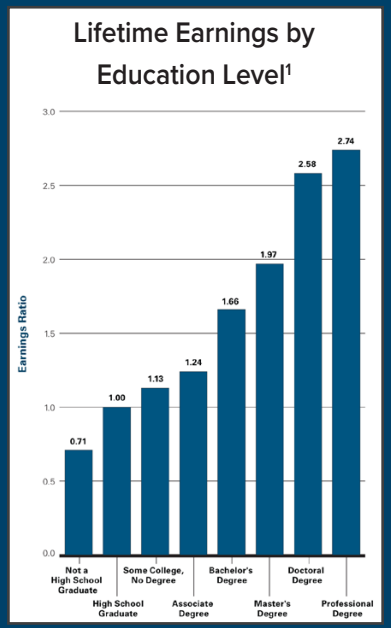
98% of children at Green Central, our closest school, qualify for free/reduced lunch. 57% MPLS, 41% MN

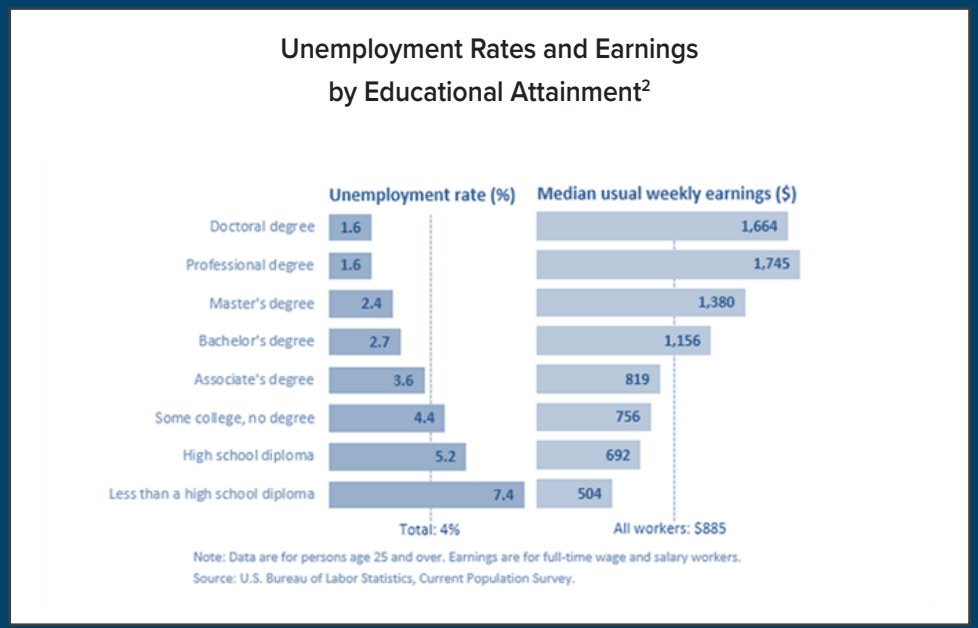
UV kids 2x as likely to lack medical insurance, transportation, and quality housing than the MPLS average.

Data pertains to Urban Ventures' 25-block core area unless otherwise noted. Dataset: US Census Bureau American Community Survey, 2015, accessed via MN Compass.org

The data are clear that educational attainment is key to increasing lifetime income, and that increasing earning potential is key to empowering individuals to break free from the cycle of poverty.

I // THE NEED **Low educational attainment leads to low earnings and generational poverty**

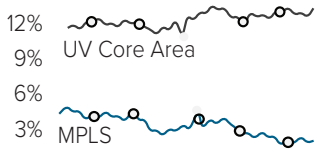




$18,404

Median household income in our neighborhood (Phillips community)

$51,480 MPLS, $61,492 MN



4x higher unemployment rate than Minneapolis as a whole.

12% UV, 3% MPLS, 4% MN

1 in 5 adults in our core area has less than a **9th grade** education.

(Phillips community)

[1] College Board; 2009; https://trends.collegeboard.org/education-pays/figures-tables/lifetime-earnings-education-level |
[2] US Bureau of Labor Statistics; 2016; https://Data pertains to Urban Ventures' 25-block core area unless otherwise noted.
Other statistics: US Census Bureau American Community Survey, 2015, accessed via MN Compass.org

Therefore, our response as an organization is to pursue our vision of "a city without poverty" by adopting a bold new goal—**to prepare and send every child in our neighborhood to college***.

Because education changes everything.

*Used in this instance, "college" includes multiple forms of postsecondary education including four-year schools, two-year schools, military service, and vocational training programs capable of equipping students for a successful transition to a career and productive adult life.

Urban Ventures' impact, mission, and vision statements

IMPACT STATEMENT/ORGANIZATIONAL GOAL

To prepare and send every child in our neighborhood to college by 2040.

A bold and audacious goal, this impact statement defines what we strive to achieve and will hold ourselves accountable for, because we know that education changes everything.

MISSION STATEMENT

Educating children, strengthening their families, and building a healthy community.

These three, inextricably-linked activities define our path to achieving our vision and generating our intended impact.

VISION STATEMENT

A city without poverty.

Our vision is what stretches us, inspires us, motivates us, and dares us to dream of what is possible.

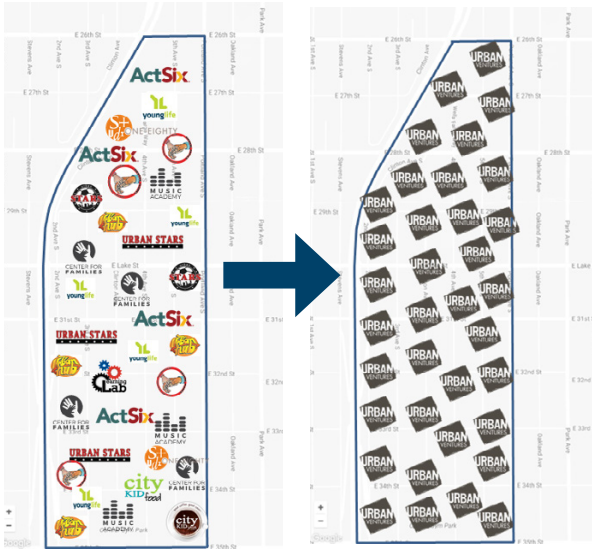
SEE APPENDIX B FOR URBAN VENTURES' STATEMENT OF FAITH AND ORGANIZATIONAL CORE VALUES

To reach our goal, we are **uniting all our existing programs, resources, and know-how around this single initiative.**

By combining 10 disparate programs into one program with a common objective, we will be better able to holistically support youth, their caregivers, and the broader community.

III // HONING OUR MODEL

From 10 disparate programs to a single focus



An independent survey validated that too many program "brands" cause confusion and are not in alignment with Urban Ventures' vision for a holistic, seamlessly-integrated service organization.

Over the last 25 years, Urban Ventures has developed a diverse portfolio of 8-12 community programs, each with its own identity and each focused on addressing one particular aspect of breaking the cycle of poverty.[1] But findings from a survey administered by an independent third party concluded that Urban Ventures participants, funders, and community groups often do not understand that Urban Ventures' offerings are interrelated and administered by the same parent organization.

Therefore, effective July 1, 2017, Urban Ventures' various initiatives are all uniting under our organizational name: "Urban Ventures."

Urban Ventures' focus will be on providing comprehensive, coordinated, cradle-to-career support for youth living in a 25-block core area of South Minneapolis, with the ultimate goal that all children will complete a post-secondary program and become leaders in their community.

Urban Ventures will provide youth with an academic pipeline from birth through college, plus wraparound support for the entire family, including athletics, nutrition education, parenting classes, and referrals to a strong network of social service partners.

Students participating in Urban Ventures become eligible for a full-tuition, full-need college scholarship to one of our partner universities.

We are currently able to award up to 40 full-tuition, full-need scholarships each year through four partner schools. We anticipate adding additional schools—including those that focus on vocational training—to meet our goal of sending all graduating high school seniors from our core area to college each year. Based on recent census data, we expect this number to be 65-85 students each year. Enrollment in Urban Ventures will remain open to all; however, preference will be given to families residing in our organization's 25-block core area of south Minneapolis.

Urban Ventures Program Components: Youth Education

Early Learning Center, K-8 Charter School, K-12 year-round extracurricular college prep program, College and Career Office

Program Components: Family, Health, Community

Center for Families, athletics, nutrition education, community outreach

We believe that students and families who remain active in multiple program components over time will develop academically, physically, emotionally, and spiritually, ultimately increasing their likelihood of receiving a full-tuition scholarship.

[1] SEE APPENDIX C FOR NEW LOGO USAGE GUIDELINES. SEE APPENDIX D FOR A LIST OF PAST VERSUS FUTURE NAMING CONVENTIONS.

To succeed, we must ensure that each child has access to a **quality education** combined with a robust network of **family and community supports**.

A no-excuses, whatever-it-takes approach to breaking the cycle of poverty.

