



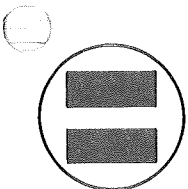
# Board of Directors

MAY 21, 1986

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

100  
100  
100

100

100

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 #86-600
2. Letters, re: United Way
3. Letter, re: FST Academy Program
4. Letter, re: Youth Service Center
5. Letter, re: Senior Service Center
6. Letter, re: Adolescent/Parent Treatment Program
7. Letter, re: Whitney M. Young Learning Center
8. Letter, re: Youth Entrepreneurial Skills Program
9. Letter to Launi Collier
10. Letter from Helloise Hill
11. Letter from Housing Authority of Portland
12. Letter from Achievement and Athletic Motivation Program
13. Letter from Hot Food, Inc.  
Herb Cawthorne's response letter





# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

April 3, 1986

## M E M O R A N D U M

To: Joel Smith  
Ben Talley  
Bobbie Gary

From: Linda Rasmussen

---

There will be an Executive Committee meeting at 11:00 A.M. on Wednesday, April 16, 1986 at the Urban Plaza.

Please plan to attend.

LR:pjr

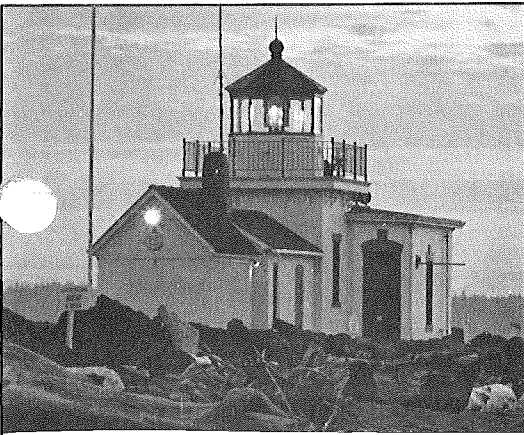
U.L.  
BOOK

RECEIVED  
APR 8 1986  
CWA LOCAL 9201

AGENDA

- ✓ APPROVAL OF MINUTES
- ✓ COMMITTEE REPORTS
  - ✓ *Jack* 1. Finance
  - ✓ *Jack* 2. Fund Raising
  - ✓ *Skip* 3. Program and Planning - *SKIP?*
  - ✓ 4. Personnel - *Donny*
  - ✓ *Trevor* 5. Nominating - *Trevor*
- ✓ REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
- REPORT OF THE CHAIRPERSON
  - Donny*
- ITEMS OF INFORMATION
  - ✓ 1. Employment Concept Paper
  - ✓ 2. Letters from Art Marshall and Don Frisbee

Finance - 2nd Thurs @ noon @ wk.  
Exec Comm 3rd Weds @ 11a)



Pacific Northwest Bell is in business to serve the information movement needs of our customers and to serve related markets where our expertise and resources enable us to meet our fundamental objective of enhancing the return to our investors.

**WE BELIEVE:**

- In competitive earnings for our investors.
- In quality service for our customers.
- The success of this corporation depends upon employees who call on themselves for excellence and who give of themselves to the attainment of their corporation's mission.
- In recognizing each employee as a valued and respected individual.
- In encouraging personal growth, entrepreneurship, innovation, and equal opportunity.
- In rewarding individual and team contribution.
- In conducting all business activities legally and ethically, both as a corporation and as individuals.
- In practicing good corporate citizenship.

OWPC list  
to LL?

coat from  
NHS ofc.  
desk  
EARRINGS - 4105

LL-

4-16-80

Chairman's Report-

- signed V's
- Grant application for Joe Payton
- met w/ Herb-
- talked to Donny-
- Exec Comm today
- comm. requests-

- Reg E Comm @ 11a-  
11a-

→ Family session - 12p Friday 4-18-80

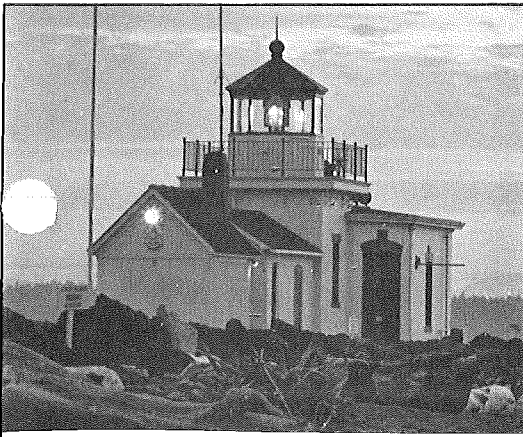
→ Trip to staff for lunch  
- Delilah, Cookie, Flo-

→ RETREAT discussions!

monthly meeting w/ comm chairs

Irwin  
→ Under 30-compliance?





1630p

Pacific Northwest Bell is in business to serve the information movement needs of our customers and to serve related markets where our expertise and resources enable us to meet our fundamental objective of enhancing the return to our investors.

**WE BELIEVE:**

- In competitive earnings for our investors.
- In quality service for our customers.
- The success of this corporation depends upon employees who call on themselves for excellence and who give of themselves to the attainment of their corporation's mission.
- In recognizing each employee as a valued and respected individual.
- In encouraging personal growth, entrepreneurship, innovation, and equal opportunity.
- In rewarding individual and team contribution.
- In conducting all business activities legally and ethically, both as a corporation and as individuals.
- In practicing good corporate citizenship.

LMR- 1st

exec comm- Ron

skip - want to remain a chair?

comm anncmts

Retreat- reservations

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

APRIL 16, 1986

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

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Bobbie Gary, Avel Gordly, Tom Kelley, Jeff Millner, Shirley Minor, Larry Raff, Linda Rasmussen, Joel Smith, Thane Tienson, Jack Vogel, Valerie White, and Nancy Wilgenbusch.

The following Directors were absent with excuse: Irwin Starr and Bob Sutcliff.

The following Director was absent without excuse: Ben Talley.

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

New members were present at this meeting and everyone introduced themselves.

The minutes of the March meeting were approved.

FINANCE COMMITTEE

Joel Smith reported that the committee did not meet. The Financial Report for the period ending March 31, 1986 was mailed in the Board Book and Carol Lentz discussed same.

Joel explained the duties of the Finance Committee for the benefit of new members and announced that the standard meeting date for the Finance Committee will be the Thursday before the Board meeting at 12:00 Noon.

FUND RAISING COMMITTEE

Jack Vogel reported that staff has done a fine job in coordinating the Annual Dinner. Approximately 800 tickets have been sold.

For the benefit of new board members, Jack explained the duties of the Fund Raising Committee.

PROGRAM AND PLANNING COMMITTEE

Skip Collier explained the duties of the Program and Planning Committee.

PERSONNEL COMMITTEE

Linda explained the duties of the Personnel Committee and reported that Donny Adair has agreed to chair the committee this coming year.

PRESIDENT'S REPORT

- \* Reported that the Red Lion has been given a head count of 790 for the Annual Dinner.
- \* Discussed the change in the program from Obba Babatunde to Shirley Nanette.
- \* Invited Board members and their guests to the party after the Annual Dinner.

CHAIR'S REPORT

- \* Asked all members to submit their committee preferences to her.
- \* Announced that the Executive Committee will meet at 11:00 A.M. on the 3rd Wednesday of each month.
- \* Explained the duties of the Nominating Committee and reported that Irwin Starr will be asked to continue as chair.
- \* Reported that she has signed the proposal for the North/Northeast Senior Services contract.
- \* Asked committee chairs to establish a standard meeting day each month. She or Thane will attend as many of the meetings as possible.
- \* Asked Donny Adair to report on the work he is doing for the Council of Board Chairs.

Donny reported that a number of people have asked him to seek the position of President of the Council of Board Chairs.

Donny further reported that he is attending all Urban League Regional Conferences and facilitating joint meetings between Board Chairs and Chief Executive Officers. There are some problems in the Urban League movement and the intent is to solve them. Approximately 30% of Urban League employees nationally do not have health, life or disability insurance.

Also, throughout the movement, some CEO's are called "Executive Director" and others are called "President." Some Board Chairs are called "President" and some are called "Chair." The objective is to have uniform titles across the United States. After attending all Regional Conferences, Donny will have to write a report and recommendations which will be discussed at the National Convention between all CEOs and all Board Chairs.

Donny circulated information on the NUL structure and discussed same. Included in the materials were statistics on how the Portland affiliate compares with other Western affiliates.

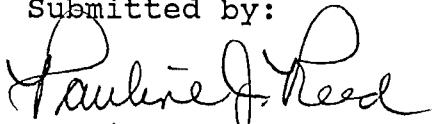
Appreciated the opportunity of being able to represent the Portland affiliate at the Western Regional Conference and the Western Regional Council at the other Regional Assembly meetings.

Linda invited all Board members to attend the National Urban League convention in San Francisco on July 20 - 23, 1986.

- \* Also invited Board members to attend the Family Session on Friday at noon.

The meeting adjourned at 1:20 P.M.

Submitted by:



Pauline J. Reed  
Administrative Assistant  
Urban League of Portland

Approved by:



Ben Talley  
Secretary  
Urban League Board of Directors

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS  
SPECIAL MEETING

MAY 2, 1986

The Board of Directors held a special Board Meeting on May 2, 1986. The meeting was called to order by Chair Linda Rasmussen at 12:10 P.M. in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street.

The following Directors were in attendance: Skip Collier, Bridget Flanagan, Bobbie Gary, Avel Gordly, Tom Kelley, Jeff Millner, Shirley Minor, Larry Raff, Linda Rasmussen, Joel Smith, Thane Tienson, and Nancy Wilgenbusch.

The following Directors were absent with excuse: Donny Adair, Irwin Starr, Bob Sutcliff, Ben Talley, Jack Vogel and Valerie White.

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

This meeting was held to discuss the United Way issues. Chair Rasmussen asked Herb Cawthorne to bring the Board up to date.

Herb listed the chain of events which led to the sanction, the meeting with Scott Johnson, letters from United Way and the discussion with the Allocation Panel. He also reported that he has talked with a few members of the panel and they felt that the United Way Executive Committee pressured them to bring the sanction.

Herb further reported that at no time did United Way tell the Urban League that application for exception could be applied for since the EOD Dinner was being held during campaign time.

The other issues which need to be handled with United Way are:

1. How does the League handle the appeal on the allocation received?
2. How does the League's Executive Committee and United Way's Executive Committee deal with the sanction and the process for appealing the sanction?
3. The downward cycle of funding which the League has received over the past 5 years.

4. What is United Way's commitment of funds in general to black and other minority serving agencies?
5. How will plans for the next dinner be handled so that there is a mutual understanding between the Urban League and United Way.

A discussion paper was circulated which showed how United Way funded and how League priorities met their priorities; the League, along with a number of other agencies, did not understand how United Way would handle certain priority funding.

The League feels it should approach United Way by:

1. An appeal - on grounds of a misunderstanding by the panel.
2. Asking for an exception to the fund raising policy by May 15th to allow the sale of tickets to the EOD dinner during the campaign without penalty. The dinner will be held after the campaign.
3. Having an acknowledgement from United Way that the League will approach corporations to help solve employment issues. United Way does not want the League to ask for corporate donations.

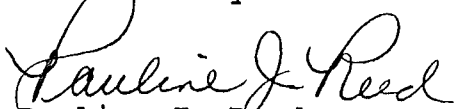
Herb reported that he has talked with other Urban League affiliates and their United Way agencies do not restrict them from soliciting corporate support. Corporations usually have an amount which is given to United Way and the contributions which are given to non-profit agencies does not affect their United Way donation.

United Way has responded to Linda's letter by saying the matter will be taken up on the 15th at their regular meeting.

There was discussion about all the issues and how the League should respond. After discussion, it was moved and seconded (Smith/Gary) that a letter be sent to United Way stating that our Executive Committee will be willing to meet at any time. The motion passed.

The meeting adjourned at 1:18 P.M.

Submitted by:

  
 Pauline J. Reed  
 Administrative Assistant  
 Urban League of Portland

Approved by:

  
 Ben Talley  
 Secretary  
 Urban League Board of Directors

(1)

(2)

(3)

Urban League of Portland

Board of Directors

May 21, 1986

**RESOLUTION: #86-600**

**Marijuana Initiative**

**BACKGROUND:** The Urban League of Portland is concerned about the health and well-being of all Oregonians, and particularly of youth. We oppose any measure which would allow the use of any drug to become a socially acceptable form of behavior. The Urban League believes in cultivating the mind, body and spirit rather than cultivating a drug which undermines this philosophy.

The Urban League also believes there is a fine line between "cultivation for use" and "cultivation for sale" in this initiative. The lack of distinction may cause drug dealers to look to Oregon as a haven for the sale of marijuana. Should this occur, it is certain the quality of life for all Oregonians will be diminished.

Last, it is disturbing that there is no restriction by location in this measure. The Urban League fears marijuana will be permitted in all places other than those where smoking is not allowed. Schools are of particular concern since its use on high school and college campuses will inevitably lead to a substantial increase in sales and distribution.

**THEREFORE, BE IT RESOLVED:** The Urban League of Portland opposes any initiative which poses a threat to the safety and well-being of Oregonians or encourages a false sense of reality through the use of drugs.







**United Way**

of the Columbia-Willamette

718 West Burnside  
Portland, Oregon 97209  
Phone 503-228-9131

Vancouver Line 892-3600

1986 Officers

**Chairman**

Claire Rives

**Chairman Elect**

Jack McMurchie  
Partner  
Stoel, Rives, Boley, Fraser & Wyse

**Vice Chairman**

Carl Halvorson  
President  
Carl M. Halvorson, Inc.

**Treasurer**

Stanley J. Young  
Vice President/CEO  
Union Pacific Railroad

**Assistant Treasurer**

Jerry Halverson  
Senior Vice President  
Standard Insurance Company

**Secretary**

Wanda Mays

**President**

David A. Paradine

**Assistant Secretary**

Robert E. Martin

May 15, 1986

Linda Rasmussen  
Chairperson  
The Urban League of Portland  
10 North Russell Street  
Portland, Oregon 97227

Dear Ms. Rasmussen:

Thank you for your letter of May 5th. The Executive Committee of United Way has reviewed this correspondence and has made the following suggestion:

That three members of our Executive Committee meet with three members of your Executive Committee in an informal atmosphere.

Jack McMurchie, Vice-Chairman of Board of Directors, Ed Jensen, Campaign Chairman and George Lieuallen, Chairman of Community Services and Allocations have agreed to meet with three members of your Executive Committee.

Mr. Paradine will be in touch with Mr. Cawthorne to arrange for a mutually convenient date that will allow our respective volunteers to come together.

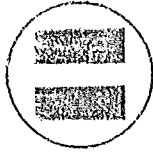
We look forward to a satisfactory resolution of this issue.

Sincerely,

Claire T. Rives  
Chairman of the Board

CR:vj

cc: Jack McMurchie  
Ed Jensen  
George Lieuallen  
Dave Paradine  
Herb Cawthorne



# The Urban League of Portland

OFFICE OF THE PRESIDENT

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 12, 1986

Mr. Scott Johnson, Vice President  
United Way of Columbia-Willamette  
718 West Burnside  
Portland, Oregon 97209

Dear Mr. Johnson:

The Urban League of Portland intends to hold its Equal Opportunity Day Dinner on a date that does not fall within the United Way campaign period. This is in accordance with our commitment to avoid the conflicts of the past year.

The date has not been established, although the most logical time appears to be in November.

Inasmuch as publicity activities and information will be necessary during the United Way campaign and an "exemption" may be required, this notification is provided to stimulate discussion between the Urban League and United Way in terms of the new self-support policy.

Cordially,

Herb L. Cawthorne, President  
and Chief Executive Officer

HLC:pjr

cc: Board of Directors

bcc: H. Cawthorne

RECEIVED  
MAY 6 1986

URBAN LEAGUE OF PORTLAND

**Willamette**  
 **Savings**  
**and Loan Association**

Administrative Office  
P.O. Box 5555  
Portland, Oregon 97228  
Phone: (503) 220-8300

May 5, 1986

Mr. David A. Paradine  
President  
United Way of Columbia Willamette  
718 W. Burnside  
Portland, Oregon 97209

Dear Mr. Paradine:

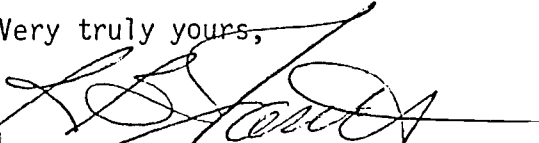
The newspaper article in the Oregonian Tuesday, April 29, was detrimental to the cause of both the United Way and the Urban League organizations. The "sanction", if necessary, appears excessive for a first offense; but then goes on to raise a more serious question as to why appropriations to the Urban League have been cut each year since 1983. Considering that the Urban League, and especially under new leadership this past year, is Portland's best hope in seeing that Portland does not go the way of Cleveland, Detroit and Philadelphia, the "sanction" and reduced appropriations appear short-sighted on the part of United Way.

Myself, and Willamette Savings, have been, and are, strong supporters of both United Way and the Urban League; but quite frankly, I find the current situation very distressing in terms of unnecessary detrimental publicity and the question of appropriation priorities.

Hopefully, the Urban League can prevail in the appeal process and the sanction eliminated. Should this not happen, in recognition of the Urban League necessities in terms of funds, it is our mood to fund the "sanction" amount to the Urban League out of our United Way corporate contribution.

In the future, may questions between United Way and appropriation recipients be settled without benefit of newspaper print black eyes.

Very truly yours,

  
Robert B. Janes  
Chief Executive Officer

RBJ:ld  
cc: Civic Action Group/Willamette Savings

RECEIVED  
MAY 12 1986

URBAN LEAGUE OF PORTLAND

May 9, 1986

Mr. David Paradine  
President  
United Way of Columbia-Villamette  
718 W. Burnside  
Portland, Oregon 97209

Dear Mr. Paradine:

As a citizen of Portland I am deeply concerned and appalled by your recent actions, which appear to be punitive in nature, to withhold funds from two very worthwhile agencies serving our community; i.e. The Urban League of Portland and the Interagency Food Bank.

I have supported United Way campaigns annually for the past 18 years. This support has primarily been in the form of (1) contributions equivalent to the "fair share" amount as determined by your organization, and (2) solicitation of funds on your behalf.

Unless United Way rescinds its decision which penalizes The Urban League of Portland and the Interagency Food Bank for \$6,000 and \$1,800 respectively, I am seriously considering curtailing my contributions in the future and soliciting friends and business associates to do likewise as a formal protest of your unacceptable actions.

Sincerely,



G. E. Richardson, Jr.  
Director Corporate Budgets  
and Strategic Planning  
Northwest Natural Gas Company

bcc: Ms. June Tanoue  
Executive Director  
Interagency Food Bank

Mr. E. Ray Leary  
Executive Assistant  
The Urban League of Portland

May 8, 1986

David Paradine, President  
United Way of Columbia-Williamette  
718 W. Burnside  
Portland, Oregon 97209

Dear Mr. Paradine:

I am writing you at the request of the members of Kwanzan Club to urge you to re-consider the decision to reduce the United Way allotment to the Urban League of Portland. We are a group of 12 senior women all of whom have taken advantage of one or more of the League's services to senior citizens. But it is not just those services that we are concerned about. The League spreads its already limited funds over a wide area in serving Portland.

The League conducts several programs addressed to young people. They receive counseling and direction that are not always available from other places. They are encouraged to take charge of their lives and to become accountable for their own behavior.

The unemployed are given counseling and instructions as needed in job-related skills. There is a placement service available to employers and people needing work or wanting to make a career change.

The League helps the homeless with emergency care and helps them to get back on their feet and able to provide for themselves.

It would be a disservice to Portland if the League were to be forced to reduce or eliminate these or any other programs because of the decrease in United Way funding. We hope you will find it possible to restore the funds to the Urban League so that they can enlarge their programs and increase their services instead of having to cut-back.

Sincerely,



Bernadette Plummer, President  
Kwanzan Club  
13740 NE Fremont CT.  
Portland, Oregon 97230

cc: Urban League of Portland

# United Way penalties reaction to pressure

By DAN HORTSCH

DID UNITED WAY shoot itself in the foot? Or can it join Pogo and his friends in saying, "We have met the enemy, and he is us"?

Either phrase would be accurate. The decision to impose monetary sanctions against the Urban League of Portland and the Interagency Food Bank because they conducted fund raising of their own during the United Way campaign period is widely regarded as ill-considered at best and potentially very harmful to United Way's future campaigns.

In fact, in light of two years of unrest among member agencies resulting from necessary cuts in allocations followed by an increase much smaller than they had hoped for, the decision by United Way officials is simply surprising. If there ever was a time to seek conciliation instead of confrontation, this was it.

On top of all that, this is the year the United Way wanted the public to understand and appreciate its now-completed system of putting money into priority areas. The emphasis on the system was diverted, however, when the United Way imposed the sanctions.

Still, given other difficulties in the recent history of the United Way of the Columbia-Wilamette, the reaction — or overreaction — is understandable, however unwise.

The United Way has not found raising money a simple matter in the past several years. While it has never failed to take in more money each year than it did the previous year, it has hit its publicly announced goal just once in the last six years. United Way set very ambitious goals in some of those years, and in all of them, the state's economy ranged from sick to bedridden.

Much of the United Way frustration lies not in failing to hit the mark, but in specific reasons why. While employees have been giving more, corporations have been giving less. Finding a solution to the corporate soft spot has been a high priority among staff and volunteers who run United Way — themselves often members of the corporate sector.

Given that concern, seeing the Urban League and the Interagency Food Bank approach corporations during the United Way campaign period might well have been more unsettling than if the United Way had been knocking down annual goals like tempins and leaving corporate offices with satchels filled with contributions.

But the matter goes deeper still.

Herb Cawthorne, named president and chief executive officer of the Urban League of Portland early last year, shot out of the starting gate with high ideals and the strong ideas on how to achieve them. The articulate former college teacher put a premium on increasing involvement by the corporate community. The cover of one flyer aimed at business people depicted Cawthorne and the phrase, "From one CEO to another."

Word got about as early as last summer that United Way figures were put off by Caw-

thorne's style, even questioning whether he was indeed a chief executive officer — a title added to the job when Cawthorne stepped into it at the Urban League.

Cawthorne, who also appeared in television ads seeking members for the league, was a new force in the fund-raising community. Whether or not United Way feared this new aggressiveness, the perception was that it did.

And there was one more factor — the Salvation Army.

A year ago, when the Salvation Army received — like most agencies — just a small increase in its allocation, Col. David P. Riley, divisional commander, came out fighting. He wanted more than a 1.1 percent increase; he wanted full restoration of the 9.2 percent that had been cut the year before. Unless he got it, he said, the army would stage a major fund-raising campaign simultaneously with the United Way fall campaign.

The army is an experienced fund-raising machine, and the United Way could only have felt threatened. After months of negotiations, Riley won a relatively small addition for one of his programs and said he would not conduct a competitive campaign.

Enter Cawthorne and the Urban League and the organization's newly acquired zeal. When that zeal included corporate solicitation for a major dinner during the United Way's off-limits period, a battered and vulnerable United Way decided to act.

And what was the role of the Food Bank? Parties in both penalized agencies feel that the Food Bank and its Fast for the Hungry activities were hit largely to avoid the appearance of singling out the Urban League. Claire Rives, chairwoman of United Way, said that was not the case, that both agencies were addressed with the same set of rules.

Now United Way's problem is to put out the fires that have developed since it imposed its sanctions. In slapping down the Urban League and the Food Bank, the United Way took on two of the more sophisticated agencies in Portland. Both know how to make their cases before the public. In addition, both likely are perceived as important agencies that do the basic work of helping people in need.

The Urban League and the Food Bank are appealing the sanctions, but in any event, they will fall in line and cooperate with the United Way. The Black United Front does not have to be so cooperative, however. It has said that if the sanctions are not lifted before the next United Way campaign, its members will urge potential contributors to the United Way to make their donations directly to agencies that serve poor blacks and others in the city.

While the Urban League and the Food Bank would have to distance themselves from such an effort, sympathetic members of the community — including corporate members — could decide to take the front's advice. With United Ways across the country being concerned about competing drives and other efforts to reach the employee in the workplace, a separate campaign, possibly held annually, would be anathema to the United Way in Portland.

The United Way will be processing the Urban League and Food Bank appeals in light of all this activity. But, with one eye on its need for membership rules and another on its campaign goals for years to come, it may well decide to declare a victory for its policies, rescind the sanctions and look hard at shoring up support among its membership.



HORTSCH

Dan Hortsch is a reporter for The Oregonian.





April 18, 1986

RECEIVED  
APR 21 1986

Satya Gabriel, FST Academy Director  
Urban League of Portland  
10 North Russell St.  
Portland, OR 97227

URBAN LEAGUE OF PORTLAND

Dear Satya,

Enclosed is a one-page table summarizing the fall 1985 attendance, grade point average, and credits earned data for the FST Academy students and their matched comparison group counterparts.

As is evident from the table, the results are very positive. Without exception, all differences of mean scores, whether calculated by grade or across grade levels, are in favor of the Academy students. While I have not performed tests of statistical significance on these scores (such tests will be performed at the end of the school-year), I suspect that at least some of them are statistically significant. Regardless, such a consistent pattern of differences represents a significant finding in its own right.

I think you should feel very pleased and encouraged by these results. They confirm the pattern of Academy effectiveness we found last year, and bode well for the long-term impact of the program on your students. I will continue to look forward to future findings that reflect this pattern of success.

Sincerely,



Charles W. Dayton, Research Consultant  
Clark Foundation Jobs Program Evaluator

Enc.

xc: ~~Herb~~ Cawthorne, Julie Crossley, Robyn Govan, Tom McAllister, Sanna Randolph, Karenanne Swift

PORTLAND FINANCIAL SERVICES TECHNOLOGY ACADEMY

Fall 1985 Semester Attendance, Grades, and Credits Earned

For Program and Comparison Group Students\*

MEAN PERCENT ATTENDANCE

GRADE LEVEL:	Program (N)	Comp. Group (N)**
Grade 10	94 (39)	91 (34)
Grade 11	94 (19)	88 (21)
Combined	94 (58)	89 (55)

MEAN GRADE POINT AVERAGE

Grade 10	1.64 (39)	1.39 (34)
Grade 11	1.67 (19)	1.09 (21)
Combined	1.65 (58)	1.28 (55)

MEAN CREDITS EARNED

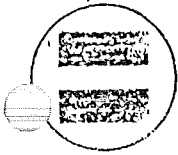
Grade 10	2.43 (39)	2.16 (34)
Grade 11	2.58 (19)	1.45 (21)
Combined	2.47 (58)	1.89 (55)

---

\*Comparison groups are matched to be equivalent on pre-program attendance and grades, as well as several other factors.

\*\*Ns refer to the number of students in each group.





