

National Urban League, Inc. [0/A 9526]

Box 71

EXECUTIVE

FG 6-1-11 Martin, Louis



Jordan, Vernon E.

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone (212) 644-6500

May 13, 1980

MEMORANDUM

TO: NUL BOARD OF TRUSTEES

From: Coy G. Eklund,
Chairman

Attached is the agenda, with supporting data, for the Spring Meeting of the National Urban League Board of Trustees, which will be held on Wednesday and Thursday, May 21st and 22nd. The sessions on both days will be at the Equitable Life Building - 1285 Avenue of the Americas (38th floor), between 51st and 52nd Streets, New York City.

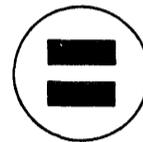
The session on Wednesday will begin with a reception at 5:30 p.m., followed by dinner at 6:00 p.m. During dinner, you will hear an informal presentation by Mr. Jack H. Watson, Jr., Secretary to the Cabinet and Assistant to the President for Intergovernmental Affairs. If time permits, Mr. Watson will also respond to questions you may have.

The meeting on Thursday will begin at 9:30 a.m. As you will note from the agenda, there are several very important items to be dealt with, including the proposed budget for fiscal year 1981, and recommendations from various committees. Therefore, I am pleased to note from responses received thus far, that we will have good attendance.

We look forward to seeing you and to having a very stimulating Spring Meeting.

Enclosures filed in
Oversize Attachments # 9526

MAY 22
CENTRAL FILED



National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N Y 10021
Telephone (212) 644-6500

May 13, 1980

MEMORANDUM

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We look forward to seeing you and to having a very stimulating Spring Meeting.

MAY 22
CENTRAL FILES

Meeting of the
Board of Trustees
National Urban League
Wednesday, May 22, 1980

A T T E N D A N C E

| | |
|--------------------------|-----------------------------|
| Deborah Baldwin | Margaret P. Lord |
| Jesse B. Barber | Ruth B. Love |
| Sharyn J. Block | Frank L. McClure |
| Lisle C. Carter | Donald H. McGannon |
| W. Don Cornwell | D. F. McKeithan, Jr. |
| Coy G. Eklund | James L. Mack |
| Ronald R. Davenport | David J. Mahoney |
| James B. Farley | Cornell C. Maier |
| M. Anthony Fisher | W. Brian Maillian |
| Thomas A. Fitzpatrick | Charles E.F. Millard |
| Dolores M. Franklin | Edward N. Ney |
| Richard A. Guilmenot III | Barbara K. Phillips |
| Patricia Grace | Lincoln J. Ragsdale, Sr. |
| Chris Hagan | LeRoy Robinson, Jr. |
| Charles J. Hamilton, Jr. | T. Joseph Semrod |
| W. Hayne Hipp | Gloria D. Scott |
| William L. Hunter | Richard R. Shinn |
| Brenda J. Jackson | Jeanne Spurlock |
| David T. Kearns | Lynnette Taylor |
| Robert C. Larson | Kenneth P. Todd |
| Walter J. Leonard | Lew R. Wasserman |
| Virginia L. Lester | Frederick D. Wilkinson, Jr. |

:

AGENDA

Meeting of the
BOARD OF TRUSTEES
National Urban League
at the
Equitable Life Building, N.Y. City
Thursday, May 22, 1980
9:30 a.m.

A G E N D A

:

Presiding, Coy Eklund
(Chairman)

Call to Order
(9:30 a.m.)

Action on Minutes of Previous Meeting
(November 16, 1979)

Ratification of Executive Committee Actions
(Meetings of January 24 and April 23, 1980)

Report of the Treasurer Frederick Wilkinson, Jr.
(Tab A)

Report on Regional Delegate
Assemblies Joseph Westbrook
(Tab B)

COMMITTEE REPORTS

Conference Planning Edward N. Ney
(Tab C)

Field Services James L. Mack
(Request for Affiliation -
Mobile, Ala.)
(Tab D)

George Edmund Haynes Fellowship Ronald R. Davenport
(Tab E)

Nominating Charles Hamilton, Jr.
Budget & Administration W. Hayne Hipp
.. Presentation of the Proposed
Budget for FY 1981 John E. Jacob
(Tab F)

L U N C H

Report of the President Vernon E. Jordan, Jr.

Adjournment



NATIONAL URBAN LEAGUE, INC.
STATEMENT OF REVENUE AND EXPENSES - GENERAL FUND
For the Nine Month Period 7/1/79 to 3/31/80

(Unaudited)

| | TABLE I (In Thousands) | | | | Budget |
|--|------------------------|------------------------|------------------------|----------------------|--|
| | Annual Budget | Year to Date Budget | Year to Date Actual | Last Year to Date | Variance Favorable (Unfavorable) |
| <u>REVENUE:</u> | | | | | |
| 1. Individual Contributions | 211 | 165 | 194 | 169 | 29 |
| 2. Clubs and Organizations | 72 | 56 | 8 | 24 | (48) |
| 3. Commerce and Industry | 2,314 | 1,740 | 1,949 | 1,311 | 209 |
| 4. Funds and Foundations | 1,592 | 358 | 547 | 652 | 189 |
| 5. Labor Unions | 28 | 18 | 14 | 20 | (4) |
| 6. United Way | 10 | 9 | 14 | 8 | 5 |
| 7. Affiliate Dues | 545 | 414 | 272 | 251 | (142) |
| 8. Indirect Cost Recovery | 962 | 698 | 974 | 631 | 276 |
| 9. Special Events (Net) | 188 | 177 | 262 | 181 | 85 |
| 10. Other Income | 78 | 58 | 142 | 75 | 84 |
| 11. Carryover from Last Year's Revenue | - | - | - | 300 | - |
| Subtotal | <u>6,000</u> | <u>3,693</u> | <u>4,376</u> | <u>3,622</u> | <u>683</u> |
| 12. Legacies and Bequests (a) | | | 26 | 39 | 26 |
| <u>EXPENSES:</u> | | | <u>4,402</u> | <u>3,661</u> | <u>709</u> |
| SUPPORTIVE SERVICES | | | | | |
| 13. Executive | 1,514 | 1,129 | 1,294 | 965(b) | (165) |
| 14. Fund | 316 | 234 | 250 | 166 | (16) |
| 15. Communications | 263 | 203 | 164 | 188 | 39 |
| 16. National Planning and Evaluation | 96 | 70 | 70 | 39(b) | - |
| 17. Research | 357 | 270 | 219 | 214 | 51 |
| 18. Controller | 481 | 360 | 350 | 312 | 10 |
| 19. Personnel | 288 | 217 | 193 | 168 | 24 |
| 20. Conferences | 97 | 71 | 86 | 59 | (15) |
| 21. Administrative Services | 285 | 212 | 215 | 137 | (3) |
| 22. Contract Administration | 72 | 54 | 49 | 12(b) | 5 |
| 23. Management Systems & Analysis | 388 | 295 | 265 | 181(b) | 30 |
| HUMAN RESOURCES | | | | | |
| 24. Program Administration | 124 | 93 | 93 | 74 | - |
| 25. Education (c) | 69 | 52 | 35 | 52 | 17 |
| 26. Health & Social Welfare (c) | 62 | 47 | 29 | 34 | 18 |
| 27. Housing | 64 | 47 | 46 | 39 | 1 |
| 28. Youth Development | 60 | 45 | 44 | 39 | 1 |
| 29. Administration of Justice | 63 | 48 | 47 | 39 | 1 |
| 30. Energy & Environment (d) | - | - | 20 | - | (20) |
| 31. Health (d) | - | - | 15 | - | (15) |
| ECONOMIC RESOURCES | | | | | |
| 32. Program Administration (d) | 233 | 170 | 147 | 106 | 23 |
| 33. Education and Career Development (d) | - | - | 19 | - | (19) |
| 34. PROGRAM EVALUATION (e) | 115 | 92 | 72 | 78 | 20 |
| <u>REGIONAL & FIELD SERVICES</u> | | | | | |
| 35. Southern Region | 239 | 180 | 159 | 139 | 21 |
| 36. Western Region | 180 | 136 | 121 | 118 | 15 |
| 37. Central Region | 350 | 264 | 225 | 209 | 39 |
| 38. Eastern Region | 247 | 187 | 159 | 155 | 28 |
| TOTAL EXPENSES | <u>5,963</u> | <u>4,476</u> | <u>4,386</u> | <u>3,523</u> | <u>90</u> |
| NET REVENUE FOR THE PERIOD | <u>37</u> | <u>(783)</u> | <u>16</u> | <u>138</u> | <u>799</u> |

NOTE:

- (a) By Board action, legacies and bequests are not available for operations.
(b) Last Year to Date expenses for National Planning & Evaluation, Contract Administration and Management Systems and Analysis are included in Executive.
(c) Discontinued 11/30/79
(d) Created 12/1/79
(e) Discontinued 2/28/80; Functions assumed by National Planning and Evaluation.

2.
(Unaudited)

National Urban League, Inc.
Statement of Receipts and Disbursements
Special Projects and Government Programs

At March 31, 1980

TABLE II (In Thousands)

| PROJECT TITLE | BUDGET | RECEIPT | DISBURSEMENTS | BALANCE |
|---|---------------|---------------|---------------|--------------|
| Affiliate Development In North Carolina (a) | 15 | 15 | - | 15 |
| Black Executive Exchange Program - X (a) | 126 | 7 | 20 | (1) (b) |
| Dolph Holmes Education Fund (a) | 8 | 8 | - | 8 |
| Economic Research Project II (a) | 85 | 28 | 9 | 19 |
| Education and Development of Affiliate Officers and Board Members III (a) | 127 | 121 | 6 | 115 |
| Education Specialists Manual (a) | 25 | 25 | 9 | 16 |
| Gallery 62 - II (a) | 25 | 17 | 13 | 4 |
| Georgé Edmund Haynes Fellowship Program (a) | 115 | 115 | 5 | 110 |
| Household Employment III (a) | 52 | 40 | 43 | (3) (b) |
| IBM Special (a) | - | 130 | 83 | 47 |
| Labor Affairs VIII (a) | 20 | 20 | 17 | 3 |
| Leadership Development Program (a) | 163 | 163 | 23 | 140 |
| National Black Community Survey (a) | 50 | 50 | 39 | 11 |
| National Survey of Black Households (a) | 250 | 250 | 240 | 10 |
| Neighborhood Counseling Development (a) | 15 | - | - | - |
| Tri-State Minority Faculty Employment Opportunity (a) | 109 | 109 | 45 | 64 |
| Western Regional New Thrust (a) | 33 | 33 | 32 | 1 |
| Adoption Resource & Advocacy Center | 135 | - | 9 | (9) (b) |
| Assessment of Research on Minorities and the Administration of Justice | 396 | 250 | 174 | 76 |
| Cooperative Energy Education Project | 163 | 90 | 63 | 27 |
| Criminal Justice Assistance and Evaluation Project | 256 | - | - | - |
| Disabled Veterans Employment Project II | 1,126 | 901 | 771 | 130 |
| Economic Development Technical Assistance Project | 245 | 25 | 28 | (3) (b) |
| ED&E/Office of Program Development & Training IV | 1,830 | 592 | 495 | 97 |
| Enhancing Citizen Community Participation | 49 | 49 | 10 | 3 |
| Faculty Career & Curriculum Development V | 72 | - | 29 | (29) (b) |
| Housing Counseling Materials Development | 100 | 64 | 78 | (14) (b) |
| Housing Counseling Training Program | 835 | 745 | 747 | (2) (b) |
| HUD Minority Researchers Project | 200 | 119 | 124 | (5) (b) |
| Management Training Program for Minority Correctional Managers & Supervisors III | 144 | - | 13 | (13) (b) |
| Minority Business Opportunity - X | 150 | 35 | 19 | 16 |
| Mortgage Assignment Counseling Training Program | 747 | 135 | 160 | (25) (b) |
| National LEAP X | 7,100 | 2,440 | 2,388 | 52 |
| National Survey of Employers Attitudes and Practices Toward Youth | 271 | 75 | 1 | 74 |
| New York State Balance of State Conference | 39 | - | - | - |
| Northeast Corridor Minority Employment Project II | 516 | 263 | 339 | (76) (b) |
| NUL Child Abuse Resource Center II | 100 | - | 83 | (83) (b) |
| Police Use of Deadly Force | 300 | - | 28 | (28) (b) |
| Private vs Public Sector Jobs for Youth | 1,500 | 1,350 | 1,189 | 161 |
| Project DARE (USAR) | 180 | - | 60 | (60) (b) |
| Seniors In Community Service II | 3,443 | 2,150 | 1,781 | 369 |
| Study of School Suspension | 253 | - | 3 | (3) (b) |
| Summer Occupational Awareness Program | 497 | 497 | 428 | 69 |
| Teenage Pregnancy Project | 88 | - | 14 | (14) (b) |
| Urban Noise Counselor Program | 194 | 60 | 66 | (6) (b) |
| Youth Career Development Project | 2,735 | 1,650 | 1,635 | 15 |
| TOTALS | <u>24,882</u> | <u>12,593</u> | <u>11,319</u> | <u>1,302</u> |
| RECAP | | | | |
| Non-Government Projects | 17 | 1,218 | 1,131 | 547 |
| Government Programs | 29 | 23,664 | 11,490 | 755 |
| TOTALS | <u>46</u> | <u>24,882</u> | <u>12,621</u> | <u>1,302</u> |

