



Urban League of  
Greater Philadelphia

*Empowering Communities.  
Changing Lives.*

# EXPANDING IMPACT, STRENGTHENING COMMUNITIES

STRATEGIC PLAN  
2025-2028





## WHO WE ARE

**Our Mission:** To help Black-Americans and others in historically underserved and marginalized communities achieve their highest level of social parity, economic self-reliance, power, and civil rights. Urban League of Greater Philadelphia promotes economic empowerment through youth education and job training, housing and community development, workforce development and reentry, entrepreneurship, health equity, and quality of life.

**Our Purpose:** To eliminate racial segregation and discrimination and helping Black-Americans and those historically disenfranchised to participate in all phases of American life. In the Greater Philadelphia Region, we strive to have more inclusion in homeownership, small businesses, and family sustaining jobs. Providing support for those formerly incarcerated, youth education, community scholarships, health and wellness, and protecting the right to vote.

## CORE VALUES

*At the Urban League of Greater Philadelphia, our core values are living commitments that shape every conversation, service, and stride we make toward justice. These values keep us anchored to our mission and in lockstep with the communities we serve.*

### **Inclusivity**

We believe in a Greater Philadelphia where everyone has the right to live, work, and thrive. Our work ensures historically disenfranchised voices are not sidelined, but centered—in policy, in community development, in business, and in education. **Inclusivity for us means actively breaking down the barriers that have kept too many on the margins for too long.**

### **Innovation**

We bring fresh thinking to long-standing issues like racial discrimination, disinvestment, and educational inequality. Whether we're expanding access to homeownership or reimagining workforce development, we innovate to build lasting, practical solutions.

### **Transformation**

We are committed to transforming institutions and power structures to ensure equity is not an exception, but the expectation. **Transformation means fighting for civil rights, economic mobility, and full participation in American life—for all people, at every stage of life.**





## MESSAGE FROM BOARD CHAIR

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*As Chairman of the Board, I will work tirelessly to advance the mission of The Urban League of Greater Philadelphia as we continue to focus on breaking down the barriers to economic opportunity, education, and health equity that disproportionately impact underserved communities. We must advocate for policies that create pathways to wealth-building, expand access to quality education, and ensure that our city's growth benefits everyone, especially those who have been left behind. Our focus must be on innovation and collaboration, strengthening partnerships across sectors to build a more inclusive, sustainable future for all Philadelphians.*

**Douglas Oliver**  
*Board Chair*



### Board Members

*Board Chair*  
**Douglas Oliver**

*Vice Board Chair*  
**Seetal C. Gollapalli**

*Secretary*  
**Geneva Brown-Campbell**

*Treasurer*  
**Edward Walters**

**Ernest Campbell**  
**Justin Davis**  
**Allen Love**  
**Katie Sykes**  
**Andre J. Rollins**  
**Fenimore Fisher**  
**Christopher C. Nana-Sinkam**  
**Gloria Temple-Epperson**  
**Nidhi Chaudhary**  
**Steven Wilmont**  
**Jocelyn Wright**  
**Ricardo Carrion**  
**Catherine Bird**  
**Olumide Cole**  
**Tracy Henderson**  
**Melvin Moore**







## MESSAGE FROM PRESIDENT & CEO

*The Urban League of Greater Philadelphia has always stood as a beacon of empowerment, equity, and progress. As we embark on this new chapter, we do so with a clear vision for growth—expanding our reach, deepening our impact, and strengthening our commitment to the communities we serve.*

*Growth is not just about scale; it is about purposeful expansion—ensuring that every program, partnership, and initiative aligns with our mission to create lasting change. It means strengthening our foundation while embracing new opportunities to innovate, advocate, and serve. It means building a future where access to economic opportunity, education, and justice is not a privilege, but a right for all.*

*With your support, we are elevating our impact across the Greater Philadelphia Region—expanding services, increasing membership engagement, enhancing advocacy, improving health and modernizing our infrastructure. We are strengthening our foundation while extending our reach, ensuring that more individuals and families receive the tools they need to thrive.*

