

The Urban League of Morris County: A Legacy Reimagined

From **Safety Net to Launchpad:**
Architecting the Middle Class of
Tomorrow.



An Inflection Point for a 60-Year Legacy

The Challenge

For over 60 years, the ULMC has relied on volatile, reimbursement-heavy grants. To survive and thrive, this legacy model must evolve.

The Vision

We are transforming the ULMC from a crisis-management charity into a self-sustaining social enterprise—a high-impact engine for middle-class creation and social mobility in Morris County.

The Ask: A \$2.5 Million Investment in the ASCEND Capital Campaign.

Pillar 1: Stability (Endowment):

\$1.5 Million to secure our mission in perpetuity.



Pillar 2: Growth (Innovation Fund):

\$1.0 Million to launch launch revenue-generating programs.



"We are not asking for charity; we are asking for an investment in the scalable infrastructure of opportunity."

60 Years of Proven Impact

For six decades, the Urban League of Morris County has been a vital force, dedicated to empowering underserved communities to achieve economic self-reliance, parity, and power. Our history is measured in lives changed.



20,000+

People Served



950+

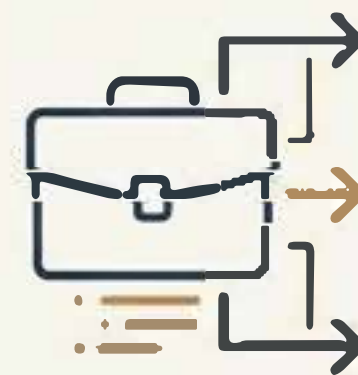
Students advanced through youth, leadership, and career initiatives.

- 85+ college scholarships awarded.
- 20+ congressional internships completed.



800

Clients per year, on average, received housing and foreclosure assistance.



100+

People placed in meaningful jobs through our corporate relationships and advocacy.



A Leader Forged by Our Mission

My journey with the Urban League of Morris County did not begin in the boardroom. It began in a classroom... I return home not just as an executive, but as living proof of our mission.

— Clifford D. Dawkins, Esq., Chief Executive Officer

Summary of CEO's Vision



A Personal Stake: From ULMC scholarship recipient to Ivy League graduate and now CEO.



A Commitment to Modernization: Committing to a hybrid service model that meets clients “online and in the cloud” while maintaining the vital, human touch of in-person community.



A Call for Investment: Proposing a permanent Endowment to ensure the beacon never dims, and launching a “**Future Works Innovation Fund**” to become a self-sustaining engine of growth.



To Our Esteemed Trustees, Partners, and Friends:

My journey with the Urban League of Morris County did not begin in the boardroom. It began in a classroom. Years ago, I walked through the doors of this organization as a high school student—full of ambition and a recipient of the ULMC’s scholarship. That investment didn't just buy books; it bought a future, propelling me to an Ivy League education and a career dedicated to justice.

Today, I return home not just as an executive, but as living proof of our mission.

We stand at an inflection point. The challenges of a volatile job market and the rising digital divide require a new Urban League that is as agile as it is compassionate. We are committing to a hybrid service model that meets young professionals where they are—online and in the cloud—while maintaining the vital, human touch of in-person community for our families and seniors.

I am asking you to invest not merely in an organization, but in the infrastructure of opportunity. We are proposing to establish a permanent Endowment to ensure this beacon never dims, and launching our “Future Works Innovation Fund” to make us a self-sustaining engine of growth.

We recognize the need for change. We are launching an organization that is fiscally lean, technologically agile, and deeply committed to our human touch. By adopting a hybrid service model and embedding certification programs into every training track, we are not just helping clients; we are creating entrepreneurs and highly skilled workers ready for the New Economy.

