

The Urban League of Greater Cleveland

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Sponsor Application

Attachment A Application Cover Sheet

Name of Organization

The Urban League of Greater Cleveland

Contact Information

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Primary Contact

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Organization Type (check appropriate box)

University

School District, JVSD

ESC

501(C)3

Attachment B Statement of Interest and Philosophy

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Statement of Goals

The National Urban League (NUL) is one of the oldest and most trusted Civil Rights organizations in the county. Founded in 1910, the NUL has been at the forefront of programs and initiatives to increase access to resources and skills for underserved members of minority populations for more than a century. The NUL has 97 affiliates in 36 states and the District of Columbia. The Urban League of Greater Cleveland (ULGC) is formally connected to the National Urban League through Terms of Affiliation. The (ULGC) is a community based organization that was established in 1917 in response to the needs of families migrating from the South to urban cities in the North.

As part of a national movement the Cleveland affiliate's primary focus is on Education and Employment, Workforce Development and Business Development/Entrepreneurship. In its 95 year history the ULGC has delivered upon its mission to empower African Americans and other minority members to develop and exercise their potential on par with all other Americans through education, research, advocacy and service delivery. Partnerships with governmental agencies, corporate leaders and various community organizations has enabled the ULGC to respond effectively to the growing and ever changing needs of those that unfortunately find themselves in the economic and social margins of society.

The ULGC has been a proud leader in the development of targeted and successful youth programming throughout its history with a carefully defined focus over the past 21 years. Programs under the ULGC Education and Youth Development (EYD) banner are designed to develop strong character traits, instill a sense of determination and resiliency in the face of adversity and empower youth to accept the responsibilities of leadership. The flagship program of the EYD department, Career Beginnings, has served as the template for the development of other socially responsive initiatives such as Project Ready, Project Ready Aspire, Kids College and the Middle School Transition program, Project Pride.

The ULGC has earned a solid reputation at the national level of the Urban League movement resulting from its cutting edge work in Education and Youth Development. For this reason, when new programs are to be tested at the affiliate level, Cleveland is almost always invited to participate in and assume leadership for the pilot group. The CEO of the ULGC, Marsha Mockabee has an extensive experiential background and successful track record in Education and Youth Development initiatives as evidenced by her years of service as the department Director. Her Master 's degree in Business Management, together with youth programming expertise made her an ideal choice to serve on the Education Task Force of the NUL. The task force will participate in the development of national policy in the area of education. Through the leadership of Ms. Mockabee the ULGC is positioned to join the newly formed Higher Education Compact, a group whose mission is to improve the graduation and college entrance rate of students attending the Cleveland Municipal School District. In addition Marva Richards, Associate Director of K-8 Initiatives has positioned the League with the Central Promise Neighborhood, a group consisting

of foundation supporters, practitioners, schools and corporations that will work towards improving the condition of the Central neighborhood-where the ULGC's main office is located.

Establishing the ULGC as one of Cleveland's community leaders in the field of education did not come overnight. To the contrary, considerable time and effort has gone into forging successful relationships with school districts, teachers, higher education institutions, city and county governments, foundations and corporations. The ground was laid by first earning the reputation as a strong service delivery organization providing quality programs with positive outcomes for youth. The Career Beginnings model, which began at Case Western Reserve University (1986) and subsequently moved to the ULGC (1991), was the catalyst. Career Beginnings empowered high school youth to work together and work with teachers selected by the ULGC as well as volunteer community and business leaders to bolster their character through education and youth development activities. Post data comparisons indicated a 97% graduation rate, 83% enrollment in two or four year institutions with 8% entry into the workforce as full time employees or enlisting in one of the branches of the armed services.

In 1999, the League had the privilege of collaborating with Cuyahoga County's Juvenile Justice division to pilot the Kids College Program (KCP). KCP, while operating from 1999-2001, served 500 youth at 6 different locations. The program operated in 3 elementary schools in 2 different school districts, 2 churches and a community housing project. Certified teachers provided academic enrichment after school, 5 days a week and provided educational exposure trips each Saturday. During the summer, the program provided 8 weeks of summer leadership training. Data comparisons indicated increases in reading scores (as measured by state proficiency examinations), improved school behavior ratings by teachers, reduction in referrals and suspensions, improved relationships with teachers, administration and support personnel, improved grades and an increase in the passage rate at the end of the year. Students participating in the KCP participated in horseback riding in Upstate New York, a trip to Niagara Falls, New York, and a unique civics lesson on trams in Washington D.C. Students who met all program requirements had the opportunity to experience their first airplane ride and to see the Grand Canyon. The League enhanced its program management skill during this time as well. Providing snacks, supplies and working within the confines of custodial/security contracts and monitoring certified teachers in the delivery of approved UL curriculum reinforced our understanding of some of the challenges inherent in the day-to-day operation of traditional academic programs.

In January of 2005, the League received an invitation from then Mayor Jane Campbell to help launch the Lighted School House (LSH) model. Mayor Campbell's vision was to keep schools open until 9 pm each evening. This would facilitate homework support as well as educational enrichment opportunities for students. In addition, much needed adult programming would be offered. Funding for the pilot permitted keeping Daniel E. Morgan, a school in one of the most challenging areas of town open until 9:00 each evening. The ULGC agreed to serve as the program's Managing Partner. In this model, youth received homework support, enrichment activities including: African drum and dance, choir, drama, sewing and cooking, and arts and crafts. Adults' options included: computer training, nutrition classes, CPR, and line dancing. Twenty five parents earned Home Health Aide Certifications. Cuyahoga County provided funding for a monthly family meal for parents and students. Specific 'meal time' topics were selected for discussion. Regrettably, when Mayor Campbell lost her re-election bid, the Lighted

School House program was abandoned.

The ULGC's experience as Managing Partner for the Lighted School House program augmented its management portfolio and deepened its resolve to support the youth and families in the urban settings. In addition to paying security and janitorial staff the ULGC was responsible for monitoring their work and approving time cards. Success of The Lighted School House project was a function of a strong infrastructure and the collaborative efforts of the Leadership Group partners. The ULGC assumed responsibility for convening and staffing all meetings that were held on a monthly basis. During the summer program at Daniel E. Morgan, management encountered problems with broken toilets, broken bathroom stall doors, rodents and sweltering heat during one of the hottest summers on record. The ULGC staff worked with CMSD officials to have bathrooms repaired, arrange for extermination services and bought air conditioners and fans to cool the facility for the comfort and safety of staff, adults and students. While not included here, the ULGC has worked with other organizations-such as Beech Brook (an organization providing mental/behavioral health services) in providing management services.

Each of the experiences outlined above have increased the League's capacity and knowledge base to make a significant impact on school oversight and improvement. Over the past 5 years, we have continued to improve in our ability to aid in the development and implementation of successful academic programs. Today the ULGC is serving in 1 elementary school, working with 3 full cohorts of grade levels, and in 4 high schools where we have our own classrooms and are a part of the day to day delivery of curriculum, what we have found is we are able to make a significant contribution in every setting so long as we are able to work collaboratively with other stakeholders and students.

Continuing to expand the League's advocacy and leadership in Education and Youth Development, we have extended our efforts to include: 1) becoming a technical assistance provider for other Out of School Time providers offering workshops on best practices in youth development; 2) becoming a Fiscal program manager for a community school in the Cleveland Metropolitan School District at the request of the school and the funding entity. With these experiences as part of our foundation we feel poised to move to the next level as we continue our efforts to enhance the development of urban children and youth. After careful reflection and analysis the ULGC is convinced that it could make the greatest impact in the lives of these children and youth through the vehicle of community school sponsorship. Increasing numbers of parents are seeking viable choices for their children. As such, an effective sponsor with long standing ties to and with the community, in our opinion, would significantly improve realization of the choices that parents are making. With the growing crises in urban centers we feel it is time for the ULGC to step out boldly and hold all those who are educating Ohio's children accountable.

What also uniquely positions the ULGC to be a successful Community School sponsor is its proven ability to work collaboratively with others to create successful outcomes for children and youth. Not only do we have the knowledge of schools and how they should work, we also understand fiscal systems, governance and infrastructure issues. As a nonprofit organization, the ULGC understands governing boards and how to work across roles and lines of authority to achieve desired outcomes. There is also an experience base in how to manage sub-contracts with

funded entities to ensure that Memoranda of Understanding and Letters of Agreement terms are monitored and met.

Effective Community Schools must at once be effective educators, while working in a competitive landscape as entrepreneurs. Failure to be competent in either area, can impact upon a school's sustainability. The ULGC's Entrepreneurship Center provides education and coaching to small businesses, with approximately \$1ml budgets, similar to the budgets of community schools. Through the coaching and classes offered by the Entrepreneurship Center, organizations learn how to manage their businesses effectively to contain costs, to develop expense projections and the appropriate tools for successful cash flow management. The expertise and content experts of the Entrepreneurship Center increase the capacity of the ULGC to monitor school operations, review and evaluate the school's financial position, troubleshoot problems when necessary and mediate appropriate resolutions.

The ULGC, through its long history of community involvement, delivery of education programs and services, has amassed a considerable collection of professionals. These committed professionals possess the requisite knowledge, skill and expertise to fulfill all facets of the statutory sponsorship responsibilities and would lend support to the sponsorship.

The goals of the Urban League in becoming one of the premier Community School sponsors in Ohio would include the following:

- Increasing the number of successful community schools in Northeast Ohio and later throughout the state;
- Provide professional and effective oversight and reporting regarding each ULGC sponsored school.
- Enter into community school contracts that will sufficiently and clearly articulate the roles and functions of both sponsor and school governing authority concerning compliance with applicable laws, fiscal reporting/record keeping, governance and academic expectations.
- Introduce best-practices and conduct required professional development sessions where best-practice models would be reviewed and implemented in the schools where appropriate and warranted.
- Urging and facilitating, where feasible and appropriate, collaborative relationships between and among sponsored schools;
- Working with higher education institutions, where possible, to positively impact cultural competency for teacher training and professional development activities.
- To provide technical assistance or intervene when the need arises.
- To be prepared to assume control of a school's operations should it be warranted.
- Developing effective working relationships with key individuals at the Ohio Department of Education.
- Developing effective working relationships with other Ohio sponsors in an effort to hopefully draw upon the expertise that already exist within the sponsorship community.

Role of the Sponsor in Working with Schools

The Ohio Revised Code 3314.03 Specifications of contract between sponsor and governing authority - specifications of comprehensive plan lays out the legal role of a sponsor working with schools. Our understanding of the proper role of a sponsor working with schools is responsibility for oversight of the academics, the operations, and management of a school. In terms of academics this would include – as required by Ohio law – academic goals to be achieved, and the method of measurement that will be used to determine progress toward those goals (which includes statewide achievement assessments), as well as performance standards by which the success of the school will be evaluated.

Operationally and fiscally speaking the Sponsor has a significant obligation to the public to monitor the community schools to help ensure full compliance with state and federal laws. This includes a representative of the sponsor meeting with the school’s governing authority (its board of directors) and reviewing the financial records of the school at least once every two months, as specifically required by Ohio law. The contracts between sponsor and the schools sponsored serves as the foundation for appropriate oversight.