*The road ahead is one of transformation, and together, we will advance, uplift, and grow—not just in numbers, but in the power of our collective action.*



**With gratitude and determination,**

**Darrin W. Anderson, Sr., PhD, MS,  
President & CEO**

## Strategic Plan Task Force Members

**Douglas Oliver:** Board Chair, Senior VP, Governmental, Regulatory and External Affairs, PECO

**Keith Bethel:** Former ULGP Board Chair, Bethel Morris

**Nidhi Chaudhary:** Head of Global DE&I - CSL Behring

**Gloria Temple-Epperson:** President; Urban League Guild of Philadelphia

**Fenimore Fisher:** Vice President for Diversity, Equity, and Inclusion, Aramark

**Melissa Fox:** Chief Operating Officer; Acenda Health

**Valeria Galarza:** Principal Consultant & Founder; ALTA Impact Partners

**Sonia Hardaway:** Former HRO, Commercial Human Resources; Cigna Healthcare

**Ayana Lewis:** Executive Director; School District of Philadelphia, Office of Strategic Partnerships

**Karin Morris:** Director of Community Planning ; Delaware Valley Regional Planning Commission

**Katie Sykes:** President; NExT Philadelphia

**Tomeka Lee:** Partner and Co-Founder, TriZen, LLC

**Malcolm Yates:** Director of Government Relation; Public Health Management Corporation



# STRATEGIC ADVANTAGES

**Strategic advantages** are the core strengths and distinctive assets that position an organization for sustainable impact. They are not simply what we do—but what sets us apart. At the Urban League of Greater Philadelphia (ULGP), our strategic advantages are the foundation on which we build trust, drive change, and scale solutions. They provide a competitive edge in program delivery, community engagement, fundraising, and advocacy.

We use strategic advantages to demonstrate credibility to funders, partners, and stakeholders—showing that we not only have the vision but the infrastructure and leadership to execute it.

**Trusted Leadership:** We are a community-anchored organization led by credible messengers who understand and reflect the needs of the people we serve.

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**National Brand Power:** As part of a national network of 94 Urban League affiliates, ULGP benefits from deep infrastructure, tested models, and the backing of a movement grounded in civil rights and economic justice.

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**Historical Legacy:** We are one of Philadelphia’s oldest civil rights institutions with a proven track record in advancing opportunity for marginalized communities through education, housing, health, and advocacy.

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**Operational Strength:** With strong governance and financial systems, ULGP has the organizational capacity to launch and scale high-impact initiatives and respond to local needs with agility and accountability.

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**Pathway Creation:** We transform systemic challenges into opportunity—building pathways to self-sufficiency, stability, and upward mobility for individuals and families across our growing footprint.







## STRATEGIC PRIORITIES

**MEMBERSHIP  
GROWTH &  
ENGAGEMENT**

**BRANDING &  
VISIBILITY**

**RESOURCE  
DEVELOPMENT &  
SUSTAINABILITY**

**DIRECT SERVICES  
& COMMUNITY  
IMPACT**

**ORGANIZATIONAL  
CAPACITY &  
MODERNIZATION**

**ADVOCACY &  
SOCIAL JUSTICE**





**Defining the Big Question:** *At the Urban League of Greater Philadelphia, a Big Question grounds us in the realities facing our communities. It is the central strategic challenge or opportunity that demands our attention and focus. These questions clarify our purpose, direct our efforts, and ensure that every decision we make is rooted in equity, accountability, and empowerment.*

