

The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

OFFICERS

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

January 7, 1985

BOARD OF DIRECTORS

A. R. Collier
Bridget Flanagan
Nellie Fox
Thomas Kelley
Ken Kelly
W. Charles Long
Shirley Minor
Irwin Starr
Ron Sykes, Jr.
Ben Talley
Thane Tienson
John Vogel

M E E T I N G N O T I C E

TO: URBAN LEAGUE BOARD OF DIRECTORS

FROM: DONNY ADAIR, CHAIRMAN

RE: JANUARY MEETING

EX OFFICIO

Richard Kishimoto

STAFF

Freddye Webb-Petett
President

Carol J. Lentz
Vice President
Finance and Administration

The January meeting of the Urban League Board of Directors will be held on Wednesday, January 16, 1985 at 12:00 Noon in the Multi-Purpose Conference Room of the Urban Plaza, 10 North Russell Street.

Please mail your response card by Friday, January 11, 1985 so we will know whether to plan for your attendance.

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

DA:pjr

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

RECEIVED JAN - 8 1985

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

JANUARY 16, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

1. ROLL CALL
2. APPROVAL OF MINUTES
3. COMMITTEE REPORTS
 - * FINANCE AND RESOURCE
 - * NOMINATING
 - * FUND RAISING
 - * PERSONNEL/SEARCH
 - * PROGRAM AND PLANNING
 - * MEMBERSHIP
4. PRESIDENT'S REPORT
5. CHAIRMAN'S REPORT
6. ADJOURNMENT

URBAN LEAGUE OF PORTLAND

BOARD MEETING

January 16, 1985

The January meeting of the Urban League Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:16 p.m. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Thomas Kelley, Richard Kishimoto, Bruce Posey, Joel Smith, Ron Sykes, Thane Tienson and Jack Vogel.

The following Directors were absent with excuse: Bridget Flanagan, Nellie Fox, Shirley Minor, Linda Rasmussen, Irwin Starr and Ben Talley.

Staff in attendance were Freddy Petett, Carol J. Lentz and Pauline J. Reed.

The minutes of the November and December meetings were approved.

FINANCE COMMITTEE

Joel Smith reported that the United Way budget has been finalized. As mentioned in the last meeting, United Way has a Priority Fund from which monies can be allocated for special emphases categories. In reviewing the emphases statement, it was found that "Employment" is not a category, however, "Inadequate services to delinquent youth" is, and therefore a request for \$17,000 was made for the latter category. It was moved and seconded (Smith/Kishimoto) that the United Way budget be approved. The motion passed.

The current Issuing, Signing & Distribution of Checks procedure was reviewed by the Committee and discussed for the benefit of all Board members. The Board was asked to adopt these procedures with a change in Section B2, from "Program Director" to "Supervisor". It was moved and seconded (Smith/Tienson) that the Issuing, Signing & Distribution of Checks procedure be changed in Section B2, from "Program Director" to "Supervisor", effective January 16, 1985. The motion passed.

Joel also reported that the Technology Committee has submitted a report to the Finance Committee for long-term data processing requirements and they have been asked to re-evaluate their report. There is a need, however, in the Administrative Support Unit and the Finance Office for computer support and the Finance Committee is recommending the purchase of one IBM PC XT plus one terminal, one printer and software to enable the Finance Office to become automated. In the Administrative Support Unit, the recommendation is for the purchase of two IBM PCs, related terminals and printers to perform word processing. After discussion, it was moved and seconded (Smith/Vogel) that up to \$21,000 be granted for the purchase of three IBM computers. Normal purchasing procedures are required (3 bids) as well as an effort to obtain discounts wherever possible. The motion passed.

Carol presented an update on Plaza II. The general contractor is Silco Construction. Discussion was held on the bid process and use of minority vendors and contractors.

Carol also circulated the Program Financial Status Report for the period ending December 31, 1984.

FUND RAISING

Jack Vogel has assumed the chairmanship of the Annual Dinner Committee and gave an overview of events thus far.

PRESIDENT'S REPORT

Reported that she was out of the office for 2½ weeks and Carol did an outstanding job running the office.

Announced that she is working half time now. Most of her attention will be focused on internal activities of the League; she will be meeting with Program Directors every other week and attending other staff meetings. Chairman Adair apologized for not having Freddy's contract ready for signature.

Reported that Dick Kishimoto attended the United Way Awards Dinner and accepted on behalf of the League, the Silver Award for employee contributions made in the last campaign.

CHAIRMAN'S REPORT

Reported that Ken Kelly has resigned from the Board. Ken is relocating with IBM to Sacramento, California. It was moved and seconded (Adair/Collier) that Ken's resignation be accepted. The motion passed.

Reported that he has asked Shirley Minor, Chair of the Nominating Committee, to review and present at the February meeting a process for Board membership selection. At the March meeting, she is to bring a slate of nominees to fill the vacancy.

Requested that the Personnel/Search Report be tabled until executive session.

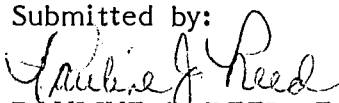
Reported that Ron Sykes will be unable to continue as Chair of the Membership Committee but can serve on the Committee. Chairman Adair will be talking with other Board Members to find out who is interested in chairing this Committee.

Reported that the Executive Committee met via conference telephone call. The Committee will continue to meet this way in the future unless there is an urgent matter that requires the group to meet in person.

Reported that there is no Member-At-Large on the Executive Committee and he will ask Shirley to bring a nomination to the February meeting.

The meeting went into executive session at 1:10 p.m.

Submitted by:

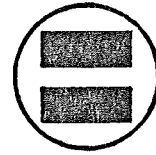


PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:



BRUCE POSEY, Secretary
Urban League Board of Directors



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February 11, 1985

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John Vogel

M E E T I N G N O T I C E

TO: URBAN LEAGUE BOARD OF DIRECTORS

FROM: DONNY ADAIR, CHAIRMAN *(DA)*

RE: FEBRUARY MEETING

EX OFFICIO

Richard Kishimoto

STAFF

Freddye Webb-Petett
President

Carol J. Lentz
Vice President
Finance and Administration

The February meeting of the Urban League Board of Directors will be held on Wednesday, February 20, 1985 at 12:00 Noon in the Multi-Purpose Conference Room of the Urban Plaza, 10 North Russell Street.

Please mail your response card by Friday, February 15, 1985 so we will know whether to plan for your attendance.

DA:pjr

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

RECEIVED FEB 12 1985

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

FEBRUARY 20, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

Feb 28
Feb 29
Feb 30
@ 11:30 AM
5-7:30 PM
MAYOR'S
OFFICE

AGENDA

- ✓ 1. ROLL CALL
- ✓ 2. APPROVAL OF MINUTES
- ✓ 3. COMMITTEE REPORTS
 - ✓ * FINANCE AND RESOURCE
 - * NOMINATING
 - ✓ * FUND RAISING - 5-16-85 Lee Brown
 - ✓ * PERSONNEL/SEARCH
 - ✓ * PROGRAM AND PLANNING
 - ✓ * MEMBERSHIP
- ✓ 4. PRESIDENT'S REPORT
- ✓ 5. CHAIRMAN'S REPORT
- ✓ 6. ADJOURNMENT

10% salary
current
1000
Round up to
3000.00
NO

MAR 26 - 4 P
presentation to
U-L

Nominations

Who rotates off -

Need letters to them -

List of what kind of positions
are open.

Sinda - '88

Ben Valley - '88

Nelly for off

Bruce off

Laura Rep

Legal

New Secretary

Member at Large

Ken Kelley - replace for 1997

Business

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

February 20, 1985

The February meeting of the Urban League Board of Directors held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:10 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Nellie Fox, Thomas Kelley, Richard Kishimoto, Bruce Posey, Linda Rasmussen, Irwin Starr, Ron Sykes and John Vogel.

The following Directors were absent with excuse: Shirley Minor, Joel Smith, Ben Talley and Thane Tienson.

The following Director was absent without excuse: Bridget Flanagan.

Staff in attendance were: Freddy Petett, Carol J. Lentz, Tom Darby and Pauline J. Reed.

The minutes of the January meeting were approved.

FINANCE COMMITTEE

Carol Lentz reported on the purchase of the computers and software packages; three bids were solicited and they were purchased through Businessland.

Carol also reported on the minority participation at Urban Plaza II. The "going-in" percentage of minority participation is 32%. Skip will be working with Bruce Nicholson, Silco Construction Company, to try and expand the participation.

Carol circulated and discussed the Program Financial Status Report for the period ending January 31, 1985.

FUND RAISING

John Vogel reported that the Annual Dinner will be held on Thursday, May 16th at the Jantzen Beach Red Lion Inn. Lee Brown will be the guest speaker. The theme for this year's dinner is Diamonds and Rubies; diamonds for the 75th Anniversary of the National Urban League and rubies for the 40th Anniversary of the Portland Urban League.

SEARCH COMMITTEE

Linda Rasmussen reported that invitations to interview have been extended to the out-of-town applicants. All Board members are invited to meet the candidates, perhaps over lunch or dinner.

PROGRAM AND PLANNING COMMITTEE

Skip Collier reported that the Committee has met and composed a rough draft of the

Five Year Plan. The Committee has talked with Freddye and Carol and wants input from staff.

PRESIDENT'S REPORT

- * Asked Tom Darby to give an overview of the FST Academies Program. Tom circulated an outline of the project and discussed the program, answering questions raised by Board members.
- * Announced that the League's budget presentation to United Way is scheduled for March 26, 1985 at 4:00 P.M. and Carol will be coordinating the activity. The Board Chair and at least one other Board member should attend.
- * Announced that the State of Black America 1985 has been released and there has been a lot of publicity. Board members can order copies.
- * Reported that the Portland affiliate has received a letter from Ernie Cooper commending the agency for being 100% in compliance with National Urban League goals and particularly in payment of dues.
- * Reported that Kay Bogle inquired if there is going to be a Board reception for the new CEO and if so, could the Black artists have an exhibit at the same time. It was the concensus of the Board that the exhibit can be held.
- * Asked the Board to appoint Carol Lentz Acting President until a new CEO is named and that she be given a salary commensurate with the duties. It was moved and seconded (Starr/Rasmussen) that Carol Lentz be appointed Acting President until the new CEO is named. The motion passed.

CHAIRMAN'S REPORT

- * Reported that he has spoken with Shirley Minor, Chair of the Nominating Committee, and she has a revised information sheet for those interested in serving on the Board. Since she was unable to attend the Board meeting he will ask her to present her report to the Executive Committee. After the Executive Committee meeting, information can be disseminated to interested parties so that a list of names can be developed.
- * Reported on the youth conference between the Urban League and the American Jewish Committee. Thirty-six young people participated in the project. Television and newspaper coverage was provided. He has met with the David Farber and Susan Abravenel, American Jewish Committee, Darrell Millner, PSU, and Kathleen Saadat, Urban League, to discuss suggestions of continuing the program with youth and adults. The concepts for continuation are to be taken back to each Board to determine if the program can be further developed. The group would like to have another Board member from each Board participate on the Planning Committee. The adult program would be a fund raiser, with the monies benefiting both Hebrew Studies and Black Studies programs. Chairman Adair will call Board members asking for a volunteer to work with the Planning Committee.
- * Reported that the Jefferson High School Career Day will be held on February 28th. There are over 40 firms participating in the program this year.
- * Reported that he has received a call from John LeCave, Chairman of the National Council of Board Presidents, regarding a joint meeting of the Executive Committee of the Council of Urban League Presidents and the Council of Urban

League Executives in Denver, Colorado on March 8th and 9th. The topic of the meeting will be increasing the effectiveness of Board volunteers. He is waiting to receive a letter with the agenda of the meeting before deciding if he will attend.

- * Announced the Seattle Urban League Annual Dinner is being held on February 26th and he will be attending.
- * Announced that he has received a request from Deloria McWashington, Chair of Seattle Urban League Board, to co-host a reception on the evening of March 29th in conjunction with the Regional Conference. This reception would be in honor of our new CEO and the Orange County Urban League CEO, Joyce Owens-Smith. After discussion the Board decided to have a reception in Portland for the new CEO.

Carol extended an invitation to the Board to attend a going away reception for Freddie on February 28th from 5:00 P.M. - 7:30 P.M. at Maxi's in the Lloyd Center Red Lion.

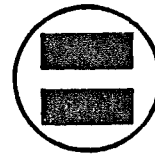
The meeting went into Executive Session at 1:06 P.M.

Submitted by:

Pauline J. Reed
PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:

Bruce Posey (R)
BRUCE POSEY, Secretary
Urban League Board of Directors



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EX OFFICIO

Richard Kishimoto

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Finance and Administration

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

March 11, 1985

M E E T I N G N O T I C E

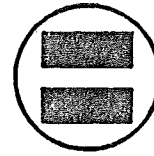
TO: URBAN LEAGUE BOARD OF DIRECTORS.
FROM: DONNY ADAIR, CHAIRMAN
RE: MARCH MEETING

The March meeting of the Urban League Board of Directors will be held on Wednesday, March 20, 1985 at 12:00 Noon in the Multi-Purpose Conference Room of the Urban Plaza, 10 North Russell Street.

Please mail your response card by Friday, March 15, 1985 so we will know whether to plan for your attendance.

DA:pjr

RECEIVED MAR 13 1985



The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

March 14, 1985

M E M O R A N D U M

OFFICERS

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

BOARD OF DIRECTORS

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EX OFFICIO

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Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

To: Board of Directors
From: Donny Adair *[Signature]*
Re: Nominations for Board/Officers

There will be four (4) Board vacancies for us to fill this month. Shirley Minor is sending out a letter soliciting interested parties to submit a letter of interest and/or resume. In addition, Linda Rasmussen would like to be elected to a second term.

I would like to take this opportunity to extend our deep appreciation to Nellie Fox and Bruce Posey for serving two consecutive terms (six (6) years). Our immediate past Chairperson, Dick Kishimoto, has served seven (7) years and we also owe our thanks for service and his leadership. In addition, Ben Talley has indicated that he cannot continue to serve because of other business commitments. Over the last two years Ben has Chaired/Co-chaired the Nominations Committee.

It should be noted that we are losing labor, legal, business and government representation. The terms of affiliation with the National Urban League also require that we improve our representation of Directors under 30 years of age. As you consult with your friends or business associates, please keep these emphases in mind.

Please recruit anyone you feel is qualified.
People who are interested should send a brief
letter and/or resume to Shirley Minor as soon as
possible.

Thank you for your help.

DRA:pjr

cc: Carol J. Lentz

P.S. We need additional financial expertise.

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

MARCH 20, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

- ✓ 1. ROLL CALL
- ✓ 2. APPROVAL OF MINUTES
3. COMMITTEE REPORTS
 - ✓ * FINANCE AND RESOURCE
 - ✓ * NOMINATING
 - ✓ * FUND RAISING
 - ✓ * PERSONNEL/SEARCH
 - ✓ * PROGRAM AND PLANNING
 - ✓ * MEMBERSHIP
- ✓ 4. PRESIDENT'S REPORT
5. CHAIRMAN'S REPORT
6. ADJOURNMENT



OREGON STATE UNIVERSITY EXTENSION SERVICE

EFNEP

OREGON'S EXPANDED FOOD and NUTRITION EDUCATION PROGRAM

The Problem:

The President's budget has eliminated funding for the Cooperative Extension Service's highly successful Expanded Food and Nutrition Education Program (EFNEP). Congress funded EFNEP in 1968 to help families, especially those with young children, learn how to stretch their food dollar and improve their diets.

Since 1968 over 7.6 million low income adults nationally, and 116,396 youth and adults in Oregon, have been educated through this program. In 1983-84 EFNEP helped over 18,000 low income youth and adults in Oregon improve their diets through individual and group teaching.

The Need:

The need today is greater than ever. Despite America's high standard of living, nutrition and inadequate exercise plague low income families. The diets of low income American families need drastic improvement.

A Senate Committee on Nutrition found that the average American's diet included:

- : 45% calories from fat
- : 23% calories from sugar
- : 16% calories from protein
- : 16% calories from carbohydrates

The Congressional Committee recommended cutting fat intake by one third and sugar intake by one half, and boosting intake of foods rich in iron, vitamins A and C, calcium, and fiber.

Low income families, who spend an average of 36% of their total budget on food, are requesting assistance from EFNEP to learn how to feed their families a well balanced diet with limited resources.

The Educational Impact:

Oregon's EFNEP program has improved the diets of low income families for 16 years. Examples of educational impact include:

- : Savings of up to 33% in food budgets as a result of EFNEP program;
- : A significant increase in amount of fruits and vegetables, breads and cereals, and milk consumed by low income families;
- : A 98% success rate in teaching basic nutrition to youth as reported by teachers;
- : A 42% improvement in eating habits of youth as reported by teachers.

The Staff:

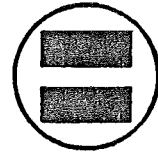
The EFNEP program is managed by a highly qualified staff of educators, supported by a specialist and resident staff at Oregon State University. They provide intensive food shopping, nutrition, and related food management training to EFNEP Aides. The program is delivered by 33 Nutrition Aides in the Portland and Eugene metropolitan areas.

In the Portland metropolitan area over 60% of these Nutrition Aides are from minority backgrounds and 80% received public assistance prior to employment with EFNEP. The Aides understand the problems of low income families and are effective in teaching them to improve their diets.

The Solution:

Continued funding for EFNEP. The EFNEP program has provided practical education that has improved the diets of thousands of Americans.

EFNEP is the only local, state, or federal program that has the delivery system, expertise, and experience to improve the diets of low income families in the United States.



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A United Way Agency

URBAN PLAZA

10 North Russell Street
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March 19, 1985

M E M O R A N D U M

To: Urban League Board of Directors
From: Festival Organizing Committee
Re: Black Festival Celebration

During our Staff Retreat, several staff members determined that there was a desire to promote recognition among the Black community of the history of the Urban League in issues related to Black Americans. As one person put it, the purpose was "to bring to the Black community an awareness of our cultural history and background; to help build Black pride and self-esteem, which is very critical for our Black youth and families." That person, Linda Walton, along with Delilah LaGrone, Brenda Polk, Sheila Marcus, Giao Nguyen, Stefan Jones, Florene King, Margo Taylor, and Ronald Taylor, formed the Festival Organizing Committee and are planning a Black Festival Celebration to take place Saturday, June 22nd of this year and expanding to a weekend celebration in future years -- in commemoration of Juneteenth. Reasoned the committee, "as a predominately Black agency, the Urban League of Portland should have the coordinating role in this project." There was some feeling that the project was long over due.

In connection with staging the Festival, the following committees have been established:

Entertainment Committee -- Plans a 5K Union Avenue Road Run, Band concert, speakers forum, senior citizen bake-off, and a picnic. The committee will obtain city permits, licenses, and approvals where required.

To Urban League Board of Directors
From Festival Organizing Committee
Page 2

Advertising Committe -- The largest share of its funds and resources will come from volunteer efforts and contributions of private citizens and organizations such as the National Business League, North/Northeast Business Boosters, Portland Music Association, Rose Festival Association, and This Week Magazine. In general the committee believes that the Festival will generate income for businesses in North/Northeast neighborhoods and will advertise saying that.

Volunteer Committee -- Will assist in matters of security, stagehands, event monitoring, lost and found, and crowd control.

The festival is in the preliminary organizing stages, and therefore no budget has been set. However, it is the intent of the committee to secure donations and volunteer support in all areas; and monetary support from the League will be minimal. We will not, however, encumber the League without the proper approvals. The organizing committee seeks assistance, support, and approval of the Board of Directors in staging this Festival.

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

March 20, 1985

The March meeting of the Urban League Board of Directors held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:25 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Thomas Kelley, Richard Kishimoto, Shirley Minor, Bruce Posey, Linda Rasmussen, Joel Smith, Irwin Starr, Ron Sykes, Thane Tienson and Jack Vogel.

The following Director was absent with excuse: Ben Talley.

The following Director was absent without excuse: Nellie Fox.

Staff in attendance were: Carol J. Lentz and Pauline J. Reed.

The minutes of the February meeting were approved.

FINANCE COMMITTEE

Joel Smith reported that the Finance Committee did not meet this month.

Carol Lentz distributed the Monthly Financial Status Report for the month of February and reported on same.

Carol reported on Plaza II. The rehabilitation is moving along ahead of schedule; the targeted finish date is June. Staff is thinking of possible programmatic ideas utilizing the building, possibly making half of it a young women's professional housing apartment building, with either single women or women with children. Eight Section 8 certificates come with the building and there may be low-income people who might need support services such as cooperative child care, networking, counseling, etc.

Carol also reported that the hardware for the Fiscal Office computer is at the software company in Steamboat Springs, Colorado being programmed. She and Launi will be going to Colorado in April to attend training sessions.

NOMINATING COMMITTEE

Shirley Minor reported on the Board vacancies. A letter has been sent to various community organizations informing them of the vacancies and asking if there are interested persons, resumes should be submitted by March 31st. Board members have also been sent a letter asking if they know of someone who would be interested in serving.

The Nominating Committee needs more participants. Thane Tienson, Tom Kelley and Ron Sykes volunteered to serve.

FUND RAISING COMMITTEE

Jack Vogel reported that the committee has not met in the past month, however, he has received material on the Annual Dinner speaker and the invitations have been

printed and delivered to the League. Carol reported that within the next two weeks, invitations will be made ready for mailing.

A question was raised about the numbering of tickets in order to maintain better control. After discussion, Carol agreed to take under advisement having the tickets numbered.

PERSONNEL/SEARCH COMMITTEE

Linda Rasmussen reported that a memorandum has been issued naming the three finalists for the CEO position, Len Benton, Lawrence Lakey and Herb Cawthorne. Second interviews have been scheduled for the first week in April. The candidates have been scheduled to meet with John Garlington, Albina Ministerial Alliance, Ron Herndon, Black United Front, Dave Paradine, United Way and Ora Nunley, NAACP. After discussion, it was decided that letters will be sent to the community representatives thanking them for meeting with the candidates and that the Search Committee will be meeting with them to get their impression of each candidate. It is the consensus of the Board that these impressions will not dictate the choice of candidate.

A question was raised as to the process to be used by the Board for interviewing the candidates. After discussion, it was decided that the Board would meet on March 28th to develop the questions, rating sheet and design the format of the interview. The full Board is invited to attend the interviews in order to assess each candidate. Freddye is also invited to attend the interviews.

Linda also reported that the press has been calling for information. She will issue a press release after today's meeting naming the candidates.

PRESIDENT'S REPORT

The Senior Services Department has just had its second quarterly review. Last quarter they were at 96% in contract compliance and this quarter they are rated at 100%. The League's last two quarterly ratings have been the best throughout the system. This report is brought to the Board's attention because last year at this time the department was only at 40% of contract compliance. Staff leadership changed in that department and things turned around. It was the consensus of the Board that a letter congratulating the Senior Services Department be sent.

The Youth Service Center had a City review and received an excellent rating. The League is presently negotiating with the County about the funding of the Juvenile Service Commission project.

The LIEAP project is now closed; all funds have been expended.

The staff retreat was very successful; the focus was unity. A facilitator was hired to put on the workshops which centered around group communication skills, interpersonal skills and group planning skills - how to take an idea and concretely build it into a project. Six committees were formed and each had an idea to be developed. The ideas are: 1) A learning academy for staff and community, drawing upon experts throughout the community to put on workshops. 2) A housing cooperative 3) A 24-hour cooperative child care center for staff and community 4) A major fund raiser in the fall of 1987 to make at least \$50,000 by bringing in a big name entertainer 5) A Black History Festival celebrating Juneteenth.

Carol also has another fund raising idea, (this is not a committee idea) of buying out the house on opening night for the performance of "Ain't Misbehaving" at the Civic Auditorium.

The Board was asked to support the concepts of two fund raising events and the festival. It was moved and seconded (Kelley/Smith) that the Board support the concepts of two fund raising events and the Black History Festival as described by Carol. The motion passed.

Reported on the presentation of the budget to the Allocations Panel of United Way.

Reported that Mayor Clark visited the Youth Service Center. The Youth Service Centers are trying to coordinate the running of youth summer employment programs as in the past.

Reported that Joe Payton will be representing the League as Acting CEO at the Regional Conference.

Announced that the National Urban League Conference is being held in Washington, D.C. on July 21 - 24, 1985. As more information becomes available, Board members will be informed.

CHAIRMAN'S REPORT

Reported that he will be attending the Regional Conference. Linda Rasmussen is the Alternate and will be unable to attend.

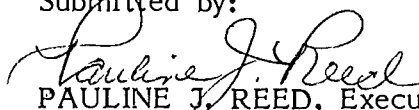
Complimented Carol on the presentation of the budget to the Allocations Panel.

The Board was sent a letter regarding the contracting of the Coordinator position of Rogers Cablesystems Channel 23 by the Northeast Community Development Corporation. It was the consensus of the Board that the League provide a letter of support.

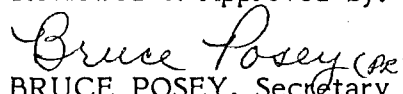
A question was raised about the spelling of "Rubies" on the Annual Dinner invitation. After discussion it was decided that based upon the costs of reprinting and since rubies is an acceptable spelling, we will keep the invitations "as is".

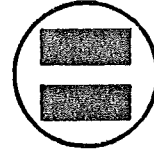
The Board meeting went into executive session at 1:40 P.M.

Submitted by:


PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:


BRUCE POSEY, Secretary
Urban League Board of Directors



The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

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Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

Barbara Ivory Williams
Member at Large

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PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

April 1, 1985

M E M O R A N D U M

TO: URBAN LEAGUE BOARD MEMBERS
FROM: DONNY ADAIR
RE: SPECIAL BOARD MEETING

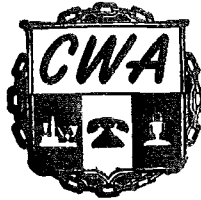
There will be a special Board Meeting to choose the new CEO on Monday, April 15, 1985 from 12:00 Noon - 2:00 P.M. The meeting will be held at the Urban Plaza in the Multi-Purpose Conference Room.

Please call Pauline at 280-2600 as soon as possible to let her know what you would like for lunch.

DA:pjr

RECEIVED APR 3 1985

Communications



Workers of America

LOCAL 9201

LINDA RASMUSSEN,
PRESIDENT

DIANE M. ROSENBAUM,
EXECUTIVE VICE-PRESIDENT

AFFILIATED WITH AFL-CIO

915 N. E. DAVIS • SUITE C
PORTLAND, OREGON 97232
Phone 238-6666

April 12, 1985

TO: URBAN LEAGUE SEARCH COMMITTEE

Freddye Petett expressed the following to me regarding C.E.O.
candidates in a telephone conversation today:

The two strong choices are BENTON & CAWTHORNE

Len is the best administrator -- low key

Herb not as great an administrator -- good public image
(caution dealing with fiscal stuff)

LAKEY not as good a job as the other two.

