



ONE MADISON



Transformational Leadership for...
Education ★ Employment ★ Empowerment

2013-14 Strategic Plan



Urban League of
Greater Madison

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IN THE
Midwest

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The Board of Directors of the Urban League of Greater Madison voted to unanimously approve this 2013 -14 Strategic Plan on March 6, 2013.

Sow a thought, and you reap an act;
Sow an act, and you reap a habit;
Sow a habit, and you reap a character;
Sow a character, and you reap a destiny.

- Samuel Smiles



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Executive Summary

The year 2013 marks a very important and commemorative year for African Americans and our country. It was 150 years ago, on January 1, 1863, that President Abraham Lincoln demonstrated extraordinary courage and transformational leadership when he kept his promise and signed the Emancipation Proclamation. This order formally ended slavery in the ten confederate states that were involved in the Civil War. It freed millions of Black men, women and children from decades of bondage, and gave them great hope and optimism for the future. Then, under tremendous pressure from abolitionists and Black leaders such as Frederick Douglass, who pressed him to go further, President Lincoln lobbied members of the United States Congress to adopt an amendment to the U.S. Constitution to eliminate slavery wherever it existed in our country. On April 8, 1864, the U.S. Senate voted 38 to 7 in favor of eliminating slavery, followed by a narrow two-thirds victory in the U.S. House of Representatives (119 to 56). On December 6, 1865, Secretary of State William Seward announced that the bill to establish the Thirteenth Amendment of the U.S. Constitution had been ratified and adopted, and that from that day forward, slavery in the United States would be abolished forever.

One hundred years later, on August 28, 1963, a coalition of Black leaders led by A. Phillip Randolph (president of the Brotherhood of Sleeping Car Porters and Vice President of the AFL-CIO), James Farmer (president of the Congress for Racial Equality), John Lewis (president of the Student Nonviolent Coordinating Committee), Martin Luther King, Jr. (president of the Southern Christian Leadership Conference), Roy Wilkins (president of the NAACP), and Whitney Young, Jr. (president of the National Urban League) came together in Washington, DC with 250,000 people to march on the nation's capital and demand that the U.S. Congress pass civil rights legislation. Specifically, they sought to eliminate nearly 70 years of discriminatory Jim Crow laws that stymied American progress and undermined the hopes, dreams and aspirations of Black Americans, and other non-Anglo races and ethnicities as well.

Then, on July 2, 1964, after a tumultuous year that included the assassination of President John F. Kennedy, President Lyndon B. Johnson delivered on his promise when he signed into law the Civil Rights Act of 1964. This new law made it illegal for any person or institution to discriminate, in public accommodations only (schools, colleges and universities, hotels, restaurants, public transportation, swimming pools, etc.), against any citizen because of their race, color, religion or national origin. It also ended legal discrimination in employment based on a person's race or sex, and set the stage for a series of anti-discrimination and pro-opportunity laws that would be implemented nationally over the 20 years that followed. The work of these courageous and transformational leaders opened the door to a new and more hopeful future for our country.

As our nation honors these precious moments in history, and celebrates the fact that an African American has twice won the presidency of the United States, our cheers are unfortunately muted by an economy that has depleted our nation's financial resources, pushed more than 50% of Americans into poverty, and all but eviscerated the wealth and economic progress African Americans accumulated since civil rights laws were adopted. We are further humbled by (a) an educational achievement gap between white and non-white students that was once narrowing, but is now widening again; (b) a thirty-year incarceration phenomena that quadrupled the number of black men in U.S. jails and prisons; and (c) massive job losses in rural and urban America, particularly blue-collar jobs in large cities like Milwaukee and Midwestern states like Wisconsin. These challenges have left many individuals and families destitute and America searching for answers. In fact, the situation is so dire for African Americans in Wisconsin that *The Black Commentator*, a popular national weekly e-magazine that rated Wisconsin #1 on its list of *Ten Worst Places to be Black in the*

United States, has found credibility for their controversial findings in the present educational and economic conditions of African Americans in our state.

Fortunately, the Urban League was created to address the very issues our nation, state and community are faced with today. We realize we must be more prepared, focused and vigorous than ever to effectively tackle tough issues and expand economic opportunity for all. The last three years have given us great hope that significant change and progress are possible. We've seen significant growth in the number and type of businesses that are employing adults through our workforce training programs and job seminars; more teachers and school professionals working to eliminate the racial achievement gap in our public schools; more nonprofit agencies stepping up to provide higher quality services and enhanced learning opportunities for our children; and more individuals volunteering their time to tutor and mentor young people who need it the most.

Still, the scale of the challenge has grown greater than our community has seen in decades. To succeed, we must and will rally our community to do more. We are more empowered, determined and ready than ever to provide the type of transformational leadership that is needed to move African Americans, and all others, towards prosperity once again. To demonstrate our commitment, we've made extraordinary strides since moving into our new headquarters three years ago.

In May 2010, we cast a broad and ambitious vision for our region – that the Greater Madison region would truly become the **“Best [place] in the Midwest for Everyone to Live, Learn and Work”** by 2020. We followed this up by crafting a two-year strategic plan (2011-12) that led us to advocate for a change in outdated habits and ineffective strategies within our agency, schools, employers and the broader community. We did so to ensure that we and the Greater Madison region would be better positioned to recognize, understand and address the extraordinary challenges we face, together.

Between January 1, 2011 and December 31, 2012, the Urban League of Greater Madison stood on the firm shoulders of its founders – Leslie Fishel, Jr., Sydney Forbes, Isobel Clark and Frank Morrison – and demonstrated exceptional courage and foresight by launching a well-orchestrated campaign to raise the community's consciousness about an embarrassing and unconscionable racial achievement gap that is leaving hundreds of Black, Latino and Asian children behind each year. We also informed the community about the acceleration of middle class families moving their children out of Madison's public schools, either through relocation or utilizing the state's inter-district public school choice program. Between 1989 and 2012, the student population in Madison schools grew from 24% non-white to 55% non-white. We also began an aggressive campaign to enlist the support of businesses, education institutions, community partners and resource providers to expand workforce development and career training opportunities for unemployed and underemployed adults in Dane County, and address diversity and inclusion opportunities among them.

The public should consider our 2013-14 Strategic Plan to be Phase II of the League's efforts to provide courageous and transformational leadership to ensure thousands more children, adults and families succeed in our schools, colleges, workplaces, neighborhoods and communities. In 2020, the Urban League of Greater Madison would like local citizens and the national media to report that Madison, Wisconsin has indeed become **“Best [place] in the Midwest for Everyone to Live, Learn and Work”**. Early returns on the investment made thus far indicate that our vision can become a reality.

This Strategic Plan covers a 24-month period, from January 1, 2013 through December 31, 2014. We believe shorter time-windows enable us to keep the organization focused on achieving a reasonable number of high impact goals, and with the appropriate sense of urgency necessary to produce the results it seeks and the community needs. As our nation has demonstrated extraordinary courage and overcome extraordinary challenges in years past, we will do so again.



Background on the National Urban League

The National Urban League (NUL) was founded in 1910 by Ruth Standish Baldwin and George Edmund Haynes. The organization was originally named the *Committee on Urban Conditions among Negroes*, and was formed as part of a merger between the *Committee for the Improvement of Industrial Conditions among Negroes* in New York and the *National League for the Protection of Colored Women*.

