



Alaska Black Caucus Equity Center: Business Plan

Prepared by Agnew::Beck Consulting for the Alaska Black Caucus
with support from the Rasmuson Foundation



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Introduction

Purpose

The Alaska Black Caucus (ABC) is a non-partisan, Black-led nonprofit organization with the mission to assert the constitutional rights of African Americans in Alaska. In late 2021, the Alaska Black Caucus purchased a building located at 605 Barrow Street in downtown Anchorage to become the Equity Center. The Alaska Black Caucus received funds in 2021, through the American Rescue Plan Act and philanthropic contributions, to renovate the building into a service hub for the BIPOC community.

The Equity Center will serve Black, Indigenous, People of Color (BIPOC) Alaskans in Anchorage through a commercial kitchen, gathering space, below-market-rate office spaces, co-working, partner leased space, and associated programming. In 2022, the Alaska Black Caucus sought a contractor to provide business planning support for the Equity Center, and a contractor to oversee design and renovations of the building. Agnew::Beck Consulting was contracted to lead business planning, working closely with the Alaska Black Caucus and SALT, the firm selected to project manage the design and renovation of the space.

In May 2023, the Alaska Black Caucus selected Bauer Construction through a competitive bidding process to complete the renovations of the facility. The Equity Center is planned to open in early 2024 pending securing the remaining funds for capital improvements.

The purpose of this business plan is to:

- Describe the intended uses and core program components of the Equity Center
- Describe how the Equity Center will be positioned in the market of similar facilities and programs
- Describe the capital pro forma with sources and uses of capital funds
- Describe the start-up and first 3-years operating pro forma
- Describe the community impact from the Equity Center and how that will be measured and shared



Equity Center groundbreaking ceremony to thank funders and kick off renovations (May 2023).



ABC President Celeste Hodge Growden at a recent walk-through of the Equity Center.

Vision for the Equity Center

The Equity Center is an inclusive service hub where the BIPOC community can come together in a space that is hosted and operated by a Black-led organization. As ABC President Celeste Hodge Growden describes the Equity Center, “It is a permanent home for us where we can freely breathe. It is a place to figure out how we can change conditions for BIPOC communities. It is a place where we will engage with each other and with community leaders and gatekeepers; where there are many seats around the table to build trust and relationships, and back them up with advocacy and action.”

The Equity Center will open doors for the BIPOC community to be successful. Through the programming at the Equity Center, ABC and its partners will continue to raise awareness of systemic challenges and barriers and work to dismantle and overcome them. It is a place for young people, small business owners, and any community member looking to share or learn a new skill and improve their health and well-being.

The Equity Center is a place of strength, not to keep things out but to bring people in. As Celeste has said, “This is a place to help others, to make their dreams come true. If we can do it in the Equity Center, let’s do it. So often we are told no, I want to say yes, yes we can! George Floyd lost his breath but that allowed us to soar. Are we there yet? No, but we’re certainly on our way.”

Community Context

Black Alaskans have called this land home since before Alaska was a state. Many people from the Black Alaskan community helped to build and grow the community we know today as legislators, school principals, business owners and property developers, faith leaders, military service members, health leaders, among many other contributions. Black Americans were partly responsible for the construction of the only road that connects the ‘Lower 48’ with Alaska through Canada. In the winter of 1942, 11,000 soldiers headed north, including 4,000 African American soldiers who were members of three all-Black engineering regiments. The Black engineers worked from north to south to build the road. They were segregated from their white colleagues, who started in the south and headed north.¹



ABC celebrated Juneteenth 2023 in partnership with the Anchorage Chamber of Commerce at a sold-out event. ABC recognized Black business owners and other community champions.



Cal Williams is a community leader and a well-known historian of Black history in Alaska.

¹ <https://www.alaskasnewsresource.com/2021/10/26/telling-alaskas-story-honoring-african-american-soldiers-who-helped-build-alaska-highway/>

Many people do not know that Alaska is a very diverse place. In Anchorage, forty percent of the population identifies as BIPOC with 5.4 percent identifying as Black or African-American.² BIPOC children and youth comprise approximately 60 percent of the student population at the Anchorage School District, which includes Black or African American: 4.5%, Alaska Native/American Indian: 9.9%, Biracial/Multiracial: 16%, Hispanic: 11.8%, Asian/Native Hawaiian/Pacific Islander: 16.9%, and Caucasian: 40%.³

While the ABC is Black-led, we work closely with the whole BIPOC community to address racial disparities. For example, while 9 percent of Anchorage residents live below the poverty line, a person is more than twice as likely to be below poverty level if they are not white. Black Anchorage residents experience poverty at almost twice the overall rate, and 3 times the rate of white residents.⁴ ABC's approach is to build awareness, build partnerships, and to get seats around as many tables as possible to learn about opportunities, open doors, and identify and change the systemic challenges and barriers that stand in the way.

Recent Accomplishments

The ABC is an all-volunteer organization that has accomplished so much since it re-formed in 2019; adding a facility space and paid staff will take ABC's efforts to the next level. ABC completed a five-year strategic plan in 2022 and developing the Equity Center and the programs within it are some of its key objectives. ABC has four active committees in the areas of health, education, justice, and economics. All the committees will meet in person at the Equity Center to build relationships, amplify efforts, and to develop and host programming.

ABC works in four core mission areas: Economics, Justice, Education, and Health. Some of ABC's major accomplishments in the last three years in these areas include:



ABC has four active volunteer committees focused on Education, Economics, Justice, and Health. Ouida Morrison chairs the Economics committee.

Economics

The Economic Committee implements local efforts and supports programs to preserve and expand economic empowerment among Black people and other communities of color.

- ABC hosts an annual Networking Black Business Reception to bring Black-owned business owners together for a reception and dialogue during National Black Business Month.
- ABC is exploring partnerships with Alaska-based companies to provide workforce training and credentialing opportunities for historically marginalized communities. This includes a potential partnership to work with an Alaska Native corporation to increase access to commercial drivers licenses.

² <https://www.census.gov/quickfacts/anchorageunicipalityalaska>

³ Anchorage School District, <https://www.asdk12.org/cms/lib/AK02207157/Centricity/Domain/1204/Ethnicity%202022-2023.pdf>

⁴ U.S. Census American Community Survey, 2015-2019 5-Year Estimate

Justice

The Justice Committee aims to evaluate, educate about and advocate for policy change that addresses the criminal justice system and law enforcement.

- ABC advocated for the implementation of body-worn cameras for the Anchorage Police Department (APD), including suing the Municipality of Anchorage over delays in implementation and organizing a call to action in Anchorage.
- ABC organized a peaceful rally for the family of Bishar Hassan, who was shot and killed by APD officers on April 1, 2019.
- ABC hosts weekly Community Conversations, connecting community members to influential stakeholders, where over 1,000 residents have been in dialogue with statewide political leaders about race and racism.
- ABC hosts the annual “Hoops4Unity,” a friendly basketball game between children, police officers, and elected officials.
- ABC organized an event to commemorate the 57th anniversary of the March on Washington and call for racial equity, which was attended by hundreds in Anchorage.



ABC partners with the Anchorage Police Department to host *Hoops4Unity* bringing together youth of color, police officers, and other community champions for a fun basketball tournament and relationship-building.

Education

The Education Committee’s overarching goal is to ensure students, families, and parents of color in the Anchorage School District and the greater community are supported and feel safe to blossom in an educational setting.

- ABC successfully advocated for the name change of one of Anchorage’s largest high schools to commemorate Senator Bettye Davis.
- ABC successfully advocated for the adoption of an ‘Equity in Instruction’ and an ‘Anti-Racism’ policy at the Anchorage School Board.

