

Application for Neighborhood and Community Development Funds

Submit original and 27 complete copies of this application to the CD Office by 4:30 p.m. by the 15th of the month, to be reviewed by the CDBG Commission on the first Thursday of the following month.

Program Title: Center for Economic & Workforce Development Amount Requested: \$ 150,000
Agency: Urban League of Greater Madison
Address: 151 East Gorham Street, Madison, WI 53703
Contact Person: Scott Gray Telephone: 608.251.8550
Email: sgray@ulgm.org Fax: 608.251.0944

1. **Program Abstract:** Provide an overview of the project. Identify the community need to be addressed. Summarize the program's major purpose in terms of need to be addressed, the goals, procedures to be utilized, and the expected outcomes. Limit response to 150 words.

The Center for Economic Development & Workforce Training is the Urban League of Greater Madison's most aggressive effort in our 40-year history to help individuals and families build their road to economic success. In response to rapidly growing demand for Urban League services, we will be expanding and launching new sector-targeted career training programs, expanding our existing home ownership and youth education programs, and developing new social enterprise efforts aimed at creating minority businesses, developing jobs, and generating new revenue sources to support our programs. Our efforts are projected to generate \$70 million or more in economic activity over the next 5 years.

The Urban League is developer of this unique public-private partnership that includes the South Madison Public Library – one of Madison's busiest libraries, Planned Parenthood of Wisconsin, and the Urban League of Greater Madison. The total facility will be approximately 36,000 sq. ft.. This will include:

1. Approximately 14,000 sq. ft. of space for the Urban League. This will include 2,500 sq. ft. on the first floor for community conference and meeting rooms, a coffee shop/café, and a lobby and café area with various cultural displays that tell the history of the Urban League. The second floor will include 9,000 sq. ft. for our training facilities, meeting and conference rooms, and office space plus 2,500 sq. ft. of unfinished space for future expansion.
 2. Approximately 12,000 sq. ft. of "gray box" space on the first floor to be sold to the South Madison Public Library through a condominium arrangement.
 3. Approximately 10,000 sq. ft. of "gray box" space on the 3rd floor to be leased to Planned Parenthood of WI.
2. **Target Population:** Identify the projected target population for this program in terms of age, residency, race, income eligibility criteria, and other unique characteristics or sub-groups.

The Urban League's past history of serving a cross-section of our community reflects the diversity to be served by our expanded programs. Last year, nearly 2,000 youth, adults, and families were served by Urban League programs with thousands more reached through our other community outreach and education initiatives. Our programs boast a strong record of service to a cross-section of our community. Last year, 52% of individuals served were African American, 8% multi-racial, 18% white, 15% Latino, 5% Asian American, and 1% Native American. More than 40% of those served were under the age of 16, 20% were between 17 and 30, 35% were between 31 and 55, and 5% were over 55. Nearly 90% were low-income. 53% were male and 47% female.

The Center's location in a much more accessible location - the heart of South Madison - will provide greater access to services for our core constituencies and new opportunities to partner with other organizations in South Madison. The new Center will raise the League's visibility as a community resource and provide the much-improved infrastructure we need to meet our 21st century performance expectations. As such, the Urban League projects that the number of individuals served will continue to increase by a minimum of 5 to 10 percent annually for the foreseeable future.

2,000 annually # unduplicated individuals estimated to be served by this project.
1,750 annually # unduplicated households estimated to be served by this project.

3. Program Objectives: The 5-Year Plan lists 9 project objectives (A through N). Circle the one most applicable to your proposal and describe how this project addresses that objective.

- | | |
|--|--------------------------------|
| A. Housing – Existing Owner-Occupied | G. Neighborhood Civic Places |
| B. Housing – For Buyers | K. Community-based Facilities |
| C. Housing – Rental Housing | L. Neighborhood Revitalization |
| E. <u>Economic Dev. – Business Creating Jobs</u> | N. Access to Housing Resources |
| F. Economic Dev. – Micro-enterprise | |

The Center for Economic Development will house the Urban League's expanded Workforce Solutions Center. Our longstanding partnerships with the business community have uniquely positioned us to serve as a matchmaker between employers looking to meet their workforce and diversity needs and un/under-employed workers looking to improve their employment situation. The League is working aggressively to build on existing partnerships and establish new partnerships with area employers emphasizing career ladder jobs that pay a living wage and offer other benefits. We project helping more than 2,000 unemployed and underemployed adults secure new and better careers in growth sectors during the new Center's first five years. Moreover, these workers are projected to contribute at least \$40 million to the local economy during this time period.