The NUL was founded to help more than 6 million African Americans who migrated in mass from the rural South to the Northeast, Midwest and West during the early part of the 20th Century – a period known as the Great Black Migration (1910 – 1970) – overcome discrimination as they pursued employment, education, and housing. The NUL’s dual focus on expanding equal opportunity and economic development among African Americans, and dismantling structural inequality and racial discrimination for all citizens, has remained central to the organization’s mission for 100 years. In fact, it was the National Urban League’s most heralded leader in history, Whitney Young, Jr., who successfully opened the door to thousands of corporate and government jobs for African Americans and other persons of color.



Whitney Young, Jr. 1961-1971

The current mission of the National Urban League movement is to enable African Americans to secure economic self-reliance, parity, power and civil rights. There are 96 local affiliates in 36 states and the District of Columbia providing direct services that impact and improve the lives of more than 3 million people nationwide. While not deterring from its mission to move the African American community forward, NUL affiliates have also embraced the need to set the example for championing diversity and addressing community needs more broadly. In 2010, NUL launched its “I am Empowered” national campaign, which includes four goals that all affiliates, members, and supporters have dedicated themselves to achieving by 2025:

1. Every American child is ready for college, work and life.
2. Every American has access to jobs with a living wage and good benefits.
3. Every American lives in safe, decent, affordable and energy efficient housing on fair terms.
4. Every American has access to quality and affordable health care solutions.

The National Urban League employs a five-point approach to provide economic empowerment, educational opportunities, and the guarantee of civil rights for African Americans and others that its affiliates serve.

- **Education and Youth Empowerment** ensures the education of all children by providing access to early childhood literacy, after-care programs and college scholarships.
- **Economic Empowerment** invests in the financial literacy and employability of adults through job training, homeownership and entrepreneurship.
- **Health and Quality of Life Empowerment** promotes community wellness through a focus on prevention, including fitness, healthy eating and access to affordable healthcare.
- **Civic Engagement and Leadership Empowerment** encourages all people to take an active role to improve quality of life through participation in community service projects and public policy initiatives.



- **Civil Rights and Racial Justice Empowerment** guarantees equal participation in all facets of American society through proactive public policies and community-based programs.

In 2012, the National Urban League further refined its operational mission with the launch of its *2012 Eight-Point Plan for Education and Employment*. This plan recognizes that securing a quality education is the foundation of anyone's ability to attain and maintain suitable and career ladder employment in our country. This 8-point Plan includes:

1. Fair and equitable school funding for all
2. Robust early childhood education for every child
3. Strengthen high schools and re-engage students to prevent dropouts
4. Robust STEM focused curriculum and programs
5. Qualified, effective and diverse teachers
6. Strategic workforce development: targeting Americans most in need
7. New job training models coupled with job placement
8. Improving and integrating current data systems

The Urban League of Greater Madison has been a chartered affiliate of the National Urban League since 1968. It believes that education and life-sustaining employment should be the core of any strategy to move Americans forward. This 2013-14 Strategic Plan is consistent with the National Urban League's 8-point Plan and the core beliefs of ULGM.

The Urban League of Greater Madison

As we enter this new chapter of our work in the Greater Madison Community, we have looked back on our history to give context, meaning and insight to our mission and strategies going forward. The following appeared in a report documenting the history of the Urban League of Greater Madison entitled, "Forming the Struggle, 1963-1968." This report recounts a study commissioned in the 1960's by a group of local citizens who sought to identify the growth, trends, and needs of African Americans in Dane County.

"The Executive Committee of the Friends of the Urban League feels deeply that Madison will soon exercise a strong pull of disadvantaged people.... Negroes in great numbers are already on the periphery in Madison and the discontented will move on quickly. We believe that Madison ought to be ready to receive and absorb them as useful and constructive citizens of the community. This is what the Urban League is all about."

More than four decades later, we acknowledge and celebrate the great progress we've made in opening doors for African Americans and others that we serve. At the same time, we recognize that we are far from accomplishing the goals and aspirations established by our founders.

To ensure we achieve the dream of equality, opportunity and access for all in our lifetime, the Board of Directors and staff of the Urban League of Greater Madison are expanding on the bold vision it launched in 2011 with a more refined set of strategies and initiatives that will provide a foundation for the organization's efforts over the next 10 years. Our plans will enable us provide greater access to opportunity for African Americans and other people of color, and to catalyze the community to truly make Greater Madison the BEST PLACE for EVERYONE, to live, learn, and work in the Midwest by the year 2020.

To achieve our goals, we will have a laser focus on ensuring our young people are college and career ready, that adults are prepared for and working in career ladder jobs in stable and emerging industries, and that diversity is reflected in workplaces and leadership across the community we serve.

To do so, we will continue in our efforts and assume the mantle of transformational leadership and responsibility that has been passed on to us. We will do this by creating a climate that empowers individuals and institutions across Dane County to make a positive difference in our community. We look forward to working with our many partners to make our BEST IN THE MIDWEST vision a reality for everyone.

Current State of Affairs in Greater Madison

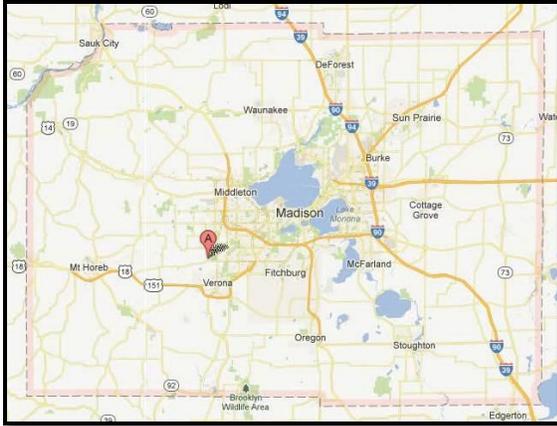
The City of Madison is the second largest city in Wisconsin, next to Milwaukee, and the largest municipality in Dane County. According to the 2010 Census, the City of Madison had 233,209 residents, of which 78.9% were White, 7.3% were Black, 7.4% were Asian, 6.8% were Hispanic and 0.4% were American Indian. The Madison Metropolitan School District (MMSD) includes all of the City and Town of Madison, and parts of the cities of Fitchburg and Sun Prairie. Eighty-eight percent of African Americans who reside in Dane County live in these four communities, as do 87% of Asian, 77% of Hispanic and 56% of Whites.

Profile of General Population and Housing Statistics: 2010 Demographic Profile Data											
Wisconsin Municipality	Total Population	White		Black		American Indian		Asian/Pacific Islander		Hispanic	
		#	%	#	%	#	%	#	%	#	%
City of Madison	233,209	184,030	78.9	16,926	7.3	1,001	0.4	17,292	7.4	15,948	6.8
City of Fitchburg	25,206	18,230	72.	2,633	10.4	103	0.4	1,243	4.9	4,341	17.2
City of Sun Prairie	29,364	25,089	85.4	1,804	6.1	91	0.3	1,090	3.7	1,253	4.3
Town of Madison	6,065	3,953	65.2	1,007	16.6	0	0.0	591	9.7	939	15.5
4 City Total	293,844	231,302	78.7	22,370	7.6	1,195	0.4	20,216	6.9	22,481	7.7
Total Dane County	488,073	413,631	84.7	25,347	5.2	1,730	0.4	23,201	4.8	28,925	5.9
4 City % of County	60.2	55.9		88.3		69.1		87.1		77.7	

Source: US Census Bureau, 2010 Census

For three decades, Madison has enjoyed recognition as one of the best places to live in the United States. It has been recognized as one of the top 10 places for families, education, innovation, green living, fresh food, health care, healthy living and employment by a number of popular magazines, online publications and ratings systems such as Forbes, Money, Country Home, Prevention, Men’s Health, Children’s Health, Eating Well and Fast Company. It is also well known for its lower than average unemployment rate. In December 2012, Madison’s unemployment rate was 4.2% compared to a statewide rate of 6.5% and national rate of 8.5% (in January 2013).