# The Urban League of Portland

OFFICE OF THE PRESIDENT

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 7, 1986

Gladys Hedgmon  
6945 N.E. 13th Avenue  
Portland, Oregon 97211

Dear Gladys:

This has been a most unusual year for the Youth Services Center. The challenges of a new Urban League administration, many staff changes, refinements in our services, and the pressures of greater demand that come with higher community expectation have all placed special burdens on this aspect of the Urban League's operation. However, it is only against the background of these challenges that one can truly measure achievement.

Gladys, I want you to know how much I appreciate the commitment and depth which you and your colleagues have brought to the Youth Services Center. Shortly after our new proposal was submitted, I received a call from the city administrator. He praised the proposal. He was impressed with its new definitions, its ambitious goals, and the clarity with which it was constructed. His sentiment agreed with my own.

The coming year has great potential for our programs for youth. Your personal commitment and leadership are essential and highly valued. Keep up the good work and the high spirits. Our Youth Services Center can and will be the best in town!

Warm regards,

Herb Cawthorne, President  
and Chief Executive Officer

HLC/d1

cc: Board of Directors

This letter was sent to the following staff:

Jill Moll  
John Frazier  
Regena Warren  
Larry Clayton  
Edwina Gonzalez  
Charles Nguyen





MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES  
AGING SERVICES DIVISION  
426 S.W. STARK, 6TH FLOOR  
PORTLAND, OREGON 97204  
(503) 248-3646

DENNIS BUCHANAN  
COUNTY EXECUTIVE

April 25, 1986

RECEIVED  
APR 29 1986

Carol Lentz  
Urban League of Portland  
10 N. Russell  
Portland, OR 97227

URBAN LEAGUE OF PORTLAND

Re: RFP #PSO371 - District Senior Services

Dear Ms. Lentz:

This letter is to notify you that your agency has been awarded the above referenced contract for the Near Northeast District Center.

You will be contacted by Aging Services Division regarding the necessary steps in the contract negotiations.

On behalf of Multnomah County, I wish to thank you for your interest and effort by participating in this request for proposal process.

Sincerely,

Don Eichman, Director  
Purchasing

cc: Aging Services Division

DE:JS

[FM-2123D/m]





# The Urban League of Portland

OFFICE OF THE PRESIDENT

~~URBAN PLAZA - 10 North Russell Street - Portland, OR. 97227~~

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 6, 1986

Joseph Payton, Director  
Adult & Senior Services Division  
Urban League of Portland  
10 North Russell Street  
Portland, Oregon 97227

Dear Joe:

It was with great pride that I received the information that our proposal for 1986-87 has been funded. I was proud for the Urban League, because I know the importance of our work to so many. I was also proud of your effort to put together a document which represented the quality of our vision for the coming year.

Joe, your commitment and skill is extremely important to the quality of service we provide the senior citizens in this community. As the proposal process developed, I was proud of the manner in which you worked with your colleagues and the dedication you showed toward the work this agency does for the elderly. We can get better, of course. We have the talent and the drive to do more than we have done to date. But the basis upon which we will improve is a function of the skill and determination you have given our program.

Please know how much I appreciate your contribution. The Urban League, in general, and the Adult and Senior Services Division, in particular, would be less without your valued efforts. On behalf of those we serve, a special "thank you," and a hearty "congratulations" for securing our funding for 1986-87.

Best regards,

Herb Cawthorne, President  
and Chief Executive Officer

HLC/dl

cc: Board of Directors

This memo was sent to the following people:

Larry Foltz, Coordinator I  
Carolyn Lazenby, Director's Assistant  
Rebecca Marks, Coordinator I





RECEIVED  
APR 21 1986

URBAN LEAGUE OF PORTLAND

Morrison Center  
SuperNet  
1439SE 122  
Portland Oregon 97233

Mort Winkle, Chair, JCS  
Oregon National Building  
610 SW Alder  
Portland, Oregon 97205

Dear Mr. Winkle:

I wanted to publicly thank David Gonzalas for a workshop that he presented to the SuperNet staff on April 17. He presented a method that Dr. Green of the University of Washington has developed to aid in the joining of minority youth and their families. I found David to be very well informed and practiced in the presentation. Our staff recieved him well and I believe that it will aid them in working with minority youth as well as with youth with cultural differences from our own. Street youth should develop their own culture and vocabulary and David's presentation should be very relevent to working this population.

I have found working with the Urban League and with David in particular a great pleasure. They have been very team oriented and have been very helpful in the development of our program as well the CIND network. I am sure that the relationship between the Urban League and the Morrison Center with continue to prosper for years to come.

In conclusion, I would recommend David's presentation to any organization who faces working with peoples from different cultures.

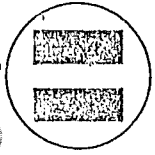
Yours Truly

*Donald P. Didier*  
Donald P. Didier  
Program Director

CC

David Gonzalas  
Herb Cawthorne





# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 8, 1986

Mr. Nathan Jones, Principal  
Jefferson High School  
5210 North Kerby  
Portland, Oregon 97217

Dear Nate:

Mrs. Ramzy, a Jefferson High parent, recently asked Deborah Cochrane, the Director of the League's Whitney M. Young Learning Center, to attend a parent/teacher conference with her and her son, Maurice Ramzy. (Maurice is a regular student at the Learning Center.) This meeting was evidently requested by Mrs. Ramzy to discuss Maurice's unsatisfactory grades. It included Pardis Navi, Richard McElroy, Billie Frazier, Glen Hampshire, Mike Bontemps and Maurice's counselor, Barbara Ward.

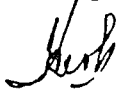
Ms. Cochrane returned from that meeting to inform me of how impressed she was to see a group of teachers who showed such sincere concern for Maurice's academic problems. "They all expressed their belief in Maurice's capabilities," she said, "but were honest and straightforward about his reluctance to apply himself." Ms. Cochrane was also impressed with their clear expectations, openness to suggestions and willingness to be flexible in working with Maurice.

In my role as President of the Urban League of Portland, and in my former position as a School Board member, so often I have encountered teachers who were less than sensitive to parents and students. These situations only made difficult circumstances worse. It was gratifying to hear Ms. Cochrane speak so highly of the manner in which your staff handled the conference. Knowing them as I do, I would expect this from Jefferson teachers. Yet, it is always nice to have positive impressions confirmed.

Page 2  
Nathan Jones  
May 8, 1986

Please share my comments with those teachers involved. Here again, we have an example of how the "community-based" efforts of the Whitney M. Young Learning Center can work in harmony with our public schools to further the education of the children.

Warm regards,



Herb L. Cawthorne  
Chief Executive Officer

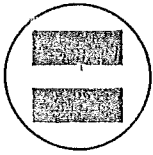
HLC:pjr

cc: Dr. Matthew Prophet  
Portland School Board Members  
Urban League Board of Directors

①

②

③



# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 12, 1986

J.E. "Bud" Clark, Mayor  
City of Portland  
303 City Hall  
Portland, Oregon 97204

Dear Mayor Clark:

Thank you for all the help you've given since I took over leadership of the Urban League. We share a common concern for building a better Portland, for improving the quality of life in our city, and, in particular, for solving the problems that keep our young people from achieving up to their full potential.

The Urban League's education division has placed a priority on helping young people become better and more productive members of our community. These students are important to both the Portland of today and the Portland of tomorrow. Our Financial Services Academy program, for example, has clearly demonstrated that students with a high risk of dropping out of school can be encouraged to stay in school and improve their grades, attitudes, and attendance. While our students have a drop-out rate of 5%, a comparison group of students (students who are tracked for their statistical similarity to our 60 students at the beginning of the 10th grade) have a drop-out rate of over 40%.

Our education director, Satya Gabriel, an educator, economist and former small businessman in Portland, has been working with me in developing a program that will train young students to become entrepreneurs. The program is similar to our Financial Services Academy in that it targets students with a high risk of dropping out of school. The difference is that we are also looking for students who have demonstrated the independence and creativity to become entrepreneurs who might serve their community as providers of needed goods and services. Enclosed is a summary of our proposal for the Youth Entrepreneurial Skills Program. I look forward to your questions and comments.

Best regards,

Herb L. Cawthorne  
Chief Executive Officer

HLC/bp

Enclosure

The Youth Entrepreneurial Skills  
Program

An Urban League of Portland  
Education Division Project

Urban Plaza  
10 North Russell Street  
Portland, Oregon 97227



## PROGRAM DESCRIPTION

The Youth Entrepreneurial Skills program is designed to work with disadvantaged students who show potential for entrepreneurship to help them define future goals and implement those goals, including providing them with motivation for finishing high school and participating in some form of post-secondary training. The program is designed to provide students with hands on experience as entrepreneurs within their own communities, as providers of needed goods and/or services, and to complement this experience with after-school seminars in business-related topics. The program will serve as a model program demonstrating that community-based entrepreneurship and jobs training for disadvantaged youth can be combined to provide alternative careers for those students who show promise of entering the free market economy as managers of small businesses.

### Incubator Businesses

The Youth Entrepreneurial Skills program is an after-school/summer program housed in the Urban League of Portland. Students work in teams to set up incubator businesses. Each incubator business must have a clearly worked out business plan outlining financing, the anticipated market for the product or service to be produced, the anticipated revenues and expenses, and the materials needed. Each incubator business shall have an adult advisor selected for her/his expertise in the market area chosen by the student.

The incubator businesses are specifically designed to simultaneously meet an existing need within the North/Northeast Portland community and to provide students with the experience they will need to become managers and entrepreneurs of small businesses in the future. Students will be required to maintain good school attendance and grades during their participation in the program. In addition, students will be required to attend after-school and summer seminar classes related to their entrepreneurial experience.

First year students will be selected in November. Both sophomores and juniors are eligible for selection into the program. During the first six months, students will begin to develop their business plans and attend seminars that provide them with the educational background to successfully start-up their incubator businesses in the spring semester.

During the first summer students will operate their businesses on a full-time basis and be compensated out of the operating revenues of the businesses. As in all business operations, if the necessary revenues are not generated then student incomes will be decreased accordingly. In addition, during the summer the students are required to continue attending educational seminars to provide them with additional training in business management and other areas related to the successful operation of their incubator businesses.

During the second and third year of the student's participation, the student is expected to improve the operation of the business, to increase the revenues generated, and to make plans for how they will pursue their career goals after graduation from high school. Seminars attended by second and third year students will be less oriented to the operation of the incubator businesses than during the first year, and instead will focus more on preparing students for post-secondary education.

### The Student

The students selected for the Youth Entrepreneurial Skills program are selected on the basis of three primary conditions:

1. Demonstrated above average intelligence,
2. The assessment that the student runs a high risk of leaving school before graduation,
3. The assessment that the student is capable of carrying out self-directed activities.

The following mechanisms shall be utilized to determine student suitability based upon the above stated criterion:

1. **Demonstrated Above Average Intelligence:**  
Students must receive a minimum score on a test prepared specifically for use in assessing intelligence and intellectual capacity to perform within an entrepreneurial environment.

2. **High Risk:**

Students will be considered high risk of dropping out of school prior to graduation if they have demonstrated poor school attendance and/or poor motivation as perceived by teachers, counselors, or parents.

3. **Demonstrated Independence**

Students who have engaged in projects which they initiated, such as working after school, doing odd jobs, participating in community service work, creative writing, etc., shall be considered to have demonstrated ability to perform self-directed activities.

The students selected for the Youth Entrepreneurial Skills program will be from the North/Northeast Portland area.

## Proposal for Leveraging Resources

Option A: The Urban League receives the \$10,000.00 Mayor Bud Clark grant to provide initial capitalization of the Youth Entrepreneurial Skills Program. The \$10,000 will be used to finance Y.E.S. businesses. The business firms would repay the loans (plus interest which will be used to build up a reserve against possible default) over a period not to exceed 1 year. The loan fund created by the grant shall be called the Mayor Bud Clark loan fund and shall be supplemented by grants and contributions from other sources.

Option B: The Urban League will administer the \$10,000.00 Mayor Bud Clark Youth Loan Fund as part of the Youth Entrepreneurial Skills Program. The \$10,000 will be used to finance Y.E.S. businesses. The business firms will then repay the loans (plus interest which will be used to build up a reserve against possible default) over a period not to exceed 1 year. At no time shall more than 75% of the fund be loaned out (25% or more shall be held in a reserve account at all times). The Urban League shall refund fifty percent of the \$10,000 to the Bud Clark campaign fund in quarterly installments of \$1,250 effective from the date of receipt of the loan.

Business Plan & Financial Proposal

Hyrographics  
An Urban League  
Youth Entrepreneurial Skills Company  
Portland, Oregon

April 17, 1986

Submitted to:

Urban League of Portland  
Division of Education  
Urban Plaza  
10 N. Russell St.,  
Portland, OR 97227

Statement of Purpose

Hyrographics Company is seeking a loan of \$2640.00 to initiate a t-shirt/sweatshirt silkscreening and graphic design company, to obtain sufficient cash reserves, and to provide adequate working capital to successfully carry out the business on an ongoing basis.

## Description of the Business

Hyrographics is a company formed to produce and market silkscreened t-shirts and sweatshirts and to produce posters and other materials requiring the use of graphic design. The business will target high schools, colleges and universities, churches, local businesses, and community groups. Special events such as sporting events (in particular, high school sporting events), Rose Festival and similar affairs, and Concerts.

Our emphasis is on the youth market. We will produce high quality, inexpensive, and entertaining t-shirts and sweatshirts utilizing student management, talent and labor.

Hyrographics will contract with student salespersons on a commission basis, set up booths in high schools and universities and at special events, and through mail order. We plan to begin the new business on June 1, 1986.

## Market Description

Portland's high school student population exceeds 13,851. In addition to this, there are 28,180 college and university students in the Portland area. We have already obtained a representative to market our t-shirts and sweatshirts at the University of Oregon in Eugene which has a student population of 17,830. A large number of people who are not students attend sporting events and special events, such as the Rose Festival. The popularity of t-shirts and sweatshirts is clearly demonstrated by the number of such items sold at Portland State University bookstore, which last year sold \$60,000 worth of t-shirts and sweatshirts. We project that our large distribution network and unique designs will result in sales of approximately 80 t-shirts/sweatshirts per month. This represents a projected sales of 960 t-shirts and sweatshirts in the first year which at a projected average price of \$8.95 (minus 5% for losses due to damage or theft) would result in total revenues of \$8162.40.

Our competition in Portland mainly consists of student stores, shopping centers and downtown stores. Hyrographics will be different from these other stores in that we will be a completely student run operation, produce our own t-shirt and sweatshirt designs, and be able to produce t-shirts or sweatshirts made to order. Although our small size will not allow us to capture a substantial portion of the existing market, we expect to, however, sell enough t-shirts and sweatshirts to make a relatively good profit and develop a strong following among fellow students.

## Management

Hyrographics will be student managed. The student managers will be supported by an advisor with business experience.

Michael R. Smith was selected to serve as president of Hyrographics. He is currently a junior at Jefferson High School. He is a member of the Financial Services Academy, an Urban League program sited at Jefferson High School, designed to train students for a career in business or for college. He is currently Chairperson of the Financial Services Academy student executive committee.

Cinna'Mon Brannon was selected to serve as vice president for accounting of Hyrographics. She is currently a junior at Jefferson High School. She is a member of the Financial Services Academy and serves as a member of the student executive committee.

Erica Hough was selected to serve as vice president for marketing of Hyrographics. She is currently a junior at Jefferson High School. She is a member of the Financial Services Academy and serves as a member of the student executive committee. Erica Hough was chairperson of the student executive committee during the fall semester of the 1985-86 academic year.

Satya Gabriel will serve as advisor to Hyrographics. He is both an economist and an educator, with graduate degrees from the University of Massachusetts where he worked as academic coordinator of a Master's degree program. He was in business in Portland, Oregon during the mid-1970s, successfully operating a clothing and import/export business. He is currently director of education for the Urban League of Portland.



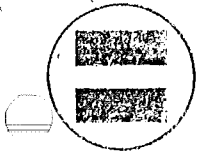
## Budget

Quantity	Item Description	Cost
2	1 Color - Station Printers	\$380.00
2	Heating Elements	200.00
3	Squeezies	25.00
4 gal.	569 Ulano	120.00
2	Scoopers	24.00
20	Screens	240.00
2	Exposing Lamp	60.00
16 quarts	Ink	192.00
1 gal.	Paint Thinner	5.00
15 rolls	Paper Towels	9.00
6	Packages of Acetate	57.00
3	Acetate Ink	6.00
9	Pens--Rapidographs	60.00
10	Brushes	10.00
12	Rolls masking tape	12.00
400	T-Shirts	1100.00
	Consulting/Instruction	140.00
	TOTAL	2640.00

Please note that with a projected sales of 80 t-shirts and sweatshirts per month, the unexpended portion of the \$1100 for T-Shirts/sweatshirts and any unexpended portion of the equipment and materials costs would be held in cash reserve. It is anticipated that approximately 30% of the \$2640.00 will be held in a reserve account during the first 90 days of the business, decreasing to about 15% thereafter.

## Loan Repayment

Hydrographics will repay the \$2640.00 principal plus \$158.40 in interest (based upon an annual interest rate of 6%) in monthly installments of \$233.20 over a twelve month period beginning 30 days upon receipt of the loan. The loan repayment will be made directly to the Urban League of Portland which shall have the right to call in the balance of the loan (and take possession of all assets of the firm) at any time should the Urban League determine that the company is not operating to expectations.



# The Urban League of Portland

OFFICE OF THE PRESIDENT

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

May 6, 1986

Launi Collier  
5250 East "A" St. #2  
West Linn, Oregon 97068

Dear Launi:

The Annual Dinner was a smashing success! This success was made possible in no small measure by your diligent and energetic contribution. It is hard to imagine how we will ever pull off such a major undertaking without your knowledge and commitment. Seating five people at a dinner table is one thing; seating nearly 900 people at an Urban League affair is quite another! You do this with such ease and grace. We heard not one word of criticism, not one complaint. This is a remarkable achievement, particularly when one considers the fact that we attracted more supporters than ever before.

Launi, you are a very valued member of the Urban League staff. At no time does your value get highlighted than during the frantic days leading to the Annual Dinner. I want you to know how much we appreciate your special talents, which, I might add, are made all the more valuable by your special commitment to the Urban League. We are grateful. Moreover, we are much improved by your work and determination.

Warmest regards,

Herb Cawthorne, President  
and Chief Executive Officer

HLC/d1

cc: Board of Directors



Heloise C. Hill

May 3, 1986

Dear Herb,

Usually, it doesn't take me this long to write a thank you note.

My roses were just lovely; they lasted two weeks. I'll keep the big red bow. Thank you so very, very much. They made my heart feel good.

In my opinion, "A night on Broadway," was a huge success. Nothing was too long. The event was upbeat, different, and delightful. Your address was very informative. Many of the guests were made aware of the scope of the League. We heard about the many programs in which the Agency is actively involved. That was good to hear. Your board certainly has

Heloise C. Hill

been upgraded. It seems to be made up of persons that can help in many areas. That should make your work a bit easier.

Keep up the good work.

Thank you, again, for every-  
thing.

Yours truly,  
Heloise C. Hill



















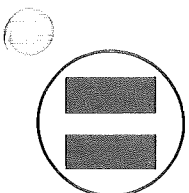
# Board of Directors

**JUNE 18, 1986**

**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. Nominating

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT OF THE CHAIRPERSON

ITEMS OF INFORMATION

1. Finance Report
2. Resolution #86-100
3. Resolution #86-101
4. Resolution #86-102
5. Resolution #86-103
6. Employment Proposal
7. Letters, re: Mentzer Property
8. Letter from Mina Stewart, re: Health clinic.





URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

MAY 21, 1986

The May meeting of the Urban League Board of Directors, chaired by Linda Rasmussen was held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street. The meeting was called to order at 12:15 P.M.

The following Directors were in attendance: Donny Adair, Skip Collier, Bobbie Gary, Avel Gordly, Shirley Minor, Linda Rasmussen, Bob Sutcliff, Ben Talley, Jack Vogel and Valerie White.

The following Directors were absent with excuse: Bridget Flanagan, Tom Kelley, Jeff Millner, Larry Raff, Joel Smith, Irwin Starr, Thane Tienson and Nancy Wilgenbusch.

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

The minutes of the April meeting were approved.

FINANCE COMMITTEE

Carol Lentz circulated the Finance Report for the period ending April 30, 1986 and discussed same.

FUND RAISING COMMITTEE

Jack Vogel complimented staff on a job well done in handling the Annual Dinner and reported that he has received positive comments from people attending the dinner.

NOMINATION COMMITTEE

Herb Cawthorne reported that he has been unable to talk with Bill Hilliard about the open slot on the Board and that he has a meeting scheduled with him. If Bill is unable to serve, the Nomination Committee will make another recommendation to the Board.

PROGRAM AND PLANNING COMMITTEE

Avel Gordly reported that she has met with Skip Collier and Herb Cawthorne and feels that the Committee needs a document which outlines the goals of the League for the next year. Herb reported that after the new fiscal year, such a document can be made available.

Avel introduced Resolution #86-600, the Marijuana Initiative. Discussion was held on this resolution with a decision to change the wording of "we oppose any measure which would allow the use of any drug to become a socially acceptable form of behavior." It was moved and seconded (Gordly/Adair) that Resolution #86-600 be adopted with the wording changed to "we oppose any measure which would allow illicit or illegal use of a drug." The motion passed.

#### PRESIDENT'S REPORT

- \* Discussed the letters in the Board Book.
- \* Discussed United Way's criteria for 86/87 funding.
- \* Reported that he has sent a letter to Oran Robertson, Fred Meyer, Inc. asking him to be the Chair of this year's Equal Opportunity Day Dinner; Fred Meyer, Inc. was also asked to cover the printing costs to be incurred for this event.
- \* Avel Gordly, Shirley Minor and Bobbie Gary reported that they attended the MHRC/United Way meeting. Each shared that there was discussion about United Way's funding criteria and among those in attendance, there was very strong support in favor of the Urban League. Those attending also felt that United Way needs to let the community know which agencies in this area receive funding.

Other discussion was held about employment being a low priority with United Way but a high priority by the Urban League. Ben Talley suggested that perhaps statistics could be provided to United Way to justify the need for funding in the employment category.

Carol circulated a copy of a letter which is being sent to THE OREGONIAN showing an analysis of United Way's funding criteria.

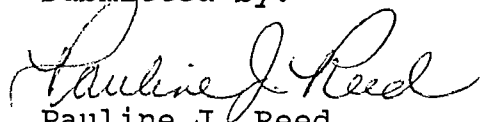
#### CHAIR'S REPORT

- \* Discussed the Board Retreat and reminded everyone to leave weekends in September open.
- \* Urged Board members to attend the National Urban League Convention being held in San Francisco July 20th through 23rd.
- \* Reported that she has received a telephone call from Ernie Cooper, NUL Western Regional Director, concerning the United Way issue. Ernie is interested and concerned and Linda advised him that she would keep him posted.


\* Reported on the Seattle Urban League Annual Dinner.

The meeting adjourned at 1:22 P.M.

Submitted by:

  
Pauline J. Reed  
Administrative Assistant  
Urban League of Portland

Reviewed by:

  
Ben Talley  
Secretary  
Urban League Board of Directors



URBAN LEAGUE OF PORTLAND

Financial Report  
5/31/86

	Monthly			Year-To-Date		
	Current	Budget		Current	Budget	%
<u>YOUTH SERVICE CENTER</u>						
Salaries & Fringe	16,033	15,873	+ 1	172,387	175,248	- 2
Materials & Services	3,863	2,999	+ 29	35,830	33,115	+ 8
Total	19,896	18,872	+ 5	208,217	208,363	-0-
<u>ADULT &amp; PARENT TREATMENT</u>						
Salaries & Fringe	9,331	10,457	- 11	112,163	115,445	- 3
Materials & Services	2,638	2,564	+ 3	27,574	28,472	- 3
Total	11,969	13,021	- 8	139,737	143,917	- 3
<u>COMMUNITY SERVICES BLOCK GRANT</u>						
Salaries & Fringe	5,546	4,276	+ 30	62,727	58,220	+ 8
Materials & Services	1,283	1,751	- 27	19,712	21,310	- 7
Total	6,829	6,027	+ 13	82,439	79,530	+ 4
<u>SENIOR SERVICE CENTER</u>						
Salaries & Fringe	10,571	11,536	- 8	130,074	127,362	+ 2
Materials & Services	2,928	2,122	+ 38	25,012	23,420	+ 7
Total	13,499	13,658	- 1	155,086	150,782	+ 3
<u>MCCONNELL-CLARK FOUNDATION</u>						
Salaries & Fringe	2,161	2,117	+ 2	24,089	23,377	+ 3
Materials & Services	514	8,118	- 94	55,001	79,602	- 31
TOTAL	2,675	10,235	- 74	79,090	102,979	- 23

URBAN LEAGUE OF PORTLAND

Financial Report  
5/31/86

	Monthly		%	Year--To-Date		%
	Current	Budget		Current	Budget	
<u>GENERAL FUND</u>						
REVENUE:						
United Way	19,105	19,105		210,150	210,150	
Indirect	1,879	2,142		21,421	23,656	
Membership	595	3,058		18,598	33,952	
Contributions	720	3,729		54,435	41,400	
Fund Raising	732	-0-		64,531	65,000	
Miscellaneous	467	853		12,013	9,413	
Total	23,498	28,887	- 19	381,148	383,571	- 1
EXPENSES:						
Salaries & Fringe	17,977	20,900		229,755	230,738	
Materials & Services	6,753	8,739		109,620	96,476	
Membership	-0-	-0-		7,310	6,904	
Contributions	587	-0-		5,032	3,760	
Fund Raising	-0-	-0-		50,611	35,000	
Total	25,317	29,639	- 15	402,328	372,878	+ 8
<hr/>						
<u>URBAN PLAZA</u>						
REVENUE:						
Residential	3,107	3,333		33,644	36,800	
Commercial	6,562	6,250		74,034	71,300	
Other	7,547	2,895		30,070	31,280	
Total	17,216	12,478	+ 38	137,748	139,380	+ 1
EXPENSES:						
Lease	4,603	4,603		50,638	50,638	
Management	3,034	3,436		41,561	38,360	
Utilities & Phone	887	1,500		21,641	16,560	
Other	2,142	2,517		40,735	33,798	
Total	10,666	12,056	- 12	154,575	139,356	+ 11



Urban League of Portland

Board of Directors  
June 18, 1986

**RESOLUTION: #86-100**  
**Senior Service Center**

**BACKGROUND:** The Urban League of Portland has operated a Senior Service Center for the near Northeast Portland community for over five years. The prime purpose for the Senior Center is to provide the necessary help to seniors to insure they can live in their homes with adequate food, heat, security and health benefits so that they are not in risk of institutionalization.

Multnomah County is requesting to contract with the Urban League for the fiscal year 1986/87 to continue the provision of case management, short-term intervention, counseling, advocacy, information and referral, volunteer coordination and focal point operation.

Multnomah County has agreed to contract with the Urban League for a sum not to exceed \$159,078 for the delivery of these services.