She has no preference between CAWTHORNE and BENTON -- they each bring
different skills.

FROM: LINDA RASMUSSEN

LMR:mkd
opeiu #11

*“From one CEO to another,
here’s what the Urban League stands for?”*

“We began in 1910. Seventy-five years ago black people couldn't ride in the front of buses, couldn't vote, couldn't live in white neighborhoods, couldn't attend the same schools as other Americans. That was the time when women — black or white — couldn't vote either.

People were called Chinks, or Wops, or Polacks, or Niggers.

And the country went on its merry way. But there wasn't unity. There weren't great cities. There wasn't the vital need to be brothers and sisters.

Because a few realized that when the many were thrown together, had to compete with each other, had to fight for a share of each dollar, but also had to respect and help and *know* each other . . . that's when Americans would need some help to become one nation, indivisible; a real fraternity of men and women.

The League was formed to give that help.”

Herb L. Cawthorne

**We've come
a long way.
The door's ajar.**

**Why become
Partners with
the Urban
League?**

**What's
the plan?**

Education

When the Urban League was born in New York, Portland had 207,214 people, about 1,045 of them black — mostly Pullman porters or day laborers and their wives and their children (whose destiny would be to grow up to be Pullman porters and day laborers), living in north Portland, going to segregated schools. Neatly walled-off socially and economically from the rest of the city.

Thirty-five years later, the League formed a Portland chapter, headed by Edwin "Bill" Berry, who's motto was "Give the blacks a chance at life too."

By 1945 not every black resident of Portland was a Pullman porter. The war had given equality slightly more meaning. But too many doors remained closed to blacks.

Today, of 368,139 Portlanders, 28,034 are black, living almost everywhere, doing almost everything, able to attend almost any school, prepared for almost any career . . .

almost. That's the operative word which motivates 50 Urban League employees to go work each day, mending lives, nurturing health, stimulating the hopeless, educating the educable, making Bill Berry's motto a reality.

Now we're asking Portland's business community to merge with us. Together we can do greater things.

Social stability and prosperity have everything to do with business stability and prosperity.

The point needs no substantiation.

And, for 75 years, Urban League chapters throughout America have helped keep urban peace and stimulate urban growth . . . building unparalleled organizational expertise and experience.

In Oregon, the League's 50-member staff and \$1.6-million annual budget make it the state's largest, most sophisticated black social action organization.

BUT . . . the Urban League is really only half of a long-overdue Partnership . . . it, *with* the business community, will make the pursuit of prosperity achievable, across-the-board.

Together, we — you and the League — can generate more skills training for more citizens, expanding Oregon's labor force to better attract incoming industry.

Together we can make healthier, happier, prouder, better educated, productive contributors to our socio-economic system. We can create givers to replace many of today's takers — forced to the hand-out by being shut-out.

To do more of what we're already doing; faster, better, helping more and more people.

How? With E's: education, employment, economic development — all can be upgraded by the League's efficiency and effectiveness. To one end: equality. With you as our Partner.

Take a look at what we're achieving today . . . and want to achieve tomorrow:

Last year we tutored 185 grade and high school students at our Whitney Young Learning Center, giving them help they couldn't get at home or school. But it's a program which needs its own building, because we want to tutor 500 students next year.

We helped 40 students learn about financial industry careers at our school-within-a-school in Jefferson High School, but we want to do the same with other career fields.

We conducted an SAT-test preparation course for 200 high school seniors, getting them ready technically & emotionally ready for pre-college exams, but we want to expand that help.

We helped 150 elementary school students broaden their reading and math skills in a summer field trip format. Now we've added science, with OMSI's help, and want to cover other academic skills.

Employment

With a staff of just two people, we interviewed 924 job applicants last year and placed 194 in long-term employment, adding \$1.4 million in taxable income to Portland's economy. With more funds we can add two more staff but *triple* the placement.

We held 47 seminars, teaching 850 attendees how to write resumes, interview successfully, how to get a job, and most importantly, how to keep it. With Xerox Corporation, we sponsored a "Technical and Personal Development Course" for 18 unemployed black young persons, many of whom will be repairing copying machines this time next year.

For 14 years now we've been sponsoring "Career Awareness Days" for high school seniors; programs which have dealt in depth with the demands and potentials within 44 different professions. And we were assisted by 35 different businesses as Partners.

But there's a way to go. While Portland-area unemployment stands at about 8%, black unemployment averages 20%.

We operate a full-scale placement service, free to jobless or employer, but we must expand the number of clients served, and we need more joint ventures, like the Xerox workshop sponsorship.

Economic Development

We persuaded its owner to give us the condemned Lynview Hotel (N. Williams & Russell), got \$850,000 from the Portland Development Commission to rehab it, and produced 15,000 sq. ft. of office space to house the League's entire operation (which used to operate from four different locations) *plus* 24 units of rental housing for the elderly handicapped.

Now we're working on a 19-unit apartment house for general market-rate housing, and our third project will be a community learning center. We're saving buildings from the wrecking ball while restoring housing stock to the Eliot neighborhood.

Efficiency

One of our recent job training programs, in basic clerical skills, taught 250 job seekers at less than \$75 per student, with 90% placed in appropriate positions.

Our counselors worked with 90 young people with known felony histories — from multiple misdemeanors to rape, assault, and burglary. Our aim: to keep them from re-committing crimes, and out of detention. Our success rate: 80%.

We administered over \$2 million in program services with an overhead cost of less than 10%.

With increased funding from our Partnership campaign we will fully automate League equipment which can double our productivity.

Effectiveness

We provided \$679,000 in payments to utilities and fuel oil companies on behalf of 3936 needy families in northeast Portland, got dental care for 240 families — care they couldn't have afforded otherwise.

We counseled 1000 youngsters who'd had minor scrapes with the law — to keep them in school or at home, out of trouble, as participating citizens.

We helped 425 senior families remain in their own homes, maintaining both independence and dignity, by getting the services they needed to stay out of institutions.

We distributed 11 1/2 tons of food to 1500 needy elderly and brought health care screening and low-cost weatherization advice to 400.

Equality

When you're fed decently, housed decently, educated decently, employed decently . . . and are respected, you've achieved.

Our work will never slacken toward that end.

$$E = MC^2$$

We borrowed a formula which describes our new head-of-steam: $E = mc^2$. . . Equality equals Management times Cawthorne to the second power. Our new CEO has the energy and commitment of two.

Herb Cawthorne is the peer of any Chief Executive Officer around: a 1984 nominee for the Portland City Council, a distinguished member of the Portland Board of Education and a veteran administrator on the faculty of Portland State University.

We applied Einstein's formula to ourselves because in asking for your Partnership pledge we think of Herb Cawthorne as part of our "Matching funds".

We are asking the corporate community to contribute \$250,000 during this campaign drive. We will solicit an additional \$120,000 from our general membership.

Our funding underlay of some \$1.6 million comes to us from 38 different governmental, agency, and private sources. Because of the diversified sources, that sum will probably hold steady, in the face of federal and state transfer payment cutbacks. But there is *no* possibility that it will increase.

Hence, to build on the program base we've outlined, we need your help. . . in two ways: (1) with contributed dollars and (2) with joint venture program development.

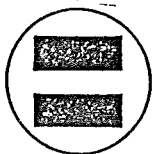
We are asking no more of you than ourselves. To date, League members have contributed about \$12,000 annually. We are asking them to increase that sum ten-fold.

We have not approached the business community with a campaign drive for almost 10 years, yet during the same decade we believe you'll agree ours has been a substantial contribution to Portland's social stability and prosperity.

Herb Cawthorne sums up the essence of the League's goal with this Partnership campaign:

"American capitalism, if it is true to itself, should be colorblind — it should be concerned first and foremost with talent and skill, with commitment and energy, with drive and intelligence. These are the qualities which make our corporations more productive than any in the world. The Urban League is asking corporate leadership to join us in partnership. For the partnership to work, this belief in American capitalism and American freedom must be mutually shared."

Contributions are fully tax-deductible.
Checks should be made payable to:



The Urban League of Portland
Urban Plaza
10 North Russell Street
Portland, Oregon 97227

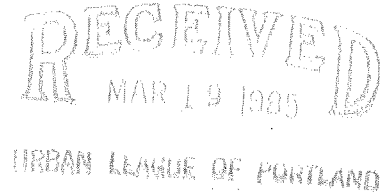
Herb L. Cawthorne
Chief Executive Officer
(503-280-2600)

Oregon Divestment Campaign

A project of the Oregon Rainbow Organizing Committee, P.O. Box 6797, Portland OR 97228-6797

March 18, 1985

Freddye Petett
Urban League
10 N. Russell
Portland, OR 97227



Dear Friends,

We are writing to ask you to join us in ending Oregon's investment in racism.

As you are probably aware, South Africa is the only country in the world where racial discrimination is official, legal policy. The system is known as "apartheid", and leaves 80 percent of the population with no voice at all in their own government.

Recent events in South Africa and here in the US are bringing more and more public attention to that nation and the cruel treatment of its black majority. Although it has received less attention, the State of Oregon is directly involved in the apartheid system. Approximately \$1 billion of Oregon's public investment funds are currently invested in corporations and financial institutions which do business in or with South Africa. South African officials have openly acknowledged the crucial support which such investments provide the apartheid government. Although they face severe government reprisals for doing so, numerous black leaders in South Africa have called for a halt to foreign investment there.

Legislation is now pending in the Oregon House of Representatives (House Bill 2001) which would require the State Treasurer to remove public monies from South Africa-related institutions and find alternative investment opportunities. The alternatives are plentiful and in many cases more profitable, as the experience of many other states, cities, public institutions and individual investors has demonstrated.

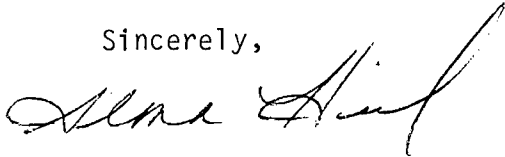
We hope that your organization will support this important legislation in one or all of the following ways:

- 1) Endorse House Bill 2001 and allow us to publish your organization's name on our list of supporters.
- 2) Help us communicate with your members about this issue. (Perhaps we could provide a short article for your newsletter?)
- 3) Contribute \$25 to \$100 to support our lobbying effort.

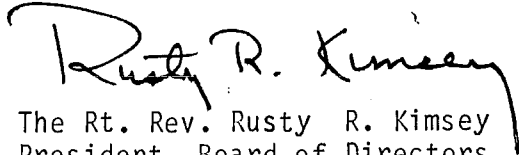
Enclosed you will find a copy of H.B. 2001 and additional information. If you like we can provide more information and a resource person to present our case to an organizational meeting. Your timely support is important. Please contact us if you need more information before taking action.

Thank you for your consideration.

Sincerely,



Alma Hill
Co-chair
Oregon Rainbow Organizing Committee



The Rt. Rev. Rusty R. Kimsey
President, Board of Directors
Ecumenical Ministries of Oregon

Contact: Terry Anderson 281-1364 days
282-1300 evenings

Contributions can be made to the Oregon Rainbow Organizing Committee--
Divestment Project, P.O. Box 6797, Portland, OR 97228-6797

STOP OREGON'S INVESTMENT IN RACISM!

ATTEND THE PUBLIC HEARING ON HB 2001
SOUTH AFRICA DIVESTMENT LEGISLATION

WEDNESDAY, APRIL 3, 1985

1:30 P.M.

STATE CAPITOL, SALEM

WE NEED YOUR SUPPORT TO GET OREGON STATE FUNDS
OUT OF SOUTH AFRICA !!!

CALL 282-1300 TO SIGN UP
OR FOR MORE INFO.

TRANSPORTATION PROVIDED

- YES! I WILL ATTEND THE HEARING ON 4/3. CALL ME TO ARRANGE TRANSPORTATION.
 I NEED A RIDE. I CAN PROVIDE A RIDE.
 SORRY, I CAN'T BE THERE. CALL ME WITH INFORMATION SO I CAN WRITE TO MY
LEGISLATORS ABOUT THE BILL.
 HERE'S \$ _____ TO HELP WITH THE CAMPAIGN.

MY NAME _____ ADDRESS _____
PHONE(S) _____ CITY/ZIP _____

RETURN THIS FORM TO: OREGON RAINBOW, BOX 6797, PORTLAND 97228

American
Committee
On
Africa

SOUTH AFRICA:

Questions and Answers On Divestment

There is a growing debate about whether US investments in South Africa help or hinder efforts to abolish the system of white minority rule known as apartheid. Corporations have claimed that investment provides job opportunities and helps promote positive change. Opponents of investment contend that US involvement provides capital and technology needed by the white minority to maintain its absolute domination over the black majority.

A movement for divestment of funds from corporations that invest in South Africa is growing throughout the United States. It involves leaders of civil rights organizations, labor unions, churches, universities, community groups, and state and municipal legislators. They argue that ending South Africa-related investments will make new funds available for mortgages, home improvements, and community development. The following questions and answers on divestment have been prepared to help deal with the issues that are being raised by this debate.

1. Why focus on South Africa?

"Attention is focused on South Africa not because it has quantitatively less freedom, less justice or less democratic government than a hundred other countries one could name," according to Sydney Kentridge, a prominent South African lawyer. "Those goods do exist in South Africa but they are strictly rationed on the sole basis of color — not of citizenship or birth or merit, but color alone."

While South Africa does not hold the monopoly on racism, this is legalized racism at its most brutal. Color determines every facet of human life and death in South Africa.

- ▶ The African population is 22.7 million. The white population is only 4.7 million. Whites vote; Africans are not permitted to vote. Comprising over 72 percent of the population, Africans may live permanently on only 13 percent of the total land area.
- ▶ The average monthly wage in 1982 was \$1136 for whites, and \$250 for Africans. For every \$1.00 that a white employee earns, an African earns 22¢.
- ▶ In 1981/82 the government spent \$1199 on education for every white child, and \$145 for every African child.
- ▶ In 1980, of every 1,000 white children born, 13 died in infancy. In some rural areas, 240 out of every 1,000 African children born die in infancy.

2. Isn't economic involvement in South Africa a foreign policy issue that should be handled by the federal government?

In an important opinion of May 1984, the Attorney General of Maryland, one of the 29 states to have considered the enactment

of divestment legislation, stated that there is no conflict between divestment legislation and the US Constitution, federal law and federal foreign affairs powers.

A separate opinion prepared for the prestigious Lawyers' Committee for Civil Rights Under Law in August 1984 agreed. "State divestiture legislation violates no statute, treaty or executive agreement of the United States, and so transgresses none of the grounds upon which state action has traditionally been deemed violative of national foreign policy."

Beyond the legal question, many state and city officials have been adamant that divestment not be relegated to the realm of "foreign affairs." New York City Mayor Ed Koch endorsed the July 1984 report on "City Policy With Respect to South Africa" which stated that: "The issue is the relationship between the City's finances and an unjust system. We believe that there is no legal or constitutional requirement that the City support apartheid in any way. It is simply not accurate to say that South Africa's governmentally supported policy of massive and sustained discrimination is none of our concern."

3. Why is corporate withdrawal necessary?

"The net effect of American investment has been to strengthen the economic and military self-sufficiency of South Africa's apartheid regime." (Report of the Senate Subcommittee on Africa, January, 1978.)

Total US financial involvement in South Africa, including direct investment, bank loans and shareholdings, totals some \$14 billion. There has been a tripling of direct US investment to over \$2.6

House Bill 2001

Sponsored by Representatives CARTER, BAUMAN, BURTON, CEASE, EACHUS, FAWBUSH, GOLD, J. HILL, L. HILL, HOOLEY, HOSTICKA, MASON, McCracken, WHITTY, Senators HENDRIKSEN, McCoy, WYERS, FADELEY (at the request of Oregon Rainbow Organizing Committee; Portlanders Organized for South Africa's Freedom; Black Student Union of the University of Oregon; Student Bar Association, Black and Asian Law Student Association, Associated Students of the University of Oregon; Graduate Teaching Fellows Federation of the University of Oregon (Local 3544 of the AFL-CIO); Oregon Assembly for Black Affairs)

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure as introduced.

Defines excluded countries as those practicing apartheid.

Prohibits new investment of Public Employes' Retirement Fund, Industrial Accident Fund and short term funds in firms doing business in excluded countries. Prohibits state deposits in banks making new loans to such countries. Directs prudent divestment of present investments in excluded firms within two years. Prohibits public contract with persons who trade with or invest in excluded countries. Prohibits expenditure of public funds for travel in excluded countries.

Declares emergency, effective on passage.

A BILL FOR AN ACT

1
2 Relating to state investments; and declaring an emergency.

3 Be It Enacted by the People of the State of Oregon:

4 SECTION 1. (1) The Legislative Assembly condemns the apartheid policies of the Republic of South Africa
5 and of Namibia.

6 (2) The Legislative Assembly finds that apartheid is a system of legalized racial segregation and economic
7 and political exploitation of 18 million black South Africans and Namibians that:

8 (a) Denies the right to vote to black citizens.

9 (b) Forces families to separate when a parent obtains work in a white area.

10 (c) Forces all black citizens 16 years of age or older to carry a passport that indicates the district to which the
11 citizen is confined.

12 (d) Allocates 87 percent of the land to whites that make up 16 percent of the population, but only 13 percent
13 to black citizens who make up 72 percent of the population.

14 (e) Forces removal of over two million black citizens to so-called "homelands" where the infant mortality
15 rate stands at 240 per 1,000 in comparison to 12 per 1,000 for the balance of the population.

16 (f) Invests over 10 times per pupil in white children's education as in black children's.

17 (g) Does not allow black workers to strike or engage in collective bargaining.

18 (3) The Legislative Assembly further finds:

19 (a) The law of apartheid in the Republic of South Africa and in Namibia enforces a social, political and
20 economic structure which institutionalizes inequality solely based on race.

21 (b) The apartheid system is absolutely abhorrent to the fundamental principles of human rights and
22 standards of justice and individual freedom.

23 SECTION 2. As used in this section:

1 (1) "Apartheid" means any of the following acts committed for the purpose of establishing and maintaining
2 domination by one racial group of persons over any other racial group of persons and systematically oppressing
3 them:

4 (a) Denial to a member or members of a racial group or groups of the right to life and liberty of person:

5 (A) By murder of members of a racial group or groups;

6 (B) By the infliction upon the members of a racial group or groups of serious bodily or mental harm by the
7 infringement of their freedom or dignity, or by subjecting them to torture or to cruel, inhuman or degrading
8 treatment or punishment; or

9 (C) By arbitrary arrest and illegal imprisonment of the members of a racial group or groups;

10 (b) Deliberate imposition on a racial group or groups of living conditions calculated to cause its or their
11 physical destruction in whole or in part:

12 (c) Any legislative measures and other measures calculated to prevent a racial group or groups from
13 participation in the political, social, economic and cultural life of the country and the deliberate creation of
14 conditions preventing the full development of such a group or groups, in particular by denying to members of a
15 racial group or groups basic human rights and freedoms, including the right to work, the right to form recognized
16 trade unions, the right to education, the right to leave and to return to their country, the right to a nationality, the
17 right to freedom of movement and residence, the right to freedom of opinion and expression and the right to
18 freedom of peaceful assembly and association;

19 (d) Any measures, including legislative measures, designed to divide the population along racial lines by the
20 creation of separate reserves and ghettos for the members of a racial group or groups, the prohibition of mixed
21 marriages among members of various racial groups, the expropriation of landed property belonging to a racial
22 group or groups or to members thereof;

23 (e) Exploitation of the labor of the members of a racial group or groups in particular by submitting them to
24 forced labor; and

25 (f) Persecution of organizations and persons by depriving them of fundamental rights and freedoms because
26 they oppose apartheid.

27 (2) "Excluded bank" means any depository bank or depository, as defined in ORS 295.005, which makes or
28 participates in making any loan to a government, governmental agency or quasi-public agency of any excluded
29 country after the effective date of this 1985 Act, as determined by the procedure described in this 1985 Act.

30 (3) "Excluded country" means any nation or international territory ruled by the system of apartheid.

31 (4) "Excluded firm" means any business organization which conducts business in any excluded country, as
32 determined by the procedure described in this 1985 Act.

33 (5) "Subject investment funds" means:

34 (a) Public Employees' Retirement Fund described in ORS 237.271;

35 (b) Industrial Accident Fund described in ORS 656.632;

36 (c) The Common School Fund;

37 (d) The Oregon War Veterans' Fund; or

38 (e) Funds in the custody of the State Treasurer that are not required to meet current demands.

39 SECTION 3. (1) The State Treasurer shall prepare and report to the public annually a list of excluded
40 countries, excluded banks and excluded firms. Banks or firms proposed to be listed as excluded shall be so
41 notified in writing and shall be given a copy of this 1985 Act. Sixty days after the mailing of such notice, such

1 banks or firms shall become excluded banks or firms unless the State Treasurer has received from the bank or
2 firm an affidavit as follows:

3 (a) In the case of a bank, that the bank has not made or participated in the making of any loan to a
4 government, governmental agency or quasi-public agency of any excluded country after the effective date of this
5 1985 Act.

6 (b) In the case of a firm, that the firm, taken together with its subsidiaries, parents and affiliates, has no
7 employes in any excluded country, produces no earnings from operations in any excluded country and invests no
8 funds in any form in any excluded country.

9 (2) Subject investment funds in the custody of the State Treasurer shall not be deposited in any excluded
10 bank.

11 (3) Subject investment funds shall not be invested in any excluded firm unless the State Treasurer personally
12 or by authorized designee certifies in each instance that failure to make the investment in the excluded firm
13 would cause specifically identified immediate financial loss to the subject investment fund.

14 (4) Any investment of a subject investment fund held in an excluded firm on the effective date of this 1985
15 Act shall be prudently divested within two years unless the State Treasurer personally or by authorized designee
16 certifies in each instance that failure to retain the investment in the excluded firm would cause specifically
17 identified immediate financial loss to the subject investment fund.

18 (5) The State Treasurer shall report all investments in excluded firms to the public annually.

19 SECTION 4. Sections 2 and 3 of this Act are added to and made a part of ORS chapter 293.

20 SECTION 5. Section 6 of this Act is added to and made a part of ORS 279.011 to 279.061.

21 SECTION 6. No public contracting agency shall enter into any public contract, including a personal service
22 contract, with any person who trades with or invests in an excluded country, as defined in section 2 of this 1985
23 Act.

24 SECTION 7. No public funds of the state or any political subdivision shall be expended on travel expenses
25 of any public officer or employe to an excluded country, as defined in section 2 of this Act.

26 SECTION 8. This Act being necessary for the immediate preservation of the public peace, health and safety,
27 an emergency is declared to exist, and this Act takes effect on its passage.

Dear Sir,

This letter is in support of the Expanded Food and Nutrition Program. It is operated by the Extension Service and has as its goal the teaching of nutrition to low-income youth and adults.

This organization is located at

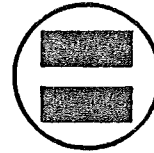
211 Southeast 80th
Portland, Oregon 97215.

They employ low-income people to work with low-income people. We know of the achievements of this organization and support its works.

Please help with your vote and your influence to fund this organization.

Thank you.

Sincerely yours,



The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

OFFICERS

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
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Barbara Ivory Williams
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Programs and Community Services

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

April 9, 1985

M E E T I N G N O T I C E

TO: URBAN LEAGUE BOARD OF DIRECTORS
FROM: DONNY ADAIR, CHAIRMAN
RE: APRIL MEETING

The April meeting of the Urban League Board of Directors will be held on Wednesday, April 17, 1985 at 12:00 Noon in the Multi-Purpose Conference Room of the Urban Plaza, 10 North Russell Street.

Please mail your response card by Friday, April 12, 1985 so we will know whether to plan for your attendance.

DA:pjr

RECEIVED APR 11 1985

Senior Services Review

1st Quarter at 96% - Best rating
2nd Quarter at 100% - " "

~~But on down contract renewal - no bid~~

from last year - ~~the same~~ -
when we were only
performing 40% of
contract -

YSC -

City review exit interview
complete turn around
"excellent" "outstanding"

JSC - Commission Planning
Budget

LIAP - program done
expended all \$650,000 +

Staff Retreat -

"Well received -

focus was on unity

- Projects and committees

that came out

~~1) ~~Projects~~~~

1) Learning academy for
staff and community
2) Housing cooperative

group planning
+ communication
skills
transferable
to work &
home.

Coop ~~at~~.

3) United Care of
Employees + Comm
24 hr - infants also

4) Fund Raising - Major
50,000 ^{signature} - ¹centertainer

5) Black History Festival
in June

Three follow-up workshops

United Way presentation -

Major's visit

Summer Youth Employment

at youth service centers

Regional -

Joe Taylor will represent ~~us~~ us

at assembly

4 - staff from U.I.

National

dates 7/20-23 - D.C.

Committee on Learning Academy has met twice, once at Silver Falls and one at Headquarters site. We are presently divided into subcommittees to:

1. Form a questionnaire to poll staff on Staff Development needs.
2. Perform a needs Assessment and ascertain present available efforts in community on:
 - a. Community Education
 - b. Technical Assistance
 - c. Skill Building

Committee will reform to provide recommendations on Academy Name, Formation and what might be provided.

- Later inclusions may be in areas of:
- a. Forums
 - b. Research + Resources (Library)
 - c. Credited Classes

Juneteenth observed by former Texans

By L^{ANITA} DUKE
Correspondent, The Oregonian

Juneteenth — June 19 — marks the anniversary of the day in 1865 when Gen. Gordon Granger announced the signing of the Emancipation Proclamation to the slaves in Texas.

Juneteenth is an official holiday in Texas and is remembered and observed in a variety of ways in Portland by transplanted Texans.

The announcement of the Emancipation Proclamation — issued Jan. 1, 1863 — was made late to slaves in Texas

The announcement of the Emancipation Proclamation was made late to slaves in Texas.

where the last Civil War battle was fought in May 1865. The soldiers in Texas hadn't heard the war officially ended April 9, according to historical sources.

Clara Peoples, a Northeast Portland resident whose grandparents were slaves, said the oral history related to her, as a child in Texas indicated that poor communications and some slaveholders' efforts to finish one last harvest with free labor brought about the delay in announcing the proclamation following the Civil War.

Juneteenth was celebrated in Texas the same way as the Fourth of July in other states, recalled Charles B. Maxey, a Northeast Portland store manager and another Lone Star state emigrant.

"There were speeches, picnics and track runs," Maxey said.

He observes Juneteenth in Oregon, Maxey said, by "working towards the implementation of civil rights laws this side of the Mason-Dixon line."