While Madison is certainly deserving of praise, it also carries the dubious distinction of having one of the largest academic achievement and graduation gaps in the nation between Black and White students and Hispanic and White students in its public schools. Additionally, Dane County, in which Madison is situated, has been recognized for having the highest incarceration rate in the nation among Black males between the ages of 25-29 (47%), one of the largest poverty gaps between Blacks and Whites, and one of the largest gaps in college completion and employment in the country.



Dane County, Wisconsin

Five years ago, the State of Black Madison Coalition, organized by the Urban League of Greater Madison, published a groundbreaking report titled, *The State of Black Madison 2008: Before the Tipping Point*. The report presented an “accurate picture of some of the significant challenges that African Americans face in the areas of employment, income, entrepreneurship, health, education, housing, criminal justice and political influence in Madison and Dane County.” The authors of the report highlighted several findings that were cause for concern. Subsequently, ULGM analyzed education and employment data, and historical

trends, from 1960 through 2012 to discern how African Americans and other groups had

progressed in education and employment in Dane County, and were fairing in Madison area schools, workplaces and the community overall today.

With the nation and state’s economy severely weakened by the economic collapse of 2008, the economic situation has worsened considerably for African Americans in Wisconsin, Dane County and the City of Madison. The following information reveals rapidly declining economic and social conditions among African Americans, and leads our agency to believe that Black Madison, Black Wisconsin and Black America are in a severe economic state of emergency. *[Data provided by the Wisconsin Council on Children & Families’ Race Equity Project, U.S. Census Bureau (2010 Census and 2011 American Community Survey), Madison Metropolitan School District, Wisconsin Department of Public Instruction and Wisconsin Departments of Commerce and Financial Institutions.]*

Unemployment Rate

The U.S. Census Bureau defines *unemployed persons* as individuals who’ve been actively seeking work in the four weeks prior to when unemployment results are reported. Additionally, *labor force participation* rates include those who are employed and unemployed.

- Blacks in Dane County are five times more likely to be unemployed than Whites. In 2011, the unemployment rate for Blacks in Dane County was 25.2% compared to 4.8% for Whites. This means there was a significantly greater percentage of unemployed Blacks who were actively, but unsuccessfully, seeking employment compared to Whites.
- Dane County’s Black unemployment rate in 2011 was worse than the 23% unemployment rate for Blacks statewide and 18% nationwide.
- Black unemployment is largely driven by high unemployment rates among Black men. In 1970, 74% of Black men in Wisconsin were participating in the labor force, with 67% working and 7% unemployed but seeking work. That same year, 77% of White men were in the labor force, with 74% working and 3% unemployed. This small gap in labor force participation in 1970 was largely driven by greater employment opportunities available to Blacks in Milwaukee, the state’s most populated city.
- Unfortunately, labor force participation and employment rates among Black men in Wisconsin declined dramatically between 1970 and 2010. In 2010, just 58% of Black men in Wisconsin were in the labor force: 45% were working and 13% were unemployed but looking for work.

- Employment of Blacks in Madison has followed a different trend than the rest of the state. While employment among Black men in the Greater Milwaukee area declined steadily each decade since 1970, the employment rate of Black men in Madison started low in 1970 (54.3%), increased steadily between 1970 and 1990 to 65.7%, then decreased again between 1990 and 2010 to 55.6%. In 1990, the gap in labor force participation between black and white men almost closed. While the White male employment rate in Dane County has remained stable for the last 20 years, employment of black men decreased 10% during the same period.

Males in Madison, Wisconsin		1990			2010		
Labor Force Participation		White	Black	Gap	White	Black	Gap
% In the Labor Force, 16 yrs & older		74.8	73.8	1.0	76.4	68.9	7.5
Employed		72.0	65.7	6.3	72.2	55.6	16.6
Unemployed		2.8	8.0	-5.2	4.2	13.3	-9.1
% Not in the Labor Force, 16 yrs & older		25.2	26.2	-1	23.6	31.1	-7.5

Source: U.S. Census Bureau, 2010. This chart does not include individuals participating in the Armed Forces.

- Black women are now the primary wage earners in their families in Madison. In 1970, when 54.3% of Black men were employed in the city, 49% of Black women were. In 2010, 62.6% of Black women in Madison were employed compared to 55.6% of Black men. There were also a greater percentage of Black women (73.8%) in the labor force in Madison than white women (71.1%) in 2010.

Females in Madison, Wisconsin		1990			2010		
Labor Force Participation		White	Black	Gap	White	Black	Gap
% In the Labor Force, 16 yrs & older		68.4	63.4	5.0	71.1	73.8	-2.7
Employed		66.5	54.2	12.3	68.3	62.6	5.7
Unemployed		1.9	8.1	-6.2	2.8	11.2	-8.4
% Not in the Labor Force, 16 yrs & older		31.6	36.6	-5.0	28.9	26.2	2.7

Source: U.S. Census Bureau, 2010. This chart does not include individuals participating in the Armed Forces.

Median Household and Family Income

The U.S. Census Bureau defines a **family** as two or more people (one of whom is the householder) related by birth, marriage, or adoption residing in the same housing unit. A **household** includes all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together.

- In 2011, the median **household income** of Blacks in Dane County was \$20,664, less than 1/3 the “median income” of White households in the county (\$63,673). It was also less than the household income for Blacks statewide (\$24,399) and nationwide (\$33,223).
- In 2010, the median **family income** for a Black family in Dane County was \$29,834 compared to \$84,352 for White, \$41,620 for Hmong and \$47,350 for Latino families. The gap between White and non-white families is among the largest in the nation.
- With leading sociologists defining **middle class** as “households” earning at least \$25,000 annually and families earning at least \$35,000 annually, the majority of Black householders and families in Dane County are not middle class; they are low-income and living in poverty.



- A higher percentage of Black households than White, Hmong and Hispanic households in Dane County participate in Wisconsin’s public assistance programs. While less than 10% of Black households received cash public assistance in 2010, a much larger percentage received food stamps and SNP benefits. This was primarily due to a higher percentage of Black households earning low wages that qualified them for these benefits.

Public Assistance Programs Use In Dane County, Wisconsin		2010			
Type of Public Assistance Used	White	Black	Hmong	Hispanic	
Total Number of Households	175,424	8,061	730	7,187	
Households drawing cash public assistance	1,635	651	27	78	
% of Households drawing public assistance	0.9%	8.1%	3.7%	1.1%	
Households receiving Food Stamps/SNP benefits last 12 months	7,276	2,755	86	1,108	
% of Households Receiving Food Stamps/SNP Benefits	4.1%	34.2%	11.8%	15.4%	

Child Poverty

- The poverty rate among Black children in Dane County is 50% higher than the poverty rate among Black children statewide, and nearly twice as high as the black child poverty rate nationwide. In 2011, 74.8% of Black children in Dane County were living in poverty compared to 5.5% of White children.
- The poverty rate among Black children grew from less than 50% in 2006 to 75% in 2011, while the poverty rate among White children remained stable during the same period.