Urban Ventures' theory of change

Long-term outcome:

Youth in 25-block core area graduate from college, transition to career, break the cycle of poverty, and return to lead in their home community

Necessary pre-condition:

Quality Education

INDICATORS: Kindergarten readiness; math/reading proficiency; high school graduation, post-secondary completion

Necessary pre-condition:

Strong Family

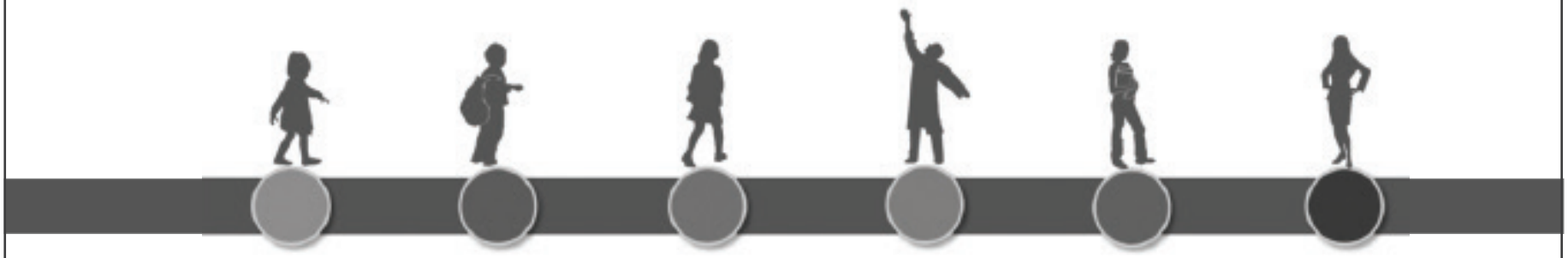
INDICATORS: Families stable across 12 key areas, savings account in child's name, time reading to child

Necessary pre-condition:

Healthy Community

INDICATORS: 60+ min of physical activity daily, 5+ servings of fruit and vegetables, feel safe walking to and from school

Quality education + wraparound extracurricular support pipeline



PLUS family center, health/wellness, nutrition, and community

SEE APPENDIX I FOR PAST VERSUS FUTURE BUDGET ALLOCATIONS BY SERVICE TYPE

In order for Urban Ventures to objectively prove its theory of change—notably, that a broad range of *both* in-school and out-of-school supports are needed to improve outcomes for youth—the organization must be able to quantifiably demonstrate the relationship between specific, interrelated activities (e.g. tutoring, music class, nutrition demonstrations, mentoring, sports camps, etc.), and long-term life outcomes (e.g. academic proficiency, college graduation, and health/wellness outcomes).

Graphic: Strive Together

As an organization, we are **reorganizing our service delivery model** and **phasing in the additional components we need to support our theory of change.**

NEW COMPONENTS:

Early Learning Center
Academy (K-8 charter school)
College and Career Center

5-step service delivery framework

1

Family enrolls together in Urban Ventures with the goal of post-secondary graduation for every child in the household.

Family profile created in database; stability assessed across 12 key areas. Baseline proficiency testing for children.

2

Support plan/goals drafted and reviewed by cross-department service coordination team.

3

Every member of the family is connected to specific Urban Ventures' services, offerings, and referrals

FOR YOUTH			FOR BOTH YOUTH AND PARENTS/CAREGIVERS		FOR PARENTS/CAREGIVERS
Birth-Age 5 Early Learning Center (EMERGENT)	K-8 Academy UV Charter School (EMERGENT)	K-12 after-school Tutoring/Mentoring/Arts	Physical Activities Athletics + Wellness	Nutrition Education	Family Center Caregiving Classes

4

2x/year: proficiency tests readministered; progress assessed and plan updated.

5

Grade 9: Every child enrolled in College and Career Center; post-secondary plan drafted.
Grade 12: Every child applies for scholarships, graduates HS, and attends college

Child graduates from college and returns to live, work, start a family, and serve others in their home community.

We'll **focus our efforts on** families living in **a 25-block core area of South Minneapolis**.

Zeroing in on a 25-block core area

597 Family units in core area[1]

106 Families already involved in one or more UV service/ offering[2]

263 Latino families[1]

191 African-American families[1]

325 Families led by single mothers[1]

300 Families with limited English spoken at home[1]

Core area boundaries are: I-35W to the west, Portland Avenue to the east, 35th Street to the south, and 26th Street to the north. Urban Ventures' existing/baseline market penetration rate within the 25-block core area is ~15%, with the goal to enroll ~85% of families within five years. **Urban Ventures does not seek to exclusively serve only residents from the core area, so long as the organization meets its targets for market penetration.**

This 25-block core area of South Minneapolis will become the primary focus for Urban Ventures. According to 2015 survey data, there are approximately 1,300 children age birth-19 living in the core area. Over 50% of these youth live in poverty. Accordingly, Urban Ventures is pursuing an aggressive market penetration strategy to reach children and their families early and often with supports tailored to each stage of development.

Consistent support at earlier stages of development increases the odds of success for each child, and strengthens the fabric of the underlying community. Using the latest available data, targets consistent with those used by other successful cradle-to-career community development organizations have been developed:

Age	FY18	FY19	FY20	FY21	FY22	FY23
Birth-5	20% (78)	40% (155)	60% (233)	70% (272)	75% (291)	80% (310)
5-14	25% (159)	35% (223)	45% (286)	50% (318)	55% (350)	60% (382)
15-19	15% (44)	20% (59)	25% (74)	30% (89)	35% (103)	40% (118)
YOUTH SERVED/YEAR	281	437	583	679	744	810

To ensure the organization meets its market penetration goals, Urban Ventures has formalized a community outreach initiative. Its purpose is to catalyze the neighborhood, making sure every single family knows they have access to Urban Ventures low-to-no cost services.

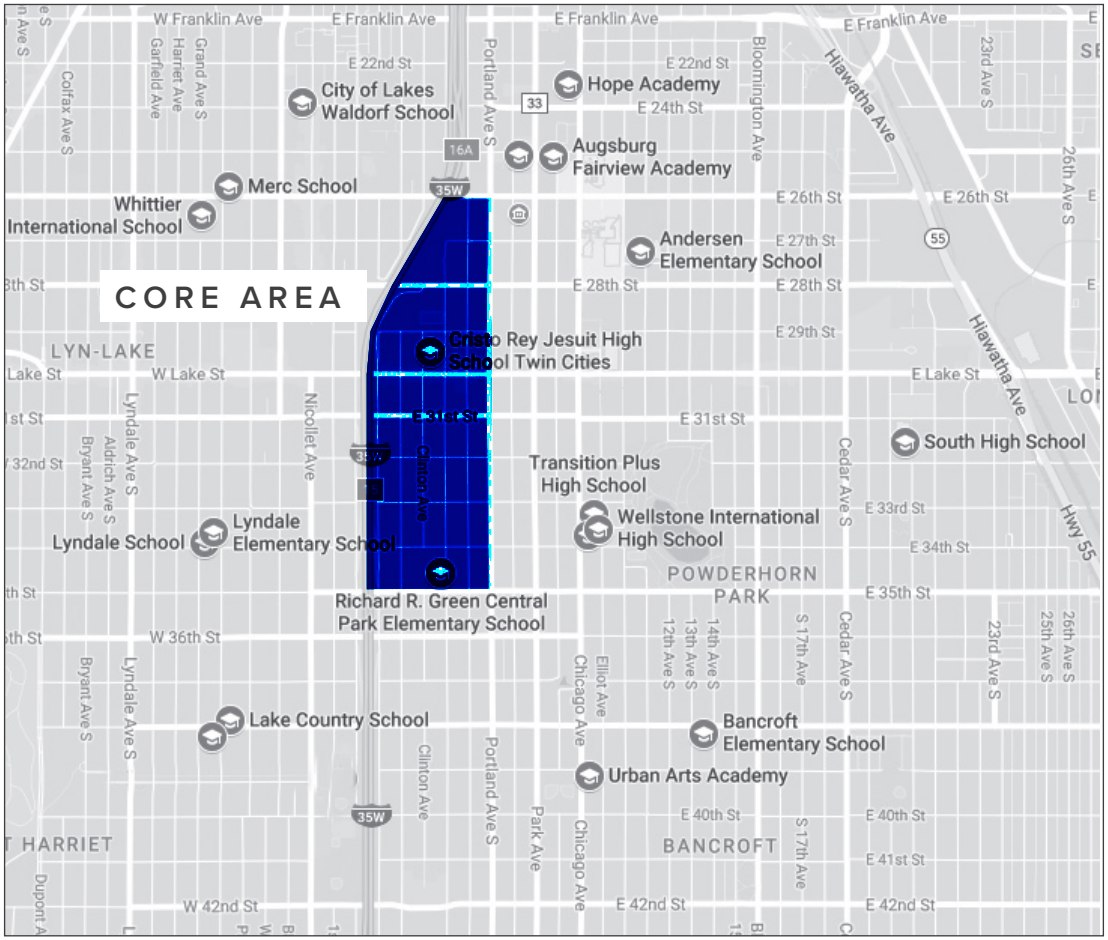
Twice each year (fall and spring), the community outreach group will draft and execute a neighborhood marketing campaign to increase awareness and to promote the benefits of Urban Ventures to local residents. Activities include door-knocking, mailers, distributing yard signs, local public relations, buying local media advertisements, etc., and will be funded by an organization-wide budget allocation for community outreach.

[1] AMERICAN COMMUNITY SURVEY 2015, MN-COMPASS [2] Internal record

SEE APPENDIX E FOR A LIST OF MARKET PENETRATION GOALS BY SERVICE TYPE. SEE APPENDIX F FOR INFORMATION ABOUT SCALING UP THE CORE AREA.

And we will develop plans for supporting the schools children in our 25-block core area attend, with specifc focus on shools within our 25-block core area.

Partnering with local schools



Core area Schools

Green Central Park Elementary
Public, K-5, 500 students

Cristo Rey Jesuit High School
Private, 9-12, 360 students

Urban Ventures Academy (emergent)
Public charter, K-8, 300 students

Additional Schools within one mile of UV's campus

Anderson
Augsburg Fairview Academy
Bancroft Elementary School
City of Lakes Waldorf School
Hope Academy
Lake Country School
Lyndale School
Merc School
South high School
Transition Plus High School
Urban Arts Academy
Wellstone International School
Whittier International School

Urban Ventures Academy will enroll up to 200-300 K-5 children; however, with over 1,300 children living within our 25-block core area, partnering with neighboring public, charter, and private schools will be essential to achieving our goals.