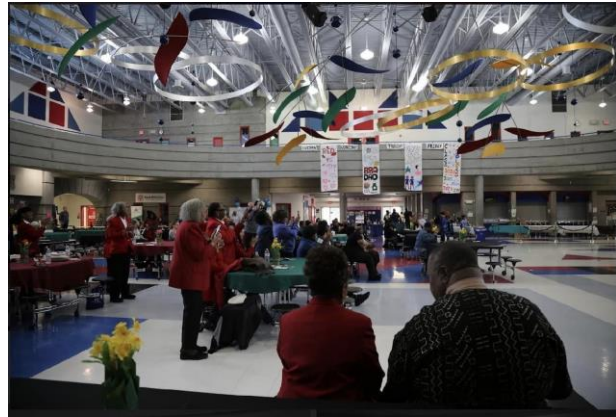


ABC hosted a successful Youth Summit in 2023 in partnership with the Anchorage School Board. Board Chairperson Margo Bellamy and Assembly member George Martinez are at the center of the photo.

Health

The Health Committee aims to promote, protect, and maintain the health of Black Alaskans through advocacy, education, and research.

- ABC hosts annual events to build equity and bring a health focus to MLK Day and Juneteenth celebrations. In 2022, ABC brought Former US Surgeon General Dr. Jerome Adams to the Juneteenth Health Fair and drew a large crowd from across the state.
- ABC Hosts the annual Bettye Davis African American Health and Equity Summit (named after Senator Bettye Davis, a Black activist, Alaska legislator, and educator), to provide a forum for the Black community to make recommendations to policymakers and the public about economics, justice, education, and health issues. The summit is coordinated in collaboration with the Anchorage School Board, the faith community, the LGBTQIA+ community, and the public at large, with sponsorship from the Municipality, the State, private foundations, professional associations, trade unions, national and local businesses, and nonprofit organizations.
- ABC advocated for the passage in 2021 of the Alaska Public Health Association resolution that Alaska acknowledges racism as a public health crisis.
- ABC was an active, founding member of the Anchorage COVID-19 Vaccine Advisory Committee that advised the Anchorage Health Department to review COVID-19 data and implement strategies to increase vaccination rates among communities of color in Anchorage.
- ABC worked with the Anchorage Health Department and faith leaders to host Covid-19 vaccination sites at Anchorage's largest Black church (Shiloh Baptist) and advocated for stimulus funds for Black-owned businesses.
- ABC led efforts to transition the Vaccine Advisory Committee into the Anchorage Equity Committee, a Special committee of the Anchorage Assembly that advises the Assembly by centering equity in municipal decision-making and continues to serve on the committee.
- ABC was an active and founding member of the Theory of Change group, with Recover Alaska and Alaska Children Trust that gathered over 200 stakeholders to direct the equitable allocation of Anchorage's alcohol tax revenue
- ABC serves as an outreach liaison and subject matter expert for two statewide health coalitions: Take Heart Alaska and Alaska Diabetes Coalition, which focus on preventing and reducing chronic diseases and reducing disparities in heart disease and diabetes.
- ABC was a content expert informing the State of Alaska's Healthy and Equitable Communities Plan <https://health.alaska.gov/dph/Director/Documents/AKHECommunitiesPlan.pdf>
- ABC partners with the American Diabetes Association Project Power and recruited a first cohort of 36 people to join a free program to reduce diabetes risk and is starting a second cohort in late 2023.



ABC hosts the annual Bettye Davis African-American Summit. In 2023, the Summit theme was Equity in Health and Well-being.

Focus on Building Health Equity and Wellbeing

The ABC has a strong focus on health and wellbeing. Whole-person health includes healthy eating, exercise, education, access to physical and behavioral health care, and spiritual and community well-being. ABC saw that Black people were being left out from public health data in Alaska and without data, even if the community knows there are gaps, ABC cannot demonstrate these gaps, create evidence-based interventions and secure funding to address them.

Black Alaskans Health Status Report and Needs Assessment

In 2021, to better understand and hear from the Black community, ABC partnered with researchers at University of Alaska Anchorage (UAA) to create the first ever *Black Alaskans Health Status Report and Needs Assessment*.⁵

Data from the needs assessment indicate that Black Alaskans are at higher risk of mortality due to cardiovascular disease, renal failure, cancer of the female reproductive organs, and homicide by firearms. Infant mortality rates in the perinatal period and lower birth weights are also highest among our Black infants. Additionally, more Black Alaskans, compared to others, are diagnosed with at least one disability, high blood pressure, high cholesterol, and diabetes.⁶

It is important to recognize that being Black is not a pathology. Being any race in and of itself is not a risk factor for death or disease. Rather, racism is what drives differences in health outcomes for Black people in our state and country. Many Black Alaskans report discrimination based on racial stereotypes in their social life, workplace, medical system, and interactions with law enforcement.

In surveys and interviews, the Black community expressed the need for protective measures such as increasing health literacy and self-advocacy. Black Alaskans described the need for gathering spaces, services, and programs to celebrate each other and address inequities. These findings drove ABC to raise funds to acquire and renovate the Equity Center to create a community space for Black Alaskans and their allies to celebrate, share resources, build community, and deliver programs targeting known disparities.

ABC continues its strong partnership with the UAA School of Social Work, which enables ABC to gain skilled support and to design and evaluate effective programs to achieve real outcomes. ABC builds from partnerships with the American Diabetes Association and Project Power in Anchorage, and with African Americans Reach and Teach Health (AARTH) in Seattle, which provides chronic disease self-management and HIV Education and Training in Washington and Alaska. The ABC Health Committee, with 35 volunteer members that meets every three weeks, will continue to help lead and support ABC's work.



Dr. Amana Mbise from the UAA School of Social Work and his colleagues partnered with ABC to complete the first ever *Black Alaskans Health Status Report and Needs Assessment*.

⁵ Mbise, A. Shimizu, R., Garcia, G., Brown, C., Leigh, J., Growden, C.H., Agnew, T., & Hourigan, A. (2022) Black Alaskans Health Status Report. Alaska Black Caucus. <https://www.thealaskablackcaucus.com/wp-content/uploads/2022/06/Black-Alaskans-Health-Status-Report-2022.pdf>

⁶ Ibid.

Facility and Program Description

Overview

The Alaska Black Caucus Equity Center is located at 605 Barrow Street in downtown Anchorage. The roughly 5,750 ft² building has two floors, a 4,500 ft² ground level and a 1,250 ft² lower level. Schematic drawings of each floor can be found in Appendix A.

Figure 1: Equity Center, Exterior View, and Location



Core Program Components and Uses

The Equity Center has several core functions to serve the BIPOC community in Anchorage. The space will be multi-purpose, providing lease space for partner organizations, below-market-rate office space for BIPOC organizations and small businesses, a commercial kitchen and large gathering space, and a coworking space.

Program Objectives

The first objective of programs at the Equity Center is to **foster a sense of belonging, celebrate culture, and build mutual support among the Black and BIPOC community and allies.**

ABC envisions a welcoming space to connect and discuss ways to address important issues in the community including health challenges, navigating health care services, and celebrating Black and BIPOC cultures. This will extend the success of the popular weekly online community conversations hosted by ABC and create a space to connect with allies and other organizations. The Equity Center will also be a space for Black-owned small businesses to operate through leased and coworking spaces and the commercial kitchen. The meeting space will provide a forum for gatherings and other events. The four active ABC committees will meet in person there to build relationships and amplify efforts. The Equity Center will also bring together youth, community members and leaders, elected officials, and healthcare providers to work together to build equitable opportunities and outcomes.