Additionally, sponsors must conduct comprehensive site visits to schools while classes are in session at least twice a year, and prepare written reports that must be provided to the Department of Education on request. State laws also require “annual assurances” by sponsors. Specifically, authorizers must provide written assurances of compliance in key aspects of operations to the Department of Education prior to the opening of a school, including (but not limited to): appropriate filing of the contract between the school and its sponsor; the plan and demonstrated capacity for providing special education and related services; the plan and procedures for administering academic achievement and diagnostic assessments; appropriate school personnel training, knowledge, resources and criminal background checks; teacher licensure; fiscal officer requirements; proof of property ownership or lease; liability insurance; satisfactory health/safety and fire inspections; and more. Sponsors must also conduct pre-opening school site visits for the year for which the assurances are provided. Also, the sponsors has the authority to place a community school on probation (through the end of the current school year) after receiving from the school’s governing authority reasonable assurances that action will be taken to remedy the conditions that warranted such probationary status.

Role of the Sponsor in Working with ODE

Our understanding of the proper role of a sponsor in working with the Ohio Department of Education is to assure accountability of each school sponsored by utilizing assessment measures and accountability methods, such as:

- Ensure that the school board policies are in compliance as mandated by state guidelines and Ohio Revised Code Regulations.
- Ensure that the sponsored school's curriculum is aligned with Ohio Department of Education's model Curriculum.
- Engage in monthly meetings with the Boards of sponsored schools to trouble shoot any problem area, discuss fiscal and academic compliance, and curricular alignment or other issues
- Review data concerning diagnostic assessment of all students to determine level of student's readiness and any areas of academic/behavior concern.
- Review fiscal procedures, documentation and record-keeping practices on a bi-monthly basis.
- Ensure compliance with academic projections and special education mandates by using a variety of assessment measures, including but not limited, to teacher-made tests, writing and other work samples, group and individually administered standardized measures, criterion-referenced tests, required proficiency measures, multi-factored assessments for diagnosis, placement, and re-evaluations as described in IDEA.
- Develop and implement the use of a variety of parental feed-back modalities such as, a) determine how parents feel about the school's program, b) what they would like to do to contribute to the school's success, c) what skills and or expertise they have that the school might utilize, and d) what suggestions they have for the school's continued improvement.
- To produce annual and other required reports to be submitted to the State Board of Education and Community regarding the performance of any sponsored school.

Also, in accordance with provisions established under Chapter 3314 of the Ohio Revised Code, we as Sponsor would:

- Attend training sessions as required by the Department.
- Verify by a site visit prior to the community school's opening for instruction whether the community school complies with all requirements, then submit written notice of the community school's opening date for instruction to the Department.
- Indicate fees, if any, which may not exceed three percent (3%) of the total amount of payments for operating expenses of the community school, receives from the state that will be charged each community school for oversight and monitoring pursuant to Section 3314.03 of the Revised Code. Any additional services and associated fees, which the Sponsor may offer a community school contract. Acceptance of such additional services may not be a precondition for sponsoring the community school.
- Monitor and evaluate the community school's compliance with all laws and rules applicable to the community school and with the terms of the preliminary agreement and the community school contract.
- A representative of the Sponsor, knowledgeable in school finance, shall meet with the governing authority of the community school, review the financial records of the school at least once every two months and prepare written reports which shall be made available to

the Department upon request; and

- The Sponsor shall notify the Department within twenty-four hours of a community school's failure to comply with applicable state or federal laws, rules or contractual requirements, as well as any financial difficulties that may result in the Sponsor's determination to declare the community school to be on probationary status, to suspend the operation of the community school, or to terminate the community school contract. In such circumstances, the Sponsor shall provide written notice to the Department within thirty days of the community school's noncompliance or financial difficulties, specifying the exact nature of the problem and the plan for and status of any resolution.
- Comply with the financial reporting requirements as established by the Department and report separately as to each individual community school's financial records in accordance with applicable accounting standards and as prescribed by all applicable sections of the Revised Code and rules of the Administrative Code;
- Intervene in the community school's operation to correct problems in the community school's overall performance, declare the community school to be on probationary status pursuant to Section 3314.073 of the Revised Code, suspend the operation of the community school pursuant to Section 3314.072 of the Revised Code, or terminate the community school contract pursuant to Section 3314.07 of the Revised Code as determined necessary by the Sponsor;
- Have in place a written plan of action to be undertaken in the event that the community school experiences financial difficulties or closes prior to the end of a school year, and submit for approval the written plan of action (including, but not limited to, the handling of facilities, equipment, materials, supplies, employees, students, school records and addressing any other obligations of the community school) to the Department within ten business days of the execution of the community school contract;
- Notify the Department in writing within twenty-four hours of the execution of each preliminary agreement and community school contract;
- Submit a copy of each preliminary agreement and community school contract executed, and any amendments or modifications thereto, within ten business days of such execution to the Department; and
- Respond in a timely manner to reasonable requests from the Department for information, data and documents.

In addition to the foregoing the Sponsor will have the capacity to provide consultation and or direct service regarding each of the following services:

- a. Professional development services for the school board of the sponsored school;
- b. Professional development services for the school administration;
- c. Professional development services for the professional teaching staff;
- d. Fiscal services including but not limited to payroll, EMIS and reporting;
- e. Curriculum development, alignment and evaluation services;
- f. Special Education services including but not limited to MFE evaluations, eligibility determination, IEP development/implementation, re-evaluations and parent meetings;
- g. Pupil Personnel Services including but not limited to small groups and individual counseling, parent development and family liaison;
- h. Human Resource Services;

- i. Technology and Communication services;
- j. Grant writing, preparation and submission services and
- k. Building Maintenance Services.

Attachment C Organizational History and Capacity

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Summary of organization's work over the past five years

The Urban League of Greater Cleveland (ULGC) is a community based nonprofit, 501(c)3 organization whose mission is to enable citizens of Greater Cleveland to achieve on par with all Americans through education, research, advocacy, and the provision of services. The ULGC has worked in the area of education and youth development for over 21 years, from elementary to high school students, the ULGC is molding the future direction of Cleveland youth and helping them become successful and prosperous young adults. The ULGC is a local affiliate of the National Urban League (NUL). The NUL provides on-going technical assistance to local affiliates.

Evidence of effective educational practices and outcomes

Our flagship initiative, Project Ready was first piloted at Collinwood high school in 2006, funded through the National Urban League. Project Ready is a model developed by the National Urban League for participating affiliates focusing on three components:

- **Academic Support** – strong focus on math, reading, and STEM
- **Social Development** – high expectations in social interaction and interpersonal skills
- **Cultural and Global Awareness** – expanding students' world through speakers, educational excursions, and other cultural events.

Project Ready Career Beginnings				
<i>Successes</i>				
Academic Year	Graduates	Accepted to College	Employed	Undecided
2008-2009	7	86%	14%	---
2009-2010	11	82 %	9%	9%
2010-2011	67	89%	4%	7%
<p>! United Way Grant has been renewed for additional 3 years (2011 -2014)</p> <p>! Aspire Grant was the largest award to a non -profit of our size, \$400,000.00 for 4 years</p> <p>! Served over 400 youth, since the beginning of the program</p> <p>! Collaborates with Operation Urban Impact to provide students with OGT and ACT study support</p>				

The success of Project Ready led to a three year grant by United Way in 2008 to expand to East Technical high school and Ginn Academy. Also, in 2008 AT&T provided a four year grant to expand the Project Ready model to Glenville high school. In 2010, the National Urban League

provided funding to expand the Project Ready model to 8th grade students at Carl and Louis Stokes Central Academy.

The 8th grade Project Ready/P.R.I.D.E. – Middle School Transition at Stokes Academy focuses on:

- Literacy coaching 2 days a week for a 1 ½ each day.
- Transitional activities to area high school where the majority of students matriculate for high school.
- Two college campus visits.
- Participation in cultural activities.
- One 8th grade class moved from 70.8% in reading to 88% in reading during the 8th grade.

Kids College:

The ULGC Kids College K-8 model was first piloted in 1999 as an Out of School Time (OST) initiative, operating daily after school, on Saturdays, and in the summer. It served 500 youth at 6 different locations: in schools, in churches and in metropolitan housing sites.

The successful outcomes of improved social skills, improved attitudes towards learning, increased love of reading, and improved grades attracted the attention of United Way Services (UWS) in July of 2008. UWS funding provided three years of funding for an in-school model to work with students at Stokes Academy as they entered 4th grade through the completion of 6th grade. United Way provided support for a new 4th grade cohort that began in July, 2011.

The Sisters of Charity Foundation provided funding for a continuation of Kids College services, through the 7th grade, for the original 2008-2009 cohort.

The chart below is a comparison of OAA reading scores for grades 3-8 at Carl and Louis Stokes Central Academy. The Urban League of Greater Cleveland provided intervention for the 4th – 6th grade Kids College initiative (**Cohort B**) and the 8th grade Project Ready/P.R.I.D.E. middle school transition initiative (**Cohort D**).

Cohorts A and C are included as control group comparisons. Cohort B shows an increase in reading scores from 16.7% at the end of 3rd grade to 57.1% at the end of 6th grade, a 40.4% increase. Cohort D shows an increase in reading scores from 45.5% at the end of 7th grade to 71.9% at the end of 8th grade, a 26.4% increase.

The Urban League's approach to youth development is to add value to students' learning by providing academic support in the classroom, as well as personal, social, and cultural development, both in-school and out of school. In addition, the Urban League's approach with Kids College and Project Ready P.R.I.D.E. is to provide assistance to the classroom teacher through collaboration and sharing of best practices.

**Carl and Louis Stokes Central Academy
OAA Reading Comparison, Grades 3-8
2007-2011**

OAA Years	Cohort A	Cohort B Kids College (4th- 6th grade)	Cohort C	Cohort D PR/ P.R.I.D.E.*
2007-2008	Cohort A, 2 nd grade (not tested)	Cohort B, 3 rd grade, year prior to entering Kids College 16.7%	Cohort C, 4 th grade 38.2%	Cohort D, 5 th grade 24.2%
2008-2009	Cohort A, 3 rd grade 26.7%	Cohort B, 4 th grade 23.8%	Cohort C, 5 th grade 17.1%	Cohort D, 6 th grade 32.4%
2009-2010	Cohort A, 4 th grade 36.0%	KC, 5 th grade 31%	Cohort C, 6 th grade 31.6%	Cohort D, 7 th grade 45.5%
2010-2011	Cohort A, 5 th grade 33.3%	Cohort B, 6 th grade 57.1%	Cohort C, 7 th grade 19%	Cohort D, 8 th grade 71.9%*
Gains and Losses	Cohort A, from 4 th to 5 th grade -2.7%	Cohort B, 3 rd -6 th grade +40.4%	Cohort C, from 6 th -7 th grade -12.6%	*Cohort D, 8th grade-9th grade 26.4%*

Operation Urban Impact

Operation Urban Impact (OUI), now in its third year, is an out of school time (OST), youth development/dropout prevention initiative for high school students. OUI provides:

- ACT/SAT study program
- OGT study program
- Online support
- Parental support
- Leadership Development
- Digi-Connectors – Digital Literacy Program

My Commitment/My Community/MYCOM

The ULGC provides technical support to OST providers of youth services through a series of training sessions, throughout the year. The sessions include:

- College Access
- Utilizing School Based Support
- Proposal Writing
- Accountability and Reporting
- Establishing Summer Connections for Youth
- Aligning Youth Development to Academic Content Standards
- Literacy Support Strategies
- Integrating Technology
- Innovative Instructional Strategies
- Youth Entrepreneurship
- Developing Youth Internships

