



Urban League
Twin Cities

2022-2025

STRATEGIC FRAMEWORK

Approved by the Urban League Twin Cities Board of Directors July 28, 2022

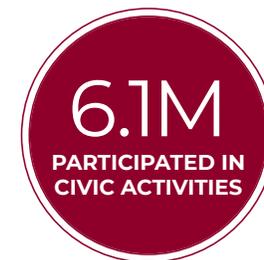
PLANNING PROCESS

In 2021, the Urban League Twin Cities (ULTC) launched a strategic planning process to set its direction for 2022-2025. The intended outcome of the planning process was a Strategic Framework for continuing the ULTC's commitment to being the first place that Twin Cities' African descendants turn to for programs, services, and hope during difficult times. This Strategic Framework highlights major improvements and new initiatives that the ULTC is committed to complete as it continues excellence in its programs and services. It represents a recommitment to the ULTC's core principles of providing basic necessities, fostering stable lives, and organizing with and on behalf of Twin Cities people of African ancestry who are experiencing racism, social and economic

disparities, and marginalization. Over the next three years, the ULTC will develop the infrastructure needed to advance and promote the important programming and services it has effectively pursued in the past and continue to be an innovative organization that engages stakeholders in addressing the unacceptably high rates of racial disparities and discrimination among African descendants in the Twin Cities metro area.

The ULTC envisions a future that is driven by a robust and productive engagement with program and service participants, partners, and other key stakeholders. The ULTC expects to engage more stakeholders who are committed to ULTC's mission of providing platforms, pathways, and

programs for African descendants to dismantle racist structures, overcome racial disparities, and achieve equitable outcomes. For over 90 years, the ULTC has supported people of African descent and others in achieving their highest human potential and securing economic self-reliance, equality, and civil rights. The ULTC boosts economic wellbeing through program areas that include education and job training, housing and community development, workforce development, entrepreneurship, health, and quality of life. The collective economic impact of the programs and operations of the Urban League movement is \$1.2 billion per year. Over the past decade, the movement has served more than 22 million individuals in key program areas:



Planning Process, cont.

The ULTC developed this Strategic Framework for the next three years in stages between spring 2021 and summer 2022. A dedicated group of ULTC board members and staff, program participants, and selected community stakeholders from multiple industry sectors undertook a variety of activities to help assess the current state of the ULTC and to consider its future direction. These activities included the following:

- Individual stakeholder interviews with ULTC staff, board members, members, partners, and others who are essential to ULTC's program and service delivery.
- Focus groups with staff and users of programs and services.

- A board/staff retreat in 2021 to review the SWOT assessment; review/affirm/refine vision, mission, and values; and identify preliminary goals.
- Strategic Planning Committee working sessions in 2022 to review, affirm, and refine ULTC's goals.
- Affirmation of the Strategic Framework at the July 28, 2022 ULTC Board of Directors meeting.

The activities involved in developing the 2022-2025 Strategic Framework inspired and energized the ULTC Strategic Planning Committee, board, and staff to continue to produce excellent programs and services

for youth, families, and communities of African ancestry. This Strategic Framework will support engagement with multiple ULTC stakeholders including the ULTC donors, program and service participants, communities of African descendants, other influencers, and the Urban League movement. Both the ULTC board and staff are excited about the work ahead and invite all ULTC stakeholders to join in this three-year journey.

VISION, MISSION, VALUES

VISION

We believe an equitable and just society can be realized.

MISSION

We provide platforms, pathways, and programs for African descendants to dismantle racist structures, overcome racial disparities, and achieve equitable outcomes.

VALUES

Relentless and unapologetic	Advocating for equity, justice, and power
Respect	Valuing staff, encouraging their development, and rewarding their performance; valuing programs and services participants, volunteers, partners, and other stakeholders
Integrity	Acting with honesty, integrity, and thoughtfulness
History	Nurturing personal and collective identity, stories of freedom and equality, injustice and struggle, loss and achievement, and courage and triumph that shape individuals, families, and communities of African descent
Excellence	Maintaining an uncompromising focus on impact and excellence
Collaboration	Leveraging the collective power of ULTC stakeholders
Leadership	Inspiring growth and innovation through learning and bold action and contributing to a larger good by making a positive difference in the lives of individuals, families, and communities of African descent

STRATEGIC PRIORITIES

1

Actively market program development to a broad segment of constituents.

1.1. Refine our metropolitan brand and operating structure consistent with constituent growth, need, and opportunity throughout the region.

1.1a. Improve visibility of services, programs, and advocacy opportunities in the Twin Cities metro area.

1.1b. Maintain, update, and continuously share ULTC success stories and advocacy impact.

1.1c. Regularly engage ULTC constituents to communicate major outcomes (e.g., benefits to the largest number of people in the largest possible way).

2

Increase the stature of the ULTC as a powerful and trusted voice that sets an agenda and drives solutions.

2.1. Position the ULTC as a central convenor of organizations and cross-sector leaders supporting African descendants in the Twin Cities.

2.2. Develop a widely viewed research agenda that supports advocacy and policy development.

2.3. Maintain a multi-sector Advisory Committee of subject-matter experts to advise on best practices and emerging issues.

2.4. Ensure that ULTC staff serve in visible leadership roles in the community, including serving on boards, commissions, and task forces.

3

Grow, diversify, and sustain the ULTC's financial resources.

3.1. Maintain positive cash flow and balance; monitor cash flow projection(s) and assure that income exceeds expenses.

3.2. Fund and maintain a cash reserve (e.g., 3-6 months operating expense) as established and restricted by the board resolution.

3.3. Maintain, strengthen, and diversify all income sources, including contracts, grants, partnerships, events, tenants, memberships, and individual donors.

3.4. Establish a 3-5-year budget to set long-term financial goals and metrics and map an approach to fund development for the organization's departments, programs, and projects that align with the Strategic Framework.

3.5. Implement donor cultivation and stewardship events targeting new, small, and large prospective donors as well as existing individual donors.

3.6. Continue to identify new revenue opportunities unique to Twin Cities metro area nonprofits.

4

Maintain a high-quality and high-performing organizational culture.

4.1. Develop the board's capacity as a high functioning and engaged Board of Directors, including conducting an annual assessment to monitor its performance.

4.2. Build staff capacity to further ULTC's mission through organizational growth and staff increases (e.g., Finance, Development, Marketing, Human Resources).

4.3. Ensure staff development, infrastructure, and technology are adequate to meet current and anticipated needs, including facilities, technology, and human resources to support Twin Cities metro area programs.

4.4. Develop succession plans for the CEO and the board.



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