

Board of Directors

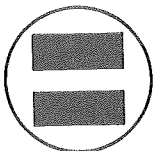
OCTOBER 10, 1987

12:00 NOON

BOARD RETREAT

SURFSAND RESORT HOTEL

CANNON BEACH, OREGON



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

October 10, 1987

APPROVAL OF MINUTES

COMMITTEE REPORTS

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

REPORT OF THE INTERIM PRESIDENT

REPORT OF THE CHAIR

ITEMS OF INFORMATION

1. Report of the Interim President
2. Program Contractual Information
3. Resolution #87-202 (Revised)
Personnel Policies
4. Letter from Rose E. Tucker Charitable Trust
5. Letter from Nationwide Insurance
6. Letter to Equal Opportunity Award Recipients

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

SEPTEMBER 16, 1987

The September 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 1:10 p.m. by Chairperson Thane Tienson.

The following Directors were in attendance: Skip Collier, Bobbie Gary, Tom Kelley, Jeff Millner, Shirley Minor, Cheryl Perrin, Larry Raff, Clair Silver, Irwin Starr, Bob Sutcliff, Thane Tienson, Jack Vogel, and Valerie White.

The following Directors were absent with excuse: Donny Adair, Bridget Flanagan, Avel Gordly, Peter Thompson, and Nancy Wilgenbusch.

There was one guest in attendance: Dave Blewett of Peat Marwick Main & Co.

Staff in attendance were: Ray Leary and Brenda Polk.

The minutes of the August 1987 meeting were approved.

FINANCE COMMITTEE

Dave Blewett, auditor from Peat Marwick Main & Co., distributed and discussed the 6/30/87 Comparative Statement of Financial Position; he also distributed and reviewed the format for future general fund and programmatic financial reports. Dave reported that he has been unable to find documentation ascertaining that the 501(c)2 filing was completed for fiscal year ending June 30, 1987, for the League's real estate holdings. He indicated that the League's cash flow situation at present is tight, but is workable. One recommendation is conversion to a bi-monthly payroll system, eliminating the need for the mid-month draw.

Peat Marwick Main & Co. has agreed to loan an executive to the Urban League through the end of October and assist in the screening and hiring of a new finance director.

There is a vacancy on the Finance Committee; interested board members should contact Thane.

Thane reported that the Finance Committee is studying the possibility of selling the Beech Street property, as well as accepting property at 6500 NE Union Avenue offered as a gift to the League and liquidating that property as well.

FUND RAISING COMMITTEE

Jack Vogel reported that renewals to corporate contributors are being prepared. The committee will be updating the Fund Raising Report developed last year which outlined the goals and objectives of the committee. The committee discussed developing criteria for EOD recipients and ways to solicit nominations from the community for future awardees. The committee also discussed the possibility of eliminating the Annual Dinner and replacing it with a "President's Ball," in conjunction with community awards presentations.

Ray stated that to balance the ethnicity of awardees at the EOD Dinner, Vernon Chatman has been recommended as an award recipient. Background information on Mr. Chatman was distributed. It was moved and seconded that three EOD awards be presented in 1988 -- Arlene Schnitzer, Tom Dargan, and Vernon Chatman. The motion passed.

PROGRAM & PLANNING COMMITTEE

Shirley Minor reported that the committee toured the Mentzer Building, thereby gaining insight on the renovation process. The committee also discussed needed repairs to Urban Plaza and Plaza II. Larry Raff stated he would like to meet with the committee regarding a possible program through Oregon Food Share.

PERSONNEL COMMITTEE

Jeff Millner reported that one of his associates reviewed the Personnel Policies and made a number of recommendations for clarification of the document. The policies should be ready within the next few weeks for board approval.

NOMINATING COMMITTEE

Irwin Starr reported that one nomination was received for the vice president position (Avel Gordly). Action on this position, as well as discussion on qualifications of new board members will take place at the retreat.

SEARCH COMMITTEE

Thane Tienson reported that the application deadline for local applicants has been extended to September 30th. Thus far, 51 applications have been received -- 32 local, 19 out-of-state, 6 with Urban League experience, 35 male, 16 female. A meeting will be scheduled before the retreat to do the preliminary screening.

PRESIDENT'S REPORT

Ray, Thane and Clair met with representatives from R&H Construction and Unthank, Poticha and Waterbury regarding the Mentzer Building and bringing their projected cost of \$752,000 in line with our original budget of \$560,000.

The Fred Meyer Charitable Trust has declined our capital fund drive request. Cheryl Perrin stated that the trust has a long-standing policy of not funding capital endeavors. She suggested that a meeting be scheduled with Charles Rooks to get an explanation of the denial and to discuss the possibility of restructuring and resubmitting the proposal. She stated that often, proposal denials are handled by staff members, so it's possible the request did not reach board level. Cheryl offered to find out more information.

A copy of the preliminary proposal regarding the Union Avenue Fred Meyer Store was included in the Board Book. The proposal outlines possibilities for the Urban League's involvement in store improvements.

On Friday morning, September 18th, the staff of the Whitney Young Learning Center will host a breakfast meeting involving key community ministers and leaders in honor of Dr. Charles Warfield from Western Michigan University. Dr. Warfield is nationally renowned for his work as a consultant in the implementation of parental involvement programs. The Whitney Young Learning Center has been identified by Portland Public Schools as a model for implementing a parent involvement program.

On Friday afternoon, September 18th, the League's Adolescent/Parent Treatment Program will host a luncheon for the Juvenile Services Commission to foster improved dialogue and working relationships with the Juvenile Services Commission and its members agencies.

CHAIRMAN'S REPORT

The board retreat is scheduled for Friday through Sunday, October 9th through 11th at the Surfsand Resort Hotel in Cannon Beach. Ernie Cooper, Urban League Western Regional Director, will be in attendance. The first session will be Friday night.

The meeting adjourned at 1:34 p.m.

Submitted by:

Brenda Polk

BRENDA POLK
Director of Communication
Urban League of Portland

Reviewed & Approved By:

Avel Gordly

AVEL GORDLY
Secretary
Urban League Board of Directors

THE URBAN LEAGUE OF PORTLAND

The Report of the Interim President

October 1987

FINANCE DEPARTMENT

The Finance Department has taken the following steps to improve efficiency and to provide the Urban League with more useful information for decision-making:

1. Current year contracts and grants have each been organized into notebooks with tabs separating contracts, reports, payments received, etc. This will facilitate quicker access to information.
2. Meetings have been held with each program director to discuss the terms and conditions of each grant and contract, the reporting requirements and information needed. The Finance Department is in the process of writing memos which will highlight these terms.
3. In order to promote timely reporting to granting agencies, the Finance Department will utilize a "calendar of due dates."
4. This department is in the process of preparing a Statement of Income and Expenditures for the various programs. This report will compare current actual and budgeted amounts to prior years, and will be distributed to each program director. These reports will be generated on the computer using Lotus 123. The American Fundware Company, source of the League's fund accounting software (PC-Fund), has indicated that its software will integrate with Lotus 123 to generate these reports. We are awaiting instructions from American Fundware on this process.
5. American Fundware has also confirmed that our software is capable of keeping subsidiary records for grants, contact advances and accounts receivable on the computer. The Finance Department will initiate the use of subsidiary accounts in the next couple of weeks.

6. Current budgets for each program will be input into the computer for comparison purposes. Monthly trial balances will be distributed to each program director. These printouts will include budgeted amounts.
7. Recurring journal entries have been formatted with account name and number for monthly use. This will reduce time-consuming repetitive writing and accidental miscoding.
8. Loan and capital lease amortization schedules will be used for proper recording of interest and principle reduction.
9. Cash flow statements are being prepared so that the Urban League can anticipate cash requirements. Eventually, this report will be converted to Lotus 123.

FINANCE
DIRECTOR
SEARCH

Over the last two weeks, we have received 22 resumes from both local and national candidates. The application deadline is October 9th. Officials of Peat Marwick Main & Co. and the Finance Committee will review and screen resumes the week of October 12th.

CAPITAL
FUND
DRIVE

On October 6th we received from the Rose E. Tucker Charitable Trust \$25,000 toward our capital fund drive. This represents the first positive response from the foundation community. Five additional determinations will be made within the month of October.

OFFICE OF
DEVELOPMENT

The Office of Development implemented a manual system of tracking attendees of Urban League special events over the last five years. We now have immediate access to who purchased how many tickets to each event at our fingertips. This will enable us to do a quick call through for special events and send out "get your reservation early" letters to our constant supporters. Plans for the EOD dinner are in full swing. The dinner is scheduled for February 25, 1988 at the Marriott Hotel. Negotiations are completed for a steak and scampi dinner at the same cost as last year's chicken! Honorees will be Arlene Schnitzer, Tom Dargan, and Vernon Chatman. Skip Hinman of KATU and Ed Jenson of U.S. Bancorp have agreed to co-chair the function. Florene

King did an excellent job of keeping the department active during Michelle Muckey's hospitalization.

ADULT &
SENIOR
SERVICES
DIVISION
(ASSD)

Emergency Services: The most pertinent information from this unit is the proposed budget cut of 30% from this fiscal year's Low Income Energy Assistance Program funding. This cut would not be restricted to direct service dollars, but would include administrative dollars as well. If the cut takes place, approximately 1,200 families will not be served; 1,200 x an average \$200 = \$2,400,000 funding cutback. This action is, however, not final -- although strategies to operate at the lower level should the action become final are being developed. At this point, there is no recommended action for the Board to take that would influence Congress.

Senior Services: Monthly and year-to-date performance continues to remain satisfactory. The new information and referral specialist is performing up to expectation at this point. Both contract and fiscal aspects of this program will be monitored on October 12-13, 1987. No major problems are anticipated.

NORTHEAST
YOUTH
SERVICE
CENTER
(NEYSC)

There has been no significant change for the NEYSC since the transfer from city to county jurisdiction. Issues currently being addressed are program evaluation and monitoring processes and the role of the Juvenile Services Commission as it relates to youth service centers. Referrals to the NEYSC, as usual during the summer, were low. Now that school has started, referrals and counseling requests have increased significantly. Parent and teen groups are in session and are very well attended. In August, YSC staff and Yaun Home staff escorted 30 youth on a rafting trip in Washington State. This proved to be such a successful outing that Pat Patterson, volunteer, would like to start a club called Inner City Wilderness Kids and continue working with the NEYSC.

ADOLESCENT/
PARENT
TREATMENT
PROGRAM
(APT)

APT has begun its two sex offender programs. The Developmentally Delayed Impact Program (DDI) is at capacity and seems to be well received by clients, families, and the courts. The Sexual Abuse Treatment for Adolescents Program (SATA) for normal IQ range offenders was also launched

in September. The operation of these two programs marks the beginning of a new level of professional services by the APT as an Urban League program to the Portland community. Referrals are picking up for non-sex offenders and we expect to be at total capacity within the next several weeks.

WHITNEY
YOUNG
LEARNING
CENTER
(WYLC)

Packets of information about the Learning Center were sent to all Portland Public School Board Members in early September, including the Year-End Report and the PPS Evaluation. The Whitney Young Learning Center grant from Portland Public Schools for the 1987-88 year was approved by the school board on September 21st.

During September, final preparations were made for opening the Center. Candidates for tutor positions were interviewed and selected, and several tutors from last year are returning. Staff orientation and training sessions began on September 29th and ran through October 2nd. During orientation sessions, tutors reviewed Learning Center philosophy, staff policies and guidelines, tutoring techniques and approaches, resource materials, discipline policies and intake procedures. Special activities and plans for the coming year were also discussed, and time was spent preparing classrooms.

After discussions between the WYLC director and Dr. Matthew Prophet on the need to implement a parent involvement program through the Learning Center, Portland Public Schools sponsored a visit from Dr. Charles Warfield on September 16th-18th. Dr. Warfield is a consultant on parent involvement from Western Michigan State University. Dr. Warfield's visit was a preliminary, fact-finding mission to discuss the possibility of assisting the Learning Center in developing community and parent involvement activities. Meetings were scheduled for him with WYLC parents and staff and Dr. Prophet. In addition, the Center sponsored a breakfast for community leaders and clergy to meet Dr. Warfield and discuss ideas about parent involvement. The response from parents, community leaders and clergy was overwhelming. With this input, a plan for staff and parent training from Dr. Warfield will be proposed to Dr. Prophet.

The Learning Center opened for students on Monday, October 5th. Letters have been sent to

all parents and students who participated in the program last year. The demand for WYLC services is expected to increase this year.

ACADEMY
PROGRAM

Although the Academy Program management has been transferred to Portland Public Schools, a grant from the McConnell-Clark Foundation will allow the Urban League to hire a "community relations coordinator" to work with Academy students and parents. The job description has been completed and circulated. Interviews will take place soon. The director of the WYLC has been charged with overseeing the Urban League's role in the Academy Program this year. She has met with PPS personnel, the chairperson of the Advisory Board, and other individuals involved in the program. The first Advisory Board meeting was held on September 24th. The program is well underway at Jefferson High School and currently has approximately 90 students.

FACILITIES/
HOMELESS
PROGRAM

The Facilities/Homeless office has moved from Urban Plaza to Plaza II. Having on-site Urban League personnel in this building has made a tremendous difference in the upkeep of the property.

The director of the program, Lana Danner, has been selected as Oregon's official representative to participate in a housing conference in New Jersey, October 9th-12th. The cost for Lana's participation will be paid by the State of Oregon. Lana will make a presentation on our Homeless Program, and the conference promises to be a great educational experience for her.

Homeless Program: Currently eight apartment units are set aside for the Homeless Program; they are all occupied. There is a tremendous need for additional transitional housing in North/Northeast Portland, and discussions are taking place with funding sources to increase funding for both case management and rental assistance.

Urban Plaza: Currently, there is only one vacancy in this building; this is the first time Urban Plaza has been this close to full occupancy. Lana and her staff recently performed an apartment-by-apartment inspection of the units. Numerous repairs/improvement need to be made, including painting, new curtains or shades, new

carpet, and repair to wood-rotted floors. Non-attention to these repairs can place our working relationship with the Housing Authority (Section 8) in jeopardy.

EMPLOYMENT
& TRAINING
PROGRAM

The Employment and Training Program has entered a period of transition. The most significant change is the installation of the local area network, which is the heart of the new information processing and management system. Second, but just as important, is the installation of the custom software that the program director, McKinley Williams, and outside consultant, Bill Dixon, have refined over a period of several months. The total staff of the department will undergo extensive training on the use of the system throughout October and November. During this same period, the software will be tested and refined as required. Transfer of files onto the computer will be performed by our data entry trainee, Mary Taylor. The transfer process will not be immediate and will take place over a series of phases. At this time all the resources are in place to insure the success of this transition.

In order to facilitate the above transition, the Employment and Training Program has undergone a major space reorganization. With a limited budget the department has been able to greatly enhance the workspace and provide for the additional space requirements of the computer system. The Employment and Training Program staff invites the Board of Directors to tour the department when they are in the building.

Because of the necessity for staff training on the new computer system, and the eventual learning curve that will follow, it will not be possible to maintain the quantity of referrals, interviews, and employer contacts through this transitional phase. In order to realize the goals and objectives outlined in our grant proposal to the Fred Meyer Charitable Trust, it is necessary to shift our focus away from the old and towards the new.

McKinley is vigorously pursuing training components to augment the counseling and job matching services currently funded under the Fred Meyer grant. At this time two training programs are being explored: (1) A GED/Basic Skills Training Program, and (2) A PC/Computer Skills Training

Center. With the addition of these two programs, the Urban League of Portland will be in a position to provide actual job skills to the many applicants who are without marketable skills. As a major initiative of the Center for Self-Development, the Urban League of Portland will need to seek funding to ensure that such training can be made available to those applicants wishing to enhance their employability but are without means to accomplish such an important goal.

The staff continues to work on team building and professional growth. Because of the immense amount of public contact required of the employment specialists and job developers, workshops in time management, case management, and job search counseling skills will be conducted by McKinley and operations administrator, Cora Williams.

While it may seem that with all of the changes described above that little time is left over for counseling and job development, the staff continues to meet with employers to ensure that job orders continue to grow in numbers and quality of jobs available. And though somewhat reduced for the current phase, applicants continue to be interviewed, counseled and referred for placement.

* * *

URBAN LEAGUE OF PORTLAND

EXECUTIVE COMMITTEE
September 9, 1987

AGENDA

1. Finance Office
 - * Peat, Marwick, Main & Co. *Janet* _____ @ \$15,000 -
2. Resignations
 - ✓ * Pauline Reed
 - ✓ * Carole Conner _____
3. Basement Floor
4. Beech Street Property
5. Spear Property (6500 N.E. Union), *John Rosenthal?*
Kennedy, Wilson
6. Meeting with Unthank & R&H Construction
7. United Way
 - Bd. evaluation ✓ ~~\$3,500~~
8. Equal Opportunity Day Dinner
 - Staff -
9. Fred Meyer Trust
 - * Capital Fund Drive
10. Good of the Order

9%

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: JUVENILE SERVICES / ADOLESCENT/PARENT
TREATMENT PROGRAM

Term: July 1, 1987 to June 30, 1988

Amount: \$172,000

Program Director: David Gonzales

Annual Reports: Extended to September 1, 1988

Monthly Reports: All monthly expenditure reports are due by
the 20th day of each month.

Quarterly Reports: The date for all quarterly comparison re-
ports are as follows: April 30, 1988, July
31, 1988 and October 31, 1988 of this con-
tract year.

To ensure timely completion of all reports, the finance office will need to receive all expenditures by the end of the month in which they occur. This includes: mileage, petty cash reimbursements. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: COMMUNITY SERVICE BLOCK GRANT

Term: January 1, 1987 to December 31, 1987

Amount: \$59,822

Program Director: Larry Foltz

Monthly Reports: Due on the 12th of each month. These reports are to be in the CAAP office on the 12th or if the 12th falls on a holiday or weekend, reports are due on the working day immediately preceding the 12th of the month.

Quarterly Reports: Due the 12th of each calendar quarter.