Our programs and services include sector and occupation specific career training, Madison Area Technical College-accredited classes and professional development training, career counseling, career placement, job retention and advancement counseling, and more. Also, over the last twelve months, new neighborhood based training and placement programs have been launched in two of Madison's most economically challenged neighborhoods. Current programs include Medical Administrative Training, Job Services Network, Southwest Neighborhoods Job Services Network, Fatherhood Responsibility, and the Allied Drive Career Training Partnership.

The Urban League of Greater Madison is emerging as a national leader in the field of Sectoral Workforce Development. Sectoral workforce initiatives target growth industries in the local economy and work closely with employers to train low-income job-seekers for emerging careers in these industries. The Urban League of Greater Madison is the only organization to have been selected twice to send a representative to the annual Sector Skills Academy (As the premier national institute in the field, the Academy brings together government, private non-profit, and for-profit workforce professionals to develop practical applications for present and future work in the field).

This has been based in large part on the success of our Medical Administrative Training Program (MATP). MATP includes training for individuals interested in clerical and administrative careers in the booming healthcare sector. The program includes 16 weeks of accredited classroom training, internships, job placement assistance and ongoing career counseling.

Unfortunately, demand for MATP and other League employment services far outpaces our ability to respond. Nearly 200 people apply for the 12 to 18 slots in each MATP cohort. We are committed to a four-point strategy, described immediately below, to meet these growing needs. The current campaign will provide the necessary resources: accessible training facilities, additional personnel and other program costs, and an endowment that can provide seed money that allow us to respond quickly to new opportunities.

1. ***Creating new strategic partnerships with employers.*** Each year, dozens of employers seek our assistance with their workforce and diversity goals while hundreds of unemployed and underemployed individuals seek our help with their career search, positioning us to effectively play "match maker." To better serve the needs of these constituencies, the League is moving away from "referral relationships" to "strategic partnerships." In this new model, we develop a thorough understanding of the employer's workforce needs and provide more intensive screening, assessment, and training of candidates prior to referral. Moreover, our team of Career Counselors is available to support the employer and employee once a "match" is made. The result is more value to the employer, less frustration for the job-seeker, and ultimately higher success rates.

2. **Expanding MATP Program Capacity.** Financial resources and in-kind commitments are being secured through the campaign to expand MATP from one to two or more cohorts of students each year and expand the size of each cohort from an average of 12 to an average of 18. The increased availability of training space and scheduling flexibility that the new Center will offer will also allow us to respond to demand for evening classes. Moreover, the Center's location is in close proximity to several major new developments in the health and biomedical industries, which are expected to create roughly 3,000 new jobs over the next decade. Our location perfectly positions the League's Medical Administrative Training Program and other future programs to help our target population take advantage of the economic opportunity being created by these developments.
3. **Creating new sector-specific customized training programs.** The Urban League has been working with employers and other local workforce development analysts to identify opportunities to replicate the MATP model in other job sectors. The League has already started assessing feasibility of, and planning for, training programs in sectors such as low-voltage electrical, small engine repair, retail management, construction and skilled trades, other healthcare sector occupations. For example, a 2007 pilot project with MGE to recruit and train Line Technicians is being reviewed by other employers in the energy sector and will likely continue and expand later this year. Similarly, since January 2008, Urban League and U.S. Cellular staff have been working together to develop a customized training program to prepare individuals for career-ladder employment in the company's local financial call center as well as customer service positions in retail stores.
4. **Creating Jobs Through Social Entrepreneurial Business Development.** The Urban League has been working with local business development experts to create a business plan for the creation of high growth, scalable African-American owned businesses. These businesses will provide real-world job experience for our clients while also generating revenue to reinvest in other League initiatives. Currently nearing completion is a business plan for a company called "Twice Beautiful," a wood recycling enterprise that remanufactures wood products. Its social mission is to create training and employment opportunities for low-income and underserved individuals in the areas of carpentry. The business strategy is to sell wood refurbished products and services to both commercial and residential customers. Moreover, the business model promotes environmental sustainability and is intended as a model that can be replicated through Urban League affiliates across the country. The current capital campaign goal includes seed funding for this business, and the planned expansion of our customized workforce training programs further supports this business plan.

