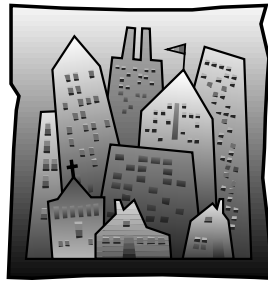


OCTOBER 2001



**Urban
Economic
Development
Association
of Wisconsin,
Inc.**

UEDA NEWS

Education & Community Building: Connecting Two Worlds

Note: *In Milwaukee, the Neighborhood Schools Initiative of Milwaukee Public Schools is using a similar model. The primary objective of the Neighborhood Schools Initiative is to create community-rich neighborhood schools by reaching out and engaging the entire community in meeting the needs of children, youth, and families.*

A report written by the Institute for Educational Leadership (IEL) addresses community builders and education leaders working together more effectively, especially in urban areas. The paper explores both the issues and potential inherent closer relationships between schools and community-building organizations. It draws from interviews and conversations with community builders and school leaders in urban areas across the country. Many were referred through IEL's leadership development network and through contacts with the National Community Building Network and the Annie E. Casey Foundation's Rebuilding Communities Initiative (RCI). IEL gathered information by conducting surveys and interviews and convened a national dialogue with a group of school superintendents and leaders of community building organizations as well as funders and other knowledgeable individuals.

The report outlines the backdrop against which efforts to strengthen schools and build communities are occurring – and the growing efforts to build bridges between them. In recent years, new challenges have taken education to the top of the national agenda. Public education systems are expected to level the playing field for young people so that they can all benefit from and contribute to expanding opportunities. Materials prepared for a 1999 Education Summit of Governors, business and education leaders declare, "The real challenge [for public education] will be to lift the academic proficiency of the more than 12 million impoverished and

disadvantaged young people who struggle with reading, mathematics, and science. These children have the most to gain from a system that expects more of them."

Community building encompasses a variety of approaches, including community organizing and community economic development whose initiatives build social and political capital by empowering residents to mobilize themselves and their assets and also build physical and economic capital by increasing economic and physical infrastructure and opportunity through housing, job creation, transportation and related initiatives. A recent Rockefeller Foundation publication describes community building as 'continuous, self-renewing efforts by residents and professionals to engage

in collective action, aimed at problem-solving and enrichment, that creates new or strengthened social networks, new capacities for group action and support, and new standards and expectations for life in the community."

The advantages of having educators and community builders work in tandem are many. Deep community/school relationships combine insider expertise with outside resources and support. Schools and community building organizations can work together to benefit children, families, and communities by building capacity in all sectors; broadening accountability and thinking outside the box. For more information or to view this report go to www.iel.org

Ask the Experts

Beginning October 31st, Urban Economic Development Association (UEDA) and Local Initiatives Support Corporation (LISC) will offer a 14-part series of local community development experts, presenting and answering your questions.

Topics will include:

1. Public Policy and Community Development
2. Borrowing Funds as a Nonprofit
3. Community Development Environmental Issues and Concerns
4. Building Media Relations
5. Foundation Funding for Community Development
6. Legal Issues in CD
7. Understanding HUD Programs
8. Commercial and Residential Development: Working with a For-Profit Developer
9. Current Status of Community Reinvestment Act (CRA) Activities
10. Alternative Organizational Structures for Development and Social Enterprise

continued on page 4

Low- to Middle-Wage Workers Lose Ground in 31 States

“Scattered Showers for Labor Day 2001” a report released by the Economic Policy Institute (EPI) shows evidence of a slowdown and that inflation-adjusted wages for low- or middle-wage workers in 31 states have fallen since May of 2000. In 10 of those states, wages have fallen for workers in both income groups.

“Workers already struggling during the boom are now entering into even more troublesome economic territory,” says Edith Rasell, the lead author of the Labor Day report. “Shrinking employment and wages may translate into worsening living standards for millions of families across the country.”

The report, by Rasell and Yvon Pho, examines trends in wages, employment, and unemployment in all 50 states and the District of Columbia across three consecutive twelve-month time periods. Period one (ending in May 1999) and period two (ending in May 2000) examine changes during a time of economic growth; the third period, ending in May 2001, includes the onset of the slowdown.