To ensure an orderly time frame for all reports, the Finance Office will need to receive all expenditures by the end of the month in which they occur. This includes: mileage and petty cash reimbursements. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of the contract:

Name of Contract: FRED MEYER CHARITABLE TRUST
Term: February 1, 1988 to August 1, 1988
Amount: \$187,000
Program Director: McKinley Williams

The following schedule for reports is listed below:

June 1, 1987 (Interim)
December 1, 1987 (Interim)
June 1, 1988 (Interim)
December 1, 1988 (Interim)

To ensure accuracy in the reporting process from the finance office, all expenditures need to be submitted in the month they occur. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: WHITNEY YOUNG LEARNING CENTER
Term: September 1, 1987 to August 31, 1988
Amount: \$73,615
Program Director: Deborah Cochrane
Reports: No reports required, unless requested by
Portland Public School District

To ensure an orderly time frame for all reports, the finance office will need to receive all expenditures by the end of the month in which they occur. This includes: mileage, and petty cash reimbursements. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: MCCONNELL CLARK FOUNDATION
Term: October 1, 1987 to September 30, 1988
Amount: \$60,000
Program Director: Deborah Cochrane
Annual Reports: Will be submitted to the Foundation on the use of the grants funds at the end of our annual accounting period. This will be due August 30, 1988.
Final Report: Due within sixty days after the complete use of the grant funds.
Interim Reports: May be submitted upon reasonable request from Foundation.
Records: Books and receipts of expenditures of grant funds will be shown separately and recorded in any easily checked form.

To ensure an orderly time frame for all reports, the finance office will need to receive all expenditures by the end of the month in which they occur. This includes: mileage, and petty cash reimbursements. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: NORTHEAST YOUTH SERVICES
Term: July 1, 1987 to June 30, 1988
Amount: \$260,212
Program Director: Gladys Hedgmon
Monthly Reports: All monthly expenditure reports are due by
 the 20th day of each month.
Annual Report: Extended to September 1, 1988
Quarterly Reports: The date for all quarterly comparison re-
 ports are as follows; April 30, 1988, July
 31, 1988, October 31, 1988 of this contract
 year.

To ensure timely completion of all reports, the finance office will need to receive all expenditures by the end of the month in which they occur. This includes: mileage, petty cash reimbursements. Invoices need to be submitted as soon as they are received.

URBAN LEAGUE OF PORTLAND

This memo is intended to highlight the terms of this contract:

Name of Contract: AGING SERVICES DIVISION
Term: July 1, 1987 to June 30, 1988
Amount: \$166,238
Program Director: Joe Payton

All reports due by the 5th working day of the following month.
These are the components that equal the Aging Report.

1. District Center Payment Request and Resource Summary.
Submitted by Joe Payton, Prepared by Finance Office
2. Service Unit Report. Submitted by Joe Payton
3. Volunteer Service Report. Submitted by Joe Payton
4. Focal Point Management Report. Submitted by Joe Payton
5. Information and Referral Summary. Submitted by Joe Payton
6. Outreach Service Log. Submitted by Joe Payton

In order to submit these reports in a timely matter, the finance office will need all reports and expenditures by the end of each month.

Urban League of Portland

Board of Directors
October 10, 1987

Resolution #87-202

Approval of Personnel Policies

BACKGROUND: Clear, concise and legal personnel policies are essential for proper and consistent management of an agency. A consultant was hired to rewrite the existing personnel policies of the Urban League of Portland, and the Personnel Committee of the Board of Directors has worked for the past several months reviewing the new document. These policies were reviewed by Donna Cameron and Maureen Sloan, attorneys with the firm of Miller, Nash et. al., Portland, Oregon. The Personnel Committee now recommends that the revised personnel policies be approved by the full Board.

THEREFORE, BE IT RESOLVED: That the Personnel Policies of the Urban League of Portland, as revised and submitted August 1987, be approved.

200.024 - PAID SICK LEAVE

Paid sick leave is defined as leave provided by the League for use due to illness or the seeking of medical or dental care. The leave may be used for illness of the employee or the illness or death of a member of the immediate family.

All full-time regular employees accrue paid sick leave at a rate of ten (10) hours per month. All part-time regular employees accrue paid sick leave on a pro-rated basis.

There is no maximum total accrual for paid sick leave.

Paid sick leave is paid at an employee's current base compensation rate at the time of use.

At termination, no compensation is made for accrued sick leave.

When a holiday observed by the League occurs while an employee is taking paid sick leave, the day off will be considered a paid holiday and not a paid sick leave day.

If the employee misses five (5) or more consecutive days due to hospitalization, illness or injury, the League may require a doctor's statement approving the employee's return to work before permitting the employee to return to work. This is for the employee's safety as well as for the safety of others. In such cases, the League may also request proof of illness from the employee's physician. Upon request, said proof must be provided.

Employees must inform their supervisor at least twenty-four (24) hours in advance of scheduled appointments for necessary medical or dental care.

Employees must inform their supervisor before leaving work due to illness.

200.025 - JOB-RELATED ILLNESS AND INJURY

Employees must notify their supervisor within twenty-four (24) hours of any on-the-job injury, however minor.

Determination of whether a condition constitutes a job-related illness or injury will be made by the League's worker's compensation insurance carrier.

In the event that a job-related injury or illness results in loss of time worked, the carrier will determine a payment amount based upon the laws of the State of Oregon. The League may pay the difference, if any, between this payment and the employee's gross base pay by charging the employee's accrued paid sick leave for the equivalent hours. In the event that accrued paid sick leave is exceeded, the employee may elect to continue this procedure through charging against accrued paid vacation leave.

The League will continue to pay its customary portion of health benefits while the employee is on medical leave for a job-related illness or injury.

The League will conform to the laws of the State of Oregon regarding conditions and timing of return to work for employees formerly on medical leave for a job-related illness or injury.

200.026 - JURY LEAVE

All employees receiving a summons for jury duty must present it to the supervisor immediately.

All non-regular employees will be granted leave without pay for jury duty. No change in benefits or status will be made because of such leave.

All regular employees will be granted paid leave for jury duty, provided that they turn over all monies received from the court in compensation. Checks should be turned over to the Finance Office.

200.030 - MEDICAL LEAVE

Employees may request a leave of absence for illness or injury to the employee or an immediate family member. An immediate family member for the purpose of this section is your spouse, mother, father, sister, brother or children (including natural and legally adopted children).

Unless required by law, a medical leave may not exceed 12 weeks. All medical leaves are approved by the President. Employees who return from medical leave within the approved period of time, will be restored to their former position.

Upon approval of the medical leave dates, an employee may use accrued sick leave pay for all or a portion of the medical leave.

Employees do not accrue paid sick leave while on medical leave of absence.

200.031 - PARENTAL LEAVE

Effective January 1, 1988, employees are entitled to parental leave to care for newborns or newly adopted children up to a maximum of twelve weeks, in compliance with Oregon State law. Employees who return from parental leave within the approved period of time will be restored to their former position.

200.035 - MILITARY LEAVE

A maximum of ten (10) working days unpaid leave may be granted each year to an employee for active duty training with an Armed Forces Reserve Unit or the National Guard of the United States.

URBAN LEAGUE OF PORTLAND
10 NORTH RUSSELL STREET
PORTLAND, OREGON 97227
(503) 280-2600

PERSONNEL POLICIES

The following statements represent the official personnel policies of the Urban League of Portland. As such, they prevail over any verbal statement. They are the sole property of the Urban League of Portland and must be returned upon termination.

Nothing in these policies should be construed as a guarantee of a particular length of employment or employment in a particular position.

The Urban League of Portland retains the right to change these policies at any time.

200.001 - EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

The policy of the Urban League of Portland is to provide equal opportunity to all persons in every aspect of employment. This includes recruitment, hiring, promotion, training, benefits, compensation, disciplinary action, termination, and all other terms and conditions of employment.

In all these matters, the Urban League of Portland will not discriminate against any person because of race, age, color, sex, religion, national origin, mental or physical handicap or marital status.

This policy is in accord not only with the requirements of state and federal law, but also with our belief that people are our most valuable resource.

All components of this policy have the endorsement and commitment of the Board of Directors.

Any questions concerning this policy and its implementation should be directed to the Equal Employment Opportunity Coordinator who is designated by the President.

200.002 - POLICY DEFINITIONS

The following definitions are used for the personnel policies.

Full-time employees - all employees normally scheduled to work at least thirty-two (32) hours per week.

Part-time employees - all employees normally scheduled to work less than thirty-two (32) hours per week.

Regular employees - all employees who have been deemed to have successfully completed the trial employment period. In addition, any employee completing more than six (6) calendar months of continuous temporary employment with the Urban League of Portland.

Temporary employees - all employees hired for a limited term of employment, specified not to exceed six (6) months. All employees exceeding six (6) months of continuous employment with the Urban League will be granted regular employment status.

Trial employment period - all employees will serve a trial employment period of six (6) calendar months or some other term as set in advance by the employee's supervisor.

Immediate family - parents, spouse, children, brothers, sisters, parent-in-law, brothers-in-law, sisters-in-law, any person who served as a guardian to the employee, and any member of the employee's household.

EMPLOYEE RECORDS

200.010 - EMPLOYEE FILE

An employee file will be maintained by the Executive Secretary. Such files will include, at a minimum:

- * employee's name, address, phone number
- * offer letter
- * emergency information
- * current resume
- * all performance appraisals
- * all memos relating to performance

Employees will have access to the complete file. All materials submitted to the file will have the employee's signature acknowledging the submission or the signature of a witness to the employee's refusal to sign.

Employee files are confidential and can be accessed only by the employee or written designee, employee's supervisor, employee's Program Director, Equal Employment Opportunity Coordinator, Executive Secretary and President.

Files may be reviewed and copied by the employee or written designees in the presence of authorized personnel, but may not be removed.

Employees are responsible for assuring that the file has the most current information. Any change of name, address or home phone number should be given in writing to the employee's supervisor for forwarding to the Executive Secretary. Revisions to benefit information and tax forms must be made in writing. The Finance Office has forms available for these changes.

200.011 - OFFER LETTERS

All offers of employment with the League, including transfer and promotion, will be extended through offer letters.

Offer letters supersede any previous written and/or oral communication. They convey the terms of employment, but in no case shall be construed to represent an employment contract.

The President shall review and approve all offer letters prior to their submission to the applicant.

COMPENSATION

200.020 - PAY RATES

Supervisors may recommend changes in base compensation rates for their employees. However, the President has the ultimate authority

for setting all base pay rates and awarding all discretionary bonuses within the approved operating budget.

200.021 - OVERTIME

Employees are exempt from overtime payment under the Fair Labor Standards Act if they meet the definition of executive, administrative or professional as defined by the Act by spending at least 80% of their time in exempt activities.

Non-exempt employees will be paid overtime pay for hours worked in excess of forty (40) hours per week. Overtime should be approved by the employee's supervisor in advance.

Overtime pay will consist of one-and-one half times the employee's regular hourly pay.

200.022 - PAID HOLIDAYS

The League provides ten (10) paid holidays each year. The paid holidays are as follows:

New Years Day	January 1
Martin Luther King, Jr.'s Day	3rd Monday in January
President's Day	3rd Monday in February
Memorial Day	4th Monday in May
Independence Day	July 4
Labor Day	1st Monday in September
Veteran's Day	November 11
Thanksgiving Day	4th Thursday in November
Christmas Day	December 25
Day after Thanksgiving or Christmas Eve	Day after Thanksgiving December 24

The actual dates for the above holidays will be the same as those designated by the Governor of the State of Oregon.

On those occasions when a holiday falls on Saturday, the League will observe the holiday on the prior Friday. On those occasions when a holiday falls on Sunday, the League will observe the holiday on the following Monday.

Occasionally, work considerations may require that some employees work on a holiday. If so, they will be notified in writing at least five (5) working days in advance of the day the holiday is observed. In such cases, the employee will be paid for the day worked at the normal rate and be given a paid holiday within five (5) working days of the date that the holiday was observed by the League.

Employees who wish to observe religious holidays other than those shown above may request leave from their supervisor.

200.023 - PAID VACATION LEAVE

Full-time employees may be granted a one-time bonus of forty (40) hours of paid vacation leave for successful completion of their first six months of satisfactory employment. Part-time employees may be granted a similar bonus on a pro-rated basis.

Thereafter, all full-time regular employees accrue paid vacation leave, based upon their total time of employment with the League, according to the following schedule:

Six months through two years	6.7 hours per month
Third through fourth years	10.0 hours per month
Fifth year and beyond	13.3 hours per month

All part-time regular employees accrue paid vacation leave on a pro-rated share of the same schedule.

Use of paid vacation leave must be approved by the employee's supervisor in advance. The Request for Leave form should be submitted to the supervisor at least three (3) working days in advance of the proposed vacation leave date(s).

Approval of the request is subject to work load considerations.

Employees may draw up to three (3) months accrual against future paid vacation leave.

Prior to taking such draws to paid vacation leave, employees must sign a statement declaring that they understand that negative balances will be deducted from the final paycheck if they terminate prior to accruing the additional time necessary to reimburse the time drawn.

When a holiday observed by the League falls within an employee's scheduled vacation, the day off will be considered to be a paid holiday and not a paid vacation day.

If an employee becomes ill or needs medical attention during a paid vacation period, it is the employee's choice as to whether the time of illness is charged to paid vacation leave or paid sick leave.

Upon termination, an employee will receive pay for accrued, unused paid vacation leave. This will be paid at the rate of pay the employee is earning at the time of termination. Payment will be made in a lump sum at the same time as the employee's final paycheck.

Employees may elect to use paid vacation leave during this period.

Additional leave without pay may be granted if an employee is required to serve in a national emergency, a postal strike, or other circumstances as dictated by law.

Employees will inform their supervisor as soon as they are aware of a "call-up."

If a holiday observed by the League falls within the leave, the employee will receive an alternate day off when mutually convenient for the employee and the League.

All customary benefits and accruals will continue during a leave of absence for military duty.

The employee will inform the League of all known military obligations at the time of hire.

200.039 - PERSONAL LEAVE WITHOUT PAY

Leave without pay for personal reasons may be requested for periods not to exceed thirty (30) working days. Leave without pay for personal reasons must be approved in advance by the President.

Personal leave without pay will be granted for the observation of a one (1) day religious holiday. Request for such leave must be made to the supervisor in writing not less than ten (10) working days in advance of the holiday.

Personal leave without pay may be granted for extended periods of religious observance upon determination by the supervisor that the request is reasonable and prudent in light of League operations.

No change in benefits or status will occur during such personal leave.

WORKING CONDITIONS

200.040 - HOURS OF WORK

Normal office hours are from 8:00 a.m. to 5:00 p.m. Monday through Friday. Program office hours may vary and are set to correspond with the services rendered. These hours are set by the President, after consultation with the appropriate Program Director.

Employees will be notified in writing of changes to the normal office hours for their program area.

An unpaid lunch break of one hour may be taken between 12:00 noon and 2:00 p.m. In addition, two paid breaks of fifteen (15) minutes are provided.

Employees must inform their supervisor within one-half (1/2) hour of their normal starting time if unable to report to work for any reason.

Employees must inform the Receptionist if they will be absent from their working area for an extended period of time. If the absence means that a program area will be left unattended, the employee must notify the Executive Vice President or President.

200.050 - CONFIDENTIALITY

The operations of the League should not be discussed with outsiders unless approved in advance by the President.

Information to be considered confidential includes, but is not limited to, client data, donations, funding, and development documents.

Employees handling confidential information are responsible for its security.

200.051 - CONFLICT OF INTEREST

Employees are prohibited from engaging in any activity, practice or act that conflicts with the interests of the League or its clients. Such prohibited acts include, but are not limited to, the following:

No employee shall accept full-time, part-time or temporary employment with any organization that does business with the League without the advance written approval of the President.

No employee or member of the immediate family shall accept gifts from any person or firm receiving benefits from, or seeking to do business with the League. Such gifts should be returned with a polite note of explanation. However, employees are not prohibited from accepting advertising novelties such as pens, pencils, calendars or other gifts of nominal value.

200.052 - DRESS CODE

The Urban League of Portland has a high standard of service to the community. Its employees are the visible reflection of this high standard. Therefore it is imperative that employees adhere to a dress code that exemplifies this standard.

Employees are expected to dress in a manner that is normally acceptable in business establishments. If an employee reports to work improperly dressed or groomed, the employee will be sent home to take corrective action. The employee will not be compensated during such time away from work.

200.060 - USE OF LEAGUE PROPERTY

The use of League property, supplies and equipment is limited to paid staff, and authorized volunteers performing specific tasks as authorized and directed by League management.

Exceptions to this policy must be granted in writing by League management at the level of Program Director or above.

In no case shall League vehicles be driven further than a fifty (50) mile radius from Portland without the written permission of the President.

TERMINATION

200.090 - VOLUNTARY RESIGNATION

Resigning employees are expected to present to their supervisor a letter of resignation that indicates the proposed last day of work and the reason for resignation. It is expected that the letter will be handed in at least two (2) calendar weeks prior to the last day of work. Lack of proper notice will be noted in the employee file.

The employee's final paycheck will be issued on the employee's last day of employment, except in cases where the employee terminates with less than forty-eight (48) hours notice. In that case, the League will issue the paycheck within forty-eight (48) hours of the last day of employment.

200.091 - TERMINATION

Employment may be terminated at will. In the event of termination at will, the employee will be given a minimum of two (2) weeks notice. Severance wages may be substituted for notice. An employee terminated for gross misconduct is not entitled to severance pay.