The Urban League will continue its existing homeownership activities including its award-winning lease-to-purchase homeownership program, individualized homeownership counseling, and financial counseling and skills training. The Center also partially addresses Objectives K, L, and N.

4. Fund Objectives: Check the fund program objective which this project meets. (Check all for which you seek funding.)

Acquisition/ Rehab	<input checked="" type="checkbox"/> New Construction, Acquisition, Expansion of Existing Building	Futures	<input type="checkbox"/> Prototype
	<input type="checkbox"/> Accessibility		<input type="checkbox"/> Feasibility Study
	<input type="checkbox"/> Maintenance/Rehab		<input type="checkbox"/> Revitalization Opportunity
	<input type="checkbox"/> Other		<input type="checkbox"/> New Method or Approach
Housing	<input type="checkbox"/> Rental Housing	Homeless	<input type="checkbox"/> Housing
	<input type="checkbox"/> Housing For Buyers		<input type="checkbox"/> Services

5. Budget: Summarize your project budget by estimated costs, revenue, and fund source.

See attachments C.1 and C.2 for development budget and pro forma financial analysis.

7. What was the response of the alderperson of the district to the project?

Alder Tim Bruer has been extremely supportive of the proposed project as along with the overall plan for redevelopment efforts at The Villager. Ald. Bruer has also been very helpful us introduce this project to neighborhood residents and stakeholders in the South Madison community. His support as a member of the CDA Commission has also been instrumental in the development of our project.

8. Does agency seek funds for property acquisition and/or rehab? [If applicable, describe the amount of funds committed or proposed to be used to meet the 25% match requirements (HOME or ESG) with its qualifications.]

No Complete Attachment A
 Yes Complete Attachment B and C and one of the following: D Facilities
 E Housing for Buyers
 F Rental Housing and Proforma

9. Do you qualify as a Community Housing Development Organization (CHDO)? (See attachment G for qualifications.)
 No Yes - Complete Attachment G

10. Do you seek Scattered Site Acquisition Funds for acquisition of service-enriched housing?

No Yes - Complete Attachment B, C, F, and H

11. Do you seek ESG funds for services to homeless persons?

No Yes - Complete Attachment I

12. This proposal is hereby submitted with the approval of the Board of Directors/Department Head and with the knowledge of the agency executive director, and includes the following:

<input type="checkbox"/> n/a	Future Fund (Attachment A)	<input type="checkbox"/> n/a	Housing for Resale (Attachment E)
<input checked="" type="checkbox"/>	Property Description (Attachment B)	<input type="checkbox"/> n/a	Rental Housing and Proforma (Attachment F)
<input checked="" type="checkbox"/>	Capital Budget (Attachment C)	<input type="checkbox"/> n/a	CHDO (Attachment G)
<input checked="" type="checkbox"/>	Community Service Facility (Attachment D)	<input type="checkbox"/> n/a	Scattered Site Funds Addendum (Attachment H)
		<input type="checkbox"/> n/a	ESG Funding Addendum (Attachment I)

Signature:  Date: 08/14/08
President-Board of Directors/Department Head

Signature:  Date: 08/14/08
Executive Director

For additional information or assistance in completing this application, please contact the CD Office at 267-0740.

ATTACHMENT B

COMPLETE IF PROJECT INVOLVES PURCHASE, REHAB, OR CONSTRUCTION OF ANY REAL PROPERTY:
 INFORMATION CONCERNING PROPOSALS INVOLVING REAL PROPERTY

ADDRESS	ACTIVITY (Circle Each Applicable Phase)	NUMBER OF UNITS		Number of Units Currently Occupied	Number of Tenants To Be Displaced?	APPRAISED VALUE:		PURCHASE PRICE (If Applicable)	ACCESSIBLE TO INDIVIDUALS WITH PHYSICAL HANDICAPS?		PRIOR USE OF CD FUNDS IN BUILDING?
		Prior to Purchase	After Project			Current	After Rehab/Construction		Currently?	Post-project?	
The Villager (2222 South Park Street)	Purchase Rehab Construct	0	1	0	0	\$18 sq. ft.	Unknown	\$537,360 (estimated land cost including parking)	n/a	Yes	\$300,000 under contract
	Purchase Rehab Construct										
	Purchase Rehab Construct										