While Cristo Rey Jesuit High School and Green Central Elementary are the two schools within our 25-block core area—and UV has strong relationships with them—we have students living in our core area attending schools adjacent to our core area. We have begun reaching out to them to develop strategies for supporting and augmenting their extra-curricular offerings (see map at left for schools in close proximity to our campus).

We must also work hard to ensure 8th grade students in the Urban Ventures Academy successfully transition to high school. We will do this by establishing strategic partnerships with high performing local high schools that offer potential alternatives for neighborhood families. Cristo Rey Jesuit High School, Hope Academy, and Hiawatha Academy are three potential partners.

We know that success will require focus. Because we have limited resources with which to pursue our mission, **we will shrink or eliminate activities that do not directly advance our mission**.

Reprioritizing programming for maximum impact

Aligning Urban Ventures' limited resources to maximize our impact is essential. Each Urban Ventures initiative delivers services whose benefits contribute toward the fulfillment of our mission in some way. But when resource allocation decisions have to be made between numerous activities—all of which do *some* good—determining the activities and programs that do the *most* good is a difficult, controversial task.

But the stakes have never been higher, both for the individuals Urban Ventures currently serves as well as for families who have yet to encounter our organization.

Thus, it is vital that Urban Ventures concentrate its investments into activities that contribute directly to core outcomes.

Urban Ventures is making the following changes to our programming:

1. Former Learning Lab program: Restructured into a new K-12 after-school program with a focus on college preparation (will be separate from charter school).

2. Former Young Life program: Restructured into aforementioned K-12 after-school program.

3. Former Center for Fathering and Siempre Padres programs: Restructured into Urban Ventures Center for Families[1], sharing a common facility at 3041 4th Ave. by 4/1/2018.

4. Former CityKid Enterprises/Farm/Food program: Restructured into Urban Ventures Farm/Nutrition Services

5. Former CityKid Java coffee company/CityKid enterprises products: CityKid Java restructured into Urban Ventures Coffee Co. CityKid Enterprises restructured into Urban Ventures Co.—social enterprise product sales and management transitioned to the Marketing Department.

6. Pathways initiative (court-mandated training for gun offenders): Discontinued at the end of current contract period.

7. Kitchen of Opportunities: Management of the facility transitioned to CityView Church.

Clients receiving services through programs no longer supported by Urban Ventures will receive referrals to other reputable organizations.

SEE APPENDIX J FOR IMPLEMENTATION MILESTONES AND TIMELINE FOR ORGANIZATIONAL CHANGES.

[1] Urban Ventures will continue its long-standing commitment to serving men, but our focus will shift toward serving men who are fathers of children involved in our programming.

We will increase accountability and measure our progress by tracking **10 organization-wide performance indicators.**

Organizational key performance indicators

YOUTH INDICATORS[1]

INDICATOR 1: Kindergarten readiness
and % of children age 0-5 within Urban Ventures' core area participating in center-based or formal home-based early learning programs or preschool.
Goal: 90% (all goals by year 5)

INDICATOR 2: Kindergarten readiness
and % of children age 3-5 within Urban Ventures' core area with age-appropriate functioning across multiple domains of early learning at the beginning of the school year.
Goal: 90%

INDICATOR 3: Academic proficiency
and % of K-12 students within Urban Ventures' core area at or above grade level in math and reading, as assessed using Urban Ventures' academic proficiency software. Goal: 80%

INDICATOR 4: High School Graduation
% high school graduation rate of core area students. Goal: 80%

INDICATOR 5: Post-secondary degrees
and % of core area youth who obtain postsecondary degrees, vocational certificates, or other credentials. Goal: 70%

FAMILY AND COMMUNITY INDICATORS

INDICATOR 6: Physical activity
% of Urban Ventures' participants who get 60+ min of physical activity daily. Goal: 70%

INDICATOR 7: Nutritional wellness
% of Urban Ventures' participants getting 5+ servings of fruits and vegetables daily. Goal: 70%

INDICATOR 8: Neighborhood safety
and % of Urban Ventures' youth who feel safe at school and traveling to and from school, as measured by an internally administered school climate assessment. Goal: 90%

INDICATOR 9: Parenting: Support child's learning
and % of Urban Ventures' parents or care-givers who report that they read to their child three or more times a week (children age 0-8) or encourage their children to read books outside of school (children age 9-18). Goal: 90%

INDICATOR 10: Parenting: Financial literacy and savings
and % of Urban Ventures' parents or care-givers who open a savings account in their child's name *and* report talking with their child about the importance of college. Goal: 90%

SEE APPENDIX G FOR A LIST OF KEY PERFORMANCE INDICATORS BY SERVICE TYPE.

[1]These indicators pertain to all residents living in Urban Ventures' core area. Residents may participate in Urban Ventures' offerings, or programs offered by other nonprofits. [2]These goals pertain specifically to those enrolled at Urban Ventures. ALSO NOTE: These indicators have been adapted from a list developed by the US Department of Education to judge the effectiveness of Promise Neighborhood grant recipients across the country. Therefore, it gives Urban Ventures the opportunity to compare its own effectiveness against other organizations with similar missions.

Our expanded use of data will be facilitated by investment in a new **centralized database system.**

IV // MEASURING WHAT MATTERS

Using data to improve service quality

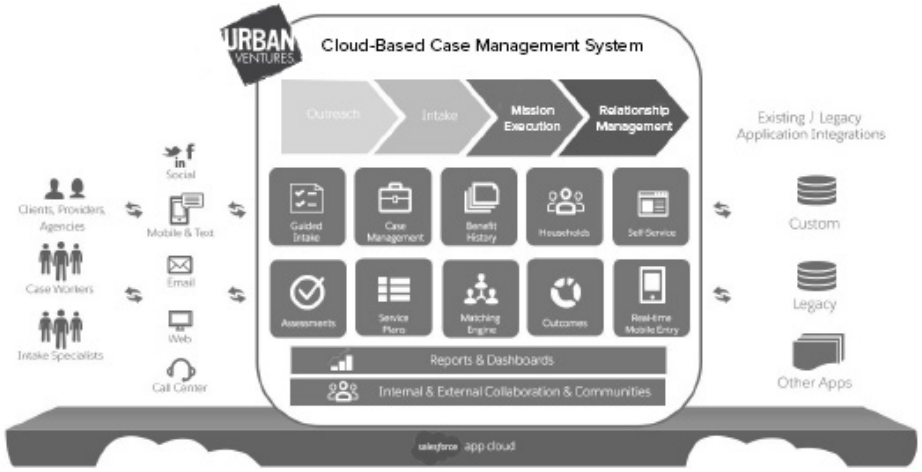
Each year, Urban Ventures' management will analyze the data coming out of our program to ensure our services have the resources to deliver on their goals.

Twice-annual meetings for staff and stakeholders will allow for a data-driven assessment of our progress.

To aid outreach efforts, every housing unit within Urban Ventures' core area will be automatically populated in the organizational database as a prospective family.

Outreach workers engaging in door-knocking or other engagement activities enter interactions with neighborhood families directly into the system from their smartphones and assign follow-up tasks to Urban Ventures' staff members.

CASE MANAGEMENT PROCESS MAP



We know that in order to accomplish our ambitious goal, **we must find and develop the next generation of great community leaders.**

Developing the next generation of leaders

DEVELOPING THE NEXT GENERATION OF LEADERS

To achieve our mission, we will need local leaders who are committed to carrying forward the work of Urban Ventures for years to come. It is our responsibility to find and nurture this next generation of leaders, equipping them with the tools they need to build a community where everyone thrives.

ACTION ITEM 1: All extracurricular programming will include character and leadership development curriculum and activities.

ACTION ITEM 2: With sufficient training and supervision, high school and college students will be asked to work with younger children as mentors. Stipends will be provided as appropriate. Mentoring younger students will be mandatory for all Act Six scholarship recipients.

ACTION ITEM 3: Urban Ventures' internship program will be enhanced and formalized to work with business and nonprofit leaders to provide leadership development opportunities for upper class high school and all college-age students from within the 25-block core area.

ACTION ITEM 4: Urban Ventures will hire at least one full-time employee each year from each Act Six graduating cohort.

We must **continue to support our staff and increase their capacity to create change**.

STAFF DEVELOPMENT ACTION ITEMS

ACTION ITEM 1*: Every staff member will be provided with quantitative goals/metrics for their role and a written explanation of how their contributions connect to overall organizational strategy.

ACTION ITEM 2*: A modest bonus plan will be used to reward top performers.

ACTION ITEM 3*: Formalized leadership training will be provided to emerging UV leaders.

ACTION ITEM 4: Staff positions that can be effectively filled by volunteers will be evaluated/eliminated annually.

ACTION ITEM 5: Communication and strategic alignment will be enhanced by continuing UV's new two-tiered leadership structure (Tier 1: executive leaders, Tier 2: program leaders) with direct access to, and involvement of, the CEO.

ACTION ITEM 6*: All nonprogram management and staff will be required to spend at least 100 hours/year in direct programming support as a part of normal work hours.

ACTION ITEM 7*: All management team members and nonprogram staff will be required to participate in fund raising by raising 10%+ of their base salary[1]. (Major gift officers require a higher percentage.)