School Achievement

- In 2011, nearly half (48.1%) of Dane County’s Black third graders failed to meet proficiency standards in reading, compared to 10.9% of White third graders on Wisconsin’s state achievement tests. Similarly, nearly half (47.7%) of Dane County’s Black eighth graders failed to meet proficiency standards in math, compared to 10.4% of White eighth graders.
- In 2011, just 50.1% of Black students attending the Madison Metropolitan School District (MMSD) graduated from high school. The graduation rate among Latino students was equally low at 59.1% compared to 84.1% of White and 84.8% of Asian students.
- Just 1% of Black high school seniors attending all four of MMSD’s comprehensive high schools in 2009-10 were academically ready for college according to high school graduation rates and results from the ACT college entrance exam.
- In 2011, 43% of all African American males enrolled in MMSD’s public middle schools were served through special education, compared to 18% of Hispanic, 17% of White and 12% of Asian males.
- In 2010, only 20% of Blacks in Dane County age 25 and older held bachelor’s degrees compared to 46% of Whites, 14% of Hmong and 22% of Hispanics.
- Adults without a high school diploma are four times more likely to be unemployed than adults who secure a four-year college education and twice as likely to be unemployed than an adult with an associate’s degree.

Home Ownership

- In 2010, just 19% of Blacks in Dane County owned their homes while 81% were renters. The same year, 64% of Whites owned their homes while 34% rented.

Entrepreneurship

- In 2010, the U.S. Census Bureau reported that Blacks owned less than 1% of all businesses in Dane County, while comprising 5% of the County's total population.
- In 2011, according to data provided by the Wisconsin Department of Commerce's Bureau of Minority Business Development and City of Madison, there were only four black-owned businesses with 10 more full-time employees in Dane County.

Marriage Rates

- Low marriage rates are also challenging the wealth accumulation and financial stability of Black families more than other race/ethnic groups in Dane County. In 2010, 55% of Black women in Dane County were single, compared to 33% of White, 40% of Hmong and 35% of Latino women.
- In 2010, 75% of Black births in Dane County were to unmarried mothers, compared to 20% of White births in Dane County. This was consistent with national trends, as 73% of Black births and 29% of White births were to unmarried mothers the same year. While births to single mothers were 4 times higher among Blacks than Whites in Wisconsin in 2010, the Black child poverty rate was 14 times greater than that of Whites.

Incarceration Rates

- In 2006, a study by a University of Wisconsin-Madison professor found that 47% of African American males between the ages of 25-29 in Dane County were either incarcerated, on probation or under some form of court supervision. According to data made available to the Dane County Task Force on Racial Disparities in the Criminal Justice System in 2010-11, this percentage continues to hover around 45%, with a significant number of men who've been released from jail and prison reporting significant difficulties with finding employment.

Unfortunately, the present social, educational and economic conditions of African Americans in Madison, Dane County and the State of Wisconsin in many ways justify the position taken in 2004 by the Black Commentator – that Wisconsin and the Greater Madison region are not places where African Americans are realizing much educational or economic success.

Yet, despite these harsh realities, the Urban League of Greater Madison strongly believes that African Americans and other people of color in our state and region can overcome these adverse conditions. We also believe the Greater Madison region can truly become the best place for everyone to live, learn and work in the Midwest, if African Americans and the community are determined enough to do so. We have already begun seeing signs of progress in the area of employment, as more employers are hiring greater numbers of African Americans, and other talented men and women as well, through Urban League-sponsored training programs than in years past.

However, to achieve significant progress in education and employment, Dane County's 16 school districts are going to have to produce a much greater percentage of students of color who are graduating from high school with the skills and abilities needed to succeed in college and the 21st century workplace. Local higher education institutions will need to work with providers of job training programs to offer continuing education and career training programs that prepare men and women

for available high-demand jobs in sustainable and emerging industries. Providers of job training programs will need to diversify their training platforms (online, digital device, etc.), and modify their approach to marketing their programs to prospective students and trainees to secure more participants. They'll also need to offer training programs and courses within timeframes, and through mediums, that are convenient to those who might have to work while completing training.

Additionally, Chief Executive Officers and Boards of local companies and small businesses will need to embrace workforce diversity as a strategic imperative for their business' success, and the economic success and stability of children, families and neighborhoods in their communities. Likewise, to overcome the present challenge of large percentages of entry-level and low-to-semi-skilled jobs being filled by out-of-work or underemployed college graduates and graduate students, and by men and women commuting to Madison for work from elsewhere around the state, workforce training providers are going to need to form strong partnerships with employers to help their trainees secure employment.

Finally, state, county and municipal leaders and agencies will need to work together to align available funds for education and workforce development initiatives with short and long-term plans for strengthening PK-16 education and investing in entrepreneurship, economic development, workforce training and the social, educational and economic advancement of communities of color – particularly, African Americans.

African Americans and Wisconsin's Workforce

In October 2010, the Milwaukee Journal Sentinel reported that since the recession began in 2008, Wisconsin had lost more than 180,000 jobs and had a \$3.3 million state budget deficit it must address. When Governor Scott Walker was elected, he responded by significantly reducing funding for public education and other social support programs to overcome the deficit. While the pace of job losses have declined and the state regained its position of having a budget surplus, Wisconsin led the nation in the number of job losses between March 2011 and March 2012. The state lost 23,900 jobs during this period while no other state lost more than 3,500 jobs. Between December 2011 and December 2012, the state gained a net 9,500 jobs, a positive sign compared to previous years, but not enough to keep pace with the State's goal of adding 250,000 jobs by December 2015.

This is problematic for several reasons. In the Center on Wisconsin Strategy's (COWS) 2007 report titled, *Black Wisconsinites and Economic Opportunity*, they commented further about the challenges:

Unfortunately, the manufacturing restructuring that began in the 1980s and continues today has disproportionately harmed the state's Black community. As a result, many economic indicators—from poverty to incarceration—show dismal outcomes for Wisconsin's African Americans. On some measures, Wisconsin has the regrettable distinction of attaining the nation's highest disparities between Whites and Blacks. The vitality of our economy, the prosperity of our state, and the health and well-being of all our communities are seriously threatened by the racial disparity that plagues Wisconsin...Not only do Blacks earn substantially lower wages than Whites, they also are much more likely to hold "poverty-wage" jobs...More than one-in-four Black men and more than one-in-three Black women earn these low wages...The 2003–2004 poverty rate for Whites in Wisconsin—ten percent—was below the national White poverty rate of 12 percent. But at 48 percent, Wisconsin's Black poverty rate was far in excess of the already extremely high national Black poverty rate of 33 percent. Moreover, the 38 percent gap between the poverty rates for Whites and Blacks in Wisconsin was tied for the largest gap in the country (with Iowa and Maine).



Likewise, a July 2011 article appearing in the Chicago Sun Times reported that:

In 2004, the median net worth of White households was \$134,280, compared with \$13,450 for Black households, according to an analysis of Federal Reserve data by the Economic Policy Institute. By 2009, the median net worth for White households had fallen 24 percent to \$97,860; the median net worth for Black households had fallen 83 percent to \$2,170, according to the institute.

COWS illuminated similar and more recent concerns about the employment of African Americans and Hispanics in Wisconsin in their 2010 *State of Working Wisconsin Report* when they shared that:

Wisconsin has 155,200 fewer jobs than it did at the start of the 2008 recession. One in four manufacturing jobs have been lost in Wisconsin this decade – a decline from 600,000 manufacturing jobs in 2000 to 430,000 now. Nearly one in four (24 percent) African American workers in Wisconsin is unemployed, far exceeding the national Black rate for unemployment and rate of 7 percent for Whites in the state. An additional one-third of African Americans are underemployed. Hispanic workers are suffering high unemployment and underemployment rates as well (16 and 25 percent respectively), more than twice the rate of Whites in the state. African Americans and Hispanics in Wisconsin earn significantly lower wages than Whites. With a median wage of \$13.10 per hour, Wisconsin's Blacks earn \$3.20 per hour less than Whites. Hispanics earn even less, \$12.25 per hour, which is \$4.05 per hour less than Whites.