ATTACHMENT C.1 - Development Budget

	Basis/SF	Costs	Totals	Grand Total
Land Acquisition				
Land				
Building	19,780	\$ 12.00	237,360	
Parking	25,000	\$ 12.00	300,000	
				537,360
Construction				
First Floor				
Library: Gray Box (without HVAC, bathrooms)	12,000	\$ 110.00	1,320,000	
Urban League: Finished Space	2,550	\$ 195.00	497,250	
Planned Parenthood: Finished Space/Lobby	250	\$ 170.00	42,500	
Total First Floor Construction				1,859,750
Second Floor				
Urban League: Finished space	9,000	\$ 170.00	1,530,000	
Urban League: Future space, shell only	2,400	\$ 110.00	264,000	
Total Second Floor Construction				1,794,000
Third Floor				
Planned Parenthood: Gray Box plus (includes HVAC, bathrooms)	10,000	\$ 140.00	1,400,000	
Total Third Floor Construction				1,400,000
Sub-Total Construction (without contingency)				5,053,750
Construction Contingency	10%			505,375
Total Construction (with contingency)				5,559,125
Construction Financing				
Financing Fees (one percent loan origination)	1%	3,800,000	38,000	
Interest	7%		108,000	
Total Financing				146,000
Soft Costs (to be allocated per square foot)				
Attorneys Fees, condo docs			25,000	
Insurance, construction			20,000	
Title Insurance			4,000	
Appraisal			7,000	
Survey			10,000	
Miscellaneous			20,000	
Total Soft Costs				86,000
Other Costs				
Developers Fee			441,160	
Furnishing & Equipment			450,000	
FCI			10,000	
Total Other Costs				901,160
GRAND TOTAL				7,229,645
Square Foot Allocation				
Library	12,000		33.1%	
Urban League of Greater Madison	13,950		38.5%	
Planned Parenthood	10,250		28.3%	
Total	36,200		100.0%	

Project: Urban League of Greater Madison		YR1	YR2	YR3	YR4	YR5	YR6	YR7
Assumptions					Square Feet			
Utilities, \$1.25 a square foot.					10,500			
Maintenance Repairs and Supplies \$1.25					2,400			
Capital Improvements \$0.25 SF					10,000			
Replacement Reserves= 5% of total occupancy budget					12,000			
Management Fee = 4% of rents					800			
					250			
					250			
					36,200			
Income								
Rent, Planned Parenthood, Triple Net, 10,000 SF	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Rent, Coffee Shop, Triple Net, 800 SF--35% increase	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,832
Subtotal Rent	168,000	168,240	168,487	168,742	169,004	169,274	169,552	169,832
Less Vacancy, 5% only on Coffee Shop	400	412	424	437	450	464	478	492
Subtotal Rental Income Less Vacancy	167,600	167,828	168,063	168,305	168,554	168,810	169,075	169,340
CAM Charges From Planned Parent Hood (250 sf)	1,750	1,803	1,857	1,912	1,970	2,029	2,090	2,151
ULGM (includes operating and parking expenses and reserves)	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,194
Total Income	207,600	209,028	210,499	212,014	213,574	215,181	216,837	218,517
Operating Expenses (reflects an annual 3% increase)								
Utilities								
Utilities, Gas and Electric ULGM	13,125	13,519	13,924	14,342	14,772	15,215	15,672	16,144
Water, 2nd Floor	500	515	530	546	563	580	597	615
Subtotal Utilities	13,625	14,034	14,455	14,888	15,335	15,795	16,269	16,759
Maintenance (ULGM Finished Space)								
Maintenance & Building Supplies	13,125	13,519	13,924	14,342	14,772	15,215	15,672	16,144
Maintenance Contract	2,625	2,704	2,785	2,868	2,954	3,043	3,134	3,228
Capital Improvements	2,625	2,704	2,785	2,868	2,954	3,043	3,134	3,228
Subtotal Maintenance	18,375	18,928	19,494	20,079	20,681	21,302	21,941	22,594
Administration								
Management	600	618	637	656	675	696	716	737
Property Insurance--interior	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,304
CAM Charges (Elevator, Common space) 500 SF	3,500	3,605	3,713	3,825	3,939	4,057	4,179	4,304
Parking Fees (ULGM only)	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,759
Condo Fees--insurance-exterior, maintenance, reserves	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,377
Subtotal Administration	19,600	20,188	20,794	21,417	22,060	22,722	23,403	24,104
Subtotal Operating Expenses	51,600	53,148	54,742	56,385	58,076	59,819	61,613	63,461
Replacement Reserves (for internal replacements only)	1,548	1,594	1,642	1,692	1,742	1,795	1,848	1,904
Total Operating Expenses	53,148	54,742	56,385	58,076	59,819	61,613	63,461	65,365
Income Available for Debt Service	154,452	154,286	154,114	153,938	153,756	153,568	153,375	153,177
Debt Service								
Mortgage, 1,700,000, 6.5%, 30 year amortization, Monthly Payment: \$10,745	128,940	128,940	128,940	128,940	128,940	128,940	128,940	128,940
Total Debt Service	128,940	128,940	128,940	128,940	128,940	128,940	128,940	128,940
Total Expenses	182,088	183,682	185,325	187,016	188,759	190,553	192,401	194,309
Net-Operating Income	25,512	25,346	25,174	24,998	24,816	24,628	24,435	24,238
Debt-Coverage Ratio	1.14	1.14	1.14	1.13	1.13	1.13	1.13	1.13