ACTION ITEM 8*: All staff are required to provide a list of 10 new prospective donors or volunteers each year.

[1]Funds raised by individual staff members enter into the general operating fund and are not earmarked for that specific person's salary.

*SEE REVISED URBAN VENTURES EMPLOYEE HANDBOOK FOR DETAILED INFORMATION

None of our work will be possible unless we **are conscientious stewards of the resources entrusted to us** by our generous donors.

VI // FINANCIAL STEWARDSHIP

Financial core principles

At the start of calendar year 2017, Urban Ventures had an operating debt of $1.85 million, with monthly expenses routinely higher than revenues. This was both inconsistent with our organizational values as well as unsustainable. Through a combination of real estate transactions, organizational right-sizing, and programmatic realignment, Urban Ventures will begin FY18 (July 1, 2017) with a modest cash reserve, a balanced budget that keeps spending levels within a relatively conservative revenue forecast, and a plan to eliminate all remaining debt by the end of calendar Q3 2017.

Over the term of this strategic plan, we resolve to adhere to the following fiscal core principles:

1. We will draft and update an annual development/fundraising plan that provides the necessary financial resources to support programs and service offerings consistent with our mission.

2. We will produce and review financial statements regularly (monthly for executive leadership, quarterly for Finance Committee and Board of Directors).

3. We will utilize a strategic budgeting process that reflects organization-wide objectives.

4. We will develop and approve an annual budget and regularly monitor it to evaluate and respond to any material variations.

5. We will maintain a diverse resource portfolio containing both liquid and illiquid assets, analyzing our mix of public and private funding annually, and reviewing a contingency plan for responding to unexpected reductions (or increases) across each revenue stream.

6. We will maintain a line of credit to hedge against the cyclical nature of fundraising fluctuations, but will always strive to be cash-flow positive at the end of each fiscal year.

7. We will maintain formal internal controls governing all financial operations.

8. We will pay our bills in a timely manner.

9. We will not use restricted funds to subsidize current year operations.

10. We will maintain specific plans to meet reporting requirements for any cash or in-kind grants.

11. We will prepare and disseminate an annual report which includes statements of our financial position.

12. We will draft and adhere to Board policies and guidelines for management of lines of credit, endowment funds, and other secured/unsecured funds.

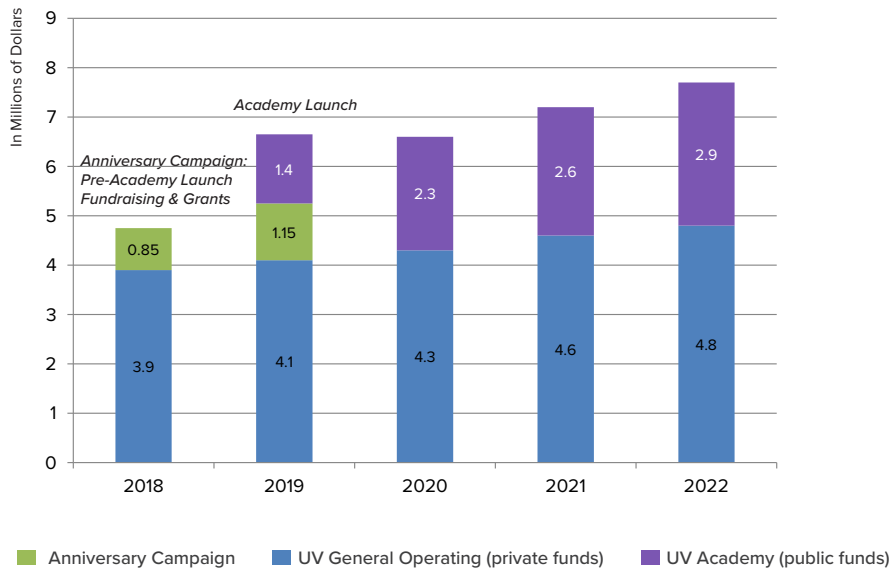
13. We will develop and maintain a comprehensive evaluation system to measure and report the impact of our work to grantmakers and other stakeholders.

14. We will thank and receipt donors in a timely manner.

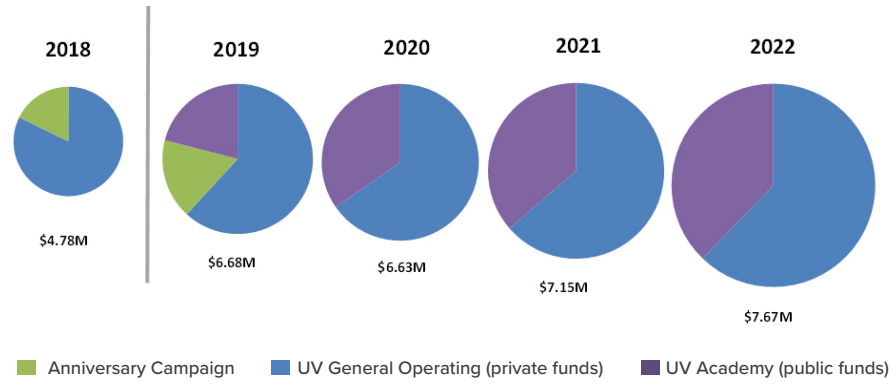
Over the next five years, **we will work hard to grow and diversify our sources of revenue.**

Sources of revenue

REVENUE MIX PROJECTIONS BY FISCAL YEAR (BAR)



REVENUE MIX PROJECTIONS BY FISCAL YEAR (PIE)



1 – Represents a minimum threshold of $2.0M in prelaunch funding as a result of a special 25-year anniversary campaign
2 – Represents per pupil state and federal funding made available through emergent K-8 charter school

Thank you for joining Urban Ventures on this journey.

Our work is not possible without you.

VII // KEY TAKEAWAYS

The neighborhood Urban Ventures serves is beautiful, diverse, and filled with possibility. It's also chronically poor. And that's a problem we find unacceptable. Many children in our neighborhood are born into broken homes and are sent to broken schools. It's a trap that breeds a lack of hope.

The data are clear that educational attainment is key to increasing lifetime income, and that earning potential is key to empowering individuals to break free from the cycle of poverty.

Therefore, our response as an organization is to pursue our vision of "a city without poverty" by adopting a bold new goal—to prepare and send every child in our neighborhood to college—because education changes everything.

To reach our goal, we are merging all our existing programs, resources, and know-how into a single initiative. By combining our 10 disparate programs into one program with a common objective, we will be more capable of holistically supporting youth, their caregivers, and the broader community.

We're breaking down departmental boundaries so that our programs can work together to ensure that every child has access to a quality education combined with a robust network of family and community supports. It is truly a no-excuses, whatever-it-takes approach to breaking the cycle of poverty.

We will be phasing in the additional components we need to support our theory of change. New initiatives will include an Early Learning Center, K-8 Academy (charter school), and College and Career Office

We'll be focusing our efforts on families living in a 25-block core area of South Minneapolis: Our core area. We know that success will require focus not only geographically, but also with the services we provide. Because we have limited resources with which to pursue our mission, we will shrink or eliminate activities that do not directly advance our mission.

To increase accountability and our ability to measure our progress, we will begin tracking 10 organization-wide performance indicators in a new centralized participant database system.

We are also taking numerous steps to find and develop the next generation of community leaders while continuing to support our staff and increase their capacity to create change.

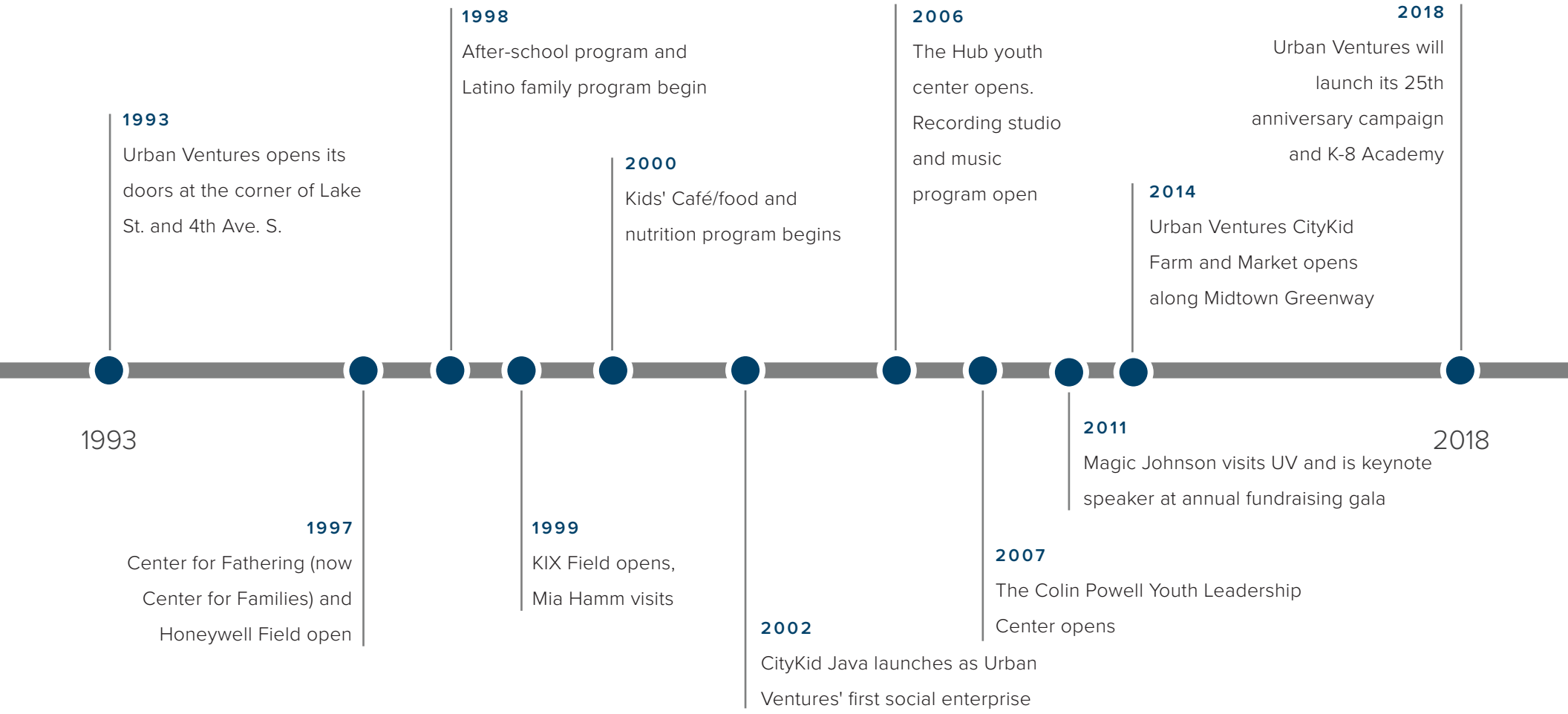
We know that none of our work is possible unless we are conscientious stewards of the resources entrusted to us by our generous donors; so, over the next five years, we will be working hard to grow and diversify our sources of revenue.