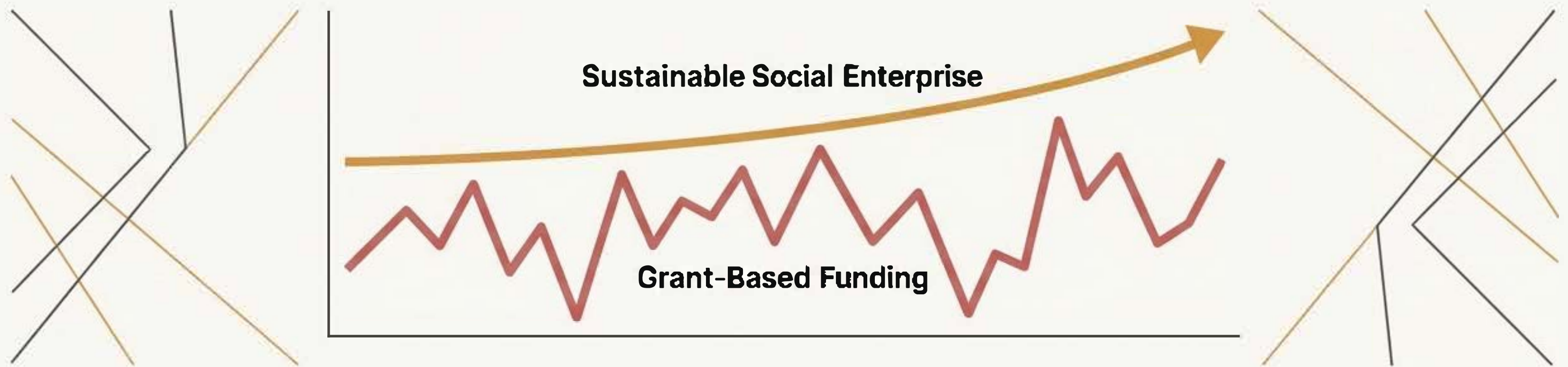
We commit to a phased staffing strategy that prioritizes capital conservation and ensures every dollar of your investment builds sustainable growth.

Join us in building the middle class of tomorrow, together.

With gratitude and resolve,

— *Clifford D. Dawkins, Esq., Chief Executive Officer*

The Challenge of a New Century: Why We Must Evolve



The Core Problem: A Volatile Funding Model

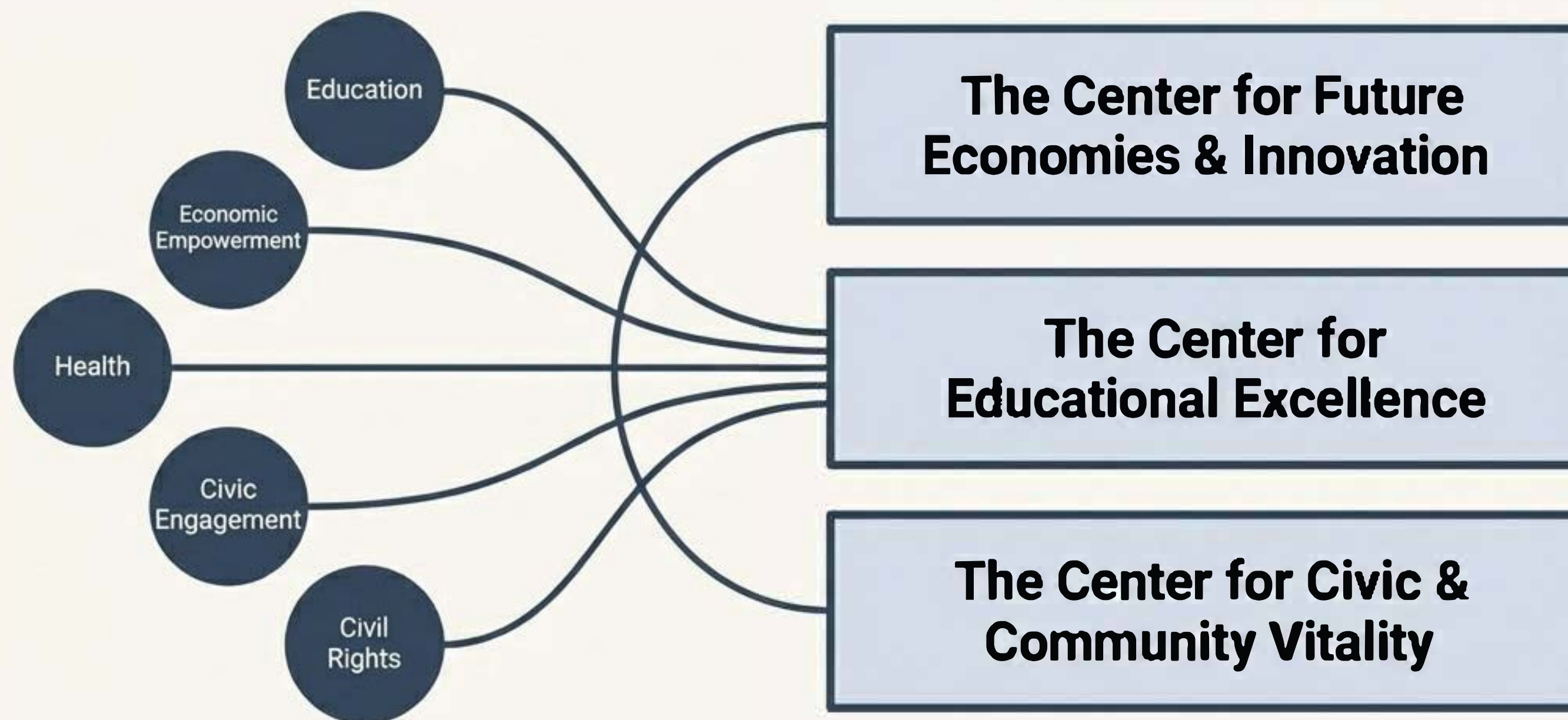
- Heavy reliance on reimbursement-based grants creates cash flow instability.
- Funding is often restricted, limiting flexibility to meet emerging community needs.
- This model prioritizes crisis intervention (a safety net) over long-term wealth creation (a launchpad).