"It was a day blacks did not go to work," recalled Fay Gordley, a retired Northeast resident who grew up in Texas. "We had softball games and barbecues. There was a 25-gallon keg of lemonade wheeled out and when half of it was gone, it was refilled with corn whiskey."

City Commissioner Charles Jordan remembered Juneteenth as "a time to get together and enjoy one another's company."

"Now, when the day rolls around, I pause to reflect on a time when we shared and cared for each other," he said.

Dr. Darrell Millner, head of Portland State University's Black Studies Department, wants blacks to set aside Juneteenth as a time to reflect upon their historical connection to the development of the modern world.

"So often we conceive of our past as it relates to the cotton plantations," he said. "That is a very dangerous way to look at your past because it separates us from the long history of our contribution to the Western Hemisphere."

Over the weekend, Bethel African Methodist Episcopal Church sold grocery bags of food for three dollars in observance of Juneteenth.

Grace Collins Memorial Center has planned a musical event Saturday, June 23, at the center, 128 N.E. Russell St.

Jordan said he would like to see more emphasis placed on the significance of Juneteenth.

"I wish we could bring back some of those days when we cared about each other," he said. "With the knowledge and resources we have in the black community, we could change the face of many metropolitan cities."

A/C TRAINING

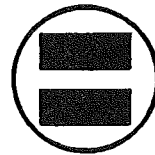
PROVIDED INSTRUCTORS
EQUIPMENT

8 WEEKS
41 PER WEEK

P.C.C. CASCADE CAMPUS

30 TRAINED TO REPAIR COPY MACHINES

TO COMMENCE 1 APRIL



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URBAN PLAZA

10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

April 15, 1985

To: Urban League Board of Directors and
Search Committee

From: Carol Lentz, Acting President

Re: Staff Comments regarding CEO Candidates

On Friday April 5, 1985, I circulated a memo to all the Urban League staff requesting any comments the staff had regarding the CEO candidates. I requested that they keep their remarks related to specific reasons why they felt one candidate was outstanding or possibly why one candidate might be detrimental to the League. The following is a listing of those comments.

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"Chararisma; Public Speaking Ability, Integrity, Positive Outlook/Attitude; Sense of what is Appropriate; Respect for self and staff; grounded in issues/needs; Understands relationship to Agency"

"Excellent leadership & administrative qualities; established influence with a number of key people in the community, business, education and government; strong convictions; long history of commitment to the community served by the League and has been a strong advocate; from Portland and likely to remain; ability to pull staff together into a more cohesive group; has a healthy perspective of the League's need to both serve the community and remain solvent"

"Very skilled administrator; the UL is ready and waiting for the economic development that Mr. Cawthorne suggest; ability to increase the League's prestige in community; knowledge of important players who effect decisions in Portland; best person to encourage staff growth and competency."

"His love and knowledge of the community would allow him to deal constructively with any problems. Ability to teach, understanding of hard work."

"Resident in the community; Aware of the needs of the community; willing and capable of performing the duties of CEO"

LEONARD BENTON

"Most experience with NUL, good manager, good potential in terms of vision and improving our direction; exudes total honesty and dedication including quiet dignity and a very apparent humility; appears to love strength of character and purpose enough to represent UL in all arenas, very respectable"

"Expressed true League mission; his experience spoke to itself in the confidence he showed in his statement; ready to carry on the mission of the Portland UL and also to direct us in new directions which will be positive; his professionalism was expressed in his speech."

"Most qualified because he has been in amny arenas during his tenure with Oklahoma City UL. He is in agreement with the NUL goals and objectives. Because of his many years of working with the League at each staffing level, he also knows what it takes to get the job done."

"Would be a very progressive person who would try for perfection in all he does. He appears to be quite understanding, and a dynamic worker, who would bring prosperity to his endless dreams."

"Self assured; thinking person"

REV. LAWRENCE LAKEY

"I feel that his personality is what's needed to first and foremost build the moral of the Urban League family. He also is an individual with an ear in the community and can be that positive influence needed to put the League out where it can be the viable agency that it should be."

"Mr. Lakey appears to have too much frustration within himself to deal with diversity. Because of his frustration there would be too much hatred, which does not allow for a good sound building of an agency."

"He's down to earth, understanding willing to work for the staff & community"

There were a good many of the staff that just indicated a personal preference and I have not included a tally of these. There seemed to be about an even distribution of "votes" between Herb Cawthorne and Leonard Benton with a handful for Rev. Lakey.

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS
SPECIAL MEETING

APRIL 15, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

- I. ROLL CALL
- II. REVIEW OF OPINIONS
 - A. SEARCH COMMITTEE RECOMMENDATIONS - LINDA RASMUSSEN
 - B. STAFF REPORT - CAROL J. LENTZ
 - C. MEETINGS WITH COMMUNITY LEADERS
 - D. BOARD INTERVIEW/COMMENTS - PROXY
- III. SELECTION OF CEO
- IV. APPOINTMENT OF NEGOTIATING COMMITTEE
- V. PRESS RELEASE/CONFERENCE

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS
SPECIAL MEETING

APRIL 15, 1985

The Board of Directors held a special Board Meeting on April 15, 1985. The meeting was called to order by Chairman Donny Adair at 12:00 Noon.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Nellie Fox, Tom Kelley, Dick Kishimoto, Shirley Minor, Bruce Posey, Linda Rasmussen, Joel Smith, Ron Sykes, Ben Talley, Thane Tienson and Jack Vogel.

The following Director was absent with excuse: Irwin Starr.

Staff in attendance were: Carol J. Lentz and Pauline J. Reed.

Guest in attendance: Bill Hilliard.

This meeting was held to select the new CEO. Linda Rasmussen reported that it was the concensus of the Search Committee that the Board hire Herb Cawthorne. The question was raised about how the Committee reached its decision. Discussion followed.

Chairman Adair called for staff comments. Carol circulated the employee comment sheets and reported on the results of the written survey. Chairman Adair reported Executive Staff feedback. Linda and Thane reported Freddy's comments. Discussion followed.

Chairman Adair called for the community leaders' comments. Skip reported on these.

Irwin Starr sent his proxy and a motion was made to accept it. It was moved and seconded (Tienson/Smith) that Irwin Starr's proxy be accepted. The motion passed.

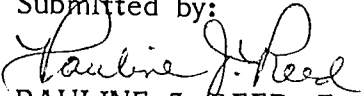
After all discussion, Chairman Adair called for a vote. Ballots were circulated and Herb Cawthorne received the majority of votes (11-4).

Chairman Adair reported that prior to the meeting, he had contacted several Board members and asked them to serve on the Negotiation Committee. Those serving are Thane Tienson, Joel Smith, Tom Kelley and himself. Carol Lentz is the staff person.


To announce the new CEO, a press conference will be held on Tuesday, April 16th, at 10:00 A.M.

The meeting adjourned at 1:25 P.M.

Submitted by:


PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:


BRUCE POSEY, Secretary
Urban League Board of Directors

LEONARD BENTON

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URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

APRIL 17, 1985

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The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Dick Kishimoto, Shirley Minor, Bruce Posey, Linda Rasmussen, Joel Smith, Thane Tienson and Jack Vogel.

The following Directors were absent with excuse: Nellie Fox, Tom Kelley, Irwin Starr and Ben Talley.

The following Director was absent without excuse: Ron Sykes.

Staff in attendance were: Carol J. Lentz and Pauline J. Reed.

With the addition of Skip Collier's name to the Nominating Committee roster, the minutes of the last meeting were approved as amended.

FINANCE COMMITTEE

Joel Smith reported that the Committee had not met during the month.

Carol Lentz reported on the computer training class which she and Launi Collier attended in Steamboat Springs, Colorado. When the hardware is returned, the Finance Office will start getting computerized. By July 1st, the start of the new fiscal year, she hopes to have the system ready to go. She will run a manual set of books parallel with it until she feels the computer records are accurate.

Carol circulated the Monthly Financial Status Report for the period ending March 31, 1985 and discussed same.

ANNUAL DINNER COMMITTEE

Jack Vogel gave a progress report on the Annual Dinner. The Program and Annual Report are ready for printing. The Committee is also having the invitations re-printed to change the spelling of "Rubys" to "Rubies."

Carol reported that she had been in contact with Governor Cuomo; he asked if the League had a speaker for the Annual Dinner. He is wanting to raise his profile on the West Coast. The League could invite him to Portland and use his appearance as a fund raiser, perhaps in the fall.

NOMINATING COMMITTEE

Shirley Minor reported that letters have been sent to various community groups advising that there are openings on the Board. She has received twelve responses; interviews will be set with these individuals.

The Committee will also be reviewing the expiration dates of all Board members. Nine persons have expiration dates in 1987 and only 1/3 of the Board should rotate per year, therefore, Board terms have to be tracked to find correct expiration dates.

Bridget Flanagan asked to join the Nominating Committee and was accepted.

PERSONNEL/SEARCH COMMITTEE

Linda Rasmussen reported that she talked with Len Benton and Lawrence Lakey. Both expressed their thanks to the Board and staff for courtesies extended.

Chairman Adair expressed thanks to Linda and the Committee for conducting the search and to Bridget for coordinating the press conference announcing the new CEO.

Bridget expressed thanks to Pauline for helping prepare the information which was handed out to reporters at the press conference.

PRESIDENT'S REPORT - Carol J. Lentz, Acting President

- * Carol showed an architect's rendering of a building on Williams and Graham Streets which is zoned for commercial use. She has been approached by a group of investors who will buy the building; PDC has committed to putting some monies into rehabilitation of it and there is a financial institution which will loan the balance of money needed for total rehabilitation. The proposal is that Urban League could master lease the building for 10 years.

The Youth Department is cramped for space in Urban Plaza and could be moved to this building and there are agencies also interested in sub-leasing the building. Carol asked the Board's approval to continue with the investigation process and asked Skip to work with her on this because the investment group is a union and they want to have union labor doing the rehabilitation. Carol has advised the union that the League will take no less than 30% minority participation. Carol also asked the Finance Committee to help her as the negotiations progress.

Joel Smith advised Carol to proceed and indicated that the Finance Committee will need to start looking into what the long-term risks might be if the League takes on too many real estate projects.

- * Reported on Plaza II; the building is almost finished and rental applications will start being taken on or about June 1st.
- * Reported on the progress of negotiations with program contracts; the Juvenile Services Commission project was funded for a position the League wanted, however all JSC programs received an across the board cut of 12.5%; the YSC budget was funded for the same amount as this year; the Senior Center budget was increased 6% over last year.

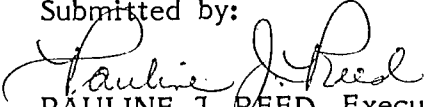
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- * Circulated a budget sheet received from the National Urban League Western Regional Office outlining the dollars received by Western area affiliates.
- * Presented 5-year service pins to Bruce Posey and Dick Kishimoto. Nellie Fox was not present to receive hers.


- * Reported on the activities at the Western Regional Conference.
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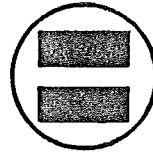
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Submitted by:


PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:


BRUCE POSEY, Secretary
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URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

April 17, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

1. ROLL CALL
2. APPROVAL OF MINUTES
3. COMMITTEE REPORTS
 - * FINANCE AND RESOURCE
 - * NOMINATING
 - * FUND RAISING
 - * PERSONNEL/SEARCH
 - * PROGRAM AND PLANNING
 - * MEMBERSHIP
4. PRESIDENT'S REPORT
5. CHAIRMAN'S REPORT
6. ADJOURNMENT

URBAN LEAGUE OF PORTLAND

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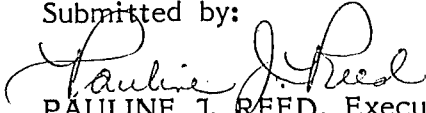
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Submitted by:


PAULINE J. REED, Executive Secretary
Urban League of Portland

Reviewed & Approved by:


BRUCE POSEY, Secretary
Urban League Board of Directors

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS
EXECUTIVE SESSION

April 17, 1985

The following Directors were present at the Urban League Board of Directors executive session on April 17, 1985 which took place immediately following the regularly scheduled April Board Meeting: Donny Adair, Skip Collier, Bridget Flanagan, Dick Kishimoto, Shirley Minor, Bruce Posey, Linda Rasmussen, Joel Smith, Thane Tienson and Jack Vogel.

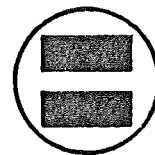
Carol Lentz was also present.

The following action was taken:

The Board approved the salary and benefits of Herb Cawthorne. The information will remain confidential between the new CEO, Vice President for Finance and Administration and the Negotiation Committee.

Submitted by Donny Adair

DRA:pjr



The Urban League of Portland

404 COMMUNITY SERVICE CENTER
718 West Burnside
Portland, Oregon 97209
(503) 224-0151

OFFICERS

Richard Kishimoto
Chair

Donny Adair
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

Benita Stroughter
Member at Large

BOARD OF DIRECTORS

Nellie Fox
Lisa Manning
Howard McElroy
John Pihas
Linda Rasmussen
Rhobert Shaw
Clair Silver
Ben Talley
Jeana Woolley

STAFF

Freddye Pelett
President

Carol J. Lentz
Vice President
Finance and Administration

Joyce Owens-Smith
Vice President
Programs and Community Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

May 9, 1984

M E E T I N G N O T I C E

To: Urban League Board of Directors

From: Donny Adair, Chairman DA

Re: MAY MEETING

The May meeting of the Urban League Board of Directors will be held on Wednesday, May 16, 1984, at 12:00 noon in Conference Room C of the Community Service Center, 718 West Burnside.

Please mail your response card by Friday, May 11th, so we will know whether to plan for your attendance.

bp

Please note the meeting agenda on the reverse of this notice.

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

MAY 15, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

1. Finance and Resource
2. Nominating
3. Fundraising
4. Program and Planning

REPORT OF THE CHIEF EXECUTIVE OFFICER

1. Steps Toward Reorganization
 - a. Executive Vice President
 - b. Executive Assistants
 - c. Change in Office Hours
2. General Fund-Raising Campaign
3. 1985-86 Revenue/Expenditure Projections
 - a. Revised Revenue Projections
 - b. Expenditures Projection
 - c. Unexpended Fund Balance: Management Goal
4. Six-Month Goals for the Chief Executive Officer
5. Rationale for Strategic Planning
6. Chairman's Request: Hours Before May 1st
7. Automobile Recommendation

CHAIRMAN'S REPORT: Executive Session

1. National Urban League Certification Process
2. Negotiation Committee Report
3. Major Changes in National Urban League Direction/Organization

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

MAY 15, 1985

The May meeting of the Urban League Board of Directors held in the Multi-Purpose Conference Room. Urban Plaza, 10 North Russell Street, was called to order at 12:20 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Shirley Minor, Linda Rasmussen, Ron Sykes, Ben Talley, Thane Tienson, Jack Vogel and Dick Kishimoto.

The following Directors were absent with excuse: Bridget Flanagan, Bruce Posey, Tom Kelley, Joel Smith, Irwin Starr and Nellie Fox.

Staff in attendance were: Herb L. Cawthorne, Carol J. Lentz and Pauline J. Reed.

The minutes of the April meetings were approved.

FINANCE COMMITTEE

Carol Lentz circulated the Program Financial Status Report for the period ending April 30, 1985 and discussed same.

NOMINATING COMMITTEE

The Nominating Committee recommended Bobbie Gary, Larry Raff and Carol Page to fill the Board vacancies. Two alternates were recommended should there be a turnover on the Board during the next few months; those individuals are James Posey and Gina Wood. Chairman Adair asked how the Committee arrived at their choices. Discussion followed.

Chairman Adair expressed his concerns about the make-up of the Board, the expertise brought by various members to the Board and the number of persons serving on the Board. Prior to the next meeting, he will talk with Shirley Minor, Thane Tienson and Herb Cawthorne about By-Law review with the idea of increasing the size of the Board. At the next meeting he will present the Board with a proposal for a new committee to review the By-Laws.

Ben Talley and Linda Rasmussen asked to have their terms renewed. It was moved and seconded (Tienson/Vogel) to reelect Ben Talley and Linda Rasmussen to second terms; to accept Bobbie Gary, Larry Raff and Carol Page as new members; to table the alternates, James Posey and Gina Wood. The motion passed.

Shirley reported that the expiration dates for all Board positions are presently being reviewed.

FUND RAISING/ANNUAL DINNER

Jack Vogel circulated a copy of the Annual Dinner Program and reported that everything is going well with the dinner plans. Herb suggested that in the future, a Hospitality Suite be reserved for a reception honoring the speaker.

PROGRAM AND PLANNING

Skip Collier reported that the Program and Planning Committee will coordinate with Herb on future plans for the League and will use material discussed at the Retreat. Skip asked all Board members to get involved.

PRESIDENT'S REPORT

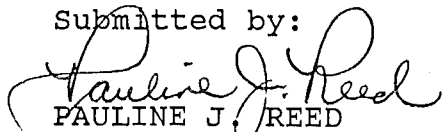
- * Circulated Board Book cover and discussed the Board Book.
- * Reported on items covered in the Board Book.
 - Reorganization of staff. Carol Lentz's position has been changed to Executive Vice President; she will have a greater range of responsibilities. The position of Vice President of Programs will not be filled, instead, two Executive Assistants will be hired.
 - Change working hours of League staff; hours are now 8:00 A.M. - 5:00 P.M.
 - Fund raising goals.
 - Six month goals.
 - Strategic Planning preliminary overview.

Discussion was held on the Board's role and the CEO's role. Chairman Adair stated that the Board's role is implementation of policy. If the CEO wants to make major changes in organizational structure, those changes should be presented to the Personnel Committee, however in terms of all other positions and matters, the Board should not be involved in the day-to-day functions of the League. Chairman Adair has informational materials covering Board responsibilities which he will share with anyone who would like to read it.

Chairman Adair reported that even though official certification has not been received, Herb is listed on the new National Urban League list of CEO's.

The meeting was adjourned at 1:35 P.M.

Submitted by:


PAULINE J. REED
Urban League of Portland

MEMBERSHIP CAMPAIGN 1985: JOIN US!

Introduction. The time is perfect for the Urban League to capitalize on the enthusiasm in the community for the organization. The Urban League's foundation can be made much more solid and the identification with the organization's purposes can be increased through an aggressive, effective membership campaign based on the theme, "Join Us!"

The Theme. The theme of the membership campaign will focus on the idea that, in order to improve our city, we must all work together. We must have vision and commitment. The Urban League assumes the role of leadership. We have the desire. We have the record. We have the courage to lead. Therefore, as was said at the Annual Dinner, we are asking Portlanders to "Join Us."

Join us in our 41st year.

Join us in making Portland a city where everyone is judged, not by the color of their skin, but by the quality of their deeds. Join us!

Join us in making Portland more wealthy by insuring that everyone can be productive and prosperous. Join us!

Join us in the determination to leave this community to future generations in far better condition than that which was left to us.

Join us!

Communication. The key to a successful campaign for new members is communication. The Urban League must project itself and its image in a way that promotes the values and spirit in our community; we must depict these elements as harmonious with the goals of the Urban League. Communication should take these forms:

1. Billboards
2. Posters, with membership cards attached
3. Letters, tailored to various groups
4. Public service announcements
5. Newspaper articles
6. Direct staff solicitation

Objectives. In 1984, the Urban League achieved about \$5,000 in memberships, with a total of 400 members. In 1985, the membership drive will aim to build a much stronger foundation that will guarantee increased funds from memberships each year. The objectives of the "Join Us!" campaign are as follows:

| | | | | | |
|----|-------|---|---------|---|-----------|
| 1. | 4,000 | @ | \$10.00 | = | \$ 40,000 |
| 2. | 2,000 | @ | \$25.00 | = | \$ 50,000 |
| 3. | 400 | @ | \$50.00 | = | \$ 20,000 |
| | 6,400 | | | = | \$110,000 |

Organization of Campaign. Once the Board of Directors has approved the concept, the following details will be worked out by a staff committee:

1. Graphic design and materials
2. Timelines for communication and activities
3. Staff incentive program
4. Internal processing and accounting
5. Allocation of new resources

Target Groups. The campaign for membership to our organization must be directed toward specific groups and constituencies. Whenever one tries to build, one should begin closest to home. Therefore, the Urban League must secure as many memberships as possible from the Black community -- this is the basis of our organization's strength. Membership categories might include these groups and constituencies:

1. Urban League employees and families
2. Churches
3. Sororities and fraternities
4. Black businessmen and businesswomen
5. City employees
6. County employees
7. State employees
8. Tri-Met employees
9. School employees
10. Lawyers
11. Doctors
12. Professors
13. Southeast Asians
14. Hispanics
15. Corporate individuals

A strategy must be developed for each of these groups and constituencies. If the Urban League is to achieve its goal, none of these opportunities can be neglected. Each one must be developed to its fullest potential.

Staff Responsibilities. This plan for membership development cannot be successful unless every member of the organization does their part to insure its efficiency. The center of organization will be in the President's office with assignments branching throughout the organization. The general responsibilities will be divided as follows:

1. Chief Executive Officer

- To express the Urban League's purpose, programs, and new directions in a widely public way;
- To motivate the staff to engage in the membership campaign in a unified and energetic way;
- To appoint an internal committee for the organization of staff efforts;
- To coordinate activities with the Executive Vice President so that all agency functions run smoothly.

2. Executive Vice President

- To serve as the coordinator of the Membership Campaign Committee, defining roles, assigning responsibilities, and monitoring execution of approved plans;
- To develop, with the committee, an incentive plan for rewarding high achievement among staff toward the goals set out in the plan;
- To work with the Executive Assistants and Director of Planning on preparation of campaign theme, communication, and processing of memberships;
- To develop the agency plan for allocation of additional resources generated by the membership drive;
- To create the computer mechanisms to track members and establish the foundation for easy communication with new members throughout the year.

3. Campaign Committee

- To develop approaches to gain maximum membership from each of the constituency groups;
- To enlist the support of staff members in the achievement of the agency goal;
- To plan and execute activities aimed at gaining new members;
- To develop a way to communicate the success of the campaign to all employees;

- To help develop the criteria for the incentive programs for employee involvement in the membership campaign;
- To help determine agency use of new funds generated by the membership campaign.

4. Director of Planning and Research

- To assist the Executive Vice President in the preparation of the graphics, written materials, and communication required to carry out the plan;
- To identify constituencies and groups for targeted mailings and specific approaches;
- To prepare specific membership drive letters aimed at identified groups;
- To serve as a general support to the staff committee for writing and research requirements.

5. Executive Assistant

- To serve in capacities determined by the Executive Vice President;
- To assist in the development of written materials, billboards, posters, etc., as deemed appropriate by the Chief Executive Officer or the Executive Vice President;
- To assume other duties as assigned for the success of the membership campaign.

6. Director of Administrative Support

- To assist the Executive Vice President in the communication, processing, and administration of the membership campaign;
- To coordinate the Administrative Support staff in the production of all materials, letters, and communication regarding the campaign;
- To assist the Chief Executive Officer in systematizing communication for both membership appeal and expressions of "thank you" once a membership has been received.

7. Executive Secretary

- To work with the Director of Administrative Support to insure that the Chief Executive Officer's communication is both efficient and complete;
- To coordinate the schedule of the Chief Executive Officer to create maximum opportunities to encourage memberships;
- To organize special opportunities to gain memberships in conjunction with speaking engagements of the Chief Executive Officer.

URBAN LEAGUE OF PORTLAND INC.

10 N. RUSSELL STREET

PORTLAND, OREGON 97227

1984

June 19 Ms. Freddy Petett resigned effective December 31, 1984.

June 19 Chairperson telephoned regional office for instruction; requested affiliate profile form

June 27 Chairperson mailed selection process (NULI - 19) to board members.

June 29 Press release to local media

July 18 Chairperson recieved letter from Mary Miller, Regional office
a. Sample of Seattle Announcement
b. Incorrect instructions

July 30 National Conference in Cleveland, OH./ meeting with Cooper, Wood, Pette Rasmussen, Hilliard, Adair

Aug. 18 Recieved affiliate profile form after several calls to regional office since national conference. (Cooper was in transition from Chicago to L.A. office, etc.)

Aug. 13 C.E.O. Annual Appraisal completed and sent to regional by Linda Rasmussen.

Sept 21 Received offical announcement of vacancy from N.U.L. personnel office.

Oct. 15 thro
Nov. 15 Advertisement and recruitment of candidates

Dec. 15 Screening Interviews by Search Committee/ Local candidates.

Dec. Submitted names to regional for certification:
a. Linda Torrence - Portland
b. Fred Milton - Portland
c. Walter Rollins - Clebeland
d. Sandra Suliman - Columbus
e. Lawrence Lakey - Tulsa
f. Leanard Benton - OK. City

1985

| | | |
|----------|-----|---|
| January | 16 | Additional applicant/Herb Cawthorne submitted to regional office for certification. |
| January | 28 | Telephone discussion between Rasmussen and Cooper - Cawthorne application forwarded to N.U.L. |
| February | 13 | Lawrence Lakey certified |
| March | 1 | Walter Rollins certified |
| March | 4 | Search Committee - Interview Suliman |
| March | 6 | Search Committee - Interview Lakey |
| March | 7 | Search Committee - Interview Benton |
| March | 8 | Search Committee - Interview Rollins |
| March | 9 | Chairperson discussed progress with Clarence Wood (NUL) in Denver, Co. |
| March | 28 | Chairperson discussed progress with Regional Director at regional conference. |
| March | 20 | Announced finalist Benton, Cawthorn and Lakey |
| March | 29 | Chairperson discussed progress with C. Wood. |
| April | 1&2 | Full Board interview with L. Benton and meetings with community leaders and staff. |
| April | 3&4 | Full Baord interview with Lakey, and meetings with community leaders and staff |
| April | 5&8 | Full Board interview with Cawthorne, and meetings with community leaders and staff. |
| April | 15 | Board selection - Cawthorne |
| April | 15 | Chairperson telephoned regional office and ask that certification be expedited. |
| April | 16 | Leanard Benton certified |
| April | 16 | Press release |
| April | 26 | Chairperson discussed certificaiton with Wood. |
| May | 1 | Chairperson discussed briefly with Frank Lomox N.U.L. |
| May | 1 | Chairperson recieved call from C. Wood/he signed off and sent for final approval. |

May 15, 1985
Page 3

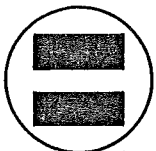
- May 2 C. Wood called Chairperson Re: "snag" requested conference call discussion (Adair, Rasmussen, Wood, Lomax). Unable to complete because of calenders of N.U.L. officials.
- May 6 Scheduled conference call between Wood, Lomax, and Adair for May 10, at 8:30 a.m.
- May 10 Conference call did not occur due to technical problems with the phones all day at N.U.L. Office.