We are thankful that you are joining Urban Ventures on this journey. Truly, our work will not be possible without you.

Organizational history and overview

REMEMBER "MURDERAPOLIS"?

The tag was coined in the early-1990s around the time crack was ubiquitous and gang turf battles were ripping Minneapolis apart, bumping local murder rates far past those of cities with more dangerous reputations. Urban Ventures was conceived as a bold response to a community in dire need. Co-founders Art Erickson and Ralph Bruins worked collaboratively with the community to purchase run-down buildings near the corner of 4th Ave. S. and Lake St., renovate them, and launch community-building programs. The rest, as they say, is history.[1]



[1]Portions of the opening paragraph adapted from "The Healer", an article written about Urban Ventures by Dara Moskowitz Grumdahl for Minneapolis-St. Paul Magazine

APPENDIX // B

Organizational statement of faith and core values

ORGANIZATIONAL STATEMENT OF FAITH

Urban Ventures is a faith-based organization. It is biblically-based faith that motivates the work we do, leading us to serve all people and treat everyone with respect and love regardless of their beliefs. Our faith leads us to action; we strive to make our neighborhood one that reflects the justice and love that characterize God's dream for the world. We trust in the power of God to use the seeds we plant in the hearts of those in our community to produce fruitful, long-term change.

Additional Core Values

INTEGRITY

Urban Ventures values Integrity, as an organization and individuals; we believe in honesty, in keeping our promises, living out what we say, using our resources well, and being transparent about our successes and our failures. We strive to be an organization that is worthy of the trust and respect of our participants and communities.

EMPOWERMENT

Urban Ventures values Empowerment, through maximizing the self-utilization of gifts and abilities of our staff and participants to use their talents for the good of themselves, others, and their communities; we believe empowerment comes through education, equal opportunities, mentoring, employment, access to tools and resources, faith in God and one's own abilities, and the support of others.

TRANSFORMATION

Urban Ventures values Transformation, the positive, permanent change desired by an individual or family in order to live better. We believe that transformation happens reciprocally, so that by walking together, staff, donors and participants are all changed for the better.

DIVERSITY

Urban Ventures values Diversity; we believe that diversity of background and perspective makes us a stronger united community where every individual and family can be included, appreciated and made to feel at home.

COMMUNITY

Urban Ventures values the fellowship of diverse individuals, families and organizations, coming together to empower and transform themselves and each other. We believe that community is the solution to transforming our neighborhoods, making the places where we live and work vibrant, inclusive, and thriving.

SUSTAINABILITY

Urban Ventures values a long-term commitment to its staff, participants and the communities it serves. Thus, we seek Sustainability, the capacity for our programs and organization to be consistent, building a legacy of service to the families and communities we serve.

Logo usage, past versus future

Urban Ventures will shift from using program-specific logos to using Urban Ventures' corporate logo as the only mark/identifier of programs and activities overseen by the organization.

CORRECT USAGE:

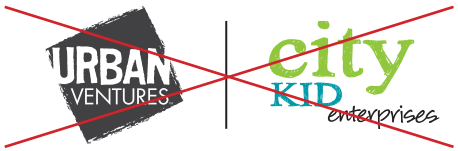
URBAN VENTURES
Athletics

URBAN VENTURES
Center for Families

URBAN VENTURES
Farm & Market

URBAN VENTURES
College & Career Center

INCORRECT USAGE:



Logo usage, past versus future (continued)

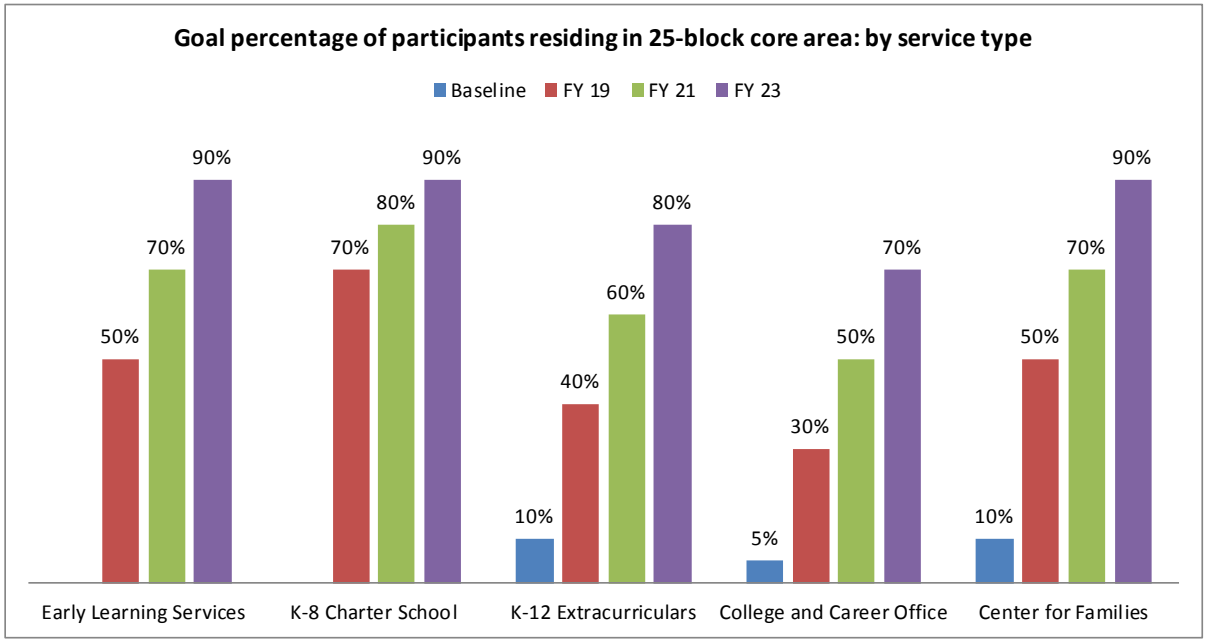
ONE SINGULAR URBAN VENTURES PROGRAM	VARIOUS PROGRAM COMPONENTS	SUB-OFFERINGS, CLASSES, ETC. (no logos)
URBAN VENTURES	URBAN VENTURES Early Learning Center	Emergent + Expanded Way to Grow partnership
	URBAN VENTURES Academy	
	URBAN VENTURES Youth Center	Emergent after-school program
	URBAN VENTURES College & Career Center	Act Six Scholarships + more
	URBAN VENTURES Center for Families	Forever Parents classes Siempre Padres classes, + more
	URBAN VENTURES Farm & Nutrition Services	CityKid classes + more
	URBAN VENTURES Athletics	

Naming conventions, past versus future

Old Name	New Name
Urban Stars	Urban Ventures Athletics
Siempre Padres	Urban Ventures Center for Families (Siempre Padres classes)
The Center for Fathering	Urban Ventures Center for Families (Forever Parents classes)
CityKid Food/Farm	Urban Ventures Farm & Nutrition Services
Learning Lab	Urban Ventures Youth Center: After-School Program
Young Life	Urban Ventures Youth Center: After-School Program
Act Six	Urban Ventures College and Career Center
CityKid Java/Enterprises	Urban Ventures Coffee Co./Urban Ventures Co.
Music Academy/Studio	Urban Ventures Music Academy/Recording Studio
N/A	Urban Ventures Academy
N/A	Urban Ventures Early Learning Center
Colin Powell Youth Leadership Center	Urban Ventures Colin Powell Center
The Hub	Urban Ventures Youth Center
Kix Field	Urban Ventures Kix Field
Honeywell Field	Urban Ventures Honeywell Field
Kids' Café	Urban Ventures Café

