

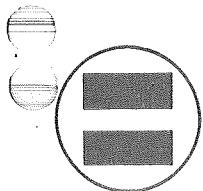
Board of Directors

JANUARY 27, 1988

12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

January 27, 1988

APPROVAL OF MINUTES

COMMITTEE REPORTS

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

REPORT OF THE INTERIM PRESIDENT

REPORT OF THE CHAIR

ITEMS OF INFORMATION

1. Report of the Interim President
2. Financial Information
Letters to and from Bonnie Mentzer
Contributions
3. Board Meeting Schedule
4. Investigation Into Community Complaint
5. Resolution #88-600
6. Newspaper Clippings -- CEO Search
7. Equal Opportunity Day Tickler
8. Memo Re: In-Service Training Sessions
9. The United Way's Second Century Initiative & The
Urban League Movement: Implications for the
Partnership & Challenges for the Future
10. Governance is Governance
11. Whitney Young Learning Center Newsletter

1.

2.

3.

4.

5.

6.

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

DECEMBER 16, 1987

The December meeting of the Urban League of Portland Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:15 p.m. by Chairperson Thane Tienson.

The following Directors were in attendance: Donny Adair, Skip Collier, Bridget Flanagan, Bobbie Gary, Avel Gordly, Tom Kelley, Shirley Minor, Larry Raff, Clair Silver, Peter Thompson, Thane Tienson, Jack Vogel, and Valerie White.

The following Directors were absent with excuse: Jeff Millner, Cheryl Perrin, Irwin Starr, and Bob Sutcliff.

Staff in attendance were: Ray Leary, Dick Stolz and Shirley Alexander.

There were two corrections to the November 18, 1987 minutes: 1) the possibility of expanding the Program & Planning Committee was deferred to a later date; 2) the amount of the loan with First Interstate Bank is \$100,000 instead of \$600,000. It was moved and seconded (Gary/Adair) to approve the minutes as amended. The motion passed.

FINANCE COMMITTEE

Discussion points:

- . United Way budget proposal - the League is asking for \$290,000.
- . Potential substantial deficit in restricted fund balance.
- . Whether or not corporations will give their regular contribution and also contribute to the Capital Fund Drive. It was suggested that a joint meeting of the Finance Committee and the Fund Raising Committee be held to discuss this issue and to bring a recommendation back to the Board.
- . Spears property gift - too many strings attached, not a viable option.

FUND RAISING COMMITTEE

Larry endorsed the decision not to fund Herb Cawthorne's trip to Portland to participate in the Martin Luther King Day program as a fund raising activity.

The Fund Raising Committee is looking into the likelihood of giving administration and fund raising their own departmental budgets rather than burying these expenses in various programs.

PROGRAM & PLANNING COMMITTEE

Avel reported that at the Program & Planning Committee's last meeting, the Committee heard staff's proposal regarding involvement with the county in developing a proposal targeted at educating the black community on AIDS. The Committee felt we could be of the most help by coordinating all the organizations that could help in this educational role. The Program & Planning Committee will bring any recommendations regarding this issue to the Board for discussion. Bobbie reported that the county will be receiving \$150,000 for the AIDS Program and the League most likely will not have to spend any money on this project.

In addition to the Employment Department update provided in the Board Book, Skip agreed to spend a couple of days with the Employment Department to become familiar with how the Fred Meyer Grant is being implemented.

There was also an update on the Teen Pregnancy Program. Valerie reported that she asked Regena Warren, before she departed from the League, for a summary on activities, recommendations, etc.

Avel reported that Lanita Duke will be meeting with the Program & Planning Committee to voice her concern about how services are being provided through the Adult & Senior Services Department regarding the Smoke Detector Project. Three seniors called to receive their smoke detectors and did not receive the services they requested. Lanita called the League and was told this was untrue and that she should speak to Ray, which Lanita refused to do. Skip suggested to Lanita that she bring this matter to the Program & Planning Committee for solution. Ray reported that Ms. Duke was given the opportunity to address this issue and refused to meet with him, but he had hoped that this complaint could have been handled on the administrative level. Thane suggested that Ms. Duke be invited to meet with the Program & Planning Committee and Ray. A meeting is scheduled for next week. During the lengthy discussion regarding this issue, the following suggestions were offered to resolve this complaint and any complaints in the future:

1/28/88

- . Development of a formal written procedure/process to handle complaints.
- . Development of a grievance procedure for clients.
- . Ray, Program & Planning Committee, Community Relations Committee prepare a editorial rebuttal to KBOO without negative remarks.

Ray explained that due to the lack of executive administrative support during the interim period there is no network in place to field complaints. Policy and procedures are needed, but additional administrative support will be needed to facilitate complaints.

CHAIRMAN'S REPORT

Two items need to be resolved immediately: the election of a secretary and the Regional Delegate with one other person as the alternate. It was moved and seconded (Kelley/Vogel) that Larry Raff be elected Secretary of the Board. The motion passed.

It was moved and seconded (Adair/Gary) that Valerie White be elected the Regional Delegate with Shirley Minor as an alternate. The motion passed.

NOMINATING COMMITTEE

Thane gave a brief update regarding the six vacancies on the Board. The following persons have been selected for nomination from a priority list: George Richardson, Oscar Turner, Gina Wood, Ray Ramsey and Thomasina Yuille. Dr. Brenda Lockett is also being considered.

The meeting went into executive session at 1:50 p.m.

Submitted by:

Reviewed & Approved By:

Shirley Alexander

SHIRLEY ALEXANDER
Executive Secretary
Urban League of Portland

AVEL GORDLY
Secretary
Urban League Board of Directors

1
2

(
(

(
(

THE URBAN LEAGUE OF PORTLAND

The Report of the Interim President

January 1988

URBAN LEAGUE SUNDAY

National Urban League affiliates are making plans for the third annual Urban League Sunday. This special observance takes place on the second Sunday in February, and will be February 14th this year. This is a day in which the Urban League movement and the religious community acknowledge the bonds that exist between them and reaffirm their commitment to cooperative efforts. Although some affiliates sponsor city-wide church programs, since this our first year participating, our program will be held at one church, Hughes Memorial United Methodist Church. Rev. Curtis Kirkpatrick has graciously consented to incorporate our program into his morning service. We are organizing an Urban League Choir, consisting of members of our staff, who will perform several selections. Rehearsals are every Friday at 4:00 p.m. in the Multi-Purpose Room. Please mark your calendar and join us on February 14th at Hughes Memorial United Methodist Church, 111 N.E. Failing Street; the service begins at 11:00 a.m.

NEEDS ASSESSMENT SURVEY

Several weeks ago, Mr. Mike Riley, of Image Analysis, a market research firm, contacted the Urban League and offered his volunteer services in assisting the League in putting together a needs assessment survey. As planned, the survey will be designed to glean information from our individual and corporate memberships on their perceptions, ideas and comments (both positive and negative) about Urban League programs and services; the survey will also provide some demographic information. The results of the survey should prove to be a valuable planning tool for the League, as well as food for thought for both the Program & Planning Committee and the Community Relations Committee. The survey will be available to the Board in draft form within the next week or so.

ADULT &
SENIOR
SERVICES

Emergency Services Component: This department provided services to households through food vouchers, dental screenings, emergency shelter, and emergency transportation this month. Due to the delay of one month in the start-up of the LIEAP program, efforts were directed toward processing of seniors and handicapped client applications, scheduling appointments for seniors in January and processing of a mailing to all clients served last year. By December 25th, the LIEAP schedule had been filled through January 25th. As of this report, the actual program budget is still unknown.

Senior Services Component: This department continues to receive satisfactory reports via the Monthly Agency Performance Review from the Aging Services Division. The community forum on issues related to the senior population was held on December 14th and was well attended. Resolutions were developed to be presented at the Governor's Conference on Aging in March 1988.

NORTHEAST
YOUTH
SERVICE
CENTER

The NEYSC hosted a small get together for parents of pre-kindergarten through first grade students from King School. The purpose of this gathering was to get input from parents as to how they and the school can join forces to help their children succeed in school. The Center also sponsored two families for Christmas by donating gifts to help make their Christmas merry. Interviews were held for a staff vacancy -- Carlos Crutcher, was selected as a Diversion Specialist; he began working January 5th.

WHITNEY
YOUNG
LEARNING
CENTER

As of December 18th, the Learning Center served a total of 102 students, showing an increase in numbers from 88 students at the same time last year. Although most students come to the Center by referrals from parents and other WYLC students, the Center is seeing an increase of referrals from school counselors and other alternative education and youth programs.

During December, the WYLC Director took two students to represent the Center at an informal "rap session" sponsored by KATU. Students from a variety of programs around the city discussed the high school drop-out problem, as well as alternative programs they have found helpful.

In March, KATU hopes to air a six-part series on youth at risk and local youth programs. They will be filming and talking with students at the WYLC sometime in January.

Richard Brown was the Center's guest on December 16th. He showed slides of his trips to Nicaragua, and discussed his experiences there. Students showed a great deal of interest in Nicaraguan youth, as well as the similarities and difference in culture and life-style. On December 17th, a VCR was borrowed, and students were given the opportunity to see the movie, "Mandela."

On December 4th, the Center hosted a field trip for all Academy Program sophomores and teachers. They were given a tour of the Center and listened to a talk about Center activities by the Director and a student who has been coming to the Center for three years. Afterwards, students participated in several hours of interpersonal skill exercises and games. This was a cooperative effort between the Learning Center and the Jefferson Academy Program. As a result of this effort, several Academy students have been coming to the Center regularly.

In late December, WYLC staff members completed progress reports for all WYLC students who attend regularly. These reports were sent to parents, with a cover letter explaining their purpose, and encourage parents to visit the Center and talk with staff.

JEFFERSON
ACADEMY
PROGRAM

The Academy Program is doing very well. The Community Relations Coordinator is now meeting regularly with students at Jefferson High School, working closely with teachers, and doing home visits whenever necessary. The Youth Service Center counselor assigned to assist with counseling is working closely with the Community Relations Coordinator and the referral system is running smoothly. Also, all junior and senior Academy students have been assigned mentors from the business community.

In addition to the sophomore class field trip to the Whitney Young Learning Center, juniors recently took a field trip to downtown Portland, where they were given maps and required to find certain business destinations. The

winning group received a free lunch at McDonald's. A reception was held for the students after lunch at the First Interstate Bank Tower, hosted by Kathy Edwards and John Lee. Students were given a description of how the bank operates, and the criteria banks use for granting commercial loans.

The Academy Student Advisory Committee has been meeting regularly on Mondays; they discuss topics such as student morale, future activities and how to improve the Academy's image. In January, plans for workshops, rap sessions, outside activities and guest speakers will begin to be implemented, as well as multicultural training sessions for teachers.

ADOLESCENT/
PARENT
TREATMENT
PROGRAM

APT welcomed a new counselor to its treatment team in January. Mary Omereife came to the Urban League from the State of Oregon Adult and Family Services. She is an experienced counselor and most recently worked with the State's Welfare Reform Team. Mary joins the Sex Abuse Treatment for Adolescents (SATA) team in place of Barbara Cotton, who moved to the Youth Service Center Program.

APT's Developmentally Delayed Impact (DDI) Program for sex offenders has received numerous requests from agencies in and out of Oregon for program information. DDI is the only outpatient program for developmentally delayed sex offenders in Oregon. Due to our small capacity (five) and our sole-source Juvenile Services Commission funding, we have been unable to take two fee-paying referred clients. We should consider expansion for next year as DDI continues to be refined.

OFFICE OF
DEVELOPMENT

The Office of Development spent most of January preparing for the Equal Opportunity Day Dinner on February 25th. The mailing list was condensed to approximately 5,700 names, with the majority of duplications removed. The ticklers for the dinner have been mailed and invitations are due to be posted by January 26th. Other plans for the dinner are on schedule, including selection of scholarship recipients. The statues are completed and are currently being engraved. Arrangements are being made to award the 1985 sculptures to O.B. Robertson and Bill Hilliard. The final plan of

the Office of Development has been submitted to me for review. It includes goals for this fiscal year, as well as new fund raising ideas.

The Office of Development, as well as the entire staff, thanks the Board for their generous assistance in producing the Christmas party. It was greatly appreciated!

Michelle Muckey, Office of Development Director, has resigned her position, effective January 22nd. She has accepted a position with the State of Oregon. Michelle has worked for the Urban League in several capacities since 1979. Her dedication to this agency and her professional service will be greatly missed. We wish her the best of luck in her new career.

BUSINESS
OFFICE

Board Liability Insurance: We are filing an application with our local insurance agent. In addition, insurance and application forms have been requested from a national board group plan (through United Way). This insurance may be substantially less costly. This information should be gathered by the February Board meeting, if not sooner.

Property Tax Liability: Multnomah County is assessing the League \$20,000 in back property taxes (two years). Basically, because we are a non-profit agency, we should not have to pay any taxes. Dick Stolz has submitted forms to file for tax exempt status. When this is done, we can appeal the back taxes.

United Way Budget: The budget has been submitted (on time) to United Way. We will have a site visit on March 3rd and we are working on strategies for this meeting. Board involvement in this process will be important to our success. More information will be forthcoming.

Medical Insurance: Because of an outrageous increase in our medical premiums for our PACC medical plan, we are reviewing alternatives. Dick Stolz has been working with Donny Adair, and should have information by the Board meeting this month. Because of the time factor, the data was not available to the Personnel Committee in advance.

New Finance Director: The selection of Dick Stolz as the League's Finance Director has been very beneficial; he is a most capable addition to our administrative team. Most of Dick's time since he has been on board has been spent assessing the financial health of this agency. Because of this, the regular financial reports will be somewhat brief this time and will be distributed at the January meeting; this information will be presented by Clair Silver. With the assistance of the Finance Committee, next month a simpler and more comprehensive financial report will be presented.

EMPLOYMENT &
TRAINING
PROGRAM

The Employment & Training Program continues to integrate the computer system into its operations. To-date, over 450 applicant files have been entered into the system. This represents over 30 percent of the current Urban League applicant pool. Computer job matches are being made, and case management by Employment Specialists is being integrated into the day-to-day operations of the staff. Although the staff is still learning new functions on the the system, improved record keeping and increased productivity has resulted from the computer skills learned to-date. All applicant files are anticipated to be entered into the system by mid-February, and a greater number of automatic job matches should result.

While the computer system represents the most pressing priority in the department, may other components of the Center for Self-Development (CSD) project are concurrently being developed. McKinley Williams is continuing his work on training and educational programs for the center's clients. To-date, he has identified three seminars that will be part of each applicant's job search assistance program: Cultural Awareness, Self-Development Skills, and Job Search Skills. Each of these programs has been determined as necessary interventions for the clients served by the center. These sessions are scheduled to begin March 1988. An extensive outreach will be conducted, so that every effort to reach the intended audience will have been made.

Prior to entrance into the center's programs, each client will be required to participate in an extensive assessment process. Suzanne Wenzel, a doctoral candidate in Community

Psychology at the University of Texas, has been working with McKinley over the past six months to develop a series of meaningful assessment scales. In addition to these scales, Ms. Wenzel will conduct a theoretically based evaluation of the CSD's programs. The focus of the study is on a number of psychological constructs and social variables that are typically ignored in evaluations of employment programs. These psychological and social factors are influenced by program interventions and affect how a client will perform in the program and on the job. Scientifically demonstrating that positive changes occur psychologically and socially as a result of participation in the Urban League's training programs provides the evidence needed to claim that the CSD is truly improving lives by enhancing employability.

The approach of the study is directly relevant to the concerns expressed in the Urban League's proposal; for example, reversing the sense of powerlessness pervading the black community and increasing the repertoire of problem-solving skills and the employability of persons. By utilizing such an evaluation approach, the Urban League will also gain a level of insight that will be invaluable when considering future program refinements, and which cannot be provided by traditional cost-benefit analyses. The formal evaluation will begin May 1988 and will continue through November 1988. By May, the CSD should be running smoothly enough so that there will be the desired stability and consistency throughout the study period.

The Interim Report for the Fred Meyer Charitable Trust is scheduled for completion January 22nd. McKinley will make a presentation of the report to the Program & Planning Committee. Other program development activities, including, but not limited to, the Employer Advisory Council, the IBM Computer Skills Training Center, and the GED/Basic Skills Training Program are progressing in this quarter. More details about these activities will be included in subsequent reports.

HOMELESS
PROGRAM/
FACILITIES

Donna Wench from Channel 10 is working on an assignment regarding homeless shelters. After touring the facility and speaking with the families and staff, Ms. Wench was so impressed

with the League's Homeless Program, she decided to do a more in-depth piece. The taping will take place on January 26th; an air date has not been set.

Plaza I -- One vacancy. Tony Poneck, of William Wilson Architects, has submitted a report on Urban Plaza, which Thane will share at the next meeting.

Plaza II -- Nine vacancies (four are not livable). In the last two months, four apartments have received extensive water damage. The insurance company has been notified and Cooper Construction has assessed the damage. Apartments are molding and the odor is somewhat unbearable for staff and tenants.

- * Apartment #2 -- Carpet & walls molded/wet.
- * Apartment #4 -- Carpet & walls molded/wet; ceiling has been removed in the bedroom.
- * Apartment #9 -- Bubble in ceiling.
- * Apartment #15 - Hole cut in ceiling; carpet & walls molded/wet.

* * *

RECEIVED
JAN 6 1988

URBAN LEAGUE OF PORTLAND

1608 N. E. Halsey St.
Portland, Oregon, 97232
January 4, 1988

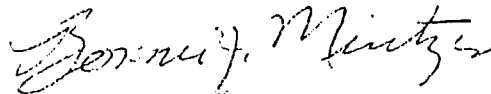
Chief Executive Officer
The Urban League of Portland
Urban Plaza, 10 North Russell St. Re: 2702-30 N. Williams
Portland, Oregon, 97227

Dear Sir/Madam:

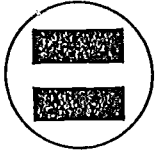
I sold and conveyed the above property to your organization on December 30, 1986 and received a first mortgage to secure the payment of a portion of the purchase price. The note which this mortgage secures provides for the payment on December 31, 1987 of \$54,500.00 with interest thereon at 9% per annum. As of that date the sum of \$59,405.00 was due. Under the terms of the note and mortgage foreclosure will be available thirty days after December 31, 1987.

I would appreciate your paying all sums due upon the obligation prior to the expiration of this thirty-day period. Should you wish to discuss this matter, I may be reached at 282-7052 in the afternoons after 1 p.m. Thank you.

Very truly yours,



Bonnie J. Mentzer.



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 14, 1988

Ms. Bonnie J. Mentzer
1608 N.E. Halsey Street
Portland, OR 97232

Dear Ms. Mentzer:

This confirms our telephone conversation relating to the extension of the mortgage agreement on the building at 2702-30 North Williams Avenue.

We have agreed to extend the agreement, which expired on December 31, 1987, through March 31, 1988. For this we will continue paying interest at the 9% per annum contract rate to the end of the agreement. This will be an additional \$1,226.00 for the three month period for a total payment of \$60,631.00 which is due on March 31, 1988.

We very much appreciate you allowing us to extend the contract through this difficult transition period. Please sign below indicating your agreement and return the original to me.

Sincerely yours,

Ray Leary
Interim President

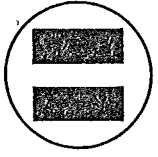
I agree with the above mortgage extension as indicated above.

(Signed) Bonnie J. Mentzer

(Date)

RL/mlw

cc: Richard Stolz, Finance Director



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

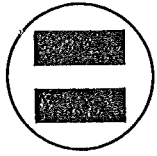
(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

CONTRIBUTIONS

December 1987 - January 22, 1988

12/87	Mr. & Mrs. Don Gissel	\$900.00
12/87	Portland Chapter of Links	50.00
12/87	Warn Industries	100.00
12/87	Wentworth Foundation	50.00
12/87	Tektronix	1,051.50
12/87	Portland Basketball Association	100.00
12/87	Ron Wyden	200.00
12/88	Charles Davis	200.00
12/87	Mr. & Mrs. John Hansen	300.00
12/87	Memberships	520.00
1/88	Stoel, Rives, Boley	500.00
1/88	U.S. Bancorp (Membership)	4,000.00
1/88	Other Memberships (Through 1/22/88)	440.00
1/88	Larry Frager	<u>1,000.00</u>
	TOTAL	<u>\$9,411.50</u>



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 22, 1988

M E M O R A N D U M

To: Urban League Board of Directors
From: Thane Tienson, Chair
Re: Board Meetings for 1988

Please mark the following Board meeting dates on your calendar:

January 27, 1988

February 17, 1988

March 16, 1988

April 20, 1988

May 18, 1988

June 15, 1988

July 20, 1988

August 17, 1988

September 21, 1988

October 19, 1988

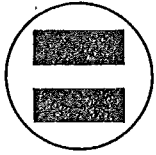
November 16, 1988

December 21, 1988

All meetings will be held at Urban League Headquarters on the 3rd Wednesday of every month at 12:00 Noon.

Prior notice will be given if any changes are made in the above schedule.

TT:sa



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

December 23, 1987

M E M O R A N D U M

To: Urban League Staff

From: Avel Gordly, Chair
UL Program & Planning Committee

The Board Program and Planning Committee will meet with Lanita Duke and other members of the community at its regular monthly meeting today. Creating opportunities for community members to dialogue with us is something we must all be open to. While we may not agree with the way in which community members choose to express their complaints, the League exists to serve the community and is, in fact, accountable to the community we serve.