Based on an analysis of newly available wage data, the report shows that while wages in the middle continue to grow nationally, the rate of that growth has slowed considerably, from 1.4 percent from the first to the second period to just 0.5 percent from the second to the third. In seven states – New Hampshire, Indiana, Michigan, Maryland, Alabama, Nevada, and Hawaii – wages for low- or middle-wage workers fell by at least 2 percent and by as much as 4.4 percent.

Rising unemployment rates increased in 17 states from the second to the third period. Although increases were heavily concentrated in the Midwest, Washington state, states in the middle-Atlantic region, states in the South also saw rising rates of joblessness.

Between the latter two periods, total employment nationwide increased by just 1.5 percent compared with 2.5 percent between the two previous 12-month periods. Employment growth fell by more than half from the second to the third period in nine states (Alabama, Indiana, Iowa, Kentucky, Mississippi, Missouri, North Dakota, Ohio, and South Dakota) and declined by less than half in another 29 states.

The slowdown has intensified job losses for manufacturing workers. States in every region of the country have seen declines in manufacturing employment across all of the time periods. But in nine states, what had been positive growth reversed itself. In 12 states the rate of decline accelerated.

To read the full report go to www.epinet.org

Edith Rasell is an economist at EPI and author of *The Prosperity Gap: A Chartbook of American Living Standards*. Yvon Pho is a researcher and programmer at EPI and the author of *The Firm's Decision to Train: An Empirical Analysis*. Source: Economic Policy Institute

Ask the Experts

cont. from page 1

11. Accounting and Project Management Software for Community Development Organizations
12. Getting and Measuring Results in Community Development
13. Community Development Practitioners as Role Models of Financial Health
14. Internet as a Community Development Tool

Each session will include continental breakfast and a 2 hour program. Fee is \$10 per session; \$5 for UEDA members. Attendees will be eligible for a drawing to receive one hour of consultation at no charge.

To receive the series brochure or for more information, contact Roxanne DeFoe at 414-225-0550 or Janet Calvin at 414-273-1815.

Angel Investing in the Non-Profit Sector

In the late 1900's the “angel investor” changed the business landscape by dispensing good fortune (cash) to hard-working folks. Not surprisingly, the ‘angel’ approach is being applied to the nonprofit community as well, even as the portfolios of many venture capital investors drop in the underworld. Investors and corporate donors are looking for the most promising nonprofit ventures where a well-placed investment will generate fantastic results. Being a nonprofit ‘investor’ is what the new philanthropists do. As a result, the philanthropic landscape has changed, too.

One major change is that investors are spending more time finding the best emerging ideas, but it requires extensive networks and experience to find the successful niche players who have a proven model, great potential and scarce resources.

Another important difference is that these venture models are very receptive to innovation. Younger nonprofits have allegiance primarily to their core mission; methodologies are much more adaptable. Consequently, corporations and other investors can often bring a lot more to the table than just cash. The venture nonprofits are more likely to be early adopters of software, management strategies, and delivery models – provided ample resources to implement them.

Lastly and unsurprisingly, the risks and rewards are exponentially greater. Investors must look beyond mission and results (the typical criteria for most donors) and consider leadership, institutional capacity, market, and projected budget needs in order to make a wise investment. Companies that take a venture philanthropy approach to corporate giving stand to realize enormous rewards if the chosen venture succeeds. It may take a little more time to find the perfect partner and design a strategic alliance, but it is almost always worth it.

Source: Insight Philanthropy, LLC and Clearwater Strategic Community Investing, Inc. September

The More Things Change...Dis-investment the Wrong Way Around

By Rick Cohen of the National Committee for Responsive Philanthropy

Breaking news headlines: The community development budget of the United States has been cut. Funding for African-American causes has been slashed. Minority issues overall getting scant attention of the powers that control the purse strings.

It could be a description of the Bush Administration's budget (and probably is). But the story also describes what is happening in organized philanthropy. Recent data from the Foundation Center, the AAFRC Trust for Philanthropy, and Independent Sector—and a little-recognized study by the Council of Economic Advisors issued moments before President Clinton left office—paint a picture of some disturbing trends in charity and philanthropy, particularly as they affect racial and ethnic groups and social justice causes.

The Foundation Center's analysis of trends in giving from 1980 through 1999 puts grantmaking for racial and ethnic minorities at 7.9 percent in 1999, down from 9.9 percent in the previous year. Despite a 20 percent increase in total foundation giving between 1998 and 1999, grants for racial and ethnic minorities declined not simply proportionally, but in absolute terms—from \$962 million to \$918 million.