**THEREFORE, BE IT RESOLVED:** The Urban League of Portland accepts the contract with Multnomah County in the amount of \$159,078 for the operation of Senior Service Center activities for the period July 1, 1986 through June 30, 1987.



Urban League of Portland

Board of Directors  
June 18, 1986

**RESOLUTION: #86-101**

**Multnomah County Juvenile Services Commission**

**BACKGROUND:** The Urban League of Portland has operated the Adolescent & Parent Treatment program for Multnomah County Juvenile Services Commission for the last two years. The program focuses on high risk youths that have records of committing multiple felonies and are on the verge of incarceration. The Urban League's program works with the families and youth to provide counseling to reduce the risks of further offenses.

Multnomah County's Juvenile Services Commission is requesting to contract with the Urban League for the continuance of the Adolescent & Parent Treatment Program for fiscal year 1986/87 for an amount not to exceed \$156,431.

**THEREFORE, BE IT RESOLVED:** The Urban League of Portland accepts the contract with Multnomah County's Juvenile Services Commission in the amount of \$156,431 for the operation of the Adolescent & Parent Treatment Program for the period July 1, 1986 through June 30, 1987.

Urban League of Portland

Board of Directors  
June 18, 1986

**RESOLUTION: #86-102**

**Northeast Youth Service Center**

**BACKGROUND:** The Urban League of Portland has operated the Northeast Youth Service Center for over five years. The prime purpose of the Youth Center is to divert youth away from the Juvenile Service System. The Youth Center provides diversion services, volunteer coordination, employment counseling, educational counseling, parent & family counseling as well as recreational activities for youth living in near Northeast Portland.

The City of Portland is requesting to contract with the Urban League for the continuance of these services for fiscal year 1986/87. The City of Portland has agreed to pay the Urban League a sum not to exceed \$258,454 for the delivery of these services.

**THEREFORE, BE IT RESOLVED:** The Urban League of Portland accepts the contract with the City of Portland in the amount of \$258,454 for the operation of the Northeast Youth Service Center for the period of July 1, 1986 through June 30, 1987.

Urban League of Portland

Board of Directors  
June 18, 1986

**RESOLUTION: #86-103**

**Financial Services Technology Academies**

**BACKGROUND:** The Urban League of Portland has coordinated the Financial Services Technology Academies program funded primarily by the McConnell-Clark Foundation for the past two years.

The FST program is primarily a school drop-out prevention program operated in conjunction with Portland Public Schools (Jefferson High School), the Chamber of Commerce (Business Youth Exchange) and the Urban League of Portland (McConnell-Clark Foundation).

The Academy Program is a school within a school program providing potential drop-out students with specialized training in skills necessary to insure employment in the financial services area. Students are required to meet the regular graduation requirements for high school in conjunction with the specialized training for future financial service jobs.

The McConnell-Clark Foundation is requesting to contract with the Urban League for the fiscal year 1986/87 to continue the coordination of the Financial Services Technology Academy Program.

The McConnell-Clark Foundation has agreed to pay the Urban League an amount not to exceed \$102,230 for the delivery of these services.

**THEREFORE, BE IT RESOLVED:** The Urban League of Portland accepts the contract with McConnell-Clark Foundation in the amount of \$102,230 for the provision of coordination services for the Financial Services Technology Academy Program for the period July 1, 1986 through June 30, 1987.



## THE URBAN LEAGUE OF PORTLAND

Proposes:

### The Center for Self-Development Improving Lives Through The Dignity of Employment

#### INTRODUCTION: URBAN LEAGUE PHILOSOPHY

In the 40 years since the Urban League of Portland was established, its mission has been to ensure that blacks and other citizens have every opportunity to cultivate and exercise their full human potential on a par with the standards of American life and democratic principles.

This mission has been pursued with an unrelenting drive . . . and it has unparalleled success. In comparison with other major metropolitan cities, Portland has distinguished itself with a history of harmonious rather than hostile race relations.

Yet this success remains shadowed by this community's failure to achieve full equality among its diverse cultures. In particular, Portland's black residents still face barriers to the full range of employment opportunities. Unemployment rages at 25% in the black community. Frustration rages at an even higher rate. This has meant a serious disintegration of dignity among black Portlanders, and it has also meant the disintegration of homes, neighborhoods and community pride.

Rampant unemployment is demoralizing. It is destabilizing as well. There is more poverty, crime and delinquency in Portland because of this phenomenon, and the city is taxed by the need for more jail space, more welfare payments and more assistance for the medically and mentally disabled.

That is why the Urban League of Portland has made employment a major priority, and proposes the creation of the Center for Self-Development.

#### THE URBAN LEAGUE CENTER FOR SELF-DEVELOPMENT

The Urban League Center for Self-Development will be created for the purposes of bridging Portland's black, unemployed community with the city's corporate community. The Center will be established with the demand for excellence and there will be no relaxation in the processing and placement efforts until the highest standards of excellence are met. In other words, the agency's employment division will send the right person to the right job at the right time. Only then can the Urban League "Improve Lives Through the Dignity of Employment."

#### ANALYSIS OF NEED

In the neighborhoods of North and Northeast Portland, the demoralization of rampant unemployment is crippling the spirit of an entire community. Nearly one out

of four adults is without work, affecting one out of every four homes. Consequently, the community is afflicted with an erosion of self-confidence and esteem as the prosperity and pride of productivity passes them by.

Under these conditions, people become frightened and they feel degraded. And as we all know, they often resort to lives of crime in response to their deprived conditions: joblessness breeds lawlessness. But the allowance of this phenomenon is the larger crime -- a crime against dignity and against the human spirit. When you rob people of their ability to express themselves, to be creative, to learn, to strive and to positively change and influence the world in which they live, you rob them of their fundamental right to a dignified, proud and productive existence. It is, therefore, against this crime that the Urban League will commit its employment resources. We do not believe that any person should have to live their life with the hidden shame and the frustrated furor of joblessness. And we do not believe that social conditions are such as to make this phenomenon irreversible.

Therefore, the Urban League of Portland submits the following needs assessment as the rationale for the development of a dynamic, comprehensive, problem-solving employment service that will emerge as the single most important force for the improvement of lives within Portland's black community today.

#### The National Backdrop

The Center on Budget and Policy Priorities reports that, overall, blacks have fared worse than any other sub-group under the present economic and social policies. Unemployment levels are rising; income levels are dropping and poverty is spreading among an unprecedented number of black children.

\* Lack of occupational opportunities is directly responsible for this phenomenon. Between 1981 and 1985, the number of blacks who became victims of long-term unemployment climbed by an explosive 72 percent. Among whites, the percent increased by only 1.5 percent.

\* After cuts in state and federal unemployment benefits, the percentage of unemployed who received any form of benefits plunged to only 30 percent. Once again, blacks were disproportionately affected.

\* In 1984, nearly 10 million blacks or almost 36% of the black population, lived in poverty. This is the highest black poverty rate since the Census Bureau began gathering information on black poverty in 1966. The proportion of blacks added to the ranks of poverty since 1980 is almost twice as large as the proportion of whites that fell into poverty during that same period. Today, nearly one third of the black elderly and half of all black children are poor.

#### The Local Picture

\* The Portland picture is equally distressing. In 1982, the percent of blacks in poverty was approximately 35.1 percent, according to up-dated Census information. Projections indicate that the figures are worse for single female heads of households: Census information again indicates that 62 percent of these households live below the poverty level in Portland.

\* At 25 percent, the unemployment rate among blacks is more than three times the overall rate for the city. Among all ethnic groups, the figure is closer to 45 per-

cent.

\* This high percentage of unemployment is directly related to crime levels in Portland, particularly when 60 percent of black youths are without work. In 1980, black youth represented 12 percent of the city's youth population and accounted for 20.2 percent of juvenile crime. By 2000, the black youth population is expected to climb to 17 percent and is expected to account for 28.7 percent of juvenile crime.

\* In 1986, the black poor in Portland are projected to receive nearly half of all Aid to Families with Dependent Children, despite representing only 8 percent of the general population, according to the Oregon Employment Division.

### Reducing The Drain

A comprehensive employment division at the Urban League of Portland would be a significant factor in reducing the drain of public money that must be spent in support of the chronically unemployed. To examine the anticipated savings that an employment division could bring about, the Urban League has established the following model for assessment:

During the Center's first year of full, computerized operation, we conservatively project a placement rate of at least 400 people in full-time, long-term jobs. We say "conservative" because the Urban League's present, bare-bones operation serves 175 people a month. (However, because the operation is under-staffed and non-automated, we are able to place only 10 percent, or an average of 17 people a month in jobs, most of whom are professional people with highly marketable skills. We are unable to place the vast majority of our clients, most of whom are unskilled and under-educated.)

With the creation of a comprehensive employment service (part of which will include a referral bank that will allow us to connect the under-skilled with the region's diverse network of training programs), we can steadily increase the number of people we place in jobs. For assessment purposes, however, we will begin with the 400 figure, and increase that by one-third each consecutive year.

Therefore, the employment of 400 presently unemployed people would mean the following:

\* **A sharp reduction in welfare payments.** Again, using very conservative figures, we will estimate that one-half of those 400 people will have been receiving welfare payments of \$122 per family member, per month, according to Oregon's Adult and Family Services. Family members usually average four in number. Thus, the placement of 200 people, with families, would save the state nearly \$1.2 million a year in Aid to Families with Dependent Children.

\* **A sharp reduction in food stamp payments.** Using the same sample of 200 newly-placed workers (with four family members), a minimum of \$500,000 would be saved in food stamp expenditures each year.

\* **A sharp reduction in medical assistance payments.** Projections from the State budget office indicate that the employment of 400 people would remove approximately 200 people from medical assistance, since almost one-third of the state's black population received medical assistance in 1985 (for a total expenditure of \$10 million among 10,500 people). When averaged among 200 newly employed people, the savings would amount to an annual savings of \$200,000.

\* A sharp increase in spendable income and tax payments. Consider this calculation: 400 people employed at an average salary of \$12,000 a year would result in over \$4.8 million in annual spendable income -- income that would be paid out for rent, food, clothing, utilities, transportation, child care, etc. Moreover, millions of new tax dollars would be returned to the state.

When these savings are contrasted with the enormous expenditures of public assistance -- which amounts to almost \$2 million a year for only 200 people, the rationale for developing such an employment service is acute and compelling. As stated in our philosophy statement, a comprehensive service such as the one outlined below, could serve as the single most important factor in putting a halt to the costly, demoralizing and destabilizing spiral of poverty in our city today. The service is urgently needed; its implementation is critical.

### Improving Lives Through The Dignity of Employment PROGRAM COMPONENTS

The Urban League proposes the creation of THE CENTER FOR SELF-DEVELOPMENT, a multi-service employment division that will function with four major thrusts:

1. The first is a comprehensive recruitment and skills assessment component that will attract, and evaluate the strengths, experience and commitment of each candidate who comes through the door seeking employment;
2. The second is a computerized information and referral bank designed to connect clients with the region's diverse network of training, apprenticeship and vocational programs; and to provide Urban League employment counselors with up-to-date information on job openings and placement opportunities;
3. The third is a series of program components designed to enhance the skills, attitudes, and opportunities of individuals so that they can maximize training services and corporate placement;
4. The fourth is a follow-through and evaluation program to assure that each person placed is performing to the standards of excellence required by the employer and the Urban League; in addition, efforts will be made to assist employers in understanding the impediments of racism and discrimination in the workplace.

### OBJECTIVES

1. To recruit 3000 individuals who will complete applications and begin the process of assessment;
2. To assess 1500 applicants in terms of their experience, skills and aspirations;
3. To provide 1500 applicants with the benefits of computer analysis drawn from the employment information and referral bank;



4. To develop 3000 as the minimum number of current job announcements on a yearly basis;
5. To create 300 as the minimum number of new jobs to be established by the job development component;
6. To institute an employment curriculum for 800 applicants who need orientation to the world of work;
7. To place 400 individuals on permanent jobs for which they are qualified and prepared;
8. To provide evaluation and follow-up services to 250 individuals placed in permanent jobs;
9. To report the results of the Center for Self-Development, in terms of these objectives, to the Fred Meyer Charitable Trust and the Urban League Board of Directors as determined by the conditions of the granting agency.

#### RECRUITMENT OF PARTICIPANTS

The notion of "recruitment" is new to the Urban League, especially in terms of its general employment division. In the past, the Urban League employment process began only when perspective clients arrived at the office. With the implementation of this proposal, the Urban League will aggressively seek out those who want to work and provide them with the assistance and knowledge that will reverse the cycle of unemployment and poverty.

Using an extensive public information process -- including public service announcements, brochures, posters, newspaper articles, radio announcements, notices in church bulletins, and other mediums -- the Urban League will notify the public of its services and subsequently attract numerous individuals who need training, specialized schooling, and specific assistance in seeking permanent employment.

As in past years, the recruitment process will continue to be general, but the new program will attract individuals with a wide range of education and work experience. This diversity among applicants will create new demands on the employment staff, however, the range will also enable the Urban League to make better placements.

The creation of the Center for Self-Development will enable the Urban League to provide services tailor-made for the needs of those who are recruited -- and, in doing so, will also satisfy the needs of regional employers.

In terms of recruitment, the Urban League Center for Self-Development has outlined budget requirements to achieve the following:

1. Recruitment: Promotional Resources
  - a. Public Service Announcements
  - b. Urban League Brochures
  - c. Posters
  - d. Newspaper Advertisements

- e. Community Bulletins
2. Recruitment: Personnel Involved
    - a. Employment Division Director
    - b. Communications Director
    - c. Employment Counselors
    - d. Secretary/Receptionists

The recruitment process brings individuals to the front door; this sets the stage for the careful assessment process, which is the foundation for the appropriate service.

### METHODS OF ASSESSMENT

In the Urban League's Center for Self-Development, assessment of skills, experience, education, and interest will be the first stage of our comprehensive employment service. Assessment will inform both the counselor and the applicant of the needs which must be addressed in order to best assist the individual toward permanent employment. The assessment process is, therefore, crucial, and it must be implemented in detail with the utmost integrity and honesty.

The employment assessment process will provide the information and knowledge necessary to guide the counseling and professional assistance. The stages of our assessment process will include the following:

1. Initial Assessment
2. Comprehensive Assessment
3. Continued Assessment

Initial Assessment. The initial assessment of each individual recruited by the Urban League will involve three elements -- (1) an application; (2) a self-assessment; and (3) an interview with an employment counselor.

1. Employment Application. The first aspect of assessment will involve the Urban League Employment Application. Every person recruited, regardless of their reason for seeking assistance, will complete a detailed employment application. Educational background, employment history, work references, occupational interests, willingness to seek further training, career objectives, and communicative skills -- all these will be revealed in the completion of the employment application.
2. Self-Assessment. Another portion of the initial assessment will be a personal measurement by the applicant as to their own skills, abilities, interests, value as an employee, self-esteem, and problem-solving capabilities. This instrument will ask that applicants "rate themselves" on specific topics and skills. It will be a valuable tool to measure perceptual differences between the professional analysis of ability and skill in contrast to the applicant's personal view. Each person recruited will complete a self-assessment.
3. Interview. The final portion of the initial assessment process will be an interview with a member of the professional staff. This interview

will seek to supplement information garnered in the application and from the self-assessment. Working from carefully prepared interview questions, the counselor will seek to measure such things as:

- a. Depth of experience
- b. Quality of educational background
- c. Realism of goals and objectives
- d. Commitment to further education and training
- e. Present economic condition
- f. Family responsibilities
- g. Special Obstacles such as child care and transportation.
- h. Communicative ability
- i. Employment attitudes and determination
- j. Commitment to Urban League philosophy
- k. Needs for continued assessment

Comprehensive Assessment. Once the initial assessment has been completed, the information will be compiled and computerized as part of the Urban League comprehensive assessment. The comprehensive assessment will include (1) a computer analysis, (2) testing, and (3) career planning.

1. The Computer Analysis. The computer will be fed all pertinent data regarding education, background, interests, desire for training, financial status, etc. The counselor will also enter codes based on results of the self-assessment and the interview. Based on the data available through the job information and referral bank, the computer will be programmed to coordinate this information and produce the following:

- a. A Listing of Present Job Opening
  - (1) Consistent With Skills
  - (2) Consistent With Education
  - (3) Consistent With Interests
- b. A Listing of Training and Education Options
  - (1) Consistent With Career Interest
  - (2) Consistent With Financial Status
  - (3) Consistent With Eligibility Requirements
- c. A Listing of Possible Career Choices
- d. A Listing of Urban League Services Recommended

2. Testing and Evaluation. Based on the information provided by the computer analysis, the Center for Self-Development must determine the applicant's skill, aptitude and ability to proceed with training recommendations or referral to job openings. To determine this, the Urban League will test applicants on basic skills related to the fields in which they have expressed interest.

Tests will serve as one method of assessment, and a variety of instruments will be used. Testing will be offered in the following areas:

- a. Typing Speed & Keyboard Skills
- b. 10-Key Calculator
- c. Basic Writing
- d. General Word Processing
- e. Basic Math
- f. Elementary Reading
- g. Shorthand
- h. Logic and Clarity of Thought
- i. Basic Electronics
- j. Blue Print Reading
- k. Office and Group Dynamics

Staff members will be taught to use test information in a fair and proper manner.

The following subjects and skills will be the focus of staff development in the use of tests:

- a. Urban League Philosophy of Testing
- b. How to Interpret Test Results
- c. How To Apply Results to Career Planning & Placement
- d. How To Critique Responses
- e. How to Identify Weaknesses
- f. How to Use Test Results for Referral Purposes
- g. How to Avoid the Rigid Pitfalls of Tests

3. Career Planning. The third stage of the comprehensive assessment will be career planning with the applicant, with the computer analysis available for review by both the counselor and the applicant. Following this review, the applicant will be directed toward the next stage in the Urban League's Center for Self-Development.

Each assessment process builds upon the one before it. The initial assessment builds the foundation for the comprehensive analysis; and both of these together provide the basis for the final assessment process: continuing assessment.

Continued Assessment. Once an applicant is placed in a particular service in the Center for Self-Development, the counselor will continually assess all information, seeking to match skills with job requirements. Through observation, discussion, group sessions, and special standardized tests, the counselors will gain more information, and this information will be incorporated in the applicant's file. Adjustments will be made in the plan for each individual when:

1. Information arises during the course of work with the Urban League; and/or;
2. Job announcements arrive that are more suitable to the individual than continued service and training.

It is essential that a comprehensive assessment process be a major component of the Urban League's Center for Self-Development. The assessment process identified above will increase the chances of finding the right service and placement for those recruited.

### INFORMATION AND REFERRAL BANK

Once an applicant is recruited and the initial assessment has been completed, the employment counselor will turn to the Urban League job information and referral bank. It is realized that the Urban League cannot provide all the assistance an applicant may need in the search for employment. To try would be inefficient and costly. The Urban League does not have expertise in enough specific fields to provide quality training. For these reason, the Urban League seeks assistance to create an information and referral bank.

A Philosophy. The Urban League believes that often black and other low-income people fail to gain employment because they are unaware of crucial information at a crucial time. It also seems clear that many do not use all of the resources available in the community to assist them. The philosophy of the information and referral bank is "everyone who wants to work should use every opportunity and avenue to secure lasting employment." With Urban League counselors having vital information at their fingertips, those who seek assistance can be given the most complete and up-to-date advice.

A Definition. The information and referral bank will be a computerized collection of specific data on training programs, short-term educational options, apprenticeship opportunities, and financial resources available to help an individual find and keep employment. In addition, workshops and seminars, specialized school programs in higher education, and corporate in-house management training programs will be categorized. The budget will reflect the request to gain the computer software capacity to achieve these ends.

The computer bank will contain information about child care, transportation, government grants, state aid for training and education, as well as information about tutorial assistance and study groups related to one's training.

Establishing the Resource. There are several steps in the development of the information and referral bank. These steps include:

1. Acquisition of Computer Hardware.

Approximately five (5) IBM XT Personal Computers at an estimated cost of \$34,500, with an additional expense of approximately \$9,800 for two Hewlett Packard LaserJet Printers. The IBM hardware is essential for the program. The LaserJet printers are necessary to insure fast, high quality printing of information.

2. Acquisition of Computer Software.

The Los Angeles Urban League has developed a proven computer program for the management of the kind of information essential for the employment program. The cost of such a software package is approximately \$6,250, with additional software and word processing costs figured at \$7,800.

3. Acquisition of Programming Knowledge

Any new program effort involving expensive equipment and highly technical software will require specialized application to the employment operation of the Urban League. Therefore, included in the budget is a request for \$12,000 in computer programming assistance.

4. Research and Entry of Information

During the first six-months of the program, a very intense effort will be made to gather the information listed above and enter such data into the computer. The cost for this operation will be high initially, but will only require maintenance as the years pass.

The computer capacity is vital to the ability of the Urban League to reduce the terrible pains of unemployment among blacks and others in the Northeast Portland community. It is hoped that the Fred Meyer Charitable Trust would appreciate this need and assist this agency in the effort to bring improvement to lives through the dignity of employment.

JOB IDENTIFICATION

A major difficulty of the Urban League placement procedure in the past has been the lack of rapid processing of job announcements. Each day, scores of announcements are sent to the Urban League offices. These job notices range from manual labor to highly skilled positions. The employment counselor had a most difficult task, as both clients and job announcements came to the Urban League office in random fashion and were processed without an adequate system of order to maximize the information and opportunities. As a consequence, a hectic pace produced the kind of human mistakes inevitable when information processing lags far behind the urgency of the moment. The wrong people were sent to the wrong jobs; and the right people were not sent to the right jobs because the information in job announcements had not been converted into a usable form. The job identification process for the proposed employment program will eliminate these costly difficulties.

To Spread The Word. During the first year of the program's operation, a massive mailing effort will be used to inform employers of the Urban League's program, and each will be asked to forward all job announcement to the Urban League's office. This publicity will add considerably to the significant numbers of announcements already received.

Immediate Entry! Job announcements will be immediately processed within 12 hours after arrival at the Urban League office. The budget reflects sufficient clerical support to accomplish this task. The Urban League must have the efficiency to capitalize on opportunities. To do so, job announcements will be processed immediately!

Useful Categories. The job announcements will be categorized according to profession, skill level requirements, years of experience, wage classification, etc. Furthermore, this listing of current jobs can be called to the counselor's aid at any time during an applicant's involvement with the Center for Self-Development.

The Urban League's Center for Self-Development will make a continuous effort to publicize its activities to the business community. A major part of this communication effort will be to maintain a growing number of job announcements coming to the Urban League each day. These announcements will be a tremendous resource -- but only if they can be processed quickly enough to benefit counselors and clients.

### JOB DEVELOPMENT: CREATIVE COMMUNICATION & PLANNING

Job identification is a "reactive process," whereas job development is a more "proactive process." To identify the jobs, one must be prepared to transform scattered information into an immediately useful system. To develop jobs, on the other hand, one must be able to communicate and plan with businesses in a way that creates positions where none existed before. This is the challenge of creative change, and the Urban League welcomes such a challenge.

Career Planning Results. Job development at the Urban League will be triggered during the assessment process, when specific skills and aptitudes will be identified. These skills and aptitudes will become the basis of career planning; and job development may begin to occur.

Matching Minds & Money. At this stage, the Urban League staff will attempt to use the resources of this community to assist in the placement of a bright, eager individual with a willing employer. The Private Industry Council (PIC) will be asked to fund the matching dollars to encourage employers to "create a job." The employer will agree to match the salary on an increasing scale over a period of time, so long as the employee is performing to standards. The Urban League will maintain a direct role in the counseling and evaluation of the employee.

First Source, Best Source. The Center for Self-Development will seek to create "first source" agreements with major companies throughout the metropolitan community. These agreements will make it possible for applicants trained by the Urban League to gain a "first priority consideration," since a portion of the salaries for these individuals can be off-set by public job training fund.

First source agreements have worked well for many corporations -- reducing unemployment while reducing operating costs and increasing productivity through the excellence of training "first source" employees receive prior to their first day on the job. In other words, the Urban League will capitalize on the proven record: "First source is the best source" in the fight against unemployment.

### EMPLOYMENT "INSURANCE" CURRICULUM

This portion of the Center for Self-Development will involve in-house programs that train prospective employees about the intricacies of job development and the importance of developing positive and responsible work attitudes. Most clients will be required to attend the training, although some, according to the assessment process, will be exempt for having demonstrated excellent skills and employment savvy.

The program will assist clients with the basics in job search training. The client's level of participation will be determined by their level of experience in the job market. Thus, the program will be multi-faceted and will focus on the following

components:

1. The skills needed for basic job readiness.
2. The complexities of finding a job and then keeping it.
3. The importance of establishing personal goals.
4. The value of becoming an active, motivated participant.

Once an applicant has been interviewed, tested, and evaluated, the Center for Self-Development will offer a series of well-prepared sessions covering the following subject matter. These instructional sessions will be taught by Urban League staff or professionals carefully selected for their expertise and ability to present classroom material. The elements of what the Urban League calls its employment "insurance" services are as follows:

#### Basic Job Readiness Skills

Resume. The Center will train clients in the proper techniques for resume development. To do so, the Urban League will create an in-house resume service, with potential for use as a commercial, revenue-generating enterprise.

Interviewing Skills. The Center will conduct seminars dealing with the complexities of interviewing for jobs in a professional setting. Participants will be selected depending upon their previous experience and depending upon staff recommendations.

Correspondence. The Center will also stress the importance of correspondence as an integral part of job development. Techniques in writing inquiry letters and follow-up notes will be covered.

#### Securing and Keeping a Job

The Complexities. The Center will conduct seminars dealing with the complexities of job procurement, job security and advancement. The importance of attendance and promptness, for example, will be stressed.

Elimination of Barriers. The seminars will also explore ways in which employees can eliminate some of the barriers, including racial ones, which often intimidate employees and employers. The seminars will be comprehensive and will help clients understand the nature of inter-office communication and participation.

#### Goals for a Healthy Work Experience

Personal Goals. The Urban League in-house seminars will also stress the importance of establishing personal goals so that the employee will perform at his or her highest level of ability.



Corporate Conduct. This training will introduce clients to the important roles that corporations play in the community's development, and the ways that employees can contribute to that process. Corporate conduct will also deal with the issues of work performance, corporate politics, and the importance of learning corporate policies.

Conflict Resolution. The seminars will introduce clients to ways in which many corporations deal with internal disciplinary problems and other conflicts. Clients will be provided with a list of available services that might assist them in handling workplace problems.

### Rewards of Participation

Active Motivation. The best employees are those who constantly demonstrate an appreciation for the goals of the corporation. This element of the seminar will emphasize the importance of showing motivation by initiating participation in corporate decisions, promotions, special events, etc.

Pitfalls of Isolation. The seminar will not only deal with the positive side of participation, but with the negative sides of isolation. Applicants will be introduced to ways in which discrimination can be handled in a positive manner, without resorting to unnecessary conflict or leaving the job. An active participating attitude will be stressed as the means to identify friends and allies who can help when problems arise.