All of the Education and Youth Development initiatives of the ULGC are evidence based/research best practices, including:

- 40 Developmental Assets
- Resiliency Model (Success Highways)
- Balanced Literacy
- Project Ready National Curriculum
- Project Ready 2.0 Curriculum
- STEM Curriculum
- LIFE, Inc.
- MoneySmart

Names and titles of all persons within the organization who are expected to be involved with sponsored schools

- Marsha Mockabee, President & CEO of The Urban League of Greater Cleveland
- Dennis Stephens – Director of Finance
- Marva Richards – Associate Director, Education & Youth Development K-8
- Michael Obi – Business Strategy Consultant
- Timothy D. Goler – Education Consultant

****Attach resumes and five-year financial plan here.***

— PRESIDENT/CEO – URBAN LEAGUE OF GREATER CLEVELAND —

Accomplished and results driven professional with strong track record in program and partnership development seeks to bring nearly two decades of progressive experience at the Urban League of Greater Cleveland to provide leadership to the recovery of the organization. Recognized for professionalism, commitment to excellence and demonstrated ability to communicate and work with staff, board, and other professionals at all levels. Has excellent interpersonal skills. Able to communicate and collaborate effectively. Self-motivated with proven leadership in **Fund Development, Program Design & Implementation, Operations Management, and Financial Oversight**. Broad based qualifications include:

- Capability to manage financial, program, fund development/fundraising campaign, marketing/communication and all operations to provide empowerment solutions to the African American and minority community in the Greater Cleveland area;
- Proficiency in building positive relationship with the Board of Directors and working jointly with the Board to establish the vision, create strategic/operational plan and manage overall organizational direction.
- Competency in developing and implementing an economic development strategy/plan that will position the Urban League of Greater Cleveland as a leader in fostering entrepreneurial growth.
- Experience to build and lead a successful, organizational team and external network of partners and collaborators.
- History of civic engagement in higher education, faith-based, and governmental sectors. Participating in scholarship drives, serving as speaker and host committee participant for community functions, and leading GOTV activities

AREAS OF EXPERTISE

- **EXCELLENT STRATEGIST** - Provide solutions that boost productivity and efficiency across the organization. Quickly identify problem areas and implement effective solutions to meet and exceed goals.
- **EXCEPTIONAL ORGANIZATIONAL SKILLS** - Consistently recognized for exceptional talents in needs analysis and problem resolution in fast-paced environments.
- **PROJECT MANAGEMENT** – Identify and assess opportunities, schedules the project in logical steps and budgets time required to meet deadlines. Well versed in completing projects on time and within budget.
- **EFFECTIVE COMMUNICATION SKILLS** – Excellent interpersonal/communication skills. Interacted with all levels from executives and administrative personnel to customers and staff, covering all ends of the spectrum.
- **KEEN SENSE OF RESPONSIBILITY** - Solid professional standards; excellent track record of dependability. Maintain focus on achieving results while implementing solutions to meet a diversity of needs.

PROFESSIONAL EXPERIENCE

Urban League of Greater Cleveland Cleveland, Ohio • 1992-Present

Interim President/CEO • August 2009–Present

- Developed a Turnaround Plan for the affiliate.
- Raised in excess of \$160,000 in unrestricted funding through special events, corporate memberships, donations and short-term lease arrangements.
- Worked with Board Co-Chair to secure temporary repayment structure for mortgage debt.
- Recruited Transition Board Leadership and a Senior Advisor to support the ULGC Turnaround governance structure.
- Worked with Transition Board and Senior Advisor to implement Year 1 of the Turnaround Plan.
- Re-positioned the affiliate within the funding community.
- Maintained 3 multi-year funding awards and renewed 2 annual renewal grants.
- Increased percentage of indirect costs on 25% of funded programs.
- Re-established the ULGC Guild organization and strengthened the ULGC individual membership program.
- Re-designed the ULGC special events package to align with current economic state.
- Established the Entrepreneurship Center with multiple solutions for all levels of entrepreneurs.
- Brought the SBDC back under the banner of the ULGC with a creative funding and operational structure.
- Won a competitive bid to bring the Minority Business Assistance Center to the ULGC.

Director of Programs • October 2007-July 2009

- Provided organizational leadership to program directors during transition.
- Served as a bridge to new executive and existing staff and culture.
- Assisted in introduction of executive to the grassroots community.
- Provided oversight and support for Urban League Programs, assuring program fidelity to outcomes.
- Expanded area of expertise beyond Youth Development; including Workforce Development and Re-entry arenas.

Key Accomplishments and Contributions:

- Developed and implemented fundraising plan that resulted in securing an additional \$1.7M in new revenue over a 20-month period.
- Secured 3 year funding from United Way under the new funding priorities – resulted in a 14% overall increase in UW revenue.
- Established working relationships with Workforce Development system, Re-Entry providers, and other Business Development organizations
- Served on a Host Committee for Haiti Relief
- Developed an improved working relationship between fiscal department and program staff.

Director of Education / Youth Development • January 2000-October 2007

- Developed and implemented more than seven youth programs serving more than 1,000 parents and students. Administered budget of \$500,000. Collaborated with state, local, and federal organizations on funding, curriculum and materials for youth development program. Developed and managed 16-member governance and advisory structure for department.
- Directed day-to-day operations of Lighted Schoolhouse at Daniel E. Morgan School, a pilot program involving City of Cleveland, Cleveland Municipal School District, Cuyahoga County, and Community Vision Council. Developed program offerings with community agencies and leadership team, administered budget and served as fiscal agent and site manager.
- Supervised a team of 3 full-time staff and 7 consultants.
- Positioned as key player in local and state education reform initiatives.
- Conducted specialized training for 24 high school teachers and monitored program activities.

Key Accomplishments and Contributions:

- Conceptualized and launched Lighted Schoolhouse program while concurrently developing and running Project Ready (College Access Program for 35 ninth and tenth graders at Collinwood High School) and facilitating development of a new Collaborative Group committed to educational success of young people. Group consists of 20+ groups including churches, non-profit, higher education, arts organizations, environmental organizations and other youth-serving organizations.
- Designed, integrated and managed several new programs simultaneously, while adding temporary staff (8) for Kid's College, Parent Education Network, and Health Horizons.

Director / Career Beginnings • 1992-January 2000

- Directed programs geared to assist youths in preparing for further education and careers housed in eight high schools.
- Responsible for strategic planning and development of programs to oversee day-to-day operations.
- Directly involved in formation of local partnerships, grant proposal writing, stakeholder recruitment/development and fund-raising.
- Supervised staff of six and monitored activities of 24 teachers.

Key Accomplishments and Contributions:

- Responsible for administration of \$250,000 annual budget. Personally raised \$200,000.
- Developed and executed intensive career weekend retreat for students focusing on areas of empowerment, self-respect, and goal setting.
- Created and facilitated staff and Teacher-Broker training monthly in-services.
- Directed creation of 16-member Resource and Development Board.

Assistant Director:

Case Western Reserve University - MSASS • Cleveland, OH **1989-1992**

Assistant Manager/Sales:

Ohio Bell/AT&T Information Services • Cleveland, OH **1969-1985**

EDUCATION

Master of Science in Business Management:

Indiana Wesleyan University • Independence, OH **2008**

Bachelor of Arts in Youth Development:

Concordia University • St. Paul, Minnesota **Graduated Cum Laude
2003**

Certificate in Non-Profit Management:

Case Western Reserve University - MSASS • Cleveland, OH **1994**

AWARDS and HONORS

- Nominated for Who's Who in Black Cleveland • 2005
- Diversity Partnership Award • Cleveland Metroparks • 2004
- Ohio Association of College Admission Counseling Human Relations Award • 2003
- Cleveland Close the Achievement Gap Campaigns • 2003
- School-to-Work Regional Champion Award • 2000
- National Urban Campaign for African-American Achievement Pacesetter • 1999
- Phenomenal Women Award • 1998
- Toastmaster's Communication and Leadership Award • 1996

AFFILIATIONS

- Host Committee – Stephanie Tubbs Jones Gospelfest – 2010
- Panelist – Women of Color Foundation Retreat – 2010
- Presenter – State of Black Cleveland Town Hall Meeting – 2010
- Host and Partner for Community Forums on Cuyahoga County Government Reform – 2010
- MLK Community Service Award Selection Committee - 2010
- Member – Ohio Council of Urban Leagues – 2009-Present
- Member – United Way Council of Executives – 2009 - Present
- Youth Council Sub-Committee Chair • City of Cleveland Workforce Development • 2003-2008

MARVA A. RICHARDS



OBJECTIVE

Knowledgeable, energetic and resourceful professional with strong background in education/youth development and non-profit leadership seeks opportunity that will utilize experience to produce outstanding results.

PROFESSIONAL HIGHLIGHTS

URBAN LEAGUE OF GREATER CLEVELAND Cleveland, Ohio
Associate Director, K-8, Education and Youth Development (11/2011-present)
Consultant/Kids College (11/2009- 3/2011)

- Lead team to design and implement research based literacy and positive youth development activities for 6th grade students at two Cleveland schools.
- Build partnerships with educational organizations.
- Seek opportunities for growth of Kids College including development of a K-8 model.
- Promoted to Associate Director (11/2011), with focus on resource development and developing an education/youth development middle school model

Consultant/MyCom Curriculum Developer (11/2009- 12/2010)

- Develop training curriculum for out of school time providers of youth services.
- Training and development of OST providers.

INDIANA WESLEYAN UNIVERSITY Cleveland area campus, Independence, Ohio
Adjunct faculty (June, 2009 – present)

- Facilitate liberal arts and business management courses for students enrolled in the bachelor's program.

DEVOS URBAN LEADERSHIP INITIATIVE

Cleveland Coordinator (9/2008—5/2010).

- Coordinate 2009 cohort of urban youth leaders participating in 15 month leadership development initiative provided coaching assistance for the cohort.

CRAY CONSULTING GROUP, Shaker Heights, Ohio

Organizational Development Consultant (1/2008—5/2011)

- Design and deliver organizational development assistance to Cleveland area non-profit organization.

CENTER FOR COMMUNITY SOLUTIONS, Cleveland, Ohio

Policy and Planning Associate (1/2007—1/2008)

- Researched youth development and education issues for advocacy, collaboration, and program design.

MARVA A. RICHARDS

continued page 2 of 2

CLEVELAND METROPOLITAN SCHOOL DISTRICT, Cleveland, Ohio

Deputy Chief of Student Administrative Services (2/2006 – 8/2006)

- Directed day-to-day operations of Student Administrative Services.

Deputy Chief of Staff (9/2002 – 2/2006)

- Responsible for partnership development, worked with District staff and KnowledgeWorks staff -- Ohio High School Transformation Initiative (OHSTI).
- Proven highly competent managing multiple administrative and student focused projects.
- Actively participated in the day-to-day implementation of District's strategic plan including assignment of students to align with \$1 billion capital improvement project.

CLEVELAND SUMMIT ON EDUCATION, Cleveland, Ohio

Executive Director (7/1998 – 8/2002)

Full charge responsibility for all operations of agency, developed strategies for public engagement and partnerships for educational reform.