The second objective of the programs at the Equity Center is to **provide health education and literacy programs to address chronic health conditions such as diabetes, cancer, and cardiovascular diseases.**

This objective addresses the chronic health challenges identified in the health needs assessment. ABC intends to facilitate *Healthy U* events on chronic disease prevention, management, and treatment within a culturally affirming framework, in partnership with the American Diabetes Association and *Project Power*. This will include on-site health screening, vaccination, testing, and providing health information by qualified health professionals. ABC will use the kitchen space for healthy cooking and nutrition programs, featuring Black chefs and food-related business owners and cultural groups, to celebrate food cultures and traditions.

The third objective is to **engage Black youth through positive youth development programming.**

This objective will provide Black youth opportunities through *Black Youth Connect* to create and discuss health affirming practices necessary to lead healthy lives and prevent and address physical and mental health challenges.

The fourth objective is **economic development**, specifically through programs to preserve and expand economic empowerment among Black Alaskans and other communities of color. ABC will advance economic development and empowerment through the Equity Center by bringing in programming to support small businesses, creating opportunities for networking among BIPOC entrepreneurs, partnering for workforce development and credentialing, and by creating affordable coworking spaces.

The fifth objective is **justice**. This objective is foundational to ABC's work and includes evaluation, education, and advocating for policy change that addresses the criminal justice system and law enforcement. As a hub for ABC staff, the Equity Center will be a place for staff and community members to connect to advance justice, including through community conversations and other events.

The program objectives will develop and adjust to meet the needs of the community. ABC's partnership with the University of Alaska Social Work Department provides an opportunity to engage in community-research partnerships to launch programming, evaluate its impact, and adjust future iterations.

Facility Uses

Priorities for building renovation and building use include:

- Exterior storefront improvements
- Reception area
- Vertical chair lift for accessibility between floors
- Large conference or multipurpose room to accommodate up to 50 people
- Commercial kitchen
- 9 office spaces upstairs, for:
 - 3 offices for ABC staff
 - Additional offices for BIPOC-led organizations and coworking uses
 - 3 office spaces downstairs
- 3 office spaces downstairs for behavioral health or primary care services, provided by a community provider.
- Work/break room with storage and space for copier / small seating area

Figure 2: Equity Center, Level I, Code Diagram

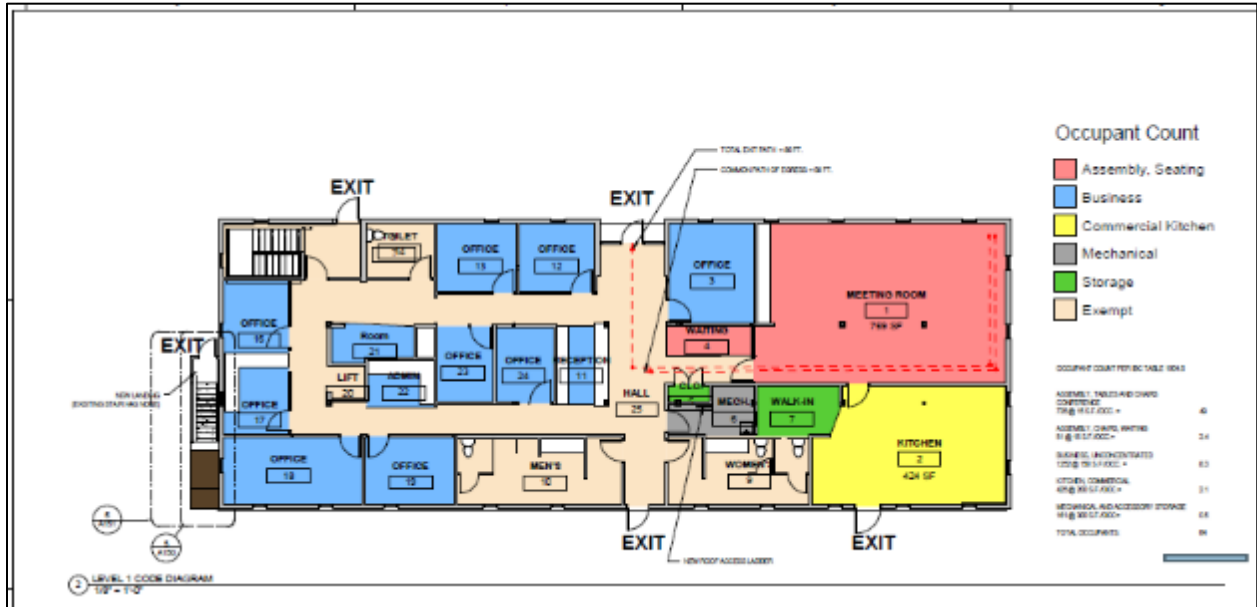
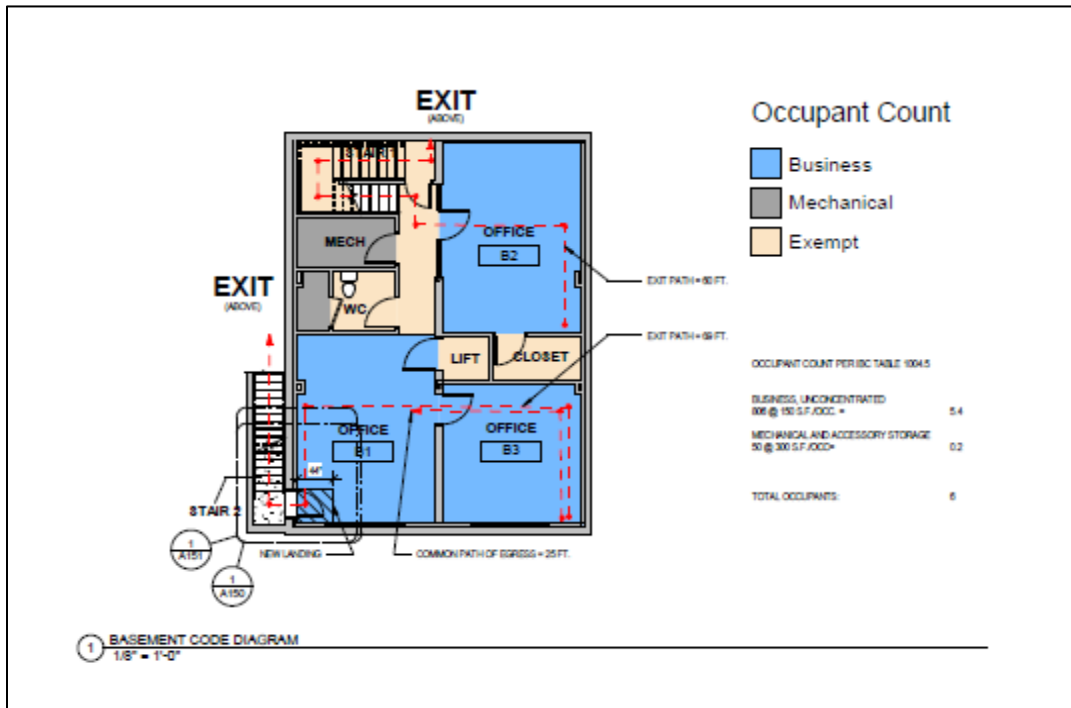