The Foundation Center's estimate of almost eight percent of giving for racial and ethnic causes is clearly extremely generous. The Center bases its analysis on a survey of 1,016 larger foundations (including 800 of the 1,000 largest), accounting for roughly half of all U.S. grantmaking. The list therefore emphasizes the behavior of large foundations such as Ford, Rockefeller, and Mott, all of which have long histories of funding the programs of African-American and other organizations. Even within the 1,016, the performance of the top 100 foundations that gave ten percent of their grant dollars to racial and ethnic populations is clearly distinguishable from the remaining 916, whose comparable grantmaking was only five percent. It is not hard to project the even weaker grantmaking performance of the remaining 60,000 foundations that account for half of all foundation grants in the U.S.

Grantmaking for African-American groups is clearly not in the forefront of foundation priorities. Between 1998 and 1999, the total grantmaking of the 1,016 foundations

for African-American groups and causes in the Foundation Center analysis dropped by more than one-third, from \$367 million to \$222 million. The Foundation Center explained away the drop as due to the spike in African-American funding in 1998 due to the \$41 million Lilly Endowment grant to the United Negro College Fund for capital support of Historically Black Colleges and Universities and the share of the Danforth Foundation's \$91 million grant to Washington University dedicated to an African-American scholarship program. Nonetheless, not one grant of the 60 foundation grants of over \$10 million in 1999 went to an African-American program or cause except for the inclusion of African-American homeowners as one of several primary focuses of the Ford Foundation's two grants of over \$20 million to the Self-Help Ventures Fund in North Carolina.

Broadening the focus on foundation grantmaking to civil rights and social action does not appreciably improve the foundation sector's performance. Grantmaking for civil rights and social action, which includes international human rights funding, amounts to only 1.3 percent of foundation grantmaking, again based on the 1,016 foundations in the Foundation Center tabulation. The distinction is glaring, once again, between the 100 largest, funding civil rights and social action at 1.5 percent of their grantmaking dollars, and the remaining 916, devoting only one percent of their largesse to those causes. Again, the implications for the other 60,000 or so foundations are all too clear.

Grantmaking for community development and community improvement dropped to 3.9 percent in 1999, compared to 4.3 percent in 1995. Given that a significant amount of community development grantmaking goes to national nonprofit intermediaries and regional partnerships—the Ford Foundation grants to Self-Help Ventures is an example—the proportion of the \$447 million in community development grantmaking directly reaching and being controlled by community or constituency-controlled community development organizations is probably pretty paltry. Interestingly, five percent of corporate foundation giving and 6.8 percent of community foundation giving went to

community development, putting the proportion for private foundations at only 3.6 percent.

A casual observer might anticipate that community foundations "score" well on these social issues, and in general there is some evidence of greater community foundation responsiveness on issues such as grantmaking for the poor and disadvantaged in general (13.7 percent of grants compared to 11.2 percent for independent private foundations), the homeless (11.3 percent compared to 0.8 percent), and immigrants and refugees (1.3 percent compared to 0.9 percent). However, a lower proportion of community foundation grantmaking (1.3 percent) is specifically targeted to African-American groups and causes than for independent private foundations (1.8 percent) and corporate foundations (3.6 percent). Unfortunately, because of their increasing dependence on restrictive donor-advised grants, community foundations over the long run have been decreasing their giving in core social causes. Since 1990, the largest decrease in community foundation spending is in "public/societal benefit" grantmaking, which includes civil rights and social action, down 4.5 percent, and the second largest decrease was in human services, down 3.4 percent. As in most areas of philanthropic activity—foundations, individual giving, and charitable bequests—the big winner in community foundation grantmaking is education, which is up seven percent over the past decade. Maybe we can feel good that overall charitable contributions, by type of recipient organization, to the category called public/societal benefit increased between 1999 and 2000 by 27 percent, according to the latest AAFRC "Giving USA 2001" numbers (even though as a percentage of all giving, public/societal benefit declined from 5.8 to 5.7 percent). The recent increase compares well with an only 0.8 percent increase in the category between 1998 and 1999, for organizations such as civil rights, scientific research, public policy, consumer protection, and community development. But the AAFRC attributes the significant 2000 jump to the significant growth in giving to gift funds of commercial investment companies such as Fidelity and Vanguard, which get lumped into this category.