- Supervised and developed a staff of 10.
- Partnered with the Cleveland Metropolitan School District to develop and implement grade-level English Language Arts Standards.
- Responsible for grant writing, budget development and budget management. Managed 1.5 million dollar budget.

EDUCATION

UNIVERSITY OF PHOENIX

Doctor of Management, Organizational Leadership – in progress

HAY GROUP, Boston, Massachusetts

Accredited Coach, Emotional Intelligence

WEATHERHEAD SCHOOL OF MANAGEMENT, Cleveland, Ohio

Appreciative Inquiry Training and Emotional Intelligence Training

BOWLING GREEN STATE UNIVERSITY, Bowling Green, Ohio

Master of Arts - College Student Personnel Administration

CASE WESTERN RESERVE UNIVERSITY, Cleveland, Ohio

Bachelor of Arts - Political Science

ACTIVITIES

Hope Alliance Bible Church -- Co- Director of the Women's Ministry.

Alliance for Family Hope CDC, Board of Directors

Cleveland/Cuyahoga County Youth Council, member

Crown College, Board of Trustees

Timothy D. Goler

EDUCATION

CASE WESTERN RESERVE UNIVERSITY
The College of Arts and Science
Ph.D. Candidate in Sociology
Interest: Public Policy, Education, Children, African American Culture & Mental Health

Cleveland, Ohio
Present

CLEVELAND STATE UNIVERSITY
Maxine Goodman Levin College of Urban Affairs
Masters of Urban Planning, Design and Development
Concentration: Housing and Neighborhood Development

Cleveland, Ohio
2002

NORFOLK STATE UNIVERSITY
Bachelor of Arts, Interdisciplinary Studies
Concentration: Early Childhood Education, Cum Laude
Minor: History

Norfolk, Virginia
1994

Fellowship: Fellowship awarded by DeWitt Wallace Reader's Digest Pathways to Teaching; Specialized in Urban Education at Norfolk State University

CASE WESTERN RESERVE UNIVERSITY
The Mandel School for Applied Social Science
Center for Public Sector Leadership and Service: *Leadership Development Program*

Cleveland, Ohio
1999

PROFESSIONAL EXPERIENCE

CASE WESTERN RESERVE UNIVERSITY
Department of Sociology
Full-Time Doctoral Candidate

Cleveland, Ohio
2011-Present

I CAN SCHOOLS
Vice President for Strategic Growth

- Serve as organizational liaison and advocate with state, and national organizations
- Oversee Marketing and Communications, and Government and Community Relations
- Establish and implement strategic alliances and partnerships with business, corporate and social agencies that advance the organization
- Create and manage the student recruitment and enrollment process

Cleveland, Ohio
2009-2011

POLICYBRIDGE (www.policy-bridge.org)
Co-Founder & Past Executive Director, Regional Public Policy Institute (Think Tank) 2004-Present

- Develop and focus strategic planning around innovative strategies to improve education and economic development for the Northeast Ohio Region
- Drive the long-range planning, grant writing and budgeting
- Create and design community forums, research and public relations strategies

Cleveland, Ohio

Timothy D. Goler

INDEPENDENT CONTRACTOR/CONSULTANT

Cleveland, Ohio

Consultant

2003-2006

Mosaica Education Inc. (*National Charter School Management Company*)

- Drove the start up and implementation of Charter Schools in Ohio
- Coordinated all enrollment activities to increase student population
- Created and designed the marketing and public relations strategy

100 Black Men of Greater Cleveland, Inc. (*a National Mentoring Organization*)

- Served as the Executive Director and liaison to the Board of Directors
- Developed and focused organizational programming around mentoring and tutoring
- Facilitated the long-range planning, budgeting and creative thinking for future growth

Neighborhood Progress Inc.

- Designed the initiative, identified partners and resources needed for the implementation of a schools/neighborhood pilot program in Cleveland, Ohio
- Assessed the current status of the Cleveland Municipal School District capital plan
- Researched national models for identification of best practices

Cleveland Green Building Coalition

- Developed relationships and organized a critical mass of organizations, individuals and institutions interested in building green and renovating historic schools throughout Ohio
- Negotiated a \$ 12.8 million deal to build a Green School in Cleveland
- Initiated public relations program and special events in order to promote community understanding and support for Green Building and Historic Preservation initiatives
- Provided organizational strategic planning and grant writing

THE LEARNING COMMUNITIES NETWORK, INC.

Cleveland, Ohio

Director of Community and Public Engagement

2000-2003

- Provided technical assistance to school systems and communities across the country involved in Rockefeller Foundation and Ford Foundation's national school reform efforts. Areas of focus included: Parental Involvement, Community Engagement and, Support Services
- Assisted in grant writing, comprehensive plan development, and public policy analysis
- Helped the Albuquerque (NM) Public Schools and Flint (MI) Community Schools develop and roll out new standards and assessments, receiving a subsequent (ongoing) contract from the district to help schools better use test data to improve instruction
- Organized and engaged the local communities in Fredericksburg, Virginia, and Plainfield, New Jersey around the issue of their current and long range planning and zoning and the role of school facilities and their communities' growth

CLEVELAND MUNICIPAL SCHOOL DISTRICT

Cleveland, Ohio

Director of Operations, Student and Family Support

1997-2000

- Responsibilities included strategic planning, supervision, evaluation, selection and professional development for a 345 member division with 6 direct reports
- Heavily involved in managing the division's financial resources of approximately \$11 million
- Successfully co-wrote a \$9 million dollar grant (the Synergy Grant)
- Established partnerships and facilitated communication with corporations, community-based agencies, and the media to advance educational quality

Director of Parent Involvement

- Directed all parent involvement initiatives & managed a budget in excess of \$3 million
- Developed and implemented a program for parent and community training
- Increased parent involvement throughout the Cleveland Municipal School District by 150%
- Developed, marketed and implemented the Parent/Family Academy

Timothy D. Goler

Advisor to the Superintendent/CEO

- Researched and formulated recommendations to improve and monitor the structure, finance, performance, and leadership of school governance
- Assisted in the reorganization and restructuring of the Cleveland Municipal School District under House Bill 269 and developed and implemented the Office of the Ombudsman

NORFOLK PUBLIC SCHOOLS

Bowling Park Elementary

Norfolk, Virginia

Teacher

1994-1996

- Taught elemental natural and social science, personal hygiene, music, art and literature to children from 3 to 6 years old
- Developed and organized a model classroom for parental involvement; through this intervention, parental involvement was increased by over 80%

UNITED STATES ARMY

1990-1994

UNITED STATES MARINE CORPS

1985-1989

High frequency Communications Operator

- United States Marine Corps Track Team
- Certificates of Achievement (2)
- Letters of Appreciation (2)
- Good Conduct Medal
- Meritorious Unit Commendation
- Honor Graduate / Honorable Discharge

AFFILIATIONS

- PolicyBridge, Co-Founder,
- Network of Community Advisors Member - Prevention Research Center for Healthy Neighborhoods – Case Western Reserve University
- Special Education Services, Founding Board Member
- Council of Regional Economic Policy Advisor, Northeast Ohio Fund for Our Economic Future, 2008
- The Cleveland Foundation, Education Scholarship Selection and Advisory Committee, 2008
- The City Club of Cleveland, Program Committee, 2008
- Editorial Advisory Board, Catalyst for Ohio Schools Magazine (*Education Magazine*), 2005-2008
- Cleveland Metro Parks Zoo, Education Advisory Board, 2006
- Alpha Phi Alpha Fraternity Inc.
- 100 Black Men of Greater Cleveland, Inc.
- Board Trustee, Hunger Network of Greater Cleveland, 2004-2008
- Board Trustee, The Great Lakes Theater Festival, 2004 -2005
- Community Reinvestment Area Housing Council, Appointed by Mayor, City of Garfield Heights
- Great Lakes Regional Pollution Prevention Roundtable, 2004
- Clevelanders in Motion , “Think Tank” Environmental & Planning, Co-Chair, City of Cleveland, 2004
- Cleveland Youth Court Planning Committee, Cuyahoga County, 2004
- Board Trustee, The Greater Cleveland Committee on Hunger, Education Chair, 2003
- Board Trustee, Garfield Heights Community Development Corporation, 2001-2003
- Co-Chair Garfield Heights Economic Development Restructuring Committee, 2001-2001
- Cuyahoga County Health and Human Services Work Team, 1997-2000
- Cleveland Education Fund Advocacy Committee, 1997-2000
- Cleveland Fair Campaign Finance Committee, 1997-1998
- Ohio Legislative Black Caucus Executive Officer (Cleveland Chapter), 1998
- Chair, Neighborhood Advisory Council, Empowerment Zone, 1998-2000
- Board Trustee, Glenville Development Corporation, 1999-2000

Timothy D. Goler

RECENT PUBLICATIONS/PRESENTATIONS

- ❖ Analyzing and Using Data to Improve Student Achievement, 2009
- ❖ What's Important to You?, The Urban Voice, 2009
- ❖ ADULTS. The Urban Voice, 2009
- ❖ How Anti-Educational Messages in the Media, at Home, & on the Street Hold Back African-American Youth, 2008
- ❖ Untapped Potential: African-American Males in Northeast Ohio, 2007

HONORS

- Men With A Mission Club, PHARAOH News Magazine, Health Issue, 2003
- Unsung Community Hero, Cleveland Life Magazine, 1999
- 40/40 Club Kaleidoscope Magazine, 1999
 - Cleveland State University, the Levin College of Urban Affairs, Wallace G. Teare Prize, 1998

N. Michael Obi

Introduction:

Accomplished **banking executive** with senior leadership roles in corporate, business and retail banking. Proven track record in evaluating organizational effectiveness, establishing processes and building an environment for team members to perform, excel and grow. Enjoys the challenge and reward of executing complex **business strategies and solutions** with a **focus on revenue optimization**. A believer in working “on purpose, with purpose.” Extensive background in **bank operations**, finance, asset and liability management, **performance management**, strategic planning, **sales management**, **economic development** and team leadership. **MBA, Univ. of North Florida’s Coggin School of Business.**

Professional Experience

Urban League of Greater Cleveland, Entrepreneurship Center, 2004 to Present

Director/Strategic Consultant

Primary Focus: Lead and prioritize the economic development efforts of the ULGC with primary focus on advancing entrepreneurship for the minority community in the Greater Cleveland market

Spectrum Global Solutions, LLC, Investments and Management Consulting 2007 to Present

Chairman

Primary Focus: Lead the strategic direction of Spectrum in its effort to build new lines of business, acquire portfolio companies and build strategic alliance relationship across the USA and other target foreign countries

Leads investment in high growth businesses with potential for scale and global replication. Build worldwide alliances with manufacturers, distributors, public sector and nonprofit organizations in North America, Europe, Southeast Asia and Africa. Deliver best-in-class business management coaching, training and business seminars to business executives and entrepreneurs.

:

- Established the State of Ohio’s Small Business Development Center (SBDC) to support the advancement of entrepreneurship in the Greater Cleveland market. The center was opened in record time of less than six months with unprecedented partnerships of federal, state and local government agencies, financial institutions, foundations and other economic development organizations.
- Successfully launched a global renewable energy and beverage distribution brands in less than one year
- Delivered a positive operating income in the third month of operating a portfolio company
- Improved contribution margin by 30 percent in second year of management
- Sales Per Man Hour (SPMH) – a sales efficiency measure improved by 40 percent in the first 9 months

KeyBank, Cleveland, Ohio

1998 to 2007

Senior Vice President, Retail and Business Banking’s Sales and Service Effectiveness

Primary focus: Managed all sales growth activities and operations of 1,000 bank branches and 1,500 ATMs across 12 states in the USA with the goals of exceeding revenue expectations and keeping customers loyal.