AG/bp

cc Board of Directors

PROGRAM & PLANNING COMMITTEE

December 23, 1987
12:00 Noon
Urban League of Portland

Present: UL Board Members: Avel Gordly, Skip Collier, Jeff Millner, Shirley Minor

UL Staff: Ray Leary, Brenda Polk

Community Members: Lanita Duke, Cornetta Smith, Charles Bolden, Rev. John Jackson, Joe Johnson, and Alan Julian

- Avel ----- Thanked Lanita for accepting offer of meeting. Indicated that it was important for community members to have an opportunity to express concerns.
- Ray ----- Important to hear complaint; welcomed the opportunity.
- Lanita ----- Mainly concerned that UL is responsive to needs of the community. Regrets statement in her editorial about majority of UL staff being incompetent. Wants to publicly apologize. Not her intention to destroy any agency, just to hold them accountable. Explained that housing complaint caused her to do editorial before this meeting.
- Lanita ----- She contacted Regena Warren of the UL regarding complaint about Smoke Detector Program. Regena talked to Joe Payton, who said staff denied any knowledge of complaint.
- Lanita ----- The complaint about the housing voucher prompted her to do editorial. The problem originated at the AMA Teen Parent Program. When AMA contacted UL, all that needed to be done by UL was to fill out a form. She indicated that the UL worker was rude to the AMA staff person.
- Rev. Jackson -- Stated that basically, Lanita's right; although not all Urban League's fault. This is a pattern of all ULs. UL has never dealt with those kind of people. UL only serves those with an education. UL guilty of not taking care of people that UL is not supposed to take care of. There is a group of people who are not being served. That's why POICs were formed. The only way to correct is to use influence to beef up POICs.

- Ray ----- Realizes that UL cannot do it all. Our mistake is trying to cover too many bases; however, fine-tuning is a never ending battle.
- Lanita ----- Doesn't accept that UL had complaints while running the Smoke Detector Program. The Neighborhood Association had fewer staff people and less money, and received no complaints. Will be on this subject for the next two years. There was no good timing. Did not create problem, but wants to be a part of the solution.
- Lanita ----- In the case of the Smoke Detector Program, all the UL had to do was fill out forms. The three citizens who complained were helped after calling Fire Bureau and Neighborhood Association.
- Shirley ----- What the UL needs is family economic development programs; training programs; employee training is lacking and important also.
- Charles ----- At one time UL held Saturday classes for employees, however, this has ended -- was one form of employee training.
- Lanita ----- There is a percentage of people in the community who think the UL is incompetent and a percentage from social service programs who think the UL does not fulfill its commitments.
- Skip ----- Board feels UL needs to be more visible, to let community know what we do. Will be planning and holding community forums.
- Charles ----- Has worked seven years as an UL volunteer. Seen inadequacies and degrees of incompetence many times. There is a lack of networking and outreach. Will name names in private. Instances of nepotism, favoritism. Seen time in energy program where money was used to buy dope and no investigation took place.
- Rev. Jackson -- Has stopped sending people to UL to find jobs. Related incident when wife came to UL for job referral; couldn't get help; got job on her own; and then UL took credit for it. (This happened 15-18 years ago.)
- Charles ----- Has seen this happen more recently. Ronita Sutton told him she would never subject herself to the debasement she felt in the UL Employment Dept. UL takes the most talented while skimming across the underclass.

- Shirley ----- The Board has talked about developing a complaint process. But people have to step forward if they have a complaint.
- Avel ----- The Board takes these complaints very seriously.
- Joe ----- Has been in Portland seven years. Only one experience with UL -- when he could not get an interview for a position at PCC, he came to UL; was given a referral slip for an interview; got a job, but not the one he wanted; however, UL did not follow-up on it.
- Shirley ----- Questioned Joe on whether he asked for an UL follow-up; Joe indicated no. Shirley stated people have to speak up when they have problems.
- Joe ----- UL is a Black agency and only does what the contract allows them to do. Grassroot people say UL treats them the way white agencies treat them. Little confidence in UL, NAACP, etc. Seems to be a public relations problem, mainly due to the transition. People are going to have to start stepping forward like Lanita did. Although has heard some positive things about UL and NAACP.
- Ray ----- The interim period is not a grace period. The same dedication is involved. We are sincerely interested in being in line with our community.
- Jeff ----- Time to go into a solution mode. The concerns are real, but its time to talk about solutions.
- Ray ----- Wants to leave today with a way to get to bottom of problem; possibly investigate; will commit staff time and give staff an opportunity to address issue to bring it back to Program & Planning Committee. Requested approval to proceed with investigation.
- Shirley ----- The best way to handle a complaint is to get it in writing. Need to develop complaint process and channel of follow-through.
- Avel ----- A grievance process that is known to the community will be developed.
- Ray ----- Investigation will be done in the spirit of self-improvement. Board and staff will review and figure out ways of responding. Will continue discussion in Program & Planning Committee and would appreciate community support.

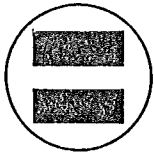
Skip ----- Urged that all three seniors who were denied assistance through the Smoke Detector Program be called and apologized to. They all need to be responded to even though the problems have been worked out.

Ray ----- Investigation and response will be professional. Anything contrary to that would be against his beliefs.

NEXT MEETING -- TUESDAY, JANUARY 12TH, NOON, URBAN LEAGUE OF
PORTLAND

Brenda Polk

Submitted by Brenda Polk
Director of Communication



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 11, 1988

M E M O R A N D U M

To: Ray Leary, Interim President

From: Joe Payton, Director
Adult & Senior Services Division

Re: Investigation of Lanita Duke's Complaints

I have investigated the complaints submitted by Lanita Duke (dated December 21, 1987) regarding the Adult & Senior Services Division. Below are my findings:

SMOKE DETECTOR CAMPAIGN

The complaint alleges that three citizens state the Urban League refused to fill out referral paperwork in the program which distributes free smoke detectors to Inner-Northeast residents.

Please refer to Attachment A -- Memo of December 8, 1987 to Avel Gordly, Re: Community Complaint (Smoke Detector Project), outlining the Urban League's procedures for the operation of the Smoke Detector Project.

Subsequent investigation does not surface any specific incident where clients were denied service. However, the possibility exists that a client may have been put on hold and decided not to wait. In one recalled incident, a client was requested to hold and client stated, "That's okay, I'll call back."

In a telephone conversation with Lanita Duke on January 11th, I was informed that it would be impossible to obtain the names of the individual complainants. She further informed me that no denial of service or complaint files are maintained by the Neighborhood Association. She insisted that apologies be issued in writing to Jim Crawford of the Fire Bureau and Gail Diggs of the Neighborhood Association.

Gail Diggs of the Neighborhood Association was also contacted by telephone on January 11th. She noted three referrals from the Urban League for which she completed intake and paperwork. She indicated that she assumed Urban League personnel were busy and gave the callers an alternate number. She did not indicate that these referrals were in the form of complaints.

In the event that names can be attached to these complaints, the Urban League will certainly be glad to respond. In any event, however, we of the Adult & Senior Services Division accept the responsibility for any misunderstanding or miscommunication and will do our best to see that situations such as these do not happen in the future.

SENIOR LAW PROJECT

Per the complaint, Inner-Northeast Portland has the least amount of volunteer attorney days, which negatively impacts seniors in our area.

Attached is the Senior Law Project attorney schedule for the month of December (Attachment B). This schedule indicates the number of attorney days scheduled for each provider agency. Please note that Errol Heights has the least amount of scheduled days per month. Also note that the Urban League, Friendly House, Gresham Senior Center and Neighborhood House have the same amount of attorney days per month (two).

For the period July 1, 1987 to December 31, 1987, the following number of clients were seen by the Urban League, Friendly House, Neighborhood House, and Northwest Pilot Project (NWPP schedules attorneys on alternate Wednesdays, and consequently, some months had three attorney days):

	<u># OF CLIENTS</u>
1. Urban League	49
2. Friendly House	30
3. Neighborhood House	26
4. Northwest Pilot Project	32

These statistics are provided as evidence that in terms of other provider agencies with equal or more scheduling time, the Urban League leads in clients seen rather than what the complaint suggests.

REFUSAL TO FILL OUT HOUSING VOUCHER

The complaint states that Urban League personnel failed to complete housing voucher paperwork or follow-up in an emergency housing crisis.

Housing vouchers are used to shelter clients in the Emergency Shelter Program. The contact person for shelter referrals at the Albina Service Center is Dan Leonard. In a conversation with Mr. Leonard, I was informed that the process and relationship between himself and Urban League staff is excellent, and that he does not recall any instance where Urban League staff have failed to re-

spond appropriately to shelter referrals.

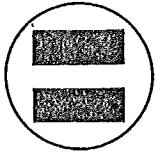
Again, this division will take full responsibility for any misunderstanding or miscommunication, and in the event that a name can be supplied to support the allegation, we will certainly follow-up on this issue.

Complaints are received from time to time, usually from clients. In instances where clients identify themselves and their perception of the problem, we are able to respond and/or rectify the issue. It is frustrating and impossible to respond to complaints if we do not have complete information.

JP/bp

Attachment A -- Memo dated December 8, 1987 to Avel Gordly, Re:
Community Complaint (Smoke Detector Project)

Attachment B -- Senior Law Project Attorney Schedule



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

December 8, 1987

M E M O R A N D U M

To: Avel Gordly, Chair, Program & Planning Committee

From: Joe Payton, Director, Adult & Senior Services

Re: Community Complaint (Smoke Detector Project)

Upon receipt of complaint, a series of conferences with Information & Referral staff were held to evaluate the procedure used to provide referral assistance to those individuals interested in utilizing the Fire Department Smoke Alarm Project, and to a significant degree, determine the validity of the complaint.

All staff involved in receiving requests for assistance in this project -- I & R Specialist, I & R Assistant, Telephone Reassurer, and Senior Social Activities Coordinator -- basically responded the same. Providing assistance regardless of the request is what they do, and it was unthinkable to all of them that any situation could or would occur that would influence them to do otherwise.

The following procedures were established and implemented on 9/25/87, the day the project began:

1. An intake form was designed specifically to record information unique to this project.
2. All staff concerned were briefed on the nature of the project and the technique to be used to make the referral.
3. Each staff person involved was provided with a supply of the intake forms.
4. The Urban League switchboard receptionist was informed of the project and the appropriate extension to refer calls to.
5. (This item did not occur in the order in which it is being written.) The Fire Department provided media information to the general public, including the appropriate telephone number at the Urban League to be used for receiving assistance in this project.
6. At the end of each working day, a tabulation of all requests for this assistance was completed and called in to a special number at the Fire Department.

Avel Gordly
December 8, 1987
Page 2

7. Since the Fire Department was to pick up the original referrals, copies of each referral were made and filed.

This process was incorporated into the daily routine of this department. The following statistics are provided to clarify the utilization of this project:

- * First Day -- 60 calls
- * Second Day -- 32 calls
- * Third Day -- 15 calls
- * Fourth Day through 11/3/87 -- Average of 3-4 calls
- * 11/3/87 to present -- Average of 1-2 calls
- * Total number of requests to-date -- 185.

Enclosed, please find a copy of the specialized intake form. Note that one sheet constitutes four individual intakes.

JP/bp

Enclosure

SMOKE DETECTOR CAMPAIGN INTAKE FORM

NAME _____ (PRINT)

ADDRESS _____

PHONE NUMBER _____ SENIOR ___ YES ___ NO

RENTAL PROPERTY ___ YES ___ NO LOW INCOME ___ YES ___ NO

NAME _____ (PRINT)

ADDRESS _____

PHONE NUMBER _____ SENIOR ___ YES ___ NO

RENTAL PROPERTY ___ YES ___ NO LOW INCOME ___ YES ___ NO

NAME _____ (PRINT)

ADDRESS _____

PHONE NUMBER _____ SENIOR ___ YES ___ NO

RENTAL PROPERTY ___ YES ___ NO LOW INCOME ___ YES ___ NO

NAME _____ (PRINT)

ADDRESS _____

PHONE NUMBER _____ SENIOR ___ YES ___ NO

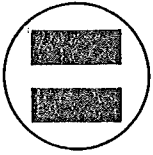
RENTAL PROPERTY ___ YES ___ NO LOW INCOME ___ YES ___ NO

SENIOR LAW PROJECT ATTORNEY SCHEDULE

CENTER & ADDRESS

Dec 1

<u>PORTLAND IMPACT</u> 4707 SE Hawthorne Bea Berge 233-5000 Monday 9-12	7/ Keith Swensen 225-0081	14/ Ken Evans 224-1776	28/ Tom Coleman 220-1690	
<u>PORTLAND IMPACT</u> 4707 SE Hawthorne Bea Berge 233-5000 1st & 3rd Wed. 9-12	2/ Chuck Ruttan 224-6440	16/ Beverly Stein 228-5222		
<u>ERROL HEIGHTS</u> 4937 SE Woodstock Bea Berge 233-5000 3rd Monday 9-12	21/ Douglas Holbrook 236-7653			
<u>URBAN LEAGUE</u> 10 N. Russell Mardel 280-2600 2nd & 4th Tues. 1-4	8/ Stan Friedenburg 241-1907	22/ Mark Clarke 228-6351		
<u>NORTHWEST PILOT PROJECT</u> 1030 SW 3rd Marla 227-5605 Wed. (Alternate) 1-4	2/ Greg Byrne 241-9360	16/ Douglas Holbrook 236-7653	30/ David Allen 242-0602	
<u>ST. JOHNS YWCA</u> 8010 N. Charleston Barbara 285-5044 Thursdays 9:30-12	3/ Tim Volpert 241-2300	10/ /	17/ Ted McDermott 226-1191	24/ Holiday
<u>FRIENDLY HOUSE</u> 319 NW 18th Mary 224-2640 1st & 3rd Thurs. 1-4	3/ Michael Redden 222-4402	17/ Gerard Egan 274-4340		
<u>HOLLYWOOD</u> 1820 NE 40th Mary Ann 288-8303 Friday 9-12	4/ Janice Wilson 226-1191	11/ Brett Carson 288-9291	18/ Charles Huber 234-6527	25/ Holiday
<u>MCCAA</u> 17405 NE Glisan Vicki 777-4764 Friday 1st, 3rd, 5th 1-4	4/ Steve Lewis 667-5300	18/ Gordon Mackaren 255-4557		
<u>GRESHAM SR. CT.</u> 50 NE Elliott, Gresham Vicki 777-4764 2nd & 4th Friday 1-4	11/ Mark DeLapp 255-8953	25/ Holiday		
<u>NEIGHBORHOOD HOUSE</u> 7688 SW Capitol Hwy. Joan 244-5276 2nd & 4th Tues. 9-12	8/ Jim Hensel 226-1191	22/ Bruce Thompson 228-0500		



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 12, 1988

M E M O R A N D U M

To: Urban League Program & Planning Committee
From: Ray Leary *RL*
Re: Resolution of Community Complaints

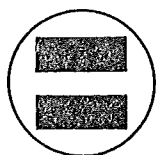
Given the fact that the investigation of the community complaints was undertaken without the benefit of specific names (since the request for such was unproductive), the Urban League's investigation was limited to the general complaints shared by Lanita Duke at the last Program & Planning Committee. Our findings suggest that Urban League personnel consistently provide appropriate services to our clientele in a professional and caring manner. We will continue our service delivery in this mode.

Considering the tremendous number of people we serve, there are apt to be instances when an individual is not completely satisfied with Urban League procedures and/or personnel. As always, we appreciate frank discussions and suggestions for improvement or refinement of our programs. The Urban League is always willing to accept responsibility for any mistakes or misconceptions in the delivery of services, and we will continue to be responsive to the community in every endeavor.

For your information, attached is a copy of the Urban League's Client Grievance Procedure and Grievance Form. The Client Grievance Procedure will be prominently displayed in each Urban League department and the Grievance Form will be readily available to all Urban League clients.

RL/bp

Attachments -- Client Grievance Procedure
Grievance Form

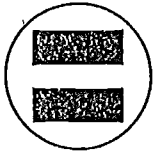
CLIENT GRIEVANCE PROCEDURE

This procedure is established to afford agency clients the opportunity for prompt and impartial adjustments of misunderstandings and grievance resulting from perceived problems in the delivery of services.

1. To initiate a grievance, the client is provided with an Urban League Grievance Form, which asks for specific information regarding the complaint.
2. This form is forwarded to the Program Director of the Department involved, and the client is provided an opportunity to confer with the Program Director, in an attempt to reach a satisfactory adjustment.
3. The level of appeal proceeds to the President and, if necessary, to the Board of Directors.
4. The client, if not satisfied with the decision of the Board, will be advised to appeal directly to the funding body. The client will be requested to file this final appeal in the form of a written communication. Names and address of the funding body will be readily supplied to the client by the Urban League.

* * *

DRAFT



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

GRIEVANCE FORM

It is the policy of the Portland Urban League to provide quality services to members of our constituency in a professional, expedient, and caring manner. It is our hope that each and every individual who contacts an Urban League employee for assistance receives courteous attention.

All Urban League employees are provided training relative to interaction with clients, guests, and other agency personnel. However, in instances where errors in judgement, understanding or perception take place, the administration of the Urban League appreciates being made aware of such occurrences.

To initiate a complaint regarding service provision, please complete the following Urban League Grievance Form. Answer the questions as in-depth as possible.

MY COMPLAINT IS: (Be as specific as possible with names, dates, quotes, etc.)

Date/Time of Occurrence: _____

Department: _____

Individual(s) Involved: _____

Issue: _____

PROGRAM & PLANNING COMMITTEE

January 12, 1988

12:00 Noon

Urban League of Portland

Present: UL Board Members: Avel Gordly, Jeff Millner, Shirley Minor

UL Staff: Ray Leary, Brenda Polk

Community Members: Lanita Duke, Cornetta Smith, Joe Johnson

Avel ----- Asked Ray to summarize investigation into Lanita Duke's complaints.

Ray ----- The investigation was done in the spirit of self-improvement for the UL. Inasmuch as specific names of complaining clients were not provided, the investigation, although general in nature, was thorough.

Avel ----- Sees positive outcome in the process.

Lanita ---- Wishes an outside person had done investigation. Feels tone refuses to take responsibility for what occurred, but Ray's cover memo included statements of accountability.

Ray ----- As was stated at the last meeting, if it was felt the investigation was not forthright, there was no problem having an outside person complete the investigation. Was pleased to find that the documentation supported the UL.

Lanita ---- The Neighborhood Association had not received any complaints, even though they had less money and staff. Because the investigation was done in-house, feels it was tainted.

Ray ----- The range of services provided by the Neighborhood Association and the UL are different in degree, volume and depth. The opportunity for mistakes on the part of the UL is far greater than the Neighborhood Association based on sheer number of clients served. Complaints occurred because we had not achieved perfection.

Lanita ---- Not talking about perfection, talking about accountability.

- Ray ----- Relied on areas Lanita identified as problems; investigated each as thoroughly as possible; agencies were supportive of the UL.
- Jeff ----- Re Grievance Form: Important that complaints go to president's office first. However, form does not state who the complaint goes to or how follow-up is done. Concerned that retaliation against client does not take place.
- Ray ----- The grievance process proposes a progression from the Project Director, to the President's Office, to the Board of Directors, to the funding sources. Satisfaction should be insured through this process.
- Shirley --- Program & Planning Committee should review process and form. May want to modify the steps. Doesn't feel comfortable having clients go to funding sources.
- Ray ----- As private citizens, clients have the right to contact funding sources if they desire.
- Jeff ----- Would like to see a level in procedure where complaint goes to Program & Planning Committee. Receptive to idea of having Lanita and other community members sit in on complaint hearings.
- Shirley --- Process should be more comprehensive, should also include individuals who apply for employment with the UL, and EEOC and Department of Labor grievance process.
- Avel ----- Asked if Cornetta and Ray had met?
- Cornetta -- No. Thought the meeting was going to take place with the AMA staff person involved in housing voucher complaint.
- Avel ----- Requested that that meeting take place.
- Lanita ---- At last meeting, thought the possibility of community members attending Program & Planning Committee meetings had been discussed.
- Avel ----- That discussion centered around the community forums the UL plans to begin.
- Jeff ----- When could grievance procedure be in place?
- Avel ----- Within the next 30 days.
- Lanita ---- Would like grievance procedure to include statement about how people who can't write or don't feel comfortable completing a written statement will be helped.

Avel ----- Next meeting will be the 4th Wednesday (January 27th) at noon. Will follow-up on today's discussion.

The committee members requested the following be completed as soon as possible:

To further develop UL grievance procedure, contact other non-profit organizations, Urban Leagues, and the Department of Labor for copies of their grievance processes.

Send investigation results and minutes to persons who were absent from today's meeting.

Circulate draft grievance procedure and form to other Board members (this will be included in the January Board Book).

Next draft of grievance process should include sections for clients, staff, and unsuccessful applicants.

Seek meeting with AMA staff person to resolve complaint concern.

Explore possibility of staff training session in handling disgruntled clients, possibly through CUE.

Implement an in-house suggestion box, to be used anonymously.

Brenda Polk
Submitted by Brenda Polk
Director of Communication

Urban League of Portland

Board of Directors

January 27, 1988

RESOLUTION: #88-600

**Renaming Union Avenue In Honor of
Dr. Martin Luther King, Jr.**

BACKGROUND: Dr. Martin Luther King, Jr. is only the fourth man in our nation's history to have a national holiday established in his honor, the others being Christopher Columbus, George Washington, and Abraham Lincoln. Even before his untimely death in 1968, the love and respect bestowed upon Dr. King was uncommonly fervent and that love and respect continues to this day. Dr. King touched the lives and hearts of countless men, women and children, both in this country and other parts of the world and his legacy of brotherhood and non-violence will be remembered, studied and replicated for decades to come.

Over one year ago, a group of concerned Portlanders, lead by Mr. Bernie Foster of the Skanner Newspaper, organized the MLK Street Renaming Committee. This committee has diligently followed the process outlined by the city of Portland in their efforts to have a street renamed in Dr. King's honor. Over 4,000 signatures have been collected through petition in favor of the street renaming. The committee's efforts initially focused on the renaming of Front Avenue, but because of conflicts with Front Avenue's historical significance, Union Avenue has been selected.

THEREFORE, BE IT RESOLVED: The Urban League of Portland applauds and supports the efforts of the MLK Street Renaming Committee and endorses the renaming of Union Avenue in honor of Dr. Martin Luther King, Jr. It is our hope, that in 1989, on the anniversary of Dr. King's 60th birthday, a special celebration can take place on Martin Luther King, Jr. Avenue here in Portland, Oregon.