The New Economic Reality

- The rising digital divide
- The rising digital divide and a volatile job market require a new Urban League that is as agile as it is compassionate.
- We must pivot from basic job placement to preparing our community for the “New Economy.”

Our Vision: A Self-Sustaining Engine for Social Mobility

While honoring our five historic focus areas, we are streamlining operations into Three High-Impact Centers of Excellence. This new architecture maximizes efficiency, donor impact, and our ability to architect the middle class of tomorrow.



Center for Future Economies & Innovation

Focus: Upskilling, reskilling, and wealth generation.

Debt
Counseling



Wealth
Creation

Key Innovations



“New Economy” Training

Delivering certified training in Artificial Intelligence literacy, emerging industries, and modern green trades.



Strategic Partnership

Deep collaboration with the African American Chamber of Commerce (AACCNJ) to foster entrepreneurship and robust business connections.



Hybrid Delivery

Combining virtual financial literacy and upskilling with high-touch, in-person networking events.

Marketable Deliverable: The Future Works Innovation Fund and its Certificates in AI, Green Trades, and Entrepreneurship.

Center for Educational Excellence

Focus: A 'cradle-to-career' pipeline for the next generation of leaders.

Our Core Methodology: The 'POEM' Model



Key Programs

- Early literacy initiatives and after-care programs.
- A digital/hybrid pipeline connecting students with Ivy League mentorship.
- The prestigious Congressional Internship Program.

The Goal

100% high school graduation rate and post-secondary placement for all program participants.

Marketable Deliverable: College & Career Readiness Certificates for high-school and post-secondary participants.

Center for Civic & Community Vitality

Focus: Voting rights, health equity, and social justice.

The Divine Nine
Fraternities & Sororities ΩΨΦ

Our High-Leverage Strategy: A Partnership-First Model

- Instead of building costly new infrastructure, we will operate as a **Partnership Hub**.
- We will leverage the extensive, trusted networks of key community organizations to execute our initiatives.

Partnership
Hub
ULMC



The NAACP



Local Faith
Leaders

Delivery Model

- High-touch, in-person community forums and 'Town Halls' to strengthen the social fabric, subsidized by our partners.

Benefit: This model allows us to deliver critical services with minimal overhead, ensuring donor funds go directly toward impact.

The Financial Engine: The Future Works Innovation Fund

Purpose: To generate **\$50,000 - \$100,000 in annual earned revenue**, achieving organizational self-sufficiency and insulating programs from grant volatility.

Innovation Track	Certification	Revenue & Accessibility Strategy
AI & Digital Fluency Accelerator	ULMC Certificate in AI for Business.	Revenue: B2B Corporate Training Contracts (market rate). Accessibility: Low, commitment-based fee (\$50-\$100) for community members, subsidized by corporate revenue.
Green Trades & Modern Infrastructure	ULMC Pre-Apprenticeship/Green Trades Certificate.	Revenue: Workforce Placement Fees and higher-cost Certification/Materials Fees. Accessibility: \$150-\$250 fee, with scholarships and payment plans available.
Entrepreneurship Launchpad	ULMC Micro-Business Start-up Certificate.	Revenue: Premium Business Incubator Membership fees (up to \$500/year) for access to mentors (AACCNJ) and services. Accessibility: Free/low-cost group workshops (\$25) for basic certificate attainment.