Promoted to drive sales effectiveness initiatives to ensure sustainable client and revenue growth throughout KeyBank’s Retail and Business Banking segment in 12 states. Established tactics and performance drivers to strengthen sales culture and service discipline across 3,000 sales professionals. Implement relationship optimization initiatives to strengthen client relationships.

- This segment represented annual revenues of \$1.7 billion, over 1,000 branches and 1,500 ATMs with a focus on all consumer clients and small businesses.
- Led a client acquisition strategy and sales campaign that resulted in record levels of net new client growth in 2006 – awarded the Chairman’s Award (highest award offered to KeyBank’s executives for excellence)
- Led the successful re-design, alignment and simplification of the Incentive Compensation and Performance Metrics for the entire KeyBank Sales and Service professional; a team of over 6,000 associates.
- Implemented a New Employee Assimilation program to help build a stronger sales and service culture; on track to result in over 20 percent sales productivity improvement

Senior Vice President, Business Banking

One of a five member executive leadership team responsible for the performance of Business Banking line of business. Ensured that people, products and processes are properly aligned to deliver sustainable client and revenue growth for the Business Banking segment. This client segment targets businesses with annual revenue of up to \$10 million. KeyBank’s Business Banking division represents a total asset of over \$4 billion, 200,000 clients and over 300 sales professionals across 12 states in the U.S.

- Designed and executed a state-of-the-art sales management infrastructure aligning the corporate-wide sales process with “trusted advisor” client relationships - achieved 22% productivity improvement.
- Leveraged external research to bring insight on best practices in support of a “sustainable revenue growth” strategy.
- Introduced a sales optimization incentive program that resulted in an incremental new loan volume of \$100 million within the first three months on the job.

KeyBank, Cleveland, Ohio

Senior Vice President, Corporate Bank

Primary Focus: Restructured and re-launched an electronic commerce division that focused on delivering best-in-class business-to-business solutions to KeyBank’s **mid-market and large corporate clients. Managed all national sales production and servicing of the division’s clients in 12 states.**

Among the management team of the Global Treasury Management group. Accepted the challenge to invigorate and lead a national sales team with low morale after major restructuring. Measured performance of each Sales Manager. Enhanced sales strategy, sales lead generation, sales process and deal closing. Removed several obstacles to building customer relationships; integrated emotional intelligence into a culture that had relied on a classic, more transactional focus.

- Decreased anxiety levels through candid, proactive communication with the sales team. Realigned incentive compensation with achievement of profitable results. Achieved a 254% increase over previous year’s revenue.
- Enhanced accountability. Traveled extensively to demonstrate personal commitment, assisting in closing sales and verifying viability of sales process in each major market.
- Maintained a book of business and personally sold to large corporate clients with annual revenue size of more than \$250 million across the country.
- Reduced sales cycle time by 60% and improved closure rate by 150%.

Bank of America, Jacksonville, Florida**1996 to 1998****Vice President, Retail Banking Delivery**

Primary Focus: Ensured that the bank is in the forefront of the non-traditional retail delivery systems such as, **ATM, online banking, telebanking and in-store banking**. Performed on-going due diligence to ensure that these channels are optimized and integrated.

Helped to integrate the **largest bank acquisition** in banking history of the State of Florida (NationsBank acquisition of Barnett Banks) with over \$45 billion in assets. Worked with Government/Regulatory Agencies to **divest 56 bank branches**.

A member of the leadership team for the bank's Retail Delivery Strategy. Successfully focused the senior management team in the integration of the entire delivery channels (ATM, online banking, banking centers, in-store banking and telebanking).

- Played a leadership role in the design and development of strategies for the supermarket distribution channel resulting in the deployment of over 200 banking centers. Co-led the integration of former Barnett Banks and Bank of America distribution networks through divestitures, consolidations and channel optimization model.
- Led the due diligence and consolidation analysis on several mergers and acquisitions totally over \$8 billion in assets across the state of Florida
- Managed the annual profit and capital planning process for the retail bank (an organization with \$30 billion in deposits).

Wells Fargo, Jacksonville, Florida**1993 to 1996****Assistant Vice President**

Primary Focus: Worked closely with the most senior executive team in the bank's growth strategies that include organic growth and acquisition of bank branches across the State of Florida. Worked on ten **bank acquisitions** that delivered a well coordinated **integration of staff, customers, products, and infrastructure**.

Consulted and partnered with the entire Florida district presidents in identifying micro market revenue growth opportunities. Designed an integrated performance measurement system for banking distribution channels (on-line banking, ATMs, banking centers and supermarket branches).

- Negotiated the revenue sharing arrangements and deployment of more than 200 off-site ATMs resulting in an increase in annual revenue of over \$10 million.
- Performed merger/acquisition and integration due diligence analyses on numerous financial services institutions with emphasis in deposits and revenue growth. These transactions exceeded \$8 billion in assets and became accretive in less than two years.
- Made recommendations to bank presidents on optimal branch de-novo and relocation utilizing internal and external research and analytics.

Senior Financial Analyst

Partnered with the President and Chief Financial Officer of the Florida Division to ensure the banks assets and liabilities are leveraged to deliver sustainable revenue growth. Development a robust product pricing model to ensure products are priced to reflect various local markets competitive climate.

- Assisted various District Presidents to improve a consolidated Net Interest Income by 12 percent
- Promoted to Assistant Vice President within 9 months for consistent above average performance

SunTrust, Jacksonville, Florida

1990 to 1993

Management Accountant

Primary Focus: Successfully completed a rigorous **bank management training program**. Managed the bank's **financial reporting and analysis** process for the board of directors and senior management.

Developed the product and cost center profitability model for the North Florida market. Responsible for the monthly executive narrative of the bank's financial performance.

- Managed the procurement process for the entire banking operation and explored avenues for cost savings. Championed an effort that helped improve the bank's Efficiency Ratio by over 200 basis points
- Promoted to a bank officer in less than one year, a record time in the Accounting Division
- Trained branch managers on ways to utilize their branch financial statements for better decision making and improved performance.
- Successfully completed an intense and rigorous management trainee program as a Top Tier Graduate

Education

University of North Florida, Jacksonville, Florida, MBA, Finance, 1993

University of North Florida, Jacksonville, Florida BBA, Accounting, 1990

Professional Affiliations, Awards & Community Involvement

- Board of Trustee, Opera Cleveland 2001 to 2009
- Past Chairman of Board, National Charitable Fund 2007 to 2010
- Cleveland Foundation's Civic Innovation Lab Panel Member 2006 to present
- Lifetime Executive Member, National Black MBA Association 2005 to present
- Board of Trustee, Center for Employment Training 2001 to 2005
- Adopt-A-Business Committee Chairman, Jacksonville Chamber of Commerce 1997 to 1998
- Past President, Urban Financial Services Coalition - Jacksonville Chapter 1996 to 1997
- YMCA Achievers in Business and Industry Award 1995

References available upon request

SUMMARY OF QUALIFICATIONS

- Ten years experience in financial management of a leading Cleveland nonprofit organization.
- Twelve years experience in Public Accounting in local and regional firms.
- Nearly two years experience as Controller of a fast food restaurant.

PROFESSIONAL EXPERIENCE

8/09 – Present Director of Finance, Urban League of Greater Cleveland, OH

A nonprofit organization serving the social service needs of Cleveland

- Manage fiscal operations of the organization. Advise President/CEO of fiscal status.
- Prepare annual organizational budget and budgets for individual cost centers. Allocate shared costs.
- Prepare monthly financial statements and supporting schedules.
- Track and evaluate budgetary realization and cash flow
- Prepare cost reimbursement and performance invoices for Federal and State grantors and private foundations.
- Serve as lead accountant for annual audits.
- Analyze and adjust general ledger.
- Reconcile bank statements and ledger accounts
- Maintain fixed asset records;

5/02 – 7/09 Senior Accountant, Urban League of Greater Cleveland, OH

- Advised CFO on technical GAAP issues and applicable federal regulations, which led to seven consecutive unqualified A-133 audit opinions.
- Drafted and enforced accounting policies and procedures that provided the basis for departmental budgeting.
- Streamlined fiscal procedures by converting manual record keeping to automated.
- Ensured success of program funding by analyzing feasibility of program proposals. Redesigned program cost allocations to improve the accuracy

of reporting to grantors. Developed an automated tracking system to evaluate and control grant costs.

- Modified the League's financial statement presentations to comply with the major accounting changes required by SFAS 116 and 117. Prepared and annotated financial statements for the Board of Trustees.

12/07 – present Controller, Alpha Cleveland Restaurant Group, Cleveland, OH

A new fast food restaurant in the heart of Cleveland

- Set-up accounting system in Quickbooks, all subsystems, controls and procedures.
- Created operating budget and monthly tracking system.
- Prepared seven-year financial projection as cornerstone for mortgage application.

2/02-3/02 CFO, West Side Ecumenical Ministry, Cleveland, OH

A nonprofit organization serving the residents of Cleveland west side

- Established accounting treatment and tracking system for capital campaign. Managed cash disbursements to building contractors.
- Worked with department heads, to prepare the organizational budget.

12/94 – 1/02 Accountant, Plante Moran LLP (formerly Clifton Gunderson LTD)
Cleveland, OH

A large regional Public Accounting Firm serving the Midwest.

- Performed as team member on audits of the federal court system at locations across the United States.
- Coordinated seasonal tax work with other staff to ensure that deadlines were met.
- Reviewed the tax work of staff accountants.

7/94-11/94 Accountant, Mark J. Elmore CPA, Inc., Westlake, OH

A local Public Accounting Firm serving small businesses and individuals

- Researched tax and accounting issues.
- Performed business advisory services including a business valuation.

1/91 –6/94 Accountant, Wright, Richardson and Company CPA's

A local Public Accounting Firm serving small businesses, nonprofits, Governments and individuals.

- Performed independently as in-charge auditor of Community Development Corporations.
- Performed as team member on City of Euclid annual audit.

3/90-12/90 Junior Accountant, Basladynsky & Co. CPA's Parma, OH

A local Public Accounting Firm serving small business and individuals

- Compiled interim and year-end financial statements for small businesses.
- Prepared individual, corporate income tax returns, and payroll reports.
- Consulted with clients regarding their financial reports and related tax matters.

1/79-2/90 Supervisor, Lorain County Human Services, Elyria, OH

A governmental agency serving the social service needs of Lorain County, OH

- Designed and conducted operational audits and budget analyses of social service contracts.
- Created rules, interpretations, forms and related statistical reports to set goals and measure effectiveness of purchased services. Acted as liaison with contractors.
- Supervised support staff of five.

Education:

7/89 - 10/89 Becker CPA review course
Passed Uniform CPA Exam on first attempt
11/89.