Figure 3: Equity Center, Basement Level, Code Diagram



Priorities + Timeline for Renovation

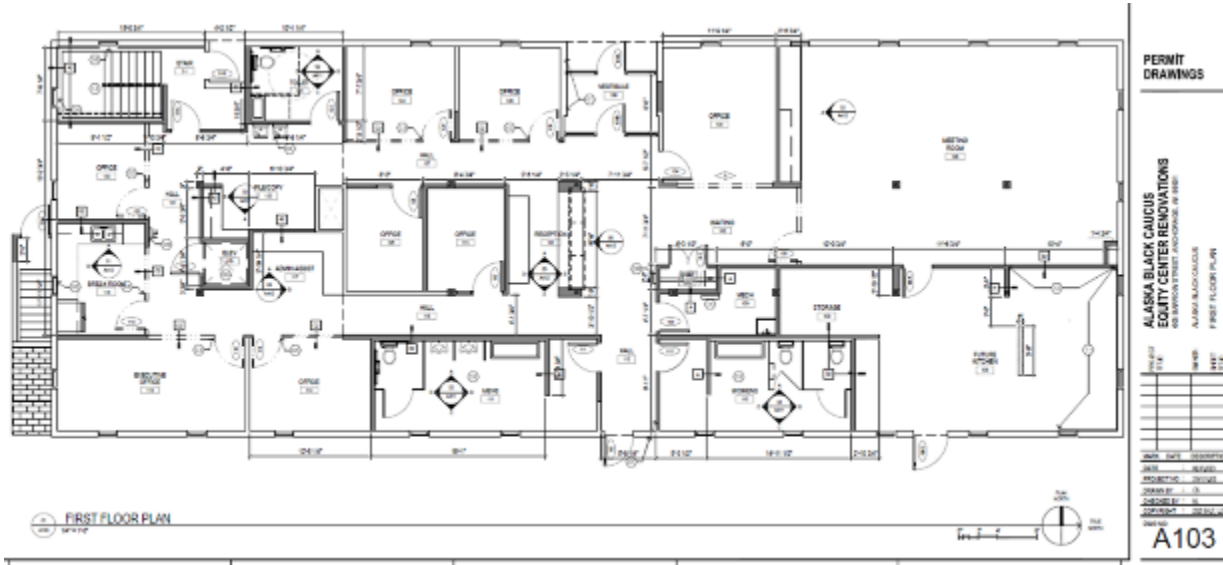
Building renovation will ensure appropriate design to accommodate the core building uses. Additional renovation priorities include:

- Replace roof and HVAC system

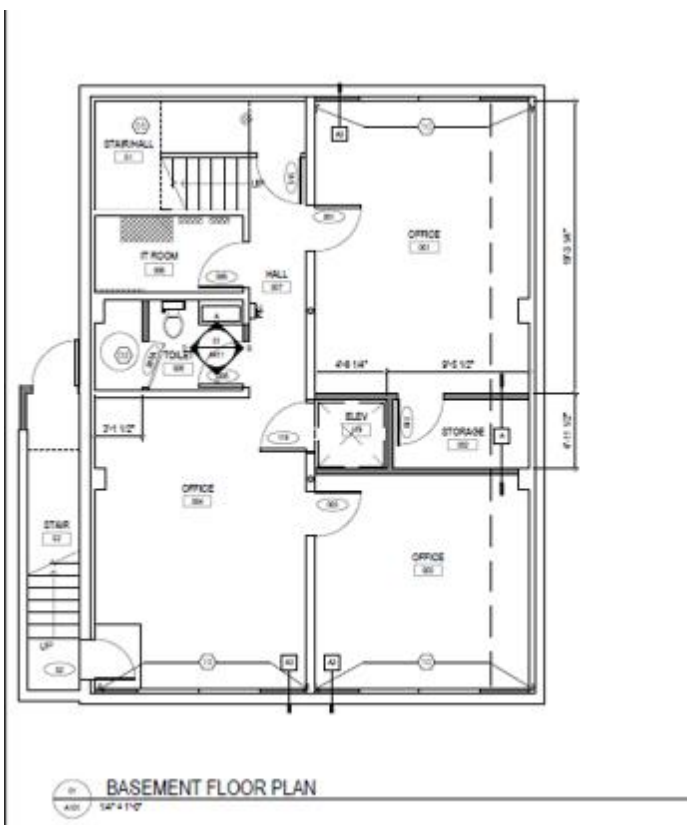
- Implement modern design using open space concepts
- Ensure accessibility, including a vertical chair lift and bathrooms on each floor

The following permit set drawings describe the floor plan of the building once renovated:

First floor:



Lower level:



Timeline for Renovation

Construction will be completed according to the following timeline, once all capital funds are secured.



Market Analysis

Equity Center

According to the American Community Survey, roughly 288,121 people lived in Anchorage Alaska in 2021. The population was estimated to be 60.3% White and just under 40% Black, Indigenous, People of Color (BIPOC). Black or African American individuals accounted for just over 5% of the population in 2021, as captured by the American Community Survey. While the Alaska Black Caucus’s core mission is focused on asserting the constitutional rights of African Americans, the Equity Center will serve the full BIPOC community. Anchorage does not have any similar centers today, but some of the proposed core components of the Equity Center have competition in the Anchorage market. This includes the commercial kitchen and coworking space.

Commercial Kitchen

The commercial kitchen is one of the more cost-intensive and operationally intensive features of the Equity Center. It is critical to meeting the mission of the Equity Center for providing access for small food-production businesses with a commercial space, and for classes and other health promotion activities that will take place in the Equity Center. Program planning is needed to ensure that the commercial kitchen meets the needs of BIPOC users, and the commercial kitchen has a clear niche in the market to ensure financial sustainability.

Market Analysis

Three identifiable commercial kitchens exist in Anchorage, with a fourth soon to be launched by the Anchorage Community Land Trust. The following table shows how these commercial kitchens compare, and how the Equity Center commercial kitchen could fit in:

Name	Location	Target Customer	Equipment / Offerings	Pricing	Hours of Operation
Anchorage Commercial Kitchen	Spenard	Small-scale food entrepreneurs	- Prep space - Cooking space - Cold, freezer, & dry storage - Walk-in fridge + freezer	Hourly: \$20/hr cold \$25/hr hot	24/7
ReMade	South Anchorage	Caterers, coffee huts, food carts, bakers, candy makers, etc.	- Prep space - Cooking space - Retail	Monthly: Breaks out to \$16/hr - \$25/hr	24/6 (closed Sunday)
Arctic Rec Center	Midtown	Higher-priced space; used for on-site events	- Prep space - Cooking space - Cold, freezer, & dry storage	\$40/hr for prep \$75/hr for cooking	9am-5pm, M-F
Anchorage Community Land Trust	Mountain View	Low-to-mid-income; BIPOC	- Prep space - Cooking space - Cold & dry storage - On-site retail	TBD	TBD

Feedback from Potential Users

The Agnew::Beck team interviewed two potential users of the commercial kitchen space. Interviewees' top priorities for the commercial kitchen space included:

- Long hours of operation are preferred
- Times could typically be booked in advance, but flexibility to book on short notice is important
- Prep space and cooking space are both essential
- Large amount of storage space is less essential to these two potential users and the people they could think of who are used to bringing their supplies in and out
- Day rate or hourly rates are expected and preferred
- Interested in on-site retail opportunities
- Some specialty equipment is helpful including large commercial mixers

Commercial Kitchen

The Equity Center commercial kitchen will include the following:

Prep:

- Six prep stations
- Refrigerated table for cold prep
- Weights and measurement table
- Prep sinks

Cooking:

