



GREATER BALTIMORE URBAN LEAGUE

# Strategic Plan 2025–2030

*Legacy Reimagined*




A Century of **Impact**  
A Future of **Promise**



# 2025–2030 Strategic Plan


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## INTRODUCTION




### OUR VISION

Empowering Communities, Transforming Lives: The Greater Baltimore Urban League (GBUL) envisions a future where every resident thrives with access to quality education, economic prosperity, and social justice, creating a resilient and inclusive Baltimore.



### OUR MISSION


GBUL's mission is to enable African Americans and other minorities to secure economic self-reliance, parity, power, and civil rights.



### OUR STRATEGY

Our four-pronged strategy for pursuing the mission is:

- Ensuring that our community is well-educated and equipped for economic self-reliance.
- Ensuring public policy and discourse are well-informed on the impacts on our community.
- Ensuring our civil rights by eradicating all barriers to equal participation in the economic and social mainstream of the Greater Baltimore Region.
- Ensuring GBUL is managed in a responsible, efficient, and collaborative manner that aligns with the needs and interests of our community.



### OUR METHODS

The Greater Baltimore Urban League carries out its mission through direct services, advocacy, research, policy analysis, community mobilization, collaboration, and communications.

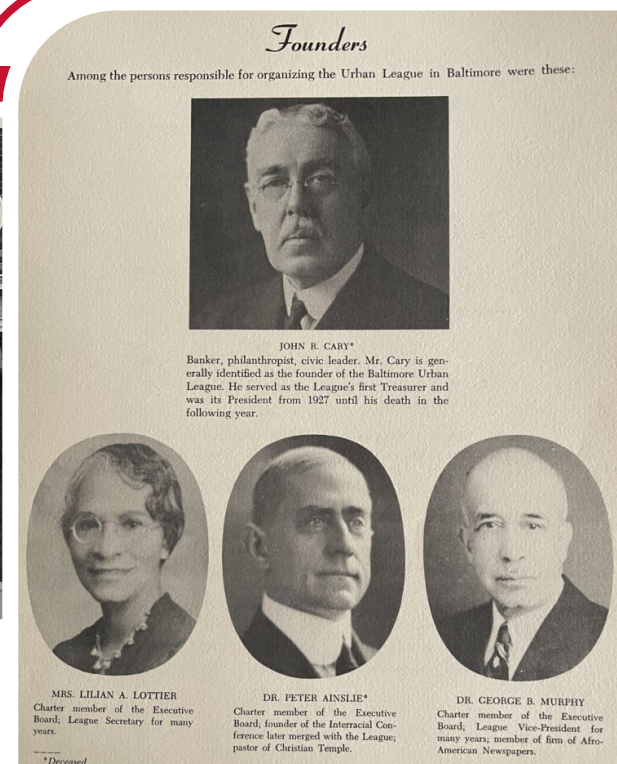


# HISTORIC OVERVIEW

The Greater Baltimore Urban League, originally known as the Baltimore Urban League, was organized and chartered by the National Urban League in December 1924. Inspired by the 1919 Hague Conference in Europe after World War I, Baltimore clergyman Rev. Peter Ainslie returned home with a mission: to improve living conditions and job opportunities for Baltimore's Black residents. Over the past 100 years, this organization has grown in size and impact, becoming the leading force for empowering Black people economically and socially.

Rev. Peter Ainslie and Provident Savings Bank Board Chairman John R. Cary conducted an extensive survey in 1922 on the working conditions for Black laborers in Baltimore's industry. The study's recommendations shaped the Baltimore Urban League's focus on health, education, and housing for the Black community.

John R. Cary, Mrs. Lilian A. Lottier, Dr. Peter Ainslie, and Dr. George P. Murphy are honored as the founding members of the Greater Baltimore Urban League. Over the past 100 years, this organization has grown in size and impact, becoming the leading force for empowering Black people economically and socially.



# A CENTURY OF IMPACT, A FUTURE OF PROMISE

Established in December of 1924, the Baltimore Urban League (BUL) launched a **Century of Impact** as one of the first affiliates of the National Urban League to improve job opportunities and living conditions for African Americans and build a better climate of interracial understanding. The founding members of what would later become known as the Greater Baltimore Urban League were Reverend Dr. Peter Ainslie, Lillian A. Lottier, John R. Cary, and Dr. George B. Murphy.