UL President Search Narrows

A committee seeking a new president for the Urban League of Portland has narrowed its search down to two candidates, Committee Chair Avel Gordly said.

They are Ray Leary, interim president of the Urban League, and Useni Eugene Perkins, currently director of social services for the Chicago Urban League. Perkins, also an author and playwright, wrote the book, *Home Is a Dirty Street*.

The next step in the selection process is interviews with the Urban League's staff and board, as well as community leaders, Gordly said. She foresees a final decision by the board sometime in February.

Perkins, who has already visited Portland, will return for the next cycle of interviews. Gordly and League Board Chair Thane Tienson will also visit Chicago in the next few days to meet with Perkins in his work setting as well as interview references.

The league has been without a permanent president since August, when Herb Cawthorne left to head up the San Diego Urban League. The search committee started with about 15 applicants for the job, then narrowed the group to eight. Interviews took place toward the end of last year.

SKANNER 1/6/88

THE OREGONIAN, SATURDAY, JANUARY 9, 1988

Urban League post race narrows to 2

Two finalists for Urban League executive director have been named, the league's search committee chairwoman said Friday.

Interim director Ray Leary and Useni Eugene Perkins, director of social services for the Chicago Urban League, are being considered for the position. Former director Herb L. Cawthorne left Portland last July to take over a similar position in San Diego.

The new director will be selected in February, said Avel Gordly, who is vice chairman of the Urban

League board and who headed the search committee. The salary, which will be negotiated, ranges from \$40,000 to \$60,000.

Both finalists will meet with community leaders and Urban League staff members before a decision is made, Gordly said.

"The board is looking for a strong administrator, someone who can be a strong advocate of the black community's concerns and of poor people throughout the community," she said.

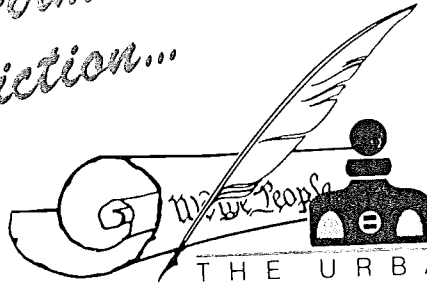
The new director will be able to

"pick up where Herb left off" but also will have his own vision for the league, Gordly added.

The finalists were selected from 57 applicants from throughout the United States, Gordly described the search process as a "learning experience for everyone involved."

"We have learned a good deal about the needs in the community and the kind of individual we need," Gordly said. "This is an evolution of the league, which is moving to a higher ground of service to Portland and the community."

*With Firm
Conviction...*



 **EQUAL
OPPORTUNITY
DAY DINNER**

THE URBAN LEAGUE OF PORTLAND

Equality is Our Goal

"We may say with firm conviction that we have built a society in keeping with our fundamental belief that all people are created equal."

Thurgood Marshall

**The Urban League of Portland believes
with firm conviction . . .**

- ⊙ **our mission sustains us**
- ⊙ **our city encourages us**
- ⊙ **our community reflects us**

1988 Recipients of the Equal Opportunity Awards:

Thomas R. Dargan
Senior Vice President
Fisher Broadcasting, Inc.

Arlene Schnitzer
Vice President
Harsh Investments
Arts Advocate

Vernon V. Chatman
Community Advocate

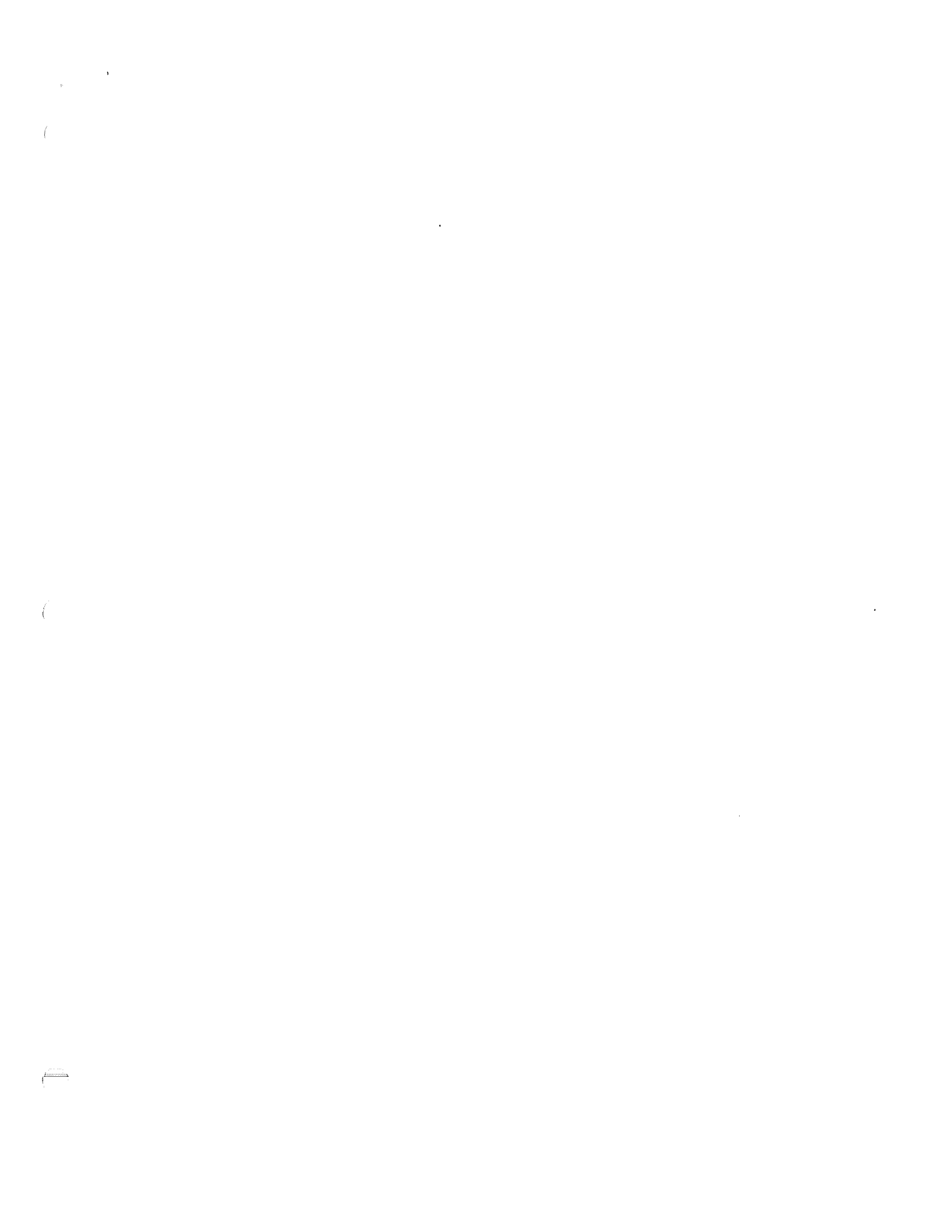


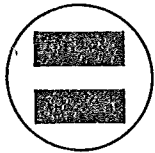
Join Us!



**Thursday, February 25, 1988
Portland Marriott**

7:30 p.m.





The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 20, 1988

To: Urban League Board of Directors

From: Ray Leary

Re: In-Service Training Sessions

Over the past several months, we have been discussing ways to provide quality, low-cost (or no-cost) training sessions to Urban League employees. Because of the wealth of talent and information possessed by members of the Board, one suggestion was to poll the Board on the possibility of Board Members (or their companies) providing expertise in some of those sessions.

Topics are endless, and could include:

- | | |
|--------------------------------|-------------------------|
| Management & Supervision | The Power of Listening |
| Public Speaking | Time Management |
| EEOC Guidelines | Communication |
| Dispute Resolution/Mediation | Grant Writing |
| Handling Disgruntled Clients | Fund Raising Techniques |
| Volunteer Coordination | Working with the Media |
| Computer Orientation | Team Building |
| Planning/Organizational Skills | Business Writing Skills |
| Stress Management | Goal Setting |
| Professional Telephone Skills | |

These training sessions will not only enhance the service delivery capabilities of our employees by providing timely, updated techniques on a broad range of subjects, but will also positively impact the performance, professionalism, and morale of a very dedicated Urban League staff. Sessions could take place at the Urban League or at any other selected site, and could involve the entire staff or designated individuals.

Please complete the lower section and return to me by January 29th. If the above list doesn't include your area of expertise, feel free to identify any topic you feel is pertinent to the growth and development of Urban League employees. Thank you in advance for your assistance in this important effort.

I, OR MY COMPANY, CAN PROVIDE IN-SERVICE TRAINING TO URBAN LEAGUE EMPLOYEES IN THE FOLLOWING AREA(S):

1. _____
2. _____
3. _____

Signed _____

THE UNITED WAY'S SECOND CENTURY INITIATIVE

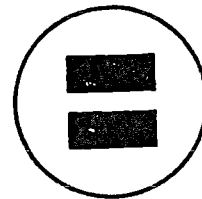
and

THE URBAN LEAGUE MOVEMENT:

IMPLICATIONS FOR THE PARTNERSHIP

and

CHALLENGES FOR THE FUTURE



PRESENTED TO THE COUNCIL OF CHIEF EXECUTIVE OFFICERS
OF THE URBAN LEAGUE

at the

Mid-Winter Conference

Nassau, The Bahamas

December 9-12, 1987

Mildred L. Love
Vice President
Programs & Field Services
National Urban League, Inc.

Judith Butler-McPhie
Director
Regional Service Center-NY
National Urban League, Inc.

INTRODUCTION AND ACKNOWLEDGEMENTS

The Office of Programs and Field Services is pleased to present this report, which was developed to stimulate broader dialogue and to engender appropriate action, relative to our long-standing relationship with the United Way and the potential changes therein as an outgrowth of their Second Century Initiative.

In this document, we have taken a critical look at the status of our "partnership" with the United Way and have considered whether that "preferred agency status" exists today (if in fact it ever did). In so doing, we have revisited three earlier documents prepared or initiated by the Regional Service Center-New York to examine the status of that relationship which included:

- o "Survey: Relationship Between the Urban League and the United Way", presented to the Council of CEOs, July, 1986 Pre-Conference
- o A Summary Analysis of the Results of the Survey (prepared with assistance from Kenneth Small, NPED) presented to the Council of CEOs, December, 1986
- o "Enhancing our Relationship with United Way" by Kenneth Washington, presented to the Council of CEOs, December, 1986 and July, 1987

Moreover, it is clear that their Initiative will effect substantial changes in the way in which United Ways do business over the next 100 years. What remains to be seen is whether the Urban League as a Movement will have the organizational flexibility and fortitude to meet those challenges.

I am most happy to have the opportunity to acknowledge the work of those who have directly or indirectly supported this effort.

First, let me offer a special note of gratitude to the members of the Urban League/United Way Task Force whose names are listed below. Their attendance and willingness to engage in these deliberations was a true indicator of their commitment to this project and was meritorious indeed. In addition, a special debt of gratitude is expressed to those United Way Executive Directors with whom consultations were made re their perspectives on the opportunities presented by the Second Century Initiative.

When I first initiated this project, I asked Judith Butler-McPhie to exercise a leadership role by chairing the Task Force, coordinating its activities, and writing this report. She accepted that role most enthusiastically and

her deep and continued concerns for this issue, as well as her hard work have been evidenced by the quality of this document. Lastly, let me offer my thanks to Darshan Gedh for his value as a historical documents' "sleuth", to Kenneth Small, Executive Assistant for Strategic Planning, NPED and most especially to Jacqueline Mason for her invaluable document typing, preparation skills and coordinating assistance.

Mildred L. Love
Vice President, Programs & Field Services
National Urban League, Inc.

URBAN LEAGUE/UNITED WAY TASK FORCE

URBAN LEAGUE CHIEF EXECUTIVE OFFICERS

B. Jae Clanton
(Urban League of Rhode Island)

Leon L. Haley
President, Pennsylvania State Council
(Urban League of Pittsburgh)

Randolph C. Kendall
Representing the Capitol Area Council
(Richmond Urban League)

Leon Modeste
President, New York State Council
(Urban League of Onondaga County)

Paul P. Pintella
President, New Jersey State Council
(Urban League of Metropolitan Trenton)

Curtiss E. Porter
(Urban League of Southwestern Fairfield County)

Henry M. Thomas
President, New England Area Council
(Urban League of Springfield)

Kinneth Washington
(Urban League of Metropolitan Harrisburg)

NUL STAFF

Judith Butler-McPhie
Director, Regional Service Center-NY
Chairperson, Urban League/United Way Task Force
and author of this report

Johanne Dixon
Director, Health and Social Welfare

Darshan S. Gedh
Assistant Director, Program Management, RSC-NY

Regina Waynes Joseph
Associate Director, Programs and Field Services

Jacqueline Mason
Special Assistant, RSC-NY and
Task Force Recorder

All of the Task Force Members cited above were selected from the Eastern Region for logistical and cost considerations.

OVERVIEW

It is intended that this paper will serve three separate, but not unrelated purposes:

First: To examine the current "state of union" or partnership between the Urban League and the United Way. (Although much of the basis for this segment may appear somewhat anecdotal, such narrative is based upon specific incidents and past or current experiences of local CEOs and their affiliates). Task Force Members, who were primarily Presidents of State and area wide Councils, solicited input from the CEOs within those Councils.

Second: To review the current literature on the United Way's Second Century Initiative, its development, purpose, structure and implications for the Urban League Movement.

Third: To serve as a catalyst for heightened dialogue, deliberation and concerted action as relates to strengthening the relationship between the Urban League and the United Way on National, regional and local levels.

The vehicle for such efforts is the Second Century Initiative, which, through several of its five core strategies, offers ample opportunity for the League's mission, methodologies and presence to find expression. (Albeit in some redefined or novel ways).

Disclaimer

There is no pretense that this report will answer all of the questions raised herein, nor that all of the relevant issues have been expressed. Nonetheless, it is hoped that this paper will provide an impetus for the kinds of serious, substantive dialogue which will ensure a comprehensive "airing" of all facets of these issues. Through such forums we will have a renewed opportunity to "revive" our relationship and make it as contemporary and viable as these times require.

I. THE URBAN LEAGUE/UNITED WAY RELATIONSHIP

Query: Why must Urban League affiliates be members of the United Way when our NUL Terms of Affiliation do not so mandate?

A. The Basis of the Relationship

The relationship between the Urban League and United Way pre-dates the Terms of Affiliation by a few decades or more.

"It is expected that in every city where there is a Community Chest and/or a Council of Social Agencies, the Urban League will be a member of that Chest and/or Council. It is essential to Urban League prestige to effect contacts for League staff and lay leadership and to develop the League's program in harmony with the over-all social welfare progress...

While, in most cases, practically the total budget of an Urban League will come from Community Chest allocations, the local Urban League should never consider itself as a mere Chest dependency. The Community Chest should be regarded as an association of social agencies which come together for an efficient joint fund-raising campaign. In this sense, the Urban League is not a beneficiary, but is one of the component parts of the Chest. Such realization of its real status will discourage Board and staff members of an Urban League from ever falling into the error of even remotely adopting the suppliant's approach." ¹

That excerpt was taken from a NUL Operational Handbook which was written in 1948. Despite that fact, the language and content of that document is particularly revealing in that its message has contemporary import. In fact, several of the issues debated by the Task Force were contained in the Handbook. To wit:

"Nevertheless, the Chest is in a strategic position, and continuous and ever strenuous efforts must be made to interpret the League's role to the Board, as well as the staff leadership of the Chest. And no opportunity should be lost for the selection of an Urban League Board member or other well informed person for membership on the Budget and Executive Committee of the Chest. Otherwise, the very agency which most needs sympathetic and skillful interpretation is apt to suffer for lack of it." ²

That relationship later became the subject of a formal agreement, formulated during Vernon Jordan's tenure with the National Urban League.

B. United Way at the Threshold of the Second Century

The United Way has come a long way since 1877, when its "original ancestors" in Denver, Colorado emulated a British combined fundraising effort, to meet the residents' needs when "passing the hat" failed to keep up with demand.

In 1987, raising in excess of \$2.5 billion per annum via 2,200 United Ways, it supports approximately 37,000 service organizations. ³

Its Mission Statement is: "To increase the organized capacity of people to care for one another". Through its Strategic Planning Committee activity and vision of William Aramony, the Second Century Initiative gives "legs" to that mission in a manner never heretofore accomplished. However, as important as those operational efforts are, the United Way as an organization has frequently come under fire:

"No matter how United Way bills itself, it is a middle class organization with middle-class values. In trying to reach a consensus among its constituencies, it usually, "plays it safe" by taking in only those organizations which offend no one..." ⁴

Other criticisms have included charges of discriminatory policies, attempts to undermine competitors and a tendency of United Ways "...to succumb to three temptations: arrogance, monopoly and conservatism..." ⁵

Richmond CEO, Randolph C. Kendall, reported that because of the affiliate's advocacy of integration and its support of the Black community's push for desegregation of schools in Richmond, the United Way ousted the Urban League from the campaign for ten (10) years, with readmission (in 1967) conditioned upon the affiliate's ability to raise a substantial portion of their operating funds. Another affiliate reported a similar incident but the United Way backed down on its threat to sever the relationship, when a major corporate donor (who also had a seat on the Urban League Board) threatened to pull out of the campaign and take other corporations with them.

C. Why is United Way Support More Vital in 1987 than Heretofore?

The Urban Institute reports that a primary result of Gramm-Rudman-Hollings, is that in 1987, Federal support of non-profits will show a 36% decrease from the 1980 level (a drop of \$17 billion from 1982-85 was recorded). Moreover, organizations, such as Urban Leagues, who provide employment training programs will be hit with a 72% decrease from the amount they received in 1980. ⁶

The results: Non-profits will need private donations in a range from 21-32% per annum (which is twice to three times larger than average increases in total received to date by most non-profits).

To compound matters, recent tax law changes will result in a loss to charities of \$7 billion (in 1988 when the law is fully operational) with another \$4 billion loss projected, if lower maximum tax rates nullify the tax breaks for charitable giving. ⁷

D. United Ways' Levels of Support to Urban Leagues: The Allocations Process

The total value of allocations from United Ways to Urban Leagues in 1986 was \$25.3 million (with 108 out of 121 United Ways reporting). United Way allocations as a percentage of total allocations to all agencies was 1.7% (which has been unchanged since 1983, although the overall allocation value increased).⁸

A review of United Way allocations to Urban Leagues by Metro areas revealed a decline in those Metros who reported an allocation percentage which was above average. As a result of the 1986 CEO survey of the Urban League/United Way relationship, a majority of the 82 affiliates who responded had not suffered cuts in allocations. However, 41% of all affiliates received below average allocations for their Metro Classifications and that includes some of the largest affiliates.⁹

Such information lends credibility to the time honored complaint by Urban Leagues (and most non-profits), that they do not receive a fair share of United Way campaign funds. A broad segment of affiliates do have intimate experience with underfunding by their local United Ways, as our data shows, and the Task Force identified three (3) primary causes:

1. The United Way failed to meet campaign goals.
2. Lack of accountability/credibility on the part of the affiliate.
3. Racism (systemic and localized).

One Task Force Member reported that while his affiliate had a fairly positive relationship with the United Way, the United Way had a poor image in the community because it consistently failed to meet campaign goals. In fact, with the 1987 campaign 3/4 completed, it projected to make only 50% of the goal! Where that affiliate once received 50% of its budget from the United Way, it now receives 1/5 of its total budget from allocations.

Accountability is the lifeblood of any organization, particularly non-profits, which can't point to their profitability picture as a barometer of success. Thus, the following actions would rightfully result in a decrease in allocations (or defunding): the failure to provide the United Way with proper reports; poor accounting practices; ill-defined and uninspired programs, misappropriation of funds; conflict between the Chief Operating Officer and the Board of Directors and staff; activities which alienate the constituent and/or corporate communities, etc. ¹⁰

Task Force discussion of these items, focused upon the efforts of several CEOs to "turn around" the poor reputation and image of affiliates, which had fallen prey to these poor internal management practices. It was agreed, that if one inherited an affiliate in such dire straits, the positive reputation of the CEO and their "charisma" could have beneficial carry-over effects for the affiliate, but could not override poor performance. Thus, "turning it around" entailed:

- o Aggressive action to re-establish stringent accountability standards;
- o The need to become responsive to all appropriate United Way requests;
- o A determination to modify prior community perceptions of the agency by: consistent demonstrations of its more effective, credible programs, management improvements and responsiveness to client needs;
- o Working to re-establish corporate confidence.

On the opposite side of the coin, a CEO such as Arthur "Jabbie" Edmunds, "had great personal worth and was seen as a sort of "senior statesperson" in the public view. Those positive factors, throughout his long tenure, could only benefit any CEO who succeeded him according to Dr. Leon Haley, CEO, Urban League of Pittsburgh.

Finally, the role of racism, as it is played out in the allocations process and as a contributor to the underfunding of affiliates, is critical. Assuming that the United Way meets its campaign goals and that the affiliate is accountable and operates efficiently, this last factor, may indirectly or directly be at the root of an underfunding dilemma. Several affiliate CEOs have acknowledged that, despite their long years of service to their respective communities, Allocation Panel Members frequently ask "What is the Urban League?" "Doesn't the State Employment Service find jobs for minorities?" "Aren't the League's education and training efforts a duplication of services?". Further, charges of racism were once leveled from within the United Way system by Wiley Moore, former Special Assistant to the Director of the Chicago United Way. Moore stated that:

"Minorities are still grossly under-represented in policy making positions, that only two of more than 2,000 United Ways (in 1983) have minority Executive Directors, and that minority controlled agencies are underfunded, which reflected a lack of understanding or indifference regarding the issues of parity and self determination..." 11

That critique was made in 1983 in Moore's report, which surveyed twelve (12) United Ways across the country, regarding the status of United Way relations with minorities. Moore's report was a follow-up to a 1971 United Way of America report that was highly critical of that relationship. In summary, Moore states: "...it's not without irony that we aggressively promulgate "fair share" giving standards when lethargy prevails in applying that same fair share concept to minority concerns." 12

Other factors which are believed to negatively affect the allocations process or the relationship between the Urban League/United Way include:

- o THE PROCESS OF ALLOCATIONS DISTRIBUTION IS FREQUENTLY VIEWED AS BEING "ARBITRARY" OR TOO "POLITICAL".