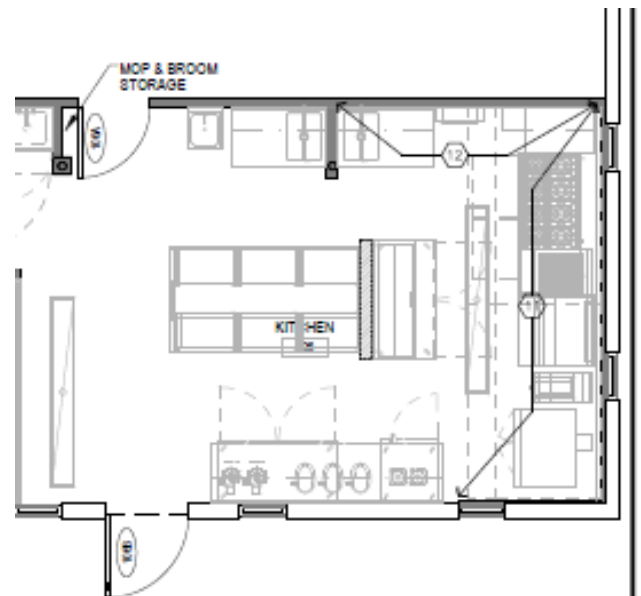
- 6-burner countertop
- Broiler countertop
- Griddle with oven
- Double convection oven
- 1 fryer
- Mixers
- Blenders

Storage:

- Walk-in refrigerator and freezer storage
- Small refrigerator for storage
- Small freezer for storage

Cleaning:

- Handwashing sink
- Dishwashing machine
- Mop and broom storage
- 3-compartment sink for dishwashing



Coworking Space

The Equity Center will include a coworking space focused on serving BIPOC individuals, businesses, and organizations.

Market Analysis

The Agnew::Beck team conducted phone and internet research to understand the market for co-working spaces in Anchorage.

Name	Location	Target Customer	Pricing	Hours of Operation
Alaska CO:WORK	Midtown		Daily: \$25 Weekly: \$100 Monthly: \$300	
The Boardroom	Ship Creek / Downtown		Daily: \$20 2/mo.: \$45/mo. Monthly: \$225 Dedicated desk: \$350	8am-5pm M-F
The Eureka Space	Midtown	Small businesses wanting to collaborate / connect to services on-site (legal, financial planning, etc.)		
Cowork by RSD	Downtown		Daily: \$25 Monthly: Range from \$99-350/mo.	
Umoja Coworking + Incubator	Mountain View	Underrepresented entrepreneurs	Daily: \$15 Weekly: \$50 Monthly: \$150	

Name	Private offices	Dedicated desks	Flex desks	Conference rooms	Training room	Kitchen	On-Site Parking
Alaska CO:WORK	X	X		X	X	X	
The Boardroom	X	X	X	X		X	X
The Eureka Space	X			X	X	X	X
Cowork by RSD	X	X	X	X		X	X
Umoja Coworking + Incubator	X		X	X		X	X

Equity Center Coworking Space Model

The Equity Center coworking space will include the following:

- 6 stations
- Shared reception area
- Access to copier and workroom
- Shared use of conference space and kitchen, by reservation

Additional Programming

The Equity Center will include flexible space that can be used for additional programming beyond office space, coworking, and the commercial kitchen. This flexible space will include:

- Lease space to partner organization to provide health services
- Cooking classes to share cooking tips and build healthy eating habits
- Weekly community conversations in person and connected by Zoom and Facebook to virtual participants
- Project Power and similar chronic disease prevention and intervention programs
- Pop-up restaurants
- Small business seminars and networking events
- Youth afterschool and summer programming in collaboration with other community organizations
- Other programs and activities as developed

Capital Financing

Capital Fundraising and Progress to Date

Table 1 shows the total capital cost, including purchase and renovation, as well as progress-to-date on fundraising.

The purchase cost for the building was \$575,000. ABC purchased the building with grant funding from the Municipality of Anchorage, the Rasmuson Foundation, and other community funders. ABC worked with a local architect and project management firm to develop a concept design and initial survey of facility conditions. ABC then secured an additional grant from the Municipality of Anchorage, and additional funding from Providence Health and Services, GCI Alaska, Conoco-Phillips, Key Bank Alaska, and First National Bank Alaska. With the funding secured, ABC contracted with SALT, a local architectural and project management firm to complete a renovation plan, secure permits, and competitively select Bauer Construction to complete the renovation.



ABC attends community events to secure donations and contributions to the Equity Center.

Table 1: Capital Sources and Uses, 2021-2024

Revenue	Source	Amount and Year				Total by Source
		2021	2022	2023	2024 (Pending)	
	First National Bank Alaska	\$ 25,000				\$ 25,000
	Key Bank of Alaska	\$ 50,000				\$ 50,000
	Providence Health and Services (Alaska)	\$ 50,000				\$ 50,000
	Rasmuson Foundation	\$ 400,600				\$ 400,600
	Individuals (PayPal, Network for Good)	\$ 3,940	\$ 2,525	\$ 24,895		\$ 31,360
	MOA- ARPA 1	\$ 437,500				\$ 437,500
	GCI	\$ 14,500	\$ 14,500	\$ 14,500		\$ 43,500
	MOA- ARPA 2		\$ 1,200,000			\$ 1,200,000
	Conoco-Phillips			\$ 25,000		\$ 25,000
	M.J. Murdock Charitable Trust				\$ 639,497	\$ 639,497
	Providence Alaska Foundation				\$ 100,000	\$ 100,000
	Alyeska Pipeline Service Company				\$ 300,000	\$ 300,000
Total Revenue		\$ 981,540	\$ 1,217,025	\$ 64,395	\$ 1,039,497	\$ 3,302,457
Expense	Use	Use and Year				Total by Use
		2021	2022	2023	2024 (Pending)	
	E.H.S. Alaska, Inc.	\$ 5,820				\$ 5,820
	Building Purchase	\$ 575,000				\$ 575,000
	Henderson Architects		\$ 24,860			\$ 24,860
	Milly Builders		\$ 8,000			\$ 8,000
	SALT Architects (PM)			\$ 222,554	\$ 63,616	\$ 286,170
	Bauer Construction (includes winterization)			\$ 294,826	\$ 1,590,403	\$ 1,885,229
	Ship Creek Storage			\$ 1,633		\$ 1,633
	Clean Out Kings			\$ 2,250		\$ 2,250
	Furniture and Equipment				\$ 200,000	\$ 200,000
	Contingency (10% of direct costs)				\$ 208,523	\$ 208,523
Total Expense		\$ 580,820	\$ 32,860	\$ 521,263	\$ 2,062,542	\$ 3,197,486
TOTAL Net		\$ 400,720	\$ 1,184,165	\$ (456,868)	\$ (1,023,045)	\$ 104,971
Carryover		\$ 400,720	\$ 1,584,885	\$ 1,128,016	\$ 104,971	

Capital funding secured to date comes from the sources and the amounts shown in Table 1. Alaska Black Caucus has secured funding from the major corporate, public, and private donors in Anchorage and Alaska. This demonstrates a high level of community support for the Equity Center project. In addition, ABC has secured donations from approximately 70 local individuals and businesses. ABC has succeeded in securing 71 percent of the capital funding needed to complete the Equity Center.