Board of Directors

MAY 15, 1985

12:00 NOON

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

MAY 15, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

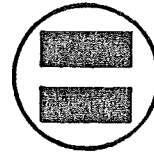
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CHAIRMAN'S REPORT: Executive Session

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The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

OFFICERS

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Chair

Linda Rasmussen
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Bruce Posey
Secretary

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Treasurer

BOARD OF DIRECTORS

A. R. Collier
Bridget Flanagan
Nellie Fox
Thomas Kelley
Ken Kelly
W. Charles Long
Shirley Minor
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Ron Sykes, Jr.
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John Vogel

EX OFFICIO

Richard Kishimoto

STAFF

Freddye Webb-Petett
President

Carol J. Lentz
Vice President
Finance and Administration

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

May 10, 1985

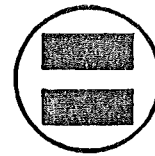
M E M O R A N D U M

To: Board of Directors
From: Herb L. Cawthorne
Chief Executive Officer
Re: Executive Vice President

After considerable study and discussion, I am elevating Ms. Carol Lentz to the position of Executive Vice President. The present title under which she serves is narrow in comparison to the line authority she will be assigned under this administration as well as the role she will play as the primary advisor to the Chief Executive Officer.

Once I have completed the analysis of programs, personnel and fiscal resources, I will recommend further steps toward reorganization of the Portland Urban League.

HLC:pjr



The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

May 11, 1985

OFFICERS

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

BOARD OF DIRECTORS

A. R. Collier
Bridget Flanagan
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Youth Services

A NATIONAL
URBAN LEAGUE
AFFILIATE



A United Way Agency

M E M O R A N D U M

To: Board of Directors
From: Herb L. Cawthorne
Re: Executive Assistants:
A New Personnel Category

With this memorandum, you will find a statement of rationale for the creation of an Executive Assistant position. The rationale develops my thinking regarding the unfilled Vice President for Programs position and the manner in which I envision day-to-day management taking place under our present executive arrangement. In addition, I discussed why I am creating a new personnel category, namely, the Executive Assistant.

It is the responsibility of the Chief Executive Officer to organize staff and manage the League efficiently. However, I believe it is essential that the Board be aware of and have opportunities to discuss the staff changes and reorganization which might be thought appropriate from time to time. For your review and information, I am submitting the rationale and job description for this new position.

We have consulted with the Finance Committee and achieved their agreement that creating these positions, as opposed to hiring another Vice President, is within budget capabilities.

Naturally, I would be happy to discuss this material with you in greater detail as part of the President's report for the May 16, 1985 Board Meeting.

HLC:pjr

cc: Carol J. Lentz

URBAN LEAGUE OF PORTLAND

EXECUTIVE ASSISTANTS

Rationale for the Development of a new Personnel Category

by

HERB L. CAWTHORNE
CHIEF EXECUTIVE OFFICER

At the present time, the Board of Directors has authorized a Vice President for Programs. This position has been unfilled for several months. The former CEO felt strongly that the new President and CEO should have the opportunity to design this position as needed. During this interim, the Executive Vice President has assumed additional duties and, once the former CEO had left the organization, these duties increased to include complete responsibilities for program management. While the demands on the Executive Vice President have been great, the experience has been instructive.

I am convinced that filling the position of Vice President for Programs is not required at this time. With the active involvement of the President, line authority can still remain as is presently structured. Program directors can continue to report to the Executive Vice President, but some of the pressure can be relieved by aggressive leadership and involvement of the President. In other words, a joint management effort would exist, with line authority through the Executive Vice President and strong communication between the Executive Vice President and President. The President will be involved in day-to-day management through constant communication with the Executive Vice President and systematic involvement with program directors.

This kind of joint management is essential for both the President and Executive Vice President to devote time to the development of new projects and economic ventures. The lines of authority will be clear, but the management will take place through a "two-headed" process of discussion and involvement. Thus, the President will be involved deeply in the routine management of the League. The second Vice President position can remain unfilled under this arrangement.

However, the President is only one person and cannot engage in every responsibility equally. Management is the key to the League's reputation and ability to execute its commitments. It comes first. But public relations, communication, organization of the community, and an active public schedule of meetings, communication and speaking are also crucial to the League's visibility. Time for quality relationships with members of the Board of Directors is also an essential part of the President's role. These functions can be managed with skill and quality if the President's office has the administrative capacity to be well-organized and efficient. Extra hands, eyes and ears are required.

The Executive Assistant position can provide the additional time and attention required to make the President's office much more expansive. The Executive Team will be stronger and more efficient, as its members will not be burdened with tasks which easily could be handled by our Assistant. The Portland Urban League will benefit in two major ways. Initially, we will gain flexibility and range in the ability of the President to manage all aspects of the organization, including its public relations components. Secondly, we will engage in a process that will produce, over time, a kind of "home-grown leadership," taught and trained in the way we like to have things done. In the short run, then, we gain additional resources for our work; in the long run, we gain competent, seasoned, well-trained future leaders indoctrinated in the spirit of quality which will become our hallmark.

URBAN LEAGUE OF PORTLAND

EXECUTIVE ASSISTANT

Job Description

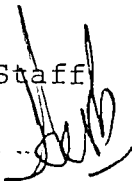
The Executive Assistant position is designed to have two primary functions. First, a "general skill position" which renders to the President's Office a host of administrative ability. The Executive Assistant will be an organizer, a writer, a planner, a researcher, a project developer, a publicist, and a part of the executive management team. The fact that the Executive Assistant will perform all of these functions underscores the second goal of the job: training. Executive Assistants will learn all aspects of the President's role by working on specific projects in which the President is involved. The Executive Assistant will also work directly with the Executive Vice President and the Director of Research and Development. Through various projects and assignments, they will learn the operations of the League. They will learn about personnel management first-hand without the pressures of full responsibility. The Executive Assistants will be prepared to assume leadership roles ultimately in the future direction and management of the League.

Specific Responsibilities

1. To study and learn the League's operation;
2. To become knowledgeable of the National Urban League and its rules and regulations;
3. To assist the President in various aspects of his communication with constituencies, agencies, governmental bodies and, as needed, the Board of Directors;
4. To attend functions and meetings as a representative of the President's Office;
5. To assist in the public relations program of the League and, particularly, as related to the President's Office;
6. To help conceive, develop, write and prepare major public speeches with the President and Director of Research and Development;
7. To arrange specific functions, meetings, and activities to further the work of the President's Office;
8. To engage in research projects in conjunction with the Director of Research and Development;
9. To work with the Research Director and other staff in the development of new proposals and grant applications;
10. To assist the Executive Vice President in the development and monitoring of programs;
11. To accept general tasks related to evaluation of specific programmatic efforts and prepare thorough reports for the review of the Executive Staff;
12. To assist, as directed, in the management of facilities and improvement of the quality of the working environment for employees;
13. To learn the financial system of the Urban League;
14. To accept other duties as assigned.

THE URBAN LEAGUE OF PORTLAND

OFFICE MEMORANDUM

Date: May 6, 1985
To: All Urban League Staff
From: Herb L. Cawthorne 
Re: New Working Hours: 8:00 A.M. to 5:00 P.M.

As I indicated during our staff meeting, the new Urban League working hours will be from 8:00 a.m. until 5:00 p.m. This change takes place as of Monday, May 6th.

While I did not give you advance warning of this change prior to our staff meeting at which it was announced, the division directors had a very thorough discussion with Carol and I at the Executive Staff meeting on May 1st, the day I announced the change in policy.

I made it clear to the division directors that I expected this policy to be enforced throughout the agency. This enforcement will be monitored to insure that each division is implementing the policy consistently and fairly.

In addition, I have instructed each division director to work with their respective staff to solve whatever problems might arise for individual employees. If, for example, an employee with children needs a few more days to arrange for child care, the director of that division may grant the extension. Carol and I will be informed of those decisions -- the name of the employee, the reason, and the time allowed for adjustment.

I realize that many of you do not wish to report to work at 8:00 in the morning. But this is good for the agency. Let's do it with consistency and good cheer!

I pledge this to each of you: Give this organization a good day's work, every day of the week, and I will reward your effort with an aggressive administration that truly cares about your working conditions, your health and welfare benefits, and your competitive position in salary as compared to employees in other organizations.

Thank you for your cooperation.

HLC/bp

cc Carol Lentz, Executive Vice President
Board of Directors

URBAN LEAGUE OF PORTLAND
DEVELOPMENT OF AN ANNUAL FUND-RAISING CAMPAIGN

by

HERB L. CAWTHORNE

As we begin a new era of leadership for the Portland Urban League, fund-raising will become a major focus of the Chief Executive Officer. The fund-raising has two principle objectives: Improving the financial flexibility of the agency, and building relationships with key corporate leaders in our community. If the fund-raising campaign is done properly, it will result in a foundation that expands our ability in both areas each year.

To begin preparation, I have directed staff to develop a specific campaign along the following lines:

1. Establishment of Objectives
 - a. Time allotted + contact # + amount requested
 - b. Objective should be realistic
2. A Message to Corporate Leaders
 - a. A Campaign Graphic Design
 - b. A Brochure: Excellent and Appealing
 - c. An Agency Focus for Use of Funds
 - d. A Strong Social Appeal
3. Preparation of Budget
 - a. Raising money cost money
 - b. Agency investment vs. agency return
 - c. Consultant, if necessary
 - d. Graphic design and printing
 - e. Acknowledgement
 - (1) booklet on Black business
 - (2) equal opportunity symbol mounted on plaque nicely
4. Identifying a Specific Block of Time
 - a. Likely beginning in middle June
 - b. Tightly coordinated schedule of
 - (1) early breakfast meetings
 - (2) individual meetings until noon
 - (3) luncheon meetings
 - (4) individual meetings until late afternoon
 - (5) early evening meetings
 - (6) a few dinner meetings
 - c. An everyday process for a time certain
5. Establishment of a Board Committee Focus
 - a. Scheduling of Board Members and President
 - b. Board Member as "Host" and "Corporate Host"
 - c. Board Member Follow-Up Calls

URBAN LEAGUE OF PORTLAND
GENERAL FUND BUDGET
1985/86

REVISED REVENUE PROJECTIONS

| | <u>Existing</u> | <u>Proposed</u> | <u>% of Increase</u> |
|---------------|-----------------|-----------------|--------------------------|
| United Way | 247,082 | 247,082 | |
| Indirect | 87,731 | 86,047 | |
| Contributions | 5,000 | 20,000 | |
| Investments | 15,000 | 15,000 | |
| Fund Raisers | 17,800 | 30,000 | |
| Membership | <u>12,000</u> | <u>30,000</u> | |
| Total | \$384,613 | \$428,129 | 11% |

URBAN LEAGUE OF PORTLAND

GENERAL FUND BUDGET
1985/86

REVISED EXPENDITURE PROJECTION

| | <u>Existing</u> | <u>Proposed</u> | <u>% of Increase</u> |
|---------------------------------|-----------------|-----------------|----------------------|
| <u>PERSONNEL</u> | | | |
| President | \$40,260 | \$42,500 | |
| Vice President (Fin. & Ad.) | 31,458 | 33,156 | |
| Vice President (Prog.) | 26,919 | - | |
| Assistant to President | - | 14,000 | |
| Assistant to President | - | 14,000 | |
| Research Director | 19,800 | 21,780 | |
| Employment Director | 25,000 | 26,244 | |
| Employment Assistant | 15,000 | 15,000 | |
| Executive Secretary | 15,371 | 16,884 | |
| Accounting Specialist | 16,000 | 17,240 | |
| Office Manager | 19,850 | 21,415 | |
| Receptionist | 11,500 | 12,500 | |
| Secretary | 12,000 | 12,600 | |
| Secretary | 12,000 | 12,600 | |
| Secretary | 14,000 | 14,800 | |
| Total Personnel | 259,158 | 274,719 | 6% |
| Fringe (22%) | 57,015 | 60,438 | 6% |
| <u>MATERIALS & SERVICES</u> | | | |
| Professional Services | 2,000 | 2,000 | |
| Audit | 4,800 | 4,800 | |
| Office Supplies | 3,600 | 8,600 | |
| Postage | 2,000 | 5,000 | |
| Rent | 12,000 | 17,520 | |
| Printing | 1,600 | 5,000 | |
| Local Travel | 2,000 | 3,000 | |
| Out-of-Town-Travel | 5,000 | 5,000 | |
| Auto Repair | 1,200 | 1,200 | |
| Dues | 750 | 750 | |
| Equipment Rental | 4,800 | 4,800 | |
| Equipment Maintenance | 2,000 | 2,000 | |
| Training | 3,000 | 3,000 | |
| UL Dues | 9,990 | 9,990 | |
| Computer | 10,400 | 2,400 | |
| Insurance | 1,000 | 1,000 | |
| Telephone | 2,300 | 3,600 | |
| Xeroxing | - | 6,000 | |
| Total Materials & Services | 68,440 | 85,660 | 25% |
| TOTAL EXPENDITURE BUDGET | \$384,613 | \$420,817 | 9% |

SIX MONTH GOALS FOR THE CHIEF EXECUTIVE OFFICER

The Board of Directors, as part of the negotiation process, indicated that a review of performance for the Chief Executive Officer would take place six months after the appointment. There would be another evaluation at the end of a year, after which yearly evaluations would follow. In order for the Board of Directors to have a substantial basis upon which to conduct the evaluation after six months, the goals of the Chief Executive Officer should be stated. The following goals are not inclusive of all the responsibilities to which I will attend, they do identify the major areas of focus during this period:

1. To learn, analyze and evaluate the financial, programmatic, and operational aspects of the Portland Urban League;
2. To build among the staff a sense of the new era of leadership, and to define what that implies on a day-to-day basis for the employees of the League;
3. To initiate a strategic planning process which will refine the League's philosophy, analyze the needs of our constituents, develop organizational objectives, and chart the course for the direction of future programmatic activities;
4. To develop a fund raising campaign to strengthen the League's relationship with corporate leaders throughout this community;
5. To strengthen the public image of the Urban League in terms of our clients and constituents, as well as the general public, through active involvement in community affairs, service on selected civic committees, public speaking, and other forms of communication;
6. To initiate a plan of staff development, after thorough assessment of skills and weaknesses among various staff members, and to prepare the staff for this kind of learning in conjunction with our strategic planning;
7. To undertake a complete review of personnel policies and procedure and to recommend changes as necessary to the Board of Directors;
8. To study the benefit packages available to our staff and to recommend appropriate changes, expansion, or deletion to the Board of Directors.

URBAN LEAGUE OF PORTLAND

STRATEGIC PLANNING: A PRELIMINARY OVERVIEW Philosophy, Analysis of Need, Objectives and Specific Focus

By

HERB CAWTHORNE
Chief Executive Officer

This begins a new era for the Urban League. The foundation upon which it builds is sound; its programs are relatively efficient; and the enthusiasm for new leadership is strong among the Board of Directors, the staff, and the community. The League is in a sound fiscal position. It has great opportunities to plan for expansion of capital assets in the form of buildings and financial reserves. This basis of solvency creates the springboard for future activities and gives the League the flexibility to serve its constituencies in an unparalleled fashion. The concern within the Board for economic development and a self-funded sufficiency within the agency leads us to the most important challenge of this new era: strategic planning.

Philosophy

One of the most important aspects of the strategic planning process will be the development of a strong, carefully worded, very precise statement of the "new" Urban League philosophy. The philosophical basis upon which strategic planning begins is critical to the ultimate success of this new era of leadership. The degree to which this agency labors to make the Urban League philosophy inspiring, accurate and visionary will create the framework for the specific details that must follow in each programmatic area.

From this philosophy, the League will draw the underpinnings of public relations campaigns, staff development, publications, our relationship to issues, and the agency's character in the years to come. Indeed, the Urban League philosophy must include definite answers to these questions;

1. What has been the historical mission of the Urban League, both nationally and locally?
2. What is the Urban League's mission and purpose in these times?
3. How does this purpose, this mission, match the analysis of the needs of the total community?
4. How do all these elements come together to create the positive, productive future to which strategic planning aims?

Analysis of Need

The next preliminary element of strategic planning deals with analysis of need. The League must gather the most powerful and accurate information available to it. The organization's future success is based, not solely on the desire to do well, but on the sober clarity regarding the reasons, facts and demographic information which lead to inevitable conclusions. The philosophy will set the tenor of the Urban League's approach; the demographic, economic and social analysis will indicate where the focus ought to be placed.

Many agencies seem to fail in this area. They accept their mission like a monument in Nature. The monument is there; it has always been there; and there it will be forever. Hence, there is no need to rethink the needs of constituencies. The institution, by its very existence, establishes that need. Accordingly, the Portland Urban League could rest on its laurels. Few would challenge the League if it did. However, in this new era, complacency cannot be acceptable.

It is vitally important, therefore, that the League spend considerable energy analyzing the data available. The League must take the facts and figures couple them with history and experience, and put it together in thoughtful, workable ways. Moreover, the League must reach out to people throughout this community who have visions for that which constitutes a quality society. The task will be to integrate this into workable principles with which to justify the programmatic elements of our strategic plan.

Objectives

Another aspect of preliminary development should be the creation of objectives. What is the purpose of strategic planning? What will the strategic plan do for the Board of Directors and its leadership? How will it assist the staff in unifying and coordinating its efforts? What will a strategic plan do for the community's appreciation and involvement in the League's efforts? How does a strategic plan influence cost effectiveness and fiscal responsibility? How will the strategic plan assist in fund-raising? What will be its influence on the development of proposals for special projects to serve constituencies? Certainly, the answering of these questions will produce the objectives to guide of the strategic plan.

Objectives are crucial to the momentum to complete the plan and, once the plan is completed, the organization will have the unified goals which can produce the following:

1. Encourage all members of the organization to work toward well-understood aims;
2. Provide the yardsticks for measuring, comparing and evaluating performance. They provide, also rational, unbiased standards by which to settle differences and disputes;
3. Create motivation by making it easier for members of the agency to measure personal accomplishment in relation to the organizational goals;

Specific Areas for Planning

Once the League has the philosophy, demographic analysis, and objectives for the plan, then it will be able to define specific areas in which planning should occur. If the initial work is done extremely well, the League will be able to enlist the support of consultants and volunteers who have expertise in specific areas -- education, economic development, employment and training, etc.

Thus, at this stage, the League should give careful attention to those areas upon which focus should be placed as part of our plan. The League might envision the following major areas of focus for which special committees might be created:

- 1) **Economic Development:** Given the interest of the Board and the potential, economic development must be one of the centerpieces of the League's plan. The aim of economic development for this agency must be in harmony with the philosophical work which previously would have done. Second, the League's economic development must lead toward the flexibility to develop additional services and programs for constituencies. There must be the joint purpose of strengthening reserves and creating the means by which to provide further service. Thirdly, the thrust in economic development must be conservative. Examples of economic development might include printing services, consulting services on education and management, commercial building and development, office supplies, day care services, legal secretarial services, a restaurant, curriculum services to schools and educational publications, etc. Each project of economic development for the League should have (1) a service element, (2) a training and employment aspect, (3) a profit potential.
- 2) **Education and Youth Incentives:** Education should be viewed as the foundation of the future. The philosophical statements we make in the beginning will lead inevitably to the field of education. Early childhood education, parent education for children in public schools, work with problems in remediation, challenges to gifted children, analysis of curricular and instructional methods, affirmative action in schools, community recognition for achievement, career exploration and development, etc. are essential. The development of activities which produce profit in the economic sphere could be easily related to providing services to young people in educational institutions.
- 3) **Senior Services:** Long term plans must be developed for improving the quality of life of our senior citizens. Housing assistance, nutrition, cultural experiences, protection against crime, etc., ought to be important parts of this section.
- 4) **Community Services:** This is a catchall category which should deal with all of the problems which attend people who face discrimination and inequality. Emergency services, crime prevention and protection, emergency housing, and many other areas should be the focus of community services. Community Services must be defined well and have a distinct place in the agency.
- 5) **Employment and Training:** Employment and training, like economic development and education, must be a major focus. The public school system needs assistance in developing vocational programs, and challenging all students for productive work and careers. Moreover, the League can assist corporations and public agencies in identifying qualified employees among the Urban League's constituencies. The strategic plan should focus on expanded ways to provide these services.

- 6) **Advocacy:** The Urban League must be a voice, a conscience of the community. Its chief executive officer and staff must take positions on issues of importance, as well as prepare thorough studies of programs and policies which affect the League's constituencies. The strategic plan should deal with the rationale for advocacy and identify the various organs of the organization which can be designed to disseminate thoughts.

Conclusion

This document represents an overview of the Chief Executive Officer's vision for the strategic planning process. More detailed discussion will follow. Attached as well is a beginning outline of the process by which strategic planning will be developed.

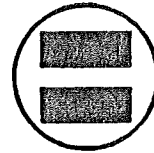
URBAN LEAGUE OF PORTLAND
OUTLINE OF THE STRATEGIC PLANNING PROCESS

by

HERB L. CAWTHORNE

Communication is the key to successful planning. Everyone involved must be a supporter of the process and fully participate. Therefore, every step of the process is important. The testing of ideas at every level will only take place if Board, staff and community are given quality opportunities to influence the future direction of the Urban League. Armed with thorough preliminary work, the process will feed us with possibilities and vision.

1. Research, Literature Search, Discussion With Others
2. Development of Philosophy and Objectives and for Process
3. Internal Organization
 - a. Executive Coordination Committee
 - b. Specific Planning Committees
4. Board Deliberations
 - a. Review and Endorsement of Preliminary Work
 - b. Resolution Authorizing Process
 - c. Assignment to Board Planning Committee
 - d. Review and Modification of Draft
 - e. Ratification of Final Product
5. Staff involvement
 - a. Discussion and Review of Preliminary Overview
 - b. Development of Preliminary Work
 - c. Discussion of the Process
 - d. Involvement on Specific Planning Committees
 - e. Review and Discussion of Draft
 - f. Review and Discussion of Board Modifications
 - g. Discussion of Final Product
 - h. Staff Development/Training: Result of Product
 - i. Staff Implementation of Final Product
6. Community Involvement
 - a. Public Relations Campaign on "New Era"
 - b. Appointments to Specific Planning Committees
 - c. Circulation of Draft
 - d. Community Discussions
 - e. Dissemination of Final Product



The Urban League of Portland

URBAN PLAZA
10 North Russell Street
Portland, Oregon 97227
(503) 280-2600

OFFICERS

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Bruce Posey
Secretary

Joel Smith
Treasurer

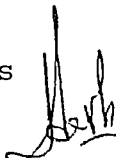
May 13, 1985

M E M O R A N D U M

BOARD OF DIRECTORS

A. R. Collier
Bridget Flanagan
Nellie Fox
Thomas Kelley
Ken Kelly
W. Charles Long
Shirley Minor
Irvin Starr
Ron Sykes, Jr.
Ben Talley
Thane Tienson
John Vogel

To: Board of Directors

From: Herb L. Cawthorne 

Re: Hours Before May 1, 1985

As per the Chairman's request, I am submitting the number of hours I worked on Urban League business since my appointment:

EX OFFICIO

Richard Kishimoto

| <u>Days</u> | <u>Hours</u> | <u>Consultant Rate</u> | <u>Total</u> |
|-------------|--------------|------------------------|--------------|
| 15 | 75 | \$50.00 | \$3,750 |

STAFF

Freddye Webb-Petett
President

Carol J. Lentz
Vice President
Finance and Administration

The above represents the total hours I spent working in the League office or on League business. The Chairman requested a breakdown of these hours since April 22nd:

PROGRAMS

Community Services
Employment Services
Senior Services
Youth Services

| <u>Days</u> | <u>Hours</u> | <u>Consultant Rate</u> | <u>Total</u> |
|-------------|--------------|------------------------|--------------|
| 9 | 45 | \$50.00 | \$2,250 |

Please be aware that I am submitting this information at the Chairman's request. I have had no intention of accounting for this time to the Board of Directors as a basis for compensation. The work I contributed was done with full knowledge that there would be no compensation.

HLC/bp

A NATIONAL
URBAN LEAGUE
AFFILIATE



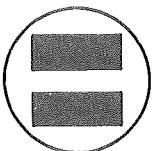
A United Way Agency

Board of Directors

JUNE 19, 1985

12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM
URBAN PLAZA



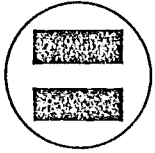
The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

URBAN LEAGUE OF PORTLAND

REORGANIZATION PLAN

For The

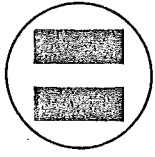
"NEW ERA"

AGENDA

1. APPROVAL OF MINUTES
2. REPORT OF THE CHAIRMAN
 - * NOMINATION OF NEW OFFICERS
 - * COMMITTEE ASSIGNMENTS
 - * UNFINISHED BUSINESS: EXECUTIVE SESSION
 - ** CEO COMPENSATION PACKAGE
 - ** CEO: WORKING HOURS BEFORE MAY 1ST
3. REPORT OF THE CHIEF EXECUTIVE OFFICER
 - * REORGANIZATION PLAN
 - * MEMBERSHIP DRIVE
 - * FUND-RAISING CAMPAIGN DRIVE: CORPORATE PARTNERSHIP
4. COMMITTEE REPORTS

ITEMS OF INFORMATION

1. REORGANIZATIONAL PLAN
2. MEMBERSHIP DRIVE
3. COPY FOR FUND-RAISING BROCHURE
4. CORRESPONDENCE TO MAYOR CLARK: YOUTH SERVICES
5. CORRESPONDENCE TO CHIEF HARRINGTON: YOUTH SERVICES
6. CORRESPONDENCE TO MARK HATFIELD: CSBG
7. CORRESPONDENCE TO PEGGY NAGAE: CSBG



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227


(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

June 19, 1985

MEMORANDUM

To: Donny Adair
Chairman

From: Herb Cawthorne 
Chief Executive Officer

Along with the adoption of new Board Officers, the following actions need to be taken by the Board of Directors.

MOTION

Be it resolved that the following persons are hereby authorized to be check signers on the Urban League of Portland bank accounts in accordance with current operating procedures:

| | |
|-----------------|--------------------|
| Donny Adair | Chairman |
| Linda Rasmussen | Chair-Elect |
| Thane Tienson | Secretary |
| Joel Smith | Treasurer |
| Herb Cawthorne | President & C.E.O. |

MOTION

Be it resolved that any one of the following named officers or employees of this corporation are hereby authorized and empowered to borrow from a financial institution on such terms as agreed upon between the said officers or employee and said institution, such sums of money as in their judgment should be borrowed, not exceeding however, at any one time the aggregate amount of \$50,000.

| | |
|-----------------|--------------------|
| Donny Adair | Chairman |
| Linda Rasmussen | Chair-Elect |
| Thane Tienson | Secretary |
| Joel Smith | Treasurer |
| Herb Cawthorne | President & C.E.O. |

HC/mlw

OVERVIEW

When entering into a "new era", it becomes necessary to take a hard, long look at the organization presently known as the Urban League of Portland. One must look at all resources, how they are presently being used and then analyse if that is the best and most effective use of all resources.