At least two affiliates have described such scenarios and related the extremely adverse impacts resulting therefrom.

o UNITED WAY AGREEMENTS FREQUENTLY OFFER MAJOR RESTRICTIONS.

There are some affiliates which received a miniscule share of their total budget from United Way allocations, yet they are held as harshly liable for any breach of the terms of that agreement, as an affiliate which receives close to half of their total support via the United Way.

o THE FAILURE OF THE UNITED WAY TO PROPERLY UNDERSTAND OR FUND THE LEAGUE'S ADVOCACY POSITIONS HAS A SUBSTANTIAL IMPACT UPON THE RELATIONSHIP.

This issue is at the heart of much of what Urban League's do and are, as an affiliated network of autonomous non-profit corporations. Advocacy is so interwoven into the fabric of our mission, such that its very essence defines both the problem and the solution of why United Ways, (and often the public-at-large), can't understand who we are as agencies, or as a Movement. The fact that Leagues are a kind of "full service" service provider, has led many allocations groups to fail to fully appreciate the inherent value of those multiple social services, because they are laboring to assign us to simpler, more easily defined categories.

While such efforts may go far in facilitating capsule descriptions on a United Way brochure, or in announcements of campaign kick-off luncheons, they do nothing to help our client, corporate and other constituencies to value our "raison d'etre".

Clearly, on major attempts have been made through the years by United Ways to educate their volunteers, particularly Allocation Panel Members, to effect some cognizance no their part, that we are in many vital respects unique — and not "just another funded agency".

It appears that an underlying foundation of our mission includes our quest for equality, refusal to abide discrimination in any quarter and our desire as Blacks, minorities and poor people, to participate fully in an open, pluralistic society on par with all other Americans.

Any methodologies utilized and programs designed, are clearly directed towards the accomplishment of our Mission. Yet, despite the brevity and clarity of that Mission, it often appears to "seasoned" Urban Leaguers, that such purposes might as easily have been written in code, or in some ancient and undecipherable foreign language, because the query is oft repeated, and in many localities, "What is the Urban League?", "What do they do?"

In recognition of the United Way's traditional role and their inherent conservatism, we must therefore, take the lead to educate United Way personnel as to our uniqueness, the purposes for our advocacy and the positive outcomes derived therefrom, in terms of programs, legislation and ultimately societal change. The irony, is that the United Way Identification System (UWASIS II) encompasses the need for societal changes by acknowledging advocacy, and ombudsman activities and relevant services.

John E. Jacob, President and Chief Executive Officer of the NUL, envisions an expanded role for advocacy in future decades, due to the decrease in direct service funding and the "privatization" of many public sector activities, which will serve to increase competition between for-profits with non-profit service deliverers. In his view:

"...As direct service funding declines, the need for us to better utilize the advocacy process becomes apparent, for we advocate stands on issues around which we also mobilize our communities. This could result in consciousness raising which by itself could to some extent reduce the severity and despair which characterizes many of our problems..." 14

The fact that advocacy has intrinsic worth to the Urban League Movement and for Blacks, minorities and the poor from a National perspective is amply illustrated by Dr. Douglas Glasgow, the NUL's Vice President for Washington Operations.

In that capacity, he is intimately aware of and actively pursuing advocacy's ultimate consequences: congressional action; legislation and National program development. In prescribing for this Nation a proactive, socioeconomic agenda, Dr. Glasgow addresses the needs of Urban Leagues' constituencies by suggesting that:

"...The acquisition of maximum opportunity and full equality for poor, Blacks, and other minorities presupposes a sustained and synchronized effort to change the attitudes and values of society. Most important, such acquisition calls for an imaginative and comprehensive yet practical, proactive socioeconomic national agenda..." 15

As a part of that agenda, is the call for: sound research and analysis of socioeconomic problems, i.e., existing AFDC policies, adolescent pregnancy and the poor educational attainment levels of Black youth.

Clearly, League programs in each of these areas respond to real needs, which our advocacy postures have illustrated. Our community mobilization strategies, (i.e., in the Education Initiative) have also been designed to foment the desired "societal changes".

Therefore, we must not allow the United Way to retreat from the support of advocacy as a legitimate service, on the grounds that the issues presented may be too controversial. While the United Way must be concerned about maintainance and further development of a strong corporate donor base, they should not continue to exist in a posture of being subservient to the political, economic and social influence of their corporate benefactors.

II. THE SECOND CENTURY INITIATIVE: IMPLICATIONS FOR THE URBAN LEAGUE MOVEMENT

A. Origins, Structure, Rationale

The Second Century Initiative concept was initially proposed by William Aramony (in 1984) in a paper entitled, "Rethinking Tomorrow and Beyond". In that document, Aramony proffered five "core strategies", designed to give life to the United Way's Mission Statement. The Initiative was approved and adopted by the United Way of America's Board of Governors in 1985.

The five (5) core strategies are seen by Aramony as being "values" that define more precisely the United Way's organizational culture. He has stated that those five (5) values "...flow from the United Way Mission, give cohesion to the Movement, and guide every aspect of United Way management..." 16

B. Core strategies of the Second Century Initiative: Potential Impact Upon the Urban League

Community Problem Solving Strategy

United Way plays a pivotal role in helping the community to identify, ameliorate, and where possible, resolve its health and human care problems.

Key Components:

- o Research community needs, problems, available service, and delivery systems.
- o Provide new funds to support United Way's role in the community problem solving process.
- o Serve as a facilitator to bring community groups together to address these problems.
- o Provide information and examples of how other communities have addressed these problems; and
- o Monitor human service policy decisions and institutional practices, and when appropriate, influence these decisions.

Inclusiveness Strategy

Inclusiveness is expressed in governance, operations, and allocations, as represented by the inclusion of people, especially women and minority groups; agencies, especially those which meet new and emerging needs; and geographic service areas, encompassing where people live, work and are served.

Key Components

- o Develop a formal system to identify new community leadership for United Way.

- o Recruit leadership with enough credibility to have an impact in the community, including: labor, corporate, political, minority, neighborhood and female leaders.
- o Form a special committee to seek out, for United Way's support, organizations that meet new and emerging needs.
- o Initiate leadership development programs and other needed training programs for women and minority groups.
- o Reach out and involve as United Way volunteers: youth and retirees.
- o Set up efforts to hire for top professional positions, individuals who may not now be included, e.g., females and minority individuals.
- o Provide management assistance to organizations not funded by United Way as well as to new agencies so they can qualify for funding.

Single Community Wide Campaign Strategy

A single, community-wide campaign, managed by United Way, to raise funds for health and human care services.

Key Components

- o Develop campaign on a multi-year basis, assessing potential and setting goals for future years.
- o Analyze total charitable contributions in your community and develop strategies for increasing that total and thus your share.
- o Identify potential for special grant or match programs from private and community foundations.
- o Provide a case for giving based on need.
- o Use market research as a basis to establish benefit statements for major constituencies.

Fund Distribution Strategy

Key Components

- o A community allocations system that is accountable to the donor, responsive to people's needs, and inclusive of programs to which givers wish to contribute.
- o A donor allocations program that accommodates the donor's desire to determine who should receive their gifts (at the community's option); and

- o A flexible funding capacity established by setting aside funds for venture project funding and longer term community problem-solving initiatives.

Year-Round Communication Strategy

A program of education and involvement in the community, with special emphasis on the workplace.

Key Components

- o Develop a communication program that; listens to and educates people; explains how the fund distribution process works; describes United Way activities (such as community problem solving) that reach out and meet new community needs, and shows how supported services help in the community.
- o Use market research such as Quests to determine public perceptions of United Way, services people want to support, and issues they feel are important.
- o Develop year-round workplace communication programs. 17

Based upon those core strategies and a review of their key components, it is clear that the Urban League Movement cannot afford to simply be a "silent partner" and be subsumed by the process, that has the potential to make the United Way an even more monolithic presence in the human services arena.

Using the Second Century Initiative as a vehicle, we must move aggressively to further examine the impact of: donor option (pros and cons); methods of negotiating less restrictive United Way Agreements and the potential adverse impact of "performance based funding support" (which provides United Way dollars only on performance based contract type results).

Also, we must also examine: the community problem solving strategy regarding the potential for competition by the United Way itself; the potential for increased competition with other CBOs (particularly, minority agencies), who will now have entre to United Way allocations and special grants under the Inclusiveness Strategy. Groups like 100 Black Women and other large National agencies are said to be already "knocking at the door of the United Way". Is there not room for all of us, if we construct compatible coalitions?

Does the Urban League have "preferred agency" status with the United Way based on our long term relationship? According to one valuable consultation with a United Way agency executive, the answer is no! How then, may we improve our position, relative to this major funding source in a manner that reflects, not the humble posture of a supplicant but rather, one which projects our proud heritage and seventy-seven (77) years of vital service to our Black, minority and poor communities throughout this nation?

RECOMMENDATIONS

1. Initiate broad based dialogue between the National Urban League/United Way of America and local Urban League CEOs and United Way Executives by convening a "summit conference" in the Spring or Fall of 1988.

Purposes: To explore the UL's strengths and capabilities in fulfilling some of the mandates of the Second Century Initiative (i.e., the Inclusive Strategy; potential for sub-contracts to conduct minority needs assessments for the United Way under the Community Problem Solving Strategy, etc.
2. To help develop "face-to-face" relations which will better permit us to educate United Way personnel on our advocacy role and public policy development thrusts, i.e., NUL impact on Welfare Reform legislation and other initiatives.
3. The Urban League Movement as a network must "get political", if they are to remain viable. Observe the United Way Board structure and emulate it regarding accessing corporate CEOs and others with "clout".
4. The NUL must press United Way officials for better access to their governing system, via more participation on Advisory Committees and greater potential for participation at the Minority Task Force or National Professional Advisory Committee level.
5. The NUL must waste no time in enhancing its stature with the United Way of America by "getting locked in" with its leadership (NUL Board Chairperson with United Way of American Chairperson of the Board of Governors and NUL CEO with United Way of America CEO).
6. The Urban League must dramatically increase its visibility Nationally and locally via improved capacity to market itself and its products effectively.
7. We must begin to identify and recommend strong voices from our constituents for positions on local United Way Boards.
8. We must establish partnerships with our United Way in doing joint research and joint advocacy, where appropriate.
9. We must begin to develop meaningful programs that may be considered for venture grants.
10. We must form coalitions with women, Hispanics and Asian groups, so as to increase solidarity and avoid unnecessary competition.

SUMMARY

This paper should be used as a point of departure for examining the relationship between the Urban League and the United Way.

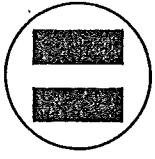
It is hoped that, as CEOs, you will be moved to action in your local affiliates, (if you have not already done so). Such action will be particularly important at the Board level, perhaps Board Advisory Committees on the United Way could be established, or other avenues could be explored to help increase interaction with United Way personnel, for the good of your affiliate, and for the good of the Urban League Movement.

FOOTNOTES

- 1 National Urban League, A Hand book of Operations for Urban League Personnel (New York: NUL, 1948)
- 2 Ibid.
- 3 William Aramony, The United Way: The Next Hundred Years (New York: Donald I. Fine, Inc., 1987, p. 35)
- 4 Timothy Saasta, United Way: Who Are Its Critics? The Grantsmanship Center News, November/December, 1983, p. 53
- 5 Ibid., p.54
- 6 United Way of America, What Lies Ahead? Report of the Strategic Planning Committee (Virginia: United Way of America, 1987), p. 57
- 7 Ibid., p. 58
- 8 National Urban League National Planning and Evaluation Department's National Priorities Report (March, 1987), p. 10
- 9 Regional Service Center-New York Report, An Analysis of the Urban League/United Way Relationship (December, 1986), p. 1
- 10 Eastern Regional Office Report to the Field Services Committee Urban League/United Way Relations (1979), p. 7
- 11 Timothy Saasta, Op. Cit., p. 53
- 12 Ibid., p. 53
- 13 Eastern Regional Office Report, Op. Cit., p. 6

- 14 NUL Report, Local Community Needs and the Second Century Initiative: An Urban League Perspective (February, 1986), P. 8
- 15 Douglas G. Glasgow, Commentary: A Brief Prescription for a Proactive Socioeconomic Agenda, The Urban League Review — Policy Research Journal, NUL, (Winter, 1986/87 ed.): 1
- 16 William Aramony, Op. Cit., p. 81
- 17 United Way of America, A Guide to the Second Century Initiative (1986) p. 9-17





The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

Herb L. Cawthorne
Chief Executive Officer

January 22, 1988

M E M O R A N D U M

To: Urban League Board of Directors
From: Ray Leary
Re: Mid-Winter Conference

Ms. Sandra Trice Gray, Vice President of Effective Sector Leadership/Management, facilitated one of the leadership workshops at the Mid-Winter Conference. She recommended the attached text, Governance is Governance, as necessary reading for all board members of non-profit agencies.

RL/bp



INDEPENDENT
SECTOR

Governance is Governance

by
Kenneth N. Dayton
Oakleaf Foundation

AN INDEPENDENT SECTOR
Occasional Paper

INDEPENDENT SECTOR is the umbrella organization for philanthropy and voluntarism. It includes more than 650 of the nation's largest foundations, corporate philanthropies and voluntary associations. Its purpose is to strengthen the country's traditions of pluralism, giving and volunteering.

INDEPENDENT SECTOR's Effective Sector Leadership/Management Program is designed to promote greater awareness and observance of the principles and practices of effective operation, management and leadership in philanthropic and voluntary organizations.

Kenneth N. Dayton of the Oakleaf Foundation is the former Chairman and Chief Executive Officer of the Dayton Hudson Corporation. He has served on the Boards of a number of nonprofit organizations including such major institutions as the Rockefeller Foundation, the Mayo Foundation and Carnegie Hall, and he is currently Board member of The J. Paul Getty Trust and Chairman of American Public Radio. He was on the Board of INDEPENDENT SECTOR from 1980 to 1986, serving as Vice Chairperson until 1983. As Chairperson of INDEPENDENT SECTOR's Task Force on Measurable Growth in Giving and Volunteering, he presided over the deliberations that resulted in 1986 in inauguration of a five-year campaign to boost giving and volunteering nationwide, and he continues to serve on the committee that oversees that effort.

Governance is Governance

Kenneth N. Dayton

September 1987

This speech was a keynote at INDEPENDENT SECTOR's second Professional Forum on May 7, 1985. The subject of that Forum, hosted by the Effective Sector Leadership/Management Program, was board and staff development—essential components of organizational effectiveness. Ken Dayton's clear vision of appropriate roles and responsibilities in governing and managing any organization so impressed the audience that day that IS continues to receive requests for his comments. With their publication as an

Occasional Paper in INDEPENDENT SECTOR's series, his insights are now available to the wider audience they so well merit. We have also included the text of a follow-up interview full of practical advice. Anyone who serves on a Board or who works with one should consider what Ken Dayton has to say. His is a useful prescription for building and maintaining a strong organization.

Brian O'Connell
President
INDEPENDENT SECTOR

Governance is Governance

Kenneth N. Dayton
Oakleaf Foundation

There are throughout the independent sector and especially among those represented here examples of superb, professional management. I know of no better example than INDEPENDENT SECTOR itself—surely a model for all its members to study and emulate.

On the other hand, there are somewhere between 800,000 and 2 million nonprofit institutions in this country. It has long been my conviction that too many of those institutions have underestimated the importance of good management and good governance. Somehow, being nonprofit has become an excuse for being nonprofessional. For some inexplicable reason, the public seems to expect less of the independent sector, and therefore to accept lower standards of professionalism in management and governance.

This conference shows that INDEPENDENT SECTOR recognizes this deficiency and is determined to do something about it. I applaud you all and am delighted to participate with you in looking for answers. I am optimistic that together we can find some.

I come to you in three guises. As a former corporate executive, I spent a disproportionate amount of my time trying to develop and perfect an ideal system of governance for a publicly held corporation—a system of governance which embraces the optimum relationship between board and management.

In my role as CEO and later Chairman of the Board, and in my role as a corporate director and public trustee with almost 40 years of experience in business, religious, civic, health, educational, cultural, and philanthropic organizations, I have developed some very strong concepts of governance of institutions—public and private, for profit and not-for-profit. I want to share those concepts with you.

Secondly, I come to you as the Chairman of INDEPENDENT SECTOR's Task Force on Measurable Growth in Giving and Volunteering. After almost two years of deliberation, we are beginning to formulate our recommendations to the INDEPENDENT SECTOR Board and Membership. It is not too early to say those recommendations will focus on what can be done both externally and internally—externally to increase America's standards for contributing time and money and at the same time increase its recognition of the incredible importance of the sector to the welfare of the nation; and internally to raise the effectiveness of the sector's fundraising and volunteer leadership activities. That internal recommendation, of course, implies even stronger management leadership and effectiveness, and you can't get that without more effective governance. You cannot long have good management without good governance. So our Task Force's work will come to naught unless

together we can find ways to improve the governance of independent sector agencies.

Thirdly, I come as a director of INDEPENDENT SECTOR at the request of its CEO. That is a very important statement and I want to come back to it later. Just let me say now that, to me, trusteeship involves helping the CEO in whatever way is requested that you possibly can do. Here I am talking about the volunteer side of my directorship, and it has nothing to do with the governance responsibility I hold as a director. Throughout my remarks, I hope you will keep those two roles of a trustee—governing and volunteering—very separate in your minds. When I was asked to undertake this assignment, my concepts of trusteeship forced me to accept it whether I wanted to or not. So here I am.

Governance is governance. That's more than a title of a speech—it's a deeply held conviction. It's a conviction first of all that governance is not management, and second that governance in the independent sector (the not-for-profit sector) is absolutely identical to governance in the for profit sector—with that one added dimension that I will come back to. When I told Brian several weeks ago that I thought I would title my speech "Governance is Governance," he said, "That's funny, I was going to suggest A Trustee is a Trustee is a Trustee."

Whichever title you prefer, I want now to discuss what governance (or trusteeship—I use the two terms completely interchangeably) is and what it is not. First, what it is not. Governance (trusteeship) is not management. In my opinion, one of the worst sins of independent sector agencies is that too often they do not distinguish between the two. Rather,

they confuse the two responsibilities and in the process hamper the mission of the institution.

In all cases I am referring to institutions that have at least one full-time professional staff executive. To my mind, that executive is the CEO of the institution. It matters not what his/her title is—president, executive vice president, general manager, executive director, or whatever. In my view, he/she is the CEO, should consider himself/herself that, and should be so viewed by the entire board. His/her position description should clearly state that fact, and everyone on the board should accept that fact . . . particularly the chairman. But how many boards can each of us think of where the paid executive is only the administrative officer carrying out the routine caretaking functions which the board or its chairman delegates?

boards always tend to fill management voids

I regret to tell you that I have known volunteer chairmen of the board who clearly think they are the CEO. And, even more I regret to tell you, I have known paid executives who ought to be the CEO but who are not, and who are perfectly willing to let the board and/or its chairman call all the shots. A weak CEO can often protect his/her hide by delegating management's responsibilities up to the board. And lots of boards and individual board members (particularly those who have a special vested interest in a particular aspect of the enterprise) are just delighted to take over some or all of management's responsibilities.

Why is it that so many corporate directors grow horns when they become trustees? Why do they assume that they can do things as trustees that they would never think of doing as directors, interfering with management's role and making decisions or requests that no corporate director would think of making?

Any institution . . . which has an all-powerful chairman or a weak CEO is an institution in trouble. . .

Then too, I have been utterly amazed over the years to observe how boards always tend to fill management voids. If management is weak in an aspect of its operation, a strong board or board member will move in and take over. The trick for management is to leave no voids, and the trick for the board is to see to it that management has a plan to fill any voids that occur, rather than to leap in and fill them itself.

Any institution (for profit or not-for-profit) which has an all-powerful chairman or a weak CEO is an institution in trouble, or surely is one headed for trouble. How can we prevent that from happening? Harder still, how can we change course, install really professional management practices and board practices, and then develop the optimum relationship between the boards of trustees and the CEO? Between the governors and the managers?

I would start by developing clearly defined and agreed-to position descriptions for the CEO, the board, and the chairman. I wonder how many INDEPENDENT SECTOR members have such position descriptions, and; if they do,

how many review them and update them annually, or ever bother to check whether they are living by them. How many boards or board chairmen annually review their position descriptions and assure themselves that they have fulfilled all their responsibilities of trusteeship? My guess is very, very few.

Every institution is different, and each, of course, must develop a set of position descriptions that covers fully the unique character of that institution. Acknowledging that, I would like to take a crack at outlining a minimum common denominator position description for the three positions in order to make clear my convictions about the proper division of labor between the CEO, the board, and its chairman.

Let's take the CEO first. Here is the kind of position description I would like to have if I were the executive director of any member of INDEPENDENT SECTOR or for that matter of INDEPENDENT SECTOR itself (see p. 4).

Now I'd like to let you in on a secret. That position description is almost verbatim the same as the one I wrote as the CEO of a then \$6 billion corporation which has since grown to \$8 billion. I changed "Dayton Hudson Corporation" to "American Voluntary Institution" throughout—and very little else—to make it apply to the CEO of a typical member organization of INDEPENDENT SECTOR. Perhaps, then, the subtitle of this speech should have been, "A CEO is a CEO is a CEO."