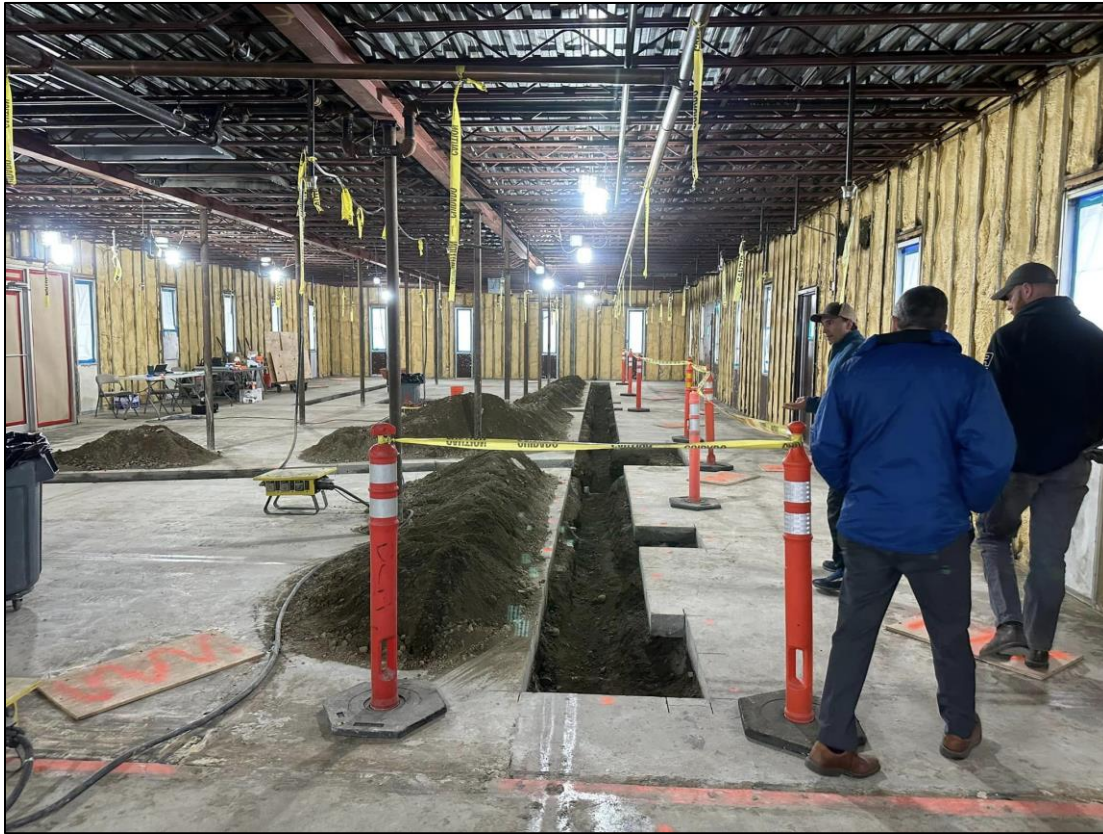
ABC continues to fundraise to secure the remaining capital funds needed to complete the renovations of the facility and purchase necessary equipment. As of August 2023, ABC has submitted funding proposals that are pending award totaling \$1,039,497 from the M.J. Murdock Charitable Trust, Providence Alaska Foundation, and Alyeska Pipeline Service Company.

Interior Renovation and Progress to Date

Following the groundbreaking in May 2023, Bauer Construction began work and completed the interior demolition of the facility. Once the initial work was completed, Bauer Construction paused work pending completion of the capital campaign. The photos below demonstrate work completed to date.



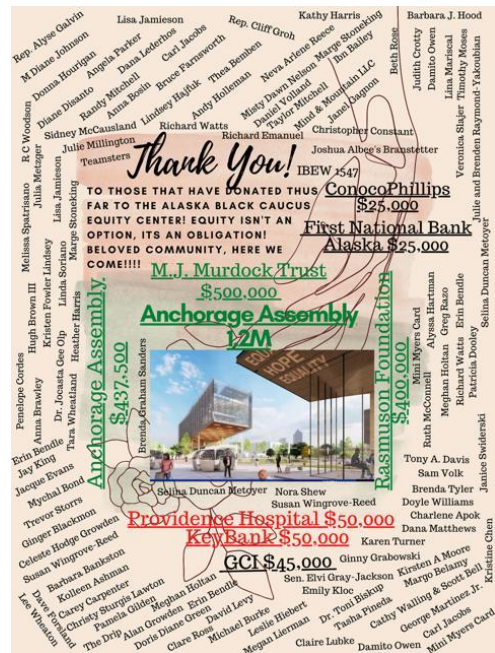
Looking west towards the future front doors of the Equity Center.



Looking north to the future gathering space and commercial kitchen.

During fall 2023, Bauer Construction will winterize the facility to ensure that once complete capital funding is secured, the renovation work can be completed as soon as possible.

Figure 4: Donations to the Equity Center to Date



Operating Pro Forma

Five-Year Budget

The budget below shows the previous two years, current year, and a 5-year projection of the Alaska Black Caucus organization budget with the Equity Center included. This pro forma reflects operational revenues and expenses, and capital awards and expenditures to date and projected to complete the Equity Center.

Revenue

Table 2: Operating Budget: 2021 and 2022 Actuals, 2023 Budget, and 5-year Projection, Revenue

	2021	2022	2023 Budget	Year 1	Year 2	Year 3	Year 4	Year 5
1.5%								
Revenue								
Lease and Rental								
Offices	\$0	\$0	\$0	\$37,800	\$38,367	\$38,943	\$39,527	\$40,120
Co-Working	\$0	\$0	\$0	\$28,470	\$28,897	\$29,331	\$29,770	\$30,217
Conference Room Rental	\$0	\$0	\$0	\$1,950	\$1,979	\$2,009	\$2,039	\$2,070
Kitchen Rental	\$0	\$0	\$0	\$13,000	\$13,195	\$13,393	\$13,594	\$13,798
Subtotal Lease and Rental	\$0	\$0	\$0	\$81,220	\$82,438	\$83,675	\$84,930	\$86,204
3.0%								
Less: Vacancy	\$0	\$0	\$0	(\$2,437)	(\$2,473)	(\$2,510)	(\$2,548)	(\$2,586)
Contributions, Memberships, Grants								
Individual Contributions + Memberships	\$6,175	\$45,646	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310	\$25,526
Grant Funds + Corporate Contributions	\$308,230	\$775,970	\$230,105	\$267,000	\$280,350	\$294,368	\$309,086	\$324,540
Equity Center Program-specific funding	\$0	\$13,950	\$0	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Program Revenue (speaking, merch, events)	\$14,257	\$750	\$47,000	\$49,350	\$51,818	\$54,408	\$57,129	\$59,985
Subtotal Contributions, Memberships, Grants	\$328,662	\$836,316	\$297,105	\$362,350	\$380,468	\$399,491	\$419,465	\$440,439
Equity Center Capital Sources								
First National Bank Alaska	\$25,000							
Key Bank of Alaska	\$50,000							
Providence Health and Services (Alaska)	\$50,000							
Rasmuson Foundation	\$400,600							
Individuals (PayPal, Network for Good)	\$3,940	\$ 2,525	\$ 24,895					
MOA- ARPA 1	\$437,500							
GCI	\$14,500	\$14,500	\$14,500					
MOA- ARPA 2		\$ 1,200,000						
Conoco-Phillips			\$ 25,000					
M.J. Murdock Charitable Trust				\$ 639,497				
Providence Alaska Foundation				\$ 100,000				
Alyeska Pipeline Service Company				\$ 300,000				
Subtotal Equity Center Capital Sources	\$981,540	\$1,217,025	\$64,395	\$1,039,497	\$0	\$0	\$0	\$0
Total Revenue	\$1,310,202	\$2,053,340	\$361,500	\$1,480,630	\$460,433	\$480,656	\$501,848	\$524,057

During 2021 and 2022, Alaska Black Caucus revenues were primarily from Individual Contributions and Memberships, Grant Funds and Corporate Contributions, and a small amount of program revenue.