200.094 - PERFORMANCE APPRAISAL

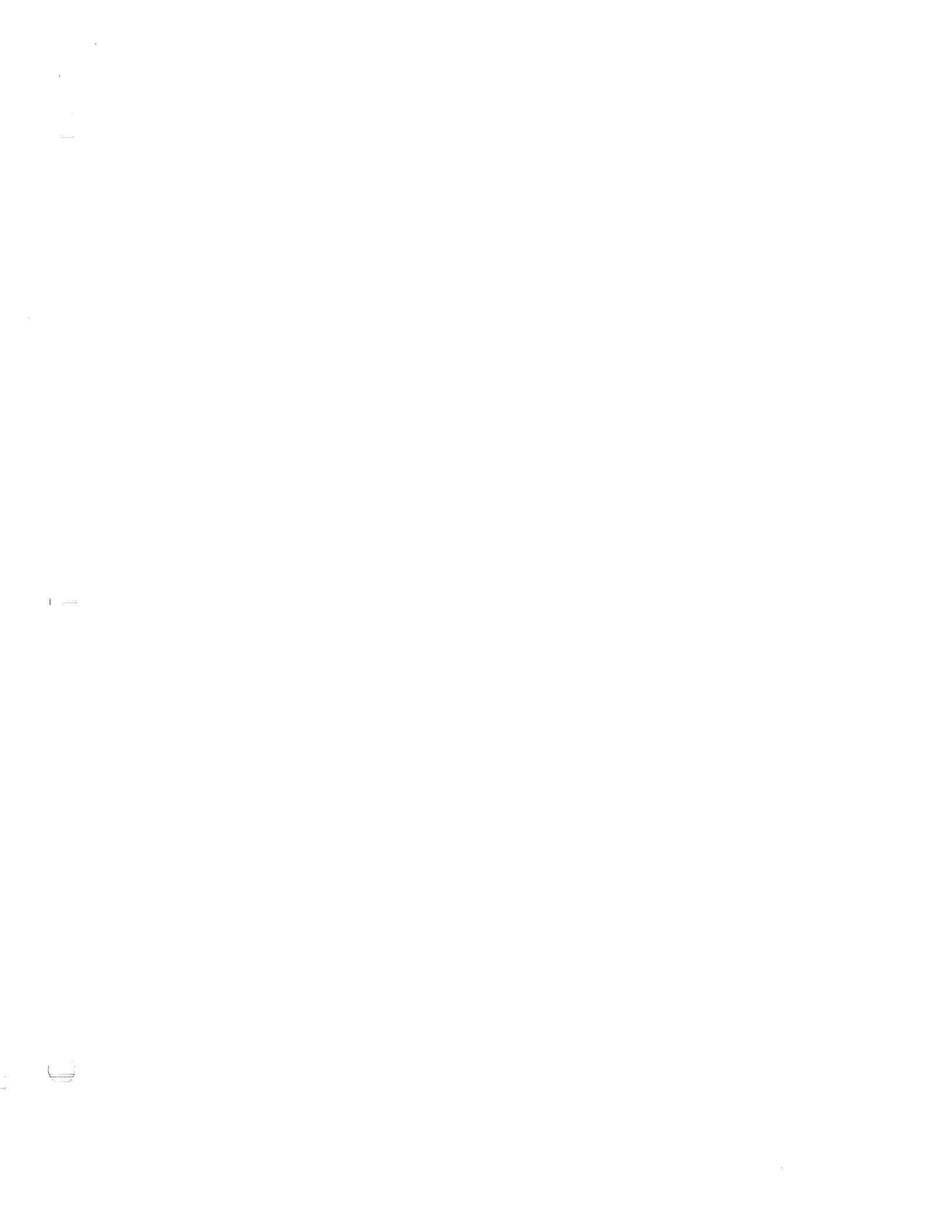
All employees will receive a written appraisal of job performance at least once during the probation period and at least once annually thereafter.

200.096 - CORRECTIVE ACTION

Depending on the situation and the level of employee involved, counseling may be used to correct a situation that could result in an involuntary termination. Counseling may include a oral warning, written counseling, suspension, and/or a probationary period. Any one step or all may be used though the order may be changed if warranted by the circumstances.

200.097 - GRIEVANCE PROCEDURE

The Urban League will provide a process for employees to grieve any personnel decisions or actions which the employee believes is unfair, inappropriate, or violates the League's published personnel policies. The grievance procedure will be published and provided to all employees.



ROSE E. TUCKER CHARITABLE TRUST
900 S. W. FIFTH AVENUE, TWENTY-THIRD FLOOR
PORTLAND, OREGON 97204

October 2, 1987

Mr. Thane Tienson
Chairman, Board of Directors
The Urban League of Portland
Urban Plaza
10 North Russell Street
Portland, Oregon 97227

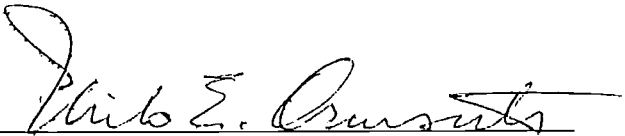
Dear Mr. Tienson:

This letter is in response to your application dated August 26, 1987 addressed to the Rose E. Tucker Charitable Trust.

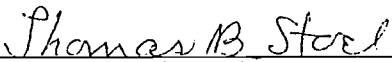
Your application was reviewed by the Trustees and we are pleased to enclose the Trust's check for \$12,500 for your project. The Trustees also approved an additional grant of \$12,500 for this project to be paid after July 1, 1988.

Very truly yours,

ROSE E. TUCKER CHARITABLE TRUST



Philip E. Pursuits



Thomas B. Steel
Cotrustees

Enclosure

10
11
12

13

14

919 NE 19TH AVENUE • P. O. BOX 4114 • PORTLAND, OREGON 97208 • TELEPHONE (503) 238-4100

HOME OFFICE: COLUMBUS, OHIO



RECEIVED
SEP 21 1987

URBAN LEAGUE OF PORTLAND

September 18, 1987

Mr. E. Ray Leary
Interim President
The Urban League of Portland
10 North Russell Street
Portland, OR 97227

Dear Mr. Leary: .

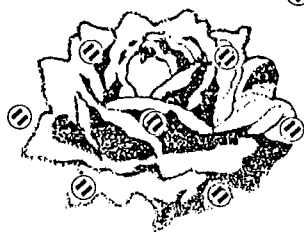
Nationwide Insurance - Western Operations is pleased to continue our support of the Urban League in Portland. Financially, we are increasing our support with the enclosed check #A72-407633 in the amount of \$1,750.00.

Sincerely,

NATIONWIDE INSURANCE

R. D. Bentley
Western States Personnel Manager

RDB:mkw
Enclosure



URBAN LEAGUE OF PORTLAND

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

October 7, 1987

Mr. Vernon Chatman
3120 N.E. 145th
Portland, Oregon 97230

Dear Mr. Chatman:

On behalf of the Board of Directors I would like to officially announce your selection as a recipient of the 1988 Urban League of Portland Equal Opportunity Award. The Urban League recognizes your strong beliefs in the ideals of freedom and equal opportunity for all, as well as the impact your life has had on our community.

You will be joined by Mr. Tom Dargan of KATU Television and Ms. Arlene Schnitzer, a staunch Urban League supporter, two individuals who, like yourself, have made significant contributions toward a better Portland for all its citizens.

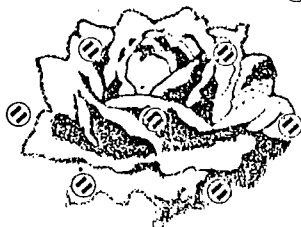
Please join us for a special luncheon on Friday, October 23, 1987, at 12:00 noon at the Urban League of Portland. I will share with you our plans and vision for the Equal Opportunity Award Dinner, Thursday, February 25, 1988. If this time is inconvenient for you, please contact either Michelle Muckey (280-2628) or Shirley Alexander (280-2626) to confirm your availability.

Again, it is a great honor to participate in an evening honoring those whose very lives have lent hope to the quest for a better Portland for all its citizens. On behalf of the Board of Directors and staff of the Urban League, congratulations. Thank you for your continued commitment to this community and your unparalleled support of the Urban League of Portland.

Sincerely,

Ray Leary
Interim President

RL:bj



URBAN LEAGUE OF PORTLAND

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

October 7, 1987

Mr. Thomas R. Dargan
KATU Television Center
P.O. Box 2
Portland, Oregon 97207

Dear Mr. Dargan:

On behalf of the Board of Directors I would like to officially announce your selection as a recipient of the 1988 Urban League of Portland Equal Opportunity Award. The Urban League recognizes your strong beliefs in the ideals of freedom and equal opportunity for all, as well as the impact your life has had on our community.

You will be joined by Ms. Arlene Schnitzer, a staunch Urban League supporter, and Mr. Vernon Chatman, a long-time Urban League volunteer, two individuals who, like yourself, have made significant contributions toward a better Portland for all its citizens.

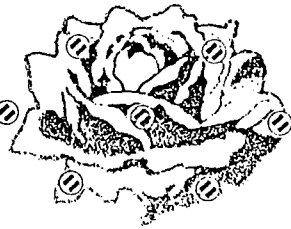
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Sincerely,

Ray Leary
Interim President

RL:bj



URBAN LEAGUE OF PORTLAND

URBAN PLAZA 10 North Russell Street Portland, OR. 97227

October 7, 1987

Ms. Arlene Schnitzer
Fountain Associates, Inc.
2112 N.W. Davis Street
Portland, Oregon 97210

Dear Ms. Schnitzer:

On behalf of the Board of Directors I would like to officially announce your selection as a recipient of the 1988 Urban League of Portland Equal Opportunity Award. The Urban League recognizes your strong beliefs in the ideals of freedom and equal opportunity for all, as well as the impact your life has had on our community.

You will be joined by Mr. Tom Dargan of KATU Television and Mr. Vernon Chatman, a long-time Urban League volunteer, two individuals who, like yourself, have made significant contributions toward a better Portland for all its citizens.

Please join us for a special luncheon on Friday, October 23, 1987, at 12:00 noon at the Urban League of Portland. I will share with you our plans and vision for the Equal Opportunity Award Dinner, Thursday, February 25, 1988. If this time is inconvenient for you, please contact either Michelle Muckey (280-2628) or Shirley Alexander (280-2626) to confirm your availability.

Again, it is a great honor to participate in an evening honoring those whose very lives have lent hope to the quest for a better Portland for all its citizens. On behalf of the Board of Directors and staff of the Urban League, congratulations. Thank you for your continued commitment to this community and your unparalleled support of the Urban League of Portland.

Sincerely,

Ray Leary
Interim President

RL:bj

Board of Directors

NOVEMBER 18, 1987

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

A
Novemb

^{Brenda}
Skip is in
Salam and thought
he would be able
to make board meeting
so don't count him
absent without be excused
Thank you

APPROVAL OF MINUTES

COMMITTEE REPORTS

1. Finance ✓
2. Fund Raising ✓
3. Program and Planning ^{Committee}
4. Personnel →
5. Nominating →

6. Search

7. Community Relations

~~W/P~~ - vice chair appointed

REPORT OF THE INTERIM PRESIDENT

REPORT OF THE CHAIR

W/P - Community Relations

ITEMS OF INFORMATION

secy / Regional vacancy

1. Report of the Interim President
2. Finance Director
3. 1986-1987 Management Letter & Audit (Draft)
4. Letter to Carol-Linda Baugh, PDC
Property Management Status Report
5. ~~Chief Executive Officer Search Update~~
6. Capital Fund Drive Letters
7. Letter to Program & Planning Committee Regarding
AIDS

defer to Exec. Session
Con

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

OCTOBER 9-11, 1987

The October meeting of the Urban League Board of Directors, held in the Haystack Gardens of the Surfsand Resort Hotel, Cannon Beach, Oregon, was called to order at 6:15 p.m. by Chairperson Thane Tienson.

The following Directors were in attendance: Donny Adair, Bobbie Gary, Cheryl Perrin, Irwin Starr, Peter Thompson, and Thane Tienson.

Staff in attendance was Shirley Alexander.

Since Ernie Cooper's plane was late arriving in Portland, Ray Leary and Ernie Cooper were unable to attend the Friday evening meeting.

PERSONNEL COMMITTEE REPORT

Donny Adair discussed changes in the Personnel Policies. The Personnel Policies were reviewed by Donna Cameron and Maureen Sloan, attorneys with the firm of Miller, Nash, et.al., Portland, Oregon. Ms. Cameron and Ms. Sloan felt that the policies were well written and within the law and only had a few changes to make:

1. Page 4: OVERTIME...."Overtime should be approved by the employee's supervisor in advance".
2. Page 8: WORKING CONDITIONS..."An unpaid lunch break of one hour and two paid coffee breaks will be provided."
3. Page 10: TERMINATION AT WILL-200.091...should read "Termination."
4. Page 10: CORRECTIVE ACTION..."Counseling may include an oral warning, written counseling, suspension, and/or a probationary period."
5. Page 11: GRIEVANCE PROCEDURE...the word "grieve" changed to "review."

The Board next discussed the structure or non-structure of the Board, the goals and objectives of both the Board and staff, and the lack of even a short-range plan. It was felt that the goals of the League have never been clearly presented to most Board

members. Consensus was that there should be some definite goals/objectives set and there is a need for clarification of such words as: goal, mission, and objectives since everyone uses these words differently. It was suggested that the Board's role is to determine objectives and primary goals and the staff's role to plan and implement the strategies of reaching the determined objectives and goals. There is a great need for having a Board training workshop.

PROGRAM COMMITTEE

The question was asked if one committee such as the Program Committee is capable of monitoring all of the League's programs or should there be a program committee for each department in the League. It was suggested that the Urban League expand their committee by using community volunteers instead of just Board members and have a Board member chair the committees.

FINANCE DIRECTOR POSITION

Thane discussed the Finance Director position that is presently open. There was a question as to whether or not the Board should play a role in the selection of the candidate for this position. Peat Marwick & Main will be assisting in setting the criteria for this selection.

The recently completed audit showed no abuse of funds but it did show where some delays in submitting paperwork cost the League money.

GENERAL DISCUSSION

Thane announced that Bob Sutcliff is resigning as Treasurer of the Board and as chair of the Finance Committee but will remain on the Board and on the Finance Committee as a member.

It was the consensus of the Board that there might be a need for a Vice President in the League with a strong background in administration to back up the new CEO.

Thane informed the Board that he had contacted Nancy Wilgenbusch's assistant and suggested that Nancy reconsider her position on the Board since she is unable to attend Board meetings.

The meeting was adjourned at 7:10 p.m.

SATURDAY, OCTOBER 10, 1987

The meeting was called to order at 8:20 a.m. by the Chairperson, Thane Tienson.

Thane introduced Ernie Cooper, National Urban League Western Regional Director, Los Angeles, California. Mr. Cooper gave an update on the Western Region. Santa Clara Valley is now the 13th Western Regional affiliate and is presently looking for a CEO. Mr. Cooper reported that he attended the fall planning session; priorities are on education and educational initiatives and a five year plan was set. This is a statewide movement with a thrust to focus on changing the educational system to help all and not only a few. Mr. Cooper suggested that the Board initiate an Educational Initiative Committee or Task Force.

INFORMATIONAL ITEMS FROM MR. COOPER:

- . The Regional Assembly will meet in Oakland April 14-16, 1988.
- . In 1990, Portland will host the Regional Assembly.
- . The Annual Conference will be held in Detroit, July 31 - August 3, 1988.
- . Selections will be held for delegates of the Assembly and the Board should submit their nomination. Mr. Cooper will forward more information regarding this process.

Mr. Cooper advised the Board to plan a Board orientation and training meeting as soon as possible because he felt the Board needed some insight into what their duties and responsibilities are, and what services the regional office can provide. He suggested that as many as possible Board members should attend regional and national conferences each year and the Board should select their delegate by January of each year.

PRESIDENT UPDATE

Finance Report

Submission of the 1986 property tax application for tax exemption was delayed, resulting in a \$13,000 tax bill. It is too late for the normal appeal process but a direct appeal will be made to Commissioner Blumenauer and steps have been taken to ensure this not happening again.

The PDC Loan Application was not completed nor filed with PDC. Ray asked for PDC's help in filing the application. Application must be supported with a letter of support from a lending

institution and this will be discussed at the next Finance Committee meeting. PDC has requested that a property audit and annual report be forwarded to them in a timely manner and an update on the use of the property.

Application deadline for the Finance Director was Friday, October 9, 1987. The Finance Committee and Peat Marwick & Main will assist in the selection of the new Finance Director. The whole Finance Office is being restructured and redesigned.

Peat Marwick & Main assisted in filing application for a non-exempt status 501(c)2 for monies from the Fred Meyer lease payments.

The completed audit will be available November 1, 1987.

Capital Fund

The Urban League, to date, has received a \$25,000 grant from the Rose E. Tucker Foundation. Five additional grant proposals are outstanding at this time and the League should know by the end of October if more money is forthcoming. The feasibility of conducting a Capital Fund Drive at this time is under consideration by the Board. The Chiles Foundation has awarded the Whitney Young Learning Center \$10,000. The Board felt that the money received from both these foundations should temporarily be deposited in a money market account and earn interest until used.

Multnomah County Aging Services, located downstairs, had problems recently with sewage back-up and flooding and had to close their offices for a day. The problem was taken care over the Labor Day weekend, which resulted in a \$27,000 bill. The insurance paid only \$10,000, which left an outstanding balance of \$17,000. We are currently corresponding with the insurance company on this matter.

Personnel

The staff's morale is good, there is a spirit of teamwork. Procedures/guidelines for Board and staff regarding what the League is all about is a part of the employee evaluation packet. Personnel policies, hopefully, will be implemented November 1, 1987. The Board will review the evaluation forms and recommend any changes necessary. There is a need to re-develop all staff job descriptions to reflect up-to-date duties. Ernie Cooper cautioned that any performance appraising plan should be developed and discussed one year before implementation.

Public Relations

Our image in the community is both good and bad. Ray suggested that we become an intra-agency teammate. The League has become removed from the community due to the lack of openness.

Programs

The Oregon Food Share and the League are presently working together to start a food distribution outlet for the needy.

Ray is currently meeting with Emanuel Hospital personnel to discuss the League serving as their job placement agency and Ray would like for the Board to be involved in these discussions.

Installation of computers and the training of staff in their use is currently underway in the Employment Department.

The Youth Service Center is facing a changing demographics. They are using a more preventive mode of service due to problems changing and escalating. There is a need for improvement in relationships with JSC.

Adult and Senior Services is currently expanding their component of recreational and transportation services. A nutritional program is needed and should be included.

Interim Period Report

Ray concluded his report with a summary of the interim period. The areas of greatest impact are:

- . streamlining of direct services;
- . reconstruction of finance office;
- . providing a new image in the eyes of the community.

Thane stated he felt a need for a Board/staff meeting, assessment of community needs, work on the Board's mission/goals and addition/modification of Board committees.

Discussion

There was a discussion on what the mission of the Urban League is and what areas the League serves. Thane suggested that a Board/staff retreat be held to discuss overall agency objectives or that time be set aside at each Board meeting so that each program director can discuss their program needs. Larry Raff expressed

his concern that the Board is working in a vacuum and needs to embark on a long-range plan and possibly community forums. It was decided that there is a need for a community relations committee at the League.

The meeting was adjourned at 12:30 p.m. for lunch.

The meeting was called back to order at 1:20 p.m. by the Chairperson Thane Tienson for the regularly scheduled meeting of the Board of Directors for October.

The following Directors were in attendance: Donny Adair, Skip Collier, Bobbie Gary, Shirley Minor, Cheryl Perrin, Larry Raff, Clair Silver, Irwin Starr, Peter Thompson, Thane Tienson and Valerie White.

The following Directors were absent with excuse: Bridget Flanagan, Avel Gordly, Tom Kelley, Jeff Millner, Bob Sutcliff, Jack Vogel and Nancy Wilgenbusch.

There was one guest in attendance: Ernie Cooper, Western Regional Director, Los Angeles, California.

Staff in attendance: Ray Leary and Shirley Alexander.

There was one correction for the September 16, 1987 minutes. Bob Sutcliff's name should be included in the meeting with R&H Construction. It was moved and seconded to approve the minutes of the September meeting as corrected. The motion passed.

FINANCE COMMITTEE

Thane announced the resignation of Bob Sutcliff as Board Treasurer and Chair of the Finance Committee. It was moved and seconded (Adair/Gary) that a letter be sent to Bob expressing the Board's regret in accepting his resignation. The motion passed. Clair Silver is considering replacing Bob as Treasurer. Thane appointed Shirley Minor to serve on the Finance Committee.