(a) Privately Funded Projects

(b) Voucher Submitted for Reimbursement

NATIONAL URBAN LEAGUE, INC.
COMPARATIVE BALANCE SHEETS
March 31, 1980 and March 31, 1979

3.
(Unaudited)

| | <u>ASSETS</u> | <u>3/31/80</u> | <u>3/31/79</u> |
|---|---------------|--------------------|--------------------|
| Cash - General Fund | | 378,916 | 259,279 |
| Cash - Restricted Funds | | 1,952,605 | 1,072,308 |
| Loans Receivables | | 38,088 | 56,180 |
| Accounts Receivables | | 693,055 | 432,603 |
| Prepaid Expenses | | 84,522 | 67,414 |
| Investments | | 10,398 | 14,286 |
| Deposits | | 14,942 | 13,942 |
| Other Assets - Restricted Funds | | 91,960 | 79,665 |
| Building - (Depreciated Value) | | 2,970,630 | 3,025,399 |
| Furniture & Equipment (Depreciated Value) | | 248,947 | 268,017 |
| Cash Surrender Value - Life Insurance | | 25,917 | 22,807 |
| | | <u>\$6,509,980</u> | <u>\$5,311,900</u> |

Liabilities and Fund Balances

Liabilities:

| | | |
|----------------------------------|------------------|------------------|
| Accounts Payable | 79,633 | 119,349 |
| Cash Held in Escrow | 222,627 | 454,603 |
| Loan Payable | 78,944 | 124,691 |
| Loans Payable - Restricted Funds | 134,298 | 138,000 |
| Notes Payable | 15,698 | - |
| Mortgage Payable | <u>794,761</u> | <u>839,815</u> |
| | <u>1,325,961</u> | <u>1,676,458</u> |

Fund Balances

| | | |
|-------------------------|------------------|------------------|
| General Fund | 848,936 | 167,868 |
| Restricted Funds | 1,910,267 | 1,013,973 |
| Permanent Property Fund | <u>2,424,816</u> | <u>2,453,601</u> |
| | <u>5,184,019</u> | <u>3,635,442</u> |

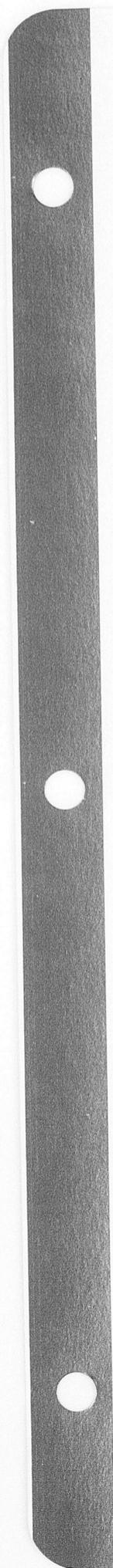
| | | |
|-------------------------------------|--------------------|--------------------|
| TOTAL LIABILITIES AND FUND BALANCES | <u>\$6,509,980</u> | <u>\$5,311,900</u> |
|-------------------------------------|--------------------|--------------------|

4.
(Unaudited)

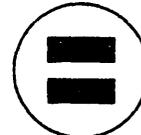
NATIONAL URBAN LEAGUE, INC.
SCHEDULE OF CASH BALANCES
At March 31, 1980
TABLE IV

| | |
|--|------------------|
| General Fund - Operating | 72,855 |
| General Fund - Other | 306,061 |
| Reserve Fund | 9,824 |
| Investment Fund | 17,146 |
| Unexpendable Reserve | 547,225 |
| Harriet Granger Student Loan Fund | 647 |
| Affiliate Development In North Carolina (a) | 14,746 |
| Black Executive Exchange Program - X (a) | (13,328) |
| Dolph Holmes Education Fund (a) | 8,325 |
| Economic Research Project II (a) | 18,962 |
| Education and Development of Affiliate Officers and Board Members III (a) | 115,298 |
| Education Specialists Manual (a) | 15,518 |
| Gallery 62 - II (a) | 4,345 |
| George Edmund Haynes Fellowship Program (a) | 110,124 |
| Household Employment III (a) | (3,267) |
| IBM Special (a) | 46,965 |
| Labor Affairs VIII (a) | 3,295 |
| Leadership Development Program (a) | 140,190 |
| National Black Community Survey (a) | 10,613 |
| National Survey of Black Households (a) | 84,930 |
| Neighborhood Counseling Development (a) | - |
| Tri-State Minority Faculty Employment Opportunity (a) | 64,668 |
| Western Regional New Thrust (a) | 686 |
| Adoption Resource and Advocacy Center | (9,491) |
| Assessment of Research on Minorities and the Administration of Justice | 76,349 |
| Cooperative Energy Education Project | 27,331 |
| Criminal Justice Assistance and Evaluation Project | (15) |
| Disabled Veterans Employment Project II | 130,165 |
| Economic Development Technical Assistance Project | (2,608) |
| ED&E/Office of Program Development and Training IV | 97,424 |
| Enhancing Citizen Community Participation | 39,392 |
| Faculty Career and Curriculum Development V | (28,774) |
| Housing Counseling Materials Development | (13,700) |
| Housing Counseling Training Program | (2,657) |
| HUD Minority Researchers Project | (5,626) |
| Management Training Program for Minority Correctional Managers & Supv. III | (13,374) |
| Minority Business Opportunity - X | 15,734 |
| Mortgage Assignment Counseling Training Program | (24,481) |
| National LEAP X | 52,427 |
| National Survey of Employers Attitudes and Practices Toward Youth | 74,166 |
| New York State Balance of State Conference | (75) |
| Northeast Corridor Minority Employment Project II | (76,096) |
| NUL Child Abuse Resource Center II | (82,971) |
| Police Use of Deadly Force | (27,751) |
| Private vs Public Sector Jobs for Youth | 161,145 |
| Project DARE (USAR) | (59,868) |
| Seniors In Community Service II | 369,398 |
| Study of School Suspension | (3,204) |
| Summer Occupational Awareness Program | 68,308 |
| Teenage Pregnancy Project | (14,296) |
| Urban Noise Counselor Program | (6,404) |
| Youth Career Development Project | 15,245 |
| TOTALS | <u>2,331,521</u> |

| <u>ANALYSIS OF CASH BALANCES</u> | <u>TOTAL</u> | <u>GENERAL</u> | <u>RESTRICTED</u> |
|----------------------------------|------------------|----------------|-------------------|
| Checking Accounts | 1,238,022 | 101,956 | 1,136,066 |
| Savings Accounts | 24,469 | 24,469 | - |
| Petty Cash and Workers Funds | 17,713 | 17,713 | - |
| Certificate of Deposits | <u>1,051,317</u> | <u>234,778</u> | <u>816,539</u> |
| TOTALS | <u>2,331,521</u> | <u>378,916</u> | <u>1,952,605</u> |



3



National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N Y 10021
Telephone (212) 644-6500

May 14, 1980

MEMORANDUM

TO: THE NATIONAL URBAN LEAGUE
BOARD OF TRUSTEES

FROM: Clarence N. Wood, Vice President *CW*
Field Operations

IN RE: REGIONAL ASSEMBLIES

The Commission on the National Urban League Delegate Assembly recommended:

- "4. that there shall be Regional Assemblies established in each of the four National Urban League Regions, after certification of Delegates and before the Annual Conference, comprised of Delegate Members, Alternate Delegate Members, Members-at-Large, National Urban League Trustees in the region; a representative of the Council of Urban League Presidents, the Council of Urban League Guilds, and the Urban League Alumni Association, respectively, in the Region. Executive Directors will be expected to participate as resource persons. Each Regional Assembly will be serviced by the appropriate Regional Office, and shall have a Regional Convener elected by the Delegates, and a secretary, with regional staff assuming the responsibility of secretarial work, distribution of materials, and related tasks, as part of the on-going services to affiliates. The business of each

May 14, 1980
EXECUTIVE COMMITTEE MEMBERS
OF THE NATIONAL URBAN LEAGUE
BOARD OF TRUSTEES
Page (2)

Regional Assembly would be determined by the concerns of the affiliates in each region. The only mandatory item on the regional agenda would be the nomination of a Trustee for the National Urban League Board of Trustees.

- "5. That each region shall be responsible for a nominee to the National Urban League Board of Trustees, to serve a one-year term.

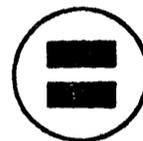
This year, Executive Directors and Board Members have been involved in special training seminars prior to the one day set aside for the Regional Assembly. The Board Members Training Seminar provided an examination of the roles and responsibilities of Members relative to affiliate management, personnel, and fiscal matters. The Executive Directors Training Seminar allowed the participants to examine one of NUL's 1979 priority issues - Energy.

We believe that these experiences have enhanced opportunities for discussion of issues and concerns of each region as well as of regional priorities. The Saturday meeting accomplished the goals as recommended in the Commission Report -- Presentation of affiliate priorities and nomination of a Regional Trustee.

Attached is an agenda of the three (3) major activities held during each Regional Assembly, i.e., Board Members Training, Executive Directors Training, and the Delegate Assembly Meeting.

In addition, we have asked that Affiliate Boards, Guilds and staff accept May as the month for annual regional conferences. This will allow us to minimize costs resultant from the multiple Urban League meetings usually held in the Spring.

CNW/jo



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The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 644-6500

COOPERATIVE ENERGY EDUCATION PROJECT

ENERGY TRAINING SESSION

APRIL 9 - 11, 1980

Los Angeles Hilton
930 Wilshire Boulevard
Los Angeles, California 90012

A G E N D A

WEDNESDAY, APRIL 9, 1980

8:30 A.M.

Continental Breakfast

9:00 A.M.

Welcome and Opening Remarks

- John Mack, President
Los Angeles Urban League
Los Angeles, California

Introduction to NUL Energy and Urban Environment Program and
NUL Involvement in Energy

- Paul Danels, Program Associate
Energy and Urban Environment Division
National Urban League, Inc.

Cooperative Energy Education Project

- James Fortune, Jr., Project Director
National Urban League, Inc.

COOPERATIVE ENERGY EDUCATION PROJECT
ENERGY TRAINING SESSION - AGENDA
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9:30 A.M. Introduction by Participants

A brief description of affiliate energy-related work or programs, if any; personal or professional interest in energy; and what each participant desires to get out of the sessions.