By the 1950s, the BUL had expanded its impact to influencing admissions at the University of Maryland and developing programs that became national models around consumer protection, labor, and strengthening family life. During the 1960s and 1970s, state and federal governments began introducing programs supporting initiatives the BUL had been working toward for nearly forty years. Additionally, the BUL inspired several affirmative action programs to attack root causes of disparity through education and the denouncement of systemic barriers. These programs identified, motivated and prepared selected Black males to perform various tasks in the civic community. In conjunction with Planned Parenthood of Maryland, the BUL implemented sex education programs throughout West Baltimore designed to decrease the number of first births to unwed girls. In the 1970s, the BUL launched an ambitious effort to ensure Blacks were accurately counted in the U.S. Census.

After seventy-five years of service, the BUL continued its role as a thought leader through collaborations with Morgan State and Coppin State Colleges to lead research and deliberations on topics related to the Black family, the elderly, education, housing conditions, crime, health access and quality, community involvement, and business and economic development. In 1987, the BUL published the State of Black Baltimore as a resource for developing public policy affecting Blacks in the Baltimore region. By the 1990s, the BUL was well positioned organizationally, with nearly 72 employees and volunteers, a \$4 million capital budget, and over 15 programs. As one of the top ten affiliates of the 115 affiliates in the National Urban League, the BUL was recognized as the leading and largest African American community-based organization of its kind in the Baltimore area. In 1992, the BUL relocated from Mondawmin Mall to the Orchard Street Church.

By the turn of the century, the BUL demonstrated continued extension of its impact beyond Baltimore City and was renamed the Greater Baltimore Urban League (GBUL) in 2016. Today, as we round out a **Century of Impact**, the GBUL continues to be recognized as the premier African American community-based organization of its kind in the region with nearly 100 employees and volunteers, a \$4.5 million capital budget, and almost 20 programs.

As we lean into a **Future of Promise**, the future of the GBUL has never been brighter. GBUL is powered by **Legacy Reimagined**, a new strategic plan that will serve as the roadmap for GBUL over the next five years. **Legacy Reimagined** has an expanded vision where every resident thrives and has access to quality education, economic prosperity, wellness, and social justice. **Legacy Reimagined** reaffirms a mission to enable African Americans and other minorities to secure economic self-reliance, parity, power, and civil rights and builds on the transformation of the past by engaging bold and impactful strategies for the future. **Legacy Reimagined** will guide GBUL's **Future of Promise**.



# EXECUTIVE SUMMARY

The Greater Baltimore Urban League (GBUL) has embarked on an ambitious journey to further its economic empowerment and social justice mission by creating a dynamic 5-year strategic plan. This plan is informed by a comprehensive S.W.O.T Analysis, Benchmark Study, and Environmental Scan, which provided a holistic understanding of GBUL’s current position, strengths, and growth opportunities. Through engagement with diverse stakeholders, we have identified key areas of focus that will drive our mission to empower communities and change lives.

The strategic plan outlines four (4) core goals, supported by fourteen (14) total measurable objectives. It serves as a roadmap for the GBUL to continue our legacy of service while adapting to the evolving needs of the Greater Baltimore community. To ensure accountability and transparency, each objective will be tracked through key performance indicators (KPIs) and operational measures, setting a clear path for ongoing progress and success.

## Goal: 1

### Influence Public Policy on Urban Development and Social Equity as a Thought Leader

- Objective 1:** Implement advocacy strategies to influence policy at all government levels that advance GBUL’s mission.
- Objective 2:** Establish the GBUL as a premier authority and influencer in urban issues, policies, and solutions within the Baltimore community and beyond.

## Goal: 2

### Advance Financial Empowerment and Wealth Creation

- Objective 3:** Promote financial education and literacy for informed decision-making and long-term economic stability.
- Objective 4:** Support entrepreneurial development and small business growth.
- Objective 5:** Promote homeownership and sustainable housing.
- Objective 6:** Address systemic barriers to wealth creation.

## Goal: 3

### Promote Community

- Objective 7:** Develop an inclusive environment fostering mental, physical, and social empowerment.
- Objective 8:** Expand the physical infrastructure of GBUL to encompass a comprehensive urban league campus.