With the direction given by our Board of Directors to expand our programs of Employment, Education and Economic Development; with an under-funding of United Way for 1985-86 of \$17,812; and the knowledge that CSBG monies are less this year and becoming very, very soft, we are forced to look at how are we going to maintain our present level of services to the community and still meet the challenge of expansion presented to us by the Board.

To do this, we must create more revenue and resources within the League. This will be done as a result of a membership and corporate campaign drive. To do a successful campaign, we must have staff that can be devoted primarily to these activities. Thus we have expanded the personnel in the Office of the President.

Secondly, we must use the funds we have already to their greatest potential. We will be eliminating Community Services as a program area and transferring all services from that area to a newly expanded Senior and Adult Services Program. We will create a centralized I & R capacity and within the newly created Education Program, we will have centralized Volunteer Coordination.

The new Education Department will include the Whitney Young Learning Center and the Academies Program. We see this department (after the successful campaign) expanding as an Urban League Community Learning Center with a full range of educational activities from early childhood development to elderly learning experiences.

Our Employment program will be expanded by transferring Youth Employment from the Youth Program to Employment and increasing support from the previous Community Services Program.

The Youth Services will than be left with the diversion programs of the Youth Service Center and JSC.

This has been a brief overview and the following pages will give more specific information on all the changes to be made.

PERSONNEL CHANGES

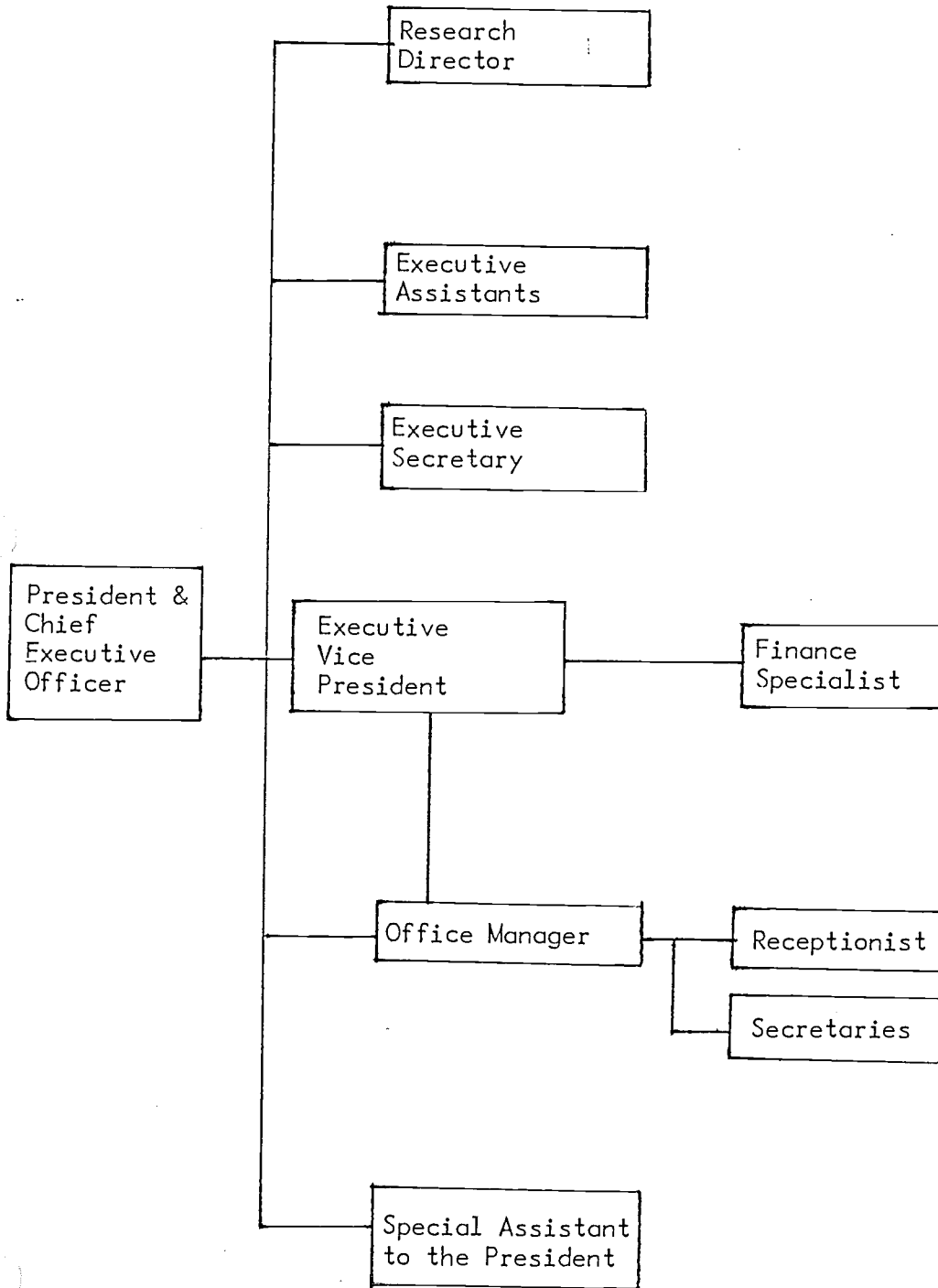
Upon adoption of the plan as proposed, the following personnel changes will be necessary.

- Transfer of George Rankins from Employment Director to Special Assistant to the President.
- Transfer the Youth Employment Coordinator to the Employment Program under supervision of the Employment Director.
- Transfer of one Human Resource Specialist from Community Services to the position of I & R Coordinator within the Senior & Adult Services Program.
- Transfer of one Human Resource Specialist from Community Services to the position of Emergency Services Coordinator within the Senior & Adult Services Program.
- Elimination of the Community Services Director position.
- Elimination of the Youth Services Director position.
- Elimination of the Whitney Young Learning Center Coordinator position.
- Hire a Director of Employment.
- Hire a Director of Education.
- Hire a Volunteer Coordinator.

URBAN LEAGUE OF PORTLAND, INC.

OFFICE OF THE PRESIDENT

Organizational Chart



OFFICE OF THE PRESIDENT

PERSONNEL INVOLVED

President & Chief Executive Officer
Executive Vice President
Research Director
Special Assistant to the President
Executive Assistants (2)
Executive Secretary
Office Manager
Secretaries (3)
Receptionist
Financial Specialist

FUNCTIONS AND RESPONSIBILITIES

The Office of the President will be consolidating all agency-wide management functions. The following is a brief overview of those functions and the staff to be involved.

Overall Administration and Management

This includes monitoring of various contracts to insure both programmatic and fiscal compliance. Also includes overall fiscal management. Insure implementation of a financial system which meets generally accepted accounting principles. (Staff involved -- Financial Specialist under supervision of Executive Vice President.)

Management of information from reception through filing of correspondence, typing, and dissemination of information. (Staff responsible -- three Secretaries and a Receptionist under supervision of the Office Manager and the Executive Secretary under supervision of the President.)

Public Relations

Handling of all public relations, speaking engagements, brochures, marketing tools, press releases, and developing of the Urban League image. (Staff involved -- Special Assistant to the President and Executive Assistants under supervision of the President with consultation of Executive Vice President and Research Director.)

Fund Raising

Coordination of all fund raising activities. Development of plans, implementation of plans, organization of Board involvement. (Staff involved -- Special Assistant to the President, Executive Assistants under direction of the

President with consultation of Executive Vice President and Research Director.)

Research

Implementation of all research projects, needs assessments, demographic projections. (Staff involved -- Research Director under supervision of the President.)

Planning

Overall strategic planning for agency in coordination with Board. (Staff involved -- Research Director, Executive Vice President, Executive Assistants under direction of the President with input from Program staff as necessary and appropriate.)

Evaluation

Evaluation would go the step beyond contract compliance and determine effectiveness and efficiency of our programs. The evaluation process would address the question of quality of service. (Staff involved -- Research Director, Executive Vice President under direction of the President with input from Program staff.)

Intergroup Relations and Advocacy

Issue development, being a voice for institutional and societal change. Speaking out for our constituents and networking with other groups to promote change. Producing legislation. (Staff involved -- President with assistance from all staff.)

Staff Development

Evaluating and developing staff as well as general personnel management. Training programs and staff incentive programs will be developed. (Staff involved -- President with consultation of Program Directors and other President's office staff.)

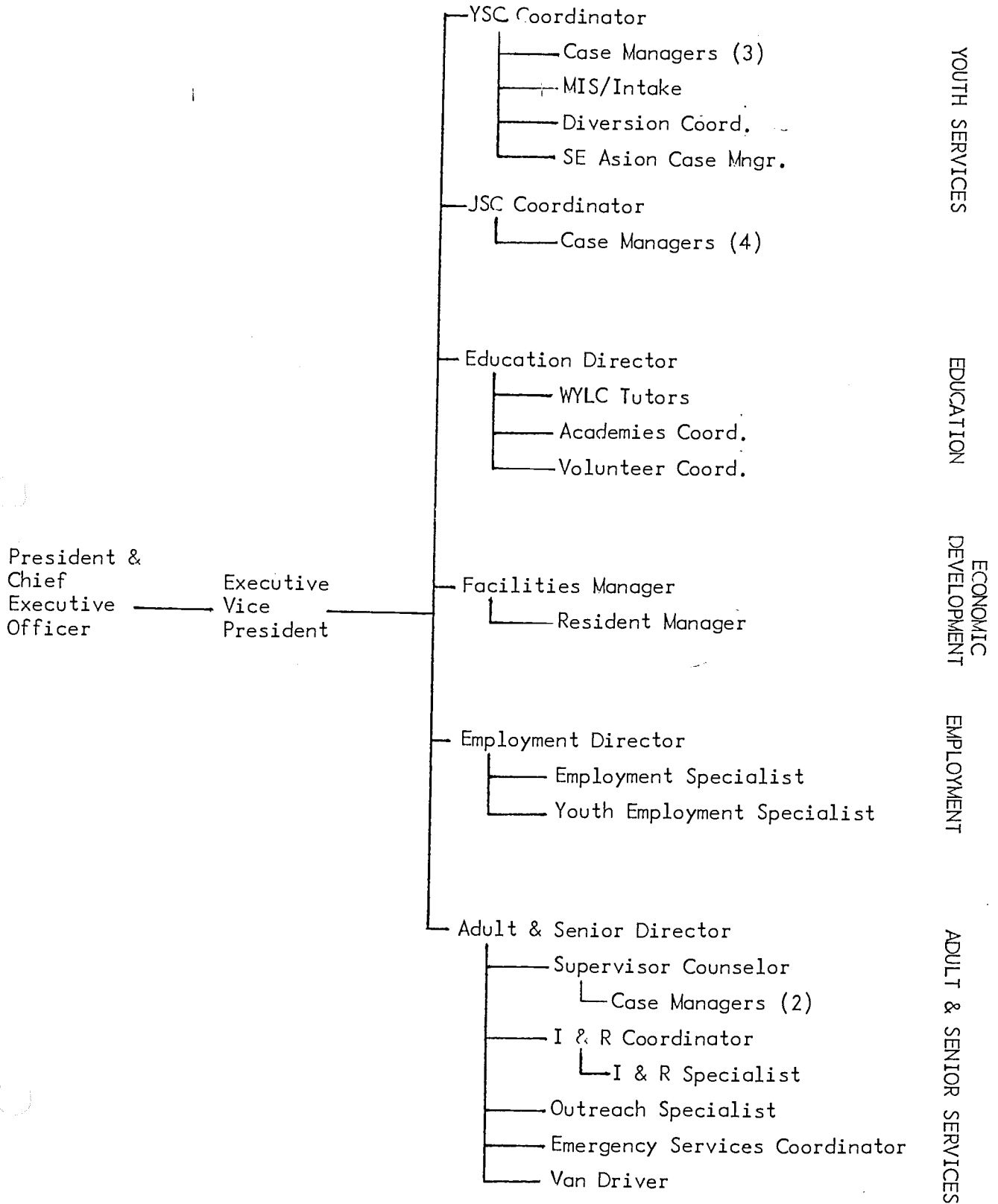
Special Projects

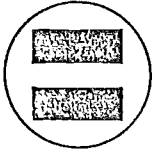
Administering and development of special projects such as LIEAP, Career Day, Annual Dinner. These would all be short term (6 months max) and self-supporting or self-funding. (Staff involved -- Executive Assistants, Executive Vice President in coordination with the President.)

URBAN LEAGUE OF PORTLAND

GENERAL PROGRAM AREAS

Organizational Chart





The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 250-2600

Herb L. Cawthorne
Chief Executive Officer

M E M O R A N D U M

TO: Personnel Committee

FROM: Herb Cawthorne

The following is an outline of the procedures we will use for handling personnel matters upon adoption of the Reorganization Plan.

Filling Vacancies or New Positions

A job announcement for each position will be circulated to all staff and volunteers of the Urban League and advertised in the local media requesting application for a one week period of time.

All applications will be submitted to the Urban League Employment Department. At the end of one week, all applications will be reviewed for qualifications. In the event that additional candidates are required, the job will be announced for an additional period of time to be determined by the President.

A panel consisting of the President, Executive Vice President and one additional program related staff will (a) review the applications, (b) select the applicants to be interviewed (c) interview the applicants, and (d) recommend a finalist for each position. The President will make the final decision as to the candidate to be hired.

Termination

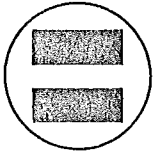
All employees in positions which are proposed for elimination will be given 30 days written notification the day after the plan is adopted by the Board of Directors. We will notify all affected personnel that they are relieved of their responsibilities as of June 28, 1985, but will receive compensation for a period beyond that date until 30 days has expired since notification. Any remaining accrued vacation on June 28, 1985, will be converted to cash as part of the severance package.

Personnel Committee
Page 2.

Transfers

All personnel being transferred from one department to another will receive written notification of the changes in supervision and programmatic responsibilities. These transfers will also carry a 90 day probationary period for evaluation by the new supervisor.

d1



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

AGENDA

JOINT MEETING OF THE PERSONNEL & FINANCE COMMITTEE

June 6, 1985
7:30 am

1- REVIEW OF REORGANIZATION PLAN

2- REQUEST FOR ADDITIONAL COMPUTER ACQUISITION

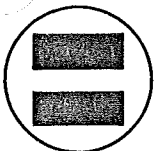
Board of Directors

*Director's
Meeting
- 12:00*

MAY 15, 1985

12:00 NOON

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

URBAN LEAGUE OF PORTLAND
BOARD OF DIRECTORS

MAY 15, 1985
12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM - URBAN PLAZA
10 NORTH RUSSELL STREET

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

- ✓ 1. Finance and Resource
- ✓ 2. Nominating
- ✓ 3. Fundraising
- ✓ 4. Program and Planning

*Report to
Brenda
Michelle?*

REPORT OF THE CHIEF EXECUTIVE OFFICER

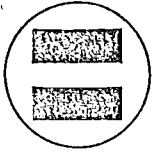
- ✓ 1. Steps Toward Reorganization
 - ✓ a. Executive Vice President
 - ✓ b. Executive Assistants
 - ✓ c. Change in Office Hours
- ✓ 2. General Fund-Raising Campaign
- 3. 1985-86 Revenue/Expenditure Projections
 - a. Revised Revenue Projections
 - b. Expenditures Projection
 - c. Unexpended Fund Balance: Management Goal
- 4. Six-Month Goals for the Chief Executive Officer
- 5. Rationale for Strategic Planning
- 6. Chairman's Request: Hours Before May 1st
- 7. Automobile Recommendation

W

the major reason

CHAIRMAN'S REPORT: Executive Session

- 1. National Urban League Certification Process
- 2. Negotiation Committee Report
- 3. Major Changes in National Urban League Direction/Organization



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

June 10, 1985

Mr. J. E. Bud Clark, Mayor
City of Portland
City Hall
1220 S.W. Fifth Avenue
Portland, Oregon 97204

Dear Mayor Clark:

In my short time as the Chief Executive Officer of the Portland Urban League, I have learned a great deal about the operation of our Youth Services Center. This program is very significant in our community, providing counseling support and motivational activities as well as diversion programs for wayward youth. Last year, we served nearly 700 young people and, with the refinements I have proposed to the City's Youth Services Coordinator and my Board of Directors, we will serve the needs of these young people even better in the year to come.

In order for our service to be refined and improved, I must express to you my concern over the drain of attention and resources caused by the curfew referrals to our Center from the Portland Police Bureau. As of last week, we had more than 90 young people on a waiting list for intake. This backlog is unprecedented. Many of these young people are not troublesome; they were merely out on the streets at night and were referred to our Center under the new police juvenile program. The impact has been sudden and the pressure has been costly.

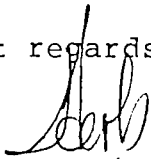
Recently, the Urban League was forced to hire three temporary employees simply to proceed with the intake and assessment of these youth, which is the only way in which we can determine which ones of them need the array of services our Youth Service Center provides. Yet, while the Urban League had no choice but to hire new people for this processing, the focus of funds and attention in this area drains the agency's ability to carry out its services to those already benefiting from our counseling, family and school assistance activities. Indeed, while the juvenile program of the Police Bureau may be a valuable action, it has had a "draining effect" on the ability of our Youth Service Center to continue to provide quality assistance to young people in trouble in the Northeast Portland community.

It is essential, Mr. Mayor, that we gain some relief from the inordinate pressure created by this unexpectedly high number of referrals from the juvenile diversion program. I propose some kind of short-term funding, particularly for the Northeast Youth Service Center, which is the hardest hit by the new police interest in youth diversion. Furthermore, it may be possible to develop a more long-term funding of this special activity by convincing the Portland Public Schools to fund our Centers for this purpose in relation to its new crackdown on truancy. We need the short-term funding now. However, in the long-term, the city may be able to kill two birds with one stone: Since the programs of truancy and diversion are closely related, funding from the Portland Public Schools would enable our Centers to process all the young people referred and, then, through assessment, determine what services are needed most.

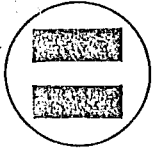
I hope you appreciate the urgency of this request for assistance with a problem which, at this stage, is out of our control. We need your leadership to insure that our Youth Service Center is not drained so badly that the plans we have for further improvement of its services are nullified. If our resources for service are continually stretched beyond our capacity to respond with careful planning and quality, then everything we do will be weakened and the cause of finding positive solutions to the problems of youth in Northeast Portland will have been set back.

In advance, thank you for giving this matter your immediate attention. The Urban League knows and appreciates your concern for youth in our city, and we hope you see this urgent expression of our concern as harmonious with your commitment to quality services to Portland's young people.

Best regards,



Herb L. Cawthorne
Chief Executive Officer



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

June 13, 1985

Penny Harrington, Chief
Portland Police Bureau
Justice Center
1111 Southwest Second Avenue
Portland, Oregon 97204

Dear Penny:

I must bring to your attention the extreme pressure created by the juvenile curfew enforcement procedures instituted by your administration. The pressure on the Northeast Youth Service Center is both a drain on resources and a drain on the normal demands of our contract with the City to provide an array of complicated services to youth.

In terms of resources, for example, when I came to the Urban League on May 1st, this agency had a backlog of more than 90 youth who were referred for diversion services and many of these for mere curfew violations. The Urban League staff had not had the time to process these young people into the Youth Service Center Program. I made the decision to hire three temporary employees to complete the intake and assessment of this unprecedented number of cases. Obviously, this drains our resources.

In terms of our service contract with the City, the Urban League's Youth Service Center is designed to provide counseling, youth and law workshops, drug abuse sessions, and assistance with family communication, among other services, to youth who are marginally difficult or have had minor scrapes with law enforcement or school officials or the justice system. The processing of curfew violators -- the time to determine which of our services they need and do not need -- drains our ability to attend to the more serious cases our staff has already undertaken or needs to begin work upon immediately.

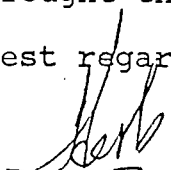
I have expressed this mounting frustration to the Mayor and requested short-term financial assistance. It would be the Urban League's hope that you, too, would recognize the inordinate pressure on our agency. You can rest assured that we have a desire to cooperate, but the tremendous increase in the number of referrals has created resource and quality control problems for

Penny Harrington
June 13, 1985
Page 2

the Urban League. These, ultimately, evolve into public relations problems for our organization -- the inability to respond adequately and quickly to a policy to which we have become party but over which we have had little control.

I would appreciate your sensitivity and understanding. If you would express a recognition of this problem to the Mayor, it would add an element of persuasion to the urgency with which I have brought the issue to his attention.

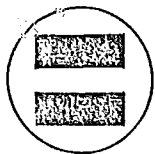
Best regards,



Herb L. Cawthorne
Chief Executive Officer

HLC/bp

cc Margaret Strachan
Ron Potrue



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

June 10, 1985

U.S. Senator Mark O. Hatfield
322 Hart Senate Office Bldg.
Washington, D.C. 20510

Dear Senator Hatfield:

As the new President and Chief Executive Officer of the Urban League of Portland, I have been extremely impressed with the possibilities of the Community Services Block Grant. These funds have played a major role in my reorganization of this agency and they will go a long way toward assisting us in our new attack on unemployment in the Northeast area of Portland.

The Urban League is developing a somewhat different philosophy in the use of CSBG funds. Rather than earmarking these funds toward emergency housing, shelter, food and energy assistance, we are shifting the focus toward employment services. While we will continue to provide the emergency services in other parts of the organization with far less overhead, the bulk of the reallocation of CSBG funds will go toward helping people who want to work find secure, long-term employment. This effort will be coordinated throughout the agency and many of our General Funds will be used to supplement the renewed focus on employment. However, it is important that you understand that the regulations governing CSBG funds which encourage local management flexibility based on the local needs are the essential element which has made this change possible. The Urban League of Portland has a wonderful opportunity to help the people we serve become self-sufficient, tax paying citizens who have the long-term employment that renders them capable of taking care of families.

I have been told of your staunch support of continued CSBG funding in the Congress. I cannot emphasize how much this support is appreciated by the Urban League. The flexibility attached to these funds by the Reagan Administration is wise and advantageous; but the wisdom and advantage of the regulations are nullified by the attack on the budget of this program. For example, last year, the Urban League's employment division placed

194 people in long-term jobs, adding nearly \$1.4 million of taxable income to Portland's economy. This reduced welfare commitments and unemployment compensation. It made people productive and proud. With the reallocation of our mere \$101,000 of CSBG money, and a stronger commitment of our General Funds, we will triple last year's effort! This is why your support is so extremely important and so highly valued.

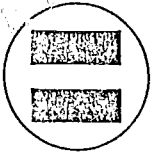
Again, thank you for your confidence in this program. The Urban League of Portland pledges that, through tough and undetermined management, these funds will produce the positive results you want so badly for Oregonians.

Warm regards,



Herb L. Cawthorne
Chief Executive Officer

HLC:pjr



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

June 10, 1985

Ms. Peggy Nagae
Assistant Dean
Academic Affairs
University of Oregon
School of Law
Eugene, Oregon 97403-1221

Dear Peggy:

In your new role in the Oregon Women's Political Caucus, I would like to ask your leadership and help in getting this organization to attempt to influence Senator Bob Packwood in the issue of support for the continued funding of the Community Services Block Grant. Senator Packwood, unlike his counterpart from Oregon, seems to think that this funding is dispensable and we in the Urban League of Portland feel strongly that it is not.

Community Services Block Grant funds have evolved from the old Community Action Program funds created during the Great Society era. Under President Reagan, these funds have been folded into the block grant and the restrictions have been removed. The removal of restrictions serves our local community well, since it has created the flexibility to respond to specific needs. But this flexibility is useless if, then, the administration attacks the budget and eliminates the funding altogether.

Senator Packwood needs to know that these funds go toward helping people to become self-sufficient and productive. In the Urban League of Portland, for example, the CSBG funds will be used to bolster our employment efforts. This organization philosophically is far less interested in handing out free blocks of cheese and emergency heating vouchers once a year. We are more interested in helping people find decent, long-term employment, thereby putting them on the tax role and reducing dependence on welfare and unemployment compensation. Given the depth of unemployment among black men and women, this strengthening of employment services is an absolutely essential step. For black women particularly, faced with the burden of raising children in a society which burdens them with employment

discrimination, the new focus of the Urban League's employment efforts will prove invaluable. In the area of employment, the Urban League is committed to using its funds in the best interest of the community, but the funds have to continue to be available if the benefits are to be realized.

Peggy, the Oregon Women's Political Caucus could be instrumental in helping Senator Packwood understand the significance of CSBG funds in attacking poverty and unemployment in our state. Any effort which attacks poverty and unemployment is a women's issue because, as you well know, women and children are adding to the ranks of poverty at an alarming rate.

To obtain further information on the details of CSBG funding and the impact statewide, a conversation with Michael Jans, Executive Director of the Community Action Agency of Portland, would be helpful. His offices are at 812 S.W. Washington, Suite 1105, Portland, Oregon 97205 and his telephone number is 295-6790.

In advance, thanks for looking into this matter on behalf of the Caucus and the Urban League of Portland. Please let me know if I can be of assistance as the process unfolds.

Best regards,



Herb L. Cawthorne
Chief Executive Officer

HLC:pjr

AGENDA

REPORT OF THE CHAIRPERSON

1. Executive Committee Meetings
2. Board Retreat

REPORT OF THE COMMITTEES

1. Finance
2. Fund Raising
3. Program and Planning
4. Personnel
5. Nominations

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

1. Appointment of New Staff
2. Changes in Personnel: Youth Service Center
3. Equal Opportunity Day Dinner
4. Membership Drive
5. Employment Division Development
6. Police/Community Relations

ITEMS OF INFORMATION

1. Information on New Staff Members
2. Correspondence Regarding EOD Dinner
3. Correspondence to United Parcel Service Foundation
4. Proposal to UPS: Rosa Parks School of Modern Communication
5. Correspondence to AT&T Regarding Computers for Employment
6. Correspondence Regarding Police/Community Relations

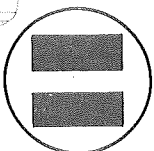
Board of Directors

AUGUST 21, 1985

12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

REPORT OF THE CHAIRPERSON

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URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

JUNE 19, 1985

The June meeting of the Urban League Board of Directors held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:09 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Tom Kelley, Shirley Minor, Carol Page, Larry Raff, Linda Rasmussen, Ron Sykes, Ben Talley, and Thane Tienson.