- Each Participant -

ENERGY: AN INTRODUCTION

10:00 A.M. Energy Basics

- Lecturer: Robert Bates, Lobbyist
Mobil Oil Company
Washington, D.C.

THE ENERGY PROBLEM

10:30 A.M. The Energy Problem: An Economic and Political Overview

- Lecturer: Dr. Ernest Wilson, Professor
Political Science Department
University of Pennsylvania
Philadelphia, Pennsylvania

11:30 A.M. Question and Answer Session

12:00 P.M. LUNCH

ENERGY POLICY AND EQUITY: MINORITY PERSPECTIVE

12:45 P.M. Energy Policy and Its Impact On Minorities: An Overview

- Lecturer: Dr. Lenneal Henderson, Professor
School of Business & Public Administration
Howard University
Washington, D.C.

COOPERATIVE ENERGY EDUCATION PROJECT
ENERGY TRAINING SESSION - AGENDA
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WORKSHOPS ON ENERGY POLICY

1:15 P.M.

Federal Energy Programs

- Presentors: Marrel Foushee, Program Analyst
Program Planning and Analysis Division
Office of Intergovernmental Affairs
U.S. Department of Energy
Washington, D.C.

Gloria Cousar, Director
Office of Neighborhoods Voluntary
Association and Consumer Protection
U.S. Department of Housing & Urban
Development
Washington, D.C.

E. Franklin, Program Specialist
Community Services Administration
San Francisco, California

- Discussion

2:15 P.M.

Decontrol and the Windfall Profits Tax

- Presenter: James Caldwell, Attorney
Tax Department
Standard Oil of Indiana
Chicago, Illinois

- Discussion

3:15 P.M.

B R E A K

3:30 P.M.

Conventional versus Renewable Energy Sources: A Debate

- Debators: Michele Tingling, Environmentalist
Urban Environment Conference
Washington, D.C.

Robert Bates, Lobbyist
Mobil Oil Company
Washington, D.C.

- Discussion

COOPERATIVE ENERGY EDUCATION PROJECT
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4:30 P.M. Energy Conservation and Alternative Energy Sources for Low
Income Communities

- Presentors: Jeff Knight
Conversation Director
Friends of the Earth Foundation
San Francisco, California

Edwin King
Solar Project Consultant
Pasadena Community Art Center
Pasadena, California

- Discussion

5:30 P.M. CLOSING REMARKS

.....

THURSDAY, APRIL 10, 1980

8:30 A.M. Continental Breakfast

REGIONAL ENERGY POLICY, PROGRAMS AND EQUITY: MINORITY PERSPECTIVE

9:00 A.M. Regional Energy Issues and Programs: Impact On Minorities

- Lecturer: Greg Cook, External Affairs Officer
Region IX
Department of Energy
Los Angeles, California

WORKSHOPS

9:30 A.M. Utility Rate Structure and Reform

- Presenter: Leonard M. Grimes, Jr., Commissioner
California Public Utility Commission
San Francisco, California

- Discussion

COOPERATIVE ENERGY EDUCATION PROJECT
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10:30 A.M. Potential for Renewable Energy Sources

- Presenter: Joy A. Curtis
Energy Systems Consultant
Inglewood, California

- Discussion

11:30 A.M. Solar Energy and Employment

- Presentors: Joel Yuden
Mid-Peninsula Conversion Project
Mountain View, California

Edwin King
Solar Project Consultant
Pasadena, California

- Discussion

12:30 P.M. LUNCH

WORKSHOPS

1:15 P.M. Energy and the Minority Entrepreneur

- Presenter: L.V. Miranda, Director
Minority Business Division
Office of Small Disadvantaged Business
Utilization
U.S. Department of Energy
Washington, D.C.

- Discussion

FILM: "DOING BUSINESS WITH D.O.E."

2:15 P.M. Community Energy Conservation Programs

- Presentors: John Geesman, Executive Director
California Energy Commission
Sacramento, California

Susan Fox, Energy Coordinator
Watts Labor Community Action Committee
Los Angeles, California

- Discussion

COOPERATIVE ENERGY EDUCATION PROJECT
ENERGY TRAINING SESSION - AGENDA
APRIL 9-11, 1980
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3:15 P.M. Low Income Energy Assistance Programs and Emergency Assistance Programs

- Presentors: E. Franklin, Program Specialist
Community Services Administration
San Francisco, California

Marnie Schreiber, Energy Specialist
Community Services Administration
San Francisco, California

- Discussion

4:15 P.M. SLIDE SHOW: "DARKNESS: THE ENERGY ALTERNATIVE"

4:30 P.M. Existing Affiliate Energy Programs

- Presenter: Henry A. Talbert, Director
Western Regional Office
National Urban League, Inc.
Los Angeles, California

- Discussion

5:30 P.M. CLOSING REMARKS

.....

FRIDAY, APRIL 11, 1980

8:30 A.M. Continental Breakfast

PROGRAMMATIC INVOLVEMENT

9:00 A.M. An Energy Site Visit: Illustrations of Alternative Energy Sources

- Site: Jet Propulsion Laboratory
California Tech
Pasadena, California

COOPERATIVE ENERGY EDUCATION PROJECT
ENERGY TRAINING SESSION - AGENDA
APRIL 9-11, 1980
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12:30 P.M. LUNCH

1:30 P.M. Wrap-Up Session: Ideas and Suggestions for Energy Project Development

- Presenter: Joy A. Curtis
Energy Systems Consultant
Inglewood, California

- Discussion

3:00 P.M. BREAK

3:15 P.M. Energy Training Session Evaluation

4:00 P.M. CLOSING REMARKS

.....

PROGRAM FOR THE EDUCATION AND DEVELOPMENT
OF
URBAN LEAGUE AFFILIATE BOARD MEMBERS

*This program is designed to allow for maximum *
*participation and discussion on the role and *
*responsibility of volunteers. Throughout this *
*Seminar, we would hope that you will feel free *
*to exchange your ideas and experiences. *

THEME: MANAGING YOUR URBAN LEAGUE

FRIDAY - April 11th

8:00 - 9:00 Registration

9:00 - 9:15 Greetings

Linda Moore Smith
Deputy Director
Management Training &
Development Center, NUL

Henry A. Talbert
Director
Western Regional Office,
NUL

Joe Westbrook
President
Council of Urban League
Presidents

Richard Andrews
Western Regional
Vice President
Council of Urban League
Presidents

9:15 - 10:30 The Effective Management
of an Urban League Affiliate

Administrative Structure

Board Responsibilities:

Organizational Continuity

Linda Moore Smith

| | | |
|---------------|--|--|
| | Funding | |
| | Policy Determination | |
| | Planning | |
| | Public Relations | |
| | Assessment: Agency & Personnel | |
| 10:30 - 10:45 | Coffee Break | |
| 10:45 - 12:30 | Committees: | Linda Moore Smith |
| | Standing Committees | |
| | Program/Project Committees | |
| | Task Forces | |
| | Board/Staff Relations | |
| 12:30 - 2:00 | Group Luncheon | |
| | Western Regional Office Presents... | Henry A. Talbert |
| 2:00 - 3:30 | Fiscal Accountability: The Health of Your Urban League: | Vince N. Austin Deputy Director Office of Program Development & Training, NUL |
| | Fiduciary Responsibility | |
| | Roles of the Treasurer & the Finance Committee | |
| | Fiscal Controls | |
| | Insurance Coverage | |
| | Special Contracts | |
| | Annual Reporting Requirements | |
| 3:30 - 3:45 | Break | |
| 3:45 - 5:30 | Managing Your Affiliate's Personnel: | Elizabeth Fitter Former NUL Trustee Personnel Director University Hospital Boston University Medical Center |
| | Personnel Policies/Manual | |

Wage & Salary Administration

Employee Benefits

Grievance Procedures

Documentation

5:30 - 6:00 Wrap Up & Adjournment

**SOUTHERN REGIONAL DELEGATE ASSEMBLY
PASCHAL'S MOTOR HOTEL
ATLANTA, GEORGIA**

April 26, 1980

A G E N D A

CALL TO ORDER

**Robert Moultrie, President
West Palm Beach County Urban League
Vice President of the Council of Presidents
and Regional Convenor of Delegate Assembly**

AFFILIATE ROLL CALL

**Mayme Jackson, Alternate Delegate
Urban League of Greater Oklahoma City
and Secretary of Regional Delegate Assembly**

COUNCIL OF PRESIDENTS PERSPECTIVE ON THE REGIONAL DELEGATE ASSEMBLY

**Dr. Joseph Westbrook, Board Member
Memphis Urban League and President
Council of Presidents**

RESPONSE TO DR. WESTBROOK

**Clarence N. Wood, Vice President
Field Operations, National Urban League**

REPORT FROM THE REGIONAL TRUSTEE

**Judge Andrew Jefferson, Board Member
Houston Area Urban League and
Southern Regional Trustee to National Urban
League Board of Trustees**

ACKNOWLEDGEMENT OF THE NOMINATING COMMITTEE

Robert Moultrie

REPORT ON THE REGIONAL PRIORITIES

**Clarence E. Thomas, Director
Southern Regional Office, National Urban League**

SOUTHERN REGIONAL DELEGATE ASSEMBLY
April 26, 1980
Page Two

AGENDA

NOMINATING COMMITTEE REPORT
DISCUSSION AND VOTE ON THE PRIORITIES

Robert Moultrie

OVERVIEW OF THE REGION

Clarence E. Thomas

SELECTION OF THE SITES FOR THE 1981 AND 1982 REGIONAL DELEGATE ASSEMBLIES
AND STATEMENTS OF CONCERN

Robert Moultrie and Clarence N. Wood

ADJOURNMENT

* * * * *



A Report to the Board of Trustees
Plans for the 1980 Annual Conference
of the National Urban League

In keeping with the historic theme of the 1980 Annual Conference, "1910-1980: 70 Years in Service to People", the following persons are invited to attend as guests of the National Urban League:

- (1) Mrs. George Edmund Haynes and Mrs. Whitney M. Young, both widows of past NUL Executive Directors.
- (2) All Past Presidents of the Board of Trustees.
- (3) All retired employees of the NUL.

Invitations to these persons especially requests their presence at the Sunday morning commemorative service, the Keynote session and at the conference dinner.

All of the selected participants for the 1980 plenary sessions and workshops have been invited. Following is a program summary showing the invited plenary and luncheon speakers:

SUNDAY

9:00 a.m.

A special service commemorating the founding of the National Urban League will be held at Harlem's historic Abyssinian Baptist Church. The Reverend Dr. Samuel Proctor, Senior Pastor, will conduct the service. Buses will be provided between the Hilton Hotel and the church.

12:30 p.m.

The Council of Urban League Guilds Luncheon.
Congresswoman Shirley Chisholm is the speaker.

8:00 p.m.

The Keynote session

Mayor Koch and Congressman Rangel are invited to bring greetings prior to the keynote address by Vernon Jordan. The Harlem Boy's Choir will entertain.

MONDAY

9:00 a.m. Plenary

President Carter is invited to address the conference. Governor Carey is invited to bring greetings from the State of New York.

12:00 noon

Federal Resources Luncheon

Emmett J. Rice, Member, Board of Governors, Federal Reserve System, is the invited speaker.

2:30 p.m. Plenary

Senator Edward Kennedy and Congressman John Anderson, are invited to address the conference at this session. The invitations stipulate that they will not occupy the platform at the same time.

7:00 p.m.

International Session

Donald F. McHenry, The United States Ambassador to the United Nations, is the speaker.

TUESDAY

9:00 a.m. Plenary

The Republican Presidential nominee is the invited speaker. Bill Brock, Chairman of the Republican National Committee, already committed the candidate to this engagement and indications are that Governor Reagan plans to accept as soon as his nomination is official.