Each phase of the in-house training will be comprehensive and demanding of participants. It will be operated by professionals and will include an on-going assessment process aimed at determining the client's sincerity and commitment to success. Moreover, it will establish a confidence and readiness in clients whose progress will be evaluated before they are directed on one of the following options:

1. Job Referral, based upon job openings commensurate with the client's abilities.
2. Training Referral, based upon skills, education and interests.

Executive Summary

The employment division must be considerably enhanced if it is to provide the much needed services more fully described in this proposal. The recommendations contained herein, if implemented, will make it possible for the Urban League to more successfully address the employment needs of Portland's black community.

Briefly stated, the immediate operational improvements would be as follows:

	<u>Current Operations</u>	<u>Proposed Operations</u>
Staff Positions	* 2.5 persons	* 6.75 persons
Technical Support	* None * Crisis management and operations	* Computer hardware and software * Database management and support * Management by objectives
Clerical Support	* Peripheral and perfunctory (Non-dedicated)	* Dedicated secretarial support
Funding Strategy	* Short-term, non-growth oriented funding strategy	* Long-term funding strategy * Development of revenue generating long-term operational self-sufficiency

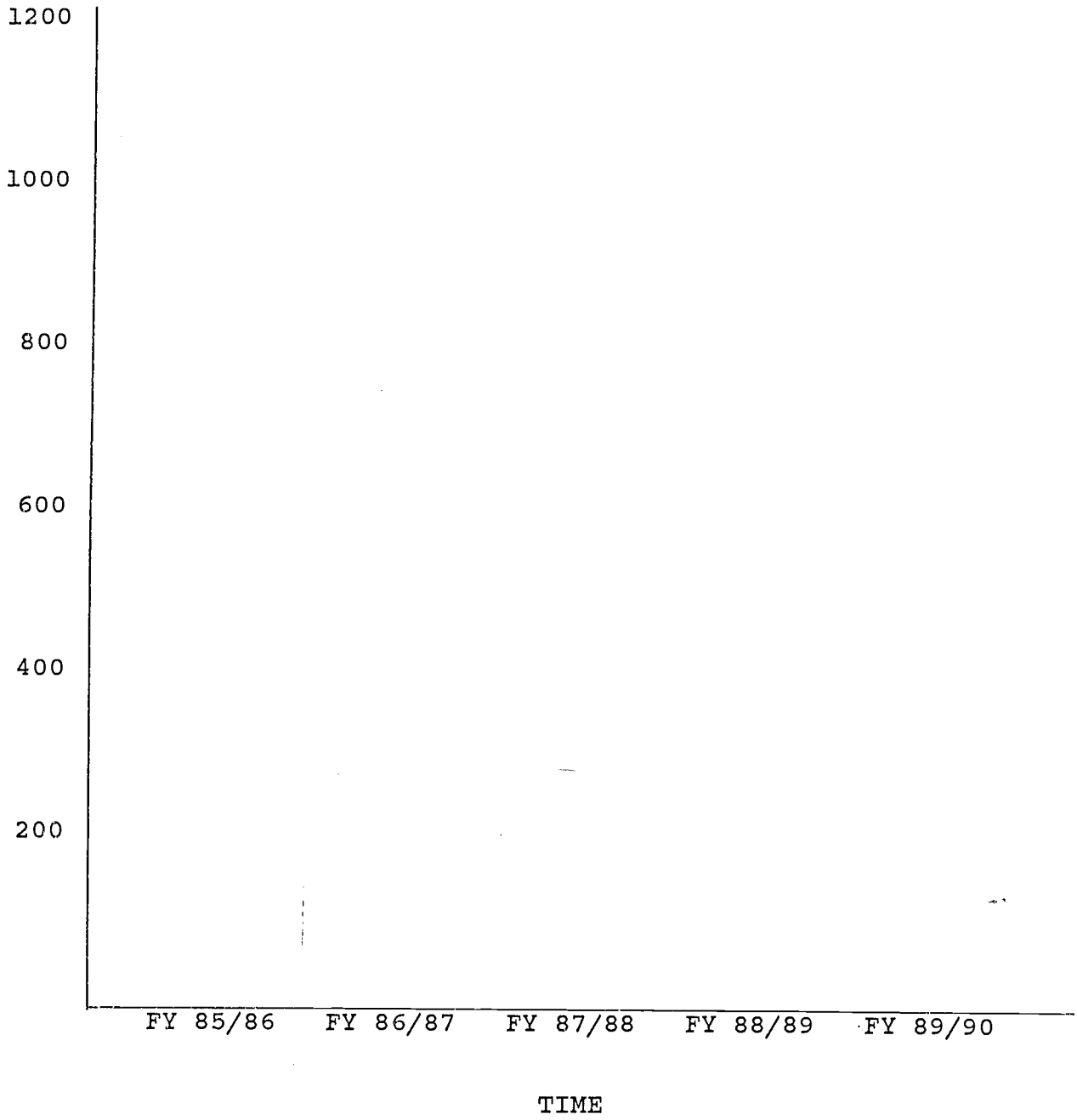
Placement Objectives Defined

- Proposed Performance Summary -

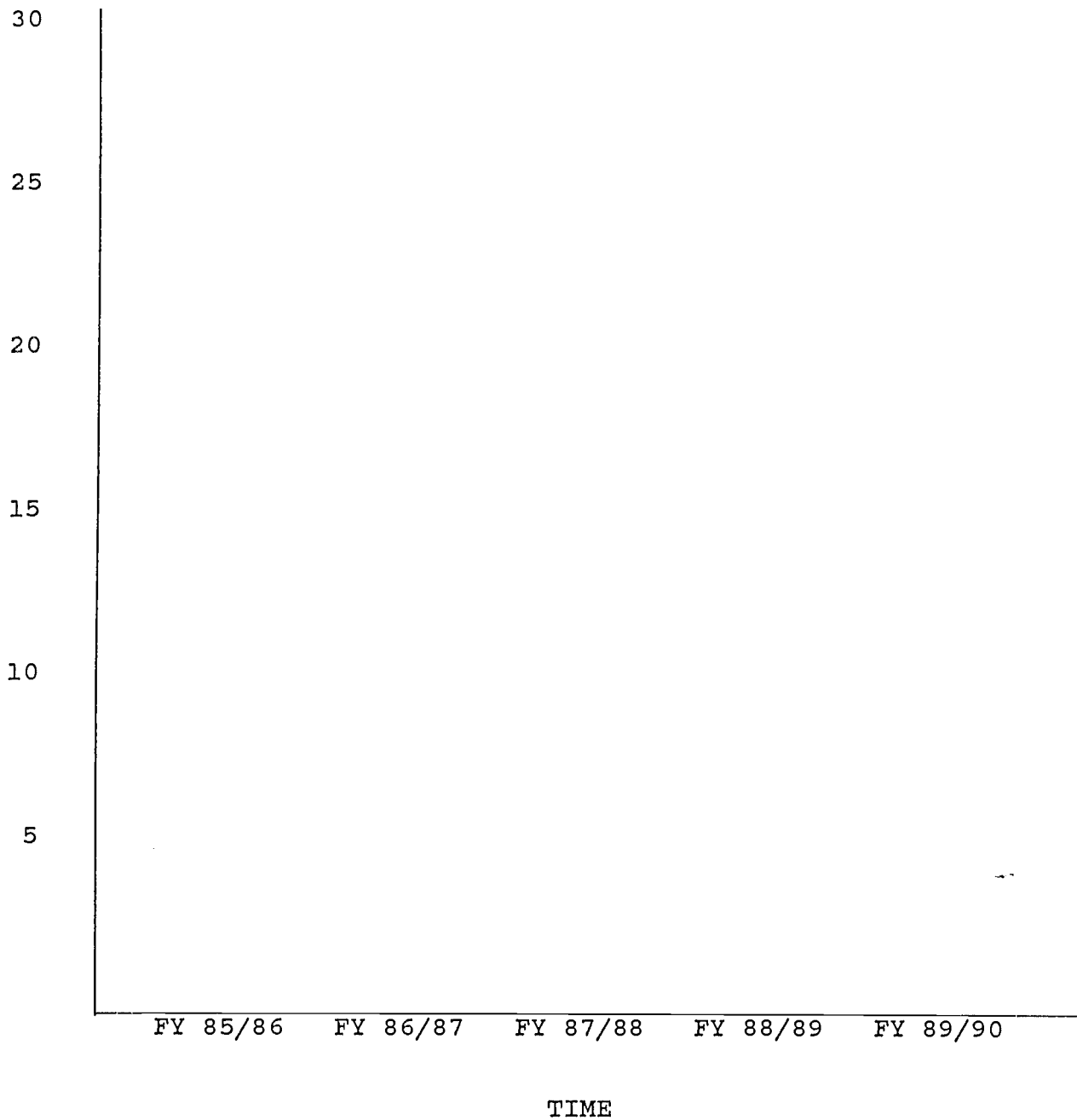
	<u>Current Year FY 85/86</u>	<u>Proposed FY 86/87</u>	<u>Proposed FY 87/88</u>	<u>Proposed FY 88/89</u>	<u>Proposed FY 89/90</u>
<u>Variables of Performance Measurement:</u>					
Clients served	2400	3000	3500	3800	4000
Placements made	200	400	532	707	940
% increase over previous FY		100%	33%	33%	33%
Placements/counselor	80	133	177	235.6	313.33
Placements/month	16.5	33.3	44.3	58.9	78.3
Placements/month/counselor	6.6	11	14.7	19.6	26.11
Placements/week	3.81	7.69	10.23	13.59	18.07
Placements/week/counselor	1.5	2.56	3.41	4.53	6.02
Cost of service/placement		\$487.56	\$346.28	\$274.58	\$213.33
Savings compared to previous FY			\$141.28	\$71.70	\$61.25
% savings over previous FY			29%	20%	22%
Success rate (%)	9.5%	13.3%	15.2%	19%	24%

	<u>Current Year FY 85/86</u>	<u>Proposed FY 86/87</u>	<u>Proposed FY 87/88</u>	<u>Proposed FY 88/89</u>	<u>Proposed FY 89/90</u>
<u>Other Variables:</u>					
(1) Revenue generated into Oregon Economy	\$2,400,000	\$4,800,000	\$6,384,000	\$ 8,484,000	\$11,283,720
* Assumption: \$12,000 average income/employed person (adult)					
(2) Reduction in welfare payments:					
* Assumptions:					
(1) Family of 4 @ \$122.00/ea. member = \$488/month					
(2) Employed person represents head of household	<u>\$1,171,200</u>	<u>\$2,342,400</u>	<u>\$3,115,392</u>	<u>\$ 4,140,192</u>	<u>\$ 5,504,640</u>
(3) Net positive effect on State of Oregon economy:	\$3,571,200	\$7,142,400	\$9,499,392	\$12,624,192	\$16,788,360

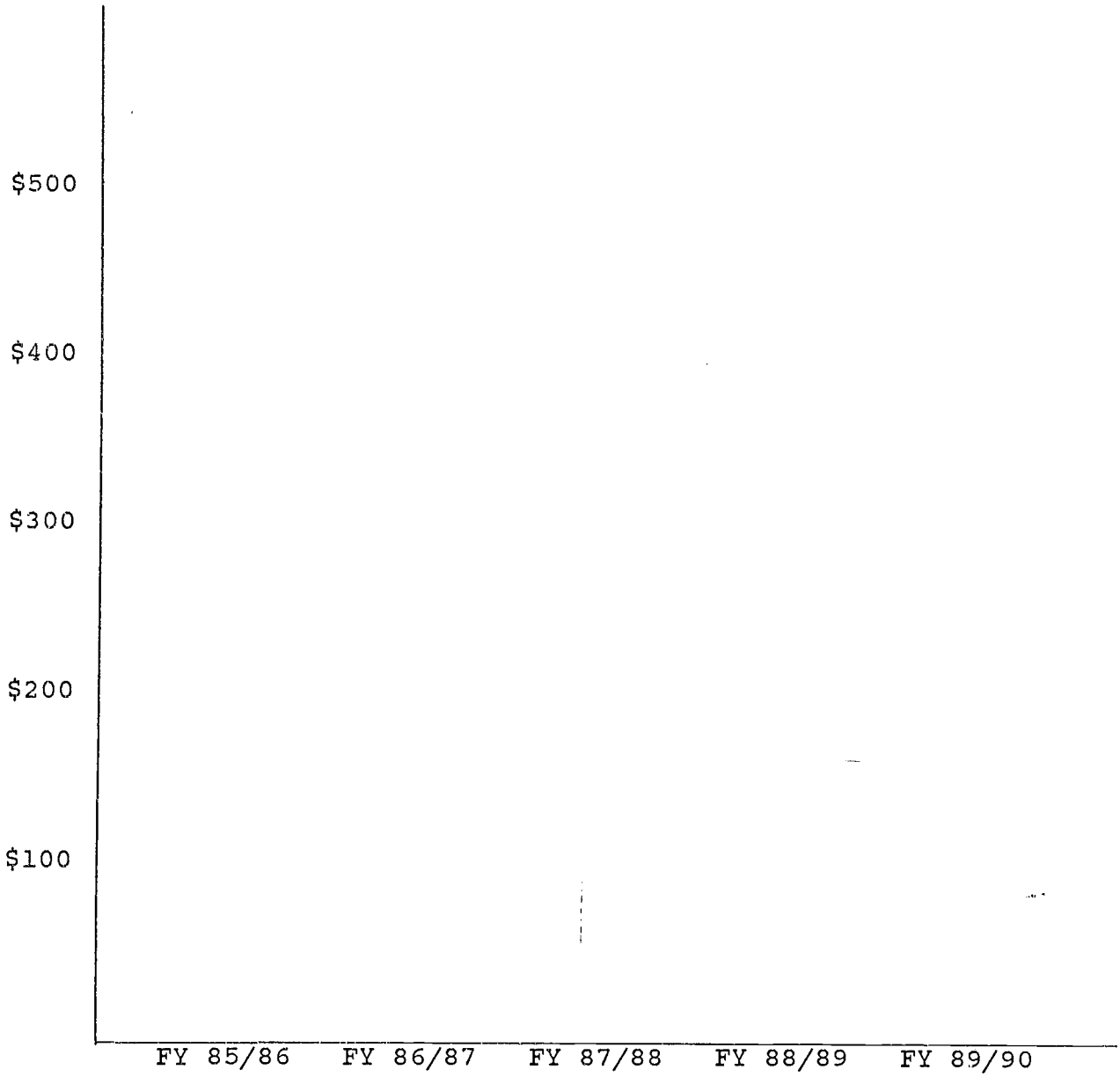
PROJECTED PLACEMENTS



NUMBER OF PLACEMENTS  
(PER MONTH/COUNSELOR)

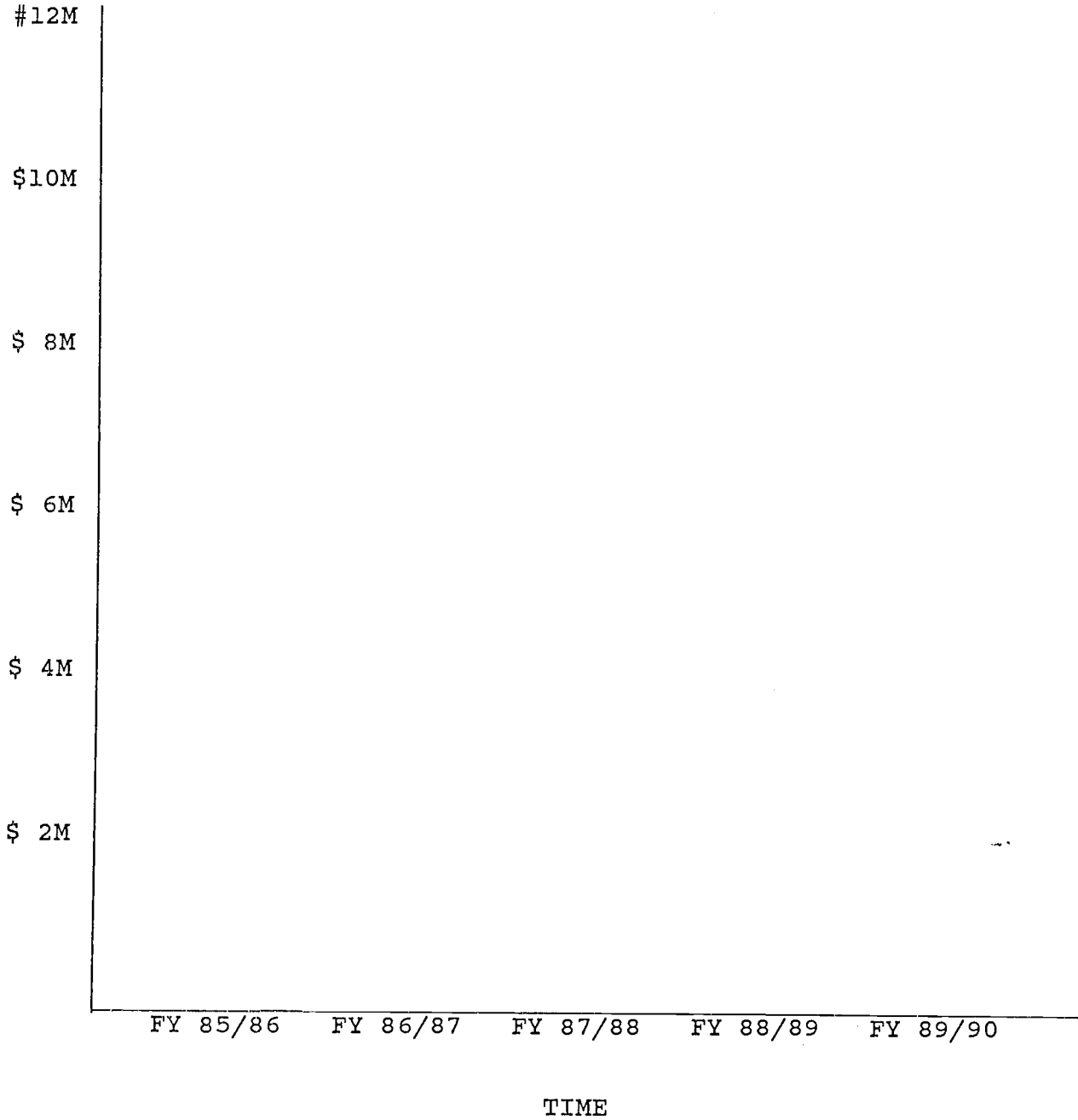


SERVICE COST PER PLACEMENT



TIME

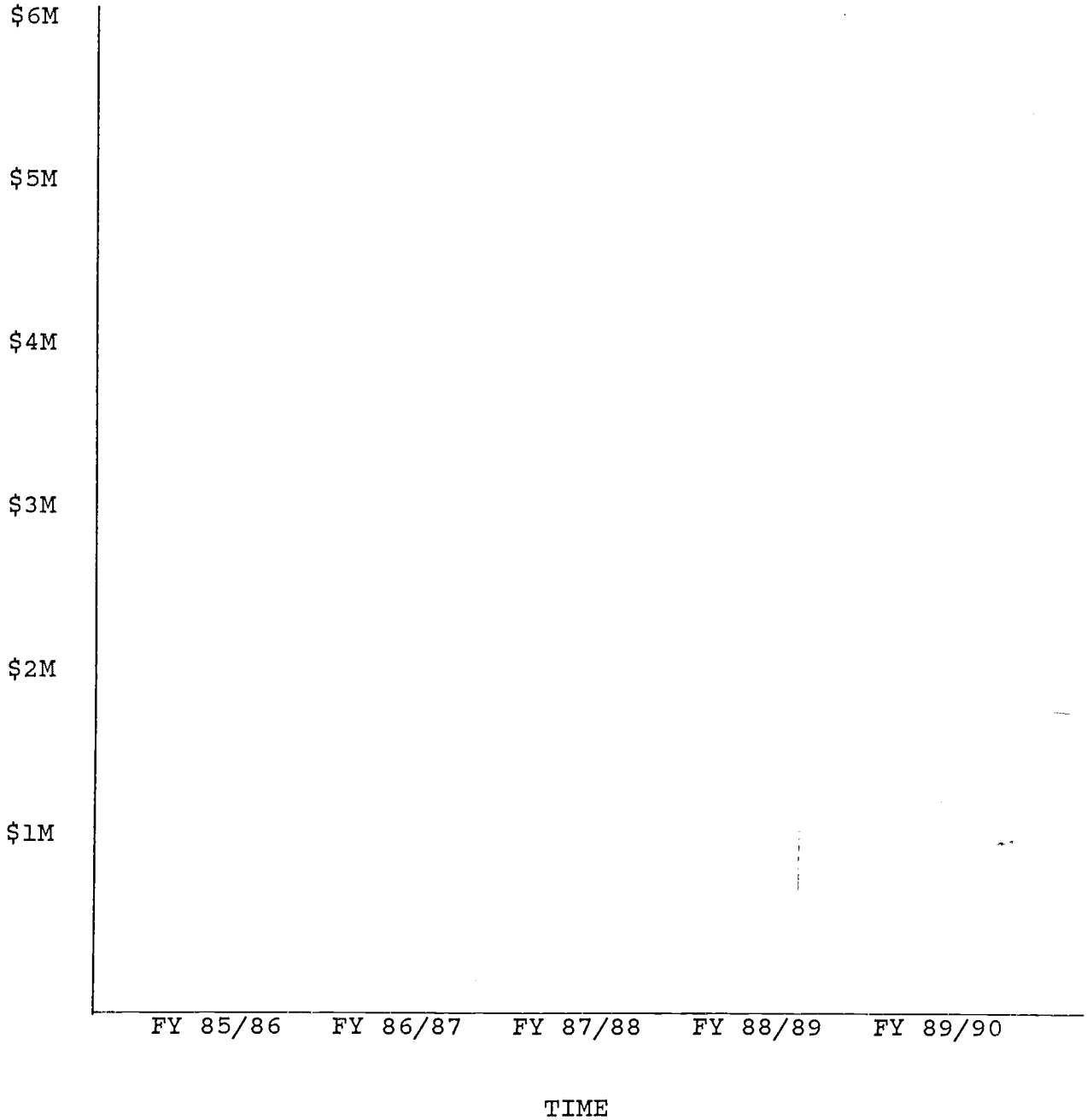
\* REVENUE GENERATION FROM EMPLOYMENT  
IN U.S. DOLLARS (MILLIONS)



\* ASSUMES \$12,000 EARNINGS/EMPLOYEE



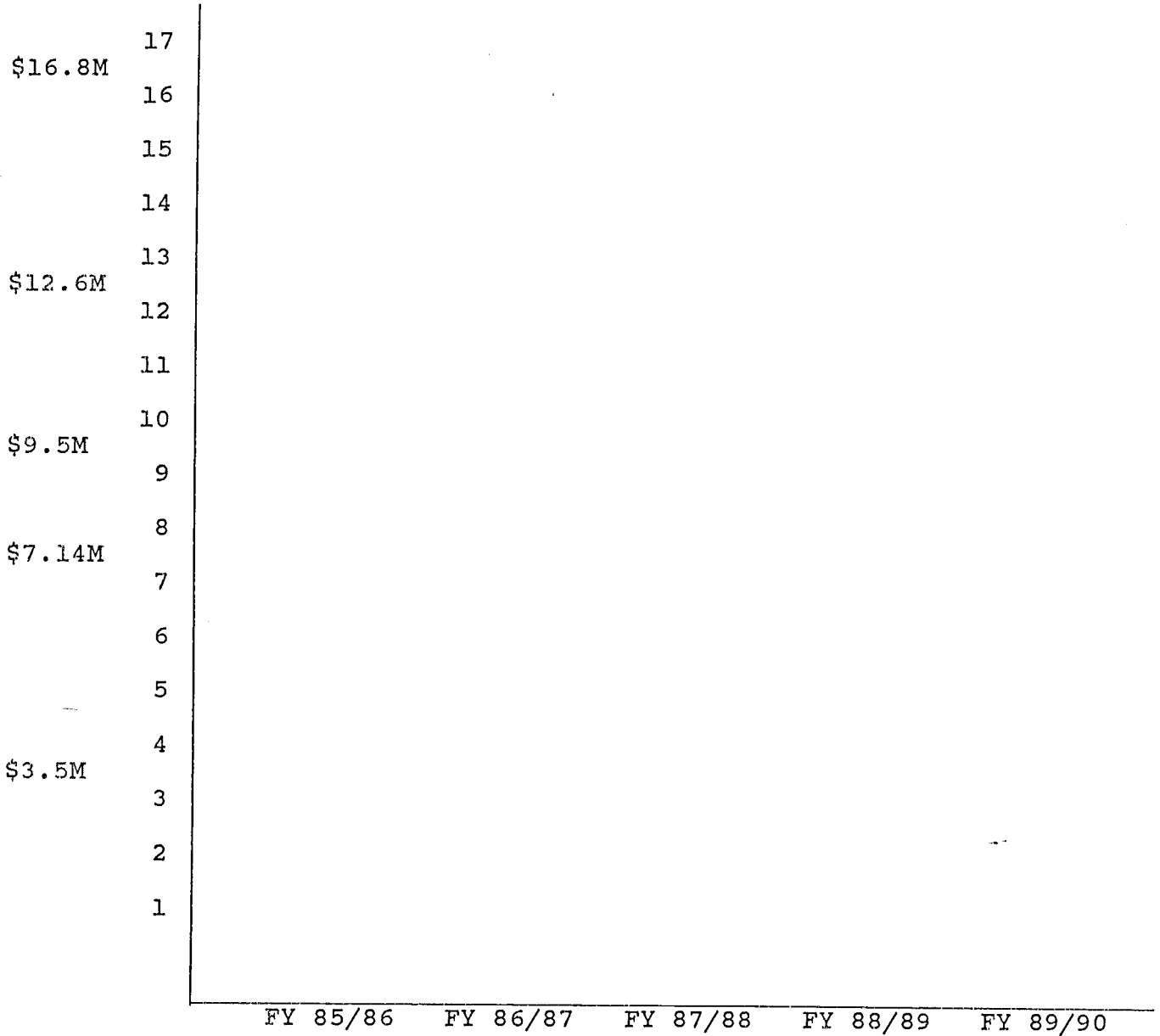
REDUCTION IN WELFARE PAYMENTS  
IN U.S. DOLLARS (MILLIONS)