The following Directors were absent with excuse: Bobbie Gary, Joel Smith, Irwin Starr and Jack Vogel.

Staff in attendance were: Herb Cawthorne, Carol J. Lentz and Pauline J. Reed.

The wording on the Board's role was corrected from "implementation of policy" to "development of policy." With this change, the minutes of the May meeting were approved.

Chairman Adair welcomed new Board members, Carol Page and Larry Raff.

NOMINATING COMMITTEE

Shirley Minor reported that the Committee met to cover two items: To fill the vacancies on the Executive Committee and to consider a request to increase the size of the Board. The Committee's recommendations for the Executive Committee are: Bobbie Gary, Member-at-Large and Thane Tienson, Secretary.

It was moved and seconded (Rasmussen/Sykes) that Bobbie Gary be appointed Member-at-Large and that Thane Tienson be appointed Secretary. The motion passed.

The Committee also recommended that the Board size be increased from 15 to 19. Chairman Adair urged the Board to conceptually accept the recommendations of the Committee. There has to be a full review of the By-Laws and a final draft of the revisions should be brought to the Board Retreat.

Herb Cawthorne stated that he would be able to identify potential new Board members as he meets with various CEOs during the fund raising campaign.

Ben Talley commended Shirley on a job well done in Chairing the Nominating Committee and getting the tasks completed. Shirley thanked the Committee for being cooperative and coming up with good ideas.

Chairman Adair circulated committee assignments and reviewed same.

The Board went into executive session and then reconvened.

PRESIDENT'S REPORT

- * Circulated a written motion authorizing Donny Adair, Linda Rasmussen, Thane Tienson, Joel Smith and Herb Cawthorne as check signers on the Urban League of Portland bank accounts in accordance with current operating procedures. The same persons are also authorized and empowered to borrow from a financial institution on such terms as agreed upon between the said officers or employee and said institution, such sums of money as in their judgment should be borrowed, not exceeding however, at any one time the aggregate amount of \$50,000.

It was moved and seconded (Rasmussen/Talley) that the written motion be accepted. The motion passed.

A question was raised about the League doing business with American State Bank. Discussion was held on same. Herb stated that he would look into the matter and bring recommendations to the Board.


- * Reported that he has taken the charge of the Board (education, economic development and employment) and has come up with a reorganization plan. He has met with the Personnel Committee, the Finance Committee and the Program and Planning Committee regarding the plan; the plan has also been presented to staff. Included in the Board Book was a copy of the plan and discussion was held on it. After discussion, it was moved and seconded (Collier/Flanagan) that the reorganization plan be accepted. The motion passed.
- * Reported on the membership drive which will begin on June 28, 1985.
- * Reported on his meetings with various CEOs since he began the Corporate Fund-Raising Campaign.

FINANCE COMMITTEE


Carol Lentz circulated the Monthly Financial Status Report for the period ending May 31, 1985. Discussion on the report was tabled and if anyone has questions they can call Carol or Joel Smith.

Chairman Adair announced that there will be no Board meeting in July. Committees are asked to begin working on their assigned tasks and be prepared to report at the August meeting. The meeting adjourned at 1:47 P.M.

Submitted by:


PAULINE J. REED
Executive Secretary
Urban League of Portland

Reviewed and Approved by:


THANE TIENSON
Secretary
Urban League Board of Directors

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS
EXECUTIVE SESSION

JUNE 19, 1985

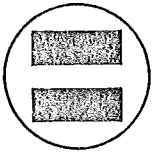
The following Directors were present at the Urban League Board of Directors executive session on June 19, 1985 which took place during the regularly scheduled June Board Meeting: Donny Adair, Skip Collier, Bridget Flanagan, Tom Kelley, Shirley Minor, Carol Page, Larry Raff, Linda Rasmussen, Ron Sykes, Ben Talley and Thane Tienson.

The following action was taken:

The Board approved the purchase of transportation for the CEO and referred retirement benefits for the CEO to the Personnel and Finance Committees.

Submitted by Donny Adair

DRA:pjr



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

Board of Directors

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Thane Tienson
Secretary

Joel Smith
Treasurer

Bobbie Gary
Member at Large

A.R. Collier
Bridget Flanagan
Thomas Kelley
Shirley Minor
Carol Page
Larry Raff
Irwin Starr
Ron Sykes, Jr.
Ben Talley
John Vogel

A NATIONAL
URBAN LEAGUE
AFFILIATE

A United Way
Agency



M E M O R A N D U M

Date: August 10, 1985

To: Board of Directors

From: Herb Cawthorne

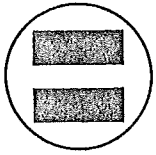
Re: New Employee/Ron Hamilton, Employment Director

The Urban League is pleased to welcome Ron Hamilton as the new Urban League Employment Director. Mr. Hamilton brings with him extensive experience in the field of employment management. He was an employment administrator with Wacker Siltronic Corporation for five years and was also President of Comtex Computer Corporation for two years. He is uniquely suited to meet the Urban League's employment challenge, particularly with regard to our goal of fully automating the program.

Mr. Hamilton will also expand the Urban League's existing employment services to include a self-sustaining employment bureau for mid-level professionals and college graduates. He will also establish seminars and programs to assist corporations in maintaining those placed in jobs.

We are confident that Mr. Hamilton's skills will enhance the Urban League's overall effort to reduce the high unemployment rate in this community.

d1



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

Urban League of Portland
10 North Russell Street
Portland, Oregon 97227

FOR IMMEDIATE RELEASE

Contact: Pam Smith
280-2600

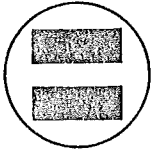
Herb Cawthorne, President and Chief Executive of the Portland Urban League announced the appointment of Ron Hamilton as the organization's Director of Employment.

Mr. Hamilton has a Bachelor of Arts Degree in Business Administration from Cheyney State College in Philadelphia, Pennsylvania and he is a former management consultant for a computer firm. He has skills in budget preparation, management training and market research. He has also worked as an employment administrator supervising personnel, recruiting, screening and testing applicants and consulting on career development. His skills in computer programming will enable the employment division to more than triple the number of clients it currently serves through our job placement program.

Mr. Hamilton will expand the Urban League's existing employment services to include a self-sustaining employment bureau for mid-level professionals, highly trained individuals and college graduates. He will also establish seminars and programs in management, race-relations, communication and productivity to assist corporations in maintaining a diversified staff. In an Urban League effort to recruit, train and place job seekers in specific career fields, he will forge joint ventures between the Urban League and major corporations.

Most important, Mr. Hamilton will play a key role in the organization's thrust to develop and improve programs to combat the problem of unemployment in black and other low-income communities throughout the city.

#



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Portland, Oregon 97227

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Board of Directors

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A NATIONAL
URBAN LEAGUE
AFFILIATE

A United Way
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M E M O R A N D U M

Date: August 10, 1985

To: Board of Directors

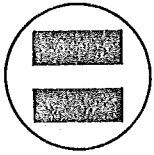
From: Herb Cawthorne

Re: New Employee/Janice Gaynor, Director of Education

The Urban League is excited about the recent appointment of Janice Gaynor, a professional who we feel will bring quality, commitment and enthusiasm to the position of Director of Education. Ms. Gaynor is a graduate of Columbia Union College in Tacoma Park, Maryland and has completed graduate courses in communications at the University of Puget Sound in Tacoma, Washington. In addition to being a classroom instructor at Catlin Gable, she has a diverse background ranging from sales management to the development of her own business, Resolution Seminars.

Ms. Gaynor will develop new Urban League education programs and will supervise existing programs in tutoring services, test preparation courses and the Urban League's Learning Academy Program. She enjoys the challenge of making education so exciting that students feel they are missing something special if they are not involved.

dl



The Urban League of Portland

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10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

Urban League of Portland
10 North Russell Street
Portland, Oregon 97227

FOR IMMEDIATE RELEASE

Contact: Pam Smith
280-2600

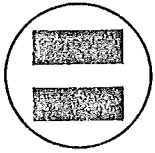
Herb Cawthorne, President and Chief Executive Officer of the Portland Urban League, announced the appointment of Janice Gaynor as the organization's Director of Education.

Ms. Gaynor holds a Bachelor of Arts Degree in English from Columbia Union College in Tacoma Park, Maryland and has completed graduate courses in Communications at the University of Puget Sound in Tacoma, Washington. She is a former school instructor who taught at Catlin Gable from 1970-1975. In addition to her classroom experience, Ms. Gaynor has an administrative background which includes program management and grant writing. She will develop and oversee Urban League programs which address the educational needs of black and other low-income communities.

Programs she will develop include an early childhood learning and development center for pre-schoolers, a dial-a-teacher program for students needing help with their homework, and an adult illiteracy program. She will also expand and supervise existing programs including tutorial services, test preparation courses and the Urban League's Learning Academy Program.

Ms. Gaynor will apply her public relations and public speaking skills to promote Urban League programs before the public and education organizations.

#



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M E M O R A N D U M

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To: Board of Directors

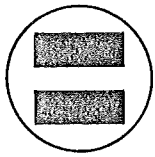
From: Herb Cawthorne

Re: New Employee/Linda Keene, Director of Communications

Herb Cawthorne, President and Chief Executive Officer of The Urban League of Portland announced the appointment of Linda Keene as the organization's Director of Communications. Ms. Keene graduated from the University of Washington in Seattle with a Bachelor of Arts Degree in Communications. She is a skilled writer and reporter. In 1981 Ms. Keene was a bureau correspondent for Robinson Newspapers in South Seattle. Her emphasis was on politics and she covered the state legislature for two sessions. From 1981-82 she was a general assignment reporter for the Oregon Journal, and for the past two years she has covered politics, city government and police-related matters as a Staff Writer for Willamette Week newspaper. Much of her work has been in the coverage of issues affecting minority communities. She is the recipient of several journalism awards.

Ms. Keene will assist the President in the development of major public addresses and she will develop Urban League reports on major issues concerning this community. She will also plan and implement the agency's public relations activities.

dl



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Herb L. Cawthorne
Chief Executive Officer

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10 North Russell Street
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FOR IMMEDIATE RELEASE

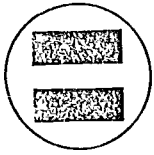
Contact: Pam Smith
280-2600

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d1

#



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

July 30, 1985

Mr. William A. Hilliard
Executive Editor
THE OREGONIAN
1320 S.W. Broadway
Portland, Oregon 97201

Dear Bill:

It is with great pleasure and pride that the Urban League of Portland announces your selection as the first recipient of our Equal Opportunity Award, an honor dedicated to those individuals who demonstrate an outstanding commitment to the ideals of racial equality.

Bill, there is no question that you are uniquely deserving of this award, which will be presented during the Urban League's Equal Opportunity Day Dinner on October 24, 1985. For years, you have offered dedicated leadership to both the Portland Urban League and the National Urban League. Not only have you provided valuable direction to the National Conference, but your contributions to the local affiliate have insured that this organization could continue to serve the community during difficult times.

Thus, your selection as this year's award recipient will distinguish an event that we believe will become an important tradition in Portland. Civic equality, which can be won only if employment, education and economic opportunities are available to all citizens, is often a difficult and lonely challenge to undertake. Yet that has not deterred you.

In addition to your service as the Executive Editor of THE OREGONIAN, you have initiated several programs that will open opportunities for black citizens and other minorities in our community. In particular, we are excited by two programs that you recently coordinated.

The first is a minority recruiting and education program aimed at increasing racial representation in the newsroom. This is a crucial goal. The media is an important tool in the effort, to change attitudes and increase understanding between the races, yet, cannot be fully utilized without input and direction from minorities within the newsroom. Therefore, the recruiting program will be an important step toward that goal. The project will give enrollees the experience -- and the badly needed edge -- they must have to successfully compete in newspaper work.

Additionally, you are to be commended for the coordination of an upcoming conference that will bring newspaper editors together with minority college students seeking careers in journalism. This significant job fair is yet another example of your commitment to the creation of opportunities to young people who might not otherwise have access to the jobs and careers for which they are so deserving.

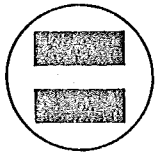
Bill, your work is an inspiration to the community and we are proud to honor you with the Equal Opportunity Award.

As noted, the award will be presented at the dinner, which will feature Senator Mark Hatfield as the keynote speaker. The award will be accompanied by a \$2,000 check for the scholarship of your choice. Since this is the first year for the event, we will also celebrate the occasion with the presentation of a similar award and scholarship check to Mr. Oran Robertson, Chairman of the Board of the Fred Meyer Corporation. He too has championed the ideals of civic equality and the Portland Urban League is indebted to both of you for the tireless work you have done to promote civil rights and opportunities.

Again, thank you for your distinguished work and commitment. We look forward to seeing you at the Equal Opportunity Day Dinner

Warmly,





The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

August 2, 1985

Mr. Oran B. Robertson
Chairman of the Board,
Fred Meyer Inc.
3800 S.E. 22nd Ave.
P.O. Box 42121
Portland, OR 97242

Dear Mr. Robertson,

It is with great honor that the Urban League of Portland announces your selection as the first recipient of our Equal Opportunity Day Award. The award is our way of paying tribute to those individuals who have demonstrated a commitment to the ideals of racial equality -- a commitment that you have consistently exhibited in both your work and civic activities.

We are inspired by your accomplishments. From the social programs you have helped fund as a trustee of the Fred Meyer Charitable Trust, to the minority recruiting programs you have encouraged at all Fred Meyer operations, you have demonstrated leadership that promotes the ideals of equal opportunity. We appreciate your leadership and would like to express our regard with the presentation of this special award, which will be made during the Urban League's Equal Opportunity Day Dinner on October 24th. The dinner, which will feature Sen. Mark Hatfield as the keynote speaker, is scheduled for 7:30 p.m. at the Portland Hilton Hotel.

It is our hope and belief that the dinner and award will become an honored tradition in Portland. The goal of civic equality, which is partially achieved through equal opportunity programs, is among the most important goals in our community today. Without it, our city cannot enjoy the sense of civic pride it so richly deserves. With it, we can all participate in this pride.

Your efforts have helped us toward this goal. As a distinguished trustee of the Fred Meyer Charitable Trust, you have participated in a visionary program that reaches out to those in need of opportunities. The Hispanic population in the Hillsboro area, for example, has greatly benefited from Trust-funded programs in education and elderly assistance. Young black

students in North and Northeast Portland have strengthened their education -- and chances for opportunity -- with the assistance of Trust programs. And women have received desperately needed help in programs for those who have been abused and battered. Each of these Trust projects has improved and dignified the lives of Portlanders who might not have had the opportunities for personal improvement otherwise.

Additionally, you are to be commended for your efforts to assure that minorities are an integral part of Fred Meyer's work force. Not only have you worked with black community leaders in their efforts to place people in jobs, but you have also encouraged minority recruitment and affirmative action programs at Fred Meyer stores. Together, these programs have created many important opportunities to members of our community, while also setting an excellent example for other major corporations in the region.

Therefore, we believe your work should be recognized. We hope that you can attend the Equal Opportunity Day Dinner to receive the award, and a \$2,000 check for a scholarship for the student of your choice. By the way, the Urban League will also celebrate the occasion with the presentation of a similar award and scholarship check to Mr. William Hilliard, Executive Editor of The Oregonian. He too has championed the ideals of civic equality. The Urban League is indebted to both of you.

Again, thank you for your distinguished work and commitment. We look forward to the Equal Opportunity Day Dinner and the chance to honor you in a special way.

Sincerely,



Herb L. Cawthorne
Chief Executive Officer

The Oregonian

RECEIVED
AUG 7 1985
URBAN LEAGUE OF PORTLAND

WILLIAM A. HILLIARD
EXECUTIVE EDITOR/NEWS

PORTLAND, OREGON 97201

August 5, 1985

Mr. Herb L. Cawthorne
Chief Executive Officer
The Urban League of Portland
Urban Plaza
10 North Russell Street
Portland, OR 97227

Dear Herb:

My commitment to the basic human rights of all citizens and the denial of those rights to me as a child are what prompted me to give time to the Urban League of Portland.

It was the Urban League in the late 1940s that supported me in my search for equal treatment in the job market, and to a large measure I am what I am today, and I do what I do today because of the League.

I am deeply moved by the recognition the Urban League of Portland wants to give to me. I seek no public acknowledgment of what I do as a volunteer. My commitment is very personal and private.

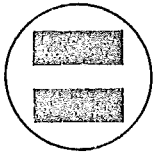
If the Urban League of Portland wants to honor me, I want to accept it with a personal gratification made possible because of what the League has done for me and the community in which we live.

Sincerely,



William A. Hilliard

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The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

August 7, 1985

Mr. Charles Wright
District Personnel Manager
United Parcel Service
6707 North Basin
Portland, Oregon 97217

Dear Mr. Wright:

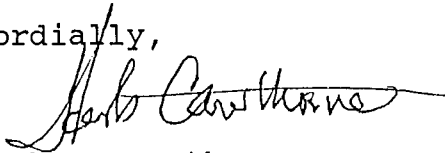
It is with great pleasure that I write to tell about the developments in the Urban League of Portland's employment division. In the past, corporate leaders have justifiably criticized the Urban League employment operation for its inability to respond quickly to announcements of job openings. The Urban League's system was manual and inefficient. Under my reorganization, we have restructured personnel, hired a new director, and developed plans for the computerization of the employment service. The rapid, accurate processing of job openings, training programs, and available financial assistance will help immensely in insuring that counselors provide timely advice. Moreover, our computer program will allow for sophisticated coding of applicant skills, background, interest, attitude, and employment history. In a nutshell, the Urban League of Portland will do considerably more to insure that the 25% unemployment rate among black residents is sharply reduced.

One element of the new thrust in employment is the development of an Executive Secretarial and Word Processing Training Facility. While the Urban League cannot develop training for numerous occupations, it can create well-targeted programs which definitely lead to employment if a trainee completes all requirements in a quality manner. The demand for word processing and excellent secretarial services is great and growing. The unemployment among black women, many of whom have children, is estimated at more than 30%. It seems most appropriate for the Urban League to provide specific training in this area, for the demand is sufficient to insure employment upon completion of the program.

The Urban League would appreciate support from United Parcel Service in partnership with several other organizations to enable the development of this significant program. Along with UPS and the Urban League, it is anticipated that a successful approach can be made to the Oregon Community Foundation for operating funds, to various computer hardware companies for word processing equipment, and to numerous businesses for clerical expertise in the formation of the curriculum and standards. The Urban League would be pleased to develop for you the details of this program, but in the meantime, let me emphasize that the program will include typing and keyboard skills, computer literacy and familiarity with various software, appropriate business form, telephone etiquette, filing systems, dress, personal demeanor, and human relations in the office. Practicum experiences will be arranged in legal offices, corporate centers, public institutions, and word processing pools throughout the Portland community. Any individual graduating from this program would make an excellent employee, thereby insuring a significant reduction of unemployment in the black community.

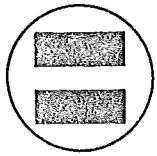
Indeed, I hope that this brief discussion of the Urban League's proposed Executive Secretarial and Word Processing Training School is sufficient to capture your interest for further development and exploration. In the meantime, please be assured that the Urban League of Portland appreciates the opportunity to express the vision for improving our community through putting able and eager people to work. Furthermore, in advance, we thank you for taking your valuable time to consider this preliminary request for the assistance of the United Parcel Service Foundation.

Cordially,



Herb L. Cawthorne
Chief Executive Officer

HLC:pjr



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

August 6, 1985

Mr. Dave Underhill
Public Relations Manager
AT&T Communications
2125 S.W. Fourth Avenue, Suite 600
Portland, Oregon 97201-6397

Dear Dave:

It was a pleasure to have had the opportunity to meet with you and discuss the developments at the Urban League of Portland. In the past few months, under broad policy direction from our Board of Directors, I have made substantial reorganization of the agency toward the focus on employment, economic development, and education. Enclosed you will find a Corporate Partnership Fund-Drive brochure which explains some of the achievements of the Urban League and charts the course generally for the direction this organization intends to pursue.

This letter represents the Urban League's formal request for support from AT&T Communications in two areas: First, a \$5,000 corporate contribution to our general operation, and second, a contribution of AT&T computer equipment for our employment division.

The first request is consistent with requests this organization is making to corporations throughout the metropolitan area. The Urban League of Portland is unique among social service agencies. It is the only organization which is dedicated to eliminating the problems of race relations and the terrible effects of racial division within our community. All of our programs, serving more than 10,000 people per year, are geared toward making individuals more capable of contributing and participating in the prosperity of our community. A general corporate contribution supports the administration of these programs -- for the elderly, the young, the aspiring student interested in engineering, the unemployed, and the new Southeast Asian population. I hope you would agree that this general corporate contribution is directly related to the ability of the Urban League to assist Portland in solving its racial problems -- a possibility which, for Portland, makes it distinct among large American cities.

The second area of support involves the need to upgrade the employment division of the Urban League. In the past, the employment operation has been extremely weak; everything was done by hand and information was limited by the memories of our staff. The operation was not systematized and efficient. In the time I have been at the Urban League, we have begun to change the entire system and rightfully so. In the black community, it is estimated that unemployment is running as high as 25%, if one includes calculations of the "hidden unemployment index," which counts those who have discontinued registration as job seekers with the State Employment Division. This rate of unemployment is completely unacceptable. The cost to society is compounded -- not only does the community lose taxable income and consumer spending, it also pays through welfare, unemployment compensation, lost productivity, crime, and poor attitudes. Children suffer when parents are not working. When children suffer, educational efforts are less effective and, when this happens, youth crime rises. The Urban League must do a better, more efficient job of getting the right person to the right employer at the right time. The only way to achieve this is through the computerization of our employment operation so information is immediately available to our counselors and staff.

Toward this end, then, I would like to request that AT&T Communications provide six (6) personal computers for use in the Urban League's employment division. We need these computers to achieve the following:

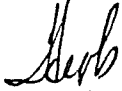
1. To make readily available information on applicant assessments, interviews, skill levels, and career interests;
2. To process information on training programs, vocational schools, labor apprenticeship programs, financial assistance for training, and a comprehensive array of other information which will create an Employment Training Information and Referral Bank;
3. To allow for up-to-date processing of job announcements so counselors are completely aware of openings which match the skills and interests of a given applicant.

It seems clear that the advantage to the Urban League can also be an advantage to AT&T Communications. Not only will this gift support the ambitious, but attainable goals of our employment division, but if publicized aggressively, this partnership can serve as a graphic demonstration of the company's dedication to solving the social problems created by mass unemployment in the black community. The Urban League of Portland would be proud to have AT&T Communications join us in making this kind of public statement which enables the creation of an efficient, well-managed employment service for people who want to work, but need extraordinary assistance to do so. We are willing to provide

the leadership and the management skill. We hope AT&T Communications will be willing to provide the hardware to make our efforts productive.

Again, thank you very much for your kind reception of our vision for the development of the Urban League. I look forward to developing a close working relationship with you and AT&T Communications over the coming years. In the meantime, we appreciate your consideration of this request and, hopefully, your positive response in the near future.

Warm regards,

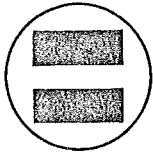


Herb L. Cawthorne
Chief Executive Officer

HLC:pjr

Enclosure

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The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

August 5, 1985

The Honorable Mayor J.E. Bud Clark
City of Portland
1220 S.W. 5th Avenue
Portland, Oregon 97204

Dear Mayor Clark:

Enclosed are recommendations on police procedures, practices, police/community cooperation and outside investigations of the police bureau. These recommendations are the result of input given from those attending the July 10 community meeting which followed the unfortunate police shooting of Mr. Thomas Graves and Ms. Alberta Tate on the evening of July 5, 1985.

As you know, we believe the death of Ms. Tate could have been avoided. Officers knew she was in the house and was considered a potential hostage to Graves. It was only reasonable to assume that the elderly woman, who had been in this frightening situation for nearly five hours would try to escape when Graves became incapacitated.

Obviously, our concern about her death was shared by the larger community. Approximately 300 people attended the July 10th meeting. This significant showing is evidence of increasing community concern about the police department and its policies.

This incident resulted in a significant loss, both in social and community relations terms. It is also a part of a larger, continuing phenomenon that has resulted in a considerable financial loss to the city. Since 1976, Portland has paid \$204,272 in suits and settlements resulting from the unwarranted use of police force.

The Honorable Mayor J.E. Bud Clark
City of Portland
August 5, 1985
Page 2


In structuring the meeting, community leadership directed the discussion toward constructive solutions. The recommendations reflect that objective. We believe these suggestions will be valuable as you consider ways to prevent similar occurrences in the future.

We will contact you to schedule a meeting time.


Respectfully,



Herb L. Cawthorne
Chief Executive Officer



Ron Herndon, Co-chairman
Black United Front



Reverend John Garlington

dl

cc: Board of Directors

COMMUNITY MEETING
KING NEIGHBORHOOD FACILITY

GRAVES/TATE CASE
JULY 25, 1985

RECOMMENDATIONS

I. POLICE PROCEDURES AND PRACTICES

1. Police officers should be residents of Portland.
2. Every effort should be made to involve Black people and other ethnic minorities in police academy training and every other level of training.
3. The Police Department should institute a mandatory rotating assignment system throughout the city. This would give all officers exposure to all parts of the city.
4. The Police Bureau should intensify its efforts to hire and promote more Black people, other ethnic minorities, and women.
5. More Black officers should be assigned to North Precinct.
6. Officers with an excessive number of complaints should be monitored carefully and given psychiatric testing annually. The bureau should move quickly in this area to eliminate the possibility of another "dirty thirty."
7. The number of citizen complaints about an officer should play a major role in determining if an officer is promoted or retained on the force. Particular attention should be given to complaints from ethnic minorities.
8. The department should carefully examine practices or policies that disproportionately affect the Black community and other ethnic minorities, i.e., use of deadly force, arrest rather than citations.
9. The department should develop a well thought out plan for handling hostage incidents, or other similar occurrences. Emphasis should be placed on preserving human life.
10. An inventory should be conducted to determine if the department has adequate equipment to respond to hostage incidents or similar occurrences.

11. The department should develop a city-wide list of qualified professionals and community members who may be helpful in hostage incidents or similar occurrences.
12. The "carotid hold" should be banned from use at any time. The level of force substituted for the "carotid hold" should be monitored for racially selective use.

II. POLICE/COMMUNITY COOPERATION

1. The department should keep in touch with community organizations. This will promote a mutual sharing of concerns, issues, problems, and solutions.
2. Officers should be taught how to develop and maintain good relations with all communities. This should be continually reinforced.
3. Every effort should be made to avoid assigning officers to North Portland who view this area as having "a lot of action."
4. City Council should ensure that halfway houses and residential care facilities are not solely placed in low income neighborhoods.