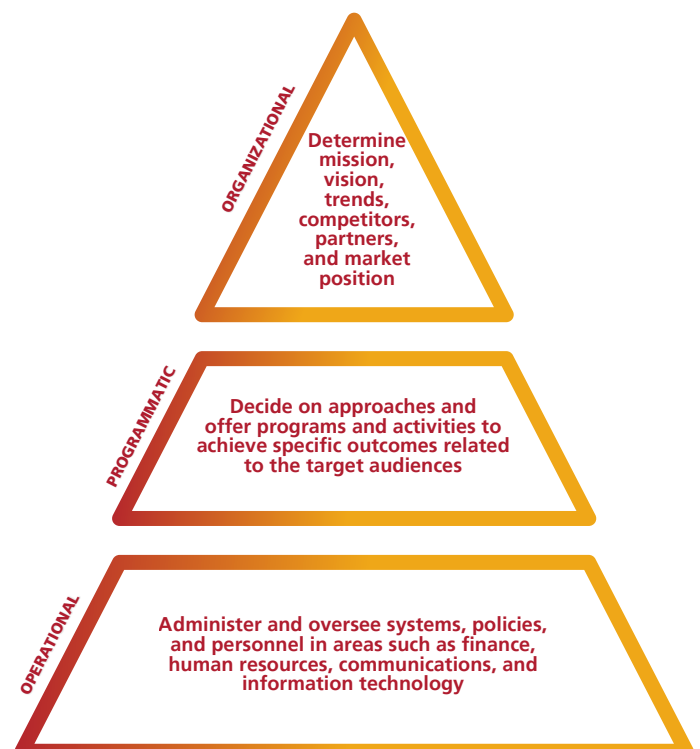
**Defining the Strategic Goal:** *Each Strategic Goal is our answer to the Big Question—a clear, mission-aligned commitment to action and measurable impact. These goals reflect our values, connect directly to community needs, and hold us accountable for results that matter.*

## STRATEGIC PLANNING ROADMAP:

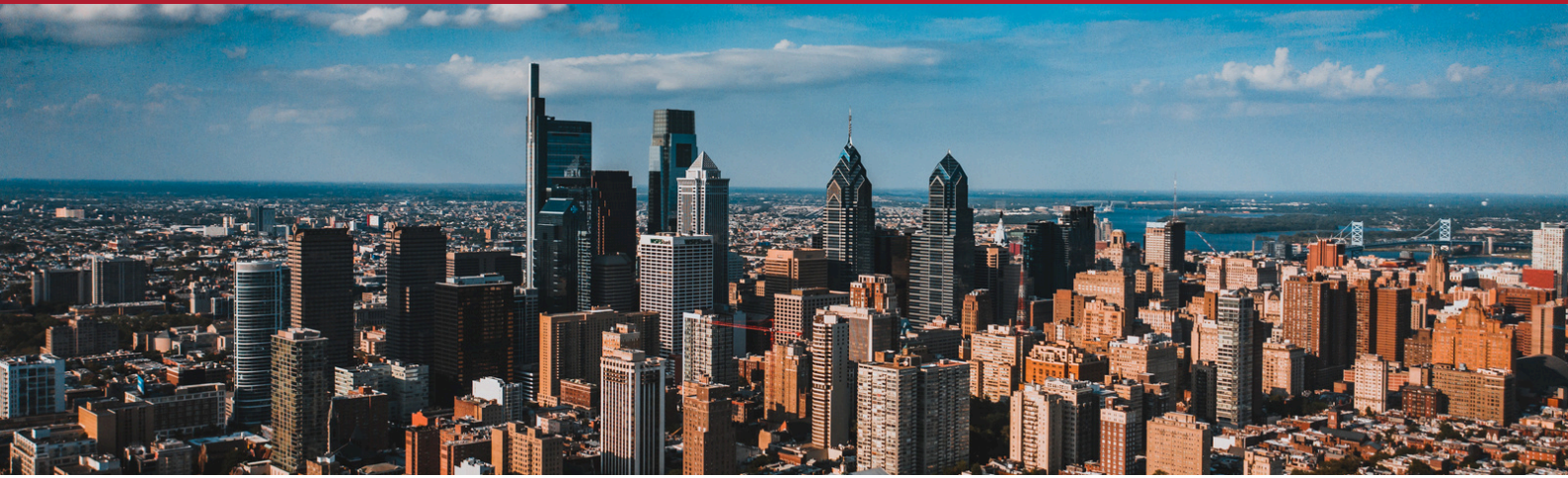
The Urban League of Greater Philadelphia's 2025–2028 Strategic Plan was shaped through a thoughtful and collaborative planning process grounded in real-time strategy methodology. This approach allowed us to respond to current trends, competitive shifts, and community needs while remaining focused on our long-term mission.