\* ASSUMES FAMILY OF 4 @ \$488.00 BENEFIT/MONTH

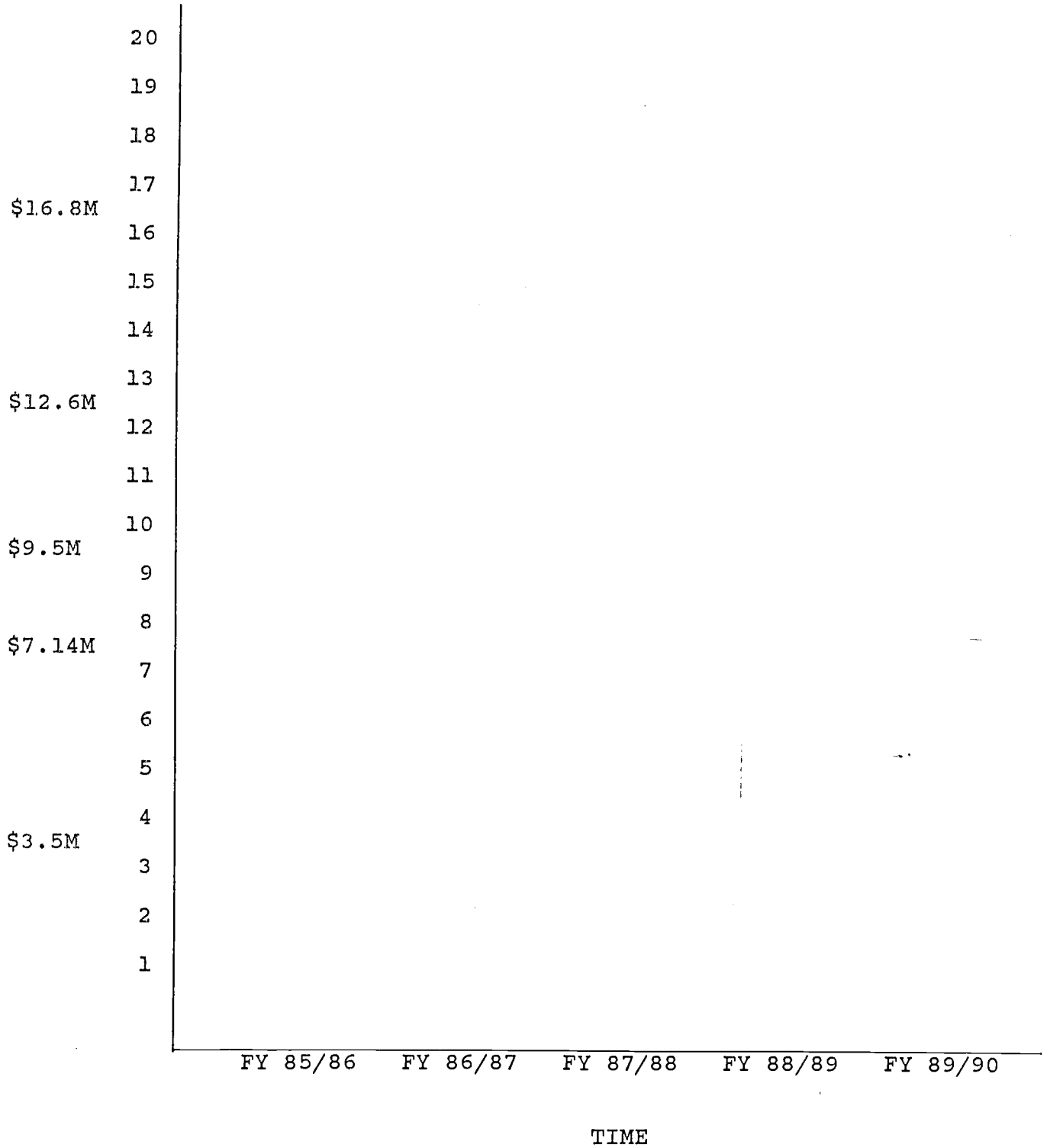
\* HEAD OF HOUSEHOLD AS EMPLOYED PARTICIPANT

TOTAL RETURN ON INVESTMENT  
IN U.S. DOLLARS (MILLIONS)



	FY 85/86	FY 86/87	FY 87/88	FY 88/89	FY 89/90
\$ CONTRIBUTED	(0)	\$196,025	\$187,275	\$185,790	\$179,789
TOTAL INVESTMENT	(0)	\$196,025	\$383,250	\$569,040	\$748,829

TOTAL RETURN ON INVESTMENT  
IN U.S. DOLLARS (MILLIONS)



EMPLOYMENT SERVICES PERFORMANCE SUMMARY

% Ratio of Placements from Interviews and Applications Processed:

<u>Variables</u>	<u>FY 85/86</u> <u>(Current Year)</u>	<u>FY 86/87</u>	<u>FY 87/88</u>	<u>FY 88/89</u>	<u>FY 89/90</u>
<u>Total Clients Served:</u>					
Yearly	2100	3000	3500	3800	4000
Monthly	175	250	291	316	333
<u>Total Clients Placed:</u>					
Yearly	200	400	532	707	940
Monthly	16.6	33.3	44.3	58.9	78.3
% Success rate	9.5%	13.3%	15.2%	19%	24%
% Increase in placements over previous FY		100%	33%	33%	33%
Increase in clients served over previous FY		900	500	300	200

## IMPLEMENTATION PLAN

### SUMMARY

Execution of the proposed employment services project will begin on July 1, 1986. This commencement date depends upon the decision of the Fred Meyer Charitable Trust to fund our proposed Center for Self-Development described herein.

Phase I of our employment services reorganization will include maintaining our current level of service (see page for details), while preparing for equipment installation and staff training. The first action taken will be to hire a data entry specialist to work with our Director of Employment on the necessary computer program applications. Training of total staff will follow, along with progressive transitioning from our manual operations to the computerized system.

The duration of Phase I is scheduled from July 1, 1986 through December 31, 1986.

Phase II, beginning January 1, 1987 and continuing indefinitely, will find the Center for self-development operating at optimal efficiency. With this increased technical ability and productivity, the Urban League will embark upon public relations campaigns to significantly increase our client base (applicants) and employer base respectively. Details of the proposed time line for implementation.

### TIME LINE FOR IMPLEMENTATION

Stage I -- Pre-Implementation Plan: June 1, 1986 - August 15, 1986

#### A. Intra-departmental Analysis -

1. Assess current (non-computerized) system of operations and immediately revise for greater overall effectiveness.
2. Assess current performance of staff and determine appropriate action.
3. Determine function and specific performance criteria for proposed staff assignments.
4. Purge all files and records as appropriate.
5. Maintain current level of service to applicants and employees.

#### B. Resource Evaluation and Selection -

1. Identify and meet with vendors of hardware and software systems.
2. Determine vendors that most effectively meet our needs.
3. Requisition system components.
4. Identify and evaluate commercially available assessment services and determine those most appropriate for our usage.

5. Determine schedule for on-hands training for staff.

Stage II -- System Installation Plan: August 16 - September 15, 1986

- A. Installation of new equipment and peripherals -
  1. Facilities reorganization.
  2. Technical installation of equipment with vendor support.
- B. Personnel Actions -
  1. Hire full-time Job Counselors.
  2. Hire full-time Data Entry/Applications Programmer (1)
  3. Hire full-time Administrative Assistant/Secretary (1)
  4. Orient staff to departmental goals, objectives and operating procedures.
  5. Initiate training program for total staff.

Stage III -- Begin Operations: September 16 - December 31, 1986

- A. Partial Operations Achieved -
  1. Program components test and revision.
  2. Personnel support and continuing training.
- B. Marketing/Promotions Activity -
  1. Obtain in-kind P.R. campaign from local advertising agency (design, produce and deliver comprehensive public service campaign with brochures, posters, direct mail piece, print, broadcast, cable, and radio PSAs).
  2. Organize and schedule public seminar for Portland metropolitan personnel professionals to commit them to use of system. (After-hours, 5:00 - 8:00 p.m. meeting.)

Stage IV -- Operating at Full Capacity: January 1987 - Continuous

- A. Service Delivery -
  1. Staff and system components operations at our near capacity.
  2. Adjustments as required.
- B. Marketing/Communications -
  1. Host outreach seminar for black/minority communities.

a. Content: \* New services being provided by the Urban League.

\* General regional labor market trends and related issues.

2. Continue on-going P.R. campaign -- all media.
3. Field visits to regional employers by Urban League staff.

## BUDGET OVERVIEW

The budget we are proposing is a four-year budget. Each year the commitment from the Fred Meyer Foundation would be reduced. The costs which are proposed will be necessary to run a quality program that will ensure achievement of the indicated goals.

Attention should be paid to the "return on investment" ratio of this proposal. In the first year for a \$197,025 investment 400 unemployed persons will become wage earners thus increasing earning power by \$4,800,000 with a \$2,342,400 reduction in government assistance for a total return on investment of \$7,142,400 to the State of Oregon. Each year this program is operated these ratios become better and better, as indicated in the enclosed graphs.

As the years progress, the Urban League will be looking at ways to make the employment program more self sufficient. The League will look at fee-for-service contracts with corporations to not only help the business community find qualified applicants for their job openings but provide a temporary employment service and provide management and staff with a variety of workshops or seminars on improving work place behaviors or attitudes.

The ultimate goal, of course, would be to put ourselves out of business by lowering the unemployment rate to zero thus reducing the need for the program.

This seems unlikely, so there will continue to be a need for outside support from philanthropic sources to help unemployed or underemployed people find jobs.

## BUDGET LINE ITEM EXPLANATION

### Personnel

#### Director

The program will be coordinated by the Director of Employment. The performance of this contract will be responsibility of the director with supervision by the Executive Vice President and President of the Urban League.

#### Counselors

Three counselors will be necessary to adequately handle the projected client loads. The counselor positions are projected for only 9 months in the first year. This is because it is anticipated to take the first 3 months to get the computer system operating so that it could be used by the counselors. In the third year, we are projecting that because of increased business support the League will be able to support 50% of one of the counselor positions and in the fourth year the League would support 100% of one of the counselor positions and internal audit review it will be necessary to have a three-quarter time bookkeeper.

#### Data Processor

It will be necessary to have a full-time data processor to provide all input and retrieval services for the employment department.



Secretary/Receptionist

A full-time secretary/receptionist will be required to handle the phone calls, walk-in clients and general correspondence needs of the unit.

Bookkeeper

To provide accounting services including payroll, accounts payable, general ledger.

Fringe

The Urban League's fringe rate is at 21%. This includes all required payroll taxes in addition to health, dental and life insurance.

Audit

The Urban League has an annual full agency audit performed. The cost attributed to this proposal would offset the increased costs to the annual audit.

Professional Testing

This money would be used to buy commercially available testing and evaluation tools to objectify our assessment of candidates.

Local Travel

This line would be used for local mileage reimbursement at a rate of 20 cents per mile.

Out-of-Town Travel & Conferences

This line would be used for mileage reimbursement of trips in excess of 100 miles round trip, air fares, per diem and conference fees for employment related activities and trainings.

Space Rental

This cost is based on space needs of 1200 square feet at \$10.00 per square foot per year with an inflation rate of 5% for the third year. This includes all utilities and janitorial expense.

Telephone

Local and long distance telephone costs for personnel associated with the employment program.

Office Supplies, Postage and Photocopying

Direct expenses relative to the employment program.

Printing Publication

These costs are directly related to printing of forms, brochures, letter-head, etc., for the employment program. We anticipate higher costs in the first and second year

while we are raising community awareness of our program.

This line item would also be used for purchase of written materials pertaining to employment.

Training

This line item will be used to provide training opportunities to our employment staff to insure they are equipped with the latest technology and techniques pertaining to employment.

Promotion & Advertising

This line item will be used to provide art work, layout and other advertising services to help promote and raise community awareness of our employment services.

Insurance

These costs are directly related to premium costs for general liability and bonding for this program.

Computer

These expenditures would be high in the first year only, with a minimum repair and maintenance amount in future years.

We have done research on possible computer systems that could be used for employment. We anticipated the first year acquisition cost including programmer support not to exceed \$31,000.

Maintenance each year after should not exceed \$1,000 per year.

In summary the Urban League is requesting the following four-year support from the Fred Meyer Foundation:

Year One	- \$196,025
Year Two	- \$187,225
Year Three	- \$185,790
<u>Year Four</u>	- <u>\$179,789</u>
Total	- \$748,829

BUDGET

	<u>1ST YEAR</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>	<u>4TH YEAR</u>
PERSONNEL:				
Director	\$ 22,000	\$ 23,100	\$ 24,255	\$ 25,468
Counselor (3 FTE)*	38,250	53,550	46,856	39,359
Data Processor	14,500	15,225	16,000	16,800
Secretary/Receptionist	12,500	13,125	13,781	14,470
Bookkeeper (.75 FTE)	15,000	15,750	16,538	17,365
FRINGE (21%)	21,475	22,555	24,660	23,827
AUDIT	2,000	2,000	2,000	2,000
PROFESSIONAL TESTING	1,000	2,000	2,000	2,000
LOCAL TRAVEL	4,000	4,200	4,400	3,600
OUT-OF-TOWN TRAVEL	2,000	2,000	2,000	2,000
SPACE RENTAL	12,000	12,000	12,600	12,600
TELEPHONE	6,000	6,300	6,700	6,700
OFFICE SUPPLIES	2,400	2,400	2,800	2,400
POSTAGE	800	840	900	900
PHOTOCOPYING	1,200	1,260	1,300	1,300
PRINTING & PUBLICATIONS	3,500	3,200	2,000	2,000
TRAINING	3,200	3,360	2,500	2,500
PROMOTION & ADVERTISING	1,200	1,260	1,300	1,300
INSURANCE	2,000	2,100	2,200	2,200
COMPUTER:				
Hardware	12,000			
Software	7,000			
Training & Programming	12,000			
Repair & Maintenance	0	1,000	1,000	1,000
Total Costs	\$196,025	\$187,225	\$185,790	\$179,789

\* The three counselor positions will be for only 9 months in the first year. In the third year the Urban League will support 50% of one counselor and in the fourth year the Urban League will support 100% of one counselor.

## APPENDIX: FUTURE SERVICES

### The Rosa Parks School of Modern Communication

Our new vision for a comprehensive employment service includes other ambitious programs. We have drawn a blueprint for an executive secretarial and word processing training facility that will offer certified courses in modern communication skills.

Specifically, this program, which will be called the Rosa Parks School of Modern Communication, will accomplish several important things: First, it will address the 30 percent unemployment rate among women in Portland's black community. Second, it will give those women dignity which they in turn will give their families. And third, it will help meet the growing demand for experienced certified secretaries and administrative assistants who have word processing computer experience.

In keeping with our employment vision, the proposal is bold and will be operated with the highest standards of excellence. We do not want participants to fail when they leave our services for the offices of the real working world.

### Restaurant Service and Management Training Program

Another venture that the Urban League is planning in its efforts to curb unemployment is the development of a training program for those interested in restaurant management careers. To address this interest, we are launching a community-based venture in which the unemployed would be trained in food preparation, food service and restaurant management -- all within a restaurant facility that would serve as a showcase for the skills and talents of those in training.

As envisioned, the facility would be developed in Northeast Portland by the Urban League and would be managed by a food service corporation. Several Portland companies have expressed interest in the project that would bring new jobs and skills to the unemployed. A capital fund drive is being coordinated in order to secure the money needed for construction of the facility.

### Banking Seminars

Banking is also an area in which the Urban League can unite with the corporate community. Thus, we have initiated contact with members of the banking community in order to establish a series of banking seminars that would introduce prospective employees with the rigors and rewards of banking as a career, and to make them well versed with preliminary information about the profession.

A planning committee is being formed to assist in the development of major concepts to be addressed in the seminars. Once completed, the Urban League will recruit participants from the community and will retain the supervisory and administrative responsibilities for the program. In order to pursue this project, funding will be sought from many institutions, thus lessening the burden on any one corporation.

### Agenda for Youth Employment

With nearly 60 percent of all black youths unemployed, the Urban League is compelled to establish an employment agenda for young people. It is not an easy task. In a depressed job market, youths, and particularly minority youths, are often the first to

experience joblessness. To counter this, the Urban League has initiated several youth projects. They include the following:

A series of job-readiness "Saturday Seminars" are scheduled each month for young job seekers. Participants are briefed on the importance of appropriate dress, conduct, interviewing skills, resume development and follow-up procedures.

Meanwhile, Urban League counselors have a job development agenda in which they contact Portland businesses and corporations about opening skilled positions for youth. So far, counselors have established positions within the banking industry, state and local governments, the Bonneville Power Administration, and community agencies.

Additionally, counselors are concentrating on career development strategies for youth. In conjunction with the Portland Police Bureau and the Portland Community College system, young people are entering a police ride along program to help them understand the intricacies and demands of police work. This exposure is an important step in inspiring them to enroll in the PCC law enforcement program. Similar programs are being planned with the Fire Department.

#### Future Projects

In years to come, it's not inconceivable for the Urban League to develop a temporary hiring agency similar in structure to Kelly Services. By using a pool of unemployed, but skilled, applicants we could connect them with employers at an hourly rate that is competitive with or less than present market rates. There are many skilled office workers in the black community who will work in part and full-time positions if the coordinating structure is put into place. If developed, such a program would very likely generate profits for other components of the Urban League employment services.

#### Conclusion

As you can see, these proposals represent the first step in realizing our vision for a community in which all who want to work are given the opportunity to do so. These proposals represent a vision for an employment service with impact. The potential is unlimited if we marshal our energy, commitment and resources with the desire of those in our community who want to marshal their energies toward a productive place in the work force.



RECEIVED  
JUN 11 1986

URBAN LEAGUE OF PORTLAND

1608 N. E. Halsey St.  
Portland, Oregon, 97232  
June 10, 1986

Mr. Herb Cawthorne, C.E.O.  
The Urban League of Portland  
Urban Plaza, 10 N.E. Russell St.  
Portland, Oregon, 97227

Re: 2702-30 N. Williams

Dear Mr. Cawthorne:

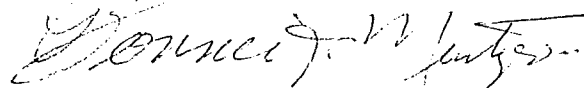
I would appreciate it very much if you would let me know on or before June 20, 1986, what, if any, progress you have made toward securing financing for purchasing the building. I am usually available in the afternoons and evenings at 282-7052.

Bruce Wade of P.D.C. called me late last Friday and informed me that he had located the M.A.I. appraisal in their file so I assume that by now he has sent a copy to your prospective lender or directly to you.

You will recall that I told you I have fire insurance on the buildings which I am sure would be a loan requirement. The policies, issued by North Pacific Insurance Company through Fair Plan Association, are 80% co-insurance of \$165,000 on the brick building and \$20,000 on the concrete building. Hence, in the event of a loss the total maximum payment would be \$148,000.00.

I look forward to hearing from you.

Very truly yours,



Bonnie J. Mentzer.

June 6, 1986

Mrs. Bonnie Mentzer  
1608 Northeast Halsey  
Portland, OR 97232

**SUBJECT: PROPERTY ON WILLIAMS AVENUE NEAR EMANUEL**

Dear Mrs. Mentzer:

It has come to my attention that the Visiting Nurses Association decided against the purchase of your property because their space requirements are such that it would not serve a long term purpose. As you may be aware, Emanuel Hospital is concerned about the overall development of the surrounding area.

Therefore, I encourage you to make whatever agreement is possible with The Urban League of Portland. We feel this building is in a very suitable location for The Urban League, and they are a neighbor Emanuel Hospital would want to have in this location. I have the highest regard for Mr. Herb Cawthorne, and Emanuel Hospital is very supportive of the programs being carried out by the Urban League I would be happy to assist in anyway possible to ensure this transaction is completed to the satisfaction of both parties.

Thank you.

Sincerely,

Larry Hill  
Property Manager

LH6:jr/996

cc: Herb Cawthorne



1608 N. E. Halsey St.  
Portland, Oregon, 97232  
June 10, 1986

Mr. Larry Hill  
Property Manager  
Emanuel Hospital  
2801 North Gantenbein Ave.  
Portland, Oregon, 97227

Re: 2702-30 N. Williams

Dear Mr. Hill:

I realize that your Hospital's primary interest in my building is to assist, if possible, in facilitating the rehabilitation of this property which is one of the last-remaining deteriorating structures near your properties. I, of course, share this goal which I sincerely believe cannot be realized in the absence of very careful, prompt and realistic planning which was not apparently present in the past two attempted purchases.

I have recently discussed with Herb Cawthorne and Carol Lentz the possibility of the League's purchasing the property which seems somewhat problematic at this point. I am convinced, however, of their sincere interest in acquiring the property and I believe that they will diligently pursue this matter on behalf of their organization.

Thank you very much for your continued interest in this project.

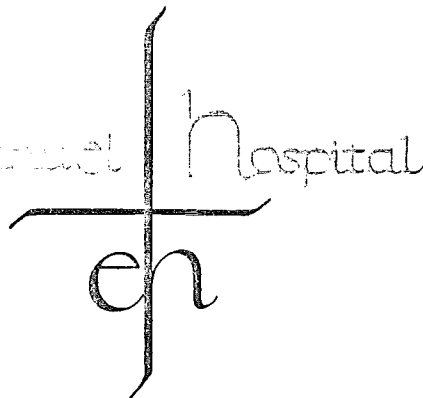
Very truly yours,

Bonnie J. Mentzer.

cc: Mr. Cawthorne



2801 north gantenbein avenue • portland, oregon 97227



To call writer direct phone (503) 280-\_\_\_\_\_

May 30, 1986

Mr. Herb Cawthorne  
Chief Executive Officer  
Urban League of Portland  
Ten North Russell Street  
Portland, OR 97227

Dear Mr. Cawthorne:

On January 23, 1986 you addressed a letter to Fred Eaton containing issues and concerns related to "a community healthcare crisis" and the proposal of a funded comprehensive community needs assessment.

This letter is to confirm Emanuel Hospital's commitment to develop an R.F.P. specific to the parameters of a needs assessment for an independent consultant. This person will be selected by Emanuel and the R.F.P. will include but not be limited to the following areas:

- o A review of existing clinic facilities.
- o An assessment of the geographical areas North/Northeast immediate to the Urban League/Emanuel Hospital area.
- o Wellness and healthcare needs and utilization patterns by demography.
- o Education and preventative programs specifically related to teenage pregnancies.
- o Gerontological needs.

I have discussed this project with Fred Eaton and will complete the R.F.P. development process by June 15, 1986.

Mr. Herb Cawthorne  
May 30, 1986  
Page 2

Please feel free to contact me if you have any questions and/or concerns.

Sincerely,

*Mina Stewart*

Mina Stewart  
Vice President  
Patient and Critical Care Services

MS:jr/40



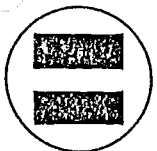
# Board of Directors

AUGUST 20, 1986

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. Nominating

REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

REPORT OF THE CHAIRPERSON

ITEMS OF INFORMATION

1. Resolution: Accepting United Way Allocation  
General Fund Budget  
Reserve Fund Challenge
2. Resolutions: "Mentzer Building"  
Resolution #86-105  
Resolution #86-106  
Resolution #86-107  
Discussion of Mentzer Project  
Memorandum: Bridge Financing Guarantee
3. United Way Appeal
4. Whitney Young Learning Center: The Year In Review
5. CEO Achievements & Job Description
6. Letter from Dr. Matthew Prophet
7. Press Release: KATU Program
8. New Urban League Brochure

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

JUNE 18, 1986

---

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 12:11 p.m. by Chairperson Linda Rasmussen.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Bobbie Gary, Avel Gordly, Jeff Millner, Shirley Minor, Larry Raff, Linda Rasmussen, Joel Smith, Irwin Starr, Bob Sutcliff, Ben Talley, Thane Tienson, Jack Vogel, and Nancy Wilgenbusch.

The following Directors were absent with excuse: Tom Kelley and Valerie White.

Staff in attendance were: Herb L. Cawthorne, Carol J. Lentz, Carole Connor, McKinley Williams, and Delilah LaGrone.

Herb introduced Carole Connor as the new Finance Manager and McKinley Williams as the acting Employment Director.

The minutes of the May 1986 Board meeting were approved.

FINANCE COMMITTEE

Joel Smith reported that the sub-committee of the Finance Committee met, although he was not in attendance. Bob Sutcliff stated the sub-committee meeting was an excellent orientation session to the Finance Committee. The next Finance Committee meeting is scheduled for Monday, June 23, 1986; the building acquisition will be discussed.

The monthly Finance Report was distributed.

FUND RAISING COMMITTEE

Jack Vogel reported that a membership drive will be inaugurated the first part of July 1986. Brochures are being printed and the mailing list is being developed. The Fund Raising Committee has a target of raising \$35,000 - \$40,000 for general membership.

As the year progresses the committee will move into the other fund raising activities.

PROGRAM AND PLANNING COMMITTEE

Avel Gordly reported that a Program and Planning Committee meeting

will be held Wednesday, June 25th.

PERSONNEL COMMITTEE

Donny Adair reported that the Personnel Committee met on June 12th. There was perfect attendance. The committee discussed their charter, responsibilities and objectives. The plan is to develop goals and objectives in the same style and form as those developed by the Fund Raising Committee.

The committee also discussed the CEO evaluation. Herb has been on since May 1, 1985 and his the annual evaluation is now past due. The committee will be setting up a process so evaluations are done in a timely manner. The evaluation should be completed and presented to the Board no later than September.

NOMINATING COMMITTEE

Irwin Starr reported that the Nominating Committee was in search of a person to serve a one-year term on the Board. They will be meeting to evaluate candidates.

PRESIDENT'S REPORT

Reported that there was excellent attendance by the Executive Committee at the United Way luncheons regarding the sanction. Bob Sutcliff and his Chief Executive Officer, Bob Janes, were kind enough to host both luncheons. Herb reported that the League was fortunate to have a chance to talk with the United Way Executive Committee directly. It helped the League to understand the "incredible confusions" that exist in United Way funding policies. It also helped the League to understand how the Board got so confused in terms of where the League fits into the process of the sanction. The League's Executive Committee came out of the meeting with a commitment to appeal both the sanction and the allocation. He stated that he does not see a short-term resolution.

Announced that he will serve as the Vice Chairperson, with Lloyd Anderson, on the committee that will try to get the bond issue passed for the convention center.

Announced that on June 22, 1986 there will be a "Thanks to Penny Harrington Day" at Terry Shrunck Park. He and Linda Rasmussen will be attendance.

Stated the employment proposal is ready to go to the Fred Meyer Charitable Trust; \$748,000 is being requested over the next four years. He has been talking with members of the trust over the past year, and feels a sizable portion of this proposal will be granted. Avel Gordly commented that IBM is rooted in South Africa, and stated that she could not support the grant if we go with this company. Herb explained that when we submit a grant, this does not mean we are bound to purchase the equipment mentioned in the grant.



CHAIRMAN'S REPORT

Asked if the Board wanted to have a July meeting. It was moved and seconded (Adair-Raff) that the July Board meeting be cancelled, but that the committees continue to meet. The motion passed.

Reported Resolutions 86-100 through 86-103 still needed to be adopted. After a brief discussion, it was moved and seconded (Adair-Talley) that Resolutions 86-100 through 86-103 be adopted. The motion passed.

The meeting was adjourned at 1:13 p.m.

Submitted by:

*Delilah LaGrone*

DELILAH LaGRONE  
Secretary  
Urban League of Portland

Reviewed & Approved By:

*Thane Tienson*  
(bap)

THANE TIENSON  
Secretary  
Urban League Board of Directors



Urban League of Portland

Board of Directors  
August 20, 1986

**RESOLUTION: #86-104**

**United Way Support for 1986-87**

**BACKGROUND:** The Urban League has received United Way support for over 20 years. These funds are used in various combinations for programs, administration, and advocacy.