12:00 noon

Business and Labor Luncheon

The speakers are Lane Kirkland, President, AFL-CIO, and Charles L. Brown, Chairman AT&T.

2:30 p.m. Plenary

The invited speakers are Senator Daniel P. Moynihan and Senator Jacob K. Javits. The topic is "Welfare Reform".

8:00 p.m. Political Forum

Prominent Democrats and Republicans will discuss issues of special importance to blacks and other minorities in this election year. Those invited are:

Moderator: Dr. Charles B. Hamilton
Professor of Political Science
Columbia University

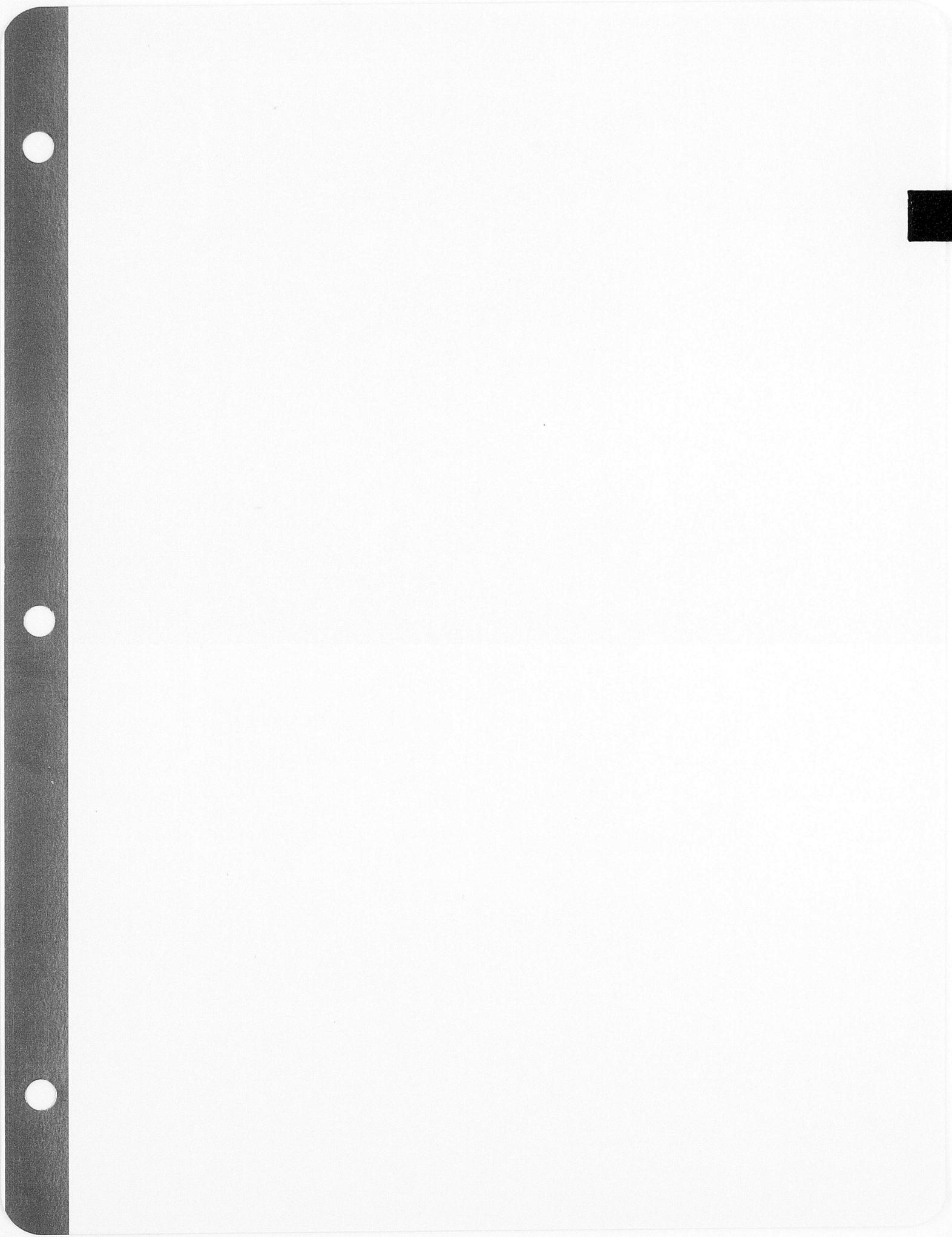
Participants: Democrats
Charles Rangel - Congressman from New York
Bill Bradley - Senator from New Jersey
Richard Arrington - Mayor of Birmingham, Alabama

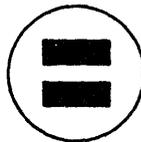
Republicans
Melvin Evans - Former Governor of the U.S. Virgin Islands
Edward Brooke - Former Senator from Massachusetts
Howard Baker - Senator from Tennessee

WEDNESDAY

9:00 a.m. Plenary

The speaker is Shirley M. Hufstedler, Secretary of Education.





National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N Y 10021
Telephone (212) 644-6500

M E M O R A N D U M

DATE: May 14, 1980
TO: NUL BOARD OF TRUSTEES
FROM: Clarence N. Wood, Vice President, Field Operations *CW*
RE: AFFILIATION - MOBILE, ALABAMA

The Mobile Alabama Urban League Sponsoring Committee has requested affiliation with the National Urban League as the 117 affiliate.

The Committee has, over the past two years, been working toward fulfilling the minimum requirements for affiliation. NUL's Southern Regional Director and the Vice President for Field Operations have carefully reviewed and evaluated the Sponsoring Committee's application for affiliation. Based on the results, the Office of Field Operations, through the Board of Trustees Field Operations Committee, hereby recommends affiliation.

Please find enclosed letters and other information, which support the request for Mobile's affiliation as NUL's 117th affiliate.

/dg
Encls:

MINIMUM REQUIREMENTS FOR AFFILIATION

The minimum requirements for affiliation with the National Urban League are as follows:

- a) Study justifying the need for an Urban League affiliate
- b) Organization of a Board of Directors for which the new affiliate, 25% of the members of which shall be 30 years of age and under
- c) Evidence of broad community support, either in the form of a membership of 200 or more persons and funds sufficient to meet all operational costs of the agency for the first year.
- d) Adoption of affiliate bylaws
- e) Budget data (including projected United Way support)
- f) Check for \$500
- g) IRS Exemption Letter or statement that it has been applied for
- h) Affiliation agreement, 3 copies, signed by:
 - Affiliate Board President
 - Affiliate Board Secretary
 - Affiliate Executive Director
(if one has been hired)
 - NUL Executive Director
 - NUL Regional Director
 - NUL Board President
 - NUL Board Secretary

Sponsoring Committee

Mobile County Urban League, Inc.

Post Office Box 696

Mobile, Alabama 36601

"Our Aim: Equal Opportunity"

January 9, 1980

Mr. Vernon E. Jordon
President/Executive Director
National Urban League, Inc.
500 E. 62nd Street
New York, New York 10021

Dear Mr. Jordon,

We, the members of the Sponsoring Committee for the Mobile County Urban League, Inc. have been working diligently to meet the requirements for affiliation set forth by the National Urban League. We now feel that we have met the minimum requirements and are willing to abide by the rules and regulations of the National Office. We, therefore, submit to you for review our packet of affiliation.

Enclosed please find our socio-economic study, letters of support and pledges, list of contributors and 200 members from a membership roster of 600, by-laws, budget data, United Fund letter of acceptance, tax exemption letter and terms of affiliation agreement.

In addition, we are in the process of identifying a 39 member board of directors including 25% of which will be 30 years of age and under; and have completed a personnel manual, using the suggested model of the National Urban League.

Thank you for your consideration.

Sincerely,

Patricia Washington

Patricia Washington, President
Sponsoring Committee
Mobile County Urban League, Inc.

SOCIO-ECONOMIC STUDY
Justifying the Need for an Urban League Affiliate
in Mobile County

The Sponsoring Committee for the Mobile County Urban League commissioned its staff along with Dr. Marc Matre, Director of the Sociology/Anthropology Department of the University of South Alabama and Bro. Robert Levesque, S.S.J., Director of Youth Activities of the Most Pure Heart of Mary Church and School to direct an assessment of the social and economic situation of Mobile and its surrounding communities. On July 20, 1979 this socio-economic study was submitted to the Sponsoring Committee for the Mobile County Urban League.

Sponsoring Committee

APR 0 6 1980

Mobile County Urban League, Inc.

t Office Box 696

Mobile, Alabama 36601

April 2, 1980

"Our Aim: Equal Opportunity"

Mr. Vernon E. Jordan
Executive Director
National Urban League
500 East 62nd Street
New York, New York 10021

Dear Mr. Jordan:

As President of the Sponsoring Committee for the Mobile County Urban League, I wish to acknowledge appreciation for all the assistance that has been given us by Mr. Crooks and Mr. Thomas of the Southern Regional Office during our initial stages of development. To the best of our knowledge we have completed all minimum requirements for affiliation and our packet has been submitted to the National Urban League for processing.

During our fund raising efforts we stressed to Mobilians the need to raise an operational budget for one year and to complete all minimum requirements prior to applying for affiliation to the National Urban League. It was also stressed that we must meet all requirements prior to developing an organizational structure that would allow us to implement needed programs for the poor and disadvantaged in our community.

The time is approaching for our Annual Meeting at which time we are looking forward to electing officers, appointing Board Members and presenting our 1980-1981 Agenda. Due to the time table involved the latter two items will have to be tabled, if affiliation is not acquired by the projected May meeting. Affiliation will reflect the end results of hard work and dedication of many, as well as provide solidarity needed to gain new and continued support.

Given the complexity of a large corporation such as the Urban League, any insight you can give us on our affiliation status would be appreciated.

Thank you,

Pat Washington, President
Mobile Sponsoring Committee

PW/bh

cc: Mr. Clarence Thomas, Executive Director
Southern Regional Office

Mr. Clarence Woods, Vice-President
Field Operations



**United
Fund
of Mobile
County, Inc.**

218 St. Francis Street
P. O. Drawer 89
Mobile, Alabama 36601
Phone 205-433-3624

Officers:

William J. Gehlen
Chairman

Ken L. Lott
President

William J. Hearin
First Vice President

Donald Smith
Second Vice President

Earl Roberson
Secretary

N. Q. Adams
Treasurer

Members of the Board:

R. H. Allen

C. A. Belcolore

Donald G. Bigler

Col. Charlie L. Blalock

E. C. Bramlett

James S. Crow

Dudley E. Dawson

O. H. Delchamps, Jr.

Joe G. Gottstine

Witt E. Johnson

H. M. Henson

J. Lott

S. Lyons

Dr. Peter Mannsfeld

Paul F. Marsden

E. S. Martin

Mrs. H. Taylor Morrisette

W. O. Mazingo

Dr. Roland J. Pelt

C. M. A. Rogers, III

Carl Rawls

E. Frank Schmidt

Bishop William M. Smith

Arthur Tonsmeire, Jr.

Gus B. Thames

Dr. William K. Weaver

Ralph E. Whitson

Dr. A. A. Wood

Ex-Officio:

William L. McDonough

Immediate Past
Board Chairman

William P. Harvey

Current Campaign Chairman

Charles M. Nicholson

President, Community Chest
and Council

Executive Director

Darrel L. Miller

Associate Executive Director

Harvey A. Yarbrough

July 3, 1979

Mrs. Pat Washington
President
Mobile County Urban League, Inc.
51 N. Broad Street
Mobile, Alabama 36603

Dear Mrs. Washington:

This is to confirm to you that the Board of Trustees approved the request of the Mobile County Urban League to become a participating agency in the United Fund. It is important that we meet with representatives from your Board of Directors sometime during the month of July to discuss in detail the various policies of the United Fund, the reporting and accounting forms and procedures, as well as other items of mutual concern.