## Goal: 4

### Enhance Organizational Viability

- Objective 9:** Enhance the overall efficiency and effectiveness of GBUL’s operations, programs, and initiatives through continuous improvement efforts.
- Objective 10:** Strengthen organizational governance and leadership for sustainable growth and excellence.
- Objective 11:** Increase and diversify revenue to enhance financial stability and sustainability.
- Objective 12:** Create and implement a strong fiscal oversight framework to ensure transparent, accountable, and prudent financial management.
- Objective 13:** Foster strategic partnerships and collaborations to drive organizational growth, innovation, and impact.
- Objective 14:** Elevate brand presence and expand community engagement to drive meaningful change.





# LETTER FROM THE BOARD CHAIR

Greetings Friends,

On behalf of the dedicated members of the Greater Baltimore Urban League (GBUL) Board of Directors, we are proud to present our 2025-2030 Strategic Plan entitled, *Legacy Reimagined*. This Strategic Plan establishes the roadmap for how GBUL will serve the greater Baltimore community over the next five years. Furthermore, it lifts a bold vision for transforming GBUL into the preeminent organization in the region, advancing African Americans’ interests.

For a century, GBUL has been an impactful participant – often leader - in African Americans’ social and economic well-being in the Baltimore Metropolitan Area. Our ability to catapult this impact into the next century of service lies with an obvious and focused strategic agenda. ***Legacy Reimagined*** sets out that strategic agenda with an inspirational vision, a reinforced mission, and clear set of strategies and methods that align with the needs and interests of the community we serve collaboratively and synergistically.

***Legacy Reimagined*** establishes a strategic agenda powered by four goals aimed to (1) influence public policy on urban development and social equity as a thought leader, (2) advance financial empowerment and wealth creation, (3) promote community, and (4) enhance organizational viability.

As we celebrate the GBUL’s 100th Anniversary – ***A Century of Impact, A Future of Promise - Legacy Reimagined*** builds on the foundation established over the last century and charts the course for the beginning of the next century of service to the greater Baltimore region. This renewed vision, launched during a pivotal period of economic and social renaissance, holds the promise of a brighter future for all.

The future of this region has never been brighter for African Americans, and the same holds true for GBUL. We recognize the crucial role of our stakeholders, potential collaborators, and supporters in making this vision a reality. We look forward to working with you as we collaborate to execute ***Legacy Reimagined*** to reality.

Thankfully,

**Ricky D. Smith**

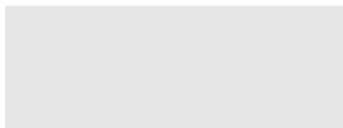
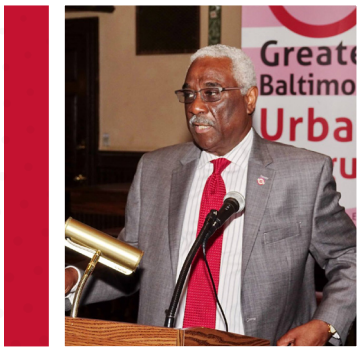


Chair, Greater Baltimore Urban League  
CEO, Baltimore/Washington International  
Thurgood Marshall Airport



## STRATEGIC AGENDA





# Goal 1:

## Influence Public Policy on Urban Development and Social Equity as a Thought Leader

**Purpose:** This goal underscores the organization's pivotal role as a catalyst for societal progress. We will drive positive change by influencing public policy through advocacy, community engagement, and collaborative partnerships. By leveraging collective wisdom and thought leadership, we seek to advance economic empowerment, civil rights, and equality for marginalized communities.

## Objective 1: Implement advocacy strategies to influence policy at all government levels that advance GBUL's mission.

### Strategies

- 1.1 Remain vigilant in tracking legislative developments, societal trends, and concerns pertinent to the organization's mission to ensure informed advocacy and responsive action.
- 1.2 Work with policymakers, community leaders, and experts to develop and propose new policies or reforms that address systemic issues and promote equity, fairness, and social justice.
- 1.3 Host forums, educational workshops, roundtable discussions, and town hall meetings to gather input, share information, and build consensus on priority policy issues.
- 1.4 Serve as a trusted advisor to policymakers and decision-makers, providing evidence-based recommendations and guidance on urban development and social equity issues.
- 1.5 Forge alliances with compatible organizations and advocacy groups to advance shared policy priorities, amplify our collective voice, pool resources, and maximize influence.
- 1.6 Empower individuals and the community to advocate for their needs and participate in decision-making that affects their lives.
- 1.7 Strengthen the organization's internal capacity for policy to ensure sustained and impactful efforts over the long term.
- 1.8 Continuously evaluate the effectiveness and impact of our advocacy efforts, using data and feedback from stakeholders to refine strategies and tactics as needed.