The Urban League Board of Directors was dissatisfied with the allocation level and process involved in determining the level of allocation for 1986/87. The Urban League has been through the process of appeal and the United Way Board of Directors has upheld its original position.

**THEREFORE, BE IT RESOLVED:** That the Urban League of Portland accepts the United Way support of \$223,260 for the period July 1, 1986 through June 30, 1987.

URBAN LEAGUE OF PORTLAND

GENERAL FUND BUDGET 1986-87

EXPENSES

Salaries	\$225,742
Fringe	56,435
Audit	4,350
Professional Services	5,500
Local Travel	3,600
Out-of-town Travel	5,000
Space	20,400
Telephone	8,000
Office Supplies	5,000
Program Supplies	4,800
Postage	4,000
Photocopying	7,200
Printing	1,500
Equipment Purchase	1,500
Equipment Rental	360
Conference Fees	1,000
Training	3,000
Promotion & Advertising	3,600
Professional Dues (NUL)	12,000
Insurance	5,000
Repairs & Maintenance	4,000
Miscellaneous	750
TOTAL	\$382,737

INCOME

United Way	\$223,260
Indirect	22,000
Contributions	50,000
Miscellaneous	---
Data Processing	5,600
Interest	4,600
Fund Raisers (Net)	60,000
Membership (Net)	20,000
TOTAL	\$385,460

URBAN LEAGUE OF PORTLAND

The "Reserve Fund" Challenge:  
A Fiscal Perspective for 1986-87

By Herb Cawthorne, President  
and Chief Executive Officer

INTRODUCTION

In coordination with the Board's Finance Committee, this perspective for the 1986-87 fiscal year is provided for the enlightenment of the entire Board of Directors. In essence, it is designed to explain the year-end situation financially, discuss the history leading to this situation, and outline the challenges to achieve a "reserve fund" at the end of fiscal 1986-87. The challenge is one that will take strong leadership, excellent and bold management, as well as some creative fund-raising. It can be done! The Urban League executive staff and the Finance Committee have been working through the summer to insure achievement of our goals.

The discussion is organized in three (3) categories, each focusing the fiscal situation by year.

1984-85

During this fiscal year, the Urban League reported general fund revenues at \$390,997. The general fund budget was \$412,090, while actual expenditures totaled \$497,595. There is a considerable difference between revenue and expenses, which created a deficit of \$106,598, which was mitigated by a special "windfall" received during 1984-85.

In January of 1985, an insurance reimbursement of \$48,000 improved the fiscal picture for the Urban League and made several decisions possible.

The expenditures for 1984-85 would have placed the Urban League in a very difficult position had it not been for the excellent "reserve fund" which was created by the insurance reimbursement. During 1984-85, decisions were made which utilized large portions of the insurance reimbursement and previously created "reserve fund." These expenditures may be categorized as follows:

* CEO "Consultant Fees"	\$10,500
* CEO "Vacation Pay"	\$ 7,850
* Computer Purchase	\$51,673
* Computer Consultant Fee	\$ 3,600

These expenditures totaled \$73,623, which were included in the fund expenses for 1984-85 of \$497,595, in contrast to general fund

revenue of \$438,997. In addition, the start-up of Urban Plaza placed a drain on the general fund in the amount of \$5,500. In total, the year-end position of the Urban League for 1984-85 represented a deficit of \$58,598.

In 1984-85, the "reserve fund" made it possible for the Urban League to cover increased expenditures, without increasing revenue from fund-raising. If the insurance reimbursement had not existed, the Urban League would have been facing a deficit of \$40,210 by the end of fiscal year 84-85, and reorganization of layoffs would have been required.

#### 1985-86

In 1985-86, general revenue requirements were \$478,444, 16% higher than the previous year. In order to achieve these requirements, general fund revenues had to be increased by \$66,354, an 18% increase. Clearly, under any circumstances, the Urban League was faced with the need to increase revenue to meet the demands of its general fund requirements.

There were specific expenditures which created a drain on the general fund budget and demanded even higher fund-raising. These expenditures are as follows:

* George Rankins' Termination Pay	\$19,062
* New CEO Travel/Training	\$ 4,000
* Plaza II Start-Up	\$ 8,000

These expenditures must be considered in terms of the additional fund-raising which offset the deficit that would have been experienced at the end of the 1985-86 fiscal year. The Urban League increased memberships by 119%; fund-raising by 91%; and corporate contributions by 288%. The condition of the Urban League would have been far worse today without these efforts by the staff and the Board's Fund-Raising Committee.

The year-end position of the Urban League is certainly not as good as we would like. The 1985-86 deficit will be approximately \$22,000. Therefore, in 1986-87, the staff and the Finance Committee have developed a plan which is called "The Reserve Fund Challenge."

#### 1986-87

The projected general fund expenses for 1986-87 total \$382,737, with projected revenue at \$385,470. This revenue projection requires a very ambitious fund-raising campaign. The "reserve fund challenge" requires that, as this fund-raising campaign unfolds, aggressive management be applied to insure that the Urban League ends the 1986-87 fiscal year with a fund balance of \$12,000.

In the coming year, the Urban League must raise \$60,000 through fund-raisers; \$50,000 in corporate contributions; and \$20,000 in memberships. It is felt that these goals can be met with careful planing, excellent execution, and stronger support from the Board of Directors. To systematize our fund-raising activities, an Office of Development has been created. A full outline of this new department will be provided at the upcoming Board meeting. In this outline, plans will be included regarding membership, corporate partnerships, foundation cultivation, and the EOD and Annual Dinners. This plan should provide the understanding that under-  
grids the staff's belief that the Urban League's fund-raising goals can be met.

### CONCLUSION

The Finance Committee and the Chief Executive Officer believe that the "Reserve Fund Challenge" will serve as a reachable and measurable goal for administration in 1986-87. As the chief administrator, I am prepared to make difficult personnel and management decisions to insure achievement of the goal -- \$12,000 in "reserve funds" by the end of the 1986-87 fiscal year. Not only must the deficit of \$22,000 be erased, but funds must be set aside for future growth.





Urban League of Portland

Board of Directors  
August 20, 1986

**Resolution #86-105**

**Authorizing Purchase of "The Mentzer Building"**

BACKGROUND: For nearly a year and a half, the Urban League of Portland has been working to determine the most competent and secure means by which to expand its facilities for program development and administration. The "Mentzer Building" has been central in this process. In fact, during the first months of 1985, the Board approved tentative plans to proceed with the purchase and development of this property. The plans were slowed in implementation due to concerns regarding the level of debt service required in the combination of commercial loans. Since that time, the staff and Finance Committee have continued to work toward achievement of the goal.

The Urban League needs an additional 4,000 square feet immediately and, by September 1987, space requirements will be expanded by another 2,000 square feet. The "Mentzer Building" is perfect for our needs, in excellent condition for reasonable renovation, and optimally located.

THEREFORE, BE IT RESOLVED: That the Urban League of Portland is hereby authorized by its Board of Directors to enter into agreement to purchase the "Mentzer Building" under the following terms and conditions:

1. That the purchase price does not exceed \$165,000;
2. That "bridge financing" can be immediately secured with a partnership guarantee from a reputable institution for an amount not to exceed \$110,000;

BE IT FURTHER RESOLVED: That the Board of Directors instructs its Finance Committee to monitor the acquisition process and to report to the Urban League Executive Committee and the Board on a timely basis; and that the Program and Planning Committee review the programmatic plans for the utilization of the new space for the best benefit of Urban League constituents.

Urban League of Portland

Board of Directors

August 20, 1986

**RESOLUTION #86-106**

**Authorizing Initiation of Capital Fund Drive**

BACKGROUND: The Urban League has been working diligently to secure additional space for programs and administration. In the past, the Board of Directors tentatively approved the purchase and development of the "Mentzer Building." As further analysis was conducted, the Board determined that the debt service on a "completely commercially funded" project would drain badly needed resources from services the agency provides its constituents. The project was placed on hold until alternatives could be developed. In the meantime, the President and Chief Executive Officer, working with staff and the Finance Committee, has consulted with key corporate leaders and developed the support to conduct a capital fund drive to reduce the long-term obligations of this new property.

THEREFORE, BE IT RESOLVED: That the Urban League Board of Directors hereby authorizes its President and Chief Executive Officer to organize a capital fund drive for the purpose of purchasing and renovating the Mentzer Building.

BE IT FURTHER RESOLVED: That the President and Chief Executive Officer may expand the scope of the capital fund drive to include resources for the development of a permanent space for the Whitney Young Learning Center so long as this secondary purpose does not interfere with the primary goal of securing the "Mentzer Building."

Urban League of Portland

Board of Directors  
August 20, 1986

**Resolution #86-107**

**Initiating Negotiations With Portland Development  
Commission Regarding "Mentzer Building"**

BACKGROUND: The Urban League of Portland has engaged in preliminary discussions with the Portland Development Commission for a renovation loan for the new property it seeks at 2700 North Williams, known as the "Mentzer Building." These discussions have produced a positive response from the Portland Development Commission, and it is reasonable to expect that the PDC will assist the Urban League in the renovation of this property through its low-interest loan program.

- Previously, the Portland Development Commission had approved a renovation loan for the same property and was ready to proceed when the Urban League decided that the commercial debt service was too great for the agency to manage at that time;
- In recent discussions, the PDC has expressed a continuing interest in supporting the Urban League's development of the "Mentzer Building."

THEREFORE, BE IT RESOLVED: That the Urban League Board of Directors hereby authorizes its President and Chief Executive Officer to enter into formal negotiations with the Portland Development Commission to gain support for the renovation of the "Mentzer Building" in the form of a low-interest loan not to exceed \$140,000, unless otherwise stipulated by further resolution of the Board.

BE IT FURTHER RESOLVED: That the Board of Directors instructs its Finance Committee to monitor these negotiations and report to the Board on a timely basis; and that the Program and Planning Committee review the plans for renovation to insure optimal services to Urban League constituents.

## HISTORICAL BACKGROUND

In 1983 the Urban League entered into an agreement to acquire and renovate the old Lynview Hotel at 2500 North Williams Avenue into 2 floors (10,000 gross sq. ft.) of commercial office space and two floors (24 units) of elderly housing. The Urban League moved its four satellite offices into one centralized headquarters at this location in July 1984. This move provided an opportunity to eliminate duplication of overhead costs, better coordinate services to its clients, and allowed the League to purchase equity in its own building rather than just paying rent.

In 1985, the Urban League Board of Directors committed the League to a goal of maintaining current service levels in youth, aging and adult services while increasing emphasis and promoting growth in the areas of employment, education and advocacy.

Over the last 2 years the League has experienced an overall growth trend. Presently the League is in need of an additional 4,000 sq. ft. of office space with an anticipated additional need of 2,000 sq. ft. by September 1986. Thus creating a total 6,000 sq. ft. office space need by September 1986. Along with the growing space need is a discovery that our existing space is functionally inadequate. All the program areas are in need of confidential counseling space. All the programs need more small conferencing space and there simply is not enough space at our present location for any expansion.

It is therefore proposed that the Urban League of Portland purchase the Mentzer Building at 2700 North Williams (1 block north of the present location), renovate same building and move the Urban League's headquarters to include employment, education, advocacy, youth services and administration to this new location. Thus leaving the Urban Plaza as a total Senior Service Center and Focal Point with expansion of the State Aging Services Division as well as those services provided by the Urban League's Adult & Senior Services Center.

## PROGRAMMATIC OVERVIEW

The Urban League of Portland has all of its programs (employment, education, aging, adult, youth and administrative services) housed at one location in the Urban Plaza, 10 North Russell, Portland Oregon. The present space situation at the Urban Plaza can best be described as "busting-out" at the seams.

AGING SERVICES -- The Urban League is under pressure from the Aging Services Division and senior citizens in our area to provide more recreational space, meeting rooms, area for confidential health screening, legal counseling and financial counseling along

with educational and nutritional workshops. The Urban League has other agencies and volunteers that will provide the services but presently there is no adequate space to accommodate the activities.

Right now is a crucial time for the Urban League to be able to establish itself as the senior "Focal Point" for north/northeast Portland. Presently, there are 8 District Senior Centers. One in southeast, one in east county, one in north Portland, 3 on the westside and 2 in northeast. The future plan is to have only 4 District "Focal Points" for senior services. One in southeast, outer east, westside and north/northeast to correspond to its own State Senior Service offices.

The Urban League presently is leasing space and thus is co-housed with north/northeast State Senior Services office. While this gives us an advantage in the "Focal Point" decision, the Urban League is extremely weak in the array of other services it can offer due to the lack of adequate space available.

With the proposed move, the State Senior Services would be able to move its operation from the basement of Urban Plaza to the main floor (thus leasing more space at \$10.00 per sq. ft. per year), our own senior center operations would be able to expand its services, and the downstairs area could be used for recreational and educational activities and a drop-in center.

This would create a total Senior Service Center or Senior "Focal Point" Center for north/northeast Portland. Most importantly it would insure the best quality and quantity of services would be available to the senior citizens in our community.

YOUTH SERVICES -- The move would provide the Youth Service Center with the much needed space for confidential counseling that we simply do not have the space for in the Urban Plaza. The group counseling and educational classes we could provide would triple. We are presently limited by inadequate space, not the availability of staff or volunteers to provide the service or eager children to attend.

Regardless of the outcome on the Mentzer Building, the Urban League will have to look for more suitable space for the Youth Service Center in the next 6 months.

EMPLOYMENT -- Employment should be the cornerstone of the League. The program is presently cramped into 600 sq. ft. of space. With the increase in the size of the program, there is a need for more space. The Urban Plaza simply does not have anymore space available. The employment program will be forced to find additional space somewhere regardless of what happens with the Mentzer Building.

ADMINISTRATION -- The administrative portion of the Urban League has met its expanding space needs by taking over apartments up-

stairs in the Urban Plaza as offices. Presently, administration is using 5 apartments upstairs. These apartments would be better used in producing residential income as well as providing much needed good housing for the elderly.

The simple facts are, whether the Urban League buys and renovates the Mentzer Building or not, the Urban League will be forced to seek out and lease an additional 6,000 sq. ft. of office space over the next year.

The cost of leasing an additional 6,000 square feet on the open market in Northeast Portland would be \$63,000 per year. This cost is in comparison to the proposed \$45,000 per year as outlined in this plan.

This would mean once again separating the organization into satellite offices in order to maintain the integrity of the services we provide or should be providing to our clients and per our contracts.

#### MENTZER BUILDING HISTORY

In July 1985 the Urban League was approached by Mr. Don Silvey about the Mentzer Building, located at 2700 North Williams, one block north of our existing facility. We were asked to participate in the project by becoming the 10-year master lease tenant for the building after the renovation was completed. Mr. Phil Eder was the investor buying the building for \$165,000. In the proposed plan, the total rehab costs were estimated at \$665,000. PDC had committed to financing \$140,000 at 3% interest amortized over 20 years with deferred payments for the first 10 years and Standard Insurance had committed to \$525,000 at 12% interest amortized over 15 years with a balloon at 10 years. The Urban League was being asked to pay all debt services on the loans, \$3,600 per year to Mr. Eder, plus all taxes, insurance and operating costs for 10 years at which time the League would be able to exercise an option to purchase the building for \$109,000 plus assumption of the balances of all loans. Total purchase price projected to be \$594,290.

Even with the overwhelming need for additional space, the attractiveness of the close proximity of the Mentzer Building and the fact that the building is extremely sound structurally, it was felt that the Urban League would be taking on much more than its fair share of debt and cash outlay in the first 10 years for little gain in the 11th and subsequent 30 years. The 10 year's investment of \$804,600 could not justify taking on \$594,290 debt for another 30 years at a minimum cost of \$1,794,950. The staff therefore chose not to recommend this proposal to the Urban League Board of Directors.

Since the Urban League did not participate in the Silvey/Eder project, the Mentzer Building once again came on the market. Since that time staff have negotiated directly with Mrs. Mentzer and she has given the Urban League a 30-day option to buy with a 60-day extension clause. The purchase price would be \$155,000 cash buy out. The rehabilitation costs have been reviewed and adjusted figures of \$540,000 have been determined with an additional \$60,000 added for furnishing costs.

The project would therefore entail total costs of \$775,000 broken down as follows:

PROJECT COSTS

BUILDING ACQUISITION		\$155,000
RENOVATION COSTS ESTIMATES;		
Construction	\$420,536	
Construction Contingency	42,054	
Architectural	24,000	
Bonds & Premiums & Insurance	7,500	
Legal & Appraisal Fees	3,640	
Closing Costs (approx.)	15,000	
Sewer Hook-up Assessment	10,000	
Construction Interest (based on Plan II - 6 mo. construction)	<u>17,270</u>	
TOTAL RENOVATION COSTS		540,000
NEW FURNISHING & PARTITIONS		<u>60,000</u>
TOTAL PROJECT		\$755,000

FINANCING

ACTION PLAN

The Urban League needs to obtain some sort of "bridge financing" to allow it to cash out Mrs. Mentzer for her building.

Once the Urban League holds title to the building, the Capital Fund Drive can take place. The goal of the Capital Fund Drive

would be to retire the debt on the "bridge financing" and raise a total of \$1,000,000 for the building fund.

To make this project break even and not put any undue duress on the financial condition of the Urban League, a minimum of \$260,000 would have to be raised and committed directly to the Mentzer Building project from the Capital Fund Drive.

FINANCING - PLAN I

Capital Fund Drive proceeds devoted to the project	\$500,000
Loan Portland Development Commission - 3% for 20 years	140,000
Commercial Loan - 10% for 20 years	<u>155,000</u>
TOTAL	\$755,000

Debt Service on Plan I - \$27,266 per year

FINANCING - PLAN II

Capital Fund Drive proceeds devoted to the project	\$260,000
Loan - Portland Development Commission - 3% for 20 years with deferred payment to the 11th year	140,000
Commercial Loan - 10% for 20 years	<u>355,000</u>
TOTAL	\$755,000

Debt Service on Plan II - \$41,109 per year for 1st 10 years.

DEBT SERVICE CAPACITY

The Urban League's youth, employment, administration and education are secured funding through the City of Portland, United Way and Portland Public Schools, respectively. Each of these areas already have the listed rents approved in their budgets. We do not see any adverse change in these programs in the foreseeable future.



ANTICIPATED INCOME

Youth Services	\$18,750
Employment	12,000
Administration	22,500
Education	8,250
Child Care Center	<u>7,500</u>
SUB-TOTAL	\$69,000
Sublease for restaurant or other commercial venture willing to pay for remaining 3,000 sq. ft.	<u>22,500</u>
TOTAL ANTICIPATED INCOME	\$91,500

ANTICIPATED ANNUAL EXPENSES

	<u>PLAN I</u>	<u>PLAN II</u>
Debt Service	\$27,266	\$41,109
Utilities	18,000	18,000
Insurance	5,000	5,000
Repairs & Maintenance	3,000	3,000
Janitorial	8,500	8,500
Management	<u>15,000</u>	<u>15,000</u>
TOTAL	<del>\$52,266</del> 76,766	\$90,609

Financing based on Plan I would be the most beneficial and should be the plan we follow. Plan II has been added as the "bottom line" contingency. It is felt that the project is entirely feasible anywhere between Plan I and II.

PHYSICAL DESCRIPTION AND PROPOSED USES

PROPERTY SPECIFICATIONS

Lot sizes - 125 feet x 200 feet	25,000 sq. ft.
Open space around building	16,045 sq. ft.
Percentage of lot covered	36%
Parking on-site	35 spaces

BUILDING SPECIFICATIONS

Gross floor area	16,935 sq. ft.
Net leasable space available	13,300 sq. ft.
Number of floors	Two (2)
Basement	Mechanical pit
Structure type	Wood frame/brick veneer

PROPOSED UTILIZATION OF SPACE

YOUTH SERVICES -- The youth services would occupy 2,500 sq. ft. on the street level. Individual open landscaped work stations would be in the central core area with 5 interview rooms for client confidentiality. Two offices for the YSC and APT directors along with 2 conference rooms for small group counseling sessions or staff meetings and one office for data processing. Separate street access would be available to insure security to the remainder of the building in the evening hours after 5:00 p.m.

ADMINISTRATION & ADVOCACY -- General administration will need 3,000 sq. ft. of space. Seven individual open landscaped work stations would be used for the clerical support unit. Private offices for the president, executive vice-president, communication director, executive assistant, finance manager, finance specialist, office manager, and computer room. One medium size conference room along with a large conference room to be used for Board of Directors meetings.

EMPLOYMENT -- The employment department will use 1,500 sq. ft. of space. Five private offices, 1 computer room, a medium size reception/waiting area, 2 classrooms and a reference room for job seekers.

EDUCATION -- The education department will need 1,100 sq. ft. of space. This would include 3 private offices, 2 classrooms and a small storage area.

DAY CARE CENTER -- The day care center would be a new program operated by the Urban League. The rental income is based on 990 sq. ft. @ \$7.50 per sq. ft. per year. This center would be located in the small self-contained concrete building at the north end of the larger two-story structure. The child care center would be self-supporting with fees for service covering the expenses.

With the present plan there would still be 3,000 sq. ft. of space unused. Many ideas from housing a restaurant, creating a community meeting place, housing the Whitney Young Learning Center, to just sub-leasing the space to some other organization with compatible services have been discussed. Whatever happens to that space we can reasonably expect to earn an additional \$22,000 from lease of the space.

### TIMELINE

#### AUGUST

Approval of Urban League Board of Directors to purchase and develop the Mentzer Building. Complete appraisal.

#### SEPTEMBER

Obtain bridge financing of \$100,000 to pay Mrs. Mentzer with the remainder being available upon completion of the project. Ask her to carry the balance as a note payable at 9-1/2% interest for one year.

Convene the Capital Fund Drive Committee, Don Frisbee Chairman. Set schedules, agenda and strategies for raising \$1 million by 1/1/87. (To include sending plan to United Way.)

Contact DeNorval Unthank and negotiate contract for architectural services to be rendered. Review existing drawings and make any necessary changes.

#### OCTOBER

Go out for bid and get an overall guaranteed estimated construction cost from general contractor. Contract with general contractor.

Secure \$140,000 rehab financing from PDC @ 3% for 20 years and deferred payments for first 10 years if necessary.

Capital Fund Drive should be in progress or ready to begin November 15th at the close of the United Way Campaign.

Identify commercial lending resources for necessary construction financing.

#### NOVEMBER

Assess success of capital fund drive. Based upon the money raised make decisions as to an appropriate construction start date. Take first \$155,000 of the capital fund drive and retire any existing debt and note payable on the property.

Once we own the building free and clear there is no pressure but our own growing space needs and the availability of funds to keep us from proceeding.

Even in the worst scenario, we could always sell the building to someone else or we could leave the building as is for as long as we wish or even renovate sections at a time as needed.

### CONCLUSION

The Urban League of Portland will have to acquire additional space to carry out its existing programs and contract goals in the next year.

The Urban League has the resources to pay for this new space that is needed to be acquired.

The Mentzer Building is within one block and eyesight of our existing buildings. There is no other available office space within that close proximity of our existing buildings.

The Urban League has a strong commitment from many businesses and civic leaders to help it carry off a million dollar capital fund drive campaign.

The staff therefore strongly recommends adoption of the timeline and plan for action discussed in this proposal.

\* \* \*

8/86

URBAN LEAGUE PROPERTIES  
ANALYSIS OF INCOME & COSTS

	Urban Plaza Actual <u>1985/86</u>	Urban Plaza	Projections Mentzer Building	<u>Total</u>
<u>INCOME:</u>				
DIRECT PROGRAMS	34,678	14,400	46,500	60,900 (1)
SUB-LEASES	28,531	30,000	22,500	52,500 (2)
RESIDENTIAL	37,126	57,600	-	57,600 (3)
OFFICE & PHOTOCOPY	33,251	-	33,000	33,000
GENERAL FUND	<u>20,400</u>	<u>-</u>	<u>22,500</u>	<u>22,500</u>
TOTAL	<del>164,754</del> 153,986	<del>99,684</del> 102,000	<del>121,709</del> 124,500	<del>221,393</del> 226,500
<u>EXPENSES:</u>				
FACILITIES MANAGEMENT	24,598	10,000	15,000	25,000
RESIDENTIAL MANAGEMENT	6,000	6,000	-	6,000
UTILITIES	24,777	20,000	18,000	38,000
LEASE PAYMENTS	55,242	55,242	41,109	96,351 (4)
INSURANCE	5,198	3,500	5,000	8,500
REPAIRS	8,169	5,000	3,000	8,000
JANITORIAL	10,476	8,500	8,500	17,000
REIMBURSABLE SUPPLIES	29,852	-	30,000	30,000
TAXES	<u>442</u>	<u>422</u>	<u>1,100</u>	<u>1,542</u>
TOTAL	<del>153,986</del> 164,734	<del>102,000</del> 108,664	<del>124,500</del> 121,709	<del>226,500</del> 230,393

- (1) Direct Program lease income would increase by \$26,222. This is reflected in the increased space to be leased by youth, employment and educational services. All these programs have budgets to pay for the increased space needs.
- (2) Sub-lease income will increase based upon the expansion of the State Senior Services Division space within the Urban Plaza and the leasing of the additional 3,000 sq. ft. in the Mentzer Building.
- (3) Residential income is based upon 24 units at an average rate of \$250 per month with a 20% vacancy rate.
- (4) Mentzer Building debt service based on Plan II of this proposal.

MEMORANDUM OF AGREEMENT BETWEEN THE URBAN LEAGUE OF PORTLAND  
AND HEALTHLINK, INC., REGARDING PARTNERSHIP  
GUARANTEE FOR BRIDGE FINANCING  
OF "MENTZER PROPERTY"

AUGUST 19, 1986

BACKGROUND: The Urban League of Portland has received an option to purchase the "Mentzer Building," located at 2700 North Williams Avenue, and intends to renovate the building for the purpose of housing its administration and programs. Toward that end, the Urban League is initiating a capital fund drive to raise sufficient funds which, when coupled with a low-interest loan from the Portland Development Commission and the necessary commercial loans, will insure a debt service that will not hamper the delivery of programs. The Urban League has already enlisted corporate supporters to conduct the capital fund drive; it has already gained approval of the Portland Development Commission for significant funds for rehabilitation; and it has already received approval for substantial commercial loans for the project.

The acquisition of the property is the first step in the realization of the goal. In order to secure the property so that the fund-raising process can begin, the Urban League must secure "bridge financing" of \$100,000 to gain title to the property, a downpayment on the \$155,000 selling price. The bridge financing package will be more easily achieved if the Urban League has the backing of a reputable partner -- one who will serve as a "guarantor" for a period during which the capital fund drive will take place. Hence the following is a proposed memorandum of agreement between the Urban League of Portland and HealthLink, Inc.