continued on page 5

For Your Information

Native American Economic Development Seminar

"Building the Basics of Economic Development and Business Ownership" October 16, 17 & 18, 2001 at the Lake of the Torches Hotel and Convention Center in Lac du Flambeau, Wisconsin. This event is being sponsored by the Great Lakes Inter-Tribal Council, Inc., the American Indian Chamber of Commerce of Wisconsin, the Wisconsin Department of Commerce, with help from the Lac du Flambeau Tribe. Presenters and topics include:

- Representatives from private, State and Federal agencies that operate programs that are designed to aid business development and job creation for Native Americans. What is available, how to apply, who to contact, when to apply, etc.
- Native American economic development professionals, business consultants, tribal planners, and entrepreneurs from a wide variety of industries.
- Representatives from private agencies, both Native American and non-Native American, who exist to help women and minorities become successful business owners and/or help them develop alternative career paths.

Registration fees are \$50 base fee, \$35 for students and elders. For more information on registration, contact Gloria Cobb or Jerry Rayala at 715-588-3324 or Laurel Clary 608-267-9550 or Marie Koepeke at 414-462-1638. For hotel reservations call Lake of the Torches Hotel and Convention Center at 1-888-599-9200 or 1-715-588-7070.

Director of City Development

City of Racine, Wisconsin (83,000 population) seeks experienced, pro-active leader with proven, successful background in city development to be a key member of City and community redevelopment efforts. Ability to communicate well with a broad range of community members, team management/ participation, and public/private partnership skills essential. Responsible for planning and housing programs with a department of 8 employees and \$750,000 budget plus \$2.9 million in CDBG, HOME, and ESG grant programs. Master's degree in planning or public administration and supervisory experience at management level required. Position appointed by and

reports to the Mayor. Salary \$80,000+/- negotiable, depending upon qualifications and experience. Apply to City's recruitment consultant: The PAR Group – Paul A. Reaume, Ltd., 100 N. Waukegan Road, Suite 200, Lake Bluff, IL 60044. TEL: 847-234-0005; FAX: 847-234-8309; Email: pargroup@interaccess.com. The City of Racine is an Equal Opportunity Employer; Women and Minorities Encouraged to Apply.

Home Sweet Home: We Need a National Housing Trust Fund

A new study by Center for Community Change finds a new \$5 billion fund would generate 1.8 million jobs and nearly \$50 billion in wages. The study is part of a campaign by more than 1,300 grassroots groups and others who advocate creating a federal version of a more than 20-year-old state and local affordable housing funding vehicle that has a 99.8 percent success rate and leverages on average \$9 for every \$1 of direct investment. Thirty-six states and more than 100 cities and counties have used housing trust funds to build more than 200,000 units of affordable housing. To obtain a copy of the study, call the Center for Community Change at 202-342-0567 or Email: glasgowm@commchange.org

Source: http://www.usnewswire.com/topnews/Current_Releases/0906-102.html

Public Education Network Launches \$2.5 Million Initiative

The Washington-based Public Education Network (PEN), a network of community-based organizations working for school reform in low-income urban and rural areas, has announced a \$2.5 million effort to increase the demand for quality public education for all students.

PEN has awarded grants to local education funds in North Carolina, Oregon, Pennsylvania, Alabama, and New Jersey. The grants are designed to bring together school, community, and business leaders to increase support and institute change so that all children, especially poor and disadvantaged students, have the opportunity to attend high-performing schools.

For more information on the Public Education Network, visit their website at <http://www.publiceducation.org/>

Source: Public Education Network Press Release 08/30/01.

Center for Teaching Entrepreneurship Celebration

The Center for Teaching Entrepreneurship celebrates their tenth anniversary this year! In honor of this milestone, CTE will hold their annual Harvest of Hope event on Thursday, November 15, 2001 from 5:00 p.m. to 9:00 p.m. at the Italian Community Center in Milwaukee.

Harvest of Hope showcases students ages 9 through 21, their companies, products, services and accomplishments. For more information on registration or sponsorship, please contact the Center for Teaching Entrepreneurship at (414) 263-1833.