III. OUTSIDE INVESTIGATION OF POLICE BUREAU

A National Blue Ribbon Panel should be selected to make a thorough analysis of all circumstances surrounding the deaths of Ms. Tate and Mr. Graves. This panel should include a representative from the following organizations:

- International Association of Chiefs of Police
- The Police Foundation
- National Organization of Black Law Enforcement Officials

This panel should be empowered to examine all existing procedures and policies of the Police Department and make recommendations for change which will be shared with the public.

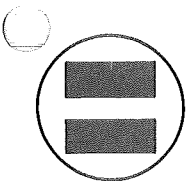


Board of Directors

SEPTEMBER 28, 1985

11:30 A.M.

SURFVIEW RESORT



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

REPORT OF THE CHAIRPERSON

REPORT OF THE COMMITTEES

1. Finance
2. Fund Raising
3. Program and Planning
4. Personnel
5. Nominations

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

1. FUND RAISING
2. EQUAL OPPORTUNITY DAY DINNER

ITEMS OF INFORMATION

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

AUGUST 21, 1985

The August meeting of the Urban League Board of Directors held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:12 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Bridget Flanagan, Bobbie Gary, Tom Kelley, Shirley Minor, Carol Page, Larry Raff, Joel Smith, Irwin Starr, Thane Tienson, and Jack Vogel.

The following Directors were absent with excuse: Linda Rasmussen and Ben Talley.

The following Director was absent without excuse: Skip Collier.

Staff in attendance were: Herb Cawthorne, Carol J. Lentz, Pauline Reed, George Rankins, Gladys Hedgmon, Pam Smith, Ron Hamilton, Linda Keene and Ray Leary.

The minutes of the June 19, 1985 Board meeting were approved.

CHAIRMAN'S REPORT

- * Reported that the Executive Committee has met twice. The correspondence to Mayor Clark, the Citizens Advisory Board and Ron Sykes' resignation were discussed.
- * Ron Sykes has been sent a letter thanking him for his service to the Urban League. It was moved and seconded (Raff/Gary) that Ron Sykes' resignation be accepted. The motion passed.
- * Reported that he telephoned Elizabeth Waters as a follow-up to his letter, giving the matter a more personal touch. Elizabeth assured Chairman Adair that the CAB will be meeting with Herb Cawthorne to work out their differences.
- * Reported that he received a letter from Louis Perry, Oregon Community Foundation, asking for a recommendation for Robert Chandler to serve a second term on the OCF Board. Chairman Adair has mailed a recommendation for Mr. Chandler.
- * Reported that the Executive Committee is in the process of reviewing the By-Laws. The Committee will bring suggested revisions/recommendations to the Board Retreat. Invited other Board members who have recommendations concerning the By-Laws to attend the Executive Committee meeting on Thursday, August 22nd.

- * Reported that Benita Stroughter was selected to facilitate the Retreat based upon Herb's recommendation.
- * Reported on the National Urban League Convention.

FINANCE COMMITTEE

Joel Smith reported that the Committee met with a representative of Peat, Marwick, Mitchell and Co. The audit is in process, all records are in good order and thus far, no problems. Offered to Peat, Marwick, Mitchell a channel of communication that if there are concerns, the auditors can communicate directly with Finance Committee persons.

Reported that the Committee reviewed a sample output from the computer and feels that this system will be quite efficient in keeping all financial records.

Circulated copies of Revenue/Expense Sheets and discussed same. There was no current monthly financial report since the audit is in process and the previous year has not been closed out.

Discussed the building at 2702 N. Williams and advised staff to proceed with all investigations into the feasibility of acquiring the property. A thorough review of the income projections of Plaza I and Plaza II will be made by the Committee prior to any recommendation being presented to the full Board for the purchase of the new building.

Since Carol's title and duties have changed, there is a need to define the role of the finance officer's function. The Committee has agreed to work on this and will offer recommendations to Herb within the next month.

FUND RAISING

Jack Vogel stated that the Committee needs to define their role to be able to report to the Board each month.

Reported that the Committee has met and talked about the Equal Opportunity Day Dinner and the Membership Drive.

A question was raised about restrictions United Way places on their agencies concerning fund raising events. Chairman Adair reported that between August 15th and November 15th agencies are asked not to hold fund raising activities. Herb has an appointment scheduled to meet with representatives of United Way about this.

Another question was raised about the increase of the membership rate as printed on the membership application envelopes. Herb indicated that it was an oversight on his part in reading the dues structure in the By-Laws, and when the envelopes were ordered, the higher rate was printed on them. Herb reported that he has

suggested to the Executive Committee that the dues structure also be reviewed during the By-Law review process.

NOMINATING COMMITTEE

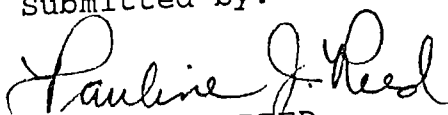
Irwin Starr reported that the Committee has not met and he would like to discuss at the Retreat what type of resources are needed on the Board.

PRESIDENT'S REPORT


- * Introduced new staff/old staff with new positions to the Board.
- * Reported on the Equal Opportunity Day Dinner which will be held on Thursday, October 24, 1985 at the Hilton Hotel. Senator Mark Hatfield will be the guest speaker and the date was chosen according to his calendar. Recipients of this year's awards are Bill Hilliard and Oran Robertson. Manuel Izquierdo is donating the design for the award. Arlene Schnitzer will host a reception prior to the dinner for the Dinner Committee.
- * Reported that the Membership Drive is going well. Public service announcements have been made promoting the "Join Us" theme.
- * Reported that he has talked with representatives of AT&T about securing computers from them to computerize the Employment Department.
- * Reported that he has talked with representatives of United Parcel Service about a grant from their foundation to fund the Rosa Parks School of Modern Communication.
- * Reported that the League will ask the Fred Meyer Charitable Trust for specific support of the Employment Department.
- * Reported that the School District has increased the funding of the Whitney M. Young Learning Center by \$42,000, with a possible increase of an additional \$6,000.
- * Talked with Mayor Clark at a Leaders Roundtable meeting and briefly discussed their previous dialogue.

The meeting was adjourned at 1:20 P.M.

Submitted by:

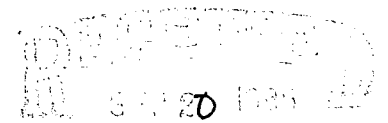

PAULINE J. REED
Executive Secretary
Urban League of Portland

Reviewed and Approved by:


THANE TIENSON
Secretary
Urban League Board of Directors



3800 southeast 22nd avenue, p.o. box 42121, portland, oregon 97242 • telephone (503)232-8844 • TLX 360415



URBAN LEAGUE OF PORTLAND

September 18, 1985

Mr. Herb L. Cawthorne
Chief Executive Officer
The Urban League of Portland
10 N. Russell St.
Portland, OR 97227

Dear Herb:

I apologize for being so tardy in acknowledging your letter telling of my selection as the first recipient of your Equal Opportunity Day Award. I feel very honored, not only to be recognized by The Urban League of Portland, but to be honored along with Bill Hilliard of The Oregonian.

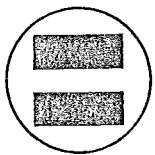
Again, thank you for this recognition; I'll look forward with real pleasure to seeing you at the dinner on October 24th.

Warm regards,

"OB"

Oran B. Robertson
Chairman of the Board &
Chief Executive Officer

OBR/djk



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

August 22, 1985

Board of Directors

Donny Adair
Chair

Linda Rasmussen
Chair Elect

Thane Tienson
Secretary

Joel Smith
Treasurer

Bobbie Gary
Member at Large

A.R. Collier
Bridget Flanagan
Thomas Kelley
Shirley Minor
Carol Page
Larry Raff
Irwin Starr
Ron Sykes, Jr.
Ben Talley
John Vogel

A NATIONAL
URBAN LEAGUE
AFFILIATE

A United Way
Agency



Mr. Bruce Nicholson
Project Manager
Silco Construction Company
P. O. Box 337
Tualatin, Oregon 97062

Dear Bruce:

It is with great excitement that I received the information on the percentage of minority contractors utilized on the Plaza II apartment building. As you well know, the Urban League of Portland is committed to the belief that every segment of our society should have the opportunity to demonstrate the skill and talent required of professionals. This is especially important in business, where excellent skill and efficiency leads to economic growth and improves the resources of a community in the effort to help itself. Therefore, in any development project, the Urban League will measure its success in part by the degree to which it provides opportunity to aspiring black and minority businesses.

Our appreciation for your efforts stems from the realization that we cannot achieve these goals alone. It takes teamwork, and Silco Construction has been an excellent member of the team. Your dedication to the principles of equal opportunity are reflected in the results -- a 36.2% involvement of black and minority contractors. You have proven that, when a company wants to achieve a positive social goal while maintaining quality service, it can be done. On behalf of the Urban League and its Board of Directors, Silco Construction has my commendations for an excellent effort in the effort to give all people a fighting chance to succeed in business. The Urban League is proud. And you should be too.

Warm regards,

Herb L. Cawthorne
Chief Executive Officer

HLC:pjr

cc: Board of Directors

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

1. Finance
2. Fund Raising
3. Program and Planning
4. Personnel
5. Nominating

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT OF THE CHAIRPERSON

ITEMS OF INFORMATION

1. Finance Report
2. Letter to Mayor Clark, re: YSC
3. Letter from Margaret Strachan
4. Letter from Marilyn Gunderson and response to her letter, re: Sheila Marcus
5. Whitney Young Learning Center
6. Letter to bank personnel, re: The Center for Self-Development

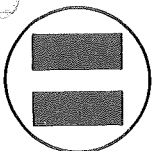
Board of Directors

OCTOBER 16, 1985

12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

1. Finance
2. Fund Raising
3. Program and Planning
4. Personnel
5. Nominations

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

1. Resolution #85-600
2. Reflections on Board Retreat
3. Homeless Program
4. FST Academies Program
5. Employment Progress
6. Status of New Building

REPORT OF THE CHAIRPERSON

ITEMS OF INFORMATION

1. Mission Statement and Philosophy
2. Fund Raising Committee Report
3. Homeless Program
4. FST Academies Memo
5. Advocacy: Building the Image

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URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

SEPTEMBER 29, 1985

The September meeting of the Urban League Board of Directors held in the Conference Room of the Surfview Resort in Cannon Beach, Oregon was called to order at 8:19 A.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Bobbie Gary, Tom Kelley, Shirley Minor, Carol Page, Larry Raff, Linda Rasmussen, Joel Smith, Irwin Starr, Ben Talley, Thane Tienson, and Jack Vogel.

The following Director was absent with excuse: Bridget Flanagan.

Staff in attendance were: Herb Cawthorne, Carol J. Lentz, and Pauline Reed.

Guest in attendance was: Benita Stroughter

The minutes of the August 21, 1985 Board meeting were approved.

NOMINATIONS COMMITTEE

Irwin Starr reported that the committee met and discussed the kinds of persons wanted to fill open slots on the Board and at the next meeting will advise this information.

A question was raised about staggering dates for board termination. Irwin reported this issue will be settled when the By-law review process is completed and new persons are chosen to fill board slots.

PERSONNEL COMMITTEE

Linda reported the committee will meet with Herb Cawthorne to discuss proposed changes to the Personnel Policy.

Herb has submitted his six-month goals to the Board and a question was raised if the Personnel Committee has established goals for the purpose of giving an evaluation. It was suggested that the entire board be advised of the goals when they have been finalized.

FINANCE COMMITTEE

Carol Lentz reported that the draft of the audit has been received and the Finance Committee will meet with the auditors prior to the report being circulated. The audit is clean and the balance sheet has changed considerably; the League's assets have increased from approximately \$30 - \$40 thousand to nearly \$2 million.

Urban Plaza is making approximately \$1,700 net per month now. Urban Plaza has only 1 vacancy; Plaza II is half rented.

Herb reported on a new program which the League is running. The program is a "model" and provides housing for homeless families. Families are placed in Urban Plaza. The Adult and Senior Services Department provides case management and the Employment Department is providing employment counseling. Families can remain in the program for 90 days maximum and the goal of the program is to enable families to find employment, secure permanent housing and become self-sufficient.

Herb also reported that several calls have been received from people owning property in the North/Northeast area who want the League to take over their buildings. These property owners have approached PDC and have been advised that the Urban League, as a non-profit agency, has the ability to manage and execute real estate holdings.

EXECUTIVE COMMITTEE

Thane Tienson reported on the proposed changes to the Constitution and By-Laws. The Constitution and By-Laws require that before any written provisions be amended, they have to be read and discussed at a prior Board meeting and be seen in writing at least two weeks prior to being voted upon. Discussion was held on various issues and Thane will complete the proposed revisions and present to the Board when completed.

PRESIDENT'S REPORT

Herb reported that this year's membership drive is at approximately \$20,000; the corporate fund drive has brought in approximately \$23,000. Last year the membership dues totaled approximately \$6,000 and the corporate dues around \$12,000.

Herb invited Board members to the Equal Opportunity Day Dinner Committee reception being held at Jake's on October 3, 1985. He also encouraged Board members to have their firms support the League by buying tickets to the dinner.

CHAIRMAN'S REPORT

Donny presented an update on Career Day activities and reported that last year's event will be shown on cable television very soon.

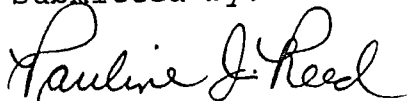
Donny also reported on the University of Portland and Urban League "Family Away From Home Program." There have been approximately 35 out of 36 students who participated in the program and graduated from the University of Portland. The program offers out of town students the opportunity of having a "family" support group in Portland while attending school.

Donny acknowledged Skip Collier's birthday and cake was served to those in attendance.

Benita Stroughter summarized the information exchanged during the retreat and encouraged Board members to continue to work together, utilizing the strengths that each person brings to the board.

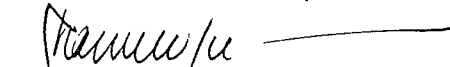
The meeting adjourned at 10:10 A.M.

Submitted by:



PAULINE J. REED
Executive Secretary
Urban League of Portland

Reviewed and Approved by:



THANE TIENSON
Secretary
Urban League Board of Directors

Urban League of Portland

Board of Directors
October 16, 1985

RESOLUTION: #85-600

Position on Denial of Abortion Funding for Indigent Women

Background: Planned Parenthood Association has asked The Urban League of Portland to join a coalition in support of continued state funding for low-income women seeking abortions. The coalition is being formed in response to an initiative petition that would amend the Oregon constitution to prohibit such funding, except to prevent death of the woman. The petition is targeted for the November 1986 general election, and supporters have already started to circulate it among voters.

A similar measure was defeated in 1978, but Planned Parenthood fears that the effort is better organized this year. The association also notes that the proposed amendment would prohibit funding for low-income women who are the victims of rape or incest, or those who would suffer severe and long-lasting health damage due to pregnancy.

The proposed coalition is statewide and is presently supported by the Family Planning Advocates of Oregon, the Oregon Women's Political Caucus, the Portland Feminist Women's Health Care Center, the American Civil Liberties Union, The Rev. Donald Severson, Central Pacific Conference, United Church of Christ, and The Rev. Dr. Earl Riddle, Oregon/Idaho Conference, United Methodist Church.

Therefore, Be It Resolved: The Urban League of Portland believes the state should continue to assist low-income women with funding for abortions and agrees to join the state-wide, pro-choice coalition in its efforts to counter those who are promoting the proposed constitutional amendment.

URBAN LEAGUE OF PORTLAND

MISSION STATEMENT

OPTION #1

The mission of the Urban League of Portland is to ensure that blacks and others have every opportunity to cultivate and exercise their human potential to the fullest extent on a par with all standards of American life.

Option #2

The mission of the Urban League of Portland is to develop, maintain, and advocate for racial equality to ensure that Blacks and others may cultivate and exercise their human potential to the fullest extent on a par with all standards of American life and democratic principles.

PRIMARY THRUST OF THE ORGANIZATION

ADVOCACY

The Urban League of Portland will be a visible, assertive force in the community throughout its carefully researched, knowledgeable advocacy on behalf of Blacks, the poor and others whose collective voice can only be heard through the Urban League's active expression and leadership. To achieve its mission, the Urban League will develop a credible, challenging platform to inspire, inform and educate the Portland community toward change which ensures accomplishment of its mission.

DIRECT SERVICES

The Urban League will provide services consistent with its mission and develop the resources to assist Blacks and others in their pursuit of excellence in education, employment, and economic development. Based on extensive analysis of need and strategic planning, the Urban League will ensure that Blacks and others have access to all services designed to enhance the lives of our constituents.

ECONOMIC DEVELOPMENT

The Urban League will engage in economic development projects and activities which strengthen its leadership in neighborhood revitalization, employment and training, and the development of resources for stabilization in the provision of services to achieve its mission.

DRAFT: PHILOSOPHY STATEMENT
THE URBAN LEAGUE OF PORTLAND

When The Urban League of Portland was formed 40 years ago, its mission was distinct from all other service agencies in the city. Its primary goal was to promote equality through the elimination of racial discrimination. It seemed a formidable task.

When Edwin C. "Bill" Berry was hired in 1945 to establish the Urban League he discovered Portland to be a "backward, bigoted city that treated the Indians, Orientals and Negroes with a shameful degree of discrimination..." "At the time I went there," he recalled, "there were still signs in some windows in restaurants saying they didn't want any Negroes, any Indians or any dogs. It was that kind of place." Portland was a racist city.

It was in this climate, then, that the Urban League was established in Portland -- having but a few resources and limited goodwill to work with as a tool for social change.

Today, we can look back at Bill Berry's encounters and appreciate the significant changes in attitudes since then. Portland's efforts to promote integration have succeeded in distinguishing this city as one in which racial strife is not the bitter norm.

Yet our success is shadowed by a disturbing and nagging reality. Despite poll after national poll that distinguishes Portland as one of the nation's most liveable cities, thousands of black residents live here with no work, with no homes and with no hope for the rewarding kinds of lives for which Portland is so lauded.

This should not be the case. This need not be the case. Portland has too much civic potential to allow the continuation of indignities and injustice. Portland has too much civic pride. Therefore, the Urban League defines its mission today as one in which we counter the debilitating and demoralizing affects of racism with programs, services and advocacy policies that assure black people and others the right to cultivate and exercise their human potential to the fullest extent on a par with all standards of American life and democratic principles.

In doing so, The Urban League and its Board of Directors will mount an aggressive public relations campaign that will strip away negative racial attitudes and replace them with positive, progressive views that are much more in keeping with Portland's spirit and civic intelligence. The Urban League can inspire a "campaign for equality" that will resist all narrow thinking and challenge all capitulation to those who say we just can't do it. We can do it. And we will. With unrelenting drive, and unabashed passion, the Urban League will seek to inspire one of Portland's most dynamic social movements.

But we can't do it alone. And we don't want to do it alone. Our success depends too much on the commitment of others. That is why the Urban League will reach where it's never really reached before; to corporations and congregations, to communities of all colors. In doing so, we will then weave our dreams with the dreams of others as we plan for a better Portland. This is the philosophy of the Urban League -- this is our "campaign for equality."

The Campaign for Equality

The campaign for equality has three major components. They include the Urban League's role as a service provider, as a force for economic development in the black community, and as an advocate for the empowerment of that community.

The first and most visible component is the Urban League's role as a service provider. As we have done for 40 years, the Urban League will continue to counter the effects of racial inequality with services for the poor and less advantaged. Traditionally, this has meant employment referral efforts, education enhancement programs, and assistance with emergency needs such as utility payments, fuel allotments and distribution of free food. In the future, the programs will be more extensive.

Economic Development will also be a major Urban League thrust. The organization will engage in economic development projects and activities which strengthen its leadership in neighborhood revitalization, employment and training, and the development of resources for stabilization in the provision of services to achieve its mission.

But the development of neighborhoods and the provision of services cannot combat the causes of racism. The Urban League must complement these programs with its force as a visible, assertive advocate. Through careful research and outreach, the Urban League will speak on behalf of blacks, the poor and others whose collective voice can only be heard through the Urban League's active expression and leadership.

To do so effectively, the Urban League advocacy policy requires responsibility and respect for the institution it represents. This must be in perspective at all times if the institution's reputation and its credibility are to be preserved. Yet this should not stifle our efforts at advocacy. It should inspire them. Indeed, it is our obligation to use this institution as a platform from which to question policies, challenge attitudes and condemn racism in all forms. It is our obligation to research, investigate and reveal that which is racially divisive and discriminatory. To do otherwise is to shirk our unique responsibility as reformists.

Of course, there will be those who reject advocacy because it denotes risk taking. Call it what you will. But the test of true caring comes in the willingness to take stands, and if the Urban League really cares about improving the lives of those it is charged to serve, then the organization can't afford not to take risks. We must be confident.

We must also reach out. Change will not occur in a vacuum. It requires the involvement and commitment of the entire citizenry. It is imperative, therefore, that the Urban League's advocacy policy include challenges to both the white and black communities of Portland. To the white community, we will stress the simple but dynamic principles of democracy. Discrimination based on race is the antithesis of democracy.

Bill Berry said that forty years ago. And it remains true today -- at a very high price. Not only does it demoralize and

degrade an entire group of people, but it decreases the productivity that these people are capable of contributing to the city's growth. When jobs are denied to people willing to work, other merchants are denied the business that those people would normally provide. When opportunities are denied to those seeking advancement, other citizens are denied the stabilization of their communities: Crime increases. Poverty increases. Welfare increases. Medical cost increases. In short, every person pays when there is discrimination against a few.

Additionally, the Urban League must advocate for the unity of human beings. Both locally and globally, interdependence is crucial between cultures and countries. Like never before, the races need the diversity offered by the other. Yet racism disallows that recognition of need. The ego of racial prejudice works against our unity because it must be fed with the negative, divisive impulses that give way to crippled relations.

To the black community, we also stress these principles... and others. Among them is a prescription for dealing with the short-term reality of racism while working toward the long-term solution. That means the racial slur and slight in the workplace must be deflected with a larger vision for personal improvement and contribution, above and beyond the smallness of name calling. This is not easy, as many at the Urban League painfully know. But it is a perspective that will help individuals overcome small obstacles that should not stop them from their larger pursuits.

The Urban League will advocate on behalf of responsible citizenship in the black community. The Urban League will challenge black residents to keep their children in school, to fight crime in their neighborhoods, and to strengthen their community involvement. And the Urban League will demand excellence of those we reach with our services -- excellence from the workers that we place in jobs, excellence in those we train. As in everything we do, this is the Urban League philosophy for improvement.

So let us proceed. Let the Urban League grow to its full potential as an institution -- a powerful institution -- that offers a dynamic philosophy for positive reform, and demonstrates the courage to carry it through.

To bridge what has been a long tradition of hostile division will require endless determination and courage -- but it is courage upon which the Urban League was built.

URBAN LEAGUE OF PORTLAND

FUND RAISING COMMITTEE

Report: October 11, 1985

DEFINITION AND PURPOSE OF THE COMMITTEE

The Fund Raising Committee is a standing committee of the Urban League Board of Directors. It has the following responsibilities:

1. To establish, with the Chief Executive Officer, a yearly fund raising plan which can be approved by the Board of directors;
2. To develop, oversee, and evaluate implementation of an annual fund drive, including membership campaigns, foundation and corporate solicitation, the Equal Opportunity Day Dinner, the Annual Dinner, other special events, direct mail, and economic development projects designed to increase Urban League resources.
3. To coordinate with staff in executing these plans to the fullest extent, given limitations of committee members.
4. To report to the Board of Directors at regular meetings the progress of fund raising activities, with special emphasis on good communication with the Board's Finance and Program and Planning Committees.

ROLE OF THE CHAIRPERSON

The Chairperson will be the chief liaison to the Board for staff communication regarding fund raising. The Chairperson will conduct the meetings of the committee, and give general direction to the staff regarding preparation and presentation. The details of implementation of the plans rests with the Chief Executive Officer.

ROLE OF THE CHIEF EXECUTIVE OFFICER

Working with the committee Chairperson, the Chief Executive Officer will develop preliminary plans, timelines, goals and strategies. These will be presented to both the Chairperson and the committee for deliberation and further refinement. The Chief Executive Officer and his staff will carry out the plans once the committee and the Board has given approval.

Staff liaisons to Fund Raising Committee

Herb L. Cawthorne
Ray Leary
Michelle Muckey
Brenda Polk

CORPORATE FUND RAISING

To date, we have raised \$26,950 in corporate contributions. To achieve this, we have spent \$5,000, leaving a net gain of \$21,950. According to the Chief Executive Officer, the Urban League can expect another \$12,000 which is "on the way" according to good sources. It is fair to say that the Urban League's corporate partnership campaign will reflect approximately \$31,350 in revenue by the end of October. In 1984, the Urban League raised \$12,000 in corporate contributions.

Corporate Contributions as of 10/9/85:

| | | |
|-------|-------------------------------|--------------|
| 6/85 | Alcoa Foundation | \$ 1,000 |
| 6/85 | Electro-Scientific Industries | 1,000 |
| 6/85 | Kell, Alterman & Runstein | 100 |
| 6/85 | CH2M Hill | 500 |
| 6/85 | Schnitzer Steel | 100 |
| 7/85 | Mr. & Mrs. Howard Shapiro | 225 |
| 7/85 | Warn Industries | 75 |
| 8/85 | AT&T Communications | 1,000 |
| 8/85 | Howard Glazer | 1,000 |
| 8/85 | Pacific Northwest Bell | 500 |
| 8/85 | Fred Meyer, Inc. | 5,000 |
| 8/85 | AT&T Communications | 500 |
| 8/85 | United Parcel Service | 500 |
| 9/85 | Benj. Franklin Savings & Loan | 100 |
| 9/85 | Ralph Lloyd Foundation | 2,500 |
| 9/85 | U.S. Bancorp | 4,850 |
| 9/85 | Ormand Industries | 1,000 |
| 9/85 | Mentor Graphics | 5,000 |
| 10/85 | P.G.E. | <u>2,000</u> |
| | | \$26,950 |

MEMBERSHIP DRIVE

To date, the membership has produced \$19,500. The organization has spent \$6,000, leaving a net gain of \$13,500. For the last several weeks, the Urban League has averaged nearly \$200 per day. At this rate, the membership drive will produce about \$55,500 by the end of the fiscal year. This assumes that we devise ways to keep the spirit and momentum of the drive alive. Last year, the League raised a little more than \$6,000 in membership.

Challenge to the Black Community. There are many more memberships to be gained in the Black community. The building of the League's image is slow to take hold and additional activities are necessary. Here is one possibility:

Honor Your History -- Support the Urban League Today

-- A February campaign, with brochures and posters, to encourage membership during Black History Month. To fulfill the past, work must continue in the present. Join the struggle today for a better tomorrow.