FUND RAISING COMMITTEE

Thane announced that Jack Vogel is planning to resign as Chairman of the Fund Raising Committee but will continue in this capacity until after the Equal Opportunity Day Dinner.

Herb Cawthorne is considering an appearance on Martin Luther King Day and it was suggested that the League could possibly pay Herb \$1,500 plus expenses and he could then appear at Maranatha Church free of charge.

Ray reported that the general funds are dwindling and there is a tight cash flow until the December contract monies come in. Larry Raff will look into other fund raising activities. Larry reported that Ray is presently meeting with representatives from the Oregon Food Share regarding contracting for providing food packages to pregnant women, women with children under 5 years old and women with low incomes. Distribution will be 125,000 - 150,000 pounds of food, with a caseload of approximately 3,000. The Urban League will contract with Oregon Food Share to distribute the food and to monitor the program. Larry will meet with the Program Committee to discuss this program and will need a decision as to whether or not the League is interested in pursuing this project by the November Board meeting since the YWCA is also interested in the program.

PERSONNEL COMMITTEE

It was moved and seconded (Adair/Perrin) that the Board of Directors approve the Personnel Policies. The motion passed.

Donny Adair gave a brief update on the Personnel Committee. Jeff Millner and Donny reviewed a staff dismissal and found it lacking some necessary rules but it would stand. Staff needs a system in place to handle personnel problems. The Personnel Committee charged staff with the responsibility of getting personnel procedures in place.

SEARCH COMMITTEE

Donny Adair reported that the Search Committee has asked the Board to finalize criteria for the selection of the CEO so that the Personnel Committee can select 10 to 20 applicants to be interviewed. There are approximately 58 applications presently on file and National would like to have at least three candidates' names submitted for certification. If the Portland Urban League verifies candidates' educational and work references, this will enable National to speed up their process.

President's Report

Ray Leary reported that calls have been made to congressional leaders opposing the 30-35% budget cut in the LIEAP program. Approximately 1,200 families will be affected by the proposed cut. Back-up plans are underway if the proposed cut should take place.

The Whitney Young Learning Center opened Monday, October 5, 1987 with an enrollment of 25 students. A grant from the McConnell-Clark Foundation will allow the League to hire a Community Relations Coordinator to work with Academy students at Jefferson.

The Employment & Training Center's computer system is now in place. The Employment staff is presently being trained. Two training programs are being explored: a GED/Basic Skills Training Program and a PC/Computer Skills Training Program to help offset illiteracy.

Ray gave an overview of staff's morale:

- . first 65 days of interim period has been intense and although we are not out of the woods yet, there is a feeling of togetherness;
- . staff is seeking opportunity to prove competency and skills;
- . staff appreciates guidance from the Board.

General Discussion

Thane reported receiving a phone call from a staff person and other Board members also received calls. The Board decided that when such calls came to them they would refer the caller back to Ray. If the caller has already tried talking with Ray without any satisfaction being reached, then the Board will take any necessary action.

It was decided that more minorities are needed on the Board. Some suggestions were as follows: the director of Oregon's Community Hispanic Program, a black clergy, and possibly Bob Naito.

It was moved and seconded (Starr/Collier) that Bobbie Gary serve on the Nominating Committee. The motion passed.

It was moved and seconded (Starr/Tienson) that Avel Gordley be asked to serve as Vice Chair of the Board. The motion passed.

The Personnel Committee has been charged to:

- . Review staffs development of staff evaluations.
- . Research training needs of the League.
- . Develop a grievance and corrective action procedure for staff.
- . Develop a performance appraisal form for staff.
- . Develop a performance expectation plan for the new CEO for the first six months.
- . Update job descriptions for staff.

- . Develop an affirmative action program.

The following Board members will be on the new Community Relations Committee: Skip Collier, Bobbie Gary, Shirley Minor, Cheryl Perrin (Chairperson), Irwin Starr and Peter Thompson. Ray suggested that the staff liaison should be the person working in the executive assistant position. Thane charged this Committee with the responsibility of developing a strategy plan to present to the full Board.

The meeting was adjourned at 4:45 p.m.

The October Board of Directors meeting was called back to order Sunday, October 11, 1987 at 8:00 a.m. by Chairperson Thane Tienson.

Finance Report

Clair Silver explained the functions of the new Finance Director. The new director will be the chief liaison to the Treasurer and Finance Committee of the Board.

Clair asked the Board what type of financial sheets they would like to receive. It was suggested that the present finance sheets were too complicated and something easier to read is needed. Income lines should be covered in 5 or 6 lines with a total; money coming in should be shown on a cash basis; receivables should be tempered with a reserve figure to cover amounts owing and amounts which will possibly not be received.

Clair suggested that there always be at least a one-year operating reserve fund.

When the new Finance Director comes on board, the Treasurer and Finance Committee will work with this person to develop a new, easy to read finance sheet.

Presently the check signing procedure is to have two signatures for any amount over \$500 and only one signer for checks under \$500. Ernie Cooper stated that all checks should have a Board member and the CEO signature. There will be four authorized signatures for check signing. It was moved and seconded (Raff/Tienson) that the CEO and either the Treasurer, President or Secretary be authorized to sign all checks. The motion passed.

It was moved and seconded (Tienson/Starr) that Clair Silver be appointed as Interim Treasurer. The motion passed.

The staff of the Urban League will go on a bi-monthly pay schedule beginning in November.

Fred Meyer Property

Cheryl Perrin asked the Board for suggestions on what should be done with the property the Walnut Park Fred Meyer store is located on. Fred Meyer has no concrete plans for this store at this time. They are not making any profits at this store and are trying to come up with plans on how to improve business. It was felt that the Board should work on a feasible plan for improving business. Cheryl would like to have a task force assigned to pursue all aspects and to take a plan to Fred Meyer. It should be known to all that in essence Fred Meyer is contributing to the Urban League by keeping the Walnut Park store opened without a profit.

Mentzer Property

The roof is in need of repair. To patch the roof now and replace it later is in reality a \$41,000 risk factor. If the roof is just patched and still leaks, that is money down the drain. Renovation of this building is estimated at \$680,000. Ray announced that Emanuel Hospital is interested in this core area and is willing to help us.

The meeting was adjourned at 10:50 a.m.

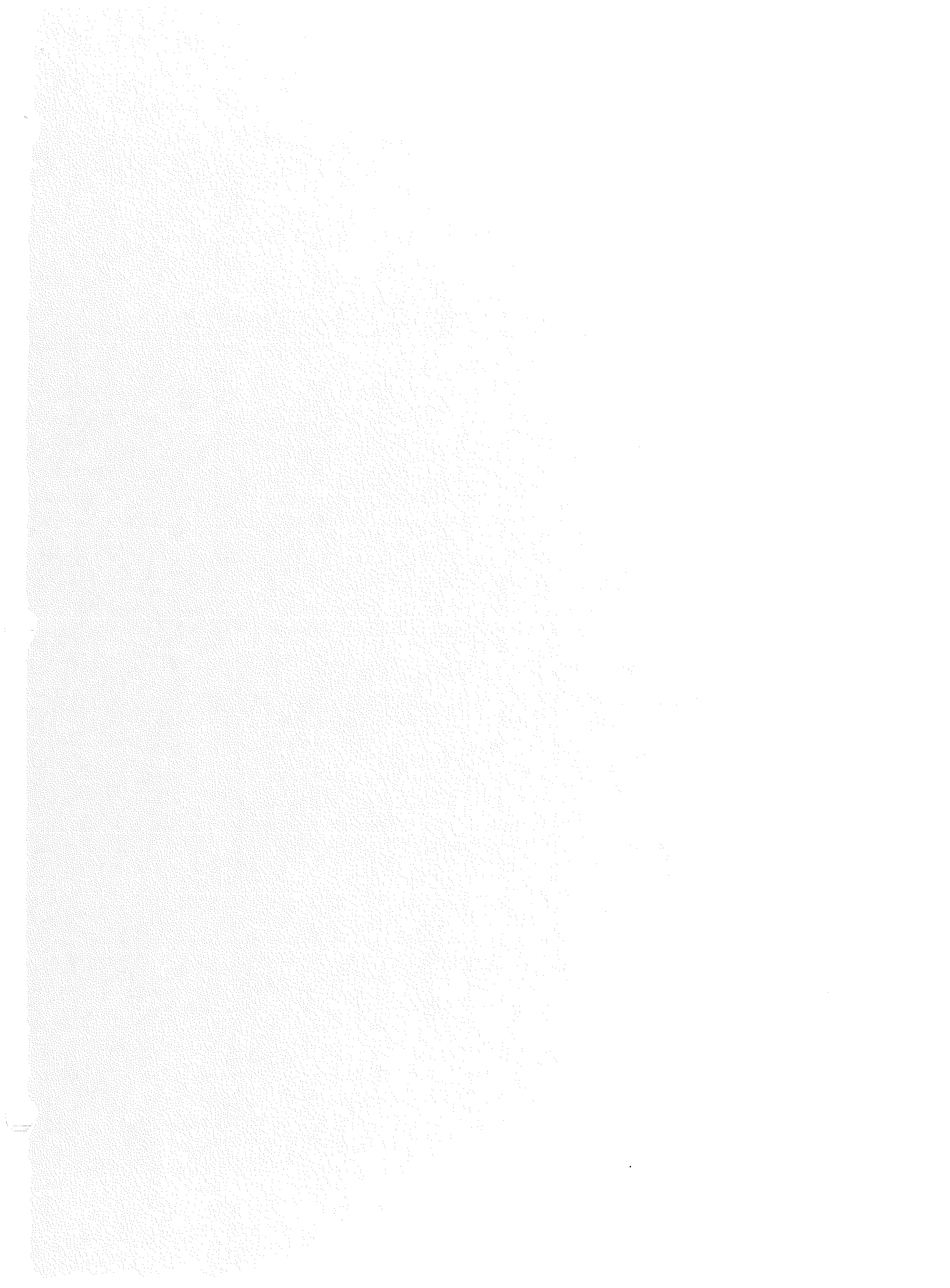
Submitted by:

Shirley Alexander

SHIRLEY ALEXANDER
Secretary
Urban League of Portland

Reviewed & Approved by:

AVEL GORDLY
Secretary
Urban League Board of Directors



THE URBAN LEAGUE OF PORTLAND

The Report of the Interim President

November 1987

FINANCE DIRECTOR

On October 30th, Clair Silver and I met with Richard Stolz, the top candidate for the Director of Finance position to complete the interview process. Research was conducted to verify his references and on November 13th, a letter of offer was sent to Richard for employment with the Urban League of Portland. We anticipate a starting date of December 1st.

1986-87 AUDIT

The Urban League of Portland had received a draft of the management letter and draft profile of the audit conducted by Peat Marwick & Main for the 1986-87. This information has been included in the Board Book. Representatives of Peat Marwick & Main will make a presentation on their assessment of the audit and discuss the management letter at the Executive Committee and Board meetings on November 18th.

URBAN LEAGUE GUILD

On November 11th, a luncheon was held for former Portland Urban League Guild members to discuss the possibility of re-establishing the Portland Urban League's Guild. The meeting was the result of a conversation with Shelly Hill, former Executive Director of the Urban League of Portland, who spearheaded the gathering and proved instrumental in making it happen. The women involved included Margaret Green, Helloise Hill, Johnnie Maxey, and others. The meeting was very positive, and a complete report and update regarding the formulation of the Guild will be provided through the Office of Development.

PROPERTY MANAGEMENT

The Urban League of Portland, in late October, recognized that it had no strategic plan for the management and development of its property holdings. To this end, a request was made of PDC to provide technical assistance in the areas of property management and real estate assessment. A report was prepared for PDC and an outline requesting our needs and agenda was attached.

CAREER DAY

Saturday, November 14th, marks the date for the 14th Annual Urban League Career Day. This year we expect 300-400 students and over 70 corporations to participate in this effort. The Inspirational speaker will be Dr. Matthew Prophet. Career Day is held at the University of Portland.

EMPLOYMENT
& TRAINING
PROGRAM

Computer System: All components of the computer hardware have been installed. Software purchases have been made and usage of same is being facilitated by Cora Williams, Operations Administrator. As is typical of any computer system installation, the Employment & Training Program's software and hardware is experiencing a period of debugging and refinement. Excellent progress is being made daily in these areas. Staff computer training was conducted on two successive Saturdays (October 17th and 24th). The staff will continue to receive training and support as needed to insure the required competence and comfort in the usage of the new system.

The data transfer from hard copy to disk is a huge task, one that will take several months to complete. It is proposed that when the current financial freeze is lifted, a temporary data entry person will be hired to augment the current staff. The data transfer task is currently the major obstacle in the path of deriving optimum benefits for the Urban League of Portland.

Employer Advisory Council: McKinley and Cora have met with a group of representatives from public and private entities with the goal of establishing an effective body of support for Urban League employment and training programs. Representatives from the State of Oregon, Multnomah County, City of Portland, I.B.M., Hewlett-Packard, Portland Community College, and others have met over lunch and in private meetings to discuss their respective commitments to the Center for Self-Development, and particularly their support of the proposed computer skills training program. Each week McKinley and/or Cora anticipate meeting with more companies in an effort to make the vision of the Center for Self-Development a viable proposition.

Other meetings involving the Employment & Training Program include the following companies:

Nordstorm, NIKE, Inc., PP&L, Benj. Franklin, McCall Oil Company, Schnitzer Steel Products Company and the Center for Urban Education.

Program Funding Development: On November 4th, McKinley and Cora made an exploratory visit to the Tacoma Urban League to research its Skills Training Center. Armed with helpful information on the success of Tacoma's training program, as well as other data collected by McKinley over the past 18 months, proposals for program funding are now being written.

Requests for Proposals (RFPs) have been let by the Private Industry Council for vocational training and GED/Basic Skills Training for 1988. McKinley is responding to this RFP and will submit a proposal for a GED/Basic Skills Training Program to be conducted under the aegis of the Center for Self-Development. Strategy meetings were conducted prior to the distribution of the RFP; those in participation have included Dennis Cole, President of the PIC and James Watts, Vice President of PIC. We are hopeful that the proposal will be funded and that this very necessary component to the Center for Self-Development becomes a reality.

Exploration of funding from private employers for the IBM Computer Skills Training Center is also underway. A second strategy meeting with the players mentioned earlier will convene to further develop this strategy. Any Board member who wishes to participate are welcome to contact McKinley for details.

Program Improvements: Continued outreach to public and private employers continues to foster excellent relationships and results in employment opportunities for our applicants. In first quarter 1988, the Center for Self-Development plans to host an open house event to demonstrate the new computer system, to re-introduce the staff to the job market, and to build further confidence in the Urban League of Portland. A similar event is being planned for the community.

Placement Update: Attached to this report is the latest Placement Update for the Employment & Training Program.

OFFICE OF
DEVELOPMENT

The Office of Development spent October gearing up for the Equal Opportunity Day Dinner, February 25th at the Marriott Hotel. They hosted a luncheon for the recipients -- Arlene Schnitzer, Tom Dargan, and Vernon Chatman -- and the co-chairmen, Skip Hinman and Ed Jenson, which gave them a chance to share ideas to ensure the dinner's success. This year's theme is "With Firm Conviction." Invitations, tickets, and ticklers for the event are at the printers. The video production is underway. We are currently looking for hosts for the private reception honoring the award recipients.

The Office of Development is working with the Fund Raising Committee and the Office of the President to update the Development Plan. The Office of Development will also be meeting with the Fund Raising Committee to set up criteria for future EOD recipients, set up goals for membership, and to discuss other fund raising activities.

At the request of the National Urban League, Florene King manned an Urban League informational booth at the recent National Girl Scout Conference. She also manned an Urban League booth at the Sabin Neighborhood Community Fair.

ADULT &
SENIOR
SERVICES

Emergency Services Component: Available services continue to be dental, food, and some emergency shelter. The County has accepted the Urban League's proposal for case management services for homeless families. We have received verbal confirmation from June Voget that we can begin to provide case management services as of November 4th. This contract has an administrative budget of \$8,500.

Senior Services Component: Our new Information & Referral Specialist is proving to be very efficient. This unit continues to maintain satisfactory performances in meeting monthly numeric goals. Strategies are currently being developed to address community relations issues. The formation of an Urban League Task Force on Community (Senior) Affairs is in the works. Copies of the format will be made available to the Board.

WHITNEY
YOUNG
LEARNING
CENTER

The Whitney Young Learning Center opened for the 1987-88 academic year on October 5th and welcomed back many returning students, as well as new ones. Sixty-five students went through intake during October and made 360 visits to the Center, logging in 803 tutoring hours. This is an increase over the 1987 October figures of 44 students, 145 visits and 219 logged tutoring hours. We anticipate a continued increase in numbers as the weather grows colder and first quarter grades come out. The Center also welcomed back a number of volunteer tutors, who contributed many hours of assistance during the first month.

Activities at the Center this month included a film and discussion on "teen suicide," led by counselor Larry Clayton of the Youth Service Center; guest speaker Elizabeth Asahi Sato, who spoke on "leadership skills" and did some leadership exercises with a large audience of students and parents; and rap sessions twice a week which have covered such topics as education, parents, drug abuse, future goals and sex. Many students have also begun writing essays for the Whitney Bulletin.

ACADEMY
PROGRAM

The Academy Program is off to a good start this year, with nearly 100 students. Although the administration of the program has been transferred to Portland Public Schools, the Urban League will continue to be involved through a "Community Relations Coordinator" position funded by the McConnell-Clark Foundation. During October, a hiring committee for the Community Relations Coordinator position was formed, and included the Directors of the Academy Program, Whitney Young Learning Center and Youth Service Center. The committee screened and interviewed a number of candidates and selected Mr. Samuel Pierce, who began work on October 26th. The Community Relations Coordinator will provide on-site counseling to Academy students at Jefferson each day; work with Academy parents and do home-visits; make referrals to the Youth Service Center; organize workshops, discussion groups and special activities for Academy students; organize multi-cultural training sessions for Academy teachers; and encourage and monitor Academy student attendance at the Whitney Young Learning Center.