## Objective 2: Establish the GBUL as a premier authority and influencer in urban issues, policies, and solutions within the Baltimore community and beyond.

### Strategies

- 2.1 Forge strategic partnerships with influential organizations, academic institutions, and think tanks to collaborate on research, policy analysis, and advocacy initiatives.
- 2.2 Serve as a trusted advisor to policymakers and decision-makers, providing evidence-based recommendations and guidance on urban development and social equity issues.
- 2.3 Host at least two thought leadership events or forums annually, inviting community leaders, policymakers, and subject matter experts to facilitate dialogue and knowledge exchange.
- 2.4 Leverage influencers to engage communities in important social justice and policy issues.



- 2.5 Publish policy briefs or white papers on critical urban development and social equity topics.
- 2.6 Publish an annual report, such as ‘The State of Black Baltimore,’ highlighting critical data and trends in urban development and social equity.
- 2.7 Engage with local media outlets and influential stakeholders to amplify the Greater Baltimore Urban League’s thought leadership messages.
- 2.8 Implement a proactive social media strategy to highlight GBUL’s thought leadership and engage with the community in real time.

How We Will Evaluate Goal 1 Progress:

- ✔ Number of priority issues identified and prioritized through community engagement and research.
- ✔ Number of policy proposals endorsed by GBUL, progress towards policy goals (e.g., policy outcomes, funding allocations, and public awareness), and recognition and acknowledgment from policymakers and other stakeholders for GBUL’s role in advancing equitable policies.
- ✔ Number of meetings and engagements with policymakers, legislators, and government officials.
- ✔ Level of community engagement and empowerment through participation in advocacy campaigns and grassroots initiatives.
- ✔ Attendance and participation rates at forums, workshops, and community events, diversity of stakeholders engaged, and participant feedback on the usefulness and effectiveness of engagement activities.
- ✔ Number of partnerships established, frequency of collaboration activities (e.g., joint events, research projects) and success of collaborative projects/initiatives (measured by impact on policies, programs, or community outcomes).
- ✔ Number of policy briefs, opinion pieces, research reports published, citations of GBUL research in policy documents, and the adoption rate of GBUL’s policy recommendations by local government and community organizations.
- ✔ Reach and engagement metrics for disseminated content (e.g., engagement metrics for GBUL-hosted events and online discussions, downloads, shares, media coverage, growth of GBUL’s social media following and website traffic).
- ✔ Community perception of GBUL’s influence and credibility among policymakers and overall satisfaction ratings with the organization’s advocacy and policy influence initiatives.
- ✔ Overall impact on economic empowerment, civil rights, and equality as a result of policy advocacy efforts assessed through qualitative and quantitative indicators such as employment rates, income levels, educational attainment, and access to resources.



Goal 2:

Advance Financial Empowerment and Wealth Creation

**Purpose:** Through targeted initiatives, GBUL aims to empower individuals and families with the knowledge, resources, and opportunities to make informed financial decisions and build sustainable wealth. By addressing systemic barriers and promoting equitable access to quality education and economic opportunities, we endeavor to create a thriving and inclusive environment where all residents can forge a more prosperous financial path.



**Objective 3: Promote financial education and literacy for informed decision-making and long-term economic stability.**

**Strategies**

- 3.1 Develop financial education programs to cater to demographics, including youth, young adults, low-income families, seniors, and business owners.
- 3.2 Partner with local schools, community organizations, financial institutions and online platforms to offer workshops and courses on budgeting, saving, investing, debt management, student loans, retirement planning, etc.
- 3.3 Create engaging content such as videos, infographics, and interactive tools to simplify financial concepts for the broader community.
- 3.4 Launch awareness campaigns using social media, local media, and public events to promote the importance of financial literacy.