ATTACHMENT D

FACILITIES

A. Recap: Funds would be applied to:

acquisition only; rehab; new construction; acquisition and rehab or construction

B. State your rationale in acquiring or improving this space. (i.e., lower costs, collaborative effort, accessibility, etc.)

See following page

C. What are the current mortgages or payments on property (including outstanding CDBG loans)?

Amount Name

The Urban League does not hold any mortgages or owe any payments on the property to be acquired.

D. If rented space:

1. Who is current owner? N/A
2. What is length of proposed or current lease? N/A
3. What is proposed rental rate (\$/sq. ft. and terms) and how does this compare to other renters in building or in area? N/A

E. If this is new space, what is the impact of owning or leasing this space compared to your current level of space costs?

Occupancy costs are projected to be approximately double the cost of our current facility (\$40,000 in year one). However, as the pro forma financial analysis in Attachment C.2 demonstrates, through rental and other income the Urban League projects annual positive net-operating income of approximately \$25,000. As such, the occupancy cost in the new facility is nearly the same as our current facility. Moreover, as part of our fundraising campaign, the Urban League plans to establish a building endowment fund to cover any unanticipated facility costs or for future building maintenance or improvements.

F. Include:

1. A minimum of two estimates upon which the capital costs are based.
(Be sure to base your labor costs on enforcement of Fair Labor Standards and the payment of Federal Prevailing Wage Rate.)

See attachment C.1 for the project Development Budget. These costs were developed and analyzed by an experienced project team which includes representatives from the Urban League, Tri-North Builders, and Forward Community Investments. A final construction budget will be available later this summer.

2. A copy of the plans and specifications for the work, or a description of the design specifications you have in mind.

See attachment.

3. If you own the building: A copy of your long range building improvement plan and building maintenance plan.
(Include a narrative describing what the building needs and how you expect to maintain it over time.)

Not Applicable.

B. State your rationale in acquiring or improving this space. (i.e., lower costs, collaborative effort, accessibility, etc.)

The Center for Economic Development & Workforce Training will enable the Urban League to grow its capacity to meet the growing demand for our services, create new partnership opportunities, and diversify our program offerings so we can make a much more substantial impact on the racial disparities in our community. The new Center will enable us to expand and launch new sector-targeted career training programs, expand our existing home ownership and youth education programs, and develop new social enterprise efforts aimed at creating minority-owned businesses, developing jobs, and generating new revenue sources to support our programs. It alleviates our space constraints, improves access to our services, provides financial resources to offset the growing demand for our existing programs, launches innovative new programs, increases our visibility, creates new partnership opportunities, and jumpstarts development in an under-served neighborhood. The new Center will provide the League with an additional 10,000 sq. ft. of modern, appropriately-designed, and well-located finished space plus 2,500 sq. ft. of unfinished space for future expansion. Table 1 below highlights key aspects of the case for the new Center as well as its anticipated benefits.

The new Center will provide the training, counseling, and education space that will maximize the potential of our programs. This will include multiple workforce training classrooms, a youth career exploration and media tech lab, community meeting space, confidential counseling rooms, cultural exhibit areas, and more. In addition, the Center's South Madison location, adjacent to a major bus transfer station, will ease client access and raise the League's visibility as a community resource. Moreover, the message that a modern facility will send to our clients - "the community values and believes in you" - will inspire them to rise to that challenge!