Now, if I were the CEO of the American Voluntary Institution (or for that matter of your organization) with that kind of a position description, I would want to be very sure that my board had an equally well-articulated position description describing its functions and responsibilities. And since obviously I am

AMERICAN VOLUNTARY INSTITUTION

Position Description of President and CEO

Function

1. Serve as Chief Executive Officer of the Institution, reporting to the Board of Trustees, accepting responsibility for the success or failure of the enterprise.
2. With the Chairman of the Board, enable the Board of Trustees to fulfill its governance function, and facilitate the optimum interaction between management and the Board of Trustees.
3. Give direction to the formulation and leadership to the achievement of the Institution's philosophy, mission, and strategy, and to its annual objectives and goals.

Responsibilities

Board of Trustees

1. With the Chairman of the Board, develop agendas for meetings, so that the Board can fulfill all its responsibilities effectively. Develop an annual calendar to cover all crucial issues in a timely fashion.
2. See that the Board and the Chairman are kept fully informed on the condition of the Institution on all important factors influencing it.
3. Get the best thinking and involvement of each Board member. Stimulate each one to give his/her best.
4. Work with the Chairman to make the committee structure of the Board function effectively.
5. With the Chairman, recommend the composition of the Board and its committees.
6. Annually evaluate the performance of the Chairman of the Board for the appropriate committee.
7. Be responsible to and report to the Board of Trustees.

Chief Executive Officer

1. Be responsible for the Institution's consistent achievement of its mission and financial objectives.
2. Make certain that the Institution's philosophy and mission statements are pertinent and practiced throughout the organization.
3. Assure that the Institution has a long-range strategy that achieves its mission, and toward which it makes consistent and timely progress.
4. Make certain that the flow of funds permits the Institution to make steady progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential.
5. See that there is an effective management team, with provision for succession.
6. Ensure the development and implementation of personnel training and development plans and programs that will provide the human resources necessary for the achievement of the Institution's mission.
7. Maintain a climate that attracts, keeps and motivates top quality people—both professional and volunteer.
8. Formulate and administer all major policies.
9. Serve as the chief spokesman for the Institution, and thereby see that the Institution is properly presented to its various publics.

brand new in that job, I want to present my concepts of the board's role and its relation to management at my very first board meeting. (Pretty gutsy, eh? But I'm a firm believer in getting your principles and convictions out on the table right from the very start.) So here is the position description I would write for consideration and adoption by the board (see p. 6).

Hopefully when I present that position description, the board will debate it thoroughly, change it somewhat, and then adopt it as its own. In the process, they just might come together as a board in a more effective way than ever before. And hopefully this whole exercise will clarify and optimize the relationship between the trustees and me, between the board and management, between the governors and managers. And hopefully I will be able to see to it that the board every year reviews its position description, modifies it if necessary, and satisfies itself that I as the CEO have enabled it to fulfill all of its responsibilities.

Let me quickly add that the position description I have shown you may not be the perfect one for your institution's board of trustees. After all, it was written for Dayton Hudson Corporation's Board of Directors and I have changed very little other than substituting "public" for "shareholders" and "Institution" for "Corporation." The point I am trying to make is that governance is governance, management is management, and every organization must clearly distinguish between them if it wants the two to work in harmony to achieve the institution's mission.

There is one other document which every board of trustees and for that matter every corporate board of directors ought to have. That is a Policy on Composition and Tenure of the board. A

board has to think intensely about its size, its balance, its committee structure, its average age, its rotation plan, any potential conflicts of interest, etc. In addition, at Dayton Hudson Corporation we had a Board Model indicating the ideal size and makeup of the board . . . how many and what kinds of corporate executives, how many and what kinds of other inputs, what kind of geographic and demographic mix, etc. Then we would compare our current status (and our status a year or two hence in view of the known retirements) to the model. In that way we could begin our search for future directors with the needed qualifications well in advance of the need to fill a position. I wonder how many corporations or independent sector agencies do that.

Frankly it seems to me that in some respects the independent sector is ahead of the corporate sector in regard to board policies on balance and rotation. Many independent sector institutions are very sensitive to all their constituencies and want their boards to reflect them. Few corporations are that sensitive. On the other hand, independent sector agencies are often less sensitive to whether the individual selected can and will make a positive contribution. After all, once a board member, you are no longer the representative of any constituency. Your primary loyalty must be to the institution of which you are a trustee.

Similarly with rotation. When we instituted a 12-year rotation policy for outside Dayton Hudson directors, we could find no other American corporation with a similar policy. Yet many INDEPENDENT SECTOR members have even more stringent policies. I am a great believer in rotation for board members, for committee assignments, and for

AMERICAN VOLUNTARY INSTITUTION

Position Description of Board of Trustees

Function

As representatives of the public, be the primary force pressing the Institution to the realization of its opportunities for service and the fulfillment of its obligations to all its constituencies.

Duties

- Planning**
Approve the Institution's philosophy and review management's performance in achieving it.
Annually assess the ever-changing environment and approve the Institution's strategy in relation to it.
Annually review and approve the Institution's plans for funding its strategy.
Review and approve the Institution's five year financial goals.
Annually review and approve the Institution's budget.
Approve major policies.
- Organizations**
Elect, monitor, appraise, advise, stimulate, support, reward and, if deemed necessary or desirable, change top management. Regularly discuss with the CEO matters that are of concern to him/her or to the Board.
Be assured that management succession is properly being provided.
Be assured that the status of organizational strength and manpower planning is equal to the requirements of the long range goals.
Approve appropriate compensation and benefit policies and practices.
Propose a slate of directors to members and fill vacancies as needed.
Annually approve the Performance Review of the CEO and establish his/her compensation based on recommendations of the Personnel Committee and Chairman of the Board.
Determine eligibility for and appoint Board Committees in response to recommendations of the Nominating Committee.
Annually review the performance of the Board and take steps (including its composition, organization, and responsibilities) to improve its performance.
- Operations**
Review the results achieved by management as compared with the Institution's philosophy, annual and long range goals, and the performance of similar institutions. Be certain that the financial structure of the Institution is adequate for its current needs and its long-range strategy.
Provide candid and constructive criticism, advice and comments.
Approve major actions of the Institution, such as:
Capital expenditures on all projects over authorized limits and major changes in programs and services.
- Audit**
Be assured that the Board and its committees are adequately and currently informed—through reports and other methods—of the condition of the Institution and its operations.
Be assured that published reports properly reflect the operating results and financial condition of the Institution.
Ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the Institution, and is diligently administering and enforcing those policies.
Appoint independent auditors subject to approval by members.
Review compliance with relevant material laws affecting the Institution.

committee chairmen. In philanthropic organizations, I also strongly believe in a strict rotation policy for the chairman of the board. No public institution with a public purpose should be too closely tied to one individual, no matter how good he/she may be. There is no such thing as the indispensable person, particularly the indispensable volunteer.

Having said that about the chairman, I would like now to turn to the chairman's role, his/her relationship to management, and particularly his/her partnership with the CEO. Below is a possible position description.

Once again, I have to tell you that I have used my own former position description as a model even though I have made more changes in it than in the previous two.

All my experience, and study have convinced me that the chairman of the board should not be the CEO—not in an American public corporation and certainly not in a philanthropic institution. Why? There are three reasons. First, a chairman/CEO wears two hats at the same time and you just can't do that and look good in both roles. As chairman, he/she is responsible to chair the

AMERICAN VOLUNTARY INSTITUTION

Position Description of Chairman of the Board

Function

- As Chairman of the Board, assure that the Board of Trustees fulfills its responsibilities for the governance of the Institution.
- Be a partner to the CEO, helping him/her to achieve the mission of the Institution.
- Optimize the relationship between the Board and management.

Responsibilities

- Chair meetings of the Board. See that it functions effectively, interacts with management optimally, and fulfills all of its duties. With the CEO develop agendas.
- With the CEO recommend composition of the Board committees. Recommend committee chairmen with an eye to future succession.
- Assist the CEO in recruiting Board and other talent for whatever volunteer assignments are needed.
- Reflect any concerns management has in regard to the role of the Board of Trustees or individual trustees. Reflect to the CEO the concerns of the Board of Trustees and other constituencies.
- Present to the Board an evaluation of the pace, direction, and organizational strength of the Institution.
- Prepare a review of the CEO and recommend salary for consideration by the appropriate committee.
- Annually focus the Board's attention on matters of institutional governance that relate to its own structure, role, and relationship to management. Be assured that the Board is satisfied it has fulfilled all of its responsibilities.
- Act as additional set of eyes and ears.
- Serve as an alternate spokesperson.
- Fulfill such other assignments as the Chairman and CEO agree are appropriate and desirable for the Chairman to perform.

istrative officer. You will always have to settle for a second-rater; you will never get or keep (if you do get) an imaginative and creative innovator, leader, motivator.

Thirdly, I submit that the most crucial relationship in the entire enterprise is that between the CEO and the chairman. In my view it will be a far better relationship if both clearly recognize that the CEO, not the chairman, is indeed the CEO. Then the chairman becomes the CEO's partner in making a great board, in enhancing its ability to carry out all of its responsibilities, and in encouraging it to support the CEO in every reasonable way. I am a director of the Minnesota Orchestral Association, and I have long since come to the conclusion that the only role of a trustee of an orchestra is the care and feeding of the Music Director. By that I mean everything the board does is done to enhance and support the vision and mission of the Music Director. Well, so it is with all trusteeship. As trustees we are there, it

I am a great believer in rotation for board members. . . . There is no such thing as the indispensable person

If the chairman is also the CEO, he/she makes the agenda, conducts the meeting, presents management's recommendations, controls the discussion, and asks for support of his/her own recommendations. When one does all that and in addition usually picks his/her fellow board members, you have in my opinion a dictatorship. It may be benign and it may even be enlightened, but it is nonetheless a dictatorship. In my view, any chairman/CEO inevitably wears primarily his/her CEO hat and only occasionally takes on the far more neutral and impartial role of the chairman of the board.

Secondly, it is my opinion that, where the chairman is the CEO of a nonprofit organization, you will inevitably have only a functionary as the chief admin-

corporation, or independent sector agency; be it health agency, organized religious group, arts institution, foundation, or advocacy group.

The role of the board of the American Voluntary Institution is in my opinion identical to that of the Board of Directors of Dayton Hudson Corporation. Dayton Hudson Corporation's Board Position Description clearly states that it is its primary function "As representatives of the shareholders, to be the primary force pressing the Corporation to the realization of its opportunities and the fulfillment of its obligations to its shareholders, customers, employees and the communities in which it operates." As I indicated in my hypothetical position description of the American Voluntary Institution, that board's function is, "As representatives of the public, be the primary force pressing the Institution to the realization of its opportunities for service and the fulfillment of its obligations to all its constituencies."

To do this each board (for profit or not-for-profit) must organize itself and conduct its affairs in such a way that it can attract, keep, motivate, evaluate, and reward (and if necessary change) a CEO who (with the chairman's help and the board's support) will lead the institution to fulfillment of its mission and enable the board to fulfill all of its responsibilities.

I want to make just one more point to which I alluded at the start of this exercise. I said I was here at the request of the CEO of INDEPENDENT SECTOR. You see, in addition to being one of Brian O'Connell's bosses, I am one of his volunteers. I look to him as our leader, our inspiration, our coordinator, our expeditor, our doer . . . our CEO. But because we are a voluntary organization, I recognize that he can never do

it alone or even do it with an excellent staff.

To be effective in his job, Brian needs hundreds, thousands, perhaps millions of volunteers to carry out the work of INDEPENDENT SECTOR. So when any of us signed on as directors of INDEPENDENT SECTOR, we also signed on

at Dayton Hudson Corporation we had a Board Model indicating the ideal size and makeup of the board

as volunteers agreeing in essence to undertake any assignment reasonably asked of us. That's the only difference between a corporate board and an INDEPENDENT SECTOR agency board. The corporate board will usually only be asked to undertake this additional role when the corporation is in real trouble. But our kinds of boards are asked to play this double role all the time. No one should be invited to serve on such a board unless he/she is totally willing to undertake the volunteer side as well as the governance side of a trustee's responsibility. So a director is a director, but a trustee is a governor and a volunteer.

Let's never forget then that the board of trustees of the American Voluntary Institution (and your board as well) has two roles—governance and volunteering. They are complementary but very different roles.

Governance is not management and it surely is not volunteering. Furthermore, it is the same, no matter what the institution. Governance is governance.

Governance is Governance

A Follow-Up Interview with Ken Dayton

You have said that the responsibility for governance of an organization rests with the board and the responsibility for management rests with the CEO or executive director—the full-time, paid executive. Would you explain what you mean by “governance?”

DAYTON: First of all, governance is not management. Second, governance is recognizing the responsibility that, as a board member, you have to protect the long-range future of your organization and see to it that it fulfills its obligations to its constituencies, however defined. And by governance I mean that as a board member you have to see to it that the organization is well managed, rather than managing it yourself.

How do you compare the responsibilities of a corporate director with those of a non profit trustee?

DAYTON: A trustee of a not-for-profit organization has an obligation to be a volunteer in addition to governing, but otherwise the responsibility of a trustee and the responsibility of a director are absolutely identical. In both cases the individual is selected as a guardian of the constituencies that are affected by that organization, and the responsibility of the board in either case is to protect the long-range future of the organization and the long-range interests of all its constituencies. In both cases they go about fulfilling those responsibilities in

almost the same way—by seeing to it that the board of directors or the board of trustees is enabled to fulfill its responsibilities to the organization.

And the CEO is the enabler and the manager not just of the organization but also of the board?

DAYTON: Exactly.

What are some of the things a CEO can do to enable a board?

DAYTON: I think number one is to make certain that the board understands what its responsibilities are. Then, however often the board meets over the course of a year, the CEO must make certain that he or she has enabled the board to fulfill all those responsibilities. If the board has a responsibility, as I maintain it does, to review performance, then the CEO must give it a report of performance and must let it question, challenge, criticize, or praise that performance. If its responsibility is to approve a long-range strategy, the CEO has to present the plan and then let the board make it its own. Again, let it question, challenge, criticize, amend, and finally approve the plan. In every single case, if the board is to do its job, the CEO must enable it to do so.

I think every board should annually look at its role and its relationship with management, and discuss with management the degree to which the board

feels it has been enabled to fulfill its responsibilities. Several things can happen with such a review. For example, if the CEO hasn't done an adequate job of reviewing performance or allocating capital or whatever, then the board has an opportunity to say, “We wish you'd do more of that for us.”

The role of the board is to institutionalize the concept, the genius that created [the organization]

Also, when such a review occurs, the board tends to look at itself as it would not otherwise and say, “Hey, you gave us that opportunity but we really missed it.” A review helps to perfect the methods and systems by which the board operates and fulfills its responsibilities.

The third thing a review triggers is a greatly improved relationship between the governors and the managers, between the board and the CEO. I think that the most important dynamic in any organization is just such a relationship. The review process gets it all on a very discussible basis of “How can we do a better job together?” That's the secret of running an institution.

How does a CEO see to it that his or her organization has a good board?

DAYTON: I think it's clearly a shared responsibility. The chairman of the board has a major responsibility to build a good board. But I think that any CEO who leaves the building of the board entirely to the board itself will probably find that the board becomes weakened over time. I think that you have to work hard on the composition of your board.

Previously, I was talking about the way in which you use the board and help train, educate, and involve it, but the way in which you constitute a board is equally important. I believe strongly that you have to go about it in a thoughtful, well-organized way.

The worst way to find board members is to say at a board meeting, “My gosh, we're short of trustees. Does anybody know anyone who would like to come on the board?” And someone says, “Well, I know old Joe or Suzy and he or she would be just wonderful.” That's the kind of casual, buddy-boy, old-school system that results in a relatively competent, compatible, and ingrown board.

What is the alternative?

DAYTON: I think the only way to go about it is to build a model board, to say, “What kind of a board do we really need for this organization?” That goes into how many executives you want, what kind of executives you want, what other kind of talent you want, and what kind of balance you want regarding age, sex, or ethnic background. If you know what you would like your board to look like, then you know what kinds of directors or trustees you need to seek out. You should always be building towards the future composition of the board.

How does a CEO begin achieving a good balance on his or her board?

DAYTON: Each organization has to sit down and decide what characteristics it needs its board members to have. If you say, “We just want balance”—so many female and so many minority and so many of this or that—then you end up with a constructed, patched-together

board that probably won't work very well. Diversity should be the goal, not representation.

If you have a board that is solely composed of CEOs of the 10 major corporations in your community, you don't have a very diverse board. If you have a board that's all male, you don't have a very diverse board. I don't think there's any set number of male and female board members you have to have, but if you look at the tremendous input women can make, and the point of view, the background, the experience, and the success they bring, you would conclude that you certainly don't want an all-male board. Going after diversity and specific kinds of input will solve the balance problem.

Are there any other considerations?

DAYTON: The other thing you need to think out clearly is what characteristics you want on a board. When I was a CEO, we listed the qualities that we were looking for in individual directors. Each director didn't have to have all of those qualities, but the board in total needs to have all of those various characteristics.

There are 11 necessary characteristics: integrity, wisdom, independence, a valid business or professional knowledge and experience that could bear on our own problems and deliberations, a track record of accomplishment with excellent organizations, an understanding and a general acceptance of our philosophy (which applies equally to nonprofits and corporations), an inquiring mind, a willingness to speak one's mind, the ability to challenge and stimulate management (a lot of people on boards don't want management to be better—they're perfectly comfortable with a hack be-

cause then they can take over their particular part of the operation and exercise their own pet hobby), a future orientation (I want people on the board who are looking ahead), and last—and so often I think particularly in nonprofits [it's a factor] no one thinks about—the willingness to commit time and energy.

when your board gives you trouble, the problem usually is with management, not the board

Accomplishing these goals is not hard to do. You've just got to work at it. Now if you're trying to hire a CEO, you're probably using a search firm, getting all kinds of input from the field, and taking action to find the best CEO you can. So why don't organizations use the same care and thought, the same degree of professionalism in selecting trustees as they do in selecting executives?

Trustees are ultimately responsible for an organization's welfare. CEOs come and go, but the organization and the board go on and on. No one should be asked to accept a board position unless you are confident that he or she can and will fulfill all the responsibilities of a trustee.

Do you think board members should have a set term of service?

DAYTON: I'm a strong believer in rotation, in bringing in a steady flow of new people, new talents, and new ideas. I think every director or trustee has a certain bell-shaped curve of contribution to make. It usually takes a year or two to really understand an organization and its needs, problems, and op-

portunities. After gaining that understanding, a board member then provides several years of ideas, input, and productivity.

But after a certain period of time, the organization would be better off with fresh, new ideas. I even more strongly believe in rotation for the chairman. In nonprofits, it's important that a board never be dominated by any one person or even by a small clique.

What qualities should a CEO look for in the chairman of the board?

DAYTON: I think the chairman ought to love the organization more than anyone else does. Too many take the chairmanship because it's their turn or because they like the prestige, rather than because they're determined to make the organization even better.

the chairman ought to love the organization more than anyone else does

I think the chairman should have two important qualifications. First, the chairman ought to be a good partner to the CEO. The chairman should spend time trying to help that person do his or her job well. The chairman, as the alternate spokesman of the organization, should try to build the CEO and bask in the reflected glory.

Second, the chairman should have the competence to handle the job of heading the board. The board needs the CEO to come up with programs, ideas, recommendations, and so forth, but then the chairman must make certain that management has built an agenda that will help the board understand the situation and fulfill its responsibilities.

You have said that boards always tend to fill management voids. Why?

DAYTON: Over long experience I've found that for any void that management leaves there will always be some board member who either knows how to do that job, make that decision, or perform it better than management does. Or there will be a board member who has a particular, specialized expertise and interest in a particular subject. I once saw a corporation in which the CEO and the top financial officer disagreed about how to go about doing some financing until one of the directors, who had expertise in that area, stepped in and told them how to do it.

It can work exactly the same way with nonprofits. If management is floundering or hasn't covered certain bases, you'll find somebody on the board who is an expert in that field who'll tell management how to do it. That person is very capable of taking over the management of that function. To me the trick, if you're the CEO, is to make sure you don't leave any management voids. Every time the board gives you trouble about something it's probably because you haven't figured out how to handle that responsibility. So when your board gives you trouble, the problem usually is with management, not the board.

How does a CEO keep the board from taking over responsibilities that properly belong to management?

DAYTON: I'm all for going to the board and saying, "We'd like your thoughts about this problem that we haven't been able to solve." But once you get the board's idea on that subject, you should say, "We'll come back to you next month with a recommendation."

Then the ball is back in your court, and the board is put back into its position of governing rather than managing. It's a matter of benefiting from the board's expertise and connections while maintaining the responsibility and control necessary to keep you in the driver's seat.

What happens if the board insists on interfering?

DAYTON: Anytime you've got a board that is, in essence, managing the institution, the CEO is merely a figurehead and the organization is inevitably headed for trouble. A CEO should never say, "Well, the reason this failed was that so-and-so on the board did that. I knew at the time it wasn't right, but who am I to say anything?" In my opinion, a person who says that is a very weak executive.

make certain that the board understands what its responsibilities are

How about the reverse of that problem, where the CEO is a person of great vision who dominates the organization's board and staff, but is not a terribly effective manager?

DAYTON: Not everything has to be institutionalized. Sometimes a dynamic person can accomplish a lot of good in society all by himself or herself or with a small band of people, but then everyone should recognize that when that person is gone the organization ought to fold up because it hasn't been institutionalized.

The role of the board is to institutionalize the concept, the genius that cre-

ated it. It shouldn't make any difference whether the person who started it is there or retires or is hit by a car. Part of the board's responsibility is to see to it that the future of the institution is protected. This means you must have backups, you must have successors, you must have people in training, you must have the institutional capacity to carry on. A CEO who cannot develop a successor team that will do better than he or she is doing has no business being a CEO.

What if a CEO would like to involve the board in more decisions, but finds that board members are reluctant to be active?

DAYTON: CEOs who have that type of board have no one to blame but themselves. Now, you may have walked into that situation. But no one should accept a CEO position unless he or she has got a good board or knows how to build a good board, and has a chairman who is willing to work to build one.

I think that too many CEOs in the nonprofit sector don't even want a good board. They say, "I don't want anyone looking over my shoulder. I don't want anyone second-guessing me. I don't want anyone reviewing my performance."