The Mobile County Urban League will be listed in this fall's campaign literature and your agency will begin to receive funds in January, 1980. As we stated before, the annual budgeting and allocation determination will not be done until November and early December. This is after our campaign is complete and we know how much money the community has made available for the 1980 allocations.

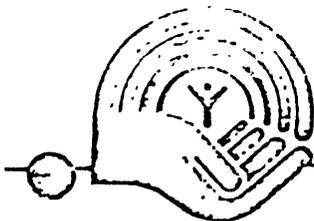
In the meantime, let me urge you, your other Board members and your members to help in the campaign and to urge them to support our one campaign for the Mobile County Urban League and the 44 other participating agencies.

Sincerely,

Darrel L. Miller
Executive Director

DLM/cl

Copies to: William J. Gehlen, Chairman
U. F. Board of Trustees
Ken L. Lott
O. H. Delchamps, Jr.
James M. Hirs



Community Chest & Council of Mobile County, Inc

218 St. Francis Street

Post Office Drawer 89, Mobile, Alabama 36601

205/433

December 19, 1979

OFFICERS:

Charles Nicholson
President
Carl E. Jones, Jr.
First Vice President
Mrs. James C. Bledsoe
Second Vice President
Ms. Yvonne Kennedy
Secretary
John S. Parker
Treasurer

Ms. Pat Washington
President
Mobile County Urban League
Rt. #10 - Box 10-A
Mobile, Alabama 36609

Dear Ms. Washington:

This year for the first time, the Budget Committee directed its attention to only the operating budget of each agency. Any requests of a capital nature were removed from the proposed budgets and directed to the United Fund for consideration.

In reaching a decision on the 1980 allocations, the Budget Committee attempted to be fair and helpful to each agency but at the same time, we have also tried to direct our attention to the needs of the community as a whole.

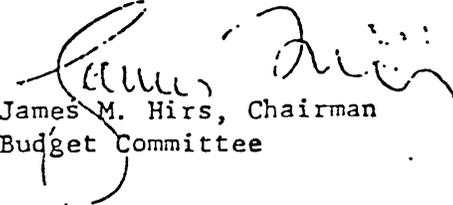
All increases requested by the agencies could not be granted since the increases greatly exceeded the amount the community made available through the 1979 campaign.

An allocation of up to \$15,000.00, the amount requested by your agency, has been authorized by the Community Chest Board of Directors and the United Fund Board of Trustees for your operating expenses for the 1980 calendar year.

Your agency will be expected to operate within the balanced budget presented to the Budget Committee.

If there is any additional information you would like to have, don't hesitate to call me at 694-3211 or Darrel Miller at the United Fund office.

Sincerely,


James M. Hirs, Chairman
Budget Committee

MEMBERS OF THE BOARD:

Mrs. Marion S. Adams
Mrs. James C. Bledsoe
Wiley M. Buller
Edward H. Carroll
Owen G. Davis
J. H. Friend, Jr.
Msgr. William B. Friend
Dr. Abe L. Hammons
J. Walter Hayes
Harry D. Henson
James M. Hirs
Lyman F. Holland, Jr.
Martin J. Johnson
Carl E. Jones, Jr.
Keen Franklin
William E. Lassiter
Ms. Yvonne Kennedy
Mrs. C. T. McKinnis
Lawrence McKinney
Mrs. John M. Morrisette
Dr. Donald C. Mosley
Charles Nicholson
Howard M. Nobles
John S. Parker
Rev. M. F. Robinson
The Rev. Bry Shields
Charles E. Story
Mrs. Arthur Tonsmeire, Jr.
Ms. Erin Wheeler
Luis Williams

EX OFFICIO:

Alfred K. Seibt
mediate Past President
William J. Gehlen
Chairman United Fund
Board of Trustees

**CHAIRMAN BUDGET
COMMITTEE:**

James M. Hirs

EXECUTIVE DIRECTOR

Del L. Miller

PLANNING DIRECTOR:

Paul R. Chorney

JMH/jb

cc: Ms. Betty Leslie, Executive Director
Members of the Budget Committee

EVIDENCE OF BROAD COMMUNITY SUPPORT

Broad Community Support is evidenced by letters of Support from key entities and individuals in Mobile, County; by financial support from local businesses and organizations; and by a minimum of 200 members on the membership roster for 1979.

I. Letters of Support and Pledges:

- Darrel L. Miller, Executive Director of United Fund of Mobile
- James H. Hirs, Chairman, Budget Committee of Community Chest & Council of Mobile
- Mayor Gary Greenough, City of Mobile
- Mayor A. J. Cooper, City of Prichard
- J. G. Gottstine, Production Manager, Union Carbide Corporation
- Clarence C. Keller, Senior Vice President, Merchants National Bank of Mobile
- F. P. McGrath, Manager Employee Relations, Shell Chemical Company
- W. H. Reimers, Senior Vice President, First National Bank of Mobile
- H. Leroy Davis, Executive Vice President, Gulf Federal Savings & Loan Association
- Wes Diamond, Production Manager, WKRQ- TV
- Sydney G. Raine, Director, CETA
- Mrs. Lillian P. Willis, Chairperson, Delta Theta Zeta Sorority
- Earl Roberson, President, Carver State Technical College
- John Juzang and Keith Safford, Owners, Reflection Ltd. Clothing Store
- Waverly Hill, President, Waverly Advertising, Inc.
- Moncena S. Lovett, Senior Merchandise Manager, J. C. Penny Company
- J. Dixon, Secretary, Organizing Friends of Urban League (Earlier Sponsoring Group)
- Marshall Hunt, Jr., Sales Representative, Grady Buick Company
- Marion Young, Manager, Atlanta Life Insurance Company
- Jacqueline Shelton, Member, Mobile County Urban League
- Malvina Holloway, Alpha Kappa Alpha Sorority, Inc.

MOBILE COUNTY URBAN LEAGUE, INC.
 FISCAL YEAR 1980 BUDGET
 JANUARY 1, 1980 - DECEMBER 31, 1980

EXPENSES

SALARIES

| | | |
|---------------------------|--------------|----------|
| Acting Executive Director | \$15,000 | |
| Secretary | <u>7,000</u> | \$22,000 |

FRINGE BENEFITS

| | | |
|--|--|-------|
| Includes FICA, Medical, Insurance Benefits @ 18% | | 3,960 |
|--|--|-------|

RENT

| | | |
|-------------------------------|--|-------|
| \$200 per month for 12 months | | 2,400 |
|-------------------------------|--|-------|

UTILITIES

| | | |
|---|--|-----|
| Includes electricity and water @ \$55 per month | | 660 |
|---|--|-----|

OTHER OCCUPANCY EXPENSE

| | | |
|--------------------------------|--|----|
| Miscellaneous items for office | | 50 |
|--------------------------------|--|----|

FURNITURE & EQUIPMENT

| | | |
|----------------------------|--|-----|
| Desk (4) - donated | | |
| Chairs (10) - donated | | |
| Table - replacement | | |
| Copier - donated | | |
| File cabinets - donated | | |
| Tables-small (2) - donated | | 720 |

TRAVEL - LOCAL & REGIONAL

| | | |
|---------------------------------------|--|-------|
| 160 miles per week for 52 weeks @ 17¢ | | 1,400 |
|---------------------------------------|--|-------|

CONFERENCES & CONVENTIONS

| | | |
|----------------------------------|------------|-------|
| National Urban League Conference | 800 | |
| Regional Meetings (2) | <u>700</u> | 1,500 |

Mobile County Urban League, Inc.
Fiscal Year 1980 Budget
Page 2

POSTAGE

300 pieces of mail per month @ 15¢ 540

TELEPHONE

\$50 per month for 12 months 600

SUPPLIES

Includes stationary, envelopes, office supplies
and consumable supplies 880

DUES & MEMBERSHIPS

Miscellaneous subscriptions 150

PRINTING & PUBLICATIONS

Monthly newsletter, new brochures, and
pamphlets 3,500

SPECIAL EVENTS

Sponsorship of plays, auditorium activities,
and other events in Mobile 4,240

N.U.L. AFFILIATION DUES

500

TOTAL EXPENSES

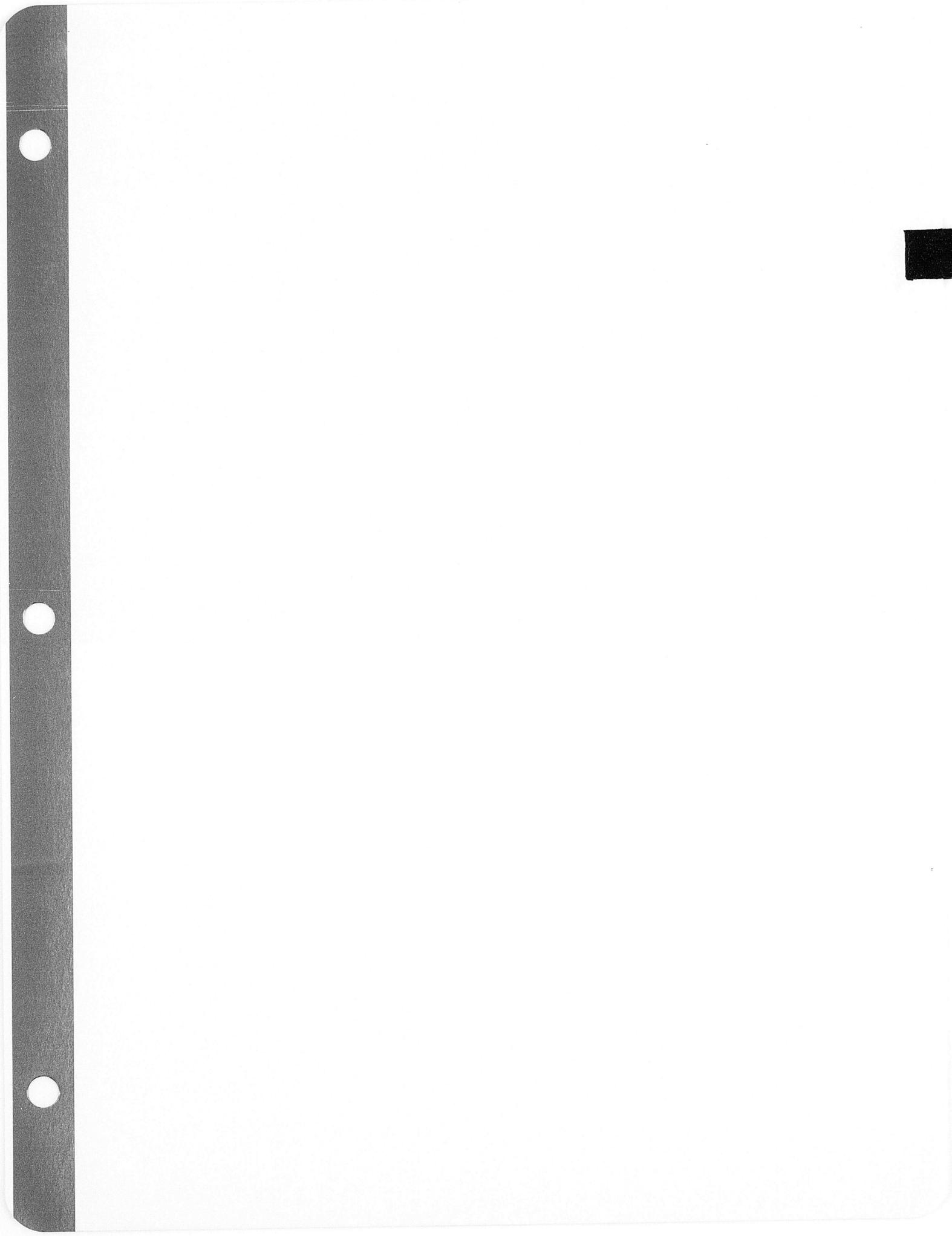
43,100

INCOME

| | | |
|-----------------------------|---------------|------------------|
| Corporate contributions | \$ 6,000 | |
| Memberships - new & renewed | 3,000 | |
| Special events | 8,000 | |
| Investment income | 500 | |
| United Fund | <u>15,000</u> | |
| TOTAL INCOME | | \$ 32,500 |