COMMUNITY IMPACT & UNDERSERVED GEOGRAPHY. The new Center will be located in South Madison, an under-served neighborhood that is one of Madison's oldest multi-cultural communities. More specifically, it will be located at the heart of one of the City's largest infill developments, one that will transform an aging strip mall—the Villager – and its large sea of asphalt into a vibrant hub that anchors a prosperous neighborhood, greets visitors to the city, is a destination for all Dane County residents, and celebrates its multi-cultural heritage.

CREATING OPPORTUNITY. The Urban League of Greater Madison's vision is focused on expanding opportunities and support for low-income people in order to improve their quality of life and enable them to participate more fully in the economic prosperity of our community. The new Center will bring the Urban League's 35-member team of multi-cultural professionals into the heart of a high-need community and enable the League to expand opportunities for low-income people in each of its three core program areas:

COLLABORATION. The Urban League of Greater Madison has built a strong reputation as a leader and partner in multi-party, interdisciplinary, collaborative projects. CUNA Mutual Group Foundation, one of Madison's largest and most respected corporate foundations, has recognized the Urban League annually since 2004 with its Flagship Grant Award, citing our "ability to create synergistic partnerships that leverage real results." Every Urban League program operates with multiple partners including other community-based nonprofits, public sector social service agencies, educational institutions, and employers of all sizes.

The League's Medical Administrative Training Program (MATP) illustrates how collaboration is part of our organization culture. MATP is operated with direct involvement from nearly every major local healthcare sector employer. They provide funding, curriculum expertise, instructors, internship opportunities, interview coaches, mentors, and more. Participants earn credit from Madison Area Technical College while DANEnet, a local nonprofit, provides computer instruction.

The Center for Economic Development will provide many new collaborative opportunities for the League. The Villager and surrounding area is home to one of Madison's highest densities of nonprofit and public education and community development agencies. These include the University of Wisconsin (UW), Madison Area Technical College, Edgewood College, Access Community Health Centers, Madison Public Library, the City/County Public Health Department, Dane County Human Services Department, Wisconsin Women's Business Initiative, the Financial Education Center, Madison-area Urban Ministry, Neighborhood Law Project, Head Start, UW Space Place, and many others. The League has partnerships with many of these organizations and our increased proximity will create new collaborative opportunities and increase residents' access to a more comprehensive array of services. Here are a few examples.

- A new partnership was announced on May 12 with Madison-area Urban Ministry (MUM) to serve formerly incarcerated individuals. The project will leverage the League's strength in employment and training and combine it with MUM's outreach to ex-offenders both before and after their release.
- The Urban League is exploring partnership opportunities with the Financial Education Center that can enhance the delivery of financial literacy education within all of our youth, adult, and family programs.
- Centro Hispano, Dane County's largest Latino-serving agency, is located right next to the Villager. Our youth education programs are operated through a successful shared staff arrangement and our new location offers an opportunity to expand this partnership to include employment & training services.
- The proposed healthcare facility at the Villager, along with expansion of two nearby hospitals, presents an opportunity to expand our MATP program and launch other healthcare related training programs.

Table 1: Impact of the New Center on Urban League Capacity

Challenges Today

Opportunities Tomorrow

Undermining learning. The only program space is in the basement, with seven computer workstations tucked in amidst the break room, the central IT equipment closet, and a small meeting room. It is loud and hot, lacks windows, floods during major rainfalls, and needs to be closed due to sewage backups in the utility room next door.

High-quality learning environment. The new Center will include vastly expanded direct service areas, with three state of the art training classrooms, ranging from 15 to 40 computer workstations used for basic job skills classes, customized job training programs, youth career development programs, financial literacy classes, and more.

Scattered, unstable program sites. Project REACH, our Medical Administrative Training and Fatherhood Programs, and home ownership and financial literacy classes meet in makeshift, borrowed off-site spaces that are not well suited to our needs and may not always be available. Scheduling and inter-site travel steal precious staff time from our clients.

Secure, appropriate program space. Programs and services now provided off-site will have a permanent home in a first-class customized learning space. We will be able to optimize the use of precious staff time, focusing on direct services to clients rather than scheduling and travel.

Hampering new program development. The only current opportunities for growth in programs, services, and community impact are through still further use of off-site locations. Most critically, our current building cannot support expansion into our emerging growth area of minority business development nor realize its plans for becoming a top-notch Workforce solutions Center that offers a wide array of customized job training programs.