Any chance of improving these outcomes must include a combination of strategies: increasing access to high quality K-12 education options that better prepare young people for higher education and work, increasing job training for employment in sustainable and emerging industries, expanding access to capital for small business development and entrepreneurship, and recruiting successful companies – large and small – to locate their operations near neighborhoods where men and women of color live, or where public transportation is accessible.

The Urban League Approach and Impact

As one of the largest community-based providers of educational programming for young people (2,903 students in 2012), the second largest provider of external workforce training in Dane County (second only to Madison College), and the most successful at placing men and women who've experienced chronic unemployment and underemployment (greater than 50% job acquisition rate), the Urban League of Greater Madison is poised to make a significant contribution in the areas of education and employment in Dane County, and potentially other areas of the state. For example (in the area of workforce development):

- ❑ In 2010, our agency served 323 adults. In 2012, we served 1,353 adults, and did so through a new four-tiered approach: (1) foundational and industry-specific job training, continuing education and coaching, (2) featured employer job seminars, (3) job placement and referrals and (4) workplace diversity, inclusion and retention services, including our annual Workplace Diversity and Leadership Summit. The Summit was attended by 275 professionals and executives in 2011 and 393 in 2012.
- ❑ We presently offer a three-week and five-week foundational work readiness training program, and industry-specific training in healthcare, information technology, food service, trades apprenticeship and customer service. We are planning to grow our industry-specific training in

the near future through partnerships with local and national higher education institutions; the public, private and nonprofit sectors; and short-courses that develop valuable skills.

- ❑ We are proud of the return on investment of our workforce training programs. Between 2010 and 2012, 738 adults participating in our training programs secured employment. At an average wage of \$11.00 per hour per trainee, 32 hours of work per week and \$18,304 earned annually, the average Foundations program graduate contributes nearly \$3,935 in federal and state income taxes. They also support local sales taxes and businesses by paying for housing, food, transportation, entertainment, utilities and goods and services. Additionally, our impact can be witnessed through a person whose confidence has been restored because they have a job; a child whose parent can provide for them; and a community whose citizens are contributing to the common good. In total, the economic impact of our trainees has amounted to \$13.5M in salaries and wages and \$2.9M in paid taxes since 2010. At an average cost of \$650 per trainee, we have produced a 2,816% return on investment in wages earned and 605% ROI in taxes paid.
- ❑ Our 2013-14 strategic plan includes expanding our training and employment services to serve youth ages 15 and older, college students, and vulnerable young men of color ages 16-24 (low-income, unemployed and underemployed). We also plan to partner with public school districts to promote and provide job training to parents of children who qualify for free-and-reduced price lunch. Our goal here is to ensure children overcome the effect poverty has on their academic achievement by ensuring that their parents are working and earning wages sufficient to take adequate care of their families, and are able to demonstrate a strong work ethic to their children.
- ❑ Our commitment to expanding Workplace Diversity, Inclusion and Retention among Dane County employers includes our agency as well. We are proud of having one of the most diverse workforces (and Boards of Directors) in Dane County, with our 38 employees and 10 AmeriCorps members reflecting the diversity of the community and clients we serve. We've also succeeded in diversifying the individual clientele that participates in our workforce training programs and employment services, thereby meeting the needs of our diverse community as well. The result has been a much richer experience for all trainees and the opportunity to lead by example.

Our Strategic Planning Process

In 2010, the Urban League of Greater Madison (ULGM) adopted a comprehensive strategic plan that has been focused on establishing the City of Madison and Dane County as the best community for everyone to live, learn and work in the Midwest. The League's plan specifically focused on strengthening existing programs; implementing innovative, scalable initiatives; and aligning all of its activities to education, employment and developing a sustainable resource-base for the organization. The 2010 planning process that informed the organization's 2011-12 Strategic Plan consisted of four strategies: (1) internal assessment, (2) external assessment, (3) community engagement, and (4) literature review and research.

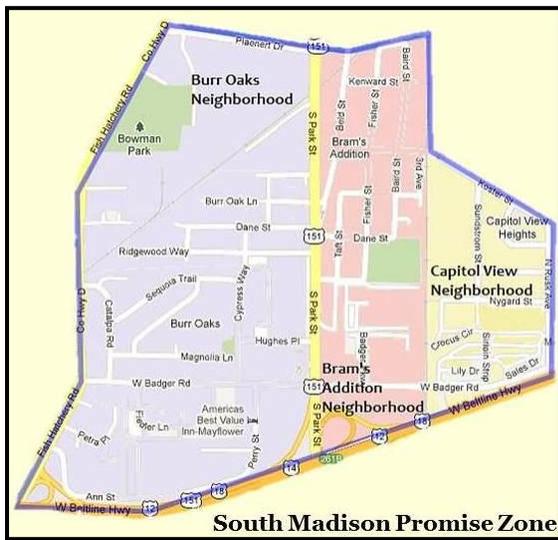
These strategies enabled us to determine our internal needs and capabilities and led us in setting ambitious goals to drive change and achieve our desired objectives. They also helped us develop a clear and broad understanding of the obstacles and opportunities the organization will face as we act in pursuit of our mission. The process included:

Internal Stakeholder Assessment: We enlisted the services of Organizational Skills Associates (OSA) of Madison to conduct an internal assessment of our staff and board regarding their feelings about the quality, efficiency and effectiveness of our existing programs, operational structures, leadership, partnerships and Board of Directors. Our CEO also spent several days evaluating the

effectiveness and development needs and interests of key ULGM personnel. He also completed a performance audit of the Board, with the Board’s support. In addition, the Director of Economic & Workforce Development formed an internal team and conducted a thorough operational audit of ULGM, pinpointing areas where systems and processes needed to be upgraded, implemented, or eliminated in order to improve efficiencies, outcomes and program execution, and take on new responsibilities.

External Stakeholder Assessment: OSA also led the external assessment of ULGM, collecting input and feedback from our key external stakeholders about our organization, our leadership and our programs and services. In addition, our CEO hosted three strategy meetings with small groups of ULGM contributors and conducted more than 30 one-on-ones with key financial and program partners.

Community Engagement Campaign (CEC): In June 2010, we launched a community engagement campaign (CEC) to develop a deeper understanding of the needs and aspirations of the Greater Madison community. Through the CEC, we recruited volunteers and partner agencies to walk neighborhoods and business districts with us. We engaged in a door-to-door canvassing effort to learn from a large and diverse sampling of residents what the ULGM, our partner agencies and local leaders can do to make Greater Madison the best place to live, work and learn in the Midwest for EVERYONE.



The CEC gave us an important opportunity to get out, meet, and listen to a community which is not always reached by mail, pollsters or formal community awareness-building events. The initial campaign lasted from June 2010 through November 2010. That year, we visited every house in the Bram’s Addition, Burr Oaks, Leopold, and Maple Bluff neighborhoods. We left behind literature at all 1,706 houses and rental properties we visited, and conducted 225 personal interviews.

