



Urban League of
Greater Chattanooga, Inc.

**Strategic Plan
2019-2021**

Approved and Adopted by the
Urban League of Greater Chattanooga
Board of Directors

February 5, 2019

ULGC Vision, Mission and Values

Vision

We imagine a day when Chattanooga-area African-Americans, other minorities and disadvantaged individuals experience the highest quality of life.

Mission

To enable African-Americans, other minorities and disadvantaged individuals to secure economic self-reliance, parity, power and civil rights.

ULGC works alongside its community and focuses on the structural causes to barriers to good jobs, education and healthcare by empowering individuals and families through educational programming.

Values

Commitment
Inclusion
Empowerment
Integrity
Respect
Excellence

Five Goals for ULGC

Goal 1: ULGC will build long-term financial security and stewardship.

Goal 2: ULGC will build its capacity through talent development and efficient business systems.

Goal 3: ULGC will strengthen programs through strategic partnerships and the assessment, development, evaluation, and reporting of program outcomes.

Goal 4: ULGC will develop an advocacy function to address issues affecting African-Americans, minorities and disadvantaged individuals.

Goal 5: ULGC will focus its marketing strategy and messaging through the development of an overall Communications Plan.

STRATEGIES

Goal 1: ULGC will build long-term financial security and stewardship.

Strategies:

1. Conduct yearly program assessment to ensure financial viability factoring the actual cost of staff time, facilities, supplies and equipment.
 - a. Determine reasonable program fees to offset a portion of the costs
 - b. Identify cost-savings when appropriate
 - c. Consider partnerships for cost-sharing opportunities
2. Create a three-year financial plan to include the establishment of yearly budgets covering:
 - a. Program costs not covered by fees or grants
 - b. Operating reserves
 - c. Facility maintenance and upgrades
 - d. General infrastructure needs including human capital
 - e. Resources needed to implement the strategic planning and the timing of those (i.e. cost of Development and Communications Plans)
3. Based on the three-year budget, create a three-year Development Plan to expand revenue streams.
 - a. Hire a full-time Director of Development
 - b. Continue engagement with contract grant writer
 - c. As part of the Development Plan, create an Annual Fund Campaign to expand donor base using the following, but not limited to:
 - i. Online strategy with monthly giving
 - ii. Membership program
 - iii. Local church outreach
 - iv. Local and national individual major donors
 - v. Corporate partnerships and matching gifts program
 - vi. Existing grant retention and new grant development strategy
 - vii. Planned Giving program
 - d. Create a Development Committee charged with implementing the plan. Members comprised of volunteer community fundraisers, corporate partners, financial planners and development professionals
4. Strengthen board financial oversight of ULGC through a highly-engaged Finance Committee.
 - a. Establish a financial report package based on new budgets-to-actual-to-projected for the board to review on a monthly basis
 - b. Update financial policies where new accounts or funds are concerned (i.e. use of reserves or endowment fund policies)

Goal 2: ULGC will build its capacity through talent development and efficient business systems.

Strategies:

1. Develop a multi-year staffing plan to address ULGC's immediate and longer-term capacity building needs including programming, administrative and development.
 - a. Update job descriptions and define performance plans for all staff members
 - b. Provide management team with necessary tools and training to conduct annual staff evaluations
 - c. Formalize new staff onboarding, training and probationary assessment guidelines
 - d. Senior management to review future talent needs based on the strategic plan and determine timing and potential funding for capacity building
2. Develop a 24-month plan for retiring President to include:
 - a. Updated job description for future position
 - b. Assemble a search committee and determine if a hiring firm is needed
 - c. Develop inventory of important information, processes and key relationships (advocacy, funding, etc.)
3. Ensure that staff members have the tools and support necessary to effectively and efficiently fulfill their job responsibilities.
 - a. Conduct an infrastructure, technology and facilities audit on a yearly basis to plan for future maintenance and upgrades
 - b. Review all business systems and processes to identify and adopt new efficiencies
 - c. Establish a professional development track for employees to constantly learn and grow
 - i. Include adequate budget line item for conferences, peer visits, etc
4. Establish a Governance Committee to periodically review governance issues and to elect new board members.
 - a. Review the current by-laws and make necessary amendments to improve organizational performance, communications and efficiencies
 - b. Diversify the ULGC governing board to include diverse skill sets, new ideas, and points-of-view including areas of focus mentioned in this plan (data expert, HR professional, social media specialist, special events person)