Nonprofit Financial Management Series

Financial management is critical for the success and accountability of every nonprofit. This five-part series will cover the essentials of nonprofit financial management from A (audits) to Z (zero-based budgeting). The curriculum includes:

- **October 12:** Reading, Interpreting and Using Financial Statements
- **October 19:** Effective Internal Controls for Your Organization: Developing and Monitoring an Annual Budget
- **October 26:** Insurance & Risk Management: Investment Policies and Practices for Nonprofits
- **November 2:** Tax and Compliance Issues
- **November 9:** Financial Management Roundtable/Wrap-up & Graduation: Examples of Financial Assessments

You may register for any of the individual sessions or for the series. Space is limited to the first twenty people who register. Series Fee: \$200 for the series; \$150 for Nonprofit Center members and CDBG agency attendees; purchase for the entire series and send the appropriate staff member for each topic. Single Session Fee: \$65 each session; \$40 for Nonprofit Center members and CDBG agency attendees.

This series will be held at the Nonprofit Center of Milwaukee, located at 2819 W. Highland Boulevard, Milwaukee, WI

For more information please contact the Nonprofit Center of Milwaukee at (414) 344-3933.

Conference for Community Foundations: Crossing Borders

The Council on Foundations will hold its 17th Fall Conference October 15-17, 2001 in Vancouver, British Columbia at the Vancouver Trade & Exhibition Center.

Why attend the premiere conference for community foundations? Because with sessions on cutting-edge issues for community foundation staff and board members, plus plenty of opportunities to relax and network with colleagues—you won't want to miss it!

Vancouver's exciting international atmosphere resonates with the conference theme, "Crossing Borders," defined as borders of any type—within the organization, in the local community, or elsewhere—that must be crossed in order for community foundations to become more effective.

Here's a taste of what you can choose from:

- Pre-conference informational and networking activities, including a legal seminar developed to update community foundations on critical legal issues
- Three site visits to innovative programs that focus on youth, social services and native arts
- Challenging sessions on almost every important topic affecting your work—from specific issues such as donor-advised funds, investment management and board development, to broader trends in marketing and communications, public policy, and local and international best practices for community foundations, among others

For more information go to <http://www.cof.org/conferences/fc2001/index.htm>

3rd Annual MANDI Awards Honor Nonprofit Achievements

Nominations for the third annual Milwaukee awards for Neighborhood Development Innovation (MANDI) will be accepted through October 31, 2001. MANDI honors organizations and individuals that are bringing life and hope back to some of the city's distressed neighborhoods. Awards will be presented in the following categories:

- **Navigator Award** – recognizes model leadership in neighborhood development, i.e., staff, board member, volunteer of a public or private community development entity.
- **Vision Award** – recognizes a foundation or corporation that demonstrates commitment to neighborhood
- **Building Blocks Award** – recognizes a foundation or corporation that demonstrates commitment to neighborhood development.
- **Cornerstone Award** – recognizes a neighborhood development organization for innovation and perseverance.
- **Trailblazer Award** – recognizes a project that represents a new approach to an old problem.

The 3rd annual MANDI Awards program is scheduled for Thursday, March 21, 2001 at the Wisconsin Electric Auditorium.

This program is endorsed by Donors Forum of Wisconsin, Greater Milwaukee Committee (GMC), Metropolitan Association of Commerce (MMAC), Urban Economic Development Association of Wisconsin, Inc. (UEDA), U.S. Department of Housing and Urban Development (HUD), African American Chamber of Commerce, Hispanic Chamber of Commerce of Wisconsin, University of Wisconsin-Milwaukee, and the offices of County Executive F. Thomas Ament and Mayor John O. Norquist.

Nomination forms and additional information can be obtained by calling Local Initiatives Support Corporation at 414-273-1815. Deadline for nominations is October 31, 2001.

Dis-investment cont. from page 3

Fidelity and Vanguard are for public/societal benefit? It all depends on what the donors behind the funds want to support, and it is hard to imagine that they are 100 percent dedicated to civil rights and companion social change causes.

The preliminary 2001 AAFRC numbers involve some methodological changes that improve the calculations, but some make comparisons difficult. What the AAFRC numbers will show is that religion is still the largest recipient category of charitable giving, followed in second place by giving to foundations. Some \$32 billion of the more than \$200 billion in charitable giving in 2000 is classified as "unallocated or gifts to foundations," which the AAFRC acknowledges is likely to be predominantly gifts to foundations. In the previous year, gifts to foundations were \$27.8 billion, according to the Foundation Center. The result for both 1999 and 2000 will be the same: more new money went into foundations than was given out by foundations as grants (\$19.81 billion in 1999, \$24.5 billion in 2000).