URBAN LEAGUE EMPLOYMENT DEPARTMENT

Placement Update

July 01, 1986 through October 31, 1987

TOTAL APPLICANTS PLACED:

226

Total adults (male) ----- 110

Total adults (female) ----- 116

TOTAL ADULTS BY OCCUPATIONAL AREA:

Professional - 25

Non-Professional - 201

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MONTH
Adams, Maria	F	Telemarketing	March of Dimes	10/86
Ahloo, Mona	F	Production Work	Frito-Lay	4/87
Alexander, Shirley	F	Clerical	Urban League	9/86
Alonzo, Yolanda	F	Clerical	CASA	4/87
Anderson, Deonna	F	Production Work	N.E.C. Information Systems, Inc.	4/87
Anderson, Johnnie	M	Clerical	Pacific Power & Light	6/87
Anderson, Jefferson	M	Cook	Burger King	4/87
Anderson, Wayne	M	Janitorial	Sean's Janitorial	4/87
Armstrong, David	M	Painter	Carson Oil Company	5/87
Arnold, James	M	Assembly	Freightliner	6/87
Arnetta, Amos	M	Clerical	U.S. Postal Service	7/86
Askew, Patricia	F	Clerical	Consolidated Freight	9/87
Austin, Cleovonne	F	Clerical	LUEAP Urban League	10/86
Baker, Denise	F	Clerical	Metro	8/87
Batcheller, Lois	F	Clerical	State of Oregon	10/86
Batiste, Alan	M	Purchasing Agent	CH2M	4/87
Baxter, Denise	F	Driver	PEN OR	9/87
Best, Otis	M	Management Trainee	Nudelman's Trainee	4/87
Birnes, Henry	M	Painter	Jefferson High School	8/87
Balcknall, Ray	M	Telemarketing	March of Dimes	9/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MONTH
Blacknall, Reese Jr.	M	Laborer	Road Department	5/87
Booth, Alton	M	Telecommunications	Rogers Cable	10/86
Boyd, Maurice	M	Fast Foods	Burger King	1/87
Bradley, Charles	M	Construction	Dial "1" American Construction Company	10/87
Bradley, Mark	M	Construction	Yanzick Construction Company	9/87
Brooks, Janice	F	Clerical	Urban League	10/86
Brown, Aretha	F	Unskilled Labor	Evelyn & Rene's Restaurant	1/87
Brown, Cheryl	F	Sales Clerk	Meier & Frank	8/86
Brown, Josephine	F	Clerical	Urban League	12/86
Bryant, Charles	M	Construction	Yanzick Construction Company	9/87
Butler, Henry	M	Casual Labor	Freightliner	5/87
Butler, Rose	F	Clerical	Urban League	3/87
Calhaum, Donna	F	Housekeeper	Red Lion	5/87
Canteraas, Maria	F	Clerical	Ron Wyden's Office	11/86
Carlton, Arnold	M	Trainee	Mail Well	9/86
Carney, Sheila	F	Clerical	U.S. Bank	1/87
Carr, William	M	Carpentry	Columbia River Furn	9/86
Carroll, Nettie	F	Accounting	Genstar Lumber	9/86
Chenault, Dennis	M	Clerical	Carnation Dairy	5/87
Clark, Derick	M	Cook	Valley Conference Center	6/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MONTH
Clarke, Nigel	M	Accounting	Consolidated Freightway	11/86
Coleman, Barbara	F	Data Entry	Reed College	12/86
Coppege, Damien	M	Building Maintenance	Portland School District	8/86
Cornelius, Michael	M	Unskilled Labor	Highway Road Department	12/86
Cotton, Barbara	F	Counseling	Urban League	9/86
Cox, Sandra	F	Clerical	Skanner	12/86
Danner, Dana	F	Sales	Federal Express	11/86
Davis, Silas	M	Accounting	Portland Teachers Credit Union	9/86
Davis, Chiffon	F	Computer Operator	Urban League Lieap Program	10/86
Delorme, Anna	F	Clerical	Pacific Northwest Insurance	9/86
Decker, Jane	F	Clerical	March of Dimes	10/87
Dixon, Loren	M	Banking Officer	U.S. Bancorp	8/87
Edwards, Kenneth	M	Counselor	Urban League	4/87
Elliott, Charlotte	F	Production Work	Boise Cascade	8/87
Esmael, Naghi	M	Electrician	Bressie Electric	1/87
Elliott, Charlotte	F	Building Maintenance	Courtesy Janitorial	1/87
Erwins, Joetta	F	Clerical	Urban League	1/87
Flippen, Cathy	F	Clerical	Carson Oil	9/86
Ford, Maurice	M	File Clerk	Oregon Telco	1/87
Fortner, Ross	M	Telemarketing	March of Dimes	9/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MONTH
Frazier, Veronica	F	Clerical	Standard Insurance Co.	3/87
Gates, Tyra	F	Fast Foods	Burger King	11/87
Ghandi, Havana	F	Clerical	Bonneville Power Administration	6/87
Gill, John	M	Mail Clerk	Stoehls, Reeves & Boley	9/87
Gothwaite, Lois	F	Cashier	U.S. Bancorp	6/87
Gooseberry, Dolinda	F	Clerical	Anco (Airport)	5/87
Granville, Addie	F	Accountant	Government Finance Association	5/87
Gregory, Yamile	F	Clerical	Skanner	8/87
Gulledge, Randall	M	Clerical	Loomis Security	9/86
Guyton, Lissa	F	Insurance	Nationwide	3/86
Harris, Cashnita	F	Clerical	Kaiser	7/87
Harris, Franklin	M	Fast Foods	Popeyes	2/87
Harris, Latrenoa	F	Clerical	C.A.S.A.	3/87
Harris, Nigel	M	Accountant	Consolidated Freight	11/86
Harris, Tracy	F	Clerical	Northwest Securities	3/87
Hart, Jacqueline	F	Clerical	Oregon Teleco	2/87
Hart, Paul	M	Fast Foods	McDonalds	7/87
Harvey, Alex	M	Cook	McDonalds	10/87
Henderson, Anthony	M	Warehouse	Stoel, Reeves & Boley	6/87
Hennessy, Shirley	F	Clerical	North Pacific	

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Hicks, Zelda	F	Clerical	Oregon State Adult & Family Services	3/87
Hill, Jerry	M	Cook	Burger King	4/87
Himes, Willie	M	Driver	Buck Medical	4/87
Hooker, Chris	M	Laborer	Goldie Gentle Construction Company	6/87
Howard, Nathan	M	Warehouse	Roadway	8/86
Hudson, Ruben	M	Weatherization	State of Oregon	6/86
Ibang, Charles	M	Sales	American National Insurance Company	3/87
Izuagie, Junko	F	Intake Person	U.L. Leap Program	10/86
Jackson, Cynthia	F	Purchasing Clerk	Soil Conservation	5/87
Jackson, David	M	Janitorial	Halton Tractor	3/87
Jackson, Reggie	M	Grocery Clerk	Pic N Pac	8/87
Jenkins, Roslan	F	Clerical	OECO	8/87
Jenkins, Shannon	F	Teller	U.S. Bank	8/87
Jimmerson, Ronnie	M	Kitchen Help	Red Lion Inn	10/86
Johnson, Delia	F	Mail Sorter	U.S. Postal Service	9/86
Johnson, Johnny	M	Warehouse	Miller Brand	9/86
Johnson, Johnny, Jr.	M	Warehouse	Halton Tractor	2/87
Johnson, Cimperly	F	Inventory	Meier & Frank	6/87
Johnson, Larry	M	Production	Viking	5/87
Johnson, Thomas	M	Sales	Nudelman's	4/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Jones, Brittany	F	Clerical	U.S. Direct	7/87
Jones, Queen	F	Clerical	Columbia College	10/87
Jones, Robert	M	Sales	Allstate	7/87
Jury, Larry	M	Sales	G.I. Joes	7/87
Kelly, Donna	F	Customer Service	Merrill Lynch	6/87
Kennedy, Darren	M	Stock Clerk	Nordstroms	2/87
Kennedy Karol	F	Sales Clerk	Nudelman's	12/87
Kennedy Lamar	M	Driver	U.P.S.	7/87
Kola-Kola, Linda	F	Lab Technician	Halton Tractor	7/87
Lampkin, Yolanda	F	Sales	Meier & Frank	12/86
Laner, Dixon	M	Clerical	U.S. Bancorp	9/87
Lewis, Ronald	M	Draftsman	Bonneville Power Administration	3/87
Lincoln, Jami	M	Janitorial	Sundance Marina	6/87
Linton, Coni	F	Personnel Director	Benjamin Franklin	8/86
Love, Stenis	F	Clerical	Pacific Power & Light	10/87
Martin, Katherine	F	Clerical	Adult & Family Services	5/87
Maxie, Eddins	M	Production Work	Freightliner	7/87
Maxie, Roy	M	Accounting	Consolidated Freightways	11/86
May, Larry	M	Computer Operator	Pacific Power & Light	5/87
McCall, Amanda	F	Clerical	Stoel, Reeves & Boley	9/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
McMillan, Mary	F	Accounting	Penwalt Corp.	8/86
Minor, Shirley	F	Clerical	Sheriffs Office/Marion County	7/87
Mitchell, Freddie	M	Machinist	Halton Tractor	4/87
Mitchell, Linda	F	Clerical	ADC Bonneville	6/87
Montgomery, Rita	F	Administrative	Lockport	8/86
Mundorff, Sharan	F	Housekeeping	Care Unit Hospital	2/87
Murray, Thalia	F	Clerical	Dorenbecker Hospital	9/86
Nacoste, Jesse	M	Pasta Maker	Indoor Billboards	10/87
Nava, Jesus	M	Apartment Manager	C.C. Concern	3/87
Norris, Alice	F	Receptionist	Urban League	7/87
O'Halloran, Francis	F	Clerical	Central City Concern	8/87
Orr, Anthony	M	Fast Food	Burger King	7/86
Paris, John	M	Sales	Honeywell Security	9/86
Parsons, Damon	M	Casual Labor	Charles Crekaw	7/87
Parta, William	M	Unskilled Labor	U.S. Post Office	12/86
Penney, Rickey	M	Grinder	Rovang	8/87
Peterson, Derrick	M	Janitorial	Housing Authority	8/86
Petett, Annette	F	Secretarial	Multnomah County Service Center	8/86
Pham, Dan T.	M	Counseling	OR Medical Center	10/86
Pittman, Edna	F	Administrative	Urban League	1/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Porter, Bill	M	Mail Sorter	U.S. Postal Service	12/86
Pryor, Sheila	F	Telemarketing	March of Dimes	10/87
Reace, Debra	F	Customer Representative	Buck Medical	5/87
Redmond, Cathy	F	Receptionist	Oregon Telco	1/87
Reed, Grayce	F	Clerical	Consolidated Freight	9/87
Reed, Owen	F	Clerical	Stoel, Reeves & Boley	9/87
Robinson, Carol	F	Sales	Meier & Frank	10/86
Robinson, Hester	F	Sales	Meier & Frank	10/86
Robinson, Celeste	F	Sales Clerk	Meier & Frank	10/86
Robinson, Jeanette	F	Janitorial	Sanitary Cleaning Service	8/87
Royer, Bernadine	F	Clerical	Meier & Frank	6/87
Sadruddin, Tunisia	F	Inventory	Meier & Frank	6/87
Sampson, Steven	M	Claims Analyst	Allstate	8/87
Sanders, Veronica	F	Clerical	U.S. Bancorp	2/87
Sawyer, Stephani	F	Receptionist	Urban League	8/87
Schappert, Michael	M	Electrical	Eastern Electric	7/87
Scott, Karen	F	Clerical	Halton	4/87
Scott, Norma	F	Clerical	Standard Insurance Company	7/87
Scott, Steve	M	Fast Foods	McDonalds	12/86
Seaberry, Nathan	M	Fast Foods	McDonalds	1/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Seawood, Ronny	M	Buidling Maintenance	Washington's Window Washing	1/87
Sexton, Tamara	F	Clerical	Advance Data Concept	5/87
Shaw, Robert	M	Sales Representative	Brown & Williamson	8/87
Simmons, Ronald	M	Driver	Supplyways	
Simms, Cherry	F	Clerical	Beneficial Finance	8/87
Smith, Mabel	F	Clerical	Buck Medical Center	3/87
Stelly, George	M	Clerical	Tektronics	7/87
Stephens, Bertie	F	Clerical	Housing Authority	2/86
Stephens, Emma	F	Clerical	Consolidated Freight	9/87
Stevens, Freddy	M	Painter	Jefferson	8/87
Stewart, Nathan	M	Warehouse	Material Flow & Storage	10/87
Stewart, Tracy	M	Fast Food	Evelyn & Rene's Restaurant	1/87
Stitt, Teri	F	Customer Representative	Buck Medical	5/87
Strong, Catherine	F	Production Work	Steinfeld's	6/87
Strong, Lisa	F	Clerical	1st Interstate Bank	6/87
Tarrant, Michael	M	Customer Service	Shell Oil Company	4/87
Taylor, Alvin	M	Building Maintenance	Viscount Hotel	9/86
Taylor, Elizabeth	F	Clerical	P.C.C.	1/87
Tayvies, Jermaine	F	Unskilled Labor	Portland Private Industry Council	1/87
Thrower, Edith	F	Clerical	Stoel, Rives and Boley	3/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Timothy, Joseph	M	Maintenance	McDonalds	9/87
Todd, Floria	F	Auditor	Port of Portland	3/87
Tucker, Gus	M	Fast Foods	Burger King	1/87
Tucker, Walter	M	Sales	Nordstroms	3/87
Turner, Patricia	F	Clerical	Oregonian	9/87
Vaughn, Sam	M	Construction	Crews Construction	4/87
Wade, Gregory	M	Production Work	Lattice Works of Oregon	10/87
Walden, Bryan	M	Material Handler	Federal Express	2/87
Walker, Angila	F	Clerical	N.W. Iron Works	
Walker, Brian	M	Driver	U.P.S.	8/87
Walker, Debra	F	Clerical	Memorial Coliseum	10/86
Walker, James	M	Material Handler	Federal Express	2/87
Warren, Jimmie	M	Driver	Supplyways	2/87
Washington, Suzette	F	Accounting	P.P.L.	7/87
Washington, Tyrone	M	Laborer	Oregon State Weatherization	6/87
Watson, Angila	F	Clerical	N.W. Iron Marine	7/87
Weems, David	M	Clerical	P.C.C.	3/87
White, Charlene	F	Production	N.W. Packing	9/87
White, Marcus	M	Production Work	Freightliner	6/87
Williams, Amber	F	Clerical	Metra Steel	9/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

NAME	SEX	OCCUPATIONAL AREA	COMPANY	MARCH
Williams, D'Anna	F	Clerical	Meier & Frank	10/86
Williams, Genetta	F	Clerical	U.S. Direct	7/87
Williams, Herbert	M	Construction	F.W. Construction	8/87
Williams, Johnny	M	Warehouse	Supplyways	3/87
Williams, Roosevelt	M	Electrician Apprentice	Electrician Program	8/86
Willis, David	M	Painter	Painter - Jefferson High School	7/87
Windham-Williams, Gloria	F	Clerical	Urban League	9/86
Woods, Lacinda	F	Fast Foods	Taco Bell	1/87
Woods, Evelyn	F	Secretarial	Housing Authority of Portland	8/86
Young, Joli	M	Apprenticeship Program	J.S.P.	7/87
Zurcher, Harry	M	Clerical	R.S.V.P.	1/87

APPLICANTS PLACED
From July 1, 1986 to August 31, 1987

MALE	=112
FEMALE	=115

MONTH	NUMBER
7/86	8
8/86	11
9/86	16
10/86	17
11/86	7
12/86	9
1/87	20
2/87	13
3/87	15
4/87	16
5/87	12
6/87	19
7/87	18
8/87	11 + 9 = 20
9/87	15
10/87	10

September 30, 1987

Ray Leary
The Urban League of Portland
10 N. Russell St.
Portland, OR 97227

Dear Ray:

Enclosed is my resume in response to your ad for the position of "Finance Director".

I have a M.B.A. in Business Administration.

In my present position I do most of the activities mentioned in the ad. The only difference is that it is probably on a smaller scale.

I have the skills and experience necessary for the position.

Present salary	\$27,454
Network	\$22,000
Oregon Health Sciences Univ.	\$36,357

I will be happy to furnish references. Please do not contact my present employer at this time.

Sincerely yours,

Richard A. Stolz
Richard A. Stolz

encl.

RECEIVED
OCT 01 1987

URBAN LEAGUE OF PORTLAND

RICHARD A. STOLZ

8804 N.E. 79th St.
Vancouver, WA 98662

Work (503) 224-5145
Home (206) 892-1338

EXPERTISE AND ACCOMPLISHMENTS

Supervision and Motivation

I reorganized the work of the Budget Department, trained and motivated the people. This enabled us to complete several major projects within the prescribed deadlines while also completing the day to day operations with less than a full staff.

Organization and Planning

While working in the parts department, I became involved in a company relocation. I developed a layout for the parts area, directed the movers and initiated a numbering system for parts location. The result was a more organized and efficient retrieval system.

Systems Design and Implementation

Improved the method of keeping track of faculty and their data. I designed and implemented a new system of listing faculty information. This resulted in more up-to-date information.

I designed and implemented a salary review system including procedures and schedules. The results were a more thorough review of faculty on a timely basis and a more efficient personnel and payroll system.

Training and Personnel Selection

I served as an instructor in the "G.E.D." program. By adjusting my teaching methods, getting the students highly involved in the work, was able to graduate a higher percentage than any previous instructor.

As the result of decentralization, a new executive position was created. I spent considerable time training this person which resulted in more effective management of fiscal affairs.

PROFESSIONAL HISTORY

AMERICAN LUNG ASSOCIATION OF OREGON, Portland, OR Director of Finance and Budget (9/84 - present)

Chief Fiscal Officer for non-profit, statewide health organization. Responsibilities include business management, controllership, fiscal analysis and planning, payroll, personnel, purchasing and printing. Report directly to the Executive Director but work closely with the Board of Directors and our National organization.

NETWORK, Vancouver, WA Accountant (9/83 - 9/84)

Responsible for the accounting and financial reporting for S.W. Washington Consortium Job Training Partnership Act. Network is a department of Clark County government and is also associated with the Washington State Employment Dept. The financial records are on an I.B.M. P.C. micro computer and are compatible with the Washington State "BARS" financial system.

UNEMPLOYED (1/83 - 8/83)

In addition to looking for a position, I spent time on career development and continuing education to improve my professional skills. As part of my career development, I contacted and obtained interviews with about 75 business and management executives to gather information from a wide variety of fields.

OREGON HEALTH SCIENCES UNIVERSITY, Portland, OR Budget Director (Acting) & Asst. Budget Director (4/70 - 1/83)

(Acting Budget Director for 3 years.) Responsible for a budget of \$120 million per year. This included: Operating and capital budget preparation; financial planning; revenue & expenditure control; financial reports; purchasing approval; payroll; and personnel position control and records. Supervised 7 people. Have extensive experience with automated accounting systems. Interfaced with most departments, the federal government, State Executive Dept. & Legislative Offices.