**Objective 4: Support entrepreneurial development and small business growth.**

**Strategies**

- 4.1 Offer comprehensive training programs, workshops and training sessions for aspiring entrepreneurs and business owners covering business planning, marketing, management, and other essential skills for running a successful business.
- 4.2 Offer mentorship opportunities by connecting new entrepreneurs with experienced business owners and industry experts for guidance and support.
- 4.3 Organize networking events, forums, and expos to facilitate connections between entrepreneurs, investors, and business support services.
- 4.4 Foster a collaborative ecosystem that encourages knowledge sharing and partnership among local businesses.
- 4.5 Create partnerships with financial institutions to create funding opportunities such as microloans and grants for minority-owned and small businesses.
- 4.6 Advocate for reduced barriers to entry for financing, including improved credit access and loan guarantee programs.

**Objective 5: Promote homeownership and sustainable housing.**

**Strategies**

- 5.1 Offer workshops and seminars that cover the entire home buying process, mortgage options, and financial planning for homeownership.
- 5.2 Provide resources on understanding credit scores, improving credit, and qualifying for mortgages.

- 5.3 Partner with local governments and financial institutions to develop and promote down payment assistance programs for first-time homebuyers, mainly targeting underserved communities.
- 5.4 Support policies and programs that address barriers to affordable homeownership, such as zoning changes and incentives for affordable housing development.
- 5.5 Partner with real estate professionals to provide insights and guidance on the housing market.
- 5.6 Implement programs to assist existing homeowners in maintaining and preserving their homes through financial counseling, home repair grants, and foreclosure prevention assistance.
- 5.7 Develop a network of trusted contractors and service providers for affordable home maintenance and improvement services.
- 5.8 Raise community awareness about fair housing policies through targeted educational campaigns and partnerships with local organizations.

**Objective 6: Address systemic barriers to wealth creation.**

**Strategies**

- 6.1 Implement programs that enhance educational achievement, such as STEM education.
- 6.2 Provide resources and support for students to prepare for college.
- 6.3 Establish a mentorship program that connects students with professionals who can guide them on educational and career paths.
- 6.4 Develop and promote workforce development programs that provide training and certifications in high-demand fields and connect individuals to employment opportunities.
- 6.5 Partner with local businesses and industries to create apprenticeship and internship programs targeting marginalized communities.
- 6.6 Build strong partnerships with community organizations, businesses, and government entities to align efforts and resources toward financial empowerment.
- 6.7 Create advisory boards and committees with diverse representation to ensure the integration of community needs and perspectives into planning and decision-making processes.



## How We Will Evaluate Goal 2 Progress:

- ✓ Number of individuals participating in financial literacy programs, changes in their financial knowledge, and their financial progress over time.
- ✓ Number of individuals participating in entrepreneurship programs, the increased number of new businesses started, business growth and sustainability through revenue and employment metrics, and survival rates.
- ✓ Total amount of microloans, grants, and other funding provided to small businesses.
- ✓ Number of participants in homeownership education programs and the improvements in homeownership rates.
- ✓ Amount of financial assistance distributed for down payments.
- ✓ High-school graduation rates of program participants and their college enrollment and graduation rates.
- ✓ Number of individuals completing job training programs, certification attainment rates, job placement success, employment rates in the training field, and participant earnings changes.
- ✓ Feedback from program participants and testimonials.



## Goal 3:

### Promote Community

**Purpose:** We envision transforming GBUL's Orchard Street Campus into an epicenter pulsating with community involvement, empowerment, and cooperation. Through innovative initiatives and strategic alliances, GBUL will establish an ecosystem where Greater Baltimore's diverse population can gather, connect, and avail themselves of essential resources and amenities. Leading with an inclusivity-driven ethos, our goal is to imbue the community with resilience and opportunity by enhancing the holistic welfare of every individual and family within our reach through social cohesion and economic development.



## Objective 7: Develop an inclusive environment fostering mental, physical, and social empowerment.

### Strategies

- 7.1 Create and maintain a physical and virtual environment where community members feel safe, supported, and empowered mentally, physically, and socially.
- 7.2 Facilitate events, gatherings, and networking opportunities that encourage meaningful interactions, collaboration, and relationship-building among community members.
- 7.3 Offer various programs, initiatives, and events that align with GBUL's mission and appeal to different segments of GBUL's audience.