BE IT AGREED, that the Urban League and HealthLink, Inc., enter into agreement that HealthLink will serve as "guarantor" of bridge funding in the amount of \$100,000 to purchase the "Mentzer Building;"

BE IT AGREED, that the Urban League of Portland understands the following conditions:

1. That HealthLink, Inc., shall serve as guarantor for a period necessary to sustain the bridge financing with the understanding that funds raised during the capital fund drive will be used to retire this debt as a first priority;
2. That HealthLink, Inc., shall have the right to require the Urban League to relieve HealthLink's outstanding liability by either (1) paying the obligation in full or (2) divesting of the property;
3. That, should the Urban League Board of Directors determine that it cannot proceed with the project, or should

HealthLink exercise its right under condition number two (2), HealthLink, Inc., will be given the "right of first refusal" as to an option to purchase the property at the same price for which the Urban League agreed to purchase the building;

BE IT STILL FURTHER AGREED, that this memorandum serve as the initial understanding, while remaining subject to approval by HealthLink officials, the Urban League Board of Directors; and that it be subject to modification in form as a result of the review of legal counsel.

SIGNED, this 19th Day of August, 1986:

FOR URBAN LEAGUE OF PORTLAND:

FOR HEALTHLINK, INC.:

---

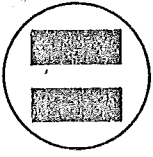
Herb L. Cawthorne  
President & Chief Executive

---

B.J. Hall  
Chief Financial Officer







# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

August 14, 1986

TO: Board of Directors

RE: United Way Appeal

As you may well know by now, United Way's Community Services and Allocation Committee (CSA), the "parent" committee of the Allocation Panel, refused to accept the unanimous decision of the Allocation Panel to reverse the sanction against the Urban League. The United Way Executive Committee upheld the decision of CSA and, upon the Executive Committee's recommendation, the United Way Board voted to let the sanction stand.

After six hours of discussion with the United Way Executive Committee, the Urban League made its appeal. A unanimous reversal is a strong statement by the Allocation Panel regarding the key issue: "Was the process fair and open, and did the Urban League have a chance to answer the charges in a manner that constituted an acceptable forum?" The Urban League's Executive Committee was told constantly by its United Way counterparts, "The recommendation was made by the Allocation Panel without any pressure from the United Way Executive Committee or United Way staff." In the process of this controversy, it has become clear that none of this was true at all.

I have no recommendation to the Board as to how the Urban League should proceed from this point. For my part, however, I will not be actively involved in the United Way campaign this year. As President of the United Way Executive's Association, I will try very hard to bring a positive force to the resolution of the process problems that have created this situation.

There will be a movement within some corporations and within the black community to undermine the United Way campaign. The Urban League cannot prevent these things from happening.

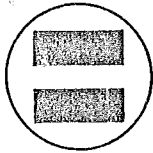
I would suggest that, during the report of the Chief Executive Officer, the Board needs to provide direction as to the Urban League's response, if any. The Board's advice and counsel will be appreciated.

Respectfully,

①

②

③



# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

August 14, 1986

TO THE BOARD OF DIRECTORS:

The National Urban League has worked extremely hard during the past year on the issue of education. The "Educational Initiative" has begun and will involve a five year effort to improve the result of education for black children. Each affiliate has been asked to redouble its effort in insuring that the educational programs offered are expanded and improved.

Toward this end, the Urban League of Portland will continue its commitment to helping students perform better in the Portland Public Schools. Our primary efforts in this regard include the Whitney Young Learning Center, the Jefferson Academy Program, and the work of the Youth Service Center.

Attached you will find a very detailed and complete analysis of the achievements of the Whitney Young Learning Center, as well as the plans for development over the next year. As the Chief Executive Officer, I am very proud of the progress that has been made in the expansion and improvement of this program. Under the leadership of Deborah Cochrane, the WYLC has come a great distance and this next year will be one of even greater achievements. Anyone reading this document would have to agree with this conclusion.

The Whitney Young Learning Center will be the heart and soul of the Portland Urban League's response to the "Educational Initiative" of the National Urban League. The Urban League has some very ambitious plans for this program, including the creation of new space, special programs, parent involvement, and advocacy on behalf of the children Whitney serves.

HLC:db

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

The Year in Review: 1985-86

Prepared By:

Deborah Cochrane  
Program Director

Submitted To:

Herb L. Cawthorne, President &  
Chief Executive Officer

August 13, 1986

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

TABLE OF CONTENTS

INTRODUCTION	PAGE 1
OVERVIEW	PAGE 1
PROGRAM ACCOMPLISHMENTS	PAGE 1
OVERALL PROGRAM NEEDS FOR IMPROVEMENT	PAGE 3
ASSESSMENT OF STUDENT PROBLEMS	PAGE 5
RECOMMENDATIONS: AN OVERVIEW	PAGE 6
SPECIFIC STAFF RECOMMENDATIONS	PAGE 6
CONCLUSION	PAGE 10
ATTACHMENTS	
A. PROJECTS IN PROGRESS	
B. FUTURE PROJECTS	
C. GUIDELINES FOR STUDENT CONDUCT	
D. STAFF GUIDELINES	

## INTRODUCTION

Many aspects of the Whitney Young Learning Center have already been discussed and documented in the Portland Public Schools 1985-86 Evaluation Report of the program. That document provides a valuable, objective evaluation dealing with statistics, achievement results, staff, students and program features. Consequently, this report takes a more philosophical look at the program from the internal perspective of those who developed and maintained it every day.

Much of the contents here result from a series of intensive "debriefing" sessions which the program director held with WYLC staff members. Every aspect of the program was discussed, from instruction and program structure to volunteer tutors, training, documentation procedures and discipline. Student and general program concerns were assessed, while ideas and recommendations were formulated to facilitate improvement. Guidelines for student conduct and for staff approach to students were also developed in those meetings, and are attached to this report.

## OVERVIEW

While the WYLC built a solid reputation among a small community during its first five years of operation, its resources, services and long term direction were limited. Viewed as a kind of "stepchild" by the Urban League, it apparently had minimal funding, and often, only one staff member. In the 1985-86 academic year, however, the WYLC essentially became a "new" program.

Under the new leadership of Herb Cawthorne, the Urban League's commitment to education was strengthened, funding for the Center was increased, and a new staff was hired to develop the program. With these changes came the creation of a strong philosophy that emphasizes high expectations, self-development, self-reliance, and participation in the learning process. Clear goals and objectives were outlined to speak to the educational needs of the Northeast community. And finally, a long-term vision was formulated that will guide the program towards becoming an active, community-based learning center with a broad array of educational services. Accordingly, dramatic improvements were made in the quality and scope of services offered by the Learning Center this year.

## PROGRAM ACCOMPLISHMENTS

Despite the problems inherent in starting up a program with an entirely new staff, the 1985-86 academic year was a very productive one for the WYLC. Much of the time was spent in building a solid philosophy, foundation and structure for future development. This entailed designing and implementing program policies, guidelines, monitoring systems, forms and intake procedures; seeking out appropriate community and school contacts; assessing the needs of WYLC students and parents; developing a positive rapport and trust with students; and outlining possibilities for improvements and additional services. Time was also spent in acquiring and developing educational and motivational materials specific to the needs of WYLC students.

Examples of some of the more important program components implemented this year are highlighted below. Together, they enhanced the appeal of the Center, directed student energy into constructive channels, and made positive changes in student attitudes about learning.

- \* Student Contracts: To set clear expectations for students about WYLC services, to outline Center rules and student commitment to self-development. Students were required to read and sign the contract with a staff member during their initial visit, and were encouraged to review it with their parents.
- \* Intake and Referral Forms: To aid staff in assessing student needs and objectives for participating in the program, and to provide information for maintaining contact. These were also used as referral forms in the schools.
- \* Progress Report Forms: To monitor student progress and problems, and to aid in coordinating efforts with schools and parents. Tutors kept progress report forms on each student they worked with. Reports were reviewed regularly by the program director.
- \* The Whitney Bulletin: To generate interest and enthusiasm for writing, and to provide a non-threatening outlet for creativity. Students worked with the program director on specific writing assignments when homework was completed. Although writing contributions were voluntary, it became important to students to have their writing in the newsletter.
- \* Student Council: To encourage student participation in program development, and to provide a forum for student concerns. The student meetings fostered feelings of involvement and belonging, and afforded opportunities to develop leadership team building and decision making skills.
- \* Motivational Activities: To ignite enthusiasm for the learning process and to help build effective study habits. Self-discipline contests were one example of successful motivational activities. Students earned points in such categories as "homework completion" and "effective use of time." High scores were rewarded with such things as a fishing trip or a ticket to the annual Urban League dinner.

Other elements of the Center's success this year stemmed from the high expectations staff placed on all students, the individualized attention, the on-going expression of concern and enthusiasm for student achievement, and the creation of a non-threatening atmosphere that combined structure with creative freedom. By providing diverse incentives for learning, opportunities to build self-esteem, and supervised, productive activities, the Learning Center was able to heighten students' confidence and their academic aspirations. Once students began to refer to themselves as "the Whitney Young Family," it became apparent that while the Center focuses on educational needs, it simultaneously meets the emotional and social needs of



community youth.

### OVERALL PROGRAM NEEDS FOR IMPROVEMENT

#### Space

The space at St. Andrew's presented an on-going problem this year for the Learning Center. It was unacceptable at best, and at worst, a sorry statement to students on their worth. The two rented classrooms were dark, poorly lit and had little or no space for books. They had to be rearranged nightly for different use during the day. Heating problems, coupled with nightly noise from an industrial vacuum and other custodial work, made teaching impossible at times. The small office was twice deluged with rain from a broken window. It had to be used for supplies, files and records, book storage, teaching material, snacks and student use of the phone. Private conferences with students and parents were thus constantly interrupted. There was no space at all for equipment or additional services.

In order to expand Learning Center services, both in terms of scope and numbers served, the Urban League should acquire a large house as a permanent home for the program. This would provide a non-threatening, informal atmosphere for educational activities that could not be compromised by rental restrictions or shared space. It would also allow for the implementation of workshops and other pilot projects related to WYLC goals. More immediately, the Learning Center needs access to a minimum of three classrooms, adequate office and storage space, and reliable heat.

Environment sends a message to youth about their importance and self worth. It also affects their ability to concentrate on academic concerns. The voluntary nature of the program makes it imperative that the WYLC message be appealing, and that it is a place where community youth want to be.

#### Lack of Visibility

Another problem the Learning Center experienced this year was a lack of visibility with public schools and other youth serving agencies. Letters with WYLC information packets were sent to head counselors; WYLC posters made by P.C.C. students were put up in schools; contacts were made in person and by phone with key school personnel; letters were sent to all churches in the Albina Church Alliance requesting announcements be made to their congregations about the WYLC; and a letter from School Superintendent Matt Prophet, was sent to high school principals encouraging them to inform their staff and students about WYLC services. These and other actions, however, were not sufficient to create an awareness of the program. Very few referrals came from teachers, counselors, churches or other youth agencies. While it speaks well of the WYLC that nearly 80% of referrals came from students themselves, it is not enough. The Learning Center can and should be serving greater numbers of students.

Next year, with the program foundation now in place, greater, more carefully planned efforts must be made to publicize the WYLC and to increase student participation. In addition to continuing the strategies used last year, ideas for 1986-87 include:

- \* Articles and feature stories in local newspapers.
- \* Radio and television public service announcements.
- \* Flyers to schools, churches and other appropriate places in the community.
- \* A student recruitment contest.
- \* Presentations by the program director, Urban League staff and WYLC students to parent and church groups, other youth agencies, public school staff meetings, and appropriate student groups.
- \* Increased visits to school counselors, teachers and other school personnel.
- \* A student ambassador program in which WYLC students represent the WYLC in their schools.

#### Lack of Educational Materials

The WYLC also faced a lack of educational materials and reference books last year, which frequently hampered the staff's ability to assist students with research, reports and other homework. Although a small number of carefully selected books were purchased from the budget and cash donations (and a volunteer built bookcase to make these materials accessible to students), these were simply not enough. Students responded enthusiastically to what few books were made available. On occasions when several of them had completed their homework but did not want to go home, staff facilitated small reading groups who read aloud to each other. Others found a quiet corner to read alone. A book loaning system was implemented and well used.

The importance of exposing students to a wide variety of reading materials cannot be over emphasized, especially when many WYLC students come from homes where there are no books at all. The more books students have access to, the more likely they will find something to ignite their desire to read. Moreover, staff must have the necessary resources available if they are to insist that homework be completed.

The most critical need at this point is a set of current encyclopedias. The Center also needs typewriters, which it lacked last year, for both staff and student use. Strategies must be developed to acquire books, equipment and materials through businesses and public and private foundations.

#### Voluntary Nature of the Program

While presenting a creative challenge to attract student participation, the voluntary nature of the program does pose some inherent problems. On a broad level, it creates difficulties in program planning. It also makes it difficult to maintain consistent progress with students who need to, but do not always come regularly. Many of these concerns will be addressed as the program becomes more visible, and as its reputation for success takes hold with parents and school personnel, who can then encourage regular atten-

dance.

## ASSESSMENT OF STUDENT PROBLEMS

### Racial/Social Economic Problems

While all young people experience special problems during their adolescent years -- particularly in this complex and rapidly changing society -- WYLC students must face additional barriers associated with low socioeconomic status, racial discrimination and long standing patterns of failure. Many WYLC students live in single parent families where little resources, attention or encouragement for academic achievement are available. Others have difficult home situations in which drug, alcohol and child abuse are common.

### Low Expectation/Minimal Performance

In school, many WYLC students are confronted with low teacher expectations, minimal performance standards, misclassification and misplacement into special education classes. Denied academic challenge, these students have little understanding of the effort required to learn, and little experience with the satisfaction of achievement. They have learned that "getting by" is good enough. Combined, these problems cascade into a long succession of overlapping difficulties, ending in a stagnant pool of resignation, where students either drop-out of school or graduate without even the most basic skills for employment or personal satisfaction.

### Attitudes, Apathy, Behavior

Although WYLC students are special, and clearly want to learn (as evidenced by their voluntary participation in the program), they bring these complex problems with them to the Center. Staff must continually attempt to undo the negative attitudes, apathy, disruptive behavior, depression and sense of worthlessness that have developed or been inflicted during the day, both at home and at school. Other, more specific student problems witnessed by the staff this year included a general lack of understanding about what their primary goals should be while at the Center; an inability to concentrate and to use time efficiently; a sense of powerlessness over their own educational progress; a poor attitude about learning; and a lack of: basic skills, goal setting skills, experience with success and positive role models, value clarification, responsibility for self, respect for others, and political awareness. The most devastating problems of all centered around a general lack of self-esteem, self-respect and cultural awareness.

### Discipline

While discipline problems were minimal last year, some students' behavior detracted from the kind of environment necessary for learning and study, and often made staff members feel like police officers rather than educators. Those behaviors included talking and loud noise; inappropriate use of time; disrespect for others; horseplay; taking unnecessary breaks; coming in and out repeatedly; disregard for Center property; and stirring up trouble by spreading cruel gossip about other WYLC students. In most cases, those

students who caused problems were the students who most needed help, and who clearly had special potential to do well.

### Underachievement

The most disturbing result of all these problems combined is that many students who attended the Center regularly did not show significant academic growth. What few grades could be obtained and those only after school was out, did not reflect the kind of improvement that is possible from youth clearly capable of being 3.00 and 4.00 students. Some WYLC students even experienced a drop in their grade point average from the first to fourth quarter, although knowledge of those students' family circumstances indicated problems beyond the control of the school or the Learning Center. For those students, the Learning Center may simply have kept them in school and off the streets.

It is difficult to change years of a deepening resignation to failure within the limitations of a voluntary, after-school program, where students may spend as little as one to two hours per week. The ultimate solution would be to implement a private, though public school supported, alternative high school within the community, where time requirements and consistency would allow these problems to be addressed in a much deeper way than an after-school program can do.

### RECOMMENDATIONS: AN OVERVIEW

The student problems discussed here can only begin to change when students, parents, schools and the Learning Center work together. Parent knowledge of and involvement in their child's use of the Center will be an important element of the program next year, as will increased communication with teachers and counselors. It is hoped that a systematic means of obtaining official copies of grades on a quarterly basis can be worked out, so that students can be encouraged to concentrate in areas where help is most needed. This would also allow staff a way to measure their own effectiveness, and to develop new approaches when necessary. Another important focus next year will be better coordination with the League's Youth Service Center, so that counseling services will supplement educational services.

The Learning Center will continue to provide academic assistance while simultaneously addressing issues of self-esteem, self-reliance and cultural awareness. Also rules and guidelines will be more strictly enforced next year to insure that students use their time effectively during program hours.

### SPECIFIC STAFF RECOMMENDATIONS

#### Combatting Negative Forces

- To address the problem of constantly having to undo what has been done during the day, efforts should be made to increase parent and teacher involvement in the program. Ideas to facilitate this include:

- \* Hold an "open house" or "parent/teacher night" periodically during the year.
- \* Contact parents and teachers more often, as staff time allows.
- \* Find ways to attract teachers to volunteer tutor.
- \* Send confirmation letters to parents and schools after initial intake.
- \* Send periodic progress reports to parents that ask for a response, and to schools with parent approval.
- \* Design a WYLC Parent Support Checklist on which parents can volunteer their time for such things as telephone calling, tutoring, soliciting materials, fund raising, organizing and chaperoning field trips, acting as student committee advisors.
- \* Implement parent discussion groups.
- \* Implement parent education workshops.
- \* Make presentations to local PTAs.
- \* Make home visits to talk with parents.

#### Combatting Poor Attitudes

-- To address poor attitudes about learning, the staff will continue to provide motivational activities and promote education with a sense of enthusiasm. Other suggestions are to:

- \* Bring in motivational speakers.
- \* Provide workshops and classes founded on the WYLC philosophy in academic areas, communication skills, job search skills, current events and study skills, notetaking, listening skills, outlining, library and research skills, test talking, report writing, time and stress management, and organizational skills.
- \* Sponsor seminars and discussion groups on creativity, self-esteem, self-discipline, oral interpretation, black history, cultural awareness, goal-setting, leadership skills, and value clarification.

#### Combatting Inefficient Use of Time

-- To address students' inefficient use of time, some of the previously mentioned workshops should be implemented. Other suggestions are to:

- \* Require a daily work plan or homework assignment form.
- \* Assign students to tutors according to their work plan.
- \* Group students by the subject they are working on.
- \* Send periodic progress reports to parents.
- \* Require student self-assessment of progress on a regular basis.
- \* Provide better enforcement of rules.
- \* Continue to provide incentives such as contests, and add incentives such as computer use, awards and recognition.

#### Combatting Lack of Responsibility

-- To address students' lack of responsibility, suggestions include:

- \* Give students increasing responsibility that is coupled with evaluation.
- \* Continue to provide clear expectations and guidelines when given responsibility.
- \* Have outside speakers discuss the importance of being responsible.

#### Combatting Lack of Self-Esteem

-- To address students' lack of self-esteem, the WYLC will continue to incorporate a positive approach into all work with students, and to provide opportunities for building self-respect. Other ideas are to:

- \* Offer more opportunities for cultural awareness through speakers, workshops, materials and a black calendar that highlights famous people and events.
- \* Implement a Tutor Corps Program in which high school students are trained to provide peer tutoring.
- \* Encourage more student reading and writing on their respective cultures.

#### Combatting Lack of Basic Skills

-- To address students' lack of basic skills, the staff will continue to express demanding standards and to work with students on an individual basis. Other ideas are to:

- \* Provide supplemental classes and workshops as mentioned

above.

- \* Obtain testing and competencies materials.
- \* Provide computer assisted instruction.
- \* Use games that require the use of basic skills.
- \* Apply basic skills to issues of relevance for teens.
- \* Obtain better information from schools on where students' problem areas are.

#### Combatting Lack of Experience

-- To address students' lack of experience with goal setting, staff suggests the following:

- \* Provide regular orientations for new students.
- \* Design methods for student self-evaluation of goal accomplishments.
- \* Add a full-time counselor or volunteer who deals with this and other issues.

#### Combatting Lack of Social Skills

-- To address students' lack of social skills, staff will continue the Student Council, work with students individually and provide more opportunities for team work. Other ideas include:

- \* Facilitating group discussions on issues of importance to students.
- \* Assigning a counselor to work with students in this area.

#### Combatting Lack of Understanding

-- To help students better understand that their primary focus at the Learning Center must be on academic concerns, the WYLC will continue to require student contracts. Additional recommendations are to:

- \* Develop an informational brochure for new students and parents to replace the current information sheet.
- \* Revise the intake process to encompass three steps:
  - a. Interested parties will pick up a brochure and intake form to fill out at home.
  - b. They will then call to schedule a brief orientation meeting between staff, parent or guardian, and student.

- c. They will complete an orientation in which the contract is reviewed and signed by staff, parent and student. The orientation will provide staff an opportunity to meet the parents, assess the students' home situation, discuss the parents' role in the educational process, and clarify WYLC policies, guidelines and procedures. When parents could not come to the Center, a home visit would be arranged.

### Combatting Disruptive Behavior

-- To address the problems with disruptive behavior, WYLC students will be asked to design a discipline policy for themselves during the first student meetings of the 1986-87 academic year. Until that policy is completed and approved by the program director, staff has recommended that the following discipline policy be implemented:

- \* Student receives an initial warning.
- \* If negative behavior continues, student is isolated from other students for a given time period.
- \* If isolation fails, student will be sent home for the evening with a requirement that their parent or guardian call, visit or send a written note before the student can return.
- \* When the student returns, they will be on probation for one week, in which they will not receive an initial warning, but get immediate isolation for negative behavior.
- \* Students who violate probation will be suspended from all program services and activities for one week. Parents will be contacted and asked to come in for a conference with staff and student.
- \* Students who continue to exhibit disruptive behavior after returning from suspension will be expelled from the program. They will have to reapply to be considered for readmission.

### CONCLUSION

While many of these recommendations are not immediately feasible due to limited staff, resources and a variety of other factors, they do provide a range of ideas worth considering, as well as a starting point for long-term planning. Building on the foundation developed this year, staff will continue to experiment with, test and implement ways of promoting educational motivation and self-sufficiency. As the quality, scope and reputation of the WYLC grows, so will its ability to supplement the efforts of public schools and to strengthen the awareness of community youth that basic skills are essential to academic and personal success. In providing a constructive alternative to street corners, empty homes, drugs, alcohol and mindless television, the WYLC can clearly have an impact on the number of students



who complete high school and who are prepared to make meaningful decisions about their future.

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

PROJECTS IN PROGRESS

- \* Preparation of proposal to Portland Public Schools for 1986-87 funding.
- \* Development of strategies for marketing WYLC and for better communication with schools.
- \* Revision of the student contract, progress report form and intake process.
- \* Completion of a proposal and concept paper for a WYLC house with expanded services.
- \* Discussions with the Urban League Youth Service Center to coordinate counseling services for WYLC students.
- \* Negotiations for temporary space for the WYLC.
- \* Research into ways to receive official student grades on a quarterly basis.
- \* Research into ways to facilitate parent involvement in the WYLC and the educational process.
- \* Preparation of materials for 1986-87 staff orientation and training.
- \* Preparation of articles on WYLC for local newspapers.
- \* Design of more educational materials and activities for WYLC students.
- \* Solicitation of equipment such as typewriters, a film projector and computers.

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

FUTURE PROJECTS

- \* Enhancement of volunteer tutor recruitment, training and support.
- \* Development of a WYLC staff and student handbook.
- \* Implementation of Tutor Corps Program.
- \* Design of Student Ambassador Program.
- \* Solicitation of rewards for student progress from businesses and corporations.
- \* Development of on-going student point system at WYLC for self-development, self-discipline and academic achievement.
- \* Development of a tracking system to monitor WYLC student progress through high school and beyond.
- \* Development of student workshops, classes, educational activities and field trips for Christmas, spring and summer breaks.
- \* Development of educational seminars, training workshops and materials for teachers and parents.
- \* Review of other community based learning centers.
- \* Research into possible educational programs for out-of-school youth in the Northeast community.
- \* Discussions with the Urban League Employment Division to facilitate enhanced job training and youth employment opportunities for WYLC students.
- \* Design student and parent program evaluation procedure.

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

GUIDELINES FOR STUDENT CONDUCT

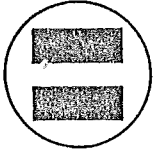
1. Always expect the best of yourself and those around you. Strive for excellence.
2. Always look for and accent the positive about yourself and others.
3. Compliment people in public; criticize them in private.
4. Listen carefully and with respect when others talk; don't interrupt; maintain eye contact.
5. Be trustworthy; what is said in confidence should remain that way. Ignore gossip and discourage others from spreading hurtful rumors.
6. Respect other people's experiences, ideas and opinions, even if you don't agree or understand.
7. Be realistic, honest and unashamed of areas that you want to improve in yourself and your work.
8. Strive to be self-disciplined.
9. Take initiative to participate in the learning process; share ideas and experiences; push yourself to think deeply. Remember that your tutor can learn from you too, and so can other students.
10. Be responsible. Always follow-through on what you say you will do. Let people know when and why if you can't.
11. Help other students see their good points and their progress.
12. Don't take negative behavior or attitudes personally; try to find out why someone is acting the way they are.

URBAN LEAGUE OF PORTLAND  
WHITNEY YOUNG LEARNING CENTER

STAFF GUIDELINES

1. Always acknowledge presence.
2. Always expect the best.
3. Always demand excellence.
4. Always look for and accent the positive -- in the students, in their work.
5. Praise in public; criticize in private.
6. Respect a student's experience, ideas, and opinions.
7. Criticize negative behavior, but praise the person.
8. Encourage participation in the learning process .
9. Seek ways to reveal potential in each student.
10. Express enthusiasm for subject matter, student ideas and achievement.
11. Listen carefully when a student talks; avoid lecturing or monopolizing discussions.
12. Don't interrupt a student when they are talking.
13. Always maintain eye contact when talking with a student; learn names and correct pronunciations.
14. Respect and appreciate differences.
15. Be realistic and honest about areas that need improvement.
16. Use examples and personal experience as you teach.
17. Always follow-through; explain if and when you can't.
18. Offer trust; keep private information and discussions confidential.

19. Don't take negative behavior or attitudes personally; seek causes.
20. Act versus react to difficult situations.
21. Encourage SELF-discipline.
22. Keep a sense of humor.
23. Smile.



# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne  
Chief Executive Officer

August 18, 1986

TO: Board of Directors

RE: Report of CEO Achievements, 1985-86

The Board's Personnel Committee has been engaged in the process of evaluating my performance over the past year. As part of that process, they have requested my estimation of the areas in which progress was made during the last year. In addition, a new job description was prepared at the request of the committee.

Since the entire Board is entitled to know the areas in which the Urban League, under my leadership, made notable progress, I felt that this statement should be included in the Board Book for August. Of course, a complete report from the Personnel Committee will be forthcoming.