9/88 - 3/89 Baldwin-Wallace College
Course work: Auditing, Tax

3/86 - 6/88 Lorain County Community College
Course work: Accounting

9/75 - 6/77 University of Akron
M.A. Urban Studies

1/75 - 8/75 Kent State University

Course work: Business Administration,
Journalism

9/69 - 6/73 College of Wooster
B.A. Religion

**Urban League of Greater Cleveland
Community School Sponsorship Proposal
Five Year Financial Forecast – Cash Basis
Narrative**

- 1) Assets –Beginning and Ending are stated at estimated net realizable value. At January 1, 2012 the total amount \$965,501 is made up of Cash \$77,190; Receivables \$205,603; Building appraised in 2011 @ \$620,000; Equipment @ net book value \$52,793; Prepaid and Other Assets, \$9,915. Each subsequent year the net of revenue and expenses is then added to the beginning amount and carried forward.
- 2) Revenue is made up of three lines. General Operating is revenue from all sources other than the Community School Sponsorship program. This category includes foundation and government grants, contributions, memberships, facility rentals and the proceeds of special fund raising events. Community School Sponsorship revenue is based upon a 3% sponsorship fee for each sponsored school with a budget of \$1,000,000. The first year we would sponsor three schools ($\$1,000,000 \times 3 \times 3\% = \$90,000$). In the second year we would sponsor six schools ($\$1,000,000 \times 6 \times 3\% = \$180,000$). In years three through five we would sponsor twelve schools ($\$1,000,000 \times 12 \times 3\% = \$360,000/\text{yr}$).
- 3) Expenses are made up of three lines. The General Operating line is for expenses related to General Operating revenue. These expenses include personnel, program deliverables, occupancy and other overhead costs which support the activities of ULGC. The Community School Sponsorship – direct budget line is for direct expenses of the Community School program, mainly personnel, and related costs such as training, travel, supplies, etc. The budget line Community School Sponsorship – admin is for the ULGC charge to the Community School Sponsorship Program for administrative costs.

**Urban League of Greater Cleveland
Community School Sponsorship Proposal
Five Year Financial Forecast - Cash Basis
2012 - 2016**

	2012	2013	2014	2015	2016
Assets - Beginning	\$965,501	\$947,583	\$960,510	\$1,061,045	\$1,180,361
Revenue					
General Operating	\$1,607,729	\$1,768,502	\$1,945,352	\$2,139,887	\$2,353,876
Community School Sponsorship	90,000	180,000	360,000	360,000	360,000
Total	<u>\$1,697,729</u>	<u>\$1,948,502</u>	<u>\$2,305,352</u>	<u>\$2,499,887</u>	<u>\$2,713,876</u>
Expenses					
General Operating	\$1,625,647	\$1,755,575	\$1,880,817	\$2,056,571	\$2,248,142
Community School Sponsorship - direct	72,000	144,000	252,000	252,000	252,000
Community School Sponsorship - admin	18,000	36,000	72,000	72,000	72,000
Total	<u>\$1,715,647</u>	<u>\$1,935,575</u>	<u>\$2,204,817</u>	<u>\$2,380,571</u>	<u>\$2,572,142</u>
Increase (Decrease) in Assets	(\$17,918)	\$12,927	\$100,535	\$119,316	\$141,734
Assets - Ending	<u><u>\$947,583</u></u>	<u><u>\$960,510</u></u>	<u><u>\$1,061,045</u></u>	<u><u>\$1,180,361</u></u>	<u><u>\$1,322,095</u></u>

Note: This projection is based upon historical experience, known and estimated amounts. Results of operations may vary.

Attachment D School Development and Evaluation

Boxes will expand as you type

Types of schools you plan to sponsor

Since 1917 the Urban League has been dedicated to elevating the standard of living in historically underserved urban communities. Because of this history, as well as sticking with our organizational mission, the types of schools we plan to sponsor would be schools that primarily serve children living in urban communities. The Urban League will entertain applications from developers and evaluate them on an objective basis, but will give added weight to those applications that demonstrate the greatest potential to address the stubborn problems confronting urban students and their families. In this regard the Urban League will consider any local track record of a developer to ensure a good understanding of local needs, demographics and communities, and work with those school developers that can interface with the larger Urban League mission.

Area(s) of the state in which you are requesting sponsorship approval

We are requesting statewide approval because the Urban League has a statewide network of Urban League Affiliates with whom we interface on a regular basis.

How you will provide oversight of schools in each requested area

The Urban League will exercise its compliance oversight responsibilities utilizing 1) school site visits, 2) regular communication with school leaders, 3) monthly fiscal document reviews, 4) bi-monthly on-site fiscal reviews, 5) monthly reports from school administration, 6) attendance at regular governing authority meetings, 7) facilitate mandatory sponsor meetings and training sessions, 8) other communication mechanisms.

Site visits: As per state law, the Urban League will conduct two formal school site visits per school, per year, while classes are in session, and a third is conducted each summer prior to the commencement of classes for the new school year. Site visits consist of one to two days at the school facility, during which time the Urban League's site visit team observes classes, reviews documents, and meets with teachers, school leadership and members of the school's governing authority. The governing authority is issued a report within thirty days that contains findings from the visit, and the Urban League staff will attend the next regularly scheduled board meeting to discuss the contents of each report.

How you will evaluate the potential for success of a proposed school

Several key factors will aid in the evaluation of the potential success of a given application. These include but are not intended to be limited to the following key elements:

- a) Does the application demonstrate in a clear and compelling manner that the development team has a good conceptual understanding of how students learn and what students need to succeed in the 21st century?
- b) Does the application show a clear understanding of the Ohio State Legislature's mission regarding community schools?
- c) Does the application show clear alignment with the Ohio Model Curriculum as well as how the developers plan to implement their unique model or theme?
- d) Does the proposed governing authority members possess the requisite skill, knowledge and expertise to effectively oversee the implementation of a community school?
- e) Does the application demonstrate a clear understanding of the fiscal management responsibilities that will have to be maintained?
- f) Does the application include an administrative structure that will provide the necessary oversight and school management needed to ensure the effective operation of the school?
- g) Does the application clearly demonstrate how the school's curriculum will be monitored and how the instructional program will be managed?
- h) Does the application demonstrate a clear understanding of the special education rules and how the school will meet federal and state guidelines concerning special education students?
- I) Does the application demonstrate a clear understanding of the data and record keeping responsibilities of the school regarding student attendance, food service and bus transportation (if provided)?
- k) Does the application demonstrate a clear understanding of the school's reporting requirements including the need to submit an annual report to the sponsor, parents and state?

Process that will be implemented to evaluate school performance

The process that will be implement to evaluate school performance is called "The Balanced Scorecard Approach." This approach was developed by Dr. Richard S. Brown and Dr. Priscilla Wohlstetter at University of Southern California's Center on Educational Governance, Rossier School of Education

The framework for this performance evaluation system is based on the idea of "the balanced scorecard" (Kaplan & Norton, 1992, 1993; Meyer, 1994). The balanced scorecard is a way of looking at multiple measures of a system's performance in a balanced way, rather than focusing exclusively on a single indicator, which is specifically relevant in educational systems where the evaluative focus is primarily, if not exclusively, on student test scores. The balanced scorecard approach assists organizations in developing and focusing on measurable goals. Kaplan and Norton identify four key

perspectives that a balanced scorecard approach to measuring a system's performance should include. These are: a customer's perspective, an internal perspective, a financial perspective, and a learning or innovation perspective.

Although originally developed for application in the commercial environment as a means of measuring performance in ways that extended beyond merely financial indices, it is nonetheless applicable and has been deployed in other settings. The balanced scorecard approach has been used to evaluate system performance in such diverse settings as hospitals (Pink, et al, 2001), health care management organizations (Urrutia & Eriksen, 2005), and local governments (Quinlivan, 2002). In addition it has recently been applied in higher education settings (Storey, 2002), specifically in measuring the performance of these systems with respect to equity and diversity issues (Bensimon, 2004, 2005).

Consistent with the perspective proposed here, earlier research on public school accountability reporting suggests that when developing school accountability reports, it is important to present "the multivariate nature of the school" rather than focus solely on a few indices like test scores (Brown, 1999). Thus, we will use a system of indices for community schools that provides a more comprehensive and balanced approach to performance evaluation. In doing so, we delineated four principles for designing a performance evaluation system for school accountability using the balanced scorecard approach. The development process must utilize multiple measures, use publicly available data, involve potential users in the development, and, inform diverse audiences.

Below is a description of the 11 indices organized by the four performance categories that the Urban League will adopt to evaluate school performance:

Financial Resources and Investment

1. Financial Health Index: A community school with a high level of financial health has a stable level of cash on hand, as measured by its liquidity and reserves ratio. Liquidity is the ratio of assets to liabilities for a given school's financial statement and reserve ratio is the ratio of reserve fund balances to revenues.

2. Direct Classroom Investment Index: A community school with a high direct classroom investment rating invests a significant portion of its financial resources in classrooms as distinct from applications outside of classrooms. This index is derived as the ratio of classroom investment relative to total revenues. The classroom investment number represents expenditure categories such as teachers' salaries.

School Quality

3. Learning Environment Index: A community school with a high learning environment rating has low pupil-staff and pupil-teacher ratios (relatively high proportions of adults working with students).

4. Teacher Qualification Index: A community school with a high teacher qualification rating has a team of teachers with relatively more credentials and experience.

5. Reclassification Index: A community school with a high reclassification rating is integrating its English learners into the general education system at a higher rate than is a community school with a low reclassification rating.

Student Performance

6. Academic Performance Index (API): The API measures the academic performance and growth of schools. A school's score on the API is an indicator of a school's performance level. A school's growth is measured by how well it is moving toward or past that goal.

7. Adequate Yearly Progress (AYP): Under AYP criteria, significant student subgroups must: 1) meet Annual Measurable Objectives (AMOs) in English/language arts (ELA) and mathematics; 2) demonstrate a 95-percent participation rate on assessments in ELA and mathematics; 3) demonstrate progress on the Academic Performance Index (API); and, 4) demonstrate progress on the graduation rate of its students (high school only).

8. Academic Momentum Index (AMI): A community school with a high academic momentum rating is improving student achievement over time. This index is constructed using three measures of academic progress (annual change in the proficient or above in math, annual change in proficient or above in ELA, and annual API growth).

Academic Productivity

9. English/Language Arts (ELA) Productivity Index: A community school with a high ELA productivity rating has a higher percentage of students proficient in ELA and lower expenses than similar schools.

10. Math Productivity Index: A community school with a high math productivity rating has a higher percentage of students proficient in math and lower expenses than similar schools.

11. Overall School Productivity Index: A community school with a high overall school productivity rating has a higher API score and lower expenses than similar schools.

Criteria used in renewal decisions

The renewal process will, in broad terms, be a function of the degree to which the school has met the terms of its contract. The school contract with the sponsor will include all of the legal, academic and fiscal requirements that the school's governing authority has assumed as its primary responsibility. As such, monitoring the governing authority's legal compliance, fiscal management and academic progress will provide the bulk of the information that the sponsor will rely upon to make renewal determinations. This process will be greatly aided by the governing authority's attendance at all required meeting/training sessions, monthly submission of required documentation, effectiveness of day-to-day management, conduct of regular meetings of the governing authority, sound fiscal practices, policies and operations, compliance with reporting requirements, student attendance and other student data requirements, preparation of reports, maintenance of proper fiscal documentation for audit purposes and the frequency and nature of parent and other complaints concerning the school's operation. The school's academic performance, as measured by results of the state required examinations, will also play a significant part in renewal determinations

In addition to the above, the sponsor will also be mindful of the fact that the effectiveness of a school can also be greatly influenced by the working relationship between the school's governing authority/representatives and the sponsor. Also, the Urban League as sponsor would be proactive in building the relationship by engaging the governing authorities of the schools. The Urban League would engage governing authorities in surveys to give feedback to sponsor operations, which could go a long way in identifying issues early and provide an opportunity for proactive solutions. Should this relationship, for whatever reason, be seen as an impediment to the school's effective operation, the sponsor will recommend that the governing authority seek alternative sponsorship so as to insure the continued growth of the school(s).