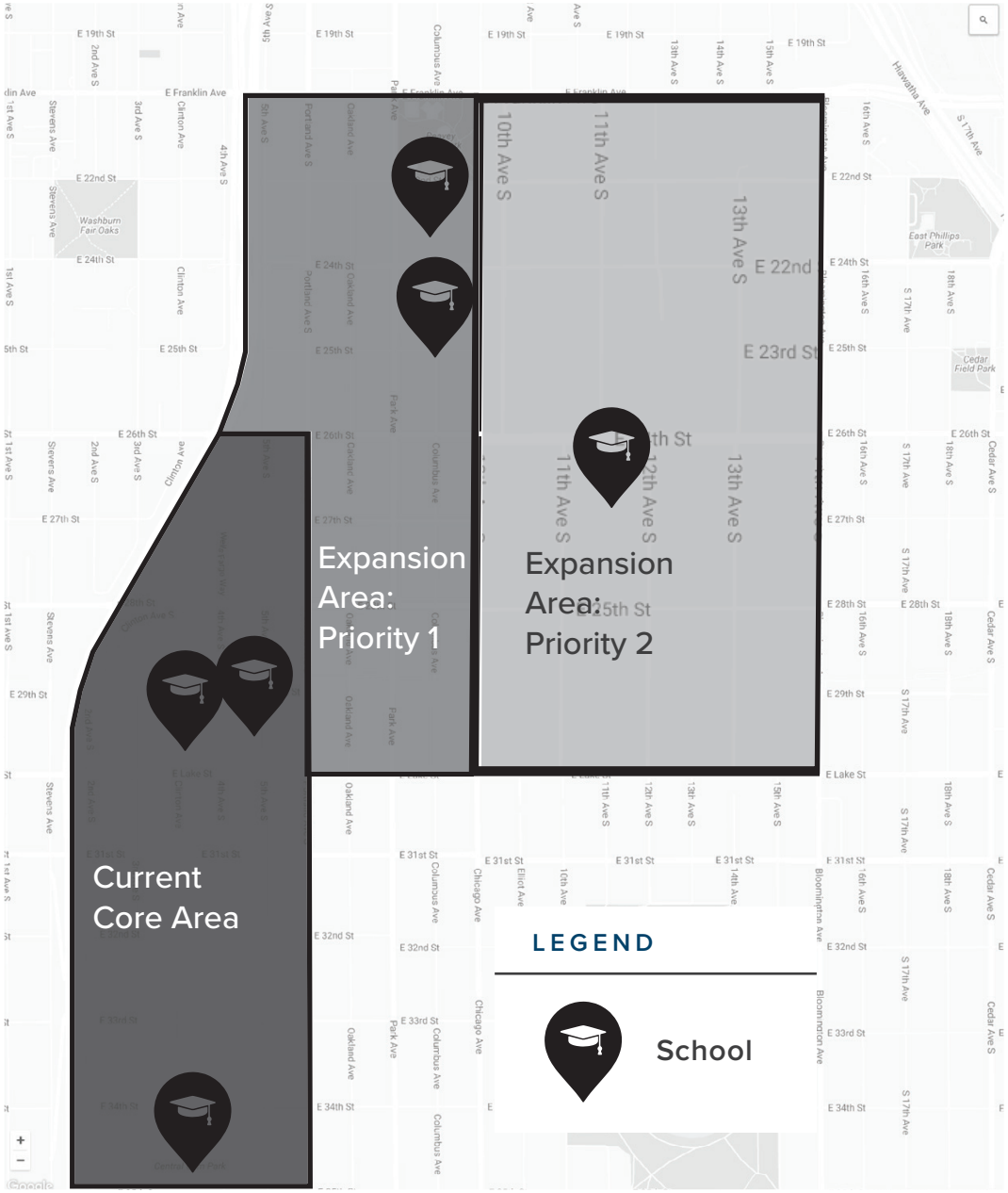
Market penetration goals by service type

The percentage of enrolled participants residing within Urban Ventures' core area is projected to shift as follows:



In order to reach organization-wide market penetration goals, service directors must adjust the overall proportion of participants residing from within Urban Ventures' 25-block core area. Participation levels from our target market will be combined with data on our 10-key organizational indicators to serve as our "report card" to stakeholders and the Board of Directors. Urban Ventures has no desire to stop serving currently-enrolled families residing outside the core area; however, future programmatic growth is anticipated to come from inside the core area.

Scaling up Urban Ventures' core area



For the next several years, Urban Ventures will focus exclusively on honing our service model inside our core area, which includes aligning current program offerings to serve the whole family, increasing market penetration within the 25-block core area, phasing out certain activities, and bringing financial sustainability to the organization's revenue streams.

After—and only after—acceptable outcomes can be validated within Urban Ventures' primary 25-block core area *and* the organization is in a place of fiscal health will we explore expanding the boundaries of our core area, and updating our service targets accordingly.

When considering expansion, there are a small number of organizations in the Phillips community that are already missionally and operationally aligned with Urban Ventures.

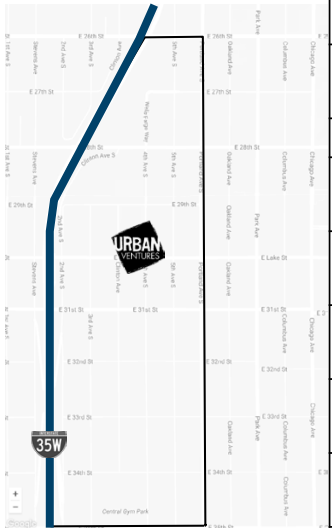
If and when Urban Ventures contemplates an expansion of our core area, we will pursue a joint approach for strategic partnerships and/or mergers with like organizations already doing good work.

Key performance indicators by service type

Service Type	Performance Targets	
Urban Ventures Early Learning Center (birth-age 5)	INDICATOR 1:	# and % of children age 0-5 within Urban Ventures' core area participating in center-based or formal home-based early learning programs or preschool. Goal: 90%
	INDICATOR 2:	# and % of children age 3-5 within Urban Ventures' core area with age-appropriate functioning across multiple domains of early learning at the beginning of the school year. Goal: 90%
Urban Ventures Academy (K-8)	INDICATOR 3:	# and % of K-12 students within Urban Ventures' core area at or above grade level in math and reading, as assessed using Urban Ventures' academic proficiency software and/or MCA test scores. Goal: 80%
	INDICATOR 8:	# and % of Urban Ventures' youth who feel safe at school and traveling to and from school, as measured by internally administered surveys and/or school administered school climate assessments. Goal: 90%
Urban Ventures Youth Center (K-12 after-school program)	INDICATOR 3:	# and % of K-12 students within Urban Ventures' core area at or above grade level in math and reading, as assessed using Urban Ventures' academic proficiency software. Goal: 80%
	INDICATOR 4:	% High school graduation rate of core area students. Goal: 80%
	INDICATOR 8:	# and % of Urban Ventures' youth who feel safe at school and traveling to and from school, as measured by an internally administered school climate assessment. Goal: 90%
Urban Ventures College and Career Center	INDICATOR 5:	# and % of core-area youth who obtain postsecondary degrees, vocational certificates, or other credentials. Goal: 70%
Urban Ventures Athletics	INDICATOR 6:	% of Urban Ventures' participants who get 60+ min of physical activity daily. Goal: 70%
Urban Ventures Farm and Nutrition Services	INDICATOR 7:	% of Urban Ventures' participants getting 5+ servings of fruits and vegetables daily. Goal: 70%
Urban Ventures Center for Families	INDICATOR 9:	# and % of Urban Ventures' parents or caregivers who report that they read to their child three or more times a week and encourage their child to read books outside of school, as measured by an internally administered survey assessment. Goal: 90%
	INDICATOR 10:	# and % of Urban Ventures' parents or caregivers who open a savings account in their child's name and report talking with their child about the importance of college. Goal: 90%

Community needs assessment datasheet (1 of 3)

Data pertaining to Urban Ventures' 25-block core area, accessed via mncompass.org



Total Population (all ages)	**3,509**
0-5	388
5-14 (K-8)	636
15-19 (9-12)	295
Total Population 0-19	1,319
Persons of Color	**84% (2,948)**
Black/African-American	32% (1,104)
Latino	44% (1,529)
White	16% (568)
Other	8% (308)

Total Number of Households	**858**
Total number of "family" households (w/blood relations)	597
Foreign-born residents	35% (1,228)
Primary language at home is not English	50% (1,755)
Limited English language proficiency in household	30% (1,053)
% Below Poverty Line (all ages)	**38% (1,333)**
0-5 (PreK)	51% (198)
5-14 (K-8)	~47% (299)
15-18 (9-12)	~47% (139)
Total # kids living below poverty line	636
Other Indicators	
Adults 25+ lack high school diploma	33%
Working-age adults not fully employed	32%
% without health insurance	19%
Renter-occupied housing	59%
Cost-burdened households	51%
Lack vehicle	32%

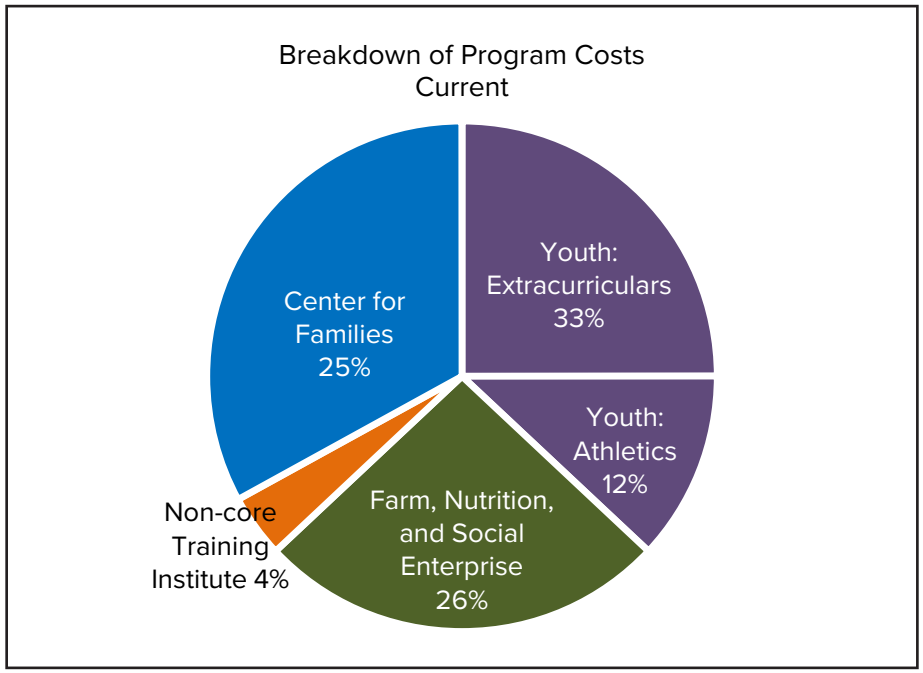
Summary: 2015 American Community Survey (5-Year Average)