Respectfully,

## URBAN LEAGUE OF PORTLAND

### Job Description of the President and Chief Executive Officer

#### ADMINISTRATION

1. To assume responsibility for every aspect of the Urban League of Portland;
2. To hire, supervise, and evaluate all personnel employed by the agency according to the Board's personnel policies;
3. To negotiate contracts and grants applications and, once accepted by the Board, manage their implementation;
4. To insure that staff is adequately trained and motivated to deliver the services expected by the Board of Directors and the community.

#### FINANCIAL MANAGEMENT

1. To insure that all financial systems in the Urban League of Portland are in accord with the policies of the Board of Directors and its Finance Committee;
2. To monitor all fiscal procedures to insure that they are performed within sound accounting practices;
3. To insure that the general fund is devoted to Urban League administration in the most efficient manner and in a way that builds the long-term stability of the organization;
4. To seek and maintain the highest quality personnel for the management of the fiscal operation of the Urban League;
5. To coordinate finance and administration in such a way that the Urban League constituents gain the greatest service for the least cost.

#### FUND-RAISING RESPONSIBILITIES

1. To serve as the primary fund-raiser for the Urban League of Portland;
2. To conduct a yearly corporate partnership campaign to gain the financial support of the business community and spread the Urban League message;
3. To execute an on-going membership campaign, including



special activities for new membership and renewal of existing members;

4. To produce and manage all special events with a sense of quality and furtherance of a positive Urban League image;
5. To cultivate foundations and government resources to insure continually expanding project funds for the organization;
6. To establish goals each year for the net result of fund-raising activities;
7. To provide the leadership in the development and implementation of capital fund drives and other activities which create long-term stability for the Urban League.

#### BOARD ASSISTANCE AND RELATIONS

1. To coordinate the activities of the Board of Directors and insure that it has adequate resources and staff support to achieve its responsibilities;
2. To serve as the chief staff person to the Chairperson of the Board of Directors;
3. To provide timely and adequate information to the Board of Directors, and to prepare the Board Book for meetings each month;
4. To assist in the organization of each committee of the Board and assign staff resources as necessary.

#### ADVOCACY, COMMUNICATIONS, & MARKETING

1. To serve as the spokesperson for the Urban League of Portland, coordinating the agency's public position on social, political, and institutional issues;
2. To seek actively opportunities to present major public addresses which underscore the Urban League philosophy and achievements;
3. To take every reasonable opportunity to appear on radio programs, television shows, and public events which can be used to advance the Urban League image and message;
4. To serve on special committees designed to advance the civic goals of this community;
5. To develop ways to insure strong coordination between the Urban League of Portland and other agencies and govern-

mental bodies;

6. To devise means by which to provide special leadership to the community in its effort to influence the social environment and overcome discrimination;
7. To create themes and slogans that capture the spirit of the Urban League and can be consistently projected to motivate public awareness and approval;
8. To conduct research and issue reports periodically that challenge the community to take steps to improve the lives of Urban League constituents.

#### PROGRAM DEVELOPMENT

1. To provide leadership in the analysis of need and the development of programs to respond;
2. To carefully prepare grant applications, proposals, and other material that will enable the Urban League to compete for additional funds to achieve its mission;
3. To make certain that the proposal development process involves thorough planning so that implementation can be achieved with the highest of quality.

## Report On The Goals Of The Chief Executive Officer

Prepared By  
Herb L. Cawthorne

This report is provided for the Board of Directors and its Personnel Committee as a means of measuring the Chief Executive Officer's viewpoint on the degree to which this administration has achieved the goals outlined for the first year. Each goal is listed in bold lettering, followed by a series of statements regarding accomplishments.

1. **To learn, analyze and evaluate the financial, programmatic, and operational aspects of the Portland Urban League.**

Process for Reorganization. This effort began with a complete review of all documentation regarding the Urban League. Each staff member was given a private meeting. The meetings always involved at least two common questions: "What do you do?" and "What changes would you recommend?" Every program was analyzed in terms of efficiency, personnel structure, overall aims as provided by the Board, and financial implications.

Reorganization. The reorganization was implemented in two stages. First, the vice president structure was changed. The Vice President for Programs position was eliminated and two Executive Assistant positions were created. The Vice President for Finance and Administration was promoted to Executive Vice President. This was proposed at the May 15th Board meeting.

The second stage of reorganization was far more extensive. So was the process. In early staff meetings, it was indicated that changes would be made. All supervisory personnel were consulted. Assignments were given to the Executive Vice President regarding the financial and program implications of possibilities. The process for Board discussion was extensive:

1. Informal discussion with Personnel Committee
2. Informal discussion with Program Planning Committee
3. Financial Implication discussion with Finance Committee
4. Presentation to Personnel Committee
5. Presentation to joint meeting of Executive/Finance Committee
6. Presentation to the Board on June 19

The staff discussion process was also extensive, including opportunities for any staff member to meet with the CEO upon request. The process involved the following:

1. General discussion in staff meetings
2. Two general discussions with "executive staff and directors"
3. Individual discussions with all affected by changes
4. Presentation to "executive staff and directors"
5. Presentation to all staff

6. A ten-day "response period"
7. Final presentation to the staff
8. Fair notification with vacation payments
9. Plaques of recognition for service given on June 28
10. New structure implemented on July 1

Achievements in Financial Administration. One of the key challenges for the Urban League during the previous year was the integration of fiscal accountability with program management. With the appointment of an Executive Vice President in charge of financial and programmatic administration, programs have been more closely coordinated to insure maximum use of funds for our constituents. The Urban League has placed all of its fiscal information on computer over the past year and, with the help of the Finance Committee, developed reporting systems which make management more efficient.

Reorganization of Office of Finance. As of June 15, the Office of Finance was improved with the addition of a new Finance Manager. With the stimulation of the Board's Finance Committee, an analysis of the initial reorganization was conducted. The attempt was to determine whether the additional responsibilities of the Executive Vice President would compromise the Urban League's fiscal accountability and quality analysis. It was concluded that the new position needed to be created to protect the integrity of the Urban League's fiscal management system and to allow the Executive Vice President to focus more time on the administration of programs.

Promotion of Executive Assistant. The concept behind the creation of the Executive Assistant position was "training and development." Under its new philosophy, the Urban League sought outstanding potential toward the notion of developing higher level employees through the ranks. With the appointment of Pam Smith to the position of Communications Director, two important management goals were achieved. First, a well-trained individual has been given the opportunity to expand. Second, a significant savings has been achieved with the elimination of one position (Executive Assistant) and the filling of the more important position of Director of Communications.

Management Changes in Employment. Initially, a reorganized Employment Division got off the ground with a new director. However, this individual was found to be unsuitable for the job and ultimately resigned his position. A new director, McKinley Williams, was hired. With the resignations of the two remaining individuals in employment, a entirely new staff has been hired and the department is moving rapidly toward the goals outlined in my many communications to the Board of Directors.

Improvement in Administrative Support Unit. With the computerization of the clerical functions and a stronger focus on management by the Director of the Administrative Support Unit, a good deal more efficiency and quality working relationships have been established. This area was found, upon initial analysis, to be one in serious trouble a year ago. Today, this unit functions effectively, efficiently, and cooperatively as never before.

Creation of the Office of Development. To systematize and make more efficient the Urban League's fund-raising activities, an Office of Development has been created. This office will manage the membership drive, the corporate campaign, fund-raising event, in-kind contributions, and foundation

grant applications. It is felt that this new arrangement, while not costing any new funds, will be of tremendous benefit to the Urban League's ability to raise funds and expand programs.

2. To build among staff a sense of the new era of leadership, and to define what that implies on a day-to-day basis for employees of the League.

Revitalization of Pride and Spirit. The Urban League needed an infusion of strict standards, aggressive administrative discipline, and a renewed focus on pride and spirit. This was achieved in the following manner:

1. Regular staff meetings, with "unity and purpose" as aims
2. Office hours restructured
3. Memorandums on Urban League mission and philosophy
4. Communication processes for problem-solving
5. Clear expectations of supervisors and leaders
6. Immediate attention to problems
7. Swift discipline for unprofessional behavior
8. Rewards and praise freely given when deserved
9. Freedom of managers to manage
10. Continuing challenge and communication

Refinement of Programs. The primary focus over the last several months has been to review and refine programs already existing, while trying to build the framework for developing expansions of services.

1. Creation of Adult and Senior Services: Cost-saving consolidation of Emergency Services and Senior Services. During the year, this change has proved very effective, allowing for unification of all special services dealing with adults. Although there are yet transitional problems remaining, the integration of staff, accountability procedures, and facilities has been adequate.
2. Changes in Youth Service Center: Appointment of new leadership and improvement in record-keeping and reporting. Over the course of the year, the operation of the YSC has been changed dramatically. An entirely new staff has been hired. Reporting to the City of Portland has been improved to the point of bringing praise from both the Youth Services Coordinator and the Commissioner in Charge. The YSC was refunded at a higher level than the previous year at \$258,000.
3. Reorganization of Financial Academy: Provision of stronger executive leadership and coordination. The new director has performed extremely well. In the previous year, this program served 19 students, 8 of whom dropped out of school before the academic year ended. In the year just ended, the program served 61 students, and only 5 dropped out! Through strong executive leadership, clarification was achieved between the Business Youth Exchange, the Portland Public Schools and the Academy. The grant was refunded this year at a higher level at \$103,000.

4. Expansion of Whitney Young Learning Center: Redesign of the program's instructional effort, creation of a volunteer tutor system, refinement of record-keeping and the addition of new resources (from \$24,000 to \$75,303). The program's new director instituted a more systematic intake system, stronger coordination with schools, better training of tutors, a student motivational program, and a quality evaluation process involving the Portland Public Schools. The evaluation of the school district has proven extremely positive, and it is believed that the grant will be refunded for the 1986-87 school year.
  5. Development of Employment Division: Creation of new processing of applicants and job orders, while committing extensive time to the development of a major foundation proposal to create training services and information/referral systems. Personnel problems have prevented the rapid movement of this department toward the vision, but new personnel and a major grant proposal give the Urban League far better chances for achievement in 1986-87. Overall, the Employment Division did twice as many placements as in the previous year, and we expect to do many more than that in the coming year.
  6. Establishment of a Homeless Program: \$42,000 secured to develop and implement a homeless program, using Urban League housing resources and case management expertise. This program has proven a model for helping the homeless in our city. In one three-month period, 17 families were admitted into the program, and 14 had jobs and the children were in school.
  7. Complete reorganization of Energy Assistance Program: Organized to avoid administrative confusion, to insure that funds go directly to vendors, and to eliminate waiting time for clients. This effort received high praise from the Community Action Program director who said that the problems experienced in previous years with Urban League administration were not experienced this time.
  8. Creation of Volunteer Coordinator: New position designed to enable the Urban League to effectively utilize volunteers in communications, employment, education, etc.
  9. Refinement of Administrative Support Unit: Development of greater and more efficient computer capacity, as well as improved work-flow process.
  10. Establishment of Communications Department: Sharper focus on preparing for public addresses, advocacy, research, and staff support for program communication. Plans have been in the making for an expanded effort to communicate to members and to create the materials that will generate new members.
- 
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 activities.

Process. At the May 15th meeting of the Board, an outline of preliminary plans for strategic planning was presented. The Program and Planning Committee had reviewed this statement and endorsed it. The introductory statement in the strategic planning document is restated here:

"This begins a new era for the Urban League. The foundation upon which it builds is strong; 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."

Steps Completed. The strategic planning process is long and involved and must include the entire staff. The challenges of initial reorganization and refinement of existing programs, along with fund-raising, have slowed the process. These steps have been completed to date:

1. Development of Strategic Planning Statement
  2. Preliminary Board Discussion
  3. Development of Mission Statement
  4. Development of Philosophy and History
  5. Outline of the Strategic Planning Process
- 
4. To develop a fund-raising campaign to strengthen the League's relationship with corporate leaders throughout the community.

Membership Drive. The membership drive to date has produced approximately \$20,700. More importantly, perhaps, it has increased the League's visibility and engendered public awareness. The membership figure is higher than normally reported to the Finance Committee, because I have calculated the figure based on the beginning of the drive, not the turn of the fiscal year.

Corporate Partnership Campaign. The corporate partnership campaign has produced \$43,782, as calculated from approximately May 15th. Funds are still arriving and it is expected that a new push will be made in early 1986.

The Equal Opportunity Day Dinner. The dinner has produced approximately \$15,000, although all bills have not been received. The dinner also established a tradition and increased the image of the Urban League.

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.

The Stevenson Affair. The role of the Chief Executive Officer was active and constructive in the community response to the death of Lloyd Stevenson. Hundreds of hours were devoted to creating positive change out of a tragic situation. The CEO also served on the Committee on Police Use of Force, which took a considerable commitment of time and energy.

Boards and Commissions. During the course of the year, the CEO has served on numerous Boards and other commissions to fulfill the community service role and promote the inter-agency work of the Urban League. These include the following:

- Metropolitan YMCA Board of Directors
- Pacific Ballet Board of Directors
- Planned Parenthood Board of Directors
- American Leadership Forum
- Black Leadership Conference '86
- Committee on The Mentally Ill
- United Way Executives Association
- Executive Committee, Citizens for A Trade Center
- Rotary International
- Leaders Roundtable

President, United Way Executives Association. The CEO was elected to this position in June and the appointment provides an opportunity to provide leadership on a number of the issues raised during the controversy with United Way. It also demonstrates the respect which exist for the Urban League and its position with regard to United Way.

Public Speaking. The "campaign for equality" demands that the Chief Executive Officer engage in as much communication with various groups as possible. The following list represents this activity:

1. "March in Honor of Tony Stevenson"  
Community at Large  
April 20, 1985
2. "A New Era for the Portland Urban League"  
Commissioner Bogle's Forum  
May 14, 1985
3. "Join Us...For a Better Portland"  
Portland Urban League Annual Dinner  
May 16, 1985
4. "Corporate Partnerships"  
City Club of Portland  
June 7, 1985



5. "Cassandra": and the Issue of Teenaged Pregnancy"  
Western Regional Education & Community  
June 20, 1985
6. "Toward Higher Human Development"  
Independence Day Celebration for Peace  
July 4, 1985
7. "Black Employment: The Urban League Challenge"  
Coliseum Kiwanis Club  
July 12, 1985
8. "Our Spiritual Similarities"  
Veterans Administration Hospital Staff  
August 27, 1985
9. "Portland: A National Model for Race Relations"  
Peninsula Kiwanis Club  
August 28, 1985
10. "Fresh"  
Project Pride/Jefferson High School  
September 5, 1985
11. "Sickle Cell Anemia: Crisis or Opportunity"  
Portland Sickle Cell Anemia Association  
September 21, 1985
12. "Economic Development and Human Development: The Partnership that  
Makes A City Great"  
Portland Rotary Club  
September 24, 1985
13. "Apartheid: Accomplice or Opponent"  
Altrusa Club  
September 25, 1985
14. "In Defense of Humanity"  
Physicians for Social Responsibility  
October 5, 1985
15. "The Degrees of Change"  
Prince Hall Masons  
November 9, 1985
16. "Welcome Address"  
International Symposium on African Culture  
November 14, 1985
17. "Peace is Patriotic"  
Educators for Social Responsibility  
November 16, 1985

18. "Pride and Racism"  
1st Congregational Church  
November 17, 1985
19. "Revival of Dead Institutions"  
Oregon Chapter of Public Administrators  
November 21, 1985
20. "Non-Verbal Communication and Black Student Achievement"  
Portland Public Schools Vocational Teachers  
November 27, 1985
21. "Black Nativity"  
Gospel Concert in Pioneer Square  
November 30, 1985
22. "Letter to a Woman I Hope To Know"  
The American Women's Society of CPAs  
December 4, 1985
23. "Inspirational Thought"  
YMCA of Columbia-Willamette  
December 5, 1985
24. "Youth and the Future"  
Multnomah County Juvenile Advisory Council  
December 6, 1985
25. "Parent Involvement in the Schools"  
Boise/Eliot PTA  
January 14, 1986
26. "An Evening With Dr. King"  
Maranatha Church  
January 15, 1986
27. "A Dream Alive: Martin Luther King"  
Riverdale Elementary School, Lake Oswego  
January 23, 1986
28. "The Beginning of a Movement"  
Clark College, Vancouver  
January 23, 1986
29. "I've Been To The Mountain Top"  
Whitman College, Walla Walla  
February 5, 1986
30. "I've Been To The Mountain Top"  
Urban League Sunday, Pittsburg, Penn.  
February 8, 1986
31. "Communication: The Key To Effective Living"  
Roosevelt High School

February 21, 1986

32. "Then My Living Will Not Be In Vain"  
Vancouver Avenue Baptist Church  
February 16, 1986
33. "Famous Black Composers"  
First Unitarian Church  
February 22, 23, 24, 1986
34. "A New Look At Affirmative Action"  
Tri-County Affirmative Action Association  
February 25, 1986
35. "The Debt We Owe"  
Jefferson High School  
February 26, 1986
36. "The Signs of Humanity"  
Cleveland High School  
February 28, 1986
37. "Sons of Thunder"  
Emmanuel Temple Church  
March 1, 1986
38. "The Challenge of Community Service"  
Westhills Christian School  
March 5, 1986
39. "The Meaning of A Dream"  
Harriet Tubman Middle School  
March 12, 1986
40. "Together Against Crime"  
Columbia Villa Housing Units  
April 9, 1986
41. "Starting Here, Starting Now"  
Urban League Annual Dinner  
April 17, 1986
42. "The Sound of Leadership"  
YMCA Key Leadership Conference  
April 18, 1986
43. "In Recognition of Service"  
Reverend O. B. Williams Recognition Day  
April 26, 1986
44. "The Demand of Education"  
Black Cultural Affairs Board  
May 17, 1986

45. "To Believe In Ourselves"  
Morningstar Baptist Church  
June 14, 1986

Television and Radio Appearances. The following is a list of the television and radio appearances in the last several months:

1. A.M. Northwest, May 3, 1985
2. Black Energy, PCA, June 5, 1985
3. Bud Beechwood Show, July 19, 1985
4. Black Spectrum, September 3, 1985
5. Dale Sakamoto Show, KXL, September 23, 1985
6. PSR, KBOO, September 23, 1985
7. A.M. Northwest (PSR), October 3, 1985
8. Business Week N.W. - George Page, October 8, 1985
9. Margot Buetler, KBOO, October 10, 1985
10. Tom Goldman Program - KOAP, October 15, 1985
11. Paul Hansen Program - KGW, October 20, 1985
12. Minority Affairs - Sharon Mitchell, October 27, 1985
13. Don Stellges Program - KGON, November 6, 1985
14. Northwest Faces - KGW, January 12, 1986
15. Q & A - Rick Meyers, KATU, January 22, 1986
16. Campus Radio - Whitman College, KWCW, February 5, 1986

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.

Staff Meetings. Regular full-staff meetings have been used for the purpose of developing the Urban League as an agency. Philosophy, communication, purpose, and future direction have all been discussed.

Special Training Sessions. Special efforts have been directed toward the Youth Services Center staff, the Whitney Young Learning Center, as well as the Executive Assistants.

Continued Developments. This area has not received the attention it will deserve. The pressing issues already discussed have taken a priority over the kind of systematic staff development program which was envisioned. Continued efforts will be placed in this area.

7. To undertake a complete review of personnel policies and procedures and to recommend changes as necessary to the Board of Directors.

Personnel Committee. The new procedures are almost in final form. There was very little additional work necessary on the personnel policies. The Personnel Committee will have the new policies ready for the Board at the January

meeting and, once approved, the policies will be disseminated to all staff.

8. To study the benefit packages available to our staff and to recommend appropriate changes, expansion, or deletion to the Board of Directors.

Creation of Dental Plan. There was a clear problem in terms of the need for a dental plan. With the approval of the Personnel Committee, a new plan was offered as of July 1st.

Optional Medical Plan. An optional medical plan which enables staff to select personal physicians and services will be presented to the Personnel Committee in December.

### CONCLUSION

While this discussion of achievements in relation to goals is extensive, it does not begin to fully represent all the activities of the Chief Executive Officer over the past year. However, it is hoped that this report will provide the Board, through its Personnel Committee, a basis upon which to evaluate the effectiveness of leadership over these first twelve months.

HLC/bp



1320 Northeast Broadway / Portland, Oregon 97213  
Phone: (503) 260-6185  
IRVINGTON'S SCHOOL

RECEIVED  
JUN 24 1986

URBAN LEAGUE OF PORTLAND

June 10, 1986

Dr. Matthew Prophet, Superintendent  
Portland Public Schools  
501 N. Dixon Street  
Portland, Oregon

Dear Dr. Prophet,

I am writing to tell you of a program instituted at Irvington this year. In light of the Round Table's recommendations for greater school/community services/government/business cooperation, the Breakfast Club at Irvington seems a step in that direction.

The Tuesday morning Breakfast Club was started late last fall. After having exhausted the available in-district resources, we found that we still had a small group of boys whose needs were not being met by our existing programs. Their existing disruptive behavior was a cause of concern to staff. The common thread we saw in these children is that they were all Black males, mostly friendless, and that they had no sense of "belonging" with any of the existing school programs.

I contacted the Northeast Youth Service Center to inquire if there were social workers available to work with these boys in a before school or after school group. Their affirmative reply, and our subsequent planning sessions saw the beginning of the Breakfast Club.

John Frazier and Regina Warren of the Northeast Youth Service Center have been meeting weekly with the boys in problem solving group sessions. They have been in contact with families and teachers of the boys and have set up a series of rewards (field trips occurring on the weekends) which the boys can earn. A weekly checklist from teachers to John/Regina and home determine when they are rewarded. Additionally, John and Regina make unannounced sporadic visits to the boys classrooms.

The results that we presently see are in the major areas of:  
1) The boys being able to communicate and function in a group.  
2) Improved classroom behavior. 3) The boys' awareness of responsibility for their own behavior. 4) Their feeling of connectedness with the school. They love coming to the Breakfast Club.

Dr. Matthew Prophet

-2-

Ms. Warren and Mr. Frazier have provided their services without charge to us - we pay for the breakfasts and incentives and their salaries are paid by the Northeast Youth Service Center. At any price, their contribution to us at Irvington has been invaluable. We hope to expand the scope of this program next year to include children with other identified unmet social/emotional needs.

Enclosed are letters from some of the teachers whose students have been involved in Breakfast Club.

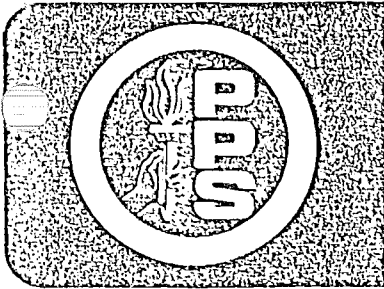
Sincerely,



Gloria Gostnell  
Principal

CC: Larry Ayers,  
Director of Instruction  
Gladys Hedgmon,  
Northeast Youth Service Center





# PORTLAND PUBLIC SCHOOLS

1320 Northeast Brazee / Portland, Oregon 97212

Phone: (503) 280-6185

IRVINGTON SCHOOL

Office Of The Principal

June 4, 1986

Ms. Gladys Hedgmon  
Northeast Youth Service Center  
10 N. Russell Street  
Portland, Oregon

Dear Ms. Hedgmon,

As Intermediate Unit Leader this year at Irvington School, I worked in the area of discipline with many of the students involved in our Breakfast Club. I feel that the Breakfast Club, under the direction of Mr. John Frazier and Ms. Regina Warren was an excellent program to meet many of the needs of some of our students. It became evident as the year progressed that the students in the Breakfast Club improved tremendously in their attitudes, behavior, and classroom assignments. We look forward to a continuation of the Breakfast Club at Irvington School next year.

Sincerely,

*Beverly Johnson*

Beverly Johnson  
Intermediate Unit Leader

May 28, 1986

Dear Regina and John,

I'd like to say thank you for helping Antione Matthews learn to like himself better. I have seen a tremendous change in attitude and behavior, both socially and academically, during the past three weeks. It is just short of a miracle.

The two of you and your breakfast club must be given much of the credit for the turnaround in Antione's behavior. Believe me when I say I expended a great deal of time and energy in trying to find ways to help him - none of which were successful. It seemed right from the beginning that Breakfast Club was influential. You were non-threatening in the sense that you didn't deal out work or punishment. Yet you forced Antione to talk about incidents relayed on the weekly progress reports. Having those discussions at a time usually two or three days after the incident helped him to be more objective in seeing other points of view and less defensive.

Antione is less disruptive, doing more assignments, getting along better with his peers, and acts happier. I hope you will continue having Breakfast Club next year, and will expand to include girls. If there is anything I can do to influence that decision, please let me know!

Sincerely,

Diane Corbett

# PRESS RELEASE

KATU Television P.O. Box 2, Portland, Oregon 97207 (503) 231-4287

FOR IMMEDIATE RELEASE  
11 August 1986

KATU PRESENTS "HERE & NOW WITH HERB CAWTHORNE"

Beginning this Fall, KATU Channel Two presents "HERE & NOW With Herb Cawthorne," which will air Sundays at 11am, starting September 14, 1986.

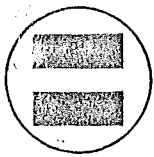
"HERE & NOW" will examine the social and ethical issues important to citizens of the Northwest.

As program host, Herb Cawthorne, Chief Executive Officer of the Urban League, brings as extensive background in oral communication to the program. Herb has utilized his Bachelor of Science degree in Speech Communication to teach "unprepared" students English skills at both his alma mater, University of Oregon, and Portland State University. Cawthorne has spent six years as freelance writer for the OREGONIAN, writing on a broad range of topics from desegregation to basic communication skills. As a special interest, Cawthorne actively speaks to various groups and organizations on topics of social and ethical concern.

KATU and Cawthorne see "HERE & NOW" as a vehicle to address today's significant issues. The premiere program, airing September 14th, will focus on the growing problem of illiteracy in America. The next two shows will feature gubernatorial candidates Norma Paulus, September 21st, and Neil Goldschmidt, September 28th. Other topics to be addressed include key ballot measures, substance abuse, abortion and deinstitutionalization of the mentally ill.

"HERE & NOW" is produced by Connie Stokes with Executive Producer Joella Werlin, KATU's Public Affairs Director.

CONTACT: Shannon Dugan  
KATU Promotion Dept.  
(503) 231-4287



# The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

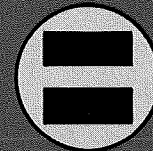
Herb L. Cawthorne  
Chief Executive Officer

Early in June, Ray Leary held discussions with Larry Hill, Property Manager for Emanuel Hospital, regarding the creation and distribution of a new membership brochure for the Urban League of Portland. Mr. Hill was extremely receptive. Emanuel agreed to underwrite the cost of the design, printing, and mailing of 6,500 brochures. The Office of Employee Relations at Emanuel, directed by Donny Adair, paid for the postage and mailing.

In addition, this would have all been impossible without the assistance of Jack Vogel and Pacific Power & Light which printed 10,000 membership envelopes.

In short, it is this kind of coordination and support for which the Urban League is grateful.

# THE URBAN LEAGUE OF PORTLAND



1986  
COMMUNITY  
REPORT