Circumstances under which you would close a school

A sponsor's decision to close a school would fall into two categories: first, a closure that comes as a result of the school's failure to meet the terms of its contract regarding governance, fiscal management/reporting and academic performance. While all situations are of course different, the Ohio Revised Code provides various mechanisms to Sponsors including placing the school on probation, suspending operations of the school, terminating the school's contract prior to the end of the contract term, or non-renewal. Any of these routes could result in closure of the school. Closure decisions based upon either one of or multiple concerns would be handled in the ongoing evaluation process that could lead to a determination to suspend, cancel or non-renew a school contract prior to the end of the contract term. The sponsor recognizes that each situation is unique and, therefore, decisions such as these would be handled on a case by case basis.

The second category involves a closure that comes as a result of an unanticipated emergency that a) threatens the health and safety of the students, staff and administration, e.g. the school facility experiences structural or other problems that would place students, staff and administration in danger if they continued to use the facility, b) results from an unanticipated determination of the governing authority to abandon the school in the middle of a school year, c) some illegal or

inappropriate behavior on the part of the school's administration/treasurer that threatens the school's ability to either manage or secure adequate finances to continue to operate the school or d) the governing authority appears unable to provide an academic program consistent with the expectations of the parents and its contract, e.g. diminished staff morale resulting in significant and unanticipated resignations.

Each of the above potential scenarios would fall within the sponsor's statutory 'Intervention' responsibilities. It is anticipated that the sponsor could be required to intervene in a variety of situations that fall along a continuum of less critical to more critical. In evaluating its need/responsibility to intervene the sponsor would assess each situation with an eye towards providing technical assistance for those circumstances that are defined as 'less critical' and moving to assume control of a school in those situations where it determines the circumstances are defined as critical or are of a crisis nature that warrant immediate and drastic intervention measures, e.g. a school has been placed upon probation as a result of fiscal concerns and the governing authority refuses to take the necessary steps to address the fiscal issues, thereby threatening staff payroll, insurance, lease payments, etc. In a situation such as this the sponsor would be required to take immediate steps (including removal of the governing authority) to secure control of the school's operation and stabilize the day-to-day operation for the benefit of students, staff and administration.

Obviously, there are potential scenarios beyond those mentioned here. Regardless of their nature or origin the Urban League would be prepared to intervene in a manner that is consistent with its sponsor responsibilities, in furtherance of the legislative intent and (despite its popularity) in the overall best interest of the students, parents, staff and school.

OGDEN UT 84201-0038

In reply refer to: 0438186846
Aug. 01, 2011 LTR 4168C 0
34-0720563 000000 00
Input Op: 0438186846 00026121
BODC: TE

URBAN LEAGUE OF CLEVELAND
2930 PROSPECT AVE E
CLEVELAND OH 44115-2608



109153

Employer Identification Number: 34-0720563
Person to Contact: Mrs Barker
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your July 21, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in May 1956.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

Audited Financial Statements

URBAN LEAGUE OF GREATER CLEVELAND, INC.

December 31, 2010 and 2009

URBAN LEAGUE OF GREATER CLEVELAND, INC.

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Dingus and Daga, Inc.
Certified Public Accountants

®

INDEPENDENT AUDITOR'S REPORT

Board of Trustees
Urban League of Greater Cleveland, Inc.
Cleveland, Ohio

We have audited the accompanying statement of financial position of Urban League of Greater Cleveland, Inc. (League) as of December 31, 2010 and 2009, and the related statements of activities, functional expenses and cash flows for the years then ended. These financial statements are the responsibility of the League's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Urban League of Greater Cleveland, Inc. as of December 31, 2010 and 2009, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Dingus and Daga, Inc.

Shaker Heights, Ohio
December 16, 2011

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF FINANCIAL POSITION

December 31, 2010 and 2009

	<u>2010</u>	<u>2009</u>
ASSETS		
Cash	\$ 71,421	\$ 125,513
Receivable from United Way Services	125,536	125,536
Receivable from governmental agencies	104,021	33,024
Contributions receivable	229,210	294,117
Prepaid and other assets	5,632	4,790
Property and equipment - net	1,932,187	1,995,189
TOTAL ASSETS	<u>\$ 2,468,007</u>	<u>\$ 2,578,169</u>
 LIABILITIES AND NET ASSETS		
Accounts payable	\$ 253,104	\$ 241,287
Accrued liabilities and expenses	209,594	221,867
Notes payable	769,706	725,198
Mortgage payable	1,569,269	1,529,006
Refundable advances	11,459	17,468
TOTAL LIABILITIES	<u>2,813,132</u>	<u>2,734,826</u>
 NET ASSETS		
Unrestricted	(713,841)	(460,193)
Temporarily restricted	368,716	303,536
TOTAL NET ASSETS	<u>(345,125)</u>	<u>(156,657)</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,468,007</u>	<u>\$ 2,578,169</u>

The accompanying notes are an integral part of the financial statements.

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF ACTIVITIES

Year Ended December 31, 2010

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
REVENUE AND SUPPORT			
United Way Services, Inc.	\$ 125,532	\$ 125,536	\$ 251,068
Governmental agencies	434,649		434,649
Contributions and grants	231,928	143,180	375,108
Special events (net of direct costs of \$53,255)	28,685		28,685
Membership	6,395		6,395
Miscellaneous revenue	27,825		27,825
Net assets released from restrictions	203,536	(203,536)	
TOTAL REVENUE AND SUPPORT	<u>1,058,550</u>	<u>65,180</u>	<u>1,123,730</u>
EXPENSES			
Program services	1,103,120		1,103,120
Management and general	161,937		161,937
Fundraising	47,141		47,141
TOTAL EXPENSES	<u>1,312,198</u>	<u></u>	<u>1,312,198</u>
INCREASE (DECREASE) IN NET ASSETS	(253,648)	65,180	(188,468)
NET ASSETS AT BEGINNING OF YEAR	<u>(460,193)</u>	<u>303,536</u>	<u>(156,657)</u>
NET ASSETS AT END OF YEAR	<u>\$ (713,841)</u>	<u>\$ 368,716</u>	<u>\$ (345,125)</u>

The accompanying notes are an integral part of these financial statements.

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF ACTIVITIES

Year Ended December 31, 2009

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
REVENUE AND SUPPORT			
United Way Services, Inc.	\$ 125,534	\$ 125,534	\$ 251,068
Governmental agencies	390,113		390,113
Contributions and grants	347,963		347,963
Special events (net of direct costs of \$42,233)	44,141		44,141
Membership	8,620		8,620
Miscellaneous revenue	3,458		3,458
Net assets released from restrictions	538,322	(538,322)	
TOTAL REVENUE AND SUPPORT	<u>1,458,151</u>	<u>(412,788)</u>	<u>1,045,363</u>
EXPENSES			
Program services	1,177,658		1,177,658
Management and general	299,153		299,153
TOTAL EXPENSES	<u>1,476,811</u>		<u>1,476,811</u>
DECREASE IN NET ASSETS	(18,660)	(412,788)	(431,448)
NET ASSETS AT BEGINNING OF YEAR	<u>(441,533)</u>	<u>716,324</u>	<u>274,791</u>
NET ASSETS AT END OF YEAR	<u>\$ (460,193)</u>	<u>\$ 303,536</u>	<u>\$ (156,657)</u>

The accompanying notes are an integral part of these financial statements.

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF FUNCTIONAL EXPENSES

Year Ended December 31, 2010

	Program Services			Supporting	Fundraising	Total
	Voc. Prep & Job Train. & Voc. Consl. & Placement	Education Fund	Total Program Services	Services Management and General		
Salaries	\$ 47,088	\$ 236,927	\$ 284,015	\$ 37,963		\$ 321,978
Employee benefits and payroll taxes	12,536	62,830	75,366	11,634		87,000
Total salaries and related expenses	59,624	299,757	359,381	49,597		408,978
Professional fees and contract services	3,092	448,846	451,938	36,820	\$ 42,000	530,758
Supplies	807	25,423	26,230	14,124	209	40,563
Telephone	1,680	14,284	15,964	2,205	479	18,648
Postage and shipping	45	1,412	1,457	785		2,242
Advertising and promotion		2,318	2,318	779		3,097
Occupancy	5,228	32,668	37,896	5,464	1,341	44,701
Insurance	207	6,493	6,700	3,607		10,307
Rental and minor purchases of equipment	70	2,224	2,294	1,236		3,530
Interest	8,627	64,704	73,331	17,441		90,772
Local transportation	285	17,815	18,100	3,050		21,150
Conferences, conventions, and meetings		30,859	30,859	9,430	790	41,079
Membership and dues	1,313	9,219	10,532	4,094		14,626
Miscellaneous	28	312	340	4,019		4,359
Total expenses before depreciation	81,006	956,334	1,037,340	152,651	44,819	1,234,810
Depreciation	7,739	58,041	65,780	9,286	2,322	77,388
Total Expenses	\$ 88,745	\$ 1,014,375	\$ 1,103,120	\$ 161,937	\$ 47,141	\$ 1,312,198

The accompanying notes are an integral part of the financial statements.

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF FUNCTIONAL EXPENSES

Year Ended December 31, 2009

	Program Services			Supporting	Total
	Voc. Prep & Job Train. & Voc. Consl. & Placement	Education Fund	Total Program Services	Services Management and General	
Salaries	\$ 241,274	\$ 251,088	\$ 492,362	\$ 95,135	\$ 587,497
Employee benefits and payroll taxes	69,738	70,386	140,124	21,701	161,825
Total salaries and related expenses	<u>311,012</u>	<u>321,474</u>	<u>632,486</u>	<u>116,836</u>	<u>749,322</u>
Professional fees and contract services	18,686	215,307	233,993	106,695	340,688
Supplies	2,593	15,581	18,174	5,398	23,572
Telephone	9,779	14,676	24,455	8,828	33,283
Postage and shipping	783	1,028	1,811	799	2,610
Occupancy	17,437	16,010	33,447	8,067	41,514
Rental and minor purchases of equipment	4,391	14,982	19,373	4,702	24,075
Interest	8,091	47,198	55,289	12,137	67,426
Local transportation	180	15,056	15,236	1,481	16,717
Conferences, conventions, and meetings	127	10,084	10,211	9,044	19,255
Membership and dues	4,374	10,419	14,793	3,270	18,063
Loss on Disposal of equipment				1,766	1,766
Miscellaneous	16,365	33,603	49,968	5,111	55,079
Total expenses before depreciation	<u>393,818</u>	<u>715,418</u>	<u>1,109,236</u>	<u>284,134</u>	<u>1,393,370</u>
Depreciation	10,013	58,409	68,422	15,019	83,441
Total Expenses	<u>\$ 403,831</u>	<u>\$ 773,827</u>	<u>\$ 1,177,658</u>	<u>\$ 299,153</u>	<u>\$ 1,476,811</u>

The accompanying notes are an integral part of the financial statements.