In addition to the CEC, we convened a forum to understand the needs and concerns of Greater Madison’s African American community, hosted the Young Professionals Leadership Summit and Betty Lou Cruises on Madison’s beautiful Lake Monona to engage young professionals and leaders in conversations about Greater Madison’s present and future, hosted the Madison Mayor’s 2010 Budget Hearing and a 2010 School Board Candidate Forum, and facilitated or participated in several other activities to inform our strategic agenda. Then, between July and September 2012, we expanded our community engagement efforts as a part of the planning process for our South Madison Promise Zone Initiative (described later). During this period, a nine-member community engagement team visited more than 700 households in three South Madison neighborhoods and interviewed more than 600 residents about their needs and aspirations for strengthening their neighborhoods, families and ultimately, children. We also hired a firm to interview more than 30 businesses and nonprofit agencies to respond to the same questions, and established innovation teams to develop thoughtful proposals for South Madison as well. In total, ULGM engaged more than 3,000 people in the development of this Strategic Plan.

Literature Review: To further inform our 2011-12 Strategic Plan, we reviewed historic reports and literature on Greater Madison and its African American community, and engaged in significant outreach efforts in 2010. The following reports, along with several others, helped us understand the pattern of ideas, behaviors, actions and decision-making strategies that our organization and others have used to address the needs and aspirations of the African American community:

- *1979 -80 Biennial Report of the City of Madison Equal Opportunities Commission*
- *Blacks in Wisconsin: A 1980 Chartbook*, December 1988
- *Dual Education in the Madison Metropolitan School District by the Wisconsin Policy Research Institute*, February 1994
- *Enlarging Equal Opportunity in Madison, Report to Mayor Otto Festge by the Community Relations Service, U.S. Conference of Mayors*, 1965
- *Madison: A History of the Formative Years (Second Edition)* by David Mollenhoff, 2003
- *Madison's Black Community: 1970 Population and Housing Report by City of Madison Equal Opportunities Commission*, January 1971
- *Madison's Economy through Depression and War by City of Madison, City Plan Commission*, 1951
- *Madison's Negro Population by Naomi Lede, The Community Welfare Council and National Urban League*, April 1966
- *The Negro Community of South Madison by Charles O'Reilly, UW-Madison School of Social Work*, October 1966
- *Triangle Urban Renewal Project: Relocation Report by Redevelopment Authority of the City of Madison*, October 1963
- *Young Minority Men in Madison by the Madison Urban League, United Refugee Service of Wisconsin, and Centro Hispano*, March 1992
- *Report to the Madison Community Foundation: Changing Demographics and the African American Experience in Dane County*, May 15, 1995
- Published news articles in *The Capital Times*, *The Madison Times*, *The Capital City Quarterly* (produced by ULGMB) and *The Wisconsin State Journal* from 1945 – 2010.

2013-14 Strategic Planning Process: The Urban League's process for creating its 2013-14 Strategic Plan emphasized the use of Creative Design Teams rather than a typical strategic planning process. Between October 8 and January 25, 2013, three design teams, each led by two ULGM Board members, reviewed the quality, efficiency, and effectiveness of existing programs, operating structures, staffing plans, partnerships, and marketing and financing strategies. This process also included aligning the skills and talents of new and existing board members with the mission, goals and priorities of the agency.

ULGM also collected input and feedback about the Urban League, and its programs and services, from key stakeholders and supporters, residents of greater Madison, and the organization's staff and Board of Directors. The data, ideas, and information derived from this work were used to define the organization's priorities, goals, objectives, and strategies for the next two years (2013-2014).

Our Mission

The mission of the Urban League of Greater Madison is to ensure that African Americans and other community members are educated, employed and empowered to live well, advance professionally and contribute to the common good in the 21st Century.

Our Vision

To make Greater Madison the “Best [place] in the Midwest” for everyone to live, learn, and work by 2020.

Our Agenda

ULGM will continue to realize its vision through a comprehensive strategic empowerment agenda that includes the deployment and expansion of programs and services, advocacy, partnerships, and coalition building within the following three *Strands of Empowerment*. Through these strands, we will build a stronger bridge between education and work; provide more pathways for young people and adults to secure a quality education, employment and grow professionally; and help transform Greater Madison into a place where everyone can succeed, thrive, and enjoy raising their families.

Live: *Ensuring that citizens reside in healthy and safe communities that provide equal opportunities for social engagement, cultural expression, and healthy living.* In October 2011, we announced our efforts to establish the South Madison Promise Zone Initiative. Through this effort, we and our partners seek to transform a low-income community with a legacy of limited community resources, high percentages of unemployed and underemployed adults, and high rates of underachievement among young people into a model oasis of opportunity, cultural exchange and success for children, adults and families who reside there. We will support and engage in other similar initiatives as well.

Learn: *Building a pipeline of high quality cradle-to-career educational services that impact the entire family, eliminate the achievement and education gaps, move all children towards high performance, and prepare youth and adults for career success.* Presently, the Urban League of Greater Madison is one of Dane County’s largest providers of programs aimed at increasing student achievement in core academic areas and preparing them to realize their college and career dreams. ULGM accomplishes this through school-based academic tutoring, college and career exposure, planning and preparation programs, youth leadership skill development activities, and much more.

Work: *Making Greater Madison the best place for African Americans and others to work in the Midwest.* The ULGM is already one of Greater Madison’s premiere providers of career development training and job placement assistance for unemployed and underemployed adults. We will work to expand our employment training options and business partnerships to serve more of this population. We will also address the needs for career advancement, professional development and job search needs of diverse management and executive level talent in the Greater Madison region.

Our Priorities

We will focus on four priorities within the context of our Best in the Midwest Agenda over the next 24 months:

1. Education
2. Employment
3. Community Development
4. Sustainability

Our Tactics

The Urban League of Greater Madison will achieve its Best in the Midwest 2020 vision through the following vehicles:

- Programs & Services
- Partnerships
- Advocacy
- Coalition Building

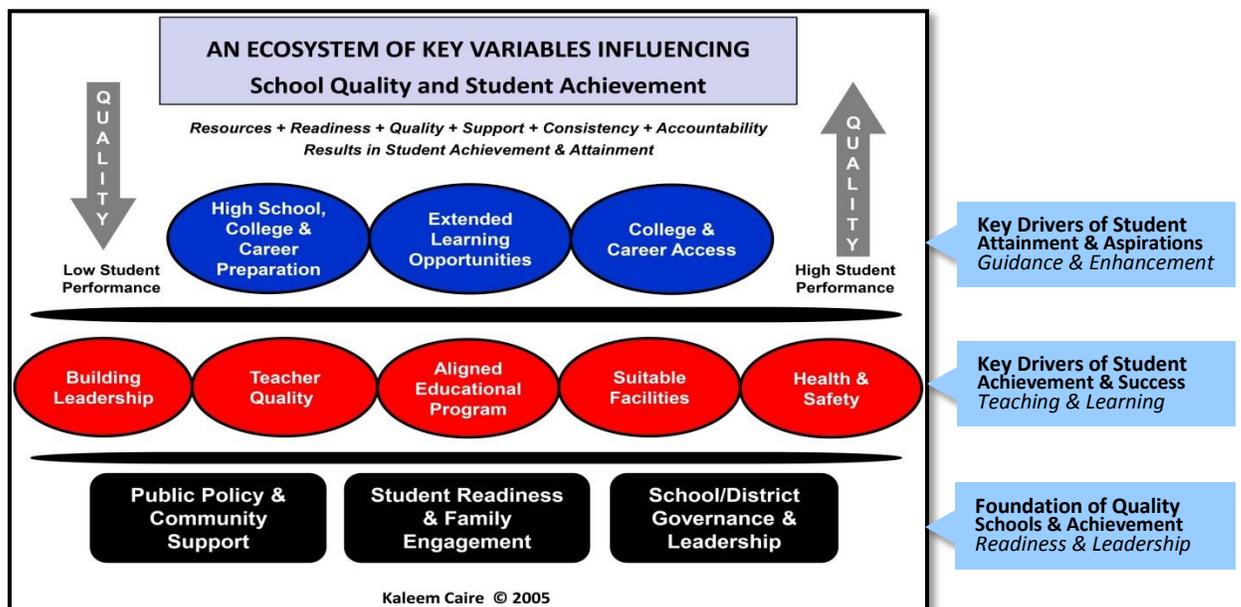
Our Goals and Strategies

Goal 1: Education – To ensure children and adults in the Greater Madison area secure the education necessary to thrive in a technology-driven knowledge economy defined by creativity, service and innovation.