Space for program expansion. The new Center will have an industrial classroom to house new sector-specific workforce training programs such as low-voltage training, small engine repair, and construction services. The new Center will also provide space for entrepreneurs who are willing to create jobs and wealth for people of color by growing businesses in which the League may invest through its new social entrepreneurial role.

Confidential service space lacking. With just one private room, a 5' x 5' former closet, staff compete for confidential interview space for client intake assessments, credit counseling, non-custodial father case management, and volunteer interviews.

Expanded confidential meeting space. Additional spaces for private client and volunteer conversations are an important part of the new Center's design, enabling the League to grow these vital services.

Hampering effective agency management and partnerships. While employing over 30 staff members, additional interns, work-study students, and AmeriCorps members, our building only provides 21 desks with phone lines and computer workspace. Our largest room (10-12 person capacity) is too small for all staff and department meetings as well as board and community partner meetings.

Space for efficient, expanded operations and partnerships. The new Center will include ample high-quality space: a combination of private and open-air offices for at least 35 staff members and an expandable conference room for staff, board, and community meetings and youth development functions. Vital business will occur on-site, in an environment that enables participants to focus on the business at hand.

Parking and safety problems. With space for only eight cars and only one point of entry and exit on a high-traffic street, our community partners, volunteers, and—most importantly—our clients are often reluctant to come to our building.

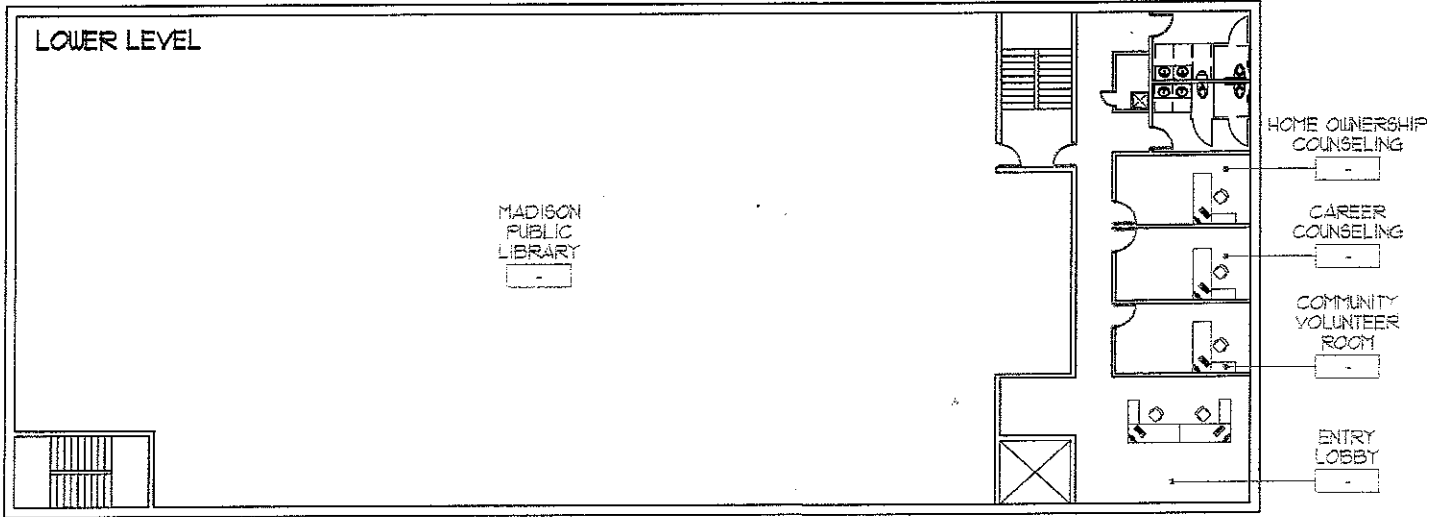
Vehicular problems solved. The new Center will have ample parking and much-improved traffic flow, making it more accessible and accommodating as a place to work and to participate in programs and services.

Itinerant community partners. Small but vital kindred organizations, such as the Martin Luther King, Jr. Coalition and MLK Youth Planning Council, are without reliable space from which to serve the community.