| | | |
|---------------------------|--|---------------|
| Surplus - end of 1979 | | <u>13,530</u> |
| Total resources available | | \$ 46,030 |
| Less expenses | | <u>43,100</u> |
| Surplus for 1980 | | \$ 2,930 |

| Proposed Budget for Fiscal 19 <u>80</u> By Program and Supporting Functions | GRAND TOTAL (1+2) | TOTAL SUPPORTING (3+4) | SUPPORTING SERVICES | |
|--|-------------------------|------------------------------|-------------------------|-----------------|
| | | | Management & General | Fund Raising |
| | 1 | 2 | 3 | 4 |
| UNRESTRICTED INCOME (4000-6900) | | | | |
| 4000 Contributions | \$ 6,000 | \$ 3,000 | \$ 2,500 | \$ 500 |
| 4200 Special Events | 8,000 | 5,240 | 1,000 | 4,240 |
| 4300 Legacies & Bequests | | | | |
| 4600 Contributions by Associated Organizations | | | | |
| 4700 Other United Funds | | | | |
| 5000 Fees & Grants from Government Agencies | | | | |
| 6000 Membership Dues | 3,000 | 500 | 500 | |
| 6200 Program Service Fees | | | | |
| 6400 Sales to the Public | | | | |
| 6500 Investment Income | 500 | 500 | 500 | |
| 6900 (Other) | | | | |
| Balance as of January 1 | 9,640 | 5,640 | 4,640 | 1,000 |
| Total (4000 through 6900 plus bal. Jan. 1) | \$ 27,140 | \$ 14,880 | \$ 9,140 | \$ 5,740 |
| UNRESTRICTED EXPENSES (7000-9999) | | | | |
| 7000 Salaries | \$ 15,000 | \$ 4,000 | \$ 3,000 | \$ 1,000 |
| 7100 Employee Benefits | 840 | 226 | 170 | 56 |
| 7200 Payroll Taxes, etc. | 1,800 | 484 | 363 | 121 |
| 8000 Professional Fees | | | | |
| 8100 Supplies | 880 | 500 | 300 | 200 |
| 8200 Telephone | 600 | 300 | 200 | 100 |
| 8300 Postage and Shipping | 540 | 340 | 100 | 240 |
| 8400 Occupancy | | | | |
| Rent of Space | 2,500 | 1,038 | 828 | 210 |
| Utilities | 660 | 275 | 220 | 55 |
| Care of Bldg. & Grnds. | | | | |
| Mortgage Payments | | | | |
| Property Ins. & Taxes | | | | |
| Other Occupancy Exps. | 50 | 50 | 50 | |
| 8500 Rental and Maintenance of Equipment | 720 | 400 | 300 | 100 |
| 8600 Printing and Publications | 3,500 | 2,000 | 500 | 1,500 |
| 8700 Travel | 1,400 | 1,000 | 500 | 500 |
| 8800 Conferences, Conventions & Meetings | 1,500 | 1,500 | 1,500 | |
| 8900 Specific Assistance to Individuals | | | | |
| 9000 Membership Dues | 150 | 150 | 150 | |
| 9100 Awards and Grants | | | | |
| 9200 Equipment Acquisition | | | | |
| 9400 (Other) Special Events | 4,240 | 4,240 | | 4,240 |
| TOTAL Functional Expenses (7000 through 9400) | 34,380 | 16,503 | 8,181 | 8,322 |
| 9691 Payments to Affiliated Organizations | 750 | 750 | 750 | |
| 9900 Major Property & Equipment Acquisition | | | | |
| Total (7000 through 9900) | \$ 35,130 | \$ 17,253 | \$ 8,931 | \$ 8,322 |
| Excess (Deficit) (Total income minus total expenses) | (7,990) | | | |
| Allocation from The United Fund of Mobile County, Inc. | \$ 15,000 | \$ 4,000 | \$ 3,000 | \$ 1,000 |
| Bal. unrestricted funds at end of year | | | | |



NEWS

CONTACT: James D. Williams
Director
Communications Department
(212) 644-6600/6601

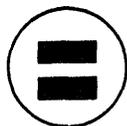
FOR IMMEDIATE RELEASE

Three women and two men, selected from more than 100 applicants, comprise the first group of recipients of the George Edmund Haynes Fellowships offered by the National Urban League through a grant from the Charles H. Revson Foundation, according to an announcement made today by Vernon E. Jordan, Jr., President of the NUL.

The year-long fellowships, named in honor of the co-founder and first executive director of the NUL, carry an annual stipend of \$20,000 and will provide the recipients with a unique opportunity to learn about the Urban League and to participate in its programs in a substantive manner on a day to day basis. The Charles H. Revson Foundation has funded the program for three years with a \$345,000 grant.

The Fellows, all of whom are under 30, will be involved in programs of service delivery and advocacy for minorities and the poor as they study under the guidance and direction of experienced Urban League staff. With the awarding of the Fellowships the NUL has revived a tradition that began shortly after its formation in 1910 and produced scores of outstanding social scientists.

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Building for Equal Opportunity
500 East 62nd Street
New York, N.Y. 10021
(212) 644-6500

"The Selection Committee faced a tremendously difficult task in the designation of the Five Fellows because of the extremely high caliber of all the applicants, indicating the tremendous pool of talent within the minority community. We are confident that each of the Fellows will make substantial contributions to the work of this agency," Ms. Ann Tanneyhill, Director of the George Edmund Haynes Fellowship Program said.

The Fellows are:

BEATRICE E. BERRY of Ann Arbor, Michigan. Ms. Berry is a native of Birmingham, Alabama, and received her undergraduate degree in sociology in 1973 from Tuskegee Institute. She was chosen by a Faculty/Student Committee at Tuskegee to attend the University of Michigan as an exchange student on a two-year full scholarship. After graduation from Tuskegee she returned to the University of Michigan in 1978 and has just received her master's degree in Social Work from that institution.

Ms. Berry worked for several years with the Ann Arbor Transportation Authority as a motor coach operator-instructor/trainer and has been employed by the County Comprehensive Employment and Training Office as a Youth Counselor Liaison and by the Ann Arbor Community Development Office as a Human Services Aide.

JEWELL D. FUNDERBURKE of Greensboro, North Carolina. Ms. Funderburke is a native of North Carolina and holds a B.S. in Social Work from North Carolina A&T State University and an M.S.W. in Social Work Administration from the University of Pittsburgh.

She is presently a Manpower Monitor for the Office of Manpower Development, City of Greensboro and for two years was a Manpower Internship Coordinator for the Manpower Research and

Training Center, N.C. A&T State University.

She has also served as a Resident Counselor for Transitional Services of Pittsburgh, a residential facility for mentally and physical disabled adults. Her volunteer community service includes the National Advisory Board of the Human Resources and Development Program for Clark College, Atlanta; and counseling and tutoring for a geriatric center in Greensboro.

KENT GORDON of New York City. Mr. Gordon is a native New Yorker and holds a B.A. in Sociology and Political Science from Bethune Cookman College, an M.A. in Human Resources and Manpower Development from the New School for Social Research, and is a candidate at Rutgers University for a doctorate degree in labor education.

Mr. Gordon has worked as a Management/Occupancy Specialist with the Regional Office of HUD; Teaching Assistant, Labor Education Center, Rutgers University; Research Consultant with Recruitment and Training Program, Inc; and as a Coordinator of Cultural and Education Programs for a PAL Center in New York. He has done volunteer service for more than ten years with the A. Philip Randolph Institute; and has done volunteer service for several years with the Workers Defense League, the Harlem YMCA and Histadrut of New York.

DAVID SALDANA of Racine, Wisconsin. Mr. Saldana is a native of Wisconsin and holds B.A. in Political Science from the University of Wisconsin.

He was born in Racine and is a member of the Racine Mexican-American (Chicano) community. He is presently Program Manager for the Seniors in Community Service Program of the Racine Urban League and has been a Youth Employment Program Summer Coordinator

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for the Racine Community Action Agency, and a Job Developer/Field Representative for the Spanish Centers of Racine, Kenosha and Walworth, Wisconsin.

For two years Mr. Saldana was a member of the Governor's Council for Spanish Speaking People, and while on the Council was Chairman of the Employment and Affirmative Action Committee for the State of Wisconsin.

Since 1977 Saldana has been Vice-Chairman of the City of Racine Affirmative Action/Human Rights Commission.

JANICE E. SMITH of Charlotte, North Carolina. Ms. Smith is a native of North Carolina and holds a B.S. in English from North Carolina A and T State University, and a M.A. in Journalism from Ohio State University.

Ms. Smith is employed by the Charlotte News as a reporter, a job she has held for the past five years. She has also been employed as a Reporting Intern for the Greensboro Daily News and the Wilmington Star-News. Ms. Smith has done volunteer work with the Charlotte-Mecklenburg Afro-American Cultural Center, with the C-M public schools, and the the Charlotte Association of Black Journalists.

All of the interns with the exception of Ms. Smith, who will be assigned to the NUL's Washington (D.C.) Operations Office, will work in the NUL's headquarters in New York City.

Members of the Selection Committee were:

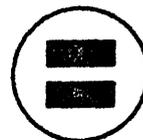
Ronald R. Davenport, Dean, Duquesne University School of Law; Dr. Carl E. Anderson, Vice President for Student Affairs, Howard University; Enid C. Baird, NUL Executive Assistant, Retired;

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Deborah Baldwin, NUL Trustee, Editor, Environmental Action Magazine; Dr. Mitchell I. Ginsberg, Dean, School of Social Work, Columbia University; Vernon E. Jordan, Jr., President, National Urban League and Dr. Walter J. Leonard, NUL Trustee, President, Fisk University.

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National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 644-6500

May 14, 1980

TO: National Urban League Board of Trustees
FROM: W. Hayne Hipp, Chairman
SUBJ: RECOMMENDED GENERAL FUND INCOME
AND EXPENSE BUDGET FOR FY 1980-81

The Budget and Administration Committee, at its April 21, 1980 meeting conducted a detailed review of the General Fund Income and Expense Budget for FY '80-81. The Committee, therefore, is prepared to recommend this budget for approval, pending appropriate staff action by the Board of Trustees at its meeting on May 21st and 22nd.

The recommended General Fund Budget, we think, is a tight budget with income projected at a level of about \$655,000 over the current budget income projection and expenses projected at \$651,000 above the current budgeted expense level.

It is important to note that the initial budget submission totaled \$7,141,436. This amount was reduced during budget hearings to the level of \$6,613,455 a reduction of \$527,981.

The proposed level of \$6,613,455 does represent an increase of \$812,684 over our '79-80 forecast for expenses. This increase is attributable to increased

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May 14, 1980
Page (2)

cost in the following areas:

| | |
|--|------------------|
| . Fifteen additional staff positions | \$301,437 |
| . FY '80-81 Salary Increments | 200,226 |
| . Increases in fringe benefits and payroll taxes | <u>148,279</u> |
| Total | <u>\$649,942</u> |

The additional increase of \$162,742 is due to inflation in the non-personnel costs. (building operations, equipment rentals and repairs, supplies, printing, etc.)

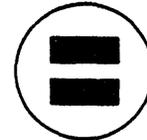
The Budget and Administration Committee again commended the staff for the tight controls being exercised during the current year which show expenditures below budget in most categories and expressed satisfaction over this year's fund raising results.

The Committee did express concern over the following:

- . Reliability of the Dues Projection
- . The indicated inflation factor of 5%
- . Salary Increments of 6%.