Objective 1.1: To advocate for and operate programs and initiatives that ensure ALL children are receiving a high quality education, and educational support, from birth through high school graduation that prepares them to succeed in college, careers, and life after high school.

Objective 1.2: To actively lead and participate in efforts that increase the African American high school graduation rate from 52% for males and 64% for females enrolled in the Madison Metropolitan School District in 2009-10 to 85% for both genders by 2019-20.

Objective 1.3: To actively lead and participate in efforts that ensure 85% of African American adults complete their high school education or equivalency, and that 45% are enrolled in or have completed a two or four year college program, or technical/professional certification by 2020.





Strategy 1A: Evaluate the establishment of Urban League-branded early childhood and after school programs. These centers can be operated either as a social enterprise of the Urban League or in partnership with other reputable education providers who embrace the Urban League’s mission and commitment to diversity and inclusion. Providing high quality early learning is essential to ensuring positive, long-term educational outcomes for children.

Strategy 1B: Provide high quality *academic tutoring in the core subjects of reading/language arts, mathematics, science and social studies/humanities* through the Schools of Hope/Achievement Connections Partnership and related initiatives in grades 6 through 12, and work with the United Way of Dane County to establish the SOH/AC model as a national demonstration program that can be replicated in school districts and communities in Wisconsin and other states.

Strategy 1C: Establish the Urban League Scholars Academy and the related Destination Planning Program for Parents in at least two middle schools serving academically underperforming students in grades 6 through 8; and demonstrate success through the Academy in preparing participating students for a rigorous college preparatory program when they enter high school. We will utilize lessons learned from the Academy to inform school innovation and district-wide reform efforts in public schools and districts within our service area. Lessons learned will also inform the Urban League’s interest in developing *one or more Charter Schools* in the future that serves the educational needs and aspirations of children in grades preK to 5th and/or 6th to 12th grades, who reside in our service area.

Strategy 1D: Expand our ACT Prep/College Readiness Academies to serve at least 750 11th and 12th grade students in Dane County, and potentially other Wisconsin counties, by December 31, 2014. These academies will prepare students for the ACT college entrance exam; provide workshops on college preparation and the admissions process, college application and essay completion, scholarships and financial aid, and college life; and assist participating students and their parents with completing their Federal Application for Federal Student Aid (FAFSA) applications.

Goal 2: Employment – To ensure that African Americans and others of working age are able to identify, train for and secure employment in stable and emerging industries.

Objective 2.1: To provide employment services to individuals ages 16 and older that lead to a reduction in the African American unemployment rate from 32% to 10% by 2020, and to greater employment opportunities for working age men and women in our service area.

Objective 2.2: To expand our basic and customized career training, increasing the number of adults we train from 550 to 750 annually by December 2015 while ensuring 50% secure and retain employment.

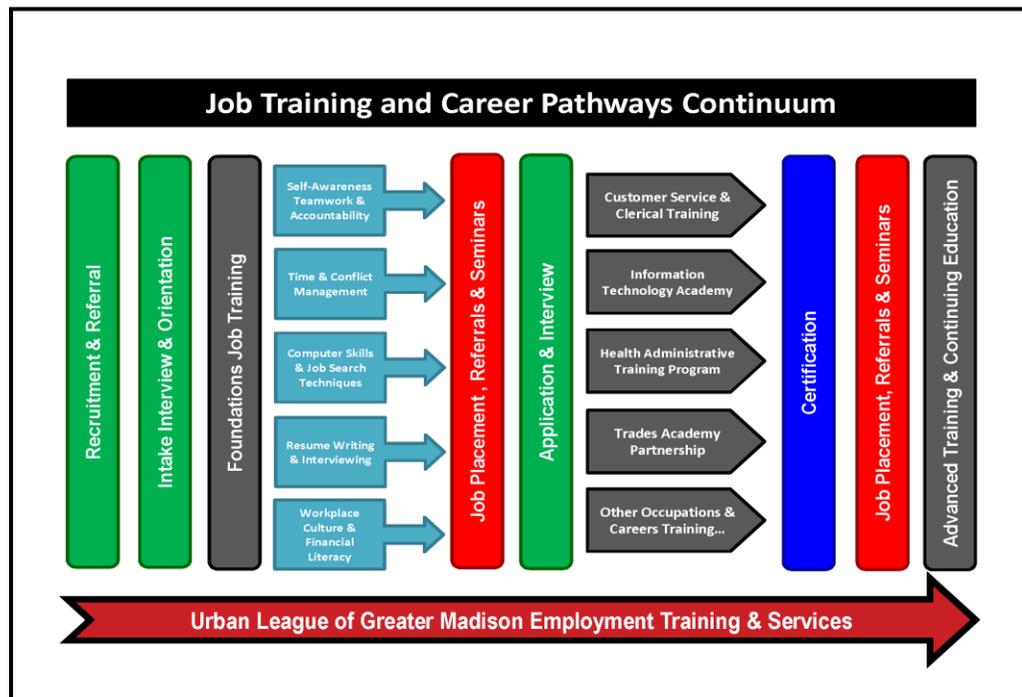
Objective 2.3: To partner with and provide services to employers in the Greater Madison area that support and increase racial and ethnic diversity among their employees.

Strategy 2A: Expand our *Employment Training Programs* to serve more high school-aged students and unemployed and underemployed adults through daytime, evening and weekend sessions, and partner with higher education institutions to offer *continuing education opportunities* to adults. As part of this expansion, we will also partner with individual public/public charter schools and school districts in service area to offer our employment training programs and services to the parents of their students.

Strategy 2B: Expand our *Customer Service, Health and IT Academies*, and implement other customized training solutions that support the human capital and talent development needs of area employers operating in stable and emerging industries.

Strategy 2C: Expand our *partnerships with area employers* by marketing our workforce training programs, implementing a business membership fee and expanding and monetizing our Featured Employer Job Seminars.

Strategy 2D: Expand our Workplace Diversity, Inclusion and Retention Strategy by increasing attendance and educational offerings at our annual *Workplace Diversity & Leadership Summit*, and establishing a Certification Program that educates and trains area employers and their management, supervisory and HR personnel in best practices in Workplace Diversity, Inclusion and Retention. The Summit will serve more than 750 employers and professionals statewide by 2014.



Goal 3: Community Development – To ensure that children, adults and families of color are adequately empowered with the ability and opportunity to transform their own communities, participate in and benefit from adult and youth activities available across our service area, and contribute to the common good of the Greater Madison region through volunteerism, service and charitable giving.

Objective 3.1: Ensure that 75% of African Americans, Latinos, Asian, and other persons of color surveyed will report that Greater Madison is a great place to live, learn, work and raise a family by 2020.