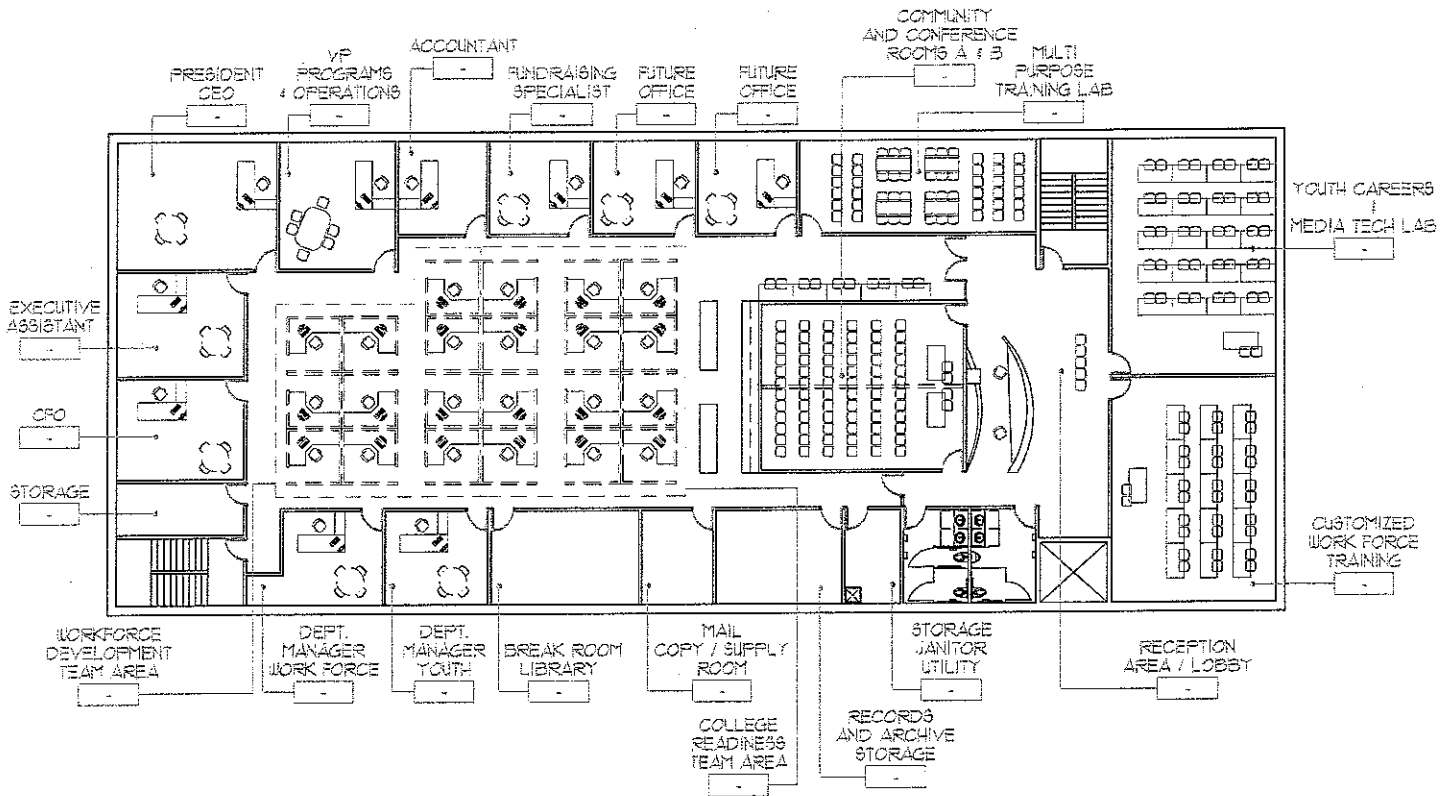
Stabilizing kindred community partners. The new Center's ample space will enable the League to accommodate the demand from kindred community groups for a reliable, accessible, and suitable meeting location.

The Urban League Center for Economic Development

21st Century Space ⊕ 21st Century Community Impact



PRELIMINARY SCHEMATIC LAYOUT,



Our current home

Square feet: 3,000

Parking: 8 spaces

Training, Program, & Community Space:

One small room in a basement

The Center for Economic Development

Square feet: 12,000-14,000

Parking: Ample + Close proximity to bus transfer station

Training, Program, & Community Space:

Multiple workforce training classrooms, youth career exploration and media tech lab, community meeting space, confidential counseling rooms, cultural exhibit area