As a result of these concerns, the Committee recommended that staff bring to the Board of Trustee meeting a contingency plan to be put into effect should the projection of income on expenses go soft.

Again, we recommend your favorable action on the budget as presented if accompanied by an appropriate contingency plan.



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Telephone: (212) 644-6500

TO: NUL BUDGET & ADMINISTRATION COMMITTEE
NUL EXECUTIVE COMMITTEE

FROM: Lisle C. Carter, Chairman
Program Policy & Planning Committee

DATE: April 21, 1980

SUBJ: PROGRAM PLANS FOR FISCAL YEAR 1980-81

For some time the Program Policy & Planning Committee has shared the concern of the Budget & Administration Committee that budgetary decisions often have been made without adequate information as to their programmatic significance. In an effort to correct this situation, the PPP Committee, some weeks ago, scheduled an April 10th meeting at which time the nine Program-area Advisory Committees would meet concurrently in the morning and would report to an afternoon meeting of the PPP Committee.

Background materials mailed to committee members included:

1. The NUL's approved Medium-Range and Long-Range Plan for all components.
2. The Action Plans for FY 1980-81 for each Program area along with the goals and objectives from which they were developed.

Committee members were asked to review the Action Plans and reach judgments as to whether or not they are consistent with the Medium-Range and Long-Range Plans.

April 21, 1980
Page 2

The New York City transit strike and the resultant inability to provide hotel accommodations for out-of-town members made the April 10th meeting impossible. An effort to re-schedule to April 17th had to be abandoned because of poor attendance due to the short notice and prior commitments.

In order to provide the Budget & Administration Committee and the Executive Committee with our best judgment as to the programmatic plans for FY-81 a telephone canvas of committee members has been undertaken, asking each to give us his reaction to the material.

The conclusion of the majority of the committee members we were able to reach was to the effect that the Action Plans for FY-81 are consistent with the agency's Medium-Range and Long-Range Plans. While some editorial revisions were suggested, no basic changes were proposed.

It is, therefore, our recommendation that the budget, as submitted by the Executive Office, be supported by both the Budget & Administration Committee and the Executive Committee and adopted by the May 22nd meeting of the NUL Board of Trustees.

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EXECUTIVE SUMMARY

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| ORGANIZATIONAL UNIT GENERAL FUND - CONSOLIDATED |
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|--------------|------|
| SUBMITTED BY | DATE |
|--------------|------|

MAJOR GOALS AND OBJECTIVES
 List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 3,399,278 | 3,816,277 | 4,466,219 | 649,942 | 17 |
| 2. Controllable Non-Personnel Expense | 1,661,322 | 1,984,494 | 2,147,236 | 162,742 | 8 |
| 3. TOTAL Controllable Expense | 5,060,600 | 5,800,771 | 6,613,455 | 812,684 | 14 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 105 | 109 | 121 | 12 | 11 |
| 6. No. of Admin/Clerical Positions | 69 | 74 | 77 | 3 | 4 |
| 7. TOTAL Paid Positions | 174 | 183 | 198 | 15 | 8 |
| 8. ASR - Professionals | 2,265,443 | 2,636,490 | 3,039,556 | 403,066 | 15 |
| 9. ASR - Admin/Clerical | 669,994 | 780,606 | 879,203 | 98,597 | 13 |
| 10. TOTAL ASR | 2,935,437 | 3,417,096 | 3,918,759 | 501,663 | 15 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
PRESIDENT'S OFFICE

SUBMITTED BY **DATE**
Vernon E. Jordan, Jr.

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

OBJECTIVES

GOALS

Overall direction and management of Agency operations within the policies set by the Board of Trustees.

1. To develop long-and short-range plans and strategies for the Agency which are consistent with its Mission.
2. To ensure that resources are available to carry out the Mission of the Agency.
3. To ensure that Agency resources are properly administered.
4. To ensure that the Agency operates a viable program which meets the service needs of our constituents and enhances our policy development and advocacy thrust.
5. To increase the public's awareness of the Agency and its mission by promoting the Agency's activities.
6. To ensure a strong and viable network of affiliates.

KEY BUDGETED AMOUNTS

| FOR FISCAL YEAR: | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 235,399 | 233,927 | 245,085 | 11,158 | 5 |
| 2. Controllable Non-Personnel Expense | 126,258 | 124,858 | 105,759 | (19,099) | (15) |
| 3. TOTAL Controllable Expense | 361,657 | 358,785 | 350,844 | (7,941) | (2) |
| AT FISCAL YEAR END: | | | | | |
| 5. No. of Professional Positions | 5 | 5 | 5 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 2 | 2 | 2 | 0 | 0 |
| 7. TOTAL Paid Positions | 7 | 7 | 7 | 0 | 0 |
| 8. ASR - Professionals | 180,412 | 173,984 | 179,622 | 5,638 | 3 |
| 9. ASR - Admin/Clerical | 22,090 | 28,681 | 30,533 | 1,852 | 6 |
| 10. TOTAL ASR | 202,502 | 202,665 | 210,155 | 7,490 | 4 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
Communications 1-921

SUBMITTED BY DATE
James D. Williams 3/20/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

1. Implementation of a national advertising campaign.
 - . Foster understanding of and support for equal opportunity .
 - . Establish in the minds of the American people the institutional strengths of the NUL.
 - . Increase financial and other support for the agency.

2. Increase knowledge and understanding among young people, primarily black young people, of the history and accomplishments as well as the present and future importance of the Urban League Movement.
 - . Disseminate information on the NUL through media serving youth.
 - . Lay the foundation for the future leadership of the NUL.

3. Increase public awareness of the problems and issues that confront minorities and the poor.
 - . Broaden the audience for all NUL publications.
 - . Encourage positive action to deal with the problems and issues affecting minorities and poor.

4. Provide information on the Urban League Movement to unreached black middle-class.
 - . Forge new alliances in those communities where none have existed and to continue existing efforts with such groups as the religious committee and the Julius A. Thomas Society.
 - . Create a base for leadership, financial support and participation.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 149,128 | 171,451 | 169,043 | (2,408) | (1) |
| 2. Controllable Non-Personnel Expense | 131,207 | 101,552 | 124,856 | 23,304 | 23 |
| 3. TOTAL Controllable Expense | 280,335 | 273,003 | 293,899 | 20,896 | 8 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 5 | 5 | 5 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 3 | 3 | 3 | 0 | 0 |
| 7. TOTAL Paid Positions | 8 | 8 | 8 | 0 | 0 |
| 8. ASR - Professionals | 85,029 | 101,180 | 107,250 | 6,070 | 6 |
| 9. ASR - Admin/Clerical | 33,526 | 35,869 | 38,020 | 2,151 | 6 |
| 10. TOTAL ASR | 118,555 | 137,049 | 145,270 | 8,221 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
FUND DEPARTMENT

SUBMITTED BY
GARY BLOOM

DATE

PAGE #1

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. To raise General Fund Budget of the National Urban League as a first priority.

2. To build expendable and non-expendable reserve funds

OBJECTIVES

- 1.1 Renew more than 10,000 active contributors
- 1.2 Reinstate as many of the 9,500 delinquent contributors as possible
- 1.3 Secure top level Finance Campaign Committee
- 1.4 Arrange letter campaign to non-contributing corporations for Chairman's first year
- 1.5 Arrange special solicitation for contributing corporations upon completion of three-year request
- 1.6 Arrange Campaign Tour for Chairman's second year
- 1.7 Arrange two annual report meetings for major contributors
- 1.8 Increase the number of cultivation efforts for individuals as well as industries in New York City
- 1.9 Identify foundation prospects for support of general fund, Regional Offices and program areas
- 1.10 Push for continuation of timely completion of Annual Report so that major corporations can receive appeals for increased support and January remittance
- 1.11 Continue cultivation of United Way in non-League cities in conjunction with Field Operations
- 1.12 Increase income from Special Events
- 1.13 Increase income from Julius A. Thomas Society
- 1.14 Continue cultivation of churches in conjunction with Field Operations
- 2.1 To exceed campaign goal in order to create a surplus to cover unbudgeted expenses for the Fiscal Year and operations for the beginning of next Fiscal Year
- 2.2 Tighter control mechanism on expenditures must be initiated
- 2.3 Increase number of Legacies and Bequests mailings
- 2.4 Identify opportunities to call attention to the Legacies and Bequests Program

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
FUND DEPARTMENT

PAGE #2

SUBMITTED BY
GARY BLOOM

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

OBJECTIVES

3. To cultivate the financial support of major sources in the black community.

3.1 Plan one special effort each with leading sorority, fraternity and fraternal organizations and special interest groups

3.2 Pursue the interest expressed by churches, sororities and fraternities in NUL Management Training Center

3.3 In conjunction with Field Operations, continue development of Religious Advisory Council, initiate others and further pursue Urban League Sunday

3.4 Arrange for NUL speakers and/or representatives at Annual Conventions of the above groups

3.5 Involve the above groups in NUL Annual Conference activities

4. To undertake a major Direct Mail Program

4.1 Contract with direct mail consultant

4.2 Continue prospect list exchanges with similar organizations

5. Intensify consultation and assistance to affiliates

5.1 Identify corporate possibilities (similar to Winn-Dixie)

5.2 Work with Field Operations

5.3 Continue direct mail effort (Benefactor Plan) on behalf of the National Office and the affiliates

5.4 Develop low cost "how-to" pamphlets for affiliates

EXECUTIVE SUMMARY

SUBMITTED BY
GARY BLOOM

DATE

ORGANIZATIONAL UNIT
FUND DEPARTMENT

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 179,991 | 207,761 | 235,690 | 27,929 | 13 |
| 2. Controllable Non-Personnel Expense | 104,094 | 85,982 | 81,625 | (4,357) | (5) |
| 3. TOTAL Controllable Expense | 284,085 | 293,743 | 317,315 | 23,572 | 8 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 4 | 4 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 7 | 9 | 9 | 0 | 0 |
| 7. TOTAL Paid Positions | 88,455 | 104,186 | 110,438 | 6,252 | 6 |
| 8. ASR - Professionals | 65,489 | 88,418 | 93,723 | 5,305 | 6 |
| 9. ASR - Admin/Clerical | 153,944 | 192,604 | 204,161 | 11,557 | 6 |
| 10. TOTAL ASR | | | | | |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
NATIONAL PLANNING & EVALUATION

SUBMITTED BY _____ DATE _____

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOAL 1. Full implementation of the agency planning process.

- To refine and improve the new system for developing agency goals and objectives.
- To ensure that the planning system facilitates achievement of plans which are consistent with priorities established by the Delegate Assembly and adopted by the Board of Trustees and meet the needs of the affiliate network.

GOAL 2. Continued development of long, medium and short range goals.

- To ensure that goal definition and operational objectives on a long-term basis reflect the agency's priorities and management's desires.

GOAL 3. Full implementation of the agency-wide reporting system.

- To facilitate the control and measurement of activities against plans.

GOAL 4. Implementation of recommendations set forth in the Booz Allen Hamilton Management study.

- To develop systems and procedures which facilitate the implementation of improved management practices.

GOAL 5. The provision of evaluation services to NUL Program Departments.

- To ensure that NUL's programmatic activities have evaluation components which meet minimum standards.
- To design and implement program evaluation procedures and services.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 144,959 | 105,065 | 178,410 | 73,345 | 70 |
| 2. Controllable Non-Personnel Expense | 42,611 | 84,882 | 46,293 | (38,589) | (45) |
| 3. TOTAL Controllable Expense | 187,570* | 189,947* | 224,703 | 34,756 | 18 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 5 | 5 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 2 | 2 | 2 | 0 | 0 |
| 7. TOTAL Paid Positions | 6 | 7 | 7 | 0 | 0 |
| 8. ASR - Professionals | 88,696 | 119,673 | 126,853 | 7,180 | 6 |
| 9. ASR - Admin/Clerical | 26,086 | 27,904 | 29,459 | 1,555 | 6 |
| 10. TOTAL ASR | 114,782 | 147,577 | 156,312 | 8,735 | 6 |

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EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
Admin. & General Counsel

SUBMITTED BY DON M. THOMAS **DATE** 3/21/80

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

GOALS

1. Improve procedures for planning and monitoring the activities of all reporting Units.
2. Implement standard operating procedures where economically feasible and operationally justifiable.
3. Develop and implement and improve cost reduction measures wherever practicable.
4. Ensure the best use of information processing capabilities in meeting Agency needs.