But if they really want to be good, if they really want to grow, if they really want to build that institution into a dynamic factor in society, then they will soon discover that they can do it so much more effectively if they have a dynamic, exciting board. Not only will it help them do their jobs better but it will make them better individuals because of that challenge and stimulation.

\$3.00
IS Member and
quantity discounts
available

“EDUCATION IS FRESH!”

THE WHITNEY BULLETIN

THE URBAN LEAGUE OF PORTLAND
WHITNEY YOUNG LEARNING CENTER

January, 1988

“Knowledge is Power!”

Vol. 3 Issue 1

MAHALIA JACKSON

Mahalia Jackson was a grand person. She loved and admired a lot of people when she was growing up. Mahalia was probably one of the world's greatest gospel singers. With her broad smile and rhythmic bounce, she charmed millions of people. She encouraged a lot of people, rich and poor.

Mahalia was an orphan girl from New Orleans, Louisiana, and was born on October 26, 1911. She had a chance to become a little star there, and came a long way. She spent her childhood in the rough part of New Orleans. Her mother, Charity Jackson, died when Mahalia was real young. Her father, Andrew Jackson, died when she was 6 years old. Before he died, he worked nights as a barber and on Sundays he was a preacher in a little church.

When Mahalia was 16 years old, she was looking for something to do with her life. She found a job in Chicago at a factory. She was paid very little, no more than a dollar a day. She also took part-time jobs scrubbing floors and curling hair.

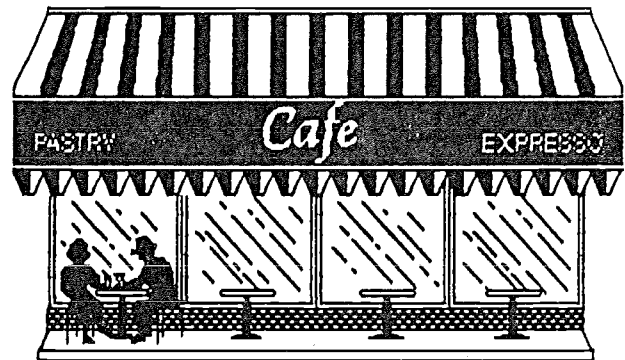


Mahalia eventually sang in New York at Carnegie Hall. The great words of Mahalia

Jackson were that "happiness and strength can come from the Lord."

By ANDREA CARSON

Grant High School



FRIENDS

Friends are very important to people because if something happens and you need somebody to lean on, a friend will help you. A friend should be trustworthy, helpful, understanding, loyal, kind, polite caring, sharing, loving, truthful and guiding. Friends can also share strong feelings with you. They can help you decide what to do and in what way.

When friends argue, they should be careful about what they say to each other. If they hurt each others' feelings, the friendship might be over. If they don't want the friendship to end, they can apologize to each other. It is very nice to have a friend.

By BERNADETTE ROYER

Whitaker Middle School

THE MAN, A VISION, MANDELLA

(Dedicated to the memory of apartheid)

Arise my people and be damned no more
sing songs of praises
ever joyful then before
the great god has given us
hope and belief
that one day we will be free
of all torment and grief
Be strong and be bold;
up high your head hold.
I know, and I've dreamed
and great visions I've seen:
the great god our saviour
our souls
he has blessed
to purify our spirits
which dwell beneath
our flesh.
This wicked, unjust and cruel path
that we've chosen
will one day prove true.
Our actions have shown
I might not arrive there
but live not in shame.
Stand up and shout proudly
your nation, your name
Nelson Mandela.

By REGINALD PRYER
Jefferson High School

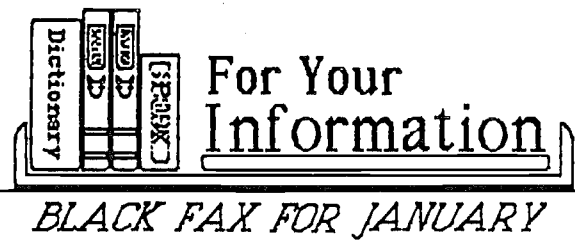
THE VISITORS FROM NICARAGUA

The two visitors that came to the WYLC helped me to understand what was going on in their country. The Contras are trying to kill the Nicaraguan civilians because they want to be in control of them. One of the Nicaraguan students pointed out to us where his country is on the map.

Some Nicaraguans go into the army to help provide medicine for the sick. They also go to help their country in other ways.

Martin and Sara, our visitors from Corinto, say that they don't think it's our fault for providing the money for the Contras to buy their weapons. They believe that Ronald Reagan helped them buy the guns with our money. The people in the U.S. didn't want that to happen, at least, some of us didn't. What I learned from this is that we, the people of the U.S., can make a change in the world today, by helping the Nicaraguans beat the Contras.

By SHERRI MATHEWS
Beaumont Middle School



*** The first African-American army regiment was organized on January 25th, 1863.

*** Congress passed the 13th Amendment which, on ratification, abolished slavery in America on January 24th, 1865.

*** Reverend Jesse Jackson secured the release of Lieutenant Robert Goodman on January 3rd, 1984, after Goodman's plane had been shot down over Damascus, Syria.

*** Martin Luther King, Jr. was born on January 15th, 1929 in Atlanta, Georgia. Dr. King dedicated his life to fighting non-violently, the many injustices in America. In 1964, Martin Luther King, Jr. was awarded the Nobel Peace Prize. In 1968, he was felled by an assassins bullet. Dr. King once said, "Injustice anywhere is a threat to justice everywhere".



SPORTS

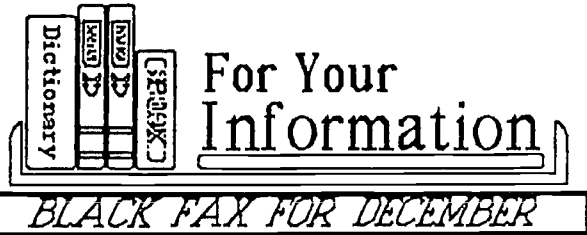
Sports are events that people do to have fun. People do sports but are not always aware of the danger in them. Take football for instance. In football, you could get badly hurt and have massive brain problems and not be aware of it until the future, like when you are in a spot and have to think real hard.

Skateboard riding is a fun sport, but it can be even more dangerous than football. You could be in a race down a hill and a car pulls out in front of you. That could cause an accident, and the accident could lead to death.

Bike racing and jumping are fun, but dangerous because you could crash into someone and more than one person could get hurt. But, bike racing and jumping are fun because if you like excitement, it's like a carnival ride.

All sports have dangerous points to them, but sports can relieve stress to keep you from hurting yourself and your family. That is the good thing about sports.

By **TERRY JACKSON**
Tubman Middle School



*** On December 1, 1955, Rosa Parks was arrested in Montgomery, Alabama for refusing to give up her seat on a bus to a white passenger. The arrest of Rosa Parks led to a boycott of all Montgomery buses by African-American people. The boycott, which lasted 381 days, crippled and nearly bankrupted the Montgomery Transit System. It changed the course of history!

*** Madame C. J. Walker, cosmetologist and businesswoman, was born on December 23, 1869. In 1905, Madame C. J. Walker invented a new method for straightening hair. Madame Walker realized a huge market for cosmetics, hair products and toiletries, and she went to work to satisfy these demands. Madame C. J. Walker established beauty schools across the country and became the first African-American woman to become a millionaire in the United States.

*** On December 12, 1963, the nation of Kenya declared independence from British rule.

*** On December 25, 1760, Jupiter Hammon became the first African-American poet to be published. The name of his poem was "An Evening Thought."

THINK !!!



Input / Output



Student Viewpoint on the WYLC

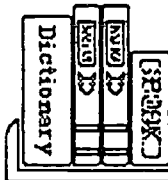
BRIAN BLAKNEY says that the WYLC helps him to do his work better than he used to. He also says that he's learning to stay out of trouble and to do his work.

JASON WASHINGTON says that he likes the WYLC a lot. He also says that it helps him to raise his grades, meet new people, and learn self-discipline.

Brian doesn't know exactly what he wants to do after he finishes high school. He describes himself as a nice person. He's an eighth grader and goes to Whitaker Middle School.

Jason says he wants to go to college. He thinks of himself as a nice and intelligent person. He's a junior this year at Jefferson High School.

Interviews by **Sherrie Matthews**
Beaumont Middle School



For Your Information

BLACK FAX FOR NOVEMBER

*** Sojourner Truth was born Nov. 18, 1797 in Hurlley, New York. Born "Isabella", she changed her name to Sojourner Truth after being freed from slavery by a New York state law passed in 1827. Sojourner Truth decided to spend the rest of her life working to free slaves. She traveled around the country spreading the truth about the evils of slavery. Sojourner Truth died Nov. 26, 1883 at the age of 86.

*** Dr. Daniel Hale Williams, pioneer surgeon and the first doctor ever to perform open heart surgery, became a member of the American College of Surgeons on Nov. 13, 1913.

*** Scott Joplin - Composer/pianist was born Nov. 24, 1868. Joplin became known as the "King of Ragtime" in 1889 when his "Maple Leaf Rag" sold over a million copies of sheet music. He was posthumously awarded the Pulitzer Prize for his compositions in 1976. Joplin was also posthumously awarded an Oscar nomination and a Grammy for his music in the award-winning film "The Sting."

THE URBAN LEAGUE

The Urban League is a place where everyone is like family, and they care about what's going on in our community. They care about the welfare of children who need different services for different problems, such as counseling, helping you communicate with people, and getting you started on learning how to apply for a job.

I have been going to the Urban League for quite some time now and there is a lot I have learned by coming. I consider myself a volunteer for the League. I've been through a lot and I've decided to straighten myself out. Coming to the League has helped me make this decision.

By **Antonio Frazier**
Jefferson High School

**BE A WHITNEY YOUNG
LEARNING CENTER
AMBASSADOR AND EARN A
WYLC T-SHIRT !!!**

SEE ONE OF THE TUTORS FOR DETAILS.

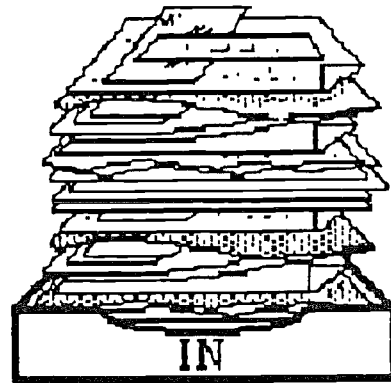
**CONGRATULATIONS!!!
CONGRATULATIONS TO
NATE STOKES & VALERIE WHITE !
THEY BOTH RECEIVED IMPRESSIVE
GRADES FOR THE FIRST QUARTER !!!**

DEAR WHITNEY

Dear Whitney,

Why did you start the Learning Center?

*Love,
Benny London
Gregory Heights*



Dear Benny,

The W.Y.L.C. was originally started by a Jesuit volunteer from the St. Andrews Parish about 8 years ago. That person probably saw a need to help students in our community who wanted to better themselves academically, and decided to do something about it by starting the Center. It was named after Whitney M. Young, Jr., a man who spent his life working for civil rights, and who wanted young people to have every chance to be successful in life.

The Urban League of Portland later took over the administration of the Center, and hired someone to run it and to tutor students, with the help of dedicated volunteers. In 1985, the program was expanded due to the efforts of Herb Cawthorne, who procured additional funding from PPS and other sources. This allowed the Center to have supplies, a regular staff (along with wonderful volunteers), more space, and to be able to do things like this newsletter and other activities.

The Center is here because of a deep commitment to and love for young people such as yourself, who have the potential to be the leaders of tomorrow.

Dear Whitney,

Why don't we have games to play here?

*8th Grader
Whitaker Middle School*

Dear 8th Grader,

We do have games here, but they are educational games, such as Black Fax and Famous Authors. They can be checked out in the office when homework has been completed. It's true that we need more educational games that make learning fun. We do not have games for entertainment because the Center is here for learning, not recreation.

GUEST SPEAKERS AND DISCUSSIONS

Times and dates may change and additional speakers may be added. Check in the Center for more information.

<u>SPEAKER</u>	<u>TOPIC</u>	<u>DATE/TIME</u>
<p>Michael Grice President, Oregon Alliance of Black Educators, Writer, Film Maker, Member of Oregon Commission on the Arts.</p>	<p>"Images and Self-Concept"</p>	<p>Wed. , January 13th 6:30 to 7:30 p.m.</p>
<p>Selalo Maredi South African Playwright (in Portland to direct a local production of his play "Homeland")</p>	<p>"Homeland" Mr. Maredi will discuss his play and talk about South Africa</p>	<p>Wed. , January 20th 6:00 to 7:00 p.m. (Tentative)</p>
<p>Elizabeth Asahi Sato Assistant Regional Director, Church World CROP</p>	<p>"Conflict Resolution"</p>	<p>Wed. , February 3rd 6:30 to 7:30 p.m.</p>
<p>Ron Herndon Co-Chair, Black United Front</p>	<p>"Black History"</p>	<p>Wed. , February 24th 6:30 to 7:30 p.m.</p>

REMEMBERING MARTIN LUTHER KING, JR. :

" I may not get there with you. But I want you to know tonight that we as a people will get to the promised land. "

Rainbow Achievers !!

Everyone who participates in the Whitney Young Learning Center is a part of the "Rainbow Chart". They work towards certain goals on each visit to the Center, and can see their progress on the chart. Goals change from time to time, and include: using time effectively; displaying a positive attitude; taking initiative; and completing homework with pride.

Rainbow Achievers for November were: Valerie White; Thelma Haile; Mark Royer; Andrea Carson; Dantea Myrick; Dana Spear and Terry Jackson. They each received a \$5 gift certificate to McDonalds and a WYLC T-Shirt.

Rainbow Achievers for December were: Valerie White, who received a \$20 gift certificate to Talking Drum Bookstore; Laville Harris; Ronnie Mann; Brian Blakney and Mashinda Hedgmon, who each received a WYLC T-Shirt.

CONGRATULATIONS TO THESE STUDENTS !!!



The Oregonian/OANA E. OLSEN
 Marlah A. Taylor tries to comfort 10-month-old Robin Winters of Portland, who was suffering from pneumonia, at Taylor's clinic recently.

Urban League also honors co-founder of Tektronix Inc.

Howard Vollum, the philanthropist and co-founder of Tektronix Inc., will posthumously receive the Edwin C. "Bill" Berry Equal Opportunity Day award along with nurse practitioner Mariah Taylor at a Portland Urban League dinner Thursday night.

"He is being honored for his contribution to the community at large and the legacy that he left," said Barbara Turner, the Urban League's director of development.

Vollum died at age 73 on Feb. 3, 1986. His son, Steve, will accept the award.

Vollum, known as a shy, reticent man, founded Tektronix in 1946 with his partner, the late M.J. "Jack" Murdock. These pioneering men helped plant the seeds of Washington County's own Silicon Forest.

But business was only one of Vollum's interests. He and his wife, Jean, for instance, donated nearly \$7 million to Reed College, his alma mater, when the school's survival was at

stake. The Vollums were major figures in the development of the Oregon Graduate Center and St. Vincent Hospital and Medical Center. They also quietly supported numerous other organizations and charitable undertakings, gaining many honors but seeking little public credit.

"He was a fine man — a fine, sensitive caring man who had vision," Turner said.

— Michelle Stein



The Oregonian/1984
 HOWARD VOLLUM

12



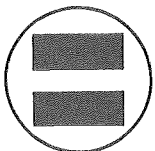
Board of Directors

FEBRUARY 17, 1988

12:00 NOON

MULTI-PURPOSE CONFERENCE ROOM

URBAN PLAZA



The Urban League of Portland

URBAN PLAZA

10 North Russell Street

Portland, Oregon 97227

(503) 280-2600

AGENDA

February 17, 1988

APPROVAL OF MINUTES

COMMITTEE REPORTS

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

REPORT OF THE INTERIM PRESIDENT

REPORT OF THE CHAIR

ITEMS OF INFORMATION

1. Report of the Interim President
2. Financial Reports
3. Resumes of Prospective Board Members

URBAN LEAGUE OF PORTLAND

BOARD OF DIRECTORS

JANUARY 27, 1988

The January meeting of the Urban League of Portland Board of Directors, held in the Multi-Purpose Conference Room, Urban Plaza, 10 North Russell Street, was called to order at 12:15 p.m. by Chairperson Thane Tienson.

Present: Donny Adair, Skip Collier, Avel Gordly, Jeff Millner, Shirley Minor, Cheryl Perrin, Clair Silver, Irwin Starr, Bob Sutcliff, Peter Thompson, Thane Tienson, and Jack Vogel.

Directors absent with excuse: Bridget Flanagan, Bobbie Gary, Tom Kelley, Larry Raff, and Valerie White.

Guest: Reverend Thomasina Yuille, St. Andrew Community Church.

Staff in attendance were: Ray Leary, Dick Stolz, and Shirley Alexander.

It was moved and seconded (Starr/Silver) that the minutes of the December Board of Directors meeting be approved. The motion passed.

FINANCE COMMITTEE

Clair Silver presented the Board with a Response Sheet answering some questions asked of the Finance Committee over the past few months.

Summary of the Response Sheet:

- . Bank reconciliations reviewed, all checks accounted for.
- . Mentzer mortgage note not shown on accounts payable list.
- . The large unspent balance in the restricted accounts was for Fred Meyer and other grants not ending in June.
- . Reimbursement of \$594.00 is expected from Herb Cawthorne for expenses related to his San Diego trips.

- . 1986/87 staff bonuses were paid in the amount of \$21,485.00.
- . The only American Express Card now being used is Ray's.
- . The Urban League did have \$255,000 in May 1987 in money markets and all funds were properly transferred to our checking account and used for normal cash flow activities.
- . There is some inconsistency on calling our education programs' funding restricted or unrestricted.
- . As of December 31, 1987, the General Fund had a deficit of about \$30,000. A zero balance was projected for the period ending June 30, 1988. Restricted funds were ahead by approximately \$10,000.

Conclusion: The \$160,466 "deficit" in the unrestricted funds as of June 30, 1987 was generated from three things: a) \$54,496 deficit from the prior year, largely due to capital/building activity; b) the \$113,760 "deficit" from 1986/87 was approximately half from building activity (a report of the prior year) and about half from simply overspending our resources; and c) too many vacancies in apartment buildings. There was no evidence of fraud, just mismanagement of funds and neglect in informing Board of expenses and monies available.

Ray announced that the Portland Development Commission has agreed to provide technical assistance to the League regarding real estate management and property development. PDC identified two phases they will be able to provide for us: 1) in the selection of a qualified contractor(s) to provide the necessary technical assistance; and, 2) the PDC is willing to provide the necessary staff help and funding for securing technical assistance for the Urban League to assess the feasibility of the organization to own and develop additional properties.

Thane reported that he had spoken with Tevlin Poneck, the architect who inspected the buildings. Mr. Poneck prepared a lengthy report in which he identified about thirty structural problems in both buildings. Mr. Poneck felt that we have a solid basis for complaint against the general contractor and the architect and is willing to support the League in pursuing this issue. It is Thane's recommendation that either his law firm or Jeff's pursue this as soon as possible as three of the units are

unrentable.

In response to questions regarding the Mentzer Building, Clair stated he felt that with the amount of money it would take to improve this property we may end up with a building that cost a million dollars to improve and when we opened the doors would only be worth approximately \$500,000. A new building could probably be built for less money than what it will take to renovate the Mentzer Building. The safety net of being able to sell this property to Emanuel Hospital in the future is no longer available since Emanuel is no longer interested in obtaining this property.

Cheryl reported that Fred Meyer is currently discussing with the Executive Committee what can be done with the Walnut Park property. Fred Meyer is losing about a quarter of a million dollars each year on this store. One option mentioned was that the League use the building for their offices. At this time all talk is confidential and nothing is yet decided. The Executive Committee and Fred Meyer will be meeting again in about two weeks for further discussion and the Board stressed that the community should also be involved later in this process.

FUND RAISING COMMITTEE

In Larry Raff's absence, Jack Vogel reported that the corporate community is waiting to see what type of leadership the League will have once the CEO position is filled before committing to the EOD Dinner.

Ray reported that four (4) tables have been sold to date. KATU will sponsor the VIP reception and U.S. Bancorp is underwriting the expenses for mailing, etc. Since the Governor will be unable to attend the EOD Dinner it was suggested that his remarks could be included in the video KATU is producing.

PROGRAM & PLANNING COMMITTEE

Avel reported that two constructive meetings were held with Lanita Duke, the Committee and Ray. The outcome pointed to the fact that we need to provide an opportunity for citizens to express their concerns, the development of a draft grievance form, and for our agency to take a look at other agency's grievance systems.

Donny suggested that "complaint process" should be used instead of "grievance form."

NOMINATING COMMITTEE

Irwin reported that five (5) people have agreed to their

nomination to the Board: Ray Ramsey, Gina Wood, Harry Glickman, Dave Nero and Victor Merced. Those yet unconfirmed are: Reverend Thomasina Yuille, Oscar Turner and Art Alexander (as an alternative.) Irwin asked his Committee members to obtain a copy of the nominees resumes.

COMMUNITY RELATIONS COMMITTEE

Cheryl reported that the first community forum will be held within the first two weeks of March at the King Center. Board and staff will be needed at these forums. The community will be notified of dates for forums through the media, neighborhood associations, churches, etc. After the first forum, a debriefing, will be held to work out any weak spots.

PRESIDENT'S REPORT

Ray deferred his report due to the lack of time, but he did report that the 1985 EOD Awards were presented Monday, January 25, 1988 to O.B. Robertson and Bill Hilliard.

CHAIRMAN'S REPORT

Thane reported that he was contacted by Jeana Woolley, Pacific Development, Inc. Ms. Woolley would like for the Board to get together with PDI to discuss planning strategy for the corridor surrounding the Convention Center but at this time PDC is uncertain on how they will proceed and have been receiving feedback from community meetings. Thane stated the Executive Committee will try to meet with Jeana Woolley and Bill Scott within the next four weeks or so.