THE URBAN LEAGUE OF GREATER CLEVELAND, INC.

STATEMENT OF CASH FLOWS

Years Ended December 31, 2010 and 2009

	<u>2010</u>	<u>2009</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Decrease in net assets	\$ (188,468)	\$ (431,448)
Adjustments to reconcile decrease in net assets to net cash provided by operating activities:		
Depreciation	77,388	83,441
Loss of disposal of equipment		1,766
Notes payable forgiven		(31,000)
(Increase) decrease in operating assets:		
Receivable from United Way Services		12,848
Receivable from governmental agencies	(70,997)	72,806
Contributions receivable	64,907	186,768
Prepaid and other assets	(842)	2,460
Increase (decrease) in operating liabilities:		
Accounts payable	11,817	105,976
Accrued liabilities and expenses	(12,273)	35,952
Refundable advances	(6,009)	(19,132)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(124,477)</u>	<u>20,437</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(14,386)	(36,138)
NET CASH USED BY INVESTING ACTIVITIES	<u>(14,386)</u>	<u>(36,138)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Notes payable - Proceeds	44,508	14,973
Notes payable - Payments		(8,531)
Mortgage - Proceeds	41,763	42,686
Mortgage payable - Payments	(1,500)	
NET CASH PROVIDED BY FINANCING ACTIVITIES	<u>84,771</u>	<u>49,128</u>
NET INCREASE (DECREASE) IN CASH	(54,092)	33,427
BEGINNING CASH	125,513	92,086
ENDING CASH	<u>\$ 71,421</u>	<u>\$ 125,513</u>
Supplemental disclosure of cash flow information:		
Cash paid for interest	<u>\$ 4,500</u>	<u>\$ 9,767</u>

The accompanying notes are an integral part of the financial statements.

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS

Years Ended December 31, 2010 and 2009

Note 1. Summary of Significant Accounting Policies:

Organizational Purpose

The mission of Urban League of Greater Cleveland, Inc., (the League) is to enable African Americans and other minority group members to develop and exercise their full potential on par with other Americans through research, advocacy and provision of services. This will be accomplished through access to opportunities for employment, training, and other support services. In partnership with employers, the League aspires to meet the need for a quality, diverse work force.

Basis of Presentation

The League reports financial information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Unrestricted net assets - are not subject to any donor imposed restrictions.

Temporarily restricted net assets - are subject to donor imposed restrictions that will be met either by actions of the League or passage of time.

Permanently restricted net assets - are subject to donor imposed restrictions that will neither be met nor otherwise removed by actions of the League.

Contributions

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor restrictions.

Contributions are recognized when the donor makes a promise to give to the League, that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized.

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 1. Summary of Significant Accounting Policies (Cont'd):

Contributions (Cont'd)

All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

Donated Equipment

Donations of property and equipment are recorded as contributions at their estimated fair value at the date of donation. Such donations are reported as increases in unrestricted net assets unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions as to their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the League reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The League reclassifies temporarily restricted net assets to unrestricted net assets at that time.

Federal Income Tax

The League is a nonprofit voluntary health and welfare organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code, and qualifies for the 50% charitable contribution limitation. The League has been classified as an organization that is not a private foundation under Section 509(a) for Internal Revenue Code and does not currently conduct any activities which would result in the imposition of the unrelated business income tax. During 2010, the League adopted the "Accounting for Uncertainty in Income Taxes" topic of the FASB Accounting Standards Codification. Uncertain income tax positions are evaluated at least annually by management. As of December 31, 2010, the League had identified no uncertain income tax positions.

Grant Support

The League accrues grant support in the period that expenses are incurred to be reimbursed under terms of the grants.

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 1. Summary of Significant Accounting Policies (Cont'd):

Property and Equipment and Depreciation

The League follows the practice of capitalizing all assets with a cost in excess of \$1,000; the fair value of donated fixed assets is similarly capitalized. Depreciation is provided over the estimated useful lives (5 to 40 years) of the assets using the straight-line method.

Refundable Advances

Income from membership dues, subscription fees and advances is deferred and recognized over the periods to which the dues, fees and advances relate.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported and disclosure in financial statements. Actual results could differ from those estimates.

Functional Allocation of Expenses

Direct expenses are charged to the appropriate functional expense classification. Indirect expenses are allocated to the related functional expense classifications using various statistical bases.

Subsequent Events

The League has evaluated subsequent events for potential recognition and/or disclosure through December 16, 2011, the date the financial statements were available to be issued.

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 2. Pension Plan:

The League has a Simplified Employee Pension plan. The League contributes for all eligible employees. Employees are eligible for enrollment after one year of continuous employment. The League contributes 4% per year of all eligible employees' first \$10,000 in salary and 6% per year for all salary in excess of \$10,000. All contributions are 100% vested at the time of enrollment. The total related expense was \$0 and \$22,635 for the years ended December 31, 2010 and 2009, respectively.

The League is reassessing the financial viability of this employee benefit, and has suspended making contributions to the Plan subsequent to July 2009.

The League also has a 403(b)(1) non-contributory, tax deferred annuity plan.

Note 3. Property and Equipment:

Property and equipment at December 31, 2010 and 2009 consists of the following categories of assets:

	<u>2010</u>	<u>2009</u>
Land	\$ 128,700	\$ 128,700
Building	2,110,747	2,110,747
Equipment	108,038	109,452
Furniture and fixtures	<u>131,706</u>	<u>131,002</u>
	2,479,191	2,479,901
Accumulated Depreciation	<u>(547,004)</u>	<u>(484,712)</u>
	<u>\$1,932,187</u>	<u>\$1,995,189</u>

Note 4. Contributions Receivable:

Contributions receivable consist of unconditional promises to give as of December 31, 2010 and 2009:

	<u>Unrestricted</u>	Temporarily <u>Restricted</u>	<u>Total</u>
<u>2010</u>			
Up to one year	\$ 13,210	\$ 216,000	\$ 229,210
	<u>\$ 13,210</u>	<u>\$ 216,000</u>	<u>\$ 229,210</u>

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 4. Contributions Receivable (Cont'd):

	<u>Unrestricted</u>	Temporarily <u>Restricted</u>	<u>Total</u>
<u>2009</u>			
Up to one year	\$ 116,117	\$ 100,000	\$ 216,117
Up to three years	<u> </u>	<u>78,000</u>	<u>78,000</u>
	<u>\$ 116,117</u>	<u>\$ 178,000</u>	<u>\$ 294,117</u>

All unconditional promise to give for 2010 is due within one year. Unamortized discount @ 6% is \$27,588 for 2009, for amounts due in one to three years. Uncollectible amounts for unconditional promises to give are expected to be insignificant. Accordingly, no provision is made for uncollectible amounts.

Note 5. Lease Agreements:

The League is obligated under a thirty six month operating lease for three copier machines beginning January 2007. The required minimum rental payments are \$1,205 per month. The League defaulted on the lease in April 2009. Lease expense for years ended December 31, 2010 and 2009 were \$0 and \$3,629 respectively.

Note 6. Notes Payable:

Notes payable at December 31, 2010 and 2009 consist of:

	<u>2010</u>	<u>2009</u>
Line of credit in the amount of \$350,000 that bears interest at the rate of 0.5 percent over the Index rate (3.75 percent at December 31, 2010 and 2009.)	\$ 296,958	\$ 286,441
Line of credit in the amount of \$200,000 that bears interest at the rate of 10.25 percent at December 31, 2010 and 2009.	214,773	195,032
A note payable in the amount of \$200,000 that bears a variable interest at the prime rate which was 3.25% at December 31, 2010 and 2009.	214,250	200,000

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 6. Notes Payable (Cont'd):

Loans from two former employees. The League reimbursed them for interest payments which they made to commercial lending institutions at variable interest rates during 2010 and 2009. One of the loans was forgiven during 2009.

	43,725	43,725
Total Notes Payable	<u>\$ 769,706</u>	<u>\$ 725,198</u>

Note 7. Mortgage Payable:

A summary of mortgage payable at December 31, 2010 and 2009 is as follows:

	<u>2010</u>	<u>2009</u>
Mortgage loan payable to the City of Cleveland, Ohio, under the Empowerment Zone Loan for the acquisition and renovation of its new building at an interest rate of 6%; payable in monthly installments beginning September 30, 2004. The League is required to make at least 180 monthly installments of \$7,308 and a balloon payment of at least \$377,990 and any unpaid principal and interest based on 20 years amortization schedule of the \$1,020,000 total loan. The League defaulted on the loan in April 2008. Subsequently, the City granted the League forbearance of loan principal and interest payments until October 1, 2009. The League resumed making partial monthly payments beginning July 2010.	\$ 906,141	\$ 906,141
Restructuring mortgage loan in the amount of \$605,000 at an interest rate of 7.75%; payable to a bank on a thirty-six month term with payment based on a One Hundred-Eighty month amortization. The League defaulted on the loan in February 2008. The League resumed making partial monthly payments beginning July 2010.	<u>663,128</u>	<u>622,865</u>
Total Mortgage Payable	<u>\$1,569,269</u>	<u>\$1,529,006</u>

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 8. Temporarily Restricted Net Assets:

Temporarily restricted net assets are funds received from the following sources for subsequent periods.

	<u>2010</u>	<u>2009</u>
United Way Services	\$ 125,536	\$ 125,536
National Urban League	106,000	
Foundations	<u>137,180</u>	<u>178,000</u>
	<u>\$ 368,716</u>	<u>\$ 303,536</u>

Note 9. Concentration of Credit Risk:

The League maintains cash balances at financial institutions located in Ohio, which are insured by the Federal Deposit Insurance Corporation up to \$250,000. At December 31, 2010 and 2009, the League had no uninsured cash.

Note 10. Accumulated Deficit and Management Plans:

In fiscal year 2010, the League experienced a decrease in total net assets of \$188,468. This decrease has resulted in an accumulated deficit at December 31, 2010 of \$345,125. As of that date, the League's current assets exceeded its current liabilities by \$102,358. Those factors, as well as the League's dependence on a few major donors create an uncertainty about the League's ability to continue as a going concern. The financial statements do not include any adjustments that might be necessary if the League is unable to continue.

Through strategic cost cutting and the expansion of financial support from government and private sources, the League has improved its operational effectiveness, and incurred no new debt. Noncash items were largely responsible for the decrease in net assets during 2010. Management projects that all cash requirements will be met for 2011. The greatest challenge to the League for its long term success is the resolution of issues related to the building; mortgage debt and facility utilization. Accordingly in 2010, the League leased office space to a partner organization for a summer youth

URBAN LEAGUE OF GREATER CLEVELAND, INC.

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

Years Ended December 31, 2010 and 2009

Note 10. Accumulated Deficit and Management Plans (Cont'd):

program. During 2011, the League entered into office space lease agreements with two new tenants. Also in 2011 a new, grant sponsored Entrepreneurship program called UBIZ Connect will provide office space, collaborative opportunities and support to participating small businesses for a fee. An ad hoc task force of real estate professionals and League Board members was created in 2011 to explore permanent strategies for the building.

Entity has not yet received a sponsorship agreement, and therefore has not been evaluated.

Application Status: Denied

Application Rationale: Failed to meet net asset requirements.



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