Ensuring Sustainability: A Lean Empowerment Staffing Model

Our plan ensures capital preservation. We will hire and compensate high-level staff in phases, linking pay to campaign progress and earned revenue milestones. This guarantees your investment is used to scale services sustainably, not just cover immediate operating gaps.

Phase 1 (Months 1-8): Lean Start

Strategy: Executive pay (CEO/COO) begins at a scaled rate (e.g., 75% of target). Only critical roles filled to launch the campaign.

Donor Benefit: Conserves capital and demonstrates executive commitment.

Phase 2 (Months 9-16): Leadership Phase-In

Strategy: Hire Director of Development and Director of Innovation, funded by early Endowment yield and new Innovation Fund fees.

Donor Benefit: Prioritizes revenue-generating roles to maximize return on investment.

Phase 3 (Months 17-24): Full Capacity

Strategy: Phase in remaining leadership and support staff.

Donor Benefit: Ensures full delivery of all three Centers of Excellence once the financial foundation is secure.

The ASCEND Campaign: An Investment in Permanence and Growth

Total Goal: **\$2.5 Million**

Timeline: 24 Months



**Investment Destination 1:
The Permanence Fund (Endowment)**

Goal: \$1.5 Million

Your Impact: Provides unrestricted, permanent funding for executive leadership and core operations, eliminating reliance on volatile grants and ensuring 100% of future donations can go directly to programs.

Total Goal: \$2.5M



**Investment Destination 2:
The Future Works Innovation Fund**

Goal: \$1.0 Million

Your Impact: Provides the upfront capital to launch the self-sustaining, revenue-generating certification programs that secure our financial future.

Use of Funds: Capital for the New Economy

The Future Works Innovation Fund: \$1.0 Million Allocation



Tech Overhaul

Action: Upgrading from legacy systems to a cloud-based constituent management system (CRM).

Outcome: Efficient donor and client tracking, data-driven decision making.



Program Development

Action: Hiring expert consultants to design and build best-in-class AI and Trade upskilling curricula.

Outcome: Marketable, high-value certifications for our clients.



Hybrid Infrastructure

Action: Creating a high-tech 'Community Hub' with video conferencing capabilities.

Outcome: Professional, accessible delivery of hybrid workshops and virtual mentorship.

A Strategy for Major Strategic Philanthropy

We are moving away from small-dollar event dependency toward multi-year commitments from key partners who share our vision for workforce development, social mobility, and civil rights.

Corporate Titans

\$1M

Pitch: Workforce Development.

Targets: UPS (historical partner) for logistics/supply chain upskilling; Tech and Pharma companies in Morris County/NJ.

Foundations & Grants

\$1M

Pitch: Social Mobility & Middle-Class Expansion.

Narrative Shift: From “foreclosure prevention” to “wealth preservation.”

Community Leadership Circle

\$500k

Pitch: Legacy & Civil Rights.

Targets: African American Chamber of Commerce (AACCNJ) and Divine Nine alumni chapters for multi-year pledges to the Endowment.

Our Commitment: Immediate Next Steps

The First 90 Days



1. Launch the 'Silent Phase'

The CEO will leverage Ivy League and Law School networks to secure the first 30% of funding (\$750k) before the public campaign launch.

2. Audit & Tech Upgrade

Immediate implementation of digital intake forms to replace paper-heavy processes and begin the CRM transition.

3. The 'Homecoming' Equal Opportunity Gala

A relaunch event introducing the new CEO and casting the vision for the new ULMC, shifting the focus from simple fundraising to foundational partnership.

Join Us in Building the Middle Class of Tomorrow.

We have presented a blueprint for an Urban League that is compelling, streamlined, and financially resilient. The 'ASCEND' Capital Campaign is the necessary investment to secure both our legacy and our growth.

The ULMC is now positioned to grow the middle class and advance social justice for the next 60 years. We invite you to be a foundational partner in this critical re-launch.