- i. Establish a ULGC board skills/point-of-view matrix to assist in the nominations process
 - ii. Reach out to statewide and national networks including the NUL
5. Establish and populate a future ULGC Advisory Board with individuals of knowledge and influence to assist with advocacy and fundraising.
6. Ensure the consistency and frequency of committee meetings including the Executive Committee, Finance, Governance and Development Committees.
 - a. Consider the use of Task Forces for finite activities such as special events or fundraising campaigns
 - b. Update job descriptions and define performance plans for all board committees
7. Ensure consistent oversight of strategic plan implementation process and determine tools for assessment and reporting to the full board. (Executive Committee)
 - a. Determine board-level ownership for each goal, and in some cases, each strategy to ensure success
 - b. Develop a plan implementation road-map including any dependencies between strategies flagged
 - c. Determine the method and timing of reporting (i.e. President gathers results from board and staff to provide quarterly reports at board meeting)
8. Utilize board meetings for reflection and innovation.
 - a. Introduce “mission moments”
 - b. Invite special guests doing innovative work in ULGC’s space
 - c. Include program staff in board meetings as often as possible to share illustrate impact through data and storytelling

Goal 3: ULGC will strengthen programs through strategic partnerships and the assessment, development, evaluation and reporting of program outcomes.

Strategies:

1. Develop case statements for each program to illustrate how they respectively move the needle on ULGC's mission.
2. Create a Program Advisory Committee (PAC) to develop guidelines for the annual review of quality programs. This committee would be led by the ULGC Sr. Program Director and be comprised of local subject matter experts, academic partners and board members.
 - a. Define the scope, goals and KPIs for ULGC programs
 - b. Determine the methodology of data collection, evaluation and reporting
 - c. Outline quality standards for ULGC programs
 - d. Monitor program budgets and inform the President and Finance Committee of potential variances
 - e. Define timetable and seasonality of programs effect on staff and/or budget
3. Expand academic partnerships focusing on education and workforce opportunities.
 - a. Develop a strong and consistent pipeline of ULGC interns
 - b. Explore the creation of a student post-doc partnership to assist with research and program development
 - i. Opportunity to publish best practices under ULGC
 - c. Create potential new grant opportunities with higher education partners
4. Expand workforce development partnerships.
 - a. Explore career pathways with area employers to ensure programming is reflective of available jobs
 - b. Expand corporate engagement in ULGC programming to include recruitment and sponsorship
 - c. Discover advocacy partnership opportunities for common issues

Goal 4: ULGC will develop an advocacy function to address issues affecting African-Americans, other minorities and disadvantaged individuals.

Strategies:

1. Build an Advocacy Platform around key minority issues.
 - a. Develop a purpose statement to explain how advocacy efforts are expected to help move the needle on minority issues
 - b. Define the scope, goals and Key Performance Indicators (KPIs) for ULGC advocacy efforts
 - i. Seek best practices:
 1. Urban League of Portland's Advocacy and Civic Engagement Department
 2. Birmingham Urban League Young Professionals Advocacy Certificate
 3. National Urban League
 - c. Outline the case for support regarding minority issues using current data and any upcoming legislation and/or policy changes
 - d. Attend educational and workplace forums with elected officials and reporting back to constituents (and media when appropriate) on issues within the ULGC scope
 - e. Identify and educate policy makers regarding minority issues
 - f. Define timetable and seasonality of advocacy efforts
 - g. Mobilize and train volunteers, including the board of directors, to advocate on behalf of ULGC constituents

2. Utilize ULGC governing board, advisory board and staff members to serve as representatives on various education and workforce development bodies including but not limited to:
 - a. Chamber of Commerce including councils
 - b. Service clubs (Rotary, Kiwanis, YPAC)
 - c. UTC and Chattanooga State's Chancellor Roundtables
 - d. CHA 2.0, Tennessee Reconnect, Thrive 2055
 - e. Chattanooga Convention & Visitor's Bureau
 - f. State of Tennessee (Education, Workforce, Equity committees)
 - g. Tennessee Manufacturer's Association
 - h. NW Georgia partners

Goal 5: ULGC will focus its marketing strategy and messaging through the development of an overall Communications Plan.

Strategies:

1. Articulate the societal issues around which ULGC will focus its work using comparative research and data.
2. Explain why the ULGC is uniquely qualified to help solve these problems and how it will do so.
 - a. Conduct brand identify research to learn what the perception of ULGC’s value proposition is today
 - i. Define clear messaging about what value ULGC offers and why this work is important
 - b. Illustrate ULGC’s impact through data and storytelling
 - c. Serve as a leader and authority in its work
 - i. Identify competition and possible duplication
 - ii. Identify and articulate how ULGC collaborates instead of “competes” with other organizations
 - iii. Serve as a convener of like agencies, when necessary and exemplify collaborative practices
3. Develop a comprehensive Communications Plan to convey ULGC’s unique role, knowledge and expertise to the following audiences:
 - a. Program/service populations
 - b. Media
 - c. Local community partners
 - d. Grantmakers
 - e. Corporate partners
 - f. Academic partners
 - g. Other Stakeholders
4. Incorporate key messaging into all ULGC collateral including the website, newsletter, grant proposals and donor presentations.
5. Create an online strategy focused on ULGC’s mission and its impact through storytelling to push out to younger generations of potential supporters via social media channels.