Objective 3.2: Host Dane County's first-ever African American Economic Summit in 2013.

Objective 3.3: Ensure that 75% of African Americans, Latinos, Asians and other persons of color feel welcomed, empowered, and valued in workplaces, neighborhoods and social settings in Greater Madison by 2020.

Strategy 3A: Complete the South Madison Promise Zone Implementation Plan and develop and execute a plan for its sustainability by July 31, 2014, possibly as a certified Community Development Corporation (CDC) or as a continuing initiative of the Urban League of Greater Madison.

Strategy 3B: Partner with other African American leaders and organizations, and partners in business, education and economic development, to host the Greater Madison area's first-ever African American Economic Summit. The Summit will bring together members of Dane County's Black Community to develop a comprehensive economic agenda that will strengthen black children and families in our region, and position the black community to effectively engage in, contribute to and benefit from the economic growth and development of our region. This Summit will address education, employment, economic development, health and wellness, housing, arts and culture, neighborhoods, recreation, public policy, population growth, collaboration and cooperation, and civic engagement.

Strategy 3C: Support the growth, development and service work of the Urban League of Greater Madison Young Professionals group.

Strategy 3D: Engage in and support partnerships that work to increase and promote diversity and inclusion of people of color and young professionals in their organizations, or other activities and initiatives in our service area, that are consistent with the Urban League's mission, vision and goals.

Strategy 3E: Establish a moderated public email list that enables employers, community organizations, schools and colleges, other groups and agencies, and citizens to share and exchange information with Greater Madison's Black community.

Goal 4: Sustainability – To ensure that the Urban League has the financial resources to accomplish its mission, and to ensure that those resources are managed and used with the greatest of integrity and timeliness.

Objective 4.1: Increase the percentage of Urban League’s individual donor base by 25% and secure at least three major investments by national foundations and nonprofit investment organizations by December 31, 2014.

Objective 4.2: Establish sound contribution, investment and earned income strategies that support all Urban League programs and initiatives, and ensure that each cost center is self-sustainable by December 31, 2014. This includes implementing new auxiliary employment and professional development services that cater to the needs and interests of employers, and experienced workers and professionals.

Objective 4.3: Ensure the Urban League’s visibility and reputation continues to grow and remain strong in the Greater Madison community each year.

Objective 4.4: Determine the need for and viability of expanding the service territory of the Urban League of Greater Madison to include its full territory authorized by the National Urban League by December 31, 2014.

Strategy 4A: Market the League’s “I Am an Urban Leaguer” campaign to significantly increase the agency’s number of individual contributors annually; and expand partnerships with businesses, public agencies, financial institutions, colleges and universities, and local, state and national foundations to support the work of the agency in its service territory.

Strategy 4B: Re-establish the Urban League Guild and charge it with two priorities: (1) hosting an annual fall event (starting in 2013) that is specifically designed to promote and financially support the Urban League of Greater Madison; and (2) promote and secure investment in ULGM through the agency’s “I Am an Urban Leaguer” campaign.

Strategy 4C: Investigate the possibility of establishing a 501(c)(4) organization, or partner with others, to ensure the League can better advocate for public policy, causes and resources that support its mission and goals.

Strategy 4D: Maintain a fully staffed development team, including a grant-writer; and ensure the Board of Directors is fully engaged in promoting the League’s efforts, and providing and/or securing financial support for the agency.

Strategy 4E: Engage leaders, employers and other stakeholders in Columbia, Jefferson, Rock and Sauk Counties to assess the need, interests and viability of expanding the Urban League’s services to support our target population and employers in these communities.

Collaborations and Partnerships

The Urban League of Greater Madison cannot accomplish the goals and objectives that it has set forth on its own. It will take the support of the Greater Madison community and our organizational partners to achieve success. Presently, every program the ULGM operates has multiple partners. The following is a partial list of current program partners that the ULGM intends to work with to accomplish its 2013-14 goals and objectives.

- 100 Black Men of Madison
- Alliant Energy
- African American Coordination & Collaboration Council
- African American Council of Churches
- American Girl
- ARC Community Services
- BMO Harris Bank
- Boys & Girls Clubs of Dane County
- Cardinal Stritch University
- Catholic Charities
- CDW
- Centro Hispano
- Cintas
- City of Fitchburg
- City of Madison
- City of Madison Police Department
- City of Sun Prairie
- Club TNT – Today Not Tomorrow
- Commonwealth Development
- Community Action Coalition
- Construction Trades, Inc. – START Program
- CUNA Mutual Foundation
- Dane County Human Services
- Dane County Racial Disparities Reduction Project
- Dane County Youth Resource Network
- Dean Health Systems
- Downtown Madison, Inc.
- Edgewood College
- Edgewood High School
- Exact Sciences
- Ferris Center/Huber Program
- Fountain of Life Church
- Fresh Market/FreshMobile
- Employment & Training Association/Children First Program
- Findorff
- First Baptist Church
- Forward Community Investments
- Godfrey & Khan
- Goodwill
- Greater Lakes Higher Education Guaranty Corporation
- Greater Madison Chamber of Commerce
- Group Health Cooperative
- Habitat for Humanity
- Herzing University
- InBusiness Magazine
- Isthmus
- John Roach Projects
- Joining Forces for Families
- Junior Achievement
- Kennedy Heights Community Center
- La Movida
- Latino Education Council
- Leadership Greater Madison
- Literacy Network
- Madison Area Diversity Roundtable
- Madison-area Urban Ministry
- Madison College
- Madison Community Foundation
- Madison Metropolitan School District
- Madison Network of Black Professionals
- Madison Public Library
- Michael Best & Friedrich
- MAP Training Program
- Martin Luther King, Jr. Coalition
- Meriter Hospital
- Madison Gas & Electric
- Madison School Community Recreation
- Middleton-Cross Plains Area School District
- Milwaukee Urban League
- Monona Grove School District
- Mount Zion Baptist Church
- Northport-Packer Community Learning Centers
- Omega School
- Oregon Area School District
- Park Street Partners
- Partners for After School Success (PASS)
- Physicians Plus
- Planet Bike
- Project Home
- Project Start
- Public Health-Madison/Dane County
- The Race Equity Project
- St. Mary's Hospital
- St. Vincent DePaul
- RSVP of Dane County
- Second Harvest Foodbank of Southern Wisconsin
- South Madison Promise Zone
- Spectrum Brands
- Stevens Construction
- Summit Credit Union
- Sun Prairie Area School District
- Sustain Dane
- ThermoFisher Scientific
- Thrive/Advanced Now
- Tri-North Builders
- Unity Health Insurance
- United Way of Dane County
- US Bank
- UW Alumni Association
- UW Credit Union
- UW Health
- UW Hospitals and Clinics
- UW Medical Foundation
- University of Wisconsin-Madison
- UW-Madison Delta Program
- UW-Madison Division of Diversity, Equity & Educational Achievement
- UW-Madison Division of Information Technology
- UW-Madison Morgridge Center for Public Service
- U.S. Cellular
- Urban League of Greater Madison Young Professionals
- Verona Area School District
- Voices Beyond Bars
- WEA Trust
- Wisconsin Affordable Housing Corporation
- Wisconsin Alumni Association
- Wisconsin Institutes for Discovery/WARF
- Workforce Development Board of South Central Wisconsin
- YMCA of Dane County
- YWCA of Dane County
- And several others!

Investing in the Community

Our mission is to improve the conditions of African Americans and the underserved.



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Urban League of
Greater Madison

LIVE | LEARN | WORK

Best
IN THE
Midwest