### Our process included:

- **3 Community Forums** to hear directly from residents and stakeholders
- **A Community Needs Assessment** capturing regional trends, disparities, and priorities
- Regular input from a cross-functional **Strategic Task Force** composed of staff, board members, and partners







## ORGANIZATIONAL STRATEGY | THEME: GROWTH

*As an institution anchored in civil and human rights, the Urban League of Greater Philadelphia (ULGP) is committed to expanding our reach, deepening our impact, and ensuring equitable access to resources for historically marginalized communities. Our 2025-2028 Strategic Plan focuses on **GROWTH**—growth in membership, visibility, service capacity, resource development, and advocacy efforts.*



### BIG QUESTION:

How do we leverage our constituency to effectively engage, reach, and serve more underserved and marginalized communities in the Greater Philadelphia Region?

### STRATEGIC GOAL:



Execute an interconnected growth strategy to expand our impact and deepen service outreach across historically under-resourced communities.



## MEMBERSHIP GROWTH & ENGAGEMENT



### **BIG QUESTION:**

What is a member, who makes up our membership, and how do we create a sustainable retention model?



### **STRATEGIC GOAL:**

Develop a value-driven membership model that fosters long-term engagement and deeper participation.

#### **OBJECTIVE 1**

Launch a membership recruitment plan targeting corporate Employee Resource Groups (ERGs).

#### ***Why this matters:***

*Engaging ERGs connects us to professionals who are aligned with our mission and expands our reach into corporate networks committed to equity.*

#### **OBJECTIVE 2**

Enhance the member experience by defining benefits, participation incentives, and retention strategies.

#### ***Why this matters:***

*A thoughtful and rewarding experience increases satisfaction, deepens engagement, and builds long-term loyalty among our members.*

#### **OBJECTIVE 3**

Strengthen the pipeline for GUILD, NeXT, Volunteers, and Alumni involvement.

#### ***Why this matters:***

*Cultivating diverse participation ensures that leadership and impact are multigenerational and community-driven.*





## BRANDING & VISIBILITY



### **BIG QUESTION:**

How can ULGP redefine and elevate our visibility and narrative to become the go-to organization for multigenerational, multicultural engagement?



### **STRATEGIC GOAL:**

Design and execute a comprehensive communications strategy that amplifies ULGP's historical significance, programmatic success, and brand presence.

#### **OBJECTIVE 1**

**Develop high-quality internal and external communications strategies.**

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#### ***Why this matters:***

*Clear and consistent messaging ensures our mission, programs, and impact are visible, trusted, and embraced by both our communities and partners.*

#### **OBJECTIVE 2**

**Invest in digital storytelling, brand benchmarking, and strategic content campaigns.**

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#### ***Why this matters:***

*Compelling storytelling rooted in data and lived experience helps us authentically elevate community voices and sharpen ULGP's voice across platforms.*

#### **OBJECTIVE 3**

**Expand our media presence and thought leadership opportunities.**

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#### ***Why this matters:***

*A bold media presence amplifies our influence, connects us to broader audiences, and positions ULGP as a leading voice on equity, justice, and community resilience.*



## ORGANIZATIONAL CAPACITY & MODERNIZATION



### **BIG QUESTION:**

How do we strengthen our internal systems and staff culture to deliver with excellence and agility?



### **STRATEGIC GOAL:**

Cultivate a modern, data-informed, and people-centered organization that fuels mission delivery.