The meeting went into executive session at 1:40 p.m.

Submitted By:

Shirley Alexander

SHIRLEY ALEXANDER
Executive Secretary
Urban League of Portland

Reviewed & Approved By:

LARRY RAFF
Secretary
Urban League Board of Directors

THE URBAN LEAGUE OF PORTLAND

The Report of the Interim President

February 1988

EQUAL OPPORTUNITY DAY DINNER

All plans for the February 25th Equal Opportunity Day Dinner have been completed. As of February 12th, a total of 318 tickets have been purchased/reserved. These sales include table purchases from the following companies:

Arthur Andersen & Company
Brown & Williamson
Fred Meyer (2 tables)
Harsh Investments (2 tables)
KATU Television (2 tables)
KGW Television
Mitchell Lang & Smith
Pacific Development, Inc.
PacifiCorp (2 tables)
Port of Portland
Portland General Electric
Marriott Hotel
Mentor Graphics
NIKE, Inc.
Oregon Health Sciences University
The Oregonian
U.S. Bancorp (2 tables)

A number of companies have purchased tickets in quantities less than a full table.

All Board members are invited to the private reception, which begins at 6:00 p.m. in Lower Level II of the Marriott.

WALT DISNEY'S WORLD ON ICE

KATU Television and Fred Meyer are bringing Walt Disney's World on Ice (starring Snow White and the Seven Dwarfs and Mickey Mouse) to Portland, February 23rd through February 28th. As advertised on the television commercials, a portion of the opening night's receipts will be donated to the Urban League. According to Skip Hinman of KATU, this is KATU's way of contributing to our Capital Fund Drive.

FINANCE DEPARTMENT

In the short two months Dick Stolz has been our Finance Director, he has accomplished a great deal. He is a welcome addition to our team. Some of his accomplishments include:

- * Preparation of the United Way budget.
- * Coordination of United Way's site visit on March 3rd.
- * Extensive analysis of the League's financial health and last year's spending patterns.
- * Set up the monthly financial reports.
- * Cash flow projection and started to catch up on old bills.

Dick is involved in the following items that are still pending resolution:

- * PACC Health Plan rate increase and alternatives.
- * Application for Board liability insurance.
- * Action on potential property tax liability (a report is forthcoming).
- * Received extension on one of our tax reports and is working with Peat Marwick Main on other tax reports.
- * Assisting with the Equal Opportunity Day Dinner preparation.
- * Started work on overdue property audit.
- * The water leak problems in Plaza II and the pending insurance claim.
- * Problem with bricks that may fall of the front of Plaza II (from the third floor over the front door).
- * Cleaning up a number of housekeeping items that have been put off for some time.

In the near future, Dick plans to do the following:

- * Seriously learn about our computer financial reporting and software so that when Barbara Harris leaves at the end of February, he and Lynn Ervins will be able to absorb her duties. (We do not plan to replace Barbara.)

- * Review individual department budgets and cash flow needs with department managers.
- * Organize the files in the Finance Office.
- * Work with the Finance Committee to improve financial reports.
- * Update employees on fringe benefit and personnel policies.
- * Learn more about each program.

HOMELESS
PROGRAM/
FACILITIES

Homeless Program: The Director, Lana Danner, reports that two local churches have agreed to assume the responsibility of upkeep of one homeless unit per church. This type of support from our community will tremendously help cut costs to the League. We thank Morning Star Baptist Church and Maranatha Church from the bottom of our hearts.

Donna Winch of KOAP - Channel 10, a community radio station, has included our Homeless Program in a report on homelessness in Oregon. This report will be aired February 9th at 9:00 p.m. and February 14th at 5:30 p.m.

Facilities: On February 8th, at approximately 12:55 p.m., the Urban League received a telephoned bomb threat (female voice). By 1:10 p.m. Urban Plaza, as well as the LIEAP office, was completely evacuated. A brief search was conducted by the police department; however nothing unusual was discovered. Tenants were allowed to re-enter the building at 4:15 p.m. Emergency policy and procedures to deal with such threats are being developed and will be presented to the Board for approval. In addition, fire drills and evacuation procedures will be coordinated with the fire department.

Dick Stolz and Lana are fast becoming a daily part of each others schedules, prioritizing the numerous repairs that need to be completed on both buildings. Several repairs need to be made to Plaza II before new tenants can be accepted. For example, ceiling fans need to be installed to eliminate the mildew odor caused by poor circulation.

In addition, consideration is being given to reducing the rental rates: two-bedrooms -

\$344; one-bedrooms - \$275; and studios - \$250 -
- all without utilities included.

ADULT &
SENIOR
SERVICES

Emergency Services Component: All active service categories are doing fine. The LIEAP Program will move back to Urban Plaza from the 15th and Fremont location at the end of the month. The LIEAP Program served over 1,000 households in January; amounting to approximately \$160,000. This program will spend approximately \$100,000 in February. There will be approximately \$100,000 in program money left, which will be used to service emergency situations, senior citizens, and the handicapped. Approximately 1,100 clients will still be left on the waiting list. The shortness of the program this year is due to budget cuts and the unavailability of administrative money to retain staff.

Senior Component: This component continues to receive satisfactory monthly agency performance reviews. This program received approximately \$9,000 in one-time only funds to provide additional case management until the end of the contract year. As a result, a new case manager is currently being trained to fill this position.

WHITNEY
YOUNG
LEARNING
CENTER

On January 12th, KATU spent over an hour talking with and filming WYLC students, staff and volunteers. Julie Emery facilitated a discussion with students during their regular Tuesday rap session which focused on students' views of public schools and education. This will be part of a series that KATU will air in March.

The first Whitney Bulletin of the year was completed in January. Copies were sent to PPS administrators and school principals, with letters encouraging them to visit the Center. The Learning Center was also described in a PPS publication that came out this month, entitled A Report on Special Programs of the Portland Public Schools and the Community. This publication was provided to all DMAC members during a presentation by Dr. Matthew Prophet.

Michael Grice was a guest speaker at the Center this month, talking with students about black history and Dr. Martin Luther King. Mr. Selaelo Maredi, playwright from South Africa,

spoke with students on January 20th to the largest turn-out of students, parents and community people the Center has had yet. He spoke with students about his play, Homeland, as well as his personal experiences in South Africa, and the importance of education. Fifteen tickets to his play (provided by the American Friends Service Committee) were given to WYLC students and parents for the February 6th performance. Teaching guides for the play were also provided to students and parents to help them prepare for seeing the play. Each student has been asked to write a short response to the play.

Through coordinated efforts with the Metropolitan Youth Commission, at least four WYLC students will be attending the city's youth conference in March to help represent the concerns of Northeast Portland youth. Five students were recognized throughout January as the December "WYLC Rainbow Achievers," and another five students will be recognized during February for their efforts in January. Letters noting their achievements at the Center are sent to parents and principals.

After delays caused by the freeze on spending, as well as problems with the equipment which was purchased in October, a computer and printer were finally installed at the Center in late January. Volunteer Lewis Wertz put the hardware together, installed a lock on the computer room door, and set up the software. Students will now be able to work on papers for school and newsletter articles. Mr. Wertz also donated S.A.T. preparation and practice software for student use.

JEFFERSON
ACADEMY
PROGRAM

In January, Academy students took a field trip to a grocery store in conjunction with their personal finance class. The schedule of student workshops and guest speakers for February and March was also completed, and includes topics such as self-esteem, employment, conflict resolution, anger control and leadership skills. Some of the guest speakers will be Michael Grice, Dr. Matthew Prophet, Virginia and Joshua Phillips, Tom Nelson and Wade Langston.

The Community Relations Coordinator succeeded in getting an Academy student with serious drug

problems into an in-house treatment program at Kaiser, and another student who had run away from home is now back at home and in school. The Student Advisory Committee met regularly and discussed selecting new committee members, including a chairperson. They also began discussions for an end-of-the year activity, as well as having a talent show. Academy teachers began the recruitment process for next year, as well as replacing students who have dropped out of the program early.

The Academy Advisory Board held their January meeting at the Whitney Young Learning Center, where they were given a tour of the facilities and a review of Center activities. The board discussed multicultural workshops for teachers, the schedule of student workshops, and ways in which mentors are working to improve their accessibility to students.

NORTHEAST
YOUTH
SERVICE
CENTER

The Northeast Youth Service Center has been diligently providing much needed services to the parents and youth in the Northeast community. As of December 31st, they served 442 clients, for a total of 5,453 hours of service. This is about 50 percent of their designated goal.

NEYSC staff report that they are receiving more and more requests to provide services to youth under the age of ten. To accommodate some of these requests, group sessions have been established at Humboldt School for third graders.

Life-enhancement/responsibility sessions for males have gotten underway here at the League on Tuesdays. Hopefully, we will be able to send a staff representative to a conference entitled "Manhood and Fatherhood: Adolescent Male Responsibility in Black Families," coordinated by the National Urban League in March.

The issues of boundaries, budget, and bid process are concerns of all youth service center directors, and are being openly discussed with Michael Morrissey, the Manager of the County's Youth Planning Office. At the contractors meeting, Michael discussed his plans to present a status report of the YSCs to the Board of County Commissioners. YSC directors will meet to compile appropriate information to submit to Michael before the hearing.

EMPLOYMENT &
TRAINING
PROGRAM

The interim report for the Fred Meyer Charitable Trust was completed by McKinley Williams and was submitted to the trustees for review. The report will be presented to the Program & Planning Committee for review and input. The report is an excellent review of the employment program development activities as they relate to the purposes under which the grant was awarded.

As of this writing, 900 applicants have been entered into the computer and every staff person is contributing to the successful transition to the new system.

The applicant assessment scales have been completed, and the first group to go through comprehensive assessment will begin in April 1988. By that time all of the major program components promised in the proposal will be in place.

A five-month action plan that outlines specific action items planned for this period is available to the Board upon request. A comprehensive review of the Center's program accomplishments will be offered to the Program and Planning Committee at its February meeting.

ADOLESCENT/
PARENT
TREATMENT
PROGRAM

APT hosted a presentation by Outward Bound to a group of APT clients this month. Outward Bound is generally known as a wilderness experience organization that teaches self-esteem building and wilderness survival skills. Outward Bound approached APT several months ago about introducing Urban League high-risk clients to the Outward Bound concept, not only in a wilderness setting, but an urban one as well.

The active presentation included youth assisting in setting up climbing apparatus and then walking a "tightrope" between two trees while assisted by other youth on the Emanuel Hospital property adjacent to the League. Feedback from clients was generally positive for this type of cooperative experience. APT and Outward Bound staff will be meeting this spring to assess the feasibility of a formal working relationship between the League and Outward Bound for program enhancements for high-risk youth.

FINANCIAL REPORTS

THRU

DECEMBER 31, 1987

CONTENTS

This is my first set of financial reports. They are somewhat incomplete: As we progress I will add a balance sheet; projections for restricted funds; cash flow updates; and other improvements. I have concentrated up to now on the unrestricted and building funds which are the most critical at this point in time. Some of the smaller accounts were left out. These are not significant in size, but they won't be forgotten.

GENERAL FUNDS

We are projecting a \$13,066 deficit for 87-88. Remember that this is only an early estimate and with a little belt tightening I think we can end with a zero balance. This will still leave the deficit \$160,466 that we need to eliminate over the next 3 years. As can be seen by the reports our capital obligations, which we can not lower at this time, are the main cause for the drain on our general funds.

RESTRICTED FUNDS

I did not include a projection this time but from my previous analysis, we are making progress and spending on our programs I project that we will have a small surplus (\$25,000) at June 30, 1988. This will be mostly Fred Meyer money which is on a calendar year budget.

CASH FLOW

Cash flow will be very tight for the rest of the year. I think we will have enough to take care of the bulk of our activity for the rest of the year. Providing we won't have to use operating funds for any capital obligations (like the \$60,000 mentzer note, etc.).

BUDGETS

Budgets in the general funds have not been put in the computer and in some cases have not been formalized. In the next two months, we will review the budgets and add them to the computer and the reports.

TIMING

Because of the present accounting cut off's, the financial reports each month will be one month behind, i.e., we are now reporting December rather than January. This will be rectified though it may take a little longer than we like.

REVENUE/EXPENSE

Short Summary YTD Thru December 31, 1987

	REVENUE <u>87-88</u>	EXPENSES <u>87-88</u>	VARIANCE
01 General Fund	137,532	231,693	(94,161)
20 E.O.D. Dinner, etc.	-0-	3,778	(3,778)
21 Memberships	5,282	2	5,280
22 Contributions	11,362	-0-	11,362
65 Walnut Park Store	<u>29,713</u>	<u>-0-</u>	<u>29,713</u>
Total Operations	183,889	235,473	(51,584)
<hr/>			
50 Urban Plaza	79,240	70,846	8,394
55 Plaza II	<u>13,932</u>	<u>5,840</u>	<u>8,092</u>
Total Buildings	93,172	76,686	16,486
<hr/>			
66 Capital Fund Drive	165,500	8,037	157,463
60 Mentzer Building (Interest)	<u>250</u>	<u>12,191</u>	<u>(11,941)</u>
Total Capital Funds	165,750	20,228	145,522
<hr/>			
02 Y.S.C.	151,790	124,192	27,598
4 SSC	91,279	82,615	8,664
06 CSBG	31,736	31,051	685
06 Utility Tax	4,061	4,061	-0-
08 LIEAP	8,151	10,945	(2,794)
15 W.Y.L.C.	73,615	28,051	45,564
35 Academies	30,000	26,348	3,652
18 Fred Meyer	-0-	120,724	(120,724)**
30 J.S.C.	85,981	86,163	(182)
39 Homeless	12,407	14,751	(2,344)
46 Homeless - Multnomah County	<u>1,950</u>	<u>3,207</u>	<u>(1,257)</u>
Total Restricted	490,970	532,108	(41,138)**
<hr/>			
Urban Plaza Lease (Prin.)	-0-	16,451	(16,451)
Hud Loan - Plaza II (Prin.)	<u>-0-</u>	<u>5,947</u>	<u>(5,947)</u>
Total Loans	-0-	22,398	(22,398)
<hr/>			
Equipment Loans (Prin.)	-0-	8,982	(8,982)

* Several small accounts not included.

* Does not show the \$45,000 note we have in-hand.

UNRESTRICTED FUNDS

FINANCIAL SUMMARY/RECAP

(As of December 31, 1987 Projected thru June 30, 1988)

<u>FUNDS</u>	<u>BEGINNING BALANCE</u>	<u>REVENUE</u>	<u>EXPENSE</u>	<u>EST. ENDING BAL.</u>
General Funds	-----	392,771	393,805	(1,034)
Equipment Loans	-----	-----	17,964	(17,964)
Urban Plaza	-----	151,720	119,242	32,478
Plaza II	-----	28,866	11,132	17,734
Building Loans	-----	-----	44,280	(44,280)
Total Unrestricted	(160,466)	573,357	586,423	(173,532)

BUILDING LOANS WITH NO PAYMENTS BEING MADE

PLAZA II

Spratlen Note	(\$3,120 interest annually)	\$ 39,000	12/31/99
---------------	-----------------------------	-----------	----------

MENTZER BLDG.

1st Interstate Note	(\$1,000 month interest)	100,000	3/31/88
Bonnie Mentzer		60,000	3/31/88

OTHER BLDG. OBLIGATIONS

Unthank Architects		\$ 19,200	
Wilson Architects		600	
R. & H. Construction		6,941	
Potential Repairs to Plaza I & II		?	

BUILDING OPERATIONS*
PROJECTIONS (YTD Actual thru 12/31/87)
 (Excluding Walnut Park Rent)

URBAN PLAZA Revenues	86-87		87-88		Jan.	Feb.	Mar.	Apr.	May	June	Proj.
	YTD	12/31/86	YTD	12/31/87							
Reg Income (Tenants)	16,152		17,865		2,929	2,929	2,929	2,929	2,929	2,929	35,440
Rent Commercial Grants	38,330		34,803		5,771	5,771	5,771	5,771	5,771	5,771	69,429
Office Supplies	4,781		7,877		672	672	672	672	672	672	11,909
Photocopy	12,504		12,457		1,667	1,667	1,667	1,667	1,667	1,667	22,459
Phones	-0-		5,793		966	966	966	966	966	966	11,589
Miscellaneous	-0-		444		75	75	75	75	75	75	894
TOTAL	71,767		79,240		12,080	12,080	12,080	12,080	12,080	12,080	151,720

URBAN PLAZA Expenses	86-87		87-88		Jan.	Feb.	Mar.	Apr.	May	June	Proj.
	YTD	12/31/86	YTD	12/31/87							
Salaries	8,438		10,000		1,834	1,834	1,834	1,834	1,834	1,834	21,004
Fringes	2,007		3,310		404	404	404	404	404	404	5,734
Professional Services	5,699		6,880		-0-	-0-	-0-	-0-	-0-	-0-	6,880
Travel	-0-		178		-0-	-0-	-0-	-0-	-0-	-0-	178
Utilities	8,695		13,188		4,322	4,322	4,322	4,322	4,322	4,322	39,120
Telephone	1,491		1,306		114	114	114	114	114	114	1,990
Supplies	7,493		7,689		600	600	600	600	600	600	11,289
Equipment Rental	3,359		5,678		592	592	592	592	592	592	9,230
Repairs & Maintenance	5,368		22,048		200	200	200	200	200	200	23,248
Miscellaneous	3,414		569		-0-	-0-	-0-	-0-	-0-	-0-	569
TOTAL	45,964		70,846		8,066	8,066	8,066	8,066	8,066	8,066	119,242

PLAZA II Revenues	86-87		87-88		Jan.	Feb.	Mar.	Apr.	May	June	Proj.
	YTD	12/31/86	YTD	12/31/87							
Rent Income	10,072		8,932		1,489	1,489	1,489	1,489	1,489	1,489	28,866
Miscellaneous Income (Homeless)	1,915		5,000		1,000	1,000	1,000	1,000	1,000	1,000	11,000
TOTAL	11,987		13,932		2,489	2,489	2,489	2,489	2,489	2,489	28,866

PLAZA II Expenses	86-87		87-88		Jan.	Feb.	Mar.	Apr.	May	June	Proj.
	YTD	12/31/86	YTD	12/31/87							
Utilities	3,743		4,037		682	682	682	682	682	682	8,129
Repair & Maintenance	813		1,694		200	200	200	200	200	200	2,894
Miscellaneous	918		109		-0-	-0-	-0-	-0-	-0-	-0-	109
TOTAL	5,464		5,840		882	882	882	882	882	882	11,132

URBAN PLAZA Loan Principal Expense*	86-87		87-88		Jan.	Feb.	Mar.	Apr.	May	June	Proj.
	YTD	12/31/86	YTD	12/31/87							
Urban Plaza Lease (Ind. Int.)	23,017		16,451		2,766	2,766	2,766	2,766	2,766	2,766	33,047
HUD Loan - Plaza II	11,360		5,947		881	881	881	881	881	881	11,233
TOTAL	34,377		22,398		3,647	3,647	3,647	3,647	3,647	3,647	44,280

* Loan interest payments charged in General Fund.

GENERAL FUND PROJECTIONS (YTD Actual thru 12/31/87)

	86-87 YTD 12/31/86	87-88 YTD 12/31/87	Jan.	Feb.	Mar.	Apr.	May	June	Proj.
REVENUES									
01 General Fund	131,403	137,532	20,047	20,047	20,047	20,047	20,047	20,047	257,814
20 E.O.D. Dinner, etc. (Net)	3,529	-0-	-0-	50,000	-0-	-0-	5,000	-0-	55,000
21 Memberships	6,345	5,282	400	400	400	400	400	400	7,682
22 Contributions	22,797	11,362	250	250	250	250	250	250	12,862
65 Walnut Park Store	-0-	29,713	2,200	5,500	5,500	5,500	5,500	5,500	59,413
TOTAL	164,074	183,889	22,897	76,197	26,197	26,197	31,197	26,197	392,771

EXPENSES									
Salaries	105,352	100,576	14,824	12,658	12,658	12,166	12,166	12,166	177,214
Fringes	21,736	23,044	3,261	2,785	2,785	2,677	2,677	2,677	39,906
Professional Fees	3,380	18,002	600	600	600	600	600	600	21,602
Local Travel	264	172	200	200	200	200	200	200	1,372
Out of Town Travel	2,401	4,935	-0-	-0-	-0-	-0-	-0-	-0-	4,935
Telephone	6,463	5,784	659	659	659	659	659	659	9,738
Supplies	7,519	13,153	1,000	1,000	1,000	1,000	1,000	1,000	19,153
Postage	2,770	1,930	300	300	300	300	300	300	3,730
Photocopy & Printing	11,723	7,923	1,000	1,000	1,000	1,000	1,000	1,000	13,923
Dues (N.Y.)	2,979	10,519	-0-	2,706	-0-	2,706	-0-	-0-	15,931
Insurance	6,795	15,621	2,404	5,404	2,404	2,404	-0-	-0-	28,237
Maintenance & Repairs	1,517	972	75	75	75	75	75	75	1,422
Interest**	-0-	20,544	3,800	3,800	3,800	3,800	3,800	3,800	43,344
Search Costs	-0-	2,142	1,000	-0-	-0-	-0-	-0-	-0-	3,142
Miscellaneous	13,639	19,156	-0-	-0-	-0-	-0-	-0-	-0-	10,156
TOTAL	186,538	235,473	29,123	31,187	25,481	27,587	22,477	22,477	393,805

EQUIPMENT LOAN PRIN. EXPENSE*									
F.I.B. - Auto		1,338	223	223	223	223	223	223	2,676
F.I.B. - Equipment		2,214	369	369	369	369	369	369	4,428
F.I.B. - Computers		2,322	387	387	387	387	387	387	4,644
Com. Equip. Lease - Telephone		3,108	518	518	518	518	518	518	6,216
TOTAL		8,982	1,497	1,497	1,497	1,497	1,497	1,497	17,964

* Interest charged to General Fund

* Includes Plaza I & II interest (86-87 shown in Plaza)

PROPOSED URBAN LEAGUE BOARD SLATE

Expires 1991

Oscar Turner - IBM (?)