-- Goal: 1,000 memberships x \$25: \$25,000

EQUAL OPPORTUNITY DAY DINNER

The push is on! It would be a great event if we could achieve the 1,000 mark at the dinner. In order to do this, every member of the staff and Board must put forth an extra effort in these next two weeks. We really need to make the hard sell now! It will be a great evening.

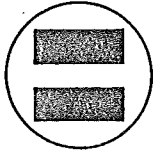
Tables Purchased as of 10/9/85:

Arthur Andersen & Company
CH2M Hill
First Interstate Bank
Fred Meyer, Inc.
Pacific Northwest Bell
Portland General Electric
The Oregonian
U.S. Bancorp
Health Link (formerly Metropolitan Hospitals)
Kaiser
Mitchell, Lang & Smith

Number of Individual Tickets Purchased as of 10/9/85: 28

MARTIN LUTHER KING, JR., PRODUCTION

January 15, 1985, marks a major step in the recognition of the Black contribution to American history. The national holiday to observe Martin Luther King, Jr.'s birthday will be initiated. The Urban League feels a special obligation to celebrate this historic event in a manner that advances the causes for which Dr. King gave his life. Therefore, the Urban League will stage a major oral history program on the life of Dr. Martin Luther King, Jr., with our Chief Executive Officer portraying Dr. King.



The Urban League of Portland

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Herb L. Cawthorne
Chief Executive Officer

October 4, 1985

The Homeless Program: Statement by Herb Cawthorne

At the end of a long day, most of us look forward to going to that special place we call "home." It is, in many ways, the most important anchor in our lives. But for 4,000 people in Multnomah County, home is no more than the back seat of a car, a bench in the park or a campsite in Forest Park. Home is no more than an illusion. Until now.

Thanks to an unprecedented partnership between the Urban League, the City of Portland, Multnomah County, the Housing Authority of Portland and several other non-profit agencies, this devastating problem is being met head on. Many homeless families who have been struggling in the streets of Burnside, are now made secure with shelter and support services aimed at breaking the cycle of homelessness.

Not only has the Urban League opened six apartments for occupancy by those adults and children who had been sleeping outside, but the Housing Authority of Portland has placed other families in subsidized housing. Once placed, this program, which we hope will serve as a model for other homeless programs, stabilizes the family and allows them to concentrate on those things that most of us normally take for granted: food, clothing and placing children in school.

But the assistance does not stop there. To assure that these families remain free from the hostilities and indignities of street life, they are assigned to an Urban League or MECCA case manager who can connect them with the organization's varied services, ranging from job placement training, to assistance with emergency medical and dental needs. In this way, the money spent on the demonstration project becomes an investment in human potential, rather than an exercise in human waste. In this way, these people can begin rebuilding lives in which home is no longer an "illusion."

The importance of this cannot be understated. That is why so many agencies and municipalities have joined efforts in this cost-effective model. In particular, I'd like to give special thanks to Mayor Bud Clark, County Executive Dennis Buchanan, City Commissioner Margaret Strachan and County Commissioner Gretchen Kafoury. They could not be in attendance, but their efforts have been invaluable. This program is a rare coordination of resources and personnel, creating a rare opportunity for the homeless of this city to reshape their lives.

The Urban League of Portland is proud to participate in this program; we are proud to be improving lives.

Herb Cawthorne
President and Chief Executive Officer



The Oregonian/KRAIG SCATTARELLA

HOME AT LAST — Patty, Robert and five-month-old Jane Lawrence share a moment together Friday in their North Portland studio apartment. After being homeless for much

of the year, the family received help from the Urban League of Portland, one of four agencies involved in a program to provide shelter and support services for the homeless.

Program helps family start climb to independence

By MICHAEL WADE
of The Oregonian staff

Love and the pursuit of a better life are providing the foundation upon which Robert Lawrence, his wife, Patricia, and their 5-month-old daughter, Jane, are slowly building a new life.

The Lawrences have stared down the bleakness of the past with a wealth of resilience and courage, and their feelings of despair and hopelessness have changed to perseverance and hope for a brighter future.

"Patty and I are getting on our feet," Robert Lawrence said. "We're going up the ladder. It may be that we're going up only one rung at a time, but we're still going up."

Helping the Lawrence family to stand tall is a homeless assistance program that was introduced in July by a mixed bag of public and private agencies concerned with breaking the cycle of homelessness and helping homeless families become economically self-sufficient.

The agencies associated with the project are

the Portland Bureau of Housing and Community Development, the Housing Authority of Portland, the Multnomah County Department of Human Services and the Urban League of Portland.

In addition to housing, the agencies provide the families with employment-training programs, career guidance and assistance in job placement.

To date, housing has been found for 19 homeless families. The Lawrences are one of six families residing in apartments above the Urban League's North Portland headquarters. They moved in Aug. 1.

Lawrence said that he and his family had been homeless before they found a shelter, which he said was a group-living arrangement in which the shelter operators controlled the movements and finances of the residents.

The Lawrence family stayed at the shelter for two months, and although Lawrence said he was appreciative of the services extended to his family during their stay, he said he felt more

independent and comfortable in his present situation.

"I'd rather be on my own; that's the way I was brought up," he said. "This way, we can budget the amount of money that comes in."

Finding the new housing and the Urban League, Lawrence said, signaled the start of his family's new beginning. He said the agency had been invaluable in providing him with direction in his job search and that the experience had dispelled his misconceptions of the job market.

"I would have been lost without them showing me the way," he said. "I didn't know there were so many jobs out there."

The job market, however, has not been kind to Lawrence, who said he had previously been employed in gas stations, grocery stores and in the computer field. And though he has been unemployed for about five months, he still remains persistent — and confident that something will turn up soon.

Concentrating his job search efforts mostly on Portland's eastside, he said he had 25 appli-

cations still out to grocery stores, restaurants and retail outlets.

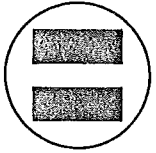
After almost exclusively relying on contacts forwarded to him by the Urban League, Lawrence said that he increasingly was going out on his own.

"You have to do some things yourself," he said, stressing the importance of taking the initiative in order to make a good first impression. "You have to show (prospective employers) that you know something."

And Lawrence knows how powerful an impact a first impression can have on people. Soon after moving to Portland from New York in 1982, he met Patricia and felt an immediate bond. They were married four months later.

"She showed me what I was doing wrong," he said of the early days of their relationship. Two and a half years and a family addition later, those ties of loving dependency remains.

"Patty and Jane are keeping me going," Lawrence said. "I know there's something — love, respect and better opportunities."



The Urban League of Portland

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Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

September 26, 1985

M E M O R A N D U M

To: Carol J. Lentz

From: Herb L. Cawthorne

Re: Academies Program: McConnell Clark Concerns

I had a very interesting discussion with Robyn Govan of the McConnell Clark Foundation. She had read the evaluation of our Academies Program, and was extremely direct in her assessment about our success to date. The number of students we are serving, nineteen in the last year with seven of those dropping out of school, is of great concern to the Foundation. Moreover, some of the same concerns I have raised in terms of the organization and administrative confusion around the program she indicated were her concerns as well. We had a very good conversation which produced the following results.

Visitation by Academy Experts

Sometime around October 15th, two individuals who have worked extensively with the Academies Program will visit Portland. I will know more about the schedule in a few days. We should arrange for them to have thorough conversations with you, Jan Gaynor, the staff at Jefferson, Matthew Prophet, as well as Tom Nelson and the staff member at the Business Youth Exchange. Following these discussions, we must be prepared to deal with them on our recommendations for the strengthening of the Academies Program, both academically and in terms of administration and business support. I have some thoughts on this which I would like to discuss with you, and I am sure that your thinking will be most beneficial in this process.

Visitation by Ms. Govan

Robyn Govan will be in Portland on November 12th. During that visit, I think it would be most beneficial for the Urban League to gather together the top business people in the financial and brokerage fields for which the Academy is designed to serve. One of our problems with the Advisory Committee is the low level participation from business. We want the top business executives in these areas. Once we decide on our strategy for such a meeting, I will be actively involved with you to gain sponsorship of such a luncheon and to gain the participation of the kind of people who can make our Academies Program move. In addition, this meeting will go toward the fund raising which is essential for the success of this program. The Business Youth Exchange cannot do it. The Urban League can. The funding is essential for this program to be both successful and to reduce the administrative burden on our organization.

Overhead Expenses

I discussed the problem with overhead, the lack of it, with Ms. Govan. The McConnell Clark Foundation does not have an aversion to providing overhead to an organization. However, given the number of students we are serving and the lack of resources that we have generated in the business community, they contend that most of our money has to go toward the program. If we develop new resources and greater business support for the program, we can use the funds which they provide in far more flexible ways. This is something we should discuss.

The Charge to You

I would like you to discuss this thoroughly with Jan Gaynor. The entire Academies Program should be reviewed -- structure, administrative requirements, fund raising and business support, the curricular program within the schools, the method by which students are recruited, etc. This is a golden opportunity to structure that program in a way that gives the Urban League of Portland the maximum administrative power to achieve the

admirable goals of this program. Once you have had an opportunity to discuss this with Jan, ensuring that she is fully abreast of the ends and outs of the program and has read completely all of the materials related to it, I would like to have a conversation with the two of you to hear your recommendations regarding the political and programmatic approach we should take. In advance, thank you for your attention to this matter.

HLC:pjr

URBAN LEAGUE SPEECHES BY HERB CAWTHORNE
(THROUGH OCTOBER 5, 1985)

A major thrust of the Board has been advocacy. This was underscored again at the retreat and will be one of the "focus" paragraphs following the mission statement. I thought it might be helpful for the Board to have a listing of the speeches I have made since beginning my tenure as President and Chief Executive Officer.

| <u>TITLE</u> | <u>REMARKS AT</u> | <u>DATE</u> |
|---|---|--------------------|
| March in Honor of Tony Stevenson | Community at Large | April 20, 1985 |
| A New Era for the Portland Urban League | Commissioner Bogle's Forum | May 14, 1985 |
| Join Us...For a Better Portland | Portland Urban League Annual Dinner | May 16, 1985 |
| Corporate Partnerships | City Club of Portland | June 7, 1985 |
| "Cassandra": and the Issue of Teenaged Pregnancy | Western Regional Education & Community | June 20, 1985 |
| Toward Higher Human Development | Independence Day Celebration for Peace | July 4, 1985 |
| Black Employment: The Urban League Challenge | Coliseum Kiwanis Club | July 12, 1985 |
| Our Spiritual Similarities | Veterans Administration Hospital Staff | August 27, 1985 |
| Portland: A National Model for Race Relations | Peninsula Kiwanis Club | August 28, 1985 |
| "Fresh" | Project Pride/Jefferson High School | September 5, 1985 |
| Sickle Cell Anemia: Crisis or Opportunity | Portland Sickle Cell Anemia Association | September 21, 1985 |
| Economic Development and Human Development: The Partnership that Makes A City Great | Portland Rotary Club | September 24, 1985 |
| Apartheid: Accomplice or Opponent | Altrusa Club | September 25, 1985 |
| In Defense of Humanity | Physicians for Social Responsibility | October 5, 1985 |

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

OCTOBER 16, 1985

RECEIVED
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URBAN LEAGUE OF PORTLAND

The October meeting of the Urban League Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:13 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Bobbie Gary, Tom Kelley, Shirley Minor, Carol Page, Larry Raff, Linda Rasmussen, Joel Smith, Irwin Starr, Ben Talley, Thane Tienson and Jack Vogel.

Staff in attendance were: Herb Cawthorne, Carol J. Lentz, Pauline J. Reed, Ron Hamilton and Ray Leary.

The minutes of the September 29, 1985 minutes were approved.

FUND RAISING COMMITTEE

Jack Vogel discussed the written report which was included in the Board Book.

A question was raised about the membership drive and the Equal Opportunity Day Dinner being held during the time of the United Way campaign. Herb Cawthorne reported that he has talked with Scott Johnson of United Way and United Way does not want member agencies conducting dramatic fund raising efforts during their campaign. Scott was told that the membership drive is an ongoing function of the League. The date chosen for the EOD Dinner was according to Senator Hatfield's availability. Chairman Adair reported that during the allocations process, the panel will make any sanctions about the funds raised during the time period in question. The consensus of the Board was that the relationship between the Urban League and United Way not be jeopardized. It was suggested that a courtesy letter be sent to United Way informing them of activities the League is holding.

Jack also reported that the idea of video taping and selling video tapes of the Martin Luther King, Jr. production has been scratched. A program will be presented in the churches for three or four days in January around Dr. King's birthdate.

FINANCE COMMITTEE

Joel Smith circulated copies of the letter and annual audit from Peat, Marwick, Mitchell & Co. and discussed same. The audit report is clean. The recommendation in the letter concerning Carol's position has already been recognized by the committee and is being considered. The second recommendation will be responded to by December 1st. The third recommendation concerning timesheets has already been handled.

Carol Lentz circulated the Financial Report for the period ending September 30, 1985 and discussed same.

Carol reported on the building at 2702 N. Williams Avenue. The League will not pursue the acquisition of this property. Construction costs are too high and with the way this deal was structured and the time constraints being made by the investors, Carol felt it was not feasible to enter into an agreement to proceed.

Carol also reported on another building, The Borthwick Court Apartments. This apartment building is located between Borthwick, Shaver, Kerby and Mason. Approximately 9 - 12 months ago, HUD put out a Request for Proposal for rehabilitation of housing in depressed areas. An architect and an investor put together a proposal and were one of ten selected in the City of Portland. HUD informed them that they could not do it as individual, private for profit investors. They must link with a private non-profit agency. They contacted PDC and were referred to the League. The architect has developed nice floor plans for two and three bedroom units. There would be 31 apartments when completed. The present tenants could be moved from their existing apartments into newly renovated quarters. There is guaranteed subsidized payments from HAP for 10 years. Carol asked the Finance Committee for approval to further investigate this proposition. Approval was granted.

PROGRAM AND PLANNING COMMITTEE

Skip Collier asked the Board for comments on the two mission statements which were included in the Board Book. There were various opinions and the issue was deferred until the next committee meeting. It was suggested that any Board Member wanting to have input, attend the Program and Planning Committee Meeting.

PRESIDENT'S REPORT

Asked the Board to respond to Resolution #85-600, The Denial of Abortion Funding for Indigent Women. It was

moved and seconded (Rasmussen/Gary) that the Urban League join a coalition in support of continued state funding for low-income women seeking abortions. The motion passed.

Commented on the Homeless Program which has gained quite a bit of media attention. This exposure will help the membership campaign.

Reported on the FST Academies Program - Robyn Govan, the representative from the Edna McConnell Clark Foundation will be in Portland on November 12th and 13th. Robyn and Herb will be working toward the straightening out of problems in the project.

Introduced Ron Hamilton, Employment Services Director, and reported that the department has placed 70 people in jobs since January 1st; 44 of the 70 have been placed since Ron came aboard.

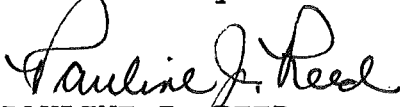
Reported that the Executive Committee is still working on the By-Laws.

CHAIRMAN'S REPORT

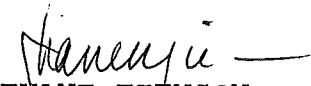
Reported that he received a letter from DeLoria McWashington, Board Chair of the Seattle Urban League. DeLoria is also the Western Regional Vice President-Convenor for the next Western Regional Assembly being held in Tucson, Arizona. She is asking for input on programs for the Assembly. Donny has indicated to her that there needs to be more board training in various areas. Asked Board Members to submit ideas to him and he will inform DeLoria.

The meeting was adjourned at 1:18 P.M.

Submitted by:


PAULINE J. REED
Executive Secretary
Urban League of Portland

Approved by:


THANE TIENSON
Secretary
Board of Directors

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

NOVEMBER 20, 1985

The October meeting of the Urban League Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:14 P.M. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Bobbie Gary, Tom Kelley, Shirley Minor, Larry Raff, Linda Rasmussen, Irwin Starr, Thane Tienson and Jack Vogel.

The following Directors were absent with excuse: Joel Smith and Ben Talley.

The following Director was absent without excuse: Carol Page.

Staff in attendance were: Herb L. Cawthorne, Carol J. Lentz, Ray Leary and Pauline J. Reed

The minutes of the October 16, 1985 Board meeting were approved.

FINANCE COMMITTEE

Carol Lentz circulated the Financial Report for the period ending October 31, 1985 and discussed same.

FUND RAISING COMMITTEE

The Committee has developed a proposal format for all fund raising activities. Jack Vogel circulated the Martin Luther King Proposal and discussed same. A general fund raising philosophy is being developed and when completed, it along with the proposal format will be presented to the Board for approval.

Herb commented on the upcoming Martin Luther King presentations which will be held at the First Unitarian Church, downtown, and at Maranatha Church in the Northeast community. There will be two or three performances downtown at a cost of \$10 plus a donation for the homeless; in Northeast, there will be no charge, but the League will ask for a donation for the homeless.

Chairman Adair stated that although the decision was made not to videotape the "King Program" at this time, the Board should keep in mind that Herb's talents could be utilized by taping and packaging material for use by school systems. This type of venture is

a great "self-help project" which has a lot of potential for benefitting the Urban League.

PROGRAM AND PLANNING COMMITTEE

Skip Collier circulated a copy of the Committee's report and it is the Committee's recommendation that Option 2 be adopted as the Mission Statement with a few corrections. It was moved and seconded (Collier/Gary) that the Mission Statement read as follows: The mission of the Urban League of Portland is to develop, maintain, and advocate for racial equality to provide an opportunity for Blacks and others to cultivate and exercise their human potential to the fullest extent and on a par with all standards of American life. The motion passed.

In order that consistency be followed, Herb indicated that the recommendation of Option 2 be put into the "Resolution" format and copies given to Board members for their files.

The Committee also recommended that the "Philosophy" statement be renamed "History and Philosophy" since there is considerable background about the League included in the document. It was the consensus of the Board that this name change be accepted.

So that Board members can have a document which explains what the Urban League is doing or will be doing in the near future, the Committee further recommended that Herb prepare a written short range plan (1 year) which will include all fund raising activities and disposition of the funds generated, anticipated changes in existing programs as well as any proposed new programs. Herb stated that he meet with Skip to work on this particular recommendation.

The Committee also recommended that Herb prepare a programs handbook, with information as to the name of the program, location, funding source, funding amount, funding cycle and how the funding decision is made, contact person at the funding source, the League's staff person with direct responsibility of the program, the goal of the program including identification of those served, an evaluation schedule and evaluation criteria.

Chairman Adair asked that a description of the services provided be included also.

Herb stated that he will begin preparation of the handbook.

PERSONNEL COMMITTEE

Linda Rasmussen reported that the committee will be meeting next week.

NOMINATION COMMITTEE

Irwin Starr reported that he has received a number of resumes and has compiled a long list of prospective Board members. The handbook which the Program and Planning Committee has recommended, will be very helpful when given to prospective members. The Committee will present the list of nominees for Board positions at the February Board meeting.

PRESIDENT'S REPORT

Thanked all Board members for their support of the EEO Day Dinner.

Plans are being made for the Annual Dinner. An invitation has been extended to Bryant Gumble to be the guest speaker. Irwin sent a Telex communication to Mr. Gumbel. Ray Leary was in New York and was able to meet with Mr. Gumbel to personally deliver Herb's letter and letters from Mayor Clark and Chief Harrington.

Reported that Robyn Govan, Edna McConnell Clark Foundation, was in Portland to discuss the FST Academy Project. Robyn met with the Advisory Committee and the Business Youth Exchange, informing each of their role and the Urban League's role. She strongly expressed her confidence in the Urban League's execution of its duties as grantee and in the Urban League Board of Directors in carrying out the policy making decisions necessary for the performance of the grant.

Reported that Satya Gabriel has been hired as Education Director and will be the staff person who directly coordinates the FST Academy Project.

Circulated the Low-Income Energy Assistance information which will be sent to all persons who received energy assistance last year. The program has been restructured this year and should run more smoothly than in the past. The program will be housed in Union Square along with Pacific Power and Light and Project HELP.

The Whitney Young Learning Center is now in operation and the students are starting to come. The project is housed at St. Andrews' School again this year. Shirley Minor recommended that "test taking skills" be included with the tutorial assistance given to the students.

Announced that George Rankins will be retiring at the end of December.

CHAIRMAN'S REPORT

Reported that the Executive Committee met and discussion centered around finishing the benefit package for Herb and the letter he received from Dan Regis, Chairman of the United Way Board, concerning the League's recent fund raising activities. Chairman

Adair responded to the letter by asking for clarification of items mentioned in the letter. Mr. Regis has responded to Chairman Adair's letter and indicated that since the League has agreed to follow United Way policy, United Way's Executive Committee intends to take no further action. All information which has been submitted to United Way regarding the fund raising activities will be forwarded to the Allocations Panel.

The meeting convened at 1:12 P.M.

Submitted by:



PAULINE J. REED
Executive Secretary
Urban League of Portland

Approved by:



THANE TIENSON
Secretary
Urban League Board of Directors

Urban League of Portland

Board of Directors

December 18, 1985

The December meeting of the Urban League Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:10 p.m. by Chairman Adair.

The following Directors were in attendance: Donny Adair, Shirley Minor, Larry Raff, Linda Rasmussen, Thane Tienson, and Jack Vogel.

The following Directors were absent with excuse: Skip Collier, Bridget Flanagan, Bobbie Gary, Tom Kelley, Carol Page, Joel Smith, and Irwin Starr.

The following Director was absent without excuse: Ben Talley

Staff in attendance were: Herb Cawthorne, Carol Lentz, Pauline Reed, Gladys Hedgmon, Ron Hamilton, Satya Gabriel, Michelle Muckey, George Rankins, Linda Keene, Pam Smith, Launi Collier, and Ray Leary.

As there was no quorum, the minutes of the November 20, 1985 meeting were not approved.

CHAIRMAN'S REPORT

Reported that the Executive Committee met. The revised Constitution and By-Laws have been completed and will be mailed. They will need to be reviewed and voted upon at the next Board meeting.

Reported that he is in receipt of a request from the National Urban League asking for the names of the delegate and alternate to the Regional and National Conferences. The Executive Committee recommends Linda Rasmussen be appointed delegate and Donny Adair be appointed alternate. Since the names have to be sent to the National Urban League by January 1st, Chairman Adair asked for a consensus of Board members present on the selection. If this decision needs to be reversed, it can be done at a later date.

Reported that the National Urban League asked that a review be made on the Manual Standards for Affiliates and the Guidelines for Self-Evaluation. The Executive Committee recommends that since the Guidelines have a clause directing the National Urban League to look at a local affiliate's self-evaluation as required by United Way, the consensus of the committee is that if an evaluation was made in compliance with the United Way contract and

within a 12-18 month time frame, the National Urban League should be able to accept the latter report rather than requiring that another be performed.

Reported on his meeting with the Executive Committee of POIC's Board of Directors. In POIC's fund raising attempts, they have been led to believe that an Urban League representative has made negative comments about their viability. Herb commented that he is often asked about POIC and other community organizations by corporate leaders when fund raising requests are received. It is public knowledge that POIC is in financial trouble and he feels that POIC is responding to the letters which were sent to the corporate community about the Rosa Parks School of Modern Communication. At the time the letters were sent, POIC was attempting to raise funds for their IBM Training Project. The corporate community is more willing to fund an Urban League office skills program than a POIC program.

Reported on meeting between Thelma Golden of Emanuel Hospital, Herb and himself regarding possible funding for free prenatal care for low-income and black teens. The proposed program would come under the Urban League in order to be more acceptable by community residents.

Reported on meeting with Diane Tutch of United Way, Herb, and himself regarding grant monies from United Way's Development Fund.

Shirley Minor reminded Herb and Carol of a Ford Foundation grant which has a January closing date.

Reported that Linda Rasmussen presented the Personnel Committee's report to the Executive Committee regarding Herb's six-month review. No action is required by the Board; everyone is pleased with Herb's performance for the first six months.

FUND RAISING COMMITTEE

Jack Vogel reported that the committee did not meet during December and therefore the fund raising plan is still incomplete. He circulated a report which was in outline format. The plan should be completed by the next Board meeting.

Ray Leary reported on the Martin Luther King production which will be held on January 15, 1986 at Maranatha Church. The choirs of Maranatha and New Hope Baptist Church will be used as the musical accompaniment. Those attending will be asked to bring something for the homeless and the charge will be \$5.00 at the door.

PRESIDENT'S REPORT

Asked Carol to circulate the Finance Report for the period ending November 30, 1985.

Reported that the preliminary budget must be submitted to United Way by January 7th.

Reported on the letter sent to Board members and the speech he presented on prostitution. The idea has been discussed with the Chief of Police and the Neighborhood Associations might want to pursue a program like this.

Reported that he met with Don Frisbee regarding a capital fund drive to enable the League to purchase the property at 2702 North Williams. Don is interested and willing to help.

Announced the First Annual Brotherhood Breakfast to be held on January 15th. This will be an informal meeting and discussion of the problems that still exist in spite of the gains made by Dr. King.

Announced the children's Christmas party being held on December 20, 1985 and the staff's Christmas Party on December 21, 1985. Board members are invited.

Announced KGW's "Top Story" will air a program in January about the League. The presentation should give a very positive overview of the League.

Reported the LIEAP Project is running smoothly. It has been in operation 2-1/2 weeks and has given out \$118,000 to 688 households.

Reported on his attendance at the National Urban League Mid-Winter Conference. The thrust of the Urban League this year will be education.

Reported that the Homeless Program has been reorganized. The pilot program was started in the Adult and Senior Services Department, and having gone through the experience of running the program, feels it can be more efficiently run by placing it under the Facilities Manager, Michelle Muckey. A new position has been created and one of the ASSD staff persons has been assigned to coordinate the program.

Acknowledged George Rankins' retirement from the Urban League.

The meeting adjourned at 1:27 p.m.

Submitted by:

*Pauline Reed*_{ep}

PAULINE J. REED
Executive Secretary
Urban League of Portland

Reviewed & Approved by:

*Thane Tienson*_{ep}

THANE TIENSON
Secretary
Urban League Board of Directors

AGENDA

APPROVAL OF MINUTES

COMMITTEE REPORTS

1. Finance
2. Fund Raising
3. Program and Planning
4. Personnel
5. Nominating

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT OF THE CHAIRPERSON

ITEMS OF INFORMATION

1. Resolution #85-400
2. Report on the CEO's six month goals
3. Letter from Will Aitchison and response to his letter re: The relationship between the Black community and the Portland Police Association