Director of Planning (Acting) & Asst. Director of Planning (8/67 - 4/70)

Responsible for planning activities of the center including program, space, personnel & budget. Initiated and coordinated institutional research in conjunction with the long range plan. Developed a physical scale model of the campus. Assisted with health manpower planning for the State of Oregon.

RICHARD A. STOLZ
Page 3

INTERNATIONAL BUSINESS MACHINES CORP., Portland, OR (9/61 - 8/67)
Administration Specialist

Responsibilities included: Inventory control; maintenance records; sales contracts; billing; supplies ordering; and equipment records. Virtually all the accounting systems and records were automated.

U.S. ARMY SIGNAL CORPS., Wurzburg, Germany (6/59 - 7/61) Instructor

Assigned to 3rd Infantry Division communications network and later served as an instructor at the Army Education Center. In the reserves (Vancouver Barracks, WA) was an instructor in finance and payroll.

EDUCATION

UNIVERSITY OF PORTLAND, Portland, OR

M.B.A. Finance	1964
B.S. Industrial Administration	1959

(Business & Engineering - includes 21 sem. hrs of Accounting)

CONTINUING EDUCATION

Various seminars on subjects related to sharpening job skills including: Public Speaking; Human Relations; Communication; Grant Development; and Computer Programming.

INTERESTS

Served (3 years) on the Board of Directors and as Treasurer of a Social Service agency. Enjoy investments, bridge, karate and travel. (Traveled extensively in Europe, North America and the Far East.)

October 18, 1987

Ray Leary
The Urban League of Portland
10 N. Russell St.
Portland, OR 97227

Dear Ray:

Thank you for the opportunity of interviewing for the position of "Finance Director".

I am particularly interested in the employment services of the Urban League. Several years ago I was unemployed for six months. Even with my education and experience, it was a very frustrating experience. I have a lot of empathy with those who want a job but can't get one.

In my present position, I do most of the activities of the job but on a smaller scale. I have the skills and experience necessary to do a good job.

I would be proud to work for the Urban League.

Enclosed are some letters of reference and some pages from our latest audit.

Sincerely yours,

Richard A. Stolz
Richard A. Stolz

encl.

RECEIVED
OCT 21 1987

URBAN LEAGUE OF PORTLAND

URBAN LEAGUE OF PORTLAND

DIRECTOR OF FINANCE

Reports to the President

Summary

Responsible for all agency fiscal and administrative activities.

Duties & Responsibilities

1. To manage all financial services, which include maintenance of accounting system which adheres to generally accepted accounting practices, payroll, purchasing, property control, insurance, grants management and reporting requirements to Board, funding sources, and governmental agencies.
2. To be the chief staff liaison to the Treasurer and Finance Committee of the Board of Directors.
3. To insure efficient contract management and to participate, as required, on negotiation team.
4. To be responsible for proposal budget and cash flow preparation.
5. To manage the fiscal assets and procedures for all Urban League facilities.
6. To supervise all employees associated with the Office of Finance.
7. To provide assistance as necessary to the auditors of the Urban League of Portland.
8. To provide program directors with accurate and timely information regarding the current status of their budgets and funding.
9. To accept other duties as assigned by the President.

THE URBAN LEAGUE OF PORTLAND
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DRAFT

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DRAFT

November 10, 1987

CONFIDENTIAL

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

Dear Members of the Board:

We have examined the consolidated financial statements of The Urban League of Portland and subsidiary for the year ended June 30, 1987, and have issued our report thereon dated September 25, 1987. Presented for your consideration, in the comments attached, are matters that came to our attention in performing our audit work. It should be noted that matters commented on in this letter have not been reviewed subsequent to the date of our auditors' report and, therefore, we are not aware of any subsequent changes.

As a result of our examination, we did not identify any condition that we believed to be a material weakness in internal accounting control. This information, however, should be considered in light of Exhibit I which describes the purpose of our study and evaluation of internal accounting controls as part of our examination, and such information is intended solely for the use of your management in assessing the control environment.

We would like to take this opportunity to acknowledge the courtesy and assistance extended to us by the personnel of The Urban League during the course of our examination. We shall be pleased to discuss the matters attached and look forward to receiving and reviewing the responses to our comments.

DRAFT

THE URBAN LEAGUE OF PORTLAND

Management Letter Comments

Year ended June 30, 1987

I. IMPROVE INTERNAL ACCOUNTING CONTROLS

Cash Receipts

While reviewing internal control procedures over the receipt of cash, we noted that The Urban League of Portland relies on one individual to open incoming mail and accumulate cash receipts included therein. This individual prepares a listing of all cash receipts and forwards cash receipts to accounting personnel for subsequent deposit. By allowing one individual to accumulate mail receipts and prepare the listing of daily monies received, there is a greater risk that not all contributions will be forwarded to the finance department.

We recommend that two individuals be assigned to jointly accumulate mail receipts and prepare the daily listing of cash received. The daily listing of cash received should be initialed as evidence that both individuals have reviewed the listing and deem it complete. At the conclusion of each work day, the daily bank deposit slip identifying deposits of mail receipts should be agreed to the daily listing of cash received. This procedure will help to ensure that all cash received in the mail is recorded in the accounting system and deposited into the bank on a timely basis.

Petty Cash

We noted during our examination that amounts recorded on the general ledger as petty cash did not in fact exist. Upon further investigation, it became apparent that the accounting procedures being followed to record petty cash were insufficient, as such procedures were not recording expenditures or accurately replenishing the petty cash balance.

The existence of a petty cash fund is necessary to facilitate those frequent minor expenses that require immediate payment. In order to exercise control over petty cash balances, certain accounting procedures should be in place:

- 1) Petty cash balances should be set on a department by department basis and should never be allowed to exceed the set amount.

DRAFT

THE URBAN LEAGUE OF PORTLAND

Management Letter Comments, Continued

- 2) Petty cash balances should be replenished on a timely basis only to the extent of actual receipts on hand for the period and maintained by each petty cash custodian.
- 3) Periodic test counts of petty cash should be made by qualified accounting personnel to ensure adherence to Company policy.

We recommend the above procedures be implemented for petty cash balances at The Urban League. Proper controls over petty cash will not only ensure accurate recording on the financial statements but also ensure that expenditures of petty cash are for proper purposes.

Employee Receivables and Advances

During our test work over accounts receivable, we noted that several employee receivables were recorded on the financial records that were greater than one year old. In addition, many of these receivables had no supporting documentation and appeared to be due from individuals no longer employed by The Urban League of Portland. Due to lack of documentation and doubtful collection, certain of these receivables were written off at year end. Although the dollar amount of such receivables is not significant, we recommend that Urban League management review the policy of advancing funds to employees and specifically stress the need for follow-up by finance personnel to ensure timely remittance.

Subsidiary Records and Monthly Reconciliations

While performing tests of details over year end balances, we encountered several discrepancies between amounts recorded per the financial records and supporting documentation. As a result, numerous adjustments were necessary to properly reflect account balances at June 30, 1987. It appears such discrepancies were largely due to uncertainty as to the composition of the account balance. Consequently, many accounting entries were recorded twice or were recorded to an improper account.

DRAFT

THE URBAN LEAGUE OF PORTLAND

Management Letter Comments, Continued

It is important that sufficient accounting information documenting the detail of account balances be readily available to accounting personnel. Without such documentation, interim financial information supplied to management may be inaccurate. Therefore, we recommend that detail subsidiary ledgers be maintained and reconciled to the financial statement balance on a monthly basis for the following accounts: accounts receivable; grants receivable; receivables for expenditures under contract; accounts payable; and other liabilities. Proper maintenance and reconciliation of subsidiary ledgers will facilitate accurate financial information being supplied to Urban League management and the Board of Directors.

II. IMPROVE INTERIM FINANCIAL REPORTING

Monthly Financial Statements

It came to our attention during our field work procedures that interim financial information has not been supplied to Urban League management or the Board of Directors. It is important that accurate financial information be supplied to the management and the Board of Directors on a timely basis. Such information becomes increasingly important as The Urban League of Portland expands its services and acquires new property.

We recommend that monthly financial information be supplied to Urban League management and the Board of Directors to facilitate an informed decision making process.

Cash Flow Statements

To enhance the financial information to be supplied monthly to the Board of Directors, we recommend that cash flow statements and projected cash flow analysis be completed. A cash flow statement documents the total cash received and disbursed during a certain period, while a projected cash flow analysis budgets incoming cash flows and disbursements in a subsequent period. Such information is invaluable to the decision making process in an environment where cash inflows can vary significantly from period to period while requirements for expenditures are increasing with extended services and additional debt service requirements.

DRAFT

THE URBAN LEAGUE OF PORTLAND

Management Letter Comments, Continued

III. IMPROVE ACCOUNTING DOCUMENTATION

Standardize Monthly Journal Entries

During our review of month end accounting procedures, we noted numerous inconsistencies in the preparation of monthly journal entries. In several instances, we noticed that standard monthly entries were completely omitted and in other cases improper accounts were being erroneously adjusted. As a result, interim financial information created by the accounting system contained several errors.

To help maintain the integrity of financial information, we recommend that recurring monthly journal entries be performed with a standardized number and be maintained in a journal entry control log. All journal entries should be reviewed and approved by the Finance Director prior to entering the information into the accounting system.

Maintain a Schedule of Reporting Deadlines

The Urban League of Portland receives grants and monies under contract from various granting agencies. Many of such grants and contracts contain provisions requiring financial reports to be filed at various points during the contract period. This is usually required to ensure that expenditures of granted monies are appropriate under the contract guidelines. During our test work, we noted that several reporting deadlines had been missed and the accounting staff appeared unsure of the timing of future deadlines.

To ensure that future reporting requirements are adhered to on a timely basis, we recommend a master reporting schedule be maintained in the finance department which clearly identifies reporting and other important accounting deadlines.

Accounting Files

While gathering information to support financial representations, we noted that the filing system maintained in the finance department was not organized in any logical order and many files contained several years of information. The backbone of any accounting system that produces accurate and complete financial information is an orderly and well maintained filing system. We recommend that the current financial files be reorganized in alphabetical order and filed by fiscal year. Such a system will ensure that the appropriate and adequate support for accounting information is maintained.

DRAFT

THE URBAN LEAGUE OF PORTLAND

Management Letter Comments, Continued

Utilize Microcomputer Capabilities

The accounting department has access to microcomputer software (Lotus 123) that would prove invaluable in documenting and organizing accounting data. Currently, all supporting schedules are performed by hand and substantial time and effort is spent each month hand generating these schedules.

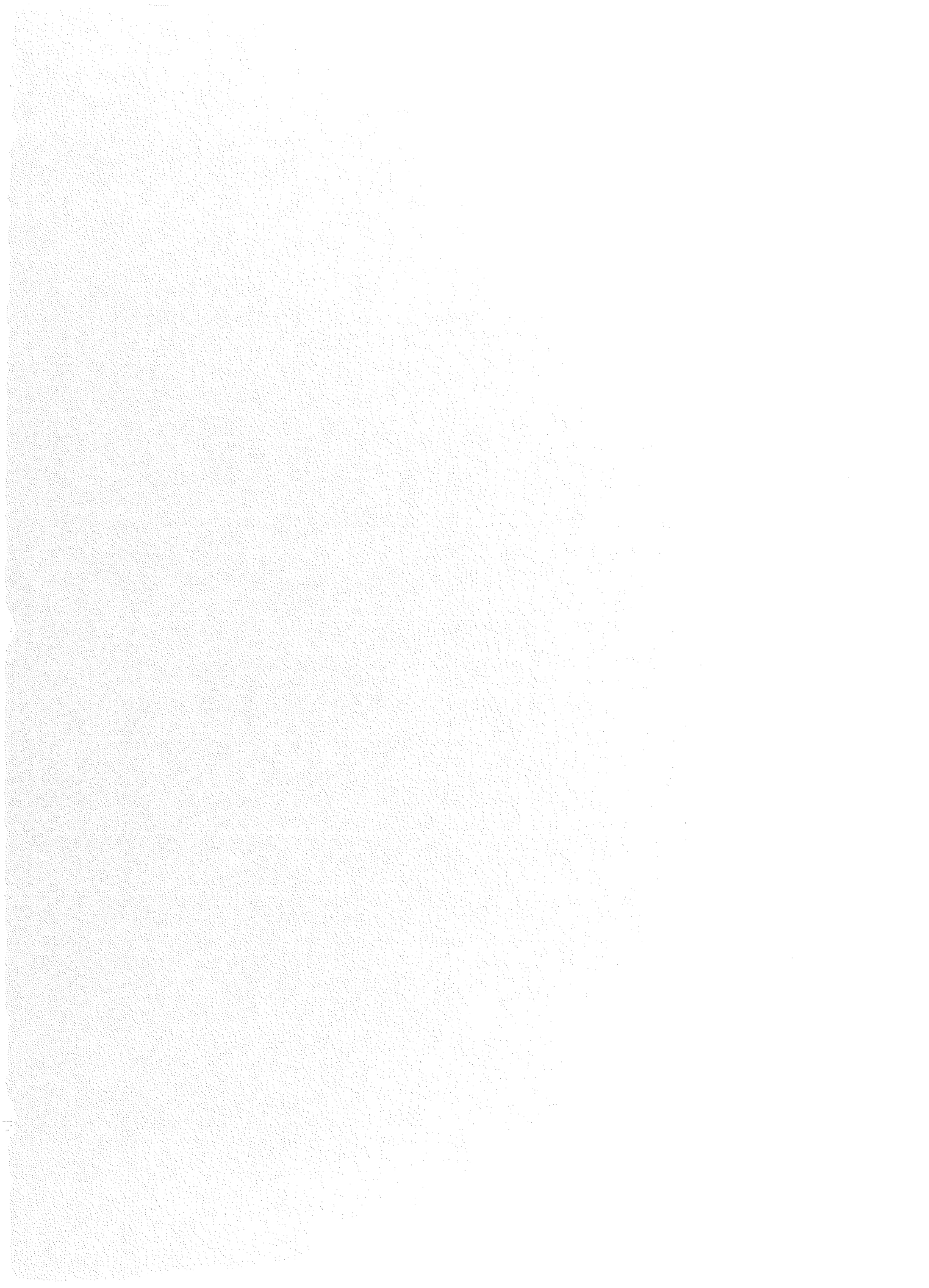
We recommend accounting personnel complete the self-training on the spreadsheet software to enable The Urban League to capitalize on computer resources currently available.

IV. IMPROVE BUDGETING PROCESS

Overall Budget Process

Many of the funds received by The Urban League of Portland are under grant or contract and have restrictions on the monies end use. Therefore, it is important that each Program Director be aware of the current status of monies spent and the remaining funds available for use. This requires that the Program Directors and finance department personnel work closely in formulating a budget that coincides with the restrictions of each grant or contract.

We recommend that a close working relationship between the finance department and Program Directors be encouraged. Finance department personnel should review monthly statements of expenditures by program with the Program Directors to ensure that monies are being expended within the limitations of the grant or contract. (These monthly reports could be easily maintained on the microcomputer as previously mentioned.) This procedure will not only improve the flow of accounting information to the Program Directors but will also help ensure that restricted funds are not utilized for unrestricted expenditures.



DISCUSSION ON INTERNAL ACCOUNTING CONTROL

As part of our examination, we made a study and evaluation of The Urban League of Portland's system of internal accounting control to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards. The purpose of our study and evaluation was to determine the nature, timing, and extent of the auditing procedures necessary for expressing an opinion on the League's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole.

The management of The Urban League of Portland is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation made for the limited purpose described in the first paragraph would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of The Urban League of Portland taken as a whole.

Ray

11-5-87

DRAFT

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY
Consolidated Financial Statements and Supplementary Data

June 30, 1987

(With Auditors' Report Thereon)

DRAFT

The Board of Directors
Urban League of Portland:

We have examined the consolidated balance sheet of the Urban League of Portland and Subsidiary as of June 30, 1987 and the related consolidated statements of support, revenue and expenses and changes in fund balances and functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the aforementioned consolidated financial statements present fairly the financial position of the Urban League of Portland and Subsidiary at June 30, 1987 and the results of their operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The supplementary information included in Schedules 1 and 2 is presented for purposes of additional analysis and is not a required part of the basic consolidated financial statements. Such information has been subjected to the auditing procedures applied in the examination of the basic consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic consolidated financial statements taken as a whole.

September 25, 1987

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

Consolidated Balance Sheet

June 30, 1987

DRAFT

	Current funds		Furniture, fixtures and equipment fund	1987 Total (memo only)	1986 Total (memo only)
	Unrestricted	Restricted			
Assets					
Cash and cash equivalents (note 2)	\$ 199,749	-	-	199,749	47,222
Accounts receivable:					
Expenditures made under contracts for services (note 3)	1,257	66,337	-	67,594	53,418
Grants receivable (note 3)	-	53,711	-	53,711	66,485
Other receivables	250	(10)	-	240	16,650
Total accounts receivable	1,507	120,038	-	121,545	136,553
Prepaid expenses and other assets	3,001	-	-	3,001	8,383
Land, buildings and equipment, at cost net of accumulated depreciation and amortization of \$255,377 (notes 4, 6 and 7)	-	-	3,164,327	3,164,327	1,366,300
Total assets	\$ 204,257	120,038	3,164,327	3,488,622	1,558,458
Liabilities and Fund Balance					
Interfund payables (receivables)	251,214	(251,214)	-	-	-
Accounts payable and accrued liabilities	113,509	57,432	-	170,941	121,613
Advances under contracts for services (note 3)	-	30,242	-	30,242	19,302
Notes payable (note 6)	-	-	601,825	601,825	466,306
Obligations for capitalized lease property (note 5)	-	-	782,290	782,290	816,540
Total liabilities	364,723	(163,540)	1,384,115	1,585,298	1,423,761
Fund balance	(160,466)	283,578	1,780,212	1,903,324	134,697
Contingency (note 8)	-	-	-	-	-
Total liabilities and fund balance	\$ 204,257	120,038	3,164,327	3,488,622	1,558,458

See accompanying notes to consolidated financial statements.