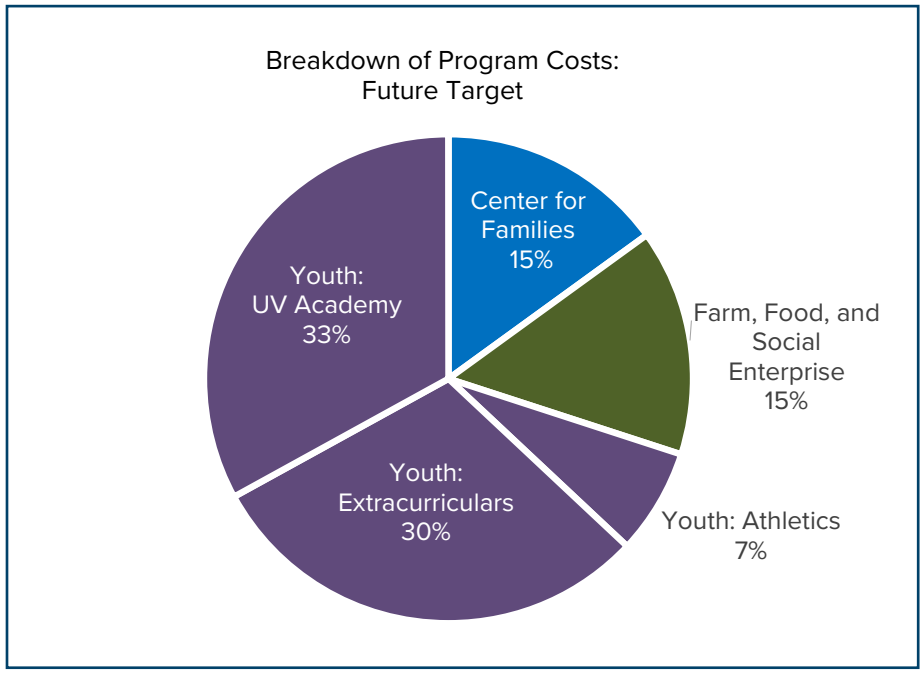
	Census Tract 1260 (West Phillips)	City Of Minneapolis	State of MN
Race:			
White alone	28.3%	44.3%	84.8%
Black/African American alone	54.9%	28.7%	5.5%
Hispanic or Latino alone	18.5%	18.0%	5.0%
Other alone	10.6%	7.1%	1.5%
2+ races	6.2%	11.1%	2.7%
Median age (all races)	28.6	31.9	0.377
Language:			
Individuals (age 5+) speak only English	57.5%	78.9%	89.0%
Individuals (age 5+) speak language other than English	42.5%	21.1%	11.0%
Households classified as "limited English speaking"	24.2%	6.4%	2.4%
Income & Employment Status:			
Median income- all households	$18,404	$51,480	$61,492
Mean income- all households	$29,084	$75,185	$80,444
Median income- nonfamily households	$14,429	$38,869	$35,623
Mean income- nonfamily households	$24,474	$54,728	$48,032
Mean Income by Race			
White	$19,896	$41,316	$34,603
Black or African-American	$9,211	$14,006	$16,176
American Indian and Alaska Native	$4,526	$16,251	$16,994
Asian	$8,070	$26,932	$25,956
Some other Race	$11,048	$12,614	$14,605
Two+ more races	$15,606	$15,479	$13,709
Unemployment rate- all individuals	18.7%	7.6%	5.6%
Unemployment rate- individuals below poverty line	41.9%	23.3%	22.1%
Unemployment rate- individuals above poverty line	5.8%	4.2%	3.8%
Did not work in the past 12 months, individuals below the poverty line	65.4%	57.9%	38.0%
Worked less than full-time, year-round in the past 12 months, individuals below the poverty line	45.7%	45.5%	39.5%
Worked full-time, year-round in the past 12 months, individuals below the poverty line	5.5%	2.9%	3.0%
Poverty Level:			
Poverty Level-- individuals			
% below poverty level- all individuals	48.8%	21.9%	11.3%
% below poverty level under Age 18	60.9%	30.1%	14.5%
% below poverty level age 18-64	43.6%	20.5%	0.9%
% below poverty level age 60+	41.1%	14.0%	7.6%
Poverty Level-- Family units			
% below poverty level- all family units	50.1%	15.4%	7.3%
% below poverty level- families with married couples	25.5%	5.7%	3.1%
% below poverty level- female householder, no husband present	66.9%	39.2%	27.1%
% below poverty level- black female householder, no husband present	77.8%	43.9%	49.3%
% below poverty level- married, both parents white	8.0%	6.1%	2.3%
Family:			
Married couples	31.0%	66.6%	50.90%
Female head of household, no husband present	57.0%	25.1%	9.60%
Male head of household, no wife present	12.0%	8.3%	4.30%
			21.80%
Education:			
% enrolled in public schools	85.2%	81.8%	83.4%
% enrolled in private schools	14.8%	18.2%	16.6%
Educational Attainment			
18-24 high school dropout rate (did not graduate from high school)	38.2%	9.2%	14.3%
18-24 high school graduate but no college	27.7%	18.1%	26.2%
18-24 some college or associate degree	28.0%	52.2%	49.1%
18-24 bachelor's degree or higher	6.1%	20.5%	12.1%
Educational Enrollment			
3-4 years enrolled in school	52.8%	49.7%	45.3%
5-9 years enrolled in school	97.7%	94.4%	95.2%
10-14 years enrolled in school	98.4%	98.6%	98.3%
15-17 years enrolled in school	91.3%	96.3%	97.6%
18-19 years enrolled in school	88.5%	87.2%	80.7%
18-24 years enrolled in college	18.3%	54.6%	43.5%

Summary: 2015 American Community Survey (5-Year Average)

	Census Tract 1260 (West Phillips)	City Of Minneapolis	State of MN
Adult Educational Attainment			
25+ less than 9th grade education	21.8%	5.9%	3.1%
25+ 9-12th grade education, no high school diploma	11.4%	5.5%	4.4%
25+ high school graduate (incl. equivalency)	26.6%	16.6%	26.1%
25+ some college, no degree	16.5%	17.8%	21.9%
25+ associate's degree	2.7%	6.8%	10.7%
25+ bachelor's degree	12.8%	28.9%	22.5%
25+ graduate/professional degree	8.3%	18.5%	11.2%
Public Assistance:			
Living in household with public assistance income or food stamps/SNAP in past 12 months:	43.7%	16.7%	9.7%
Health Insurance coverage:			
Households without health insurance	14.9%	10.6%	7.0%
Households without health insurance- Hispanic/Latino	34.8%	35.1%	26.0%
Housing:			
Renter-occupied housing units	84.9%	51.9%	28.3%
Median rent	$622	$869	$848
Gross rent as 30% or more of household income	58.8%	47.8%	45.3%
Gross rent as 50% or more of household income	35.2%	25.8%	22.7%
Media gross rent as % of household income	37.20%	29.9%	29.2%
Vacant housing units	26.1%	31.4%	22.2%

Cost allocation by service category, current versus future





APPENDIX // J

Milestones, organizational changes and action items timeline (1 of 5)

Strategic Goal	Initiative	Activity	FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
			JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR
1. Hone our model																						
	Merge 10 program identities into a single corporate identity																					
		Staff training: branding and new naming conventions																				
		Merge social media accounts																				
		Annual report with new identity																				
		Draft new corporate collateral/brochures																				
		Equip Service Directors with design templates																				
		Physical signage and creation of a new campus map																				
	Operationalize new service delivery framework																					
		Technological feasibility consultations with IT																				
		IT: Configure "backend" database structure																				
		Community database: every core area address into system																				
		Transfer existing individuals into new system																				
		Baseline family profiles; stability assessments; proficiency tests for existing families																				
		Support plan/goals drafted for existing families; reviewed by cross-functional team																				
		Plan updated and proficiency tests re-administered																				
	Realign program outreach efforts to meet service targets for our core area																					
		Communicate core area outreach targets to service directors																				
		Develop and approve neighborhood outreach campaign strategy																				
		Issue market penetration progress reports to directors																				
		Fund outreach campaign with approved organization-wide budget allocation																				
		Create formal or informal MOU with leadership at Green Central Elementary																				
		Implement new outreach strategies during 2x annual enrollment campaigns																				
		Recruit members for Community Advisory Board																				
		Community Advisory Board administers community-listening surveys																				

APPENDIX // J Milestones, organizational changes and action items timeline (2 of 5)