Thomasina Yuille - Ainsworth Church of God and Christ
(resume forthcoming)

Rey Ramsey - Office of Economic Development,
State of Oregon

Gina Wood - Dept. of Human Resources,
State of Oregon

Harry Glickman - Trailblazers

Victor Merced - Oregon Council for
Hispanic Advancement

Dave Nero - Nero & Associates, Inc. &
Nero International Trading Co.

Larry Raff - For second term

Bobbie Gary - For second term

**RESUME
OF
REYNARD RAMSEY**

Home
4804 SE 28th, Apt. 517
Portland, Oregon 97202

Office
1500 SW First Avenue
Suite 620
Portland, Oregon 97201

WORK EXPERIENCE

1987 - Present: Manager, Technical Assistance, Oregon Economic Development Department, Ports Division, Portland, Oregon.

1985 - 1987: Corporate Attorney, Stoel Rives Boley Jones & Grey, Portland, Oregon.

1985 - 1985: Research Assistant (Family Law), University of Virginia, Charlottesville, Virginia.

1981 - 1982: News Director, WRSV-FM, New Brunswick, New Jersey.

1980 - 1982: Dean's Assistant, Dean of Rutgers College, New Brunswick, New Jersey.

1978 - 1981: News broadcaster at WRSV-FM, New Brunswick, New Jersey.

EDUCATION

University of Virginia School of Law, J.D., 1985; Rutgers College, B.A. Political Science, 1982.

HONORS AND AWARDS

Admitted to Oregon State Bar, "Distinguished Service Award," National Black Law Students Association, 1985; "Rutgers Undergraduate Service Award," 1982; Dean's List, 1979-1982; Pi Sigma Alpha (Political Science Honor Society), 1981; Cap and Skull Society (leadership and Service Society), 1981.

**BUSINESS, CIVIC AND
CHARITABLE ACTIVITIES**

Board of Directors, Portland Chapter of Habitat for Humanity; Finance Director, Board of Directors North Portland Nurse Practitioner Community Health Clinic; Member: Technical Advisory Committee for the Oregon Ocean Resource Management Task Force, National Lawyers Panel of Minority Business Enterprise Legal Defense and Education Fund, Inc., American Bar Association and Committee for Black Children and Family Concerns.

REFERENCES

Available upon request.

GINA E. WOOD

2127 NE 15th Avenue
Portland, Oregon 97212
Home: (503) 287-3514
Office: (503) 378-3680 ext. 224

EDUCATION

Bachelor of Arts, Communications, 1983
University of Missouri - Columbia, Missouri

INTERNSHIP

Public Relations Intern to Vice President for Marketing,
Boone Hospital Center, Columbia, MO 1/83 to 8/83

Assisted in planning and implementing a public relations program designed to create and maintain a favorable public image for Boone Hospital Center. Prepared and coordinated distribution of news releases and hospital publications. Organized public contact program designed to meet hospital objectives. Participated in general hospital duties.

**PROFESSIONAL
EXPERIENCE**

STATE OF OREGON, Salem, OR 3/87 to present
(Adult and Family Services Division, Administration)
Office Manager/Legislative Assistant

Responsible for coordinating and monitoring legislative tracking system by reviewing bills for content, impact on programs or service and fiscal analysis. Acts as liaison between Budget and Management Division, Legislative fiscal office, state agencies, interested parties, and legislative staff to assure no missed deadlines or schedules. During interim, responsible for coordinating the drafting of legislative concepts for bill drafting and pre-session filing. Supervise the Administrative support staff, which includes Public Affairs, Hearings, and Central Processing; establish priorities and goals, hire and implement disciplinary actions, merit ratings, train staff and manage general operations including budget authority.

HIGHLAND COMMUNITY SERVICES, Portland, OR 7/86 to 12/86
Executive Director

Served as interim director of this non-profit organization which included the following programs: Yaun Child Care Center, Inc.; Adult Activity Program; and Social Services (emergency food, summer youth program, sewing project, and employment). Reported to the Board of Directors; participated in the development of program goals and formulation of policies, agency operations and staffing needs. Designed, coordinated, and implemented training for program directors and a support staff of twenty-five. Controlled and developed an annual budget of \$500,000.

OREGON FAIR SHARE, Portland, OR 3/86 to 6/86
Community Organizer, East Multnomah County Chapter

Organized and established community board to address issues and concerns for the East Multnomah County Chapter. Developed and presented issue papers for lobbying efforts locally and statewide at public hearings. Also, trained local chapter members in the area of grassroots fundraising, public speaking, leadership development, establishing an agenda, organizing and conducting meetings and political campaigning. Additionally, assisted in staffing statewide issue campaigns for organization.

STATE OF OREGON, Salem, OR 2/85 to 2/86
Legislative Assistant, (to State Representative Margaret Carter, District 18)

Responsible for developing and maintaining image building activities. Researched and provided briefing materials on legislation pertaining to representatives committee assignments which included Human Resources, Education, and Trade and Economic Development. Provided technical writing for media releases, public speeches, testimonials, correspondence and legislative communications. Served as liaison for representative in the district, before legislative committee hearings, legislative staff and other interested groups.

PORTLAND OBSERVER, Portland, OR 10/83 to 1/85
Advertising Manager/Public Relations

Developed and implemented the advertising department for the newspaper. Responsible for hiring, supervising and training the sales staff. Assisted in the layout and design of ads by producing copy ready materials. Also, assisted clients in developing advertising campaigns to promote and market their product or service. Controlled and developed advertising budget. Represented newspaper during community projects and at public, social and business gatherings.

**PROFESSIONAL
AFFILIATIONS**

- *Multnomah County Juvenile Services Commission, Member
Appointed 8/84 to 8/89
- ✓ *KBOO Radio Advisory Committee, Member, 1/84 to present
- *Oregon's Women Political Caucus
- *National Black Women Political Caucus
- *Co-Chair 1987-88 Black Women Gathering Steering Committee
- *Black Community Television, Weekly Public Affairs Program
Host, NE Spectrum

References furnished upon request



portland trail blazers

700 N.E. Multnomah Street • Portland, OR 97232 • (503) 234-9291

HARRY GLICKMAN BIOGRAPHY

In 1952 he founded Oregon Sports Attractions, which was involved in the promotion of professional football games, the Harlem Globetrotters and closed-circuit television.

In 1958 and 1959 he was Manager of Multnomah Civic Stadium.

From 1960-73 he operated the Portland Buckaroos of the Western Hockey League. The team won eight league championships and three Lester Patrick Cups, and in 1965 Glickman was named Hockey Executive of the Year.

Glickman was responsible for the introduction of major league sports to Portland with the founding of the Portland Trail Blazers in 1970. He has been General Manager, Executive Vice-President and is currently President of the Trail Blazers. The Trail Blazers won the NBA championship in 1977. He, thus, became the only man in the history of sports to operate teams that have won championships in two different sports.

CIVIC AND BUSINESS ACTIVITIES

Board of Directors -- Blue Cross and Blue Shield of Oregon.

Board of Directors -- U.S. Committee Sports For Israel.

Board of Directors -- Sixth-Man Foundation.

Board of Trustees -- Congregation Beth Israel.

Advancement Council -- School of Journalism, University of Oregon.

Executive Board -- International Jewish Sport Hall of Fame.

Board of Directors -- Portland State University.

Member Webfoot Society -- University of Oregon, 1986

FAMILY

Wife--Joanne (married 1958)

Daughters--Lynn (1 grandchild, Joel)

Jennifer (Publicity Assistant, Portland Trail Blazers)

Son--Marshall (Director of Media Sales, NBA Properties)

RECREATIONAL ACTIVITIES

Golf, tennis, fishing

Author of book, "Promoter Ain't A Dirty Word."

Member National Basketball Association

VICTOR MERCED
2123 N. E. Halsey Street
Portland, Oregon 97232
(503) 282-2478

EDUCATION

NEW YORK UNIVERSITY SCHOOL OF LAW
Juris Doctor, May 1985

JOURNAL EDITORSHIP: Book Review and Colloquium Editor
New York University Review of Law
and Social Change
Coordinated all phases of national colloquium
entitled "Effective Assistance of Counsel for
the Indigent Criminal Defendant"

HONORS: Root Tilden Scholar
Three year scholarship awarded for academic
record and public service.

HERBERT H. LEHMAN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK
B.S. with Honors, May 1982
Major: Housing and Urban Development
Minors: Political Science and Economics

WORK EXPERIENCE

OREGON COUNCIL FOR HISPANIC ADVANCEMENT
Portland, Oregon

Executive Director (April 1987 - Present): Responsible for overall
administration of organization which includes providing staff support
to the Board of Directors, informing the Board regarding policies
strategy and agency direction, implementation of Board policy and
directives, hiring and training staff, developing and administering
public relations, and developing resources to maintain and expand
organizational operations.

CUMMINGS & LOCKWOOD
Stamford, Connecticut

Associate (August 1985-March 1987): Responsibility included handling
various matters with respect to corporate and international commercial
litigation. Involved in all phases of pre-trial discovery, motion
practice, and researching and writing legal memoranda.

UNITED STATES ATTORNEY'S OFFICE (E.D.N.Y.)

Summer Associate (Civil Division) (June 1984-August 1984): Researched
and wrote legal memoranda and assisted the attorneys in various phases
of government trial litigation. Appeared in oral arguments before
federal court judges.

NEW YORK STATE SUPREME COURT
JUSTICE HAROLD BAER, JR.

New York, N.Y.

Legal Intern (September 1984-April 1985): Drafted opinions on various civil motions made to the court. Researched and wrote legal memoranda.

NEW YORK STATE ATTORNEY GENERAL - Bureau of Consumer Frauds and Protection,
New York, New York

Legal Intern (June 1983-August 1983): Researched and wrote legal memoranda, motion papers, affidavits, subpoenas, and civil complaints with respect to consumer fraud litigation.

Interviewed plaintiffs in consumer protection lawsuits and evaluated their claims.

PEOPLE'S DEVELOPMENT CORPORATION

Bronx, New York

Director of Operations/Project Coordinator (April 1975-August 1979): Coordinated all components of corporation including: fund-raising, lobbying, economic development, architectural planning and design, energy, community management, construction rehabilitation, and summer youth workers.

Chaired weekly meetings with project directors and comptroller. Wrote and presented monthly project analysis to the Board of Directors. Coordinated the design, material distribution, and work layouts of the first National Urban Homestead building to be completely renovated by neighborhood labor in the South Bronx. Monitored construction progress with architects and engineers.

PUBLICATIONS

Co-authored article with Judge Harold Baer, Jr. on "Alternative Sentencing Programs in New York City" which was published in the New York Law Journal.

LANGUAGES

Spanish

ACTIVITIES

Secretary to the N.Y.U. School of Law Class of 1985 Root-Tilden Scholars.
Member, United Way of the Columbia-Willamette BoardWALK Planning Committee.

REFERENCES

Furnished upon request.

RESUME

DAVID M. NERO, JR.

Telephone: (503) 223-4150

Education:

M.A. Degree in Speech and Communications, Columbia College of Chicago - Los Angeles Division, 1963. Studied law at Van Norman University College of Law, 1957-58.

Post graduate work in Business Administration, Los Angeles State College, 1964-65. Executive development programs in general industrial management, planning and organization via short term concentrated courses, 1964-76. (See specific courses attached.)

Work Objective:

Head or direct an organization requiring dynamic leadership in management or research areas of human relations, marketing, production management, education, public relations, contract administration, procurement, planning, control functions...or related multiple-function responsibility that will make use of my background and problem-solving skills.

Business Experience 1969 to Present

Nero and Associates, Inc.
Nero Industries, Inc.

President

Heads up both corporations as chief executive and administrative officer. As additional duty performs marketing, public relations, proposal writing and contract administration.

Nero and Associates was chartered to perform Socio-economic studies, program evaluation and research, technical assistance to small businesses and governmental agencies. The founders of the corporation and its president had among their stated goals the desire to place special emphasis on the employment of competent minorities and females to work with the firm. The specific areas of expertise of Nero and Associates are: 1) Social Systems; 2) Justice and Law Enforcement; 3) Education and Training; 4) Environmental Systems; 5) Business Systems; and, 6) Survey Research and Data Collection/Analysis -- studies, solutions, implementation and followup.

Nero Industries was formed for purposes of employing the disadvantaged in labor intensive types of work with a view impacting the core area's unemployed minorities and the reduction of crime. This firm has been engaged in local manpower and training programs.

1972 to

School of Business and Technology
Oregon State University
Corvallis, Oregon

Assistant Professor

Taught small business organization, management and entrepreneurship with special emphasis on minority business.

December 1970 to
March 1971

U. S. Department of Labor

Expert Consultant

Performing the tasks necessary to achieve the maximum possible implementation of Executive Order 11246 in the states of Alaska, Idaho, Oregon and Washington. Major tasks are concerned with: 1) developing techniques and procedures peculiar to this geographical/demographic setting to initiate home-town plans and solutions; 2) developing techniques and procedures to bring minority community members together to form minority coalitions as an entity; 3) furnishing technical assistance and counseling minority coalitions, labor and management on the requirements necessary to implement Executive Order 11246 and equal employment opportunity programs; 4) investigate complaints, analyze data and take the necessary follow-up action; and, 5) monitor Government procurements and determine contractor's compliance with equal opportunity in employment, etc.

June 1970 to
December 1970

Daniel, Mann, Johnson and Mendenhall

Associate Consultant

Assisted in the conduct of a transportation and transit study for the Model Cities program of metropolitan Portland, Oregon.

Consulted with Micro-Electronics in the establishment of a contract management and administration system, marketing, bid procedures and cost estimating.

Consulted with Model Cities' Citizen Participation Section on techniques to obtain greater citizen participation and interest in Model Cities Programs and community benefits.

Assisted in the organization of and in setting up a Black Contractors' Association in Portland, Oregon. Assisted contractors in preparation of business plans and making application for contracts under Section 8(a) of the Small Business Act.

July 1969 to
June 1970

Council for Career Opportunity
Portland, Oregon

Executive Director

Organized and set up a work evaluation and work adjustment center for the disabled and disadvantaged clients of Welfare, Division of Vocational Rehabilitation and Employment Services. Directed a staff of 22 professional and administrative people. Supervised the activities of the staff in work sampling, work evaluation, work adjustment, counseling, employment placement, and the overall administration of the program. Worked very closely with State agency professional personnel in coordinated efforts to achieve the goals and objectives of the rehabilitation and adjustment program.

August 1968 to
June 1969

The Albina Corporation
Portland, Oregon

Vice President, Marketing, Sales and Administration

I was recruited for this job through the recommendations of North American-Rockwell and Aerojet General Management personnel to assist this unique minority owned corporation on the basis of my prior work and relationships with these firms.

Prepared successful bidding, cost estimating, sales and contract management strategies, contractual documents; relatively major contracts, subcontract bid solicitations, and management plans on a wide variety of procurements.

Performed a diversity of problem-solving assignments in the areas of administration, quality control, training and personnel.

Represented the President in contractual and negotiation matters with Federal officials and commercial firms.

Served as a member of the Executive Committee, Trust Committee and Board of Directors.

July 1966 to
August 1968

Battelle Memorial Institute
Richland, Washington

Senior Specialist, Contracts and Procurement Administration

Reported to the Deputy Project Director for Administration of the \$250 million Fast Flux Test Facility Reactor Program (FFTF).

Organized and set up a Procurement and Contract Administration Unit to fulfill the procurement and contract administration needs of this multi-year, research, development and construction project.

Prepared contractor selection criteria for the selection of several contractors to engage in multi-million dollar contracts extending over a period of years.

Participated as Secretary of the Board in the selection of contractors for the Contractor Proposal Evaluation Board.

Supervised a highly skilled exempt and non-exempt staff charged with placing and administering several major contracts in the nuclear energy field throughout the United States.

Conducted training seminars for the Hanford's prime contractors' top management personnel on methods of handling, motivating and training minority personnel.

Served as Department Counselor and Director of Training as an additional duty for below entry-level minority personnel.

October 1963 to
July 1966

North American Rockwell
Downey, California

Supervisor-Operations Control

Advanced Systems Group of the Space and Information Systems Division reporting to the Scientific Directorate for programmatic functions and as administrator for unit administrative/personnel functions.

Supervised a highly skilled and diversified professional staff including engineers, accountants and economists engaged in engineering planning and analysis tasks in support of very sophisticated and advanced research, development and future generation systems analysis pertaining to Unmanned Spacecraft Systems, Re-entry and Recovery Systems, Preliminary Design, and Appollo Extension Systems.

August 1961 to
October 1963

Litton Industries, Inc.
Beverly Hills, California

Supervisor, Production, Inventory and Operations Control

Supervised production planning and scheduling, cost estimating, material control and storeroom operations

of the electro-mechanical department handling mainly inertial guidance equipment.

Set up a system of manual labor monitoring, product cost analysis and failure forecasting that was later converted to EDP.

December 1960 to
June 1961

Raymond Development Company
Huntington Park, California

Chief Production Control, reporting to the Director
of Manufacturing

Supervised production planning, scheduling, inventory control and cost estimating. Performed customer relations work with major aircraft companies and commercial buyers.

March 1959 to
December 1960

Getz-Roymac, Inc., and Forest Pride Products, Inc.
Los Angeles, California

Vice President and General Manager

Reporting to C. T. McElroy, President and major stockholders of both firms.

Started work with this firm as a \$1.55 an hour plywood inspector and received successive and rapid promotions to Vice President and General Manager.

Directed the management of both corporations and subsidiary dba's in production, purchasing, personnel, contract administration and customer relations.

April 1958 to
March 1959

M and N Construction Company
Los Angeles, California

Office Manager and Partner

Supervised and managed small office force; responsible for construction sales, prepared cost estimates for residential and commercial remodeling and building, etc. This was a contractor construction partnership.

November 1955 to
April 1958

Minnesota Mining and Manufacturing Company (3 M)
Gardena, California

Supervisor Production and Material Control

Started as a material expediter and worked up to supervisor in mid-1956.

Coordinated engineering, production and material control activities and supervised production planning, scheduling, inventory and material control,

shipping and receiving, and material handling. This company was engaged in the manufacture of very large to small reinforced plastic parts - radomes, antennac, etc.

June 1943 to
September, 1955

United States Army
ZI and Overseas

Captain, Transportation Corps - Battalion S-3

Entered the service as a private and completed OCS training November, 1946.

Commanding Officer of several units. Also held several staff positions, e.g., S-3 (Operations, Plans and Training), S-4 (Supply) and Special Staff Functions - Motor Transport Officer, Executive Officer, Personnel Officer, etc. During the period 1951 through 1955, was considered to be the foremost authority in Korea on motor maintenance and highway transport under combat and quasi-combat conditions. Was selected to conduct combat testing of the Army's "M" Series vehicles in the Korean Theater. Served in Africa, Italy, Germany, Korea, Japan, Hawaii, and ZI.

June 1942 to
June 1943

U. S. Navy Yard
Norfolk, Virginia

Shipfitter's Helper 1st Class/Shipping Clerk

Worked on shear machine and punch and performed intra-shop and dock side shipping of ship parts -- new construction and repair.

FORMAL and MILITARY EDUCATION

Degree: Master of Arts - Speech - Communications Arts - June 1963

<u>DATES</u>	<u>SCHOOL</u>	<u>COURSES</u>
Sept. 1964 June 1966	Los Angeles State College	Business Administration
Sept. 1961 June 1963	Columbia College of Chicago	Master of Arts (Speech and Telecommunications)
Oct. 1958 June 1959	Van Norman University College of Law	Torts, Criminal and Contract Law
Jan. 1956 Aug. 1957	Columbia College of Chicago	Speech and Communications Arts
Mar. 1950 June 1950	U. S. Army - Trans. School Fort Mason, California	Harbor Craft School for Engine and Deck Officers
Jan. 1950 Mar. 1950	U. S. Army - Sixth Army Presidio of S. F.	Food Service School (Nutrition and Supervision of Food Preparation)
May 1948 July 1948	U. S. Army Ft. Eustis, Virginia	Transportation Officers' Course (Traffic Management and Engineering)
Apr. 1947 July 1947	U. S. Army Ft. Eustis, Virginia	Highway Transportation Officer Course No. 3 (Traffic Control, Maintenance and Administration)
Apr. 1946 Nov. 1946	U. S. Army Ft. Eustis, Virginia	U. S. Army Transportation Corps Officers Candidate School (graduated 2nd Lieutenant)

INDUSTRIAL EDUCATION

- 1976 Project Management
Advanced Management Research - New York, New York
- 1972 Cost Reduction Through Short Interval Scheduling
Behan, Crowl and Company - Princeton, New Jersey
- 1971 Fundamentals of Finance and Accounting
Advanced Management Research - New York, New York
- 1969 Marketing, Pricing and Administration of Government Prime Contracts and Subcontracts
Procurement Associates - San Francisco, California
- 1969 Supervisory Indoctrination to Working with Minority Groups (Lecturer and Attendee)
Management Center of Cambridge - Burlington, Massachusetts
- 1968 Concentrated Government Contract Course
College of William and Mary - Williamsburg, Virginia
- 1967 Marketing, Pricing and Administration of Government Prime Contracts and Subcontracts
Procurement Associates - San Francisco, California
- 1966 Contracts and Proposals
North American Aviation (S & ID) - Downey, California
- 1965 Incentive Contract Management
Advanced Management Associates, Inc. - Los Angeles, California
- 1964 Briefing Techniques
North American Aviation (S & ID) - Downey, California
- 1964 Dan-Ro Speed Reading for Managers
Dan-Ro Schools for Self Improvement - Beverly Hills, California
- 1964 PERT I and II
North American Aviation (S & ID) - Downey, California
- 1964 Configuration Management
North American Aviation (S & ID) - Downey, California
- Additionally, I have attended many management seminars conducted by various universities, American Production Control Society, National Contract Management Association, et. al.

123 456