URBAN LEAGUE OF PC AND AND SUBSIDIARY

Consolidated Statement of Support, Revenue and Expenses
and Changes in Fund Balances

Year ended June 30, 1987

DRAFT

	Current funds		Furniture, fixtures and equipment fund	1987 Total (memo only)	1986 Total (memo only)
	Unrestricted	Restricted			
Support and revenue:					
Public support:					
United Way allocation	\$ 223,255	-	-	223,255	229,255
Special events net of direct costs of \$51,668 (\$41,711 in 1986)	32,319	-	-	32,319	24,140
Other contributions (note 7)	12,741	340,050	1,741,000	2,093,791	157,364
Federal, state and local grants	-	829,787	-	829,787	843,932
Total public support	268,315	1,169,837	1,741,000	3,179,152	1,254,691
Revenue:					
Member contributions	53,684	-	-	53,684	73,348
Investment income	1,069	-	-	1,069	3,697
Rent (note 7)	157,496	-	-	157,496	123,968
Other	36,839	-	900	37,739	37,366
Total revenue	249,088	-	900	249,988	238,379
Total support and revenue	517,403	1,169,837	1,741,900	3,429,140	1,493,070
Expenses:					
Salaries and fringe benefits	275,936	722,287	-	998,223	937,576
Professional services	48,666	78,531	-	127,197	148,268
Occupancy and utilities (note 7)	87,370	69,179	-	156,549	128,260
Supplies	78,089	66,632	-	144,721	140,738
Travel	6,982	21,776	-	28,758	43,938
Depreciation and amortization	-	-	104,837	104,837	86,047
Interest	66,782	-	-	66,782	54,208
Miscellaneous	30,471	2,975	-	33,446	43,016
Indirect overhead	(22,828)	22,828	-	-	-
Total expenses	571,468	984,208	104,837	1,660,513	1,582,051
Excess (deficiency) of support and revenue over expenses	(54,065)	185,629	1,637,063	1,768,627	(88,981)
Other changes in fund balance:					
Acquisition of equipment	(7,364)	-	7,364	-	-
Reduction of notes payable	(18,981)	-	18,981	-	-
Reduction in lease obligation	(34,250)	-	34,250	-	-
Transfer from plant	900	-	(900)	-	-
Fund balance, beginning of year	(46,706)	97,949	83,454	134,697	223,678
Fund balance, end of year	\$ (160,466)	283,578	1,780,212	1,903,324	134,697

See accompanying notes to consolidated financial statements.

DRAFT

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

Consolidated Statement of Functional Expenses

Year ended June 30, 1987

	Program services				Other	Total	Support services Management and general	Total program and support services	Fund raising	Total expenses
	Youth services	Community services	Senior services	Employment programs						
Salaries and fringe benefits	\$ 437,123	122,078	134,348	68,969	-	762,518	235,704	998,222	4,250	1,002,472
Professional services	71,933	1,565	770	14,098	-	88,366	38,830	127,197	4,984	132,181
Occupancy and utilities	28,589	25,703	9,711	25,337	-	89,340	67,209	156,549	-	156,549
Supplies	38,806	20,501	12,160	19,866	1,618	92,951	51,770	144,721	40,326	185,047
Travel	17,664	1,013	2,275	1,923	565	23,440	5,320	28,759	-	28,759
Depreciation and amortization	45,709	12,780	14,048	7,213	-	79,750	25,087	104,837	-	104,837
Interest	29,117	8,140	8,949	4,595	-	50,801	15,981	66,782	-	66,782
Miscellaneous	9,287	-	70	6,900	122	16,379	17,067	33,446	2,108	35,554
Indirect overhead	11,493	11,335	-	-	-	22,828	(22,828)	-	-	-
Total expenses	\$ 689,721	203,115	182,331	148,901	2,305	1,226,373	434,140	1,660,513	51,668	1,712,181

See accompanying notes to consolidated financial statements.

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

History, Purpose and Summary
of Programs Operated

June 30, 1987

DRAFT

The Urban League of Portland was founded in 1945 and is one of one hundred and eleven (111) affiliates of the National Urban League. The mission of the National Urban League is to enable low-income, blacks and other minority group members to cultivate and exercise their full human potential on par with all other Americans.

To achieve this goal, the Urban League of Portland develops and implements programs in education, adult and youth employment and training, community services, and housing and services for senior citizens.

The objectives of the programs are designed to:

- o strengthen the growth and development of individuals and families;
- o identify the social welfare needs of the League's constituency and establish plans for corrective action;
- o mobilize and organize the community to work for the development of alternatives to systems which have been identified as inadequate, and
- o to develop new and strengthen existing institutions committed to assuring the effective delivery of community services.

To accomplish these objectives, the Urban League of Portland "intervenes" at various points in the local social/economic structure where the interests of minorities and the poor are at stake.

Programs in current operation are:

Employment - Providing counseling/career guidance and placement services to enhance the ability of Urban League constituents to prepare for, secure and maintain long-term, upwardly-mobile employment.

(Continued)

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URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

History, Purpose and Summary of Programs Operated, Continued

Community Services - Providing training and technical assistance for the improvement of the quality of low-income citizens' participation opportunities in areas that directly affect their lives. The community services program also functions as a limited purpose agency, in lieu of a community action agency, to administer the low-income energy assistance and community food nutrition programs for inner northeast Portland.

Youth Service Center - Providing services in areas of diversion, personal and family counseling, employment and education assistance, as well as recreational activities. Services are particularly focused upon youths diverted from the juvenile justice system or law enforcement agencies. The Whitney M. Young Learning Center is a program component of the youth service center. It provides tutoring services and an atmosphere conducive to studying for youth, grades kindergarten through 12.

Senior Adult Service Center - Providing preventative health services, crisis/emergency counseling, telephone reassurance to housebound elderly, transportation, advocacy and recreational activities for senior citizens, age 60 and up.

During the 1986-87 program year, the Urban League of Portland provided direct services to over five thousand clients, not including its "hotline" information and referral services.

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY
Notes to Consolidated Financial Statements

DRAFT

June 30, 1987

(1) Summary of Significant Accounting Policies

- (a) The consolidated financial statements include the accounts of the Urban League of Portland and its wholly-owned subsidiary, Urban League Properties Inc.. Urban League Properties Inc. was incorporated solely for the purpose of holding title to property, collecting income therefrom, and turning the income over to the Urban League of Portland. These are no significant intercompany balances and transactions which must be eliminated in consolidation (see note 7).
- (b) To ensure observance of limitations and restrictions placed on the use of resources available, the accounts of the Urban League of Portland are maintained in accordance with the principles of fund accounting. Under the fund accounting concept, separate accounting entities, or funds, are established as needed to achieve a proper segregation and fair presentation of those resources available for use at the discretion of the governing Board (unrestricted funds) and of those resources over which the Board has little, if any, discretion as to use because of externally imposed restrictions (restricted funds).
- (c) Donated materials, fixed assets, and investments are reflected as contributions in the accompanying statements at their estimated fair market value at date of receipt.
- (d) Depreciation on buildings and equipment and amortization on the capitalized lease is provided on a straight-line method over the estimated useful lives of the assets (five to thirty years).

(2) Cash and Cash Equivalents

Cash and cash equivalents consist of:

	<u>Unrestricted</u>
Cash	\$ 92,914
Commercial paper, variable interest rates	<u>106,835</u>
	<u>\$ 199,749</u>

(Continued)

DRAFT

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY
Notes to Consolidated Financial Statements

(3) Grants and Contracts for Services

The Urban League performs services under several grants and contracts for services. Funding of these grants is handled differently by the different granting agencies. The method of funding determines how the grant is recorded in the financial statements.

- o Receivables for expenditures made under contracts for services represents funds which the League has spent under these grants, that have not been reimbursed by the granting agency.
- o Grants receivable represents amounts which will be paid to the Urban League under grants in effect at June 30, 1987.
- o Certain granting agencies forward an advance to the Urban League to cover cash flow of expenditures under the grants. These advances are made because of the necessary time delay in reimbursing the League for expenditures made. Any advances remaining at June 30, 1987 are recorded as advances under contracts for services.

(4) Land, Buildings and Equipment

At June 30, 1987, the costs of land, buildings and equipment were as follows:

Land and buildings	\$ 2,407,700
Capitalized leases	869,447
Leasehold improvements	9,374
Automobiles	16,266
Office equipment	60,903
Computer equipment	<u>56,014</u>
Total cost	3,419,704
Less accumulated depreciation and amortization	<u>255,377</u>
Land, buildings and equipment, net	<u><u>\$ 3,164,327</u></u>

(Continued)

DRAFT

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

Notes to Consolidated Financial Statements

(5) Leases

The Urban League has obligations outstanding under capital lease contracts for the use of the Urban Plaza building and a telephone system.

The future minimum lease payments and their present value for the years subsequent to June 30, 1987 are:

Year ended June 30:	
1988	\$ 66,287
1989	66,287
1990	66,287
1991	59,844
1992	55,242
Thereafter	<u>694,456</u>
Total minimum lease payments	1,008,403
Less amount representing interest	<u>226,113</u>
Present value of future minimum lease payments under capital leases	<u>\$ 782,290</u>

The lessor for the Urban Plaza Building capital lease has pledged to donate his equity interest in the property to the Urban League on the tenth anniversary of the commencement date of the lease; providing, however, the Urban League meets either of the following conditions on the tenth anniversary:

- 1) The Urban League is organized and operated in a manner which would qualify it under Internal Revenue Code Section 501(c)(3).
- 2) The Urban League qualifies as a charitable donee to which a tax deductible contribution can be made under Internal Revenue provisions.

(Continued)

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY
Notes to Consolidated Financial Statements

DRAFT

(6) Notes Payable

Notes payable at June 30, 1987 consist of the following:

Installment notes, bearing interest at 13-1/2% to 14%, due through 1989, secured by various equipment	\$ 16,848
Urban Plaza II note, 8% interest payable annually, principal due December 31, 1999	39,000
Mentzer note, 9% interest, principal and interest due December 31, 1987, secured by a first mortgage on land and building known as the Mentzer building	54,500
First Interstate Bank of Oregon note, floating interest rate at 2% above bank's prime rate interest paid monthly, principal due September 30, 1987, secured by a second mortgage on land and building known as the Mentzer building	100,000
Housing and Urban Development (HUD) loan for building rehabilitation, 9%, interest and principal payments payable in 156 monthly installments beginning on the date of issuance of final certificate of occupancy, secured by a first mortgage on land and improvements known as Urban Plaza II	191,477
Portland Development Commission loan, 3% maximum interest, payable in 84 monthly installments commencing upon final payment of Housing and Urban Development loan, secured by a second mortgage on land and improvements known as Urban Plaza II	<u>200,000</u>
Total	<u>\$ 601,825</u>

(Continued)

DRAFT

URBAN LEAGUE OF PORTLAND AND SUBSIDIARY

Notes to Consolidated Financial Statements

Installment payments for the five years subsequent to June 30, 1987 are as follows:

Year ended June 30:	
1988	\$ 195,063
1989	32,736
1990	27,264
1991	27,264
1992	<u>27,264</u>
Total	<u>\$ 309,591</u>

(7) Rent Revenue

The League receives monthly rents of \$5,500 for the rental of the Walnut Park property. Minimum future rentals under a one year lease agreement aggregates \$66,000. The Walnut Park property was donated to the League in December of 1986 and is carried on the League's books at the fair market value at the date of gift of \$1,741,000, less accumulated depreciation of \$20,583. (See note 1(a) for a description of Urban League Properties Inc., a wholly-owned subsidiary incorporated solely for the purpose of holding title to such property, collecting such income and turning income over to the Urban League of Portland.) Also, included in unrestricted rental income for the year ended June 30, 1987 is \$59,143 received from restricted funds for space rental in the Urban Plaza building. Accordingly, restricted funds have recorded these monies as an occupancy expense.

(8) Contingency

Amounts received or due from grantor agencies are subject to audit and adjustment by representatives of those agencies. Any expenditures disallowed as a result of such audit would become a liability of the current unrestricted fund.

(9) Income Taxes

The League is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. It is also exempt from state income tax. The wholly-owned subsidiary, Urban League Properties Inc. is inactive at June 30, 1987.

DRAFT

URBAN LEAGUE OF PORTLAND

Schedule of Consolidated Current Restricted Funds

Assets, Liabilities and Fund Balances
by Program Account

June 30, 1987

Assets

Accounts receivable:

Expenditures made under contracts for services
Grants receivable
Other receivables

Total accounts receivable

Liabilities and Fund Balance

Interfund payables (receivables)
Accounts payable and accrued liabilities
Advances under contracts for services

Total liabilities

Fund balance

Total liabilities and fund balance

	Youth Services		Senior Services		State			Total restricted funds
	City of Portland youth contract	Juvenile services commission contract	Area agency on the aging contract	Other youth programs	Community service block grant	Program grants	Low-income energy assistance programs	
\$ 56,024	-	-	10,313	-	-	-	-	66,337
-	-	50,848	-	2,863	-	-	-	53,711
-	-	-	-	-	(10)	-	-	(10)
56,024	-	50,848	10,313	2,863	(10)	-	-	120,038
	14,440	(11,408)	(21,010)	(11,635)	(708)	183	(221,076)	(251,214)
	13,106	7,376	14,515	9,425	3,486	-	9,524	57,432
	21,537	-	-	8,705	-	-	-	30,242
	49,083	(4,032)	6,415	6,495	2,778	183	(211,552)	(163,540)
	6,941	4,032	57,343	3,818	85	(193)	211,552	283,578
\$ 56,024	-	50,848	10,313	2,863	-	10	-	120,038

URBAN LEAGUE OF PORTLAND

Schedule of Consolidated Current Restricted Funds

Public Support, Expenses and Changes
in Fund Balance by Program Account

Year ended June 30, 1987

DRAFT

	Youth Services			Senior Services Area	State			Total restricted funds
	City of Portland youth contract	Juvenile services commission contract	Other youth programs		Community Service Program Grants	Community Low-income energy assistance programs	Other restricted funds	
Public support:								
Other contributions	\$ -	-	112,050	-	-	-	228,000	340,050
Federal, state and local grants	264,212	157,552	97,809	162,161	71,809	71,809	48,293	829,787
Total public support	264,212	157,552	209,859	162,161	71,809	71,809	276,293	1,169,837
Expenses:								
Salaries and fringe benefits	216,893	129,917	90,313	134,347	58,887	41,317	50,613	722,287
Professional services	8,693	1,400	61,791	770	536	-	5,341	78,531
Occupancy and utilities	15,103	5,679	7,807	9,711	4,831	4,204	21,844	69,179
Supplies	15,087	7,083	9,656	11,174	4,028	1,297	18,307	66,632
Travel	4,280	4,571	9,026	2,275	414	320	890	21,776
Miscellaneous	698	-	2,040	66	-	-	171	2,975
Indirect overhead	-	11,493	-	-	4,487	-	860	22,828
Total expenses	260,754	160,143	180,633	158,343	73,183	53,126	98,026	984,208
Excess (deficiency) of support over expenses	3,458	(2,591)	29,226	3,818	(1,375)	(25,176)	178,267	185,629
Transfers								
Fund balance, beginning of year	3,482	6,623	28,117	-	1,182	25,261	-	97,949
Fund balance, end of year	6,940	4,032	57,343	3,818	(193)	85	211,551	283,578



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

November 12, 1987

Ms. Carol-Linda Baugh
Portland Development Commission
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Dear Carol-Linda:

The Urban League of Portland, in association with the Portland Development Commission, has developed several key properties in the North/Northeast community. In addition, major development plans are currently underway which will greatly impact the constituency we serve. It is therefore imperative that the Urban League be poised and prepared to play a key role in this anticipated growth. A major step in this preparation is the request of Portland Development Commission to provide technical assistance in the form of a complete assessment of Urban League property holdings. To this end, please consider these areas as priorities:

- . maximization of equity base
- . property management strategy
- . potential uses of Urban League 501(c)2 status (for profit corporations)
- . maximize cash flow potential
- . strategic direction for future development
- . projections for future joint ventures.

In closing, the Urban League's ultimate goal in this is to develop its property holdings as the economic base for its own survival. The need for a long-term development strategy is the critical element the Urban League seeks.

On behalf of the Board of Directors, I appreciate your interest in serving us toward this goal.

Sincerely,

E. Ray Leary
Interim President

ERL/sa

cc: Sam Galbreath

URBAN LEAGUE OF PORTLAND

PROPERTY MANAGEMENT STATUS REPORT: REQUEST FOR CONTRACT

I. PROPERTY ASSESSMENT

<u>A. ADDRESS</u>	<u>LAND</u>	<u>IMPROVEMENTS</u>	<u>MORTGAGE OBJECTIVES</u>	<u>ZONING</u>	<u>TAXES</u>
5333 NE Union	506,300	1,196,000	0	Comm.	50,490
5333 NE Union	92,100	15,200	0	Comm.	3,182
5420 NE 6th	22,300	39,400	0	Comm.	1,830
741 N Beech	1,800	13,900	0	Res.	466
2404 N Vancouver	16,000	60,500	187,234 (2,272/mo.)	Res.	113
2702-28 N Williams	<u>66,600</u>	<u>18,400</u>	<u>154,500</u>	Comm.	<u>2,521</u>
TOTAL	<u>705,100</u>	<u>1,343,400</u>	<u>341,734</u>		<u>58,602</u>

B. LEASE HOLD INTEREST/EDER

2517-31 N Williams	77,100	382,400	737,758 (4,603/mo.)	Comm./ Res.	0
--------------------	--------	---------	------------------------	----------------	---

(Note: Numbers are rounded up to the nearest \$100.)

C. DEBT SERVICE @ NOVEMBER 1, 1987

	<u>AMOUNT OWING</u>	<u>MONTHLY PAYMENT</u>
Mentzer	54,000	0
First Interstate	100,000	0
HUD Note	187,234	2,272
Phil Eder	737,758	4,603
PDC Note	200,000	0
Spratlin Note	<u>39,000</u>	<u>0</u>
TOTAL	<u>1,317,992</u>	<u>6,875</u>

D. PROPERTY MANAGEMENT ANALYSIS

In the recent two-year period, the Urban League has been the recipient of nearly \$2 million dollars in donated property. Our current inventory encompasses residential and commercial uses. As the inventory grows, a more sophisticated property management system would be necessary to manage day-to-day affairs and to build the premise for future expansion and development.

II. BOARD OF DIRECTORS PHILOSOPHY

A. Property ownership and development are key components to self-sufficiency of the Urban League of Portland. The Board of Directors is open to suggestions to better manage and capitalize on properties mentioned herein.

Over the last few years the Urban League has acquired key properties, i.e. Fred Meyer, Mentzer and possibly the Spear property, but has failed to set up an appropriate property management organization. Unless we move swiftly to improve our property management system we may be forced to throw away significant long-term earning potential for the sake of responding to short-term cash flow problems.

It is apparent, given the characteristic changes in the world economy, that the government has critical decisions to make regarding the federal deficit. Certainly a portion of cuts will have to be made in already underfunded social services. The responsibility for funding and income generation must begin with the resource development of the non-profit entity itself. Self-sufficiency in the area of income generation is the mandate of the ensuing years. The Urban League seeks to develop its property holdings as the economic base for its own survival. In this way the community we serve will be less subject to the changing attitudes of the political arena, thus insuring our ability to continue delivery of support services.