Strategic Goal	Initiative	Activity	FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
			JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR
1. Hone our model (continued)																						
	Reinvent Urban Ventures' after school programming																					
		Hire program director and 1-2 Act Six Scholars to develop reinvented offerings (media/arts/music)																				
		Program and curriculum redesign- leveraging existing facilities, staff, volunteers, and scholars																				
		Baseline stability assessments; proficiency tests for existing youth																				
		Operate new program design k-8																				
		Operate new program design 9-12																				
		Identify lessons learned and apply needed changes																				
	Open Urban Ventures K-8 Academy																					
		Academy research and development; fundraising seed money																				
		Draft charter application & strategic plan for recruitment of students and staff																				
		Submit charter application																				
		Recruit board members for school																				
		Facility build-out																				
		Hire principal and administrative support																				
		Hire teachers and other school staff																				
		Recruit students																				
		Open academy (75 students)																				
		Expansion to 125 students																				
		Expansion to 150 students																				
		Expansion to 175 students																				
	Open Urban Ventures Early Learning Center																					
		Assign/hire service director																				
		Develop curriculum and seek out partners																				
		Space plan and build-out																				
		Hire additional staff																				
		Operate Center (1/2 capacity)																				
		Operate Center (3/4 capacity)																				
		Operate Center (full capacity)																				
	Open Urban Ventures College and Career Center																					
		Add 1-2 additional Act Six partner institutions																				
		Formalize partnerships with vocational training partners																				
		Develop and review career plan for every high school youth currently involved in programming																				

APPENDIX // J Milestones, organizational changes and action items timeline (3 of 5)

			FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
Strategic Goal	**Initiative**	**Activity**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**
1. Hone our model (continued)																						
	Restructure Center for Fathering and Siempre Padres																					
		Notify staff of restructuring																				
		Actively involve staff in new program design for The Center for Families																				
		New exterior signage																				
		Begin sharing space at 3023 Building																				
	Restructure Learning Lab and Young Life																					
		Notify staff of restructuring																				
		Actively involve staff in new program design																				
		Continue delivering K-12 youth services using legacy model																				
		Transition to new K-12 after-school program design																				
	Restructure CityKid Food/Farm/Enterprises																					
		Notify staff of restructuring																				
		Actively involve staff in new program design																				
		New signage for farm and cafe																				
		New promotional collateral																				
		Transition to new farm and nutrition services program design																				
	Transfer management of CityKid Java/CityKid Enterprises product sales																					
		Notify staff of management transfer																				
		Management transitioned to Marketing Department																				
		Rebranding as Urban Ventures Co.																				
		New brand and new operations proccedures implimented																				
	Transfer management of StudiOne Eighty																					
		Notify staff of management transfer																				
		Management transitioned to Leadership Foundations (or launched as own 501(c)(3)																				
	Discontinue Pathways initiative																					
		Continue operating program as is																				
		Notify partners of plans to discontinue																				
		Discontinue intake of new casework																				
		Plan reassignments of staff																				
		Refer clients to other reputable organizations as needed																				
		Discontinue initiative																				

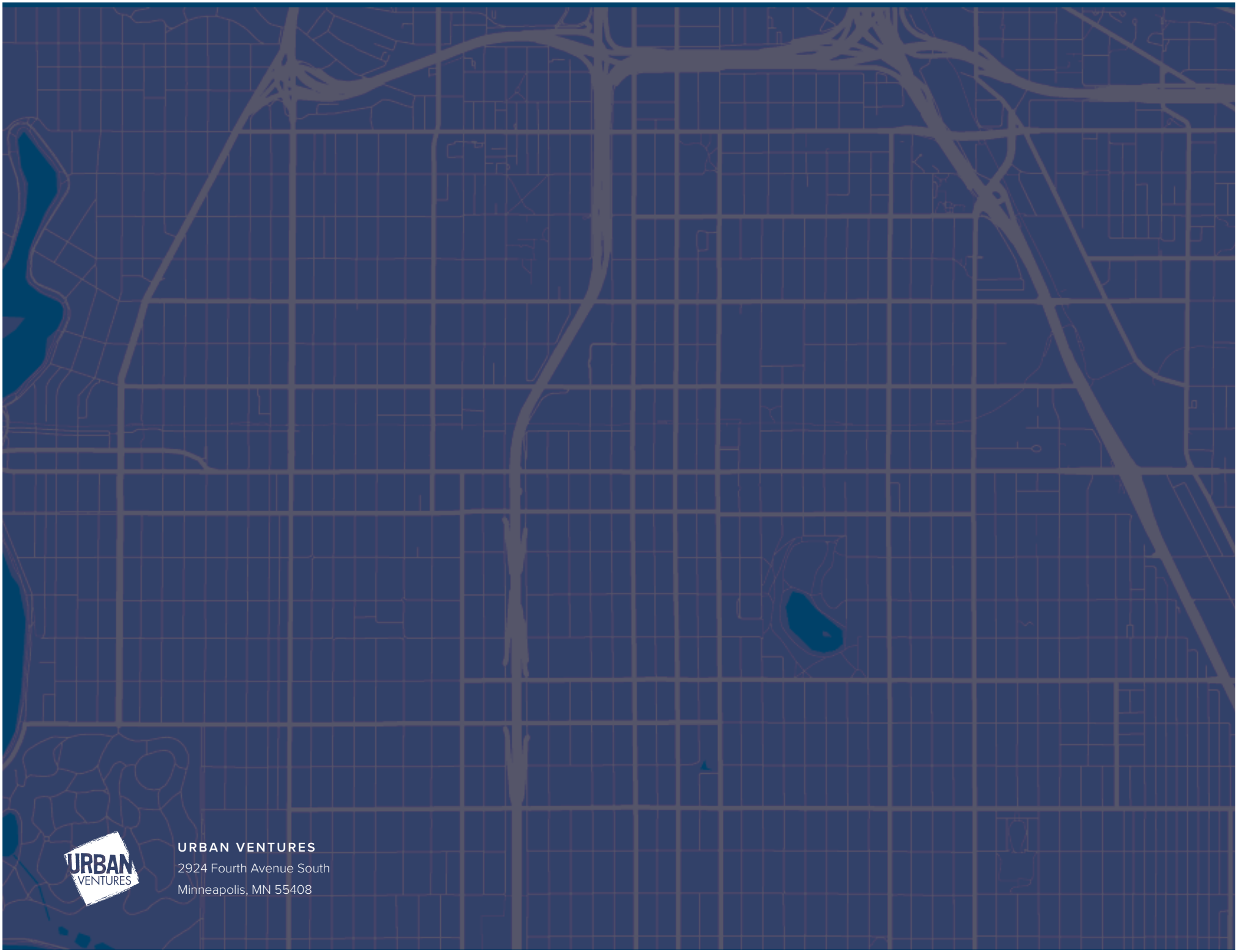
APPENDIX // J

Milestones, organizational changes and action items timeline (4 of 5)

			FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
Strategic Goal	**Initiative**	**Activity**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**	**JUL**	**OCT**	**JAN**	**APR**
2. Use data to measure performance and increase accountability																						
	Integrate quantitative targets into the formalized performance review process																					
		Communicate numeric targets to service directors in writing																				
		Equip service directors with resources needed to track relevant data																				
		Conduct formalized performance reviews																				
	Implement centralized participant database																					
		Design cloud-based case management system to track services and activities																				
		Confirm the new database and and legacy databases are syncing correctly																				
		Operationalize new centralized, cloud-based data system to track all services and activities																				
		Configure reports and dashboards for service directors to visualize progress toward numerical targets																				
		Report progress at 2x annual all-staff meeting focused on metrics and data																				
	Develop in-house proficiency testing platform																					
		Research math/reading proficiency testing platform																				
		Purchase and configure platform																				
		Test proficiency using new platform 2x annually																				
		Report back on progress toward proficiency targets for children and adults																				
3. Develop the next generation of leaders and increase organizational capacity																						
	Develop leadership abilities of high school and college-aged students																					
		Hire Act Six students to work with younger students as mentors in after-school programming																				
		Recruit 5 or more summer interns from within 25 block core area																				
		Hire at least one full-time employee from each Act Six graduating cohort																				
	Increase organizational capacity																					
		Provide each staff member with a written document containing theur quantitative performance goals																				
		Implement modest bonus plan for top performances																				
		Begin formalized leadership training program																				
		Evaluate all positions and eliminate those that could be filled by volunteers																				
		Evaluate Executive Leadership Team and make roster changes if appropriate																				
		Evaluate Program Team and make roster changes if appropriate																				
		Launch system for nonprogram management/staff to submit hours in programming support																				
		Launch peer-to-peer fundraising platform used to equip staff and track fundraising participation																				
		Launch system for staff to submit donor and volunteer prospects, annually																				
		Hire/assign staff resources needed to oversee the administration of these initiatives																				

APPENDIX // J Milestones, organizational changes and action items timeline (5 of 5)

Strategic Goal	Initiative	Activity	FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
			JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR	JUL	OCT	JAN	APR
4. Steward our financial resources well																						
	Issue a development/fundraising plan																					
		Draft plan																				
		Approve plan with Executive Leadership Team and Board of Directors																				
		Update plan for reapproval																				
	Produce financial statements																					
		Distribute to executive leadership team and Board of Directors																				
	Create an annual budget																					
		Kickoff annual budgeting process																				
		Approve budget																				
		Respond to any material changes in revenue mid-cycle																				
	Maintain appropriate use of a line of credit and formal financial controls																					
		Confirm that yearly cash flow is positive																				
		Review financial controls surrounding annual audit																				
	Disseminate Annual Report																					
		Draft and disseminate report to key stakeholders including financial and program outcomes data																				



URBAN VENTURES
2924 Fourth Avenue South
Minneapolis, MN 55408