Independent Sector's preliminary data from its 2001 Nonprofit Almanac add to the difficulty. Since 1989 and continuing through 1998, some 11.2 percent of U.S. households reported making charitable contributions to organizations addressing public/societal benefit. But a companion IS study, *Giving and Volunteering in the United States (1999)*, puts the average household contribution for public/societal benefit at \$134 compared to \$221 for arts, culture, and humanities, \$279 for international causes, \$382 for education, and \$1,002 for religious organizations.

The philanthropic numbers paint a picture. For racial and ethnic groups, it is hardly a bucolic still life of flowers and fruit. Foundations, corporations, and individual donors have a long way to go before they are fully helping redress the racial and social inequities of this nation.

Reprinted with permission. Copyright 2001 (Volume 8: Issue 3). The Nonprofit Quarterly published by Third Sector New England: Boston, MA. The Nonprofit Quarterly covers innovative thinking and trends that concern nonprofit leaders and managers. Subscription: \$39, 800-281-7770.

More Exciting New Additions to the UEDA Family

On September 10th Gerard Toliver joined the UEDA 'family' as a project coordinator. Gerard is a recent May graduate of UW-Whitewater. He holds a B.A. in Geography with an emphasis on Urban Area Development. Gerard was President of the Black Student Union in his senior year at UW-Whitewater and also studied abroad in Cuba and Egypt, and Brazil. Gerard says, "As a life-long resident of Milwaukee, I feel there is a need for more infrastructure. Through close speculation of many organizations, UEDA was the best choice



Gerard Toliver

[in my eyes] to bridge the gap between business, community and government."

In his spare time, Gerard enjoys travel, reading, and enjoying the simple things life has to offer. His plans for the future include work in the GIS technical field involving community development and community planning.

Emmett Gross has joined UEDA as a Public Ally through the Public Allies Apprenticeship Program. The purpose of the program is to recruit and select young people for

training and placement in public interest groups, community-based organizations, government agencies and other organizations working for social change. Emmett serves as a project specialist at UEDA.

Emmett states, "As a life long resident of Milwaukee I feel a commitment to my community. This commitment caused me to become involved in Public Allies, through which I came to UEDA. I am one semester short of graduating from UWM with a degree in architecture and a certificate in urban planning. In my spare time I enjoy watching cartoons and movies, building furniture, and caring for my fish. In the future I hope to either continue in community development or work as an artist and designer."

Welcome!!!



Emmett Gross

Ameritech Economic Excellence Awards RFP for 2001

Through the Ameritech Economic Excellence Awards, Ameritech/SBC will contribute up to \$100,000 to Wisconsin organizations that demonstrate innovative and worthy efforts to stimulate economic development.

There are two grant levels available - \$5,000 and \$10,000. All requests must stipulate the award category and include a project budget demonstrating allocation of the dollars. Collaborations among agencies is encouraged but not required. Organizations must be Wisconsin based. Only one proposal per entity is allowed.

An application no more than five pages in length and the supporting documentation must be submitted by October 15, 2001. (Please do not include other materials or documents.) Grant recipients must submit a project report one year from the date the grant was awarded.

The Ameritech Economic Excellence Awards does not make contributions to: organizations that practice discrimination by race, color, creed, sex, age or national origin; operating funds, capital funds or endowments; political or religious organizations; educational institutions (other grant programs are available).

For complete details on the application process, please contact Josie Weishaar of UEDA at (414) 225-0550.

Entrepreneurial Solutions for Nonprofits

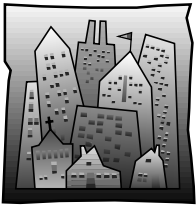
The Greater Milwaukee Nonprofit Institute and the Institute for Social Entrepreneurs in collaboration with Community Health Charities of Wisconsin and ACHOICE have come together to present this workshop. This introductory workshop will emphasize what has come to be known as the "double bottom line" and will help nonprofits expand their impact and simultaneously increase their financial self-sufficiency. The intent is not necessarily to eliminate the need for philanthropic and public sector support, but to help nonprofits increase their levels of earned income, either through incremental strategies (designed to cover more of a program's cost, not necessarily to make a profit); social purpose ventures (designed to make a profit); or entrepreneurial partnerships with corporations, small businesses, public sector agencies and other nonprofits.