III. ISSUES

- A. 1. Records Management -- filing/reporting system.
2. Capitalization -- income/debt service/appreciation.
3. Rental Rates -- assess low/moderate marker.
4. Vacancy Rates -- reduce vacancy/define acceptable minimum vacancy rate.
5. Programs/Partnerships -- HAP, PDC, HUD, NECDC.
6. Market Trends -- Market impact on rentals/property re-sale.

IV. CONTRACTS/PRODUCTS

A. The Urban League will seek to contract with an experienced developer/property contractor for expert advice and assistance.

Considering the identified issues, such a contract would help in the development of the following areas:

1. Appropriate rental rates.
2. Development strategies to lower vacancy rate.
3. Assessment and projection of equity.
4. Training of staff.
5. Economic stability.
6. Better posture for expansion.
7. Utilization of 501(c)(2) status for profit corporation.

URBAN LEAGUE OF PORTLAND
November 12, 1987

M E M O R A N D U M

To: Urban League Staff
From: Avel Gordly, Chair *Avel Gordly*
Search Committee
Re: Update on Search Process

The Search Committee received 57 resumes by the closing date on September 30th. After carefully reviewing applicant qualifications, the committee agreed to conduct preliminary interviews with 15 candidates. Nine of these were local.

The field of candidates has now been narrowed to six, two are local. We will probably publicly name finalists after the next round of interviews to be held this month.

Members of the Search Committee have tried to guard the confidentiality of the search by not publicly talking about candidates or discussing them with staff members. The process we have followed is basically the same one followed during the last search for a CEO. There will be an opportunity for staff and community members to interview the finalists; after which the Search Committee will make a recommendation to the Board.

At the recent Board retreat it was affirmed that we are seeking a President and CEO who will have characteristics that include:

- * Good manager.
- * High level of advocacy skills.
- * A leader the community will respect.
- * Documented history of service to the community.
- * Urban League experience (desirable but not imperative).
- * Advocacy consistent with the views, goals and methods of the Urban League.
- * Style and substance.

The above characteristics take into consideration those things staff indicated they would also value in the next CEO of this organization.

The Board hopes to announce an appointment in January.

AG/bp

cc Board of Directors

The Collins Foundation

909 Terminal Sales Building Portland, Oregon 97205

October 22, 1987

Ray Leary, Interim President
Thane Tienson, Chairman, Board of Directors
THE URBAN LEAGUE OF PORTLAND
Urban Plaza, 10 N. Russell Street
Portland, OR 97227

Dear Mr. Leary and Mr. Tienson:

Your letter, proposal and supporting material seeking financial assistance to help remodel and renovate the Mentzer Building have been reviewed by the trustees of The Collins Foundation at their recent meeting.

I am pleased to report the trustees voted to approve a grant of \$150,000.00. On behalf of Mrs. Collins and the other trustees, it is my pleasure to enclose a foundation check in the amount of \$150,000.00 for payment in full of this grant.

The trustees would appreciate receiving a final report on the use of these funds.

Sincerely,



William C. Pine
Executive Vice President

Enc: Ck.#6367
Receipt, acknowledgment and certification

WCP/geh
RECEIVED
OCT 23 1987

URBAN LEAGUE OF PORTLAND

RECEIPT, ACKNOWLEDGMENT AND CERTIFICATION

The undersigned, on behalf of URBAN LEAGUE OF PORTLAND
(i) acknowledges receipt of the sum of \$150,000.00
from The Collins Foundation to be used for the purpose and
subject to any conditions specified in the letter transmitting
the grant and (ii) certifies that THE URBAN LEAGUE OF PORTLAND
is an organization exempt from federal income taxation under
Section 501(c)(3) of the Internal Revenue Code of 1954, and is
not a private foundation within the meaning of Section 509 of
the Internal Revenue Code of 1954.

Date: 10 . 23 . 87

By: E. Regal J. Int. President
(Signature) (Title)
(Officer authorized to sign on behalf of the
organization)

Please sign and return to: The Collins Foundation
909 Terminal Sales Building
Portland, OR 97205

THE COLLINS FOUNDATION
909 TERMINAL SALES BUILDING
PORTLAND, OREGON 97205

6367

~~2422~~
1230 156

October 14, 1987

PAY TO THE ORDER OF THE URBAN LEAGUE OF PORTLAND \$ 150,000.00

THE SUM OF **FIFTEEN THOUSAND DOLLARS**

US Bank of Oregon
SW 12th & Morrison Branch
P.O. Box 4507
Portland, OR 97208

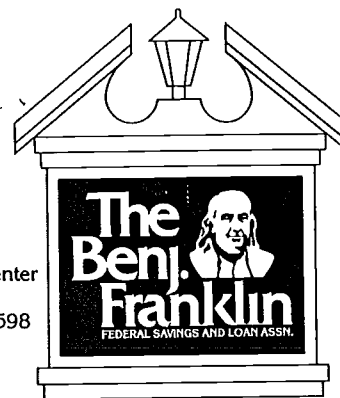
THE COLLINS FOUNDATION
Maribeth W. Collins
Morrison C. Lane

FOR grant

⑆006367⑆ ⑆123000220⑆ 156 0009 498⑆

Thomas G. Kelley
Vice President
Human Resources

Benj. Franklin Financial Center
501 S.E. Hawthorne Blvd.
Portland, Oregon 97214-3598
(503) 248-1209



November 3, 1987

Mr. William C. Pine
Executive Vice President
The Collins Foundation
909 Terminal Sales Building
Portland, OR 97205

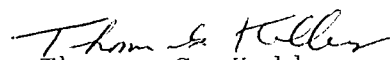
Dear Mr. Pine:

I wanted to personally express my appreciation to you for your support of the Urban League in the 1987/1988 capital fund drive.

We sincerely appreciate the approval by the Collins Foundation, of the Urban League's funding request for \$150,000. Your contribution will greatly assist us in reaching our 1987 goal of \$500,000 in foundation monies.

Thank you for assisting and support the Urban League of Portland in achieving its goals and objectives as we continue our efforts to contribute to the community and to the city of Portland.

Cordially,


Thomas G. Kelley
Member, Board of Directors
Urban League of Portland

TGK/mmd

cc: Ray Leary ✓

RECEIVED
NOV 05 1987
URBAN LEAGUE OF PORTLAND



MITCHELL, LANG & SMITH

ATTORNEYS AT LAW

2000 ONE MAIN PLACE
101 S. W. MAIN STREET
PORTLAND, OREGON 97204

TELEPHONE (503) 221-1011

November 2, 1987

CHARLES T. SMITH
RICHARD L. LANG
WM. H. MITCHELL
EDWARD J. SULLIVAN**
WILLIAM A. MASTERS*
WM. KELLY OLSON*
E. PENNOCK GHEEN*
BRUCE M. WHITE*
THANE W. TIENSON*
JOHN A. WITTMAYER*
CHRIS R. DAVIS

SCOTT J. MEYER
RANDALL A. WILEY
DAVID R. AMBROSE*
MICHAEL C. MITCHELL*
PATRICK D. GILROY, JR.*
GREG BARTHOLOMEW*
ELIZABETH A. SAMSON
CANDACE H. WEATHERBY
KATHLEEN L. BICKERS
RICHARD A. WYMAN
CORINNE C. SHERTON
THOMAS M. CHRIST
MARK S. RAUCH
TERRY M. WEINER
MARK J. GREENFIELD
CHARLES D. HARMS
MICHAEL D. HEPBURN†
LESLIE ANN BUDEWITZ†
RICHARD L. GRANT*

*MEMBER OREGON AND
WASHINGTON BARS

**MEMBER OREGON AND
WASHINGTON, D.C. BARS
†MEMBER WASHINGTON
BAR ONLY

SEATTLE OFFICE
RESIDENT PARTNER: E. PENNOCK GHEEN
SUITE 1004
FOURTH & BLANCHARD BUILDING
2121 FOURTH AVENUE
SEATTLE, WASHINGTON 98121
(206) 443-1212

VANCOUVER OFFICE
RESIDENT PARTNER: THANE W. TIENSON
SUITE 150
112 WEST 11TH STREET
VANCOUVER, WASHINGTON 98660
(206) 695-2537
(503) 221-1011

SALEM OFFICE
240 EQUITABLE CENTER
530 CENTER STREET N.E.
SALEM, OREGON 97301
(503) 378-9191

Mr. William C. Pine
Executive Vice-President
The Collins Foundation
909 Terminal Sales Building
Portland, OR 97205

Dear Mr. Pine:

On behalf of the Board of Directors of the Portland Urban League, I want to extend our heartfelt appreciation for the very generous grant from The Collins Foundation to help support our Capital Fund Drive.

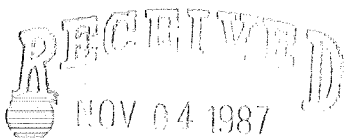
The new space is urgently needed if the Urban League is to continue the fine record of service to Portland's north/northeast community. The Collins Foundation's grant goes a long way toward assuring success of our Capital Fund Drive. Without organizations like The Collins Foundation to support vital community services, Portland would not be the wonderful community it is within which to live and work. Thank you again!

Sincerely,


Thane W. Tienson

je

bcc: ✓ Ray Leary





Benj Franklin

FEDERAL SAVINGS AND LOAN ASSOCIATION

OCT 29 1987

URBAN LEAGUE OF PORTLAND

BENJ. FRANKLIN PLAZA
ONE S.W. COLUMBIA
PORTLAND, OREGON 97258

October 28, 1987

Mr. Ray Leary
The Urban League of Portland
10 North Russell Street
Portland, OR 97227

Dear Mr. Leary,

Thank you for your request for contribution. We appreciate your thinking of the Benj. Franklin. The Benj. Franklin recognizes its corporate responsibility and has formed a special committee to review all requests received from the communities of the four-state area which we serve. Of course our funds are limited, but we are attempting to help meet the needs of the communities in which we operate.

The Corporate Responsibility Committee meets on a quarterly basis, and your request will be considered at their next meeting, which is tentatively scheduled for the end of December, 1987. We will advise you of the committee's decision.

Cordially,

Constance G. Curtis

Constance G. Curtis
Vice President-Secretary

CGC:jap

Tektronix Foundation

503-643-8146

November 3, 1987

P.O. BOX 500, BEAVERTON, OREGON 97077

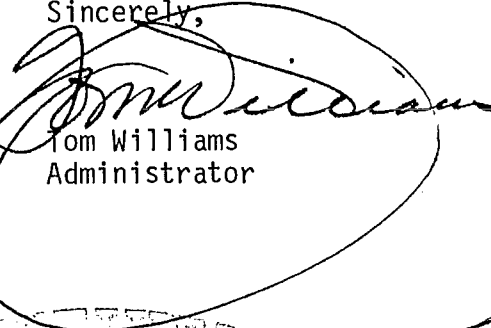
Mr. Ray Leary, Interim President
Mr. Thane Tienson, Chairman, Board of Directors
The Urban League of Portland
Ten North Russell Street
Portland, OR 97227


Gentlemen:

We wish to acknowledge your letter of October 21 directed to Mr. Gary Conkling requesting financial support for your \$1.15 million capital fund drive.

Your request will be brought to the attention of the Tektronix Foundation trustees at their next meeting in February and, if selected for funding, we will contact you.

Sincerely,


Tom Williams
Administrator

Thank you


NOV 05 1987

LEAGUE OF PORTLAND



FREIGHTLINER CORPORATION

4747 N. CHANNEL AVE.
P.O. BOX 3849
PORTLAND, OREGON 97208
503/283-8000

October 29, 1987

Mr. Ray Leary
Interim President
The Urban League of Portland
Urban Plaza
10 North Russell Street
Portland, Oregon 97227

Dear Mr. Leary:

Thank you for your letter to Peter Rupp of October 21, 1987 regarding a possible contribution from Freightliner Corporation to The Urban League of Portland. Your letter was forwarded to me for consideration and a response.

We read about your fund drive for the new headquarters facility with interest. Your organization certainly seems to be highly deserving of private sector support, which is all the more reason that I regret that Freightliner Corporation cannot consider a contribution at this point in time. Our contribution budget is extremely limited and has been completely committed for 1987 through 1988.

I will keep the material on your organization on file and hope that we can reconsider your request for a contribution at a later date. With our very best wishes for your organization, I remain,

Sincerely yours,

Debi Nicholson

Debi Nicholson
Manager of Public Relations

RECEIVED
Dkn/dkn
NOV 03 1987

URBAN LEAGUE OF PORTLAND

NEIL GOLDSCHMIDT
GOVERNOR



OFFICE OF THE GOVERNOR
STATE CAPITOL
SALEM, OREGON 97310-1347

November 5, 1987

Mr. Thane Tienson
Chairman, Urban League
Board of Directors
Urban Plaza
10 North Russell Street
Portland, OR 97227

Dear Mr. Tienson:

Thank you for sending me the "OUR" Urban League of Portland brochure. It is both informative and interesting.

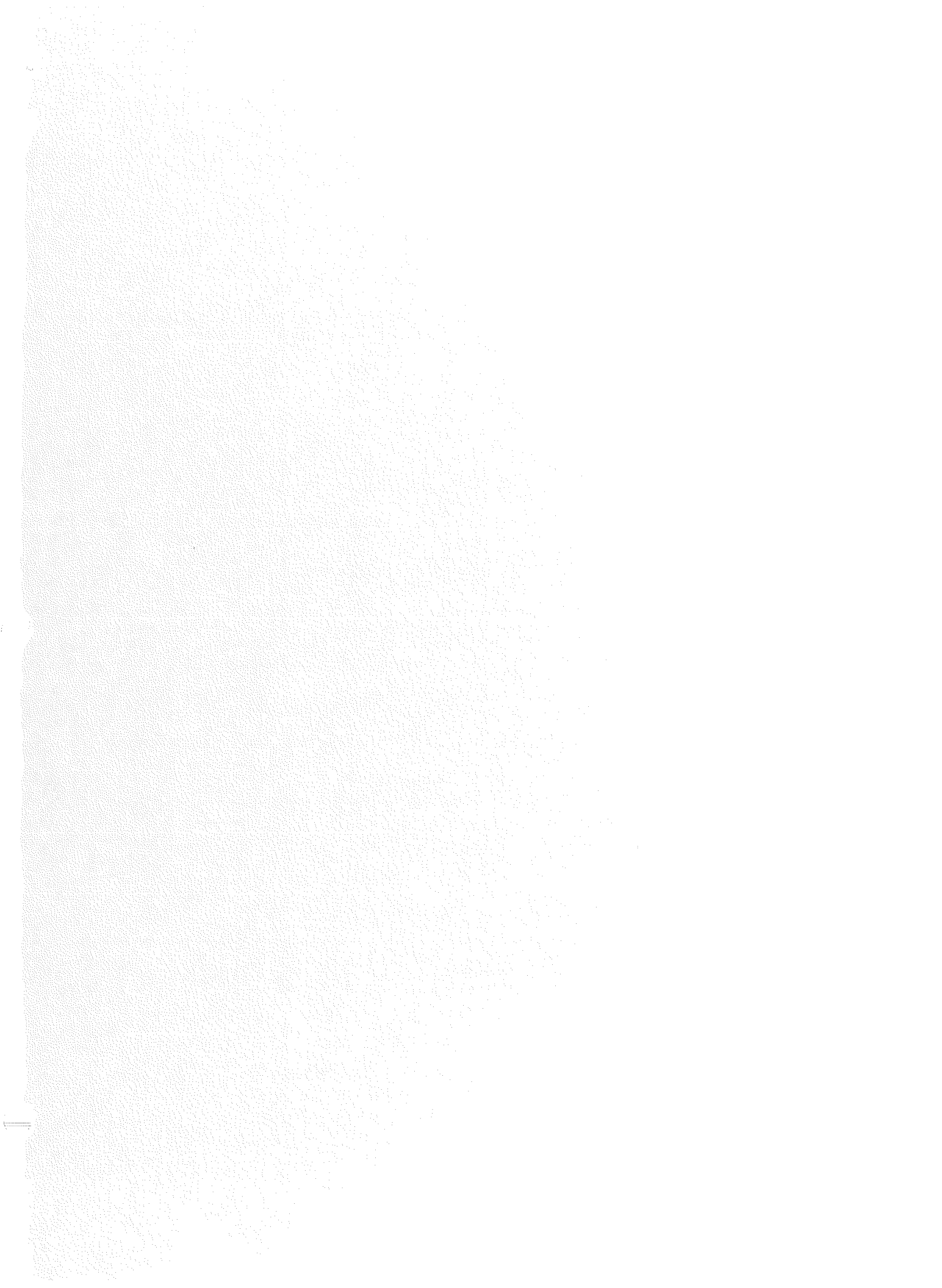
I commend the Portland Urban League for its successful role in the development of the City of Portland. I look forward to future projects and programs in which Portland can continue to be a leader in community development.

I believe the capital campaign for the new headquarters facility will be equally successful. The design for the building looks great.

Again, thank you for informing me of your fund drive.

Sincerely,

Neil Goldschmidt
Governor





The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

November 2, 1987

Mr. Avel Gordly
1915 NE 16th Avenue, #3
Portland, Oregon 97212

Dear Ms. Gordly:

The Acquired Immune Deficiency Syndrome (AIDS) epidemic is a concern which crosses all racial, sexual, and economic barriers. Both the national and the local media have failed to focus on the disproportionate effect the epidemic has had on minority communities. Despite being only about 8-10% of the U.S. population, Black people make up 25% of the deaths from AIDS.

It would be foolhardy to assume that the figures would be significantly different in Portland. Minority communities, particularly the Black community, are at great risk.

The Urban League has been made aware of opportunities to compete for funding (\$20-50,000) to conduct AIDS awareness outreach into minority communities. As of yet, we have not responded to any of the Requests for Proposals (RFPs) nor have we made any public statement as to our level of involvement on this issue.

As an agency committed to the health and welfare of our constituencies, it is incumbent upon us to give this matter serious consideration. I feel that given the fatal nature of AIDS, the Program Committee must discuss and make recommendations on seeking new funds to address this issue or how existing programs can be enhanced to educate our community.

Our Education Department would seem to be an excellent forum for making a wide assortment of information (video, films, slide shows, audio tapes, and print material) available to the youth (and the adults) who frequent our Center. The Director of Education has already expressed some interest in this approach.

I would deeply appreciate your input on this matter. I believe the need for the Urban League to act is imperative. I would be glad to work with you to set up a meeting to address this concern as soon as possible.

Sincerely,

Regena Warren
Executive Assistant

RW:bj

cc: E. Ray Leary

SENT TO PROGRAM & PLANNING COMMITTEE