The 2023 Budget is smaller than 2022 because of the end of the COVID-19 related activities that were the focus in 2021 and 2022. Revenues for 2023 continue a similar amount from Individual Contributions and Memberships, a reduced amount from Grant Funds and Corporate Contributions, and an increased amount of program revenue. The focus of activities in 2023 is completing the capital campaign for the Equity Center and securing program funds to begin work in the Equity Center once it opens. ABC has no paid staff in 2023.

Once the Equity Center renovation is complete and ready to open, ABC intends to secure revenue from center operations from office lease, co-working spaces, conference room rental, and rental of the commercial kitchen.

Revenue Detail

Revenue for the Equity Center is anticipated to be a combination of earned revenue and grant funding.

Earned Revenue:

Office Rental:

- The operating budget assumes 4 office spaces will be rented at a below-market rent of approximately \$300/month for small businesses and community organizations.
- For larger community businesses and organizations that support the ABC and the mission of the Equity Center, some spaces may be available for lease at a typical market rate, which currently is approximately \$650/month.

Co-working:

- The operating budget assumes a daily rate of \$20/day for 6 stations used 65% of the year

Conference Room Rental:

- Assumes \$75 per use 26 times per year

Kitchen Rental:

- The commercial kitchen assumes \$25/hr commercial kitchen rental for 10 hours per week

Grants, Donations and In-kind Support

Alaska Black Caucus has been successful in securing multi-year commitments from corporate funders and granting agencies. GCI, an Alaska-based telecommunications company, has made a contribution to cover technology costs of \$7,000/year for the first three years of Equity Center operations.

National funder, the Radical Imagination Family Foundation (RIFF), has made a three-year operations funding commitment of \$45,000 per year to the Alaska Black Caucus.

ABC has also been invited to apply to the W.K. Kellogg Foundation for an operating grant of \$200,000 per year for three years. ABC was successful at receiving this grant.

These funding commitments will cover the basic staffing and operations costs of the Equity Center for the first three years of operation. Alaska Black Caucus will continue to secure grants and other contributions to develop programming at the Equity Center.

Table 3: ABC Equity Center Revenue Detail

ABC Equity Center Revenue Detail					
Item	Value				
	Monthly	Annual			
Offices for BIPOC Organizations + Small Businesses					
Office 1	\$300	\$3,600	Offices approx	139	sf
Office 2	\$300	\$3,600			
Office 3	\$300	\$3,600			
Office 4	\$300	\$3,600			
Subtotal Offices		\$14,400	\$2.16	per sqft in rent full service	
Offices for Partner Organization (Basement)					
Office 1	\$650	\$7,800	Offices approx	269	sf
Office 2	\$650	\$7,800			
Office 3	\$650	\$7,800			
		\$23,400	\$2.42	per sqft in rent full service	
Co-Working					
6 stations	Daily	Annual			
	\$20	\$28,470	\$20 per day per station; used 65% of the year		
Conference Room Rental					
	\$75	\$1,950	\$75 per use; 26 times per year		
Kitchen Rental					
	Weekly	Annual			
	\$200	\$13,000	\$25 per hour/10 hours per week		
Total		\$81,220			
(less) vacancy	5%	(\$4,061)			
Net Revenue		\$77,159			
Grant Funds, Donations, In-kind Support					
GCI Technology Donation		\$7,000	GCI providing phone and internet free of charge for first three years		
RIF, GCI, W.K. Kellogg Operating Grants (first three years of operation)	\$	260,000	Staff, program and facility support to Equity Center		
Total Grant Funds, Donations, In-kind Support		\$267,000			
Total		\$344,159			

Expense and Net Income

For 2021 and 2022, Alaska Black Cacus expenses were primarily for program-related supplies, communications, and other program costs. In 2021 and 2022, ABC was very engaged with COVID-19 relief and related activities, including working with UAA to complete the Black Alaskans Health Status Report and Needs Assessment. During this period, ABC had paid staff and numerous contractors to support the work. The carryover expense from 2021 to 2022 reflects the State Fiscal Year that grant funds followed, with revenues and expenses carrying over between calendar years 2021 and 2022.

The 2023 Budget is smaller than 2022 because of the end of the COVID-19 related activities that were the focus in 2021 and 2022. Expenses for 2023 include operating expenses for the Equity Center, which was acquired in 2022, administrative expenses, and program expenses as funding allows. The focus of activities in 2023 is completing the capital campaign for the Equity Center and securing program funds to begin work in the Equity Center once it opens. ABC has no paid staff in 2023.

Once the Equity Center renovation is complete and ready to open, ABC intends to pay a half-time salary to ABC's president and CEO, and hire two full-time staff to oversee the center and develop its programing. Other expenses are expected to continue at amounts similar to 2023, with fluctuations in programing expenses as funding allows.

Net income for the current year and the first five years of the Equity Center operation is expected to be sustainable, with some carryover each year.

Table 4: Operating Budget: 2021 and 2022 Actuals, 2023 Budget and 5-year Projection, Expenses

2.5%	Expenses								
	Facilities and Equipment								
	Rent, Parking, Utilities		\$8,605	\$0	\$16,200	\$16,605	\$17,020	\$17,446	\$17,882
	Facility Operations and Property Tax		\$19,966	\$26,500	\$27,163	\$27,842	\$28,538	\$29,251	\$29,982
	Kitchen Costs		\$0	\$0	\$9,275	\$9,507	\$9,745	\$9,988	\$10,238
	Subtotal Facilities and Equipment	\$0	\$28,571	\$26,500	\$52,638	\$53,953	\$55,302	\$56,685	\$58,102
	Staff + Fringe (18% fringe rate)								
	Program Staffing and Payroll Expense	\$129,544	\$282,637	\$0					
	ABC Chief Executive Officer (.5 FTE)		\$0	\$0	\$50,000	\$51,250	\$52,531	\$53,845	\$55,191
	Equity Center Program Manager (1 FTE)		\$0	\$0	\$93,267	\$95,599	\$97,989	\$100,439	\$102,950
	Administrative Support (1 FTE)		\$0	\$0	\$73,632	\$75,473	\$77,360	\$79,294	\$81,276
	Subtotal Staff + Fringe	\$129,544	\$282,637	\$0	\$216,899	\$222,322	\$227,880	\$233,577	\$239,416
1.5%	Program + Administration								
	Business Expense		\$33,978	\$66,500	\$67,498	\$68,510	\$69,538	\$70,581	\$71,639
	Contract Services		\$265,536	\$50,150	\$50,902	\$51,666	\$52,441	\$53,227	\$54,026
	Program Communications and Messaging	\$204,484	\$359,358	\$38,000	\$38,570	\$39,149	\$39,736	\$40,332	\$40,937
	Travel		\$2,407	\$11,000	\$11,165	\$11,332	\$11,502	\$11,675	\$11,850
	Other		\$15,815	\$0	\$0	\$0	\$0	\$0	\$0
	Subtotal Program + Administration	\$204,484	\$677,094	\$165,650	\$168,135	\$170,657	\$173,217	\$175,815	\$178,452
	Equity Center Capital Uses								
	E. H. S. Alaska, Inc.	\$5,820							
	Building Purchase	\$575,000							
	Henderson Architects		\$ 24,860						
	Milly Builders		\$ 8,000						
	SALT Architects (PM)			\$ 222,554	\$ 63,616				
	Bauer Construction (includes winterization)			\$ 294,826	\$ 1,590,403				
	Ship Creek Storage			\$ 1,633					
	Clean Out Kings			\$ 2,250					
	Furniture and Equipment				\$ 200,000				
	Contingency (10% of direct costs)				\$ 179,040.34				
	Subtotal Equity Center Capital Uses	\$ 580,820	\$ 32,860	\$ 521,263	\$ 2,033,060	\$ -	\$ -	\$ -	\$ -
	Total Expenses	\$914,848	\$1,021,163	\$713,413	\$2,470,731	\$446,932	\$456,399	\$466,076	\$475,970
	Net Income	\$395,354	\$1,032,178	(\$351,913)	(\$990,101)	\$13,501	\$24,257	\$35,771	\$48,086
	Year End Balance	\$395,354	\$1,427,532	\$1,075,619	\$85,518	\$99,018	\$123,275	\$159,046	\$207,133

Operating Expense Detail

Basic operating costs for the Equity Center include facility expenses, staffing, supplies, and utilities.