#### **OBJECTIVE 1**

**Conduct an organizational capacity assessment to evaluate structural needs.**

#### ***Why this matters:***

*Knowing our internal strengths and gaps ensures that we invest in the right areas to operate efficiently and with intention.*

#### **OBJECTIVE 2**

**Implement a data-driven reporting system (CRM, dashboards) to track impact and grant performance.**

#### ***Why this matters:***

*Reliable data builds transparency, enhances reporting, and positions us competitively for funding and partnerships.*

#### **OBJECTIVE 3**

**Strengthen internal processes to enhance cross-departmental collaboration.**

#### ***Why this matters:***

*When our teams work in sync, we reduce redundancy and increase efficiency, which ultimately improves our service delivery.*





## RESOURCE DEVELOPMENT & SUSTAINABILITY



### **BIG QUESTION:**

How do we build a resilient funding model that supports long-term growth and innovation?



### **STRATEGIC GOAL:**

Adopt a multi-tiered, innovative revenue model that enhances financial resilience and aligns resources with impact.

#### **OBJECTIVE 1**

**Expand fundraising efforts, including major gifts, grants, and corporate partnerships.**

#### ***Why this matters:***

*A diversified funding base shields us from financial volatility and supports innovation and growth.*

#### **OBJECTIVE 2**

**Strengthen donor engagement strategies through personalized stewardship.**

#### ***Why this matters:***

*Strong donor relationships build trust, increase repeat giving, and foster a community of champions for our mission.*

#### **OBJECTIVE 3**

**Develop special events and campaigns to attract new supporters.**

#### ***Why this matters:***

*Innovative events allow us to meet new audiences where they are and inspire them to invest in our work.*



## DIRECT SERVICES & COMMUNITY IMPACT



### BIG QUESTION:

How do we continuously improve the quality, reach, and cultural relevance of our direct services?



### STRATEGIC GOAL:

Deliver transformative services that are responsive to real needs and backed by performance metrics that drive accountability.

#### OBJECTIVE 1

Establish clear goals and KPIs for all ULGP programs.

#### *Why this matters:*

*Defining success helps us stay accountable and make data-informed improvements over time.*

#### OBJECTIVE 2

Implement staff development and continuous learning to enhance service delivery.

#### *Why this matters:*

*Investing in our team ensures they are equipped, supported, and inspired to deliver high-impact services.*

#### OBJECTIVE 3

Expand program reach through strategic partnerships.

#### *Why this matters:*

*Collaboration allows us to extend our impact, share resources, and build collective capacity for change.*





## ADVOCACY & SOCIAL JUSTICE



### **BIG QUESTION:**

How do we proactively address policy issues impacting our communities?



### **STRATEGIC GOAL:**

Align with the National Urban League to establish a robust advocacy agenda for civil and human rights.

#### **OBJECTIVE 1**

**Relaunch and expand the State of Black Philadelphia Report.**

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#### ***Why this matters:***

*This flagship report re-centers Black voices, drives conversation, and provides the data needed to inform systems-level change.*

#### **OBJECTIVE 2**

**Strengthen community advocacy efforts in social justice and economic equity.**

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#### ***Why this matters:***

*Empowering community-led advocacy ensures that those most affected are shaping the policies and practices that affect their lives.*

#### **OBJECTIVE 3**

**Develop legal and policy frameworks to drive systemic change.**

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#### ***Why this matters:***

*Building strong policy tools helps shift power and create sustainable protections for historically excluded communities.*



## STRATEGY SCREEN:

- 1** Does this align with ULGP's mission, strategic priorities, and financial sustainability?
- 2** How does this position ULGP as a catalyst for impact and change?
- 3** How does this enhance community engagement and outreach?
- 4** What are the metrics for success and sustainability?
- 5** Are there any unintended consequences?

## MEASURING IMPACT:

- 1** Monthly tracking of membership growth and retention rates.
- 2** Year-over-year analysis of brand engagement metrics.
- 3** Quantitative evaluation of direct service outreach.
- 4** Annual assessment of advocacy wins and policy influence.







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