The workshop will be held on Thursday and Friday, October 11-12, from 9:00 a.m. to 4:00 p.m. and on the lower level of Jewish Family Services (Helfaer Building), 1360 N. Prospect Avenue. This is just northeast of downtown Milwaukee with free parking in the adjacent structure.

The workshop is designed for senior executives and board members from nonprofit organizations. The purpose is to give nonprofit entrepreneurs both a theoretical and practical basis for their work; extensive portions will be devoted to hands-on exercises, with each person working on tasks specific to his or her organization, including development of a specific action plan for the next three months.

The registration fee is \$235 and includes all materials and refreshments.

For more information or to obtain a registration form, please contact the Greater Milwaukee Nonprofit Institute at 1-262-790-6831.



**Urban
Economic
Development
Association
of Wisconsin,
Inc.**

Please Join UEDA!

UEDA is working hard to serve individuals and organizations who work to enhance the quality of life in Wisconsin's communities. In addition to the monthly publication of UEDA News, some of our other activities include:

- **Breakfast Meetings** highlighting current issues, and encouraging discussion and networking,
- a variety of training opportunities in economic development and affordable housing,
- the new "Welcome to Community Development" luncheon connecting newcomers with resources and new colleagues,
- **Professional Roundtables** provide a chance to share what works and what doesn't in a setting characterized by mutual support and solution building.
- our **Advocacy Committee**, which provides a forum where you can join with others interested in improving programs and systems, form a common view and voice, and influence public policy.
- **Working with LISC**, on the Steering Committee on Milwaukee Communities, we are leading the effort to publicize community development successes, in an effort to raise the visibility of community development on civic agendas.
- **establishing a UEDA web site**, which will have a searchable community development database.
- **Group email postings and discussion.**

Organizational membership entitles your group to receive multiple issues of the newsletter, and to have multiple staff people attend our breakfasts and lunches - at no additional charge. If you have an organizational membership, anyone from your organization can take advantage of our free or discounted training sessions.

UEDA Membership Form

Name _____ Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____ Email _____

2nd Contact / Voting Name (Complete if this is an organizational membership)

Please check each box that describes your activities or classification:

- | | |
|---|---|
| <input type="checkbox"/> Business Assistance | <input type="checkbox"/> Education |
| <input type="checkbox"/> Housing Development | <input type="checkbox"/> Housing Services |
| <input type="checkbox"/> Job Training/Placement | <input type="checkbox"/> Commercial Redevelopment |
| <input type="checkbox"/> MBE Purchasing | <input type="checkbox"/> Business Purchasing |
| <input type="checkbox"/> Corporation (for-profit) | <input type="checkbox"/> Consultant (for-profit) |
| <input type="checkbox"/> Financial Institution | <input type="checkbox"/> Foundation/Funder |
| <input type="checkbox"/> Nonprofit Service Provider | <input type="checkbox"/> Quasi-government |
| <input type="checkbox"/> Elected Official | <input type="checkbox"/> Appointed Official |
| <input type="checkbox"/> Nonprofit Organization | <input type="checkbox"/> Civil Service |

Type of Membership:

- Individual \$35.00
- Nonprofit Corporation \$100.00
- Corporation / Government Agency \$250.00

Benefits of Membership:

- Monthly newsletter
- Free attendance at breakfast meetings
- Reduced rates at other UEDA training sessions, conferences and programs
- New staff entitled to attend free "Welcome to Community Development" luncheon
- Membership Directory
- Vote at Annual Meeting (2 votes if organizational membership)

**Make check payable to: Urban Economic Development Association of Wisconsin, Inc.
Send Membership Form and check to:**

Urban Economic Development Association of Wisconsin, Inc.
161 West Wisconsin Avenue, Suite 3166
Milwaukee, WI 53203

Put UEDA on Your Press List!



What's going on in YOUR organization? Do you have a fundraising event or a new program you'd like to publicize? A ground-breaking? A ribbon-cutting? A job opening? Please add UEDA to your press release list and send us your announcements.

Please email your information to: roxanne@execpc.com, fax it to (414) 225-0559, or mail it to Roxanne DeFoe, UEDA, 161 W. Wisconsin Avenue, #3166, Milwaukee, WI 53203.

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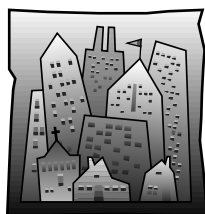
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