- Facility Expenses
 - Utility costs include gas (Enstar), electric (CEA), and water & wastewater (AWWU)
 - Other building costs include:
 - Telephone
 - Internet
 - Janitorial
 - Snow plowing/Grounds
 - Property Taxes
 - Security
 - Insurance
- Kitchen Costs
 - The commercial kitchen is expected to incur additional costs to operate, including cleaning and supplies.
- Staffing:
 - Full-time Equity Center Program Manager: The Manager will focus on overall operations and programming at the Equity Center.
 - Full-time administrative support
- Additional support will be provided by volunteers to assist with operations and facilities including covering shifts at the reception desk and other support, as identified.

Utilities

Item	Monthly	Annual	Per SF	Source
Building Costs				
Utilities				
Natural Gas (Enstar)	\$700	\$8,400	\$1.46	Existing bills \$550-630/mth; no occupancy so increased.
Electricity (CEA)	\$525	\$6,300	\$1.09	Existing bills \$320/mth; no occupancy so increased.
Water & Wastewater (AWWU)	\$125	\$1,500	\$0.26	Existing bills \$53/mth; no occupancy so increased.
Utilities Subtotal		\$16,200	\$2.81	Case study is \$2.50 per SF

Sustainability

In its 2022-2027 Strategic Plan, the Alaska Black Caucus identified the top strategic priority as a “Fully Operational Equity Center: The ABC Equity Center is fully functioning as Alaska’s recognized equity destination.” Achieving this goal is the current focus of the organization, while also continuing the other events and programming that has been described in this plan. As an all-volunteer organization, Alaska Black Caucus has an incredible record of accomplishment and garnering public support.

The first sustainability priority is to secure the remaining capital funds needed to complete the renovations of the Equity Center. The Alaska Black Caucus is close to achieving this goal.

Alaska Black Caucus has successfully secured commitments for operations funding for the first three years of operation that will allow ABC to hire staff and to begin operations at the Equity Center, once renovations are complete.

The priority will be to secure tenants for the long-term lease spaces. ABC has received strong interest from State and federal agencies who would like a presence in the center. This will provide needed operational revenue for the center, while also beginning to fulfil its purpose. Marketing the co-working spaces and the kitchen and conference rental will also be priorities at this time.

Alaska Black Caucus will turn its focus from capital fundraising to securing program funding to operate the programs described in this plan (see Core Program Components and Uses). ABC committees will continue to lead this work. As funds are secured, programming will increase in quantity and reach. While securing grant funds for programming is a challenge for all nonprofit organizations, ABC has demonstrated that its sustainability and capacity come from the dedicated network of volunteers and community supporters who believe in its mission and dedicate time and resources to supporting it.

The Equity Center is not a large facility and its operating expenses are fairly modest. Once it has been renovated to energy efficient standards and a modernized interior, ABC is confident that partners and community members will want to be part of it and will continue to support the organization and the programming of the Equity Center for decades to come.

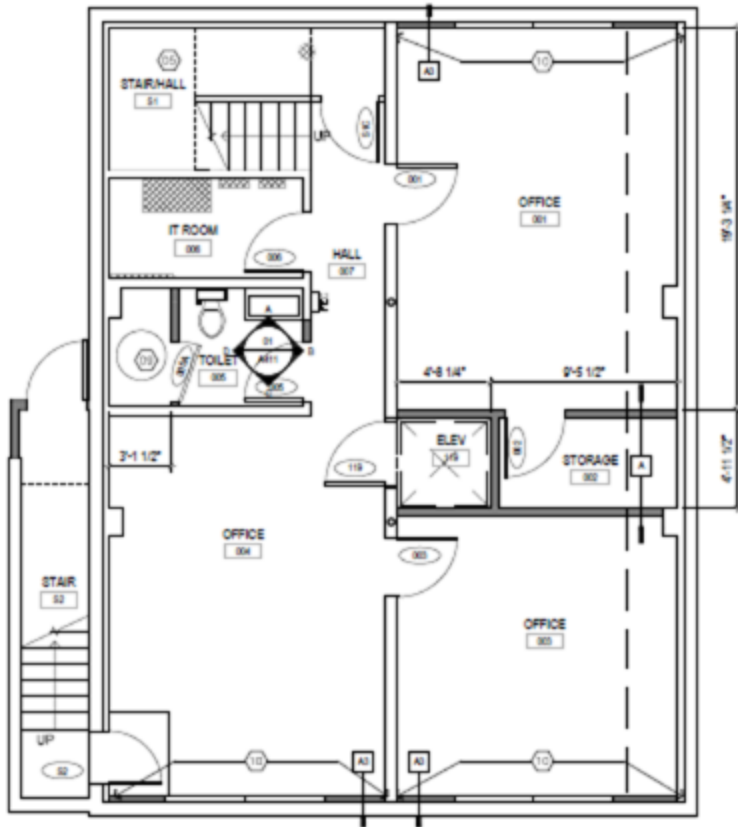
Measuring Impact

Outcome evaluation is based in the below logic model, which captures outcomes as well as impacts of Alaska’s first and only Equity Center dedicated to the BIPOC community in Alaska. The logic model ties the gaps and opportunities the Equity Center is being built to address, as well as the activities, outputs, outcomes, and ultimately impact we seek to have in the community.

Activities	Output	Outcome	Impact
Commercial kitchen, with focus on serving BIPOC entrepreneurs	5 BIPOC chefs / entrepreneurs have access to a commercial-grade kitchen	Established and aspiring BIPOC chefs and entrepreneurs have access to the supports—including commercial-grade kitchen, classes, and networking—to form and grow their food businesses in Alaska.	Measurable increase in number of BIPOC owned businesses and length of time in business
Cooking classes	100 BIPOC individuals access classes about cooking and the cottage food industry 50 BIPOC youth and adults engage in cooking classes, community events, and other activities to promote healthy eating and well-being	BIPOC youth and adults identify and adopt healthy eating and well-being practices to prevent chronic disease and improve well-being	
Coworking space, with focus on serving BIPOC businesses & entrepreneurs	8 BIPOC entrepreneurs / BIPOC-owned small businesses access a flexible, affordable workspace	BIPOC individuals and small businesses in Anchorage have access to an excellent & supportive workspace at an affordable price point.	Measurable decrease in youth and adults reporting poor mental health days
Dedicated office space for local organization	At least 1 BIPOC-owned small business with staff has access to office space within the Equity Center. At least 1 local, state, or federal agency will commit to a long-term lease.	BIPOC businesses are supported in their success and growth, including through building a network with other BIPOC-owned businesses. Agencies have a close relationship with the BIPOC community for sharing information and gathering input.	
Alaska Black Caucus office space	At least 2 offices will be dedicated to Alaska Black Caucus staff		
Additional Classes	To be determined as partnerships and funds allow		

Appendix

Appendix A: Equity Center Floor Plans: Permit Set, June 2023



01 BASEMENT FLOOR PLAN
 A10 1/4" = 1'-0"