## Objective 8: Expand the physical infrastructure of GBUL to encompass a comprehensive urban league campus.

### Strategies

- 8.1 Identify and pursue funding opportunities, grants, and donations to support the development and maintenance of the Greater Baltimore Urban League Orchard Street Campus.
- 8.2 Conduct community needs assessments and engagement sessions to ensure that the design and programming of the campus aligned with the needs and aspirations of the Greater Baltimore community.
- 8.3 Engage architects, urban planners, and community stakeholders to design a campus that reflects the needs and aspirations of the community while maximizing functionality and sustainability.
- 8.4 Execute a phased approach to construction and development, prioritizing essential facilities and amenities that align with the community's priorities.
- 8.5 Launch marketing and outreach campaigns to raise awareness about GBUL campus development and encourage community members to participate actively in its programs and activities.
- 8.6 Ensure that the Orchard Street Campus is inclusive and accessible to all community members, regardless of background, socioeconomic status, or physical ability.

## How We Will Evaluate Goal 3 Progress:

- ✓ Demographic characteristics and areas of need disaggregated by the number of individuals served by GBUL programs and services.
- ✓ Success stories and outcomes achieved by individuals and families who have benefited from GBUL resources and support.
- ✓ Diversity metrics for GBUL staff, board, volunteers, participants, and partners, including demographic representation and inclusion levels.
- ✓ Progress in campus renovation and upgrade projects, measured against predetermined milestones and timelines.
- ✓ Utilization statistics for GBUL campus facilities and amenities, including attendance at community engagement events and initiatives,
- ✓ Feedback from community members regarding the accessibility, safety, and overall quality of GBUL facilities and sense of inclusion and belonging.
- ✓ Assessment of staff and volunteer cultural competency through surveys and performance evaluation.
- ✓ Economic development metrics (e.g., job creation, small business growth) in Greater Baltimore attributed to GBUL initiatives.

### Future Greater Baltimore Urban League Campus



Photo Credit: Architectural Renderings: Sulton Campbell Britt & Associates, PC



# Goal 4:

## Enhance Organizational Viability

**Purpose:** Our goal is to fortify the organization's ability to meet the community's needs effectively. We equip ourselves to respond to societal demands and obstacles by continuously enhancing our resilience and organizational capabilities. This obligation ensures that the GBUL remains a steadfast advocate for social and economic equality in the region, securing our enduring impact and relevance for future generations.



**Objective 9:** Enhance the overall efficiency and effectiveness of GBUL's operations, programs, and initiatives through continuous improvement efforts.

### Strategies

- 9.1 Develop and execute a program planning and performance evaluation framework to ensure mission alignment, assess resource needs, and measure effectiveness.
- 9.2 Implement a unified data tracking system to ensure accurate reporting, enhance analytical capabilities, and optimize decision-making processes.
- 9.3 Provide ongoing training and professional development opportunities for staff to optimize performance and adapt to evolving needs.
- 9.4 Invest in appropriate technological upgrades to streamline operations and support organizational growth.
- 9.5 Promote a purpose-driven, inclusive culture that fosters collaboration and shared leadership to attract and retain talent and enhance GBUL's reach and influence.
- 9.6 Implement a staff orientation and onboarding process to ensure new hires seamlessly integrate into the company culture, understand their roles and responsibilities, and acquire the necessary knowledge and skills to contribute effectively to the team and organization's goals.
- 9.7 Establish an internal platform to facilitate collaboration and information access and management.

**Objective 10:** Strengthen organizational governance and leadership for sustainable growth and excellence.

### Strategies

- 10.1 Establish an organizational structure and hire leadership to support the needs and strategic direction of the organization.
- 10.2 Review and update the organization's governance documents and reporting practices to ensure accountability, transparency, effectiveness, and alignment with the National Urban League.
- 10.3 Establish key performance indicators (KPIs) to measure board, CEO, and organizational performance.
- 10.4 Continue to recruit board members with diverse backgrounds and expertise to provide strategic guidance and oversight.
- 10.5 Implement new board member orientation and regular board training sessions to enhance members' understanding of the organization and their roles and responsibilities.
- 10.6 Foster a culture of leadership development and succession planning to ensure continuity and sustainability.



**Objective 11: Increase and diversify revenue to enhance financial stability and sustainability.**

**Strategies**

- 11.1 Develop a fundraising strategy that includes grant writing, corporate partnerships, individual giving campaigns, and special events.
- 11.2 Develop diversified revenue streams through innovative programs, fee-for-service offerings, and social enterprise ventures that align with the organization's mission and strategic direction.
- 11.3 Build a donor stewardship program to cultivate long-term relationships and increase donor retention rates.
- 11.4 Implement a targeted campaign to maximize corporate match-giving programs, doubling the impact of donor contributions.

**Objective 12: Create and implement a strong fiscal oversight framework to ensure transparent, accountable, and prudent financial management.**

**Strategies**

- 12.1 Develop a multi-year financial plan that aligns with the organization's strategic priorities and goals.
- 12.2 Implement rigorous financial management practices to ensure transparency, accountability, and long-term fiscal health.
- 12.3 Monitor and report financial performance regularly and adjust strategies to ensure long-term sustainability and growth.
- 12.4 Implement cost-saving measures and efficiency to maximize the use of financial resources while maintaining quality and effectiveness.
- 12.5 Implement risk mitigation strategies to safeguard assets and investments.
- 12.6 Develop and implement robust financial policies.
- 12.7 Conduct regular audits to ensure adherence to regulatory standards and internal policies.
- 12.8 Provide ongoing staff training on financial compliance and ethical practices.
- 12.9 Establish financial reserves and contingency plans to mitigate risks and withstand economic uncertainties proactively.

**Objective 13: Foster strategic partnerships and collaborations to drive organizational growth, innovation, and impact.**

**Strategies**

- 13.1 Cultivate relationships with other Urban League Affiliates for technical assistance and knowledge sharing.
- 13.2 Identify and engage strategic partners within the public, private, and nonprofit sectors to leverage collective expertise, pool resources, and amplify the organization's reach and influence.
- 13.3 Continue strengthening relationships with government officials, sponsors, and other community stakeholders to gain buy-in, support, and investment in the GBUL's growth.

**Objective 14: Elevate brand presence and expand community engagement to drive meaningful change.**

**Strategies**

- 14.1 Develop and execute a robust marketing and public relations plan to boost awareness of the Greater Baltimore Urban League's mission, programs, achievements, and impact, establishing trust as a reliable ally.
- 14.2 Conduct community needs assessments to identify emerging issues and priorities within the Greater Baltimore area that align with the organization's mission.
- 14.3 Continue to engage stakeholders through targeted outreach efforts, community events, and social media campaigns to build a solid support base and mobilize action.
- 14.4 Publish and maintain a robust events calendar that is informative and easily accessible.

**How We Will Evaluate Goal 4 Progress:**

- ✓ Employee satisfaction, engagement, and retention rates.
- ✓ Number of identified risks and mitigating strategies implemented.
- ✓ Measure the program's impact on the community, including outcomes achieved and client satisfaction.
- ✓ Number of partnerships formed or strengthened, funding secured through collaborations, and qualitative assessment of partnership effectiveness.
- ✓ Financial health assessment includes revenue growth, expense management, and cash flow.
- ✓ Ensure that key performance indicators (KPIs) for leadership and organization align with strategic objectives, as well as regular progress updates and stakeholder reports.



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President, Greater Baltimore Leadership Association

# ACKNOWLEDGEMENTS

The Greater Baltimore Urban League (GBUL) extends its deepest gratitude to all those who contributed to developing our strategic plan. This endeavor would not have been possible without the invaluable insights, dedication, and support of a wide range of stakeholders who participated in our interviews and benchmark study.

We are incredibly thankful to the business leaders, community leaders, government officials, elected officials, contractors, GBUL auxiliaries, partners, funders, recipients, board members, and staff who generously shared their perspectives. Your expertise and thoughtful contributions have been instrumental in shaping the future direction of our organization.

We also thank our affiliate Urban Leagues, including the Chicago Urban League, Philadelphia Urban League, and Broward County Urban League, for their significant role in our benchmark study. Your collaboration and shared experiences have enriched this process, and we are proud to continue our shared mission to uplift and empower communities nationwide.

Thank you for being a vital part of this effort to honor our legacy and reimagine the future of the Greater Baltimore Urban League. We look forward to continuing our collaboration as we build a stronger, more equitable future for all.







GREATER BALTIMORE URBAN LEAGUE