KEY BUDGETED AMOUNTS

OBJECTIVES

- 1.1 Increase efficiency and productivity of all reporting units
- 1.2 Improve overall management capability
- 2.1 Identify and document existing procedures
- 2.2 Standardize Agency-wide operating procedures
- 3.1 Identify and isolate areas for cost consideration
- 3.2 Review the experiences; assess projections
- 3.3 Take prudent and timely action if necessary
- 4.1 Assess the information processes within the Agency
- 4.2 Determine the Agency's resources
- 4.3 Develop plan for information processing utilization
- 4.4 Implement plan

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 71,300 | 75,162 | 80,156 | 4,994 | 7 |
| 2. Controllable Non-Personnel Expense | 291,200 | 277,467 | 246,233 | (31,234) | (11) |
| 3. TOTAL Controllable Expense | 362,500 | 352,629 | 326,389 | (26,240) | (7) |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 2 | 2 | 2 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 0 | 0 | 0 | 0 | 0 |
| 7. TOTAL Paid Positions | 2 | 2 | 2 | 0 | 0 |
| 8. ASR - Professionals | 60,777 | 66,556 | 70,549 | 3,993 | 6 |
| 9. ASR - Admin/Clerical | 0 | 0 | 0 | 0 | 0 |
| 10. TOTAL ASR | 60,777 | 66,556 | 70,549 | 3,993 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ADMINISTRATIVE SERVICES

SUBMITTED BY
John Scott

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

1. *Improved Administrative Support systems which enhance productivity and efficiency.*
 - 1.1 *To identify areas where administrative efficiency and productivity can be improved and increased.*
 - 1.2 *Conduct studies to determine if Word Processing or other administrative systems technology can improve support to programmatic requirements.*
 - 1.3 *Evaluate new equipment and administrative systems, develop systems designed to fit identified requirements.*
 - 1.4 *Present results of study and recommendations to Vice-President, Administration for review and approval.*
2. *Enhance staff efficiency by providing a work environment that is adequate and suitable for requirements.*
 - 2.1 *Management awareness of space concerns through development of study to outline present and projected space requirements.*
 - 2.2 *Modify existing office areas to fit increased requirements where feasible utilizing in-house staff.*
 - 2.3 *Evaluate results of professional space study, recommend changes for improvement in space configurations.*
 - 2.4 *Implement approved office space realignments and/or relocations of staff and office furniture and equipment for office space efficiency.*
3. *Improved reproduction and duplicating support capability.*
 - 3.1 *Timely reproduction and duplicating support to all Units meeting established time frames and specialized requirements.*
 - 3.2 *Upgrade equipment capability developed to improve the quantity and quality of material reproduced and duplicated.*

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EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ADMINISTRATIVE SERVICES

SUBMITTED BY DATE
JOHN SCOTT, JR.

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|---|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 154,323 | 204,314 | 216,992 | 12,678 | 6 |
| 2. Controllable Non-Personnel Expense | 45,774 | 93,503 | 101,272 | 7,769 | 8 |
| 3. TOTAL Controllable Expense | 200,097 | 297,817 | 318,264 | 20,447 | 7 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 3 | 3 | 3 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 9 | 12 | 12 | 0 | 0 |
| 7. TOTAL Paid Positions | 12 | 15 | 15 | 0 | 0 |
| 8. ASR - Professionals | 49,607 | 61,900 | 65,614 | 3,714 | 6 |
| 9. ASR - Admin/Clerical | 79,958 | 111,005 | 117,562 | 6,557 | 6 |
| 10. TOTAL ASR | 129,565 | 172,905 | 181,176 | 10,271 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
CONFERENCES DEPARTMENT

SUBMITTED BY

DATE
3/19/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. To ascertain the best means of continuing to decrease the cost of NUL travel.
2. To receive maximum value for NUL funds expended for conferences, meetings, services from vendors and other suppliers, facilities, etc.
3. Improve the coordination of conferences, meetings, etc., especially as this relates to improving programmatic aspects and eliminating conflict between conferences.
4. Ensure that the NUL staff has access to current policy guidance on all matters over which the Conferences Department has cognizance.

OBJECTIVES

- 1.1 Periodically update and distribute the publications, "Fact Sheet and Travel Tips."
- 1.2 Establish and maintain contact with hotels in various metropolitan areas in order to compare rates and establish special NUL rates.
- 1.3 Arrange for special hotel and travel rates whenever possible.
- 1.1 Develop a system through which NUL travelers may rate hotels as to quality and price.
- 1.2 Compile a listing of scheduled NUL meetings for the calendar year.
- 1.3 Encourage and subsidize memberships and participation of the professional staff in appropriate professional organizations.
- 1.1 Produce a slide and sound presentation to explain the functioning of the Conferences Department.
- 1.2 Devise a method for agency-wide use to facilitate systematic planning for conferences and meetings.
- 1.3 Review proposed program format, content and participants for major conferences and meetings to minimize conflicts and unintentional duplications.
- 4.1 Research, publish and disseminate a NULI to govern utilization of headquarters building space and facilities for other than normal business operations including meetings, receptions, parties, etc.
- 4.2 Research, publish and disseminate a NULI governing the issuance and utilization by staff of the agency approved American Express Card.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
CONFERENCES DEPARTMENT

SUBMITTED BY _____ DATE _____

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 73,455 | 85,178 | 102,925 | 17,747 | 21 |
| 2. Controllable Non-Personnel Expense | 27,291 | 26,747 | 32,191 | 5,444 | 20 |
| 3. TOTAL Controllable Expense | 100,746 | 111,925 | 135,116 | 23,191 | 21 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 3 | 3 | 3 | - | - |
| 6. No. of Admin/Clerical Positions | 4 | 4 | 4 | - | - |
| 7. TOTAL Paid Positions | 7 | 7 | 7 | - | - |
| 8. ASR - Professionals | 32,594 | 27,079 | 49,972 | 22,893 | 85 |
| 9. ASR - Admin/Clerical | 25,158 | 34,133 | 36,406 | 2,273 | 6 |
| 10. TOTAL ASR | 57,752 | 61,212 | 86,378 | 25,166 | 41 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT

Contract Administration

SUBMITTED BY

E. L. Stubbs

DATE

3/12/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

Goal A: Review of controls for monitoring contractual agreements

Goal B: Refinement of standard operating procedures.

- Objectives:**
- (1) To improve procedures for monitoring activities.
 - (2) To improve and strengthen channels of communication with all NUL units and departments.
 - (3) To improve response time.
 - (4) To incorporate management analysis capability.
 - (5) To improve procedures and guidelines for planning, monitoring and evaluation.

KEY BUDGETED AMOUNTS

| FOR FISCAL YEAR: | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 50,389 | 50,560 | 61,528 | 10,968 | 22 |
| 2. Controllable Non-Personnel Expense | 20,959 | 21,223 | 27,121 | 5,898 | 27 |
| 3. TOTAL Controllable Expense | 71,348* | 71,783 | 88,649 | 16,866 | 23 |
| AT FISCAL YEAR END: | | | | | |
| 5. No. of Professional Positions | 2 | 2 | 2 | -0- | -0- |
| 6. No. of Admin/Clerical Positions | - | - | 1 | 1 | -0- |
| 7. TOTAL Paid Positions | 2 | 2 | 3 | 1 | 50.0 |
| 8. ASR - Professionals | 38,544 | 40,857 | 43,308 | 2,451 | 6 |
| 9. ASR - Admin/Clerical | - | -0- | 10,654 | 10,654 | -0- |
| 10. TOTAL ASR | 38,544 | 40,857 | 53,962 | 13,105 | 32 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
CONTROLLER

SUBMITTED BY **DATE**
AUDLEY E. COULTHURST 3/18/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

1. Improving overall management capability
 - 1.1 Full implementaion of the computer based accounting system
 - 1.2 Assessment of workload and staff functions
 - 1.3 Documentation, review and adoption of standard operating procedures
 - 1.4 Resolution of outstanding audits
 - 1.5 Development of an adequate document retention system
 - 1.6 Strengthening the affiliate network
2. Strengthening the affiliate network
 - 2.1 Utilizing affiliated Urban League financial records to initiate resolution of inadequacies
 - 2.2 Training, direction and assistance to Fiscal Management Specialists
 - 2.3 Training, direction and assistance to Trustees, Officers and staff of affiliated Urban Leagues.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 295,137 | 329,783 | 361,268 | 31,485 | 10 |
| 2. Controllable Non-Personnel Expense | 148,110 | 152,249 | 172,133 | 19,884 | 13 |
| 3. TOTAL Controllable Expense | 443,247 | 482,032 | 533,401 | 51,369 | 10 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 11 | 12 | 12 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 7 | 6 | 6 | 0 | 0 |
| 7. TOTAL Paid Positions | 18 | 18 | 18 | 0 | 0 |
| 8. ASR - Professionals | 199,533 | 229,233 | 242,989 | 13,756 | 6 |
| 9. ASR - Admin/Clerical | 72,185 | 61,872 | 65,585 | 3,713 | 6 |
| 10. TOTAL ASR | 271,718 | 291,105 | 308,574 | 17,469 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
Management Systems & Analysis

SUBMITTED BY John L. Ko **DATE** 3/12/80

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

Goal 1: Enhance the information processing capability to assure management and administrative accountability of NUL.

OBJ.1: Develop and install an operating information system (TERS) to ensure the programmatic accountability of NUL Management.

OBJ.2: Enhance the financial reporting system and six of its subsystems so as to ensure the total fiscal accountability.

Goal 2: Develop and implement Standard Operation Procedures (SOP) for National Office to ensure overall effective operations.

Goal 3: Maintaining all existing and newly developed service systems effectively and smoothly - a total of eight major systems.

Goal 4: Up-grade continuously MSA staff performance and standards through training programs.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 197,471 | 232,907 | 276,080 | 43,173 | 19 |
| 2. Controllable Non-Personnel Expense | 91,733 | 128,078 | 136,870 | 8,792 | 7 |
| 3. TOTAL Controllable Expense | 289,204 | 360,985 | 412,950 | 51,965 | 14 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 10 | 9 | 10 | 1 | 11 |
| 6. No. of Admin/Clerical Positions | 2 | 3 | 2 | (1) | (33) |
| 7. TOTAL Paid Positions | 12 | 12 | 12 | 0 | 0 |
| 8. ASR - Professionals | 144,564 | 194,224 | 221,458 | 27,234 | 14 |
| 9. ASR - Admin/Clerical | 23,156 | 32,924 | 21,716 | 11,308 | (34) |
| 10. TOTAL ASR | 167,720 | 227,148 | 243,174 | 16,026 | 7 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
PERSONNEL DEPARTMENT

SUBMITTED BY DATE
MANUEL A. ROMERO 3/18/80

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

GOALS

1. The establishment of a computer-based Personnel Management Information System.
2. An effective recruitment system.
3. Policies and procedures which ensure adequate compensation structures for NUL staff and serve as guidelines for affiliates.
4. Implementation of management procedures necessary to administer and communicate an adequate benefits program for NUL and provide technical assistance to affiliates.

OBJECTIVES

- 1.1 To improve the quality and speed of information compilation storage and analysis.
- 1.2 To maintain timely flow of Personnel Actions
- 2.1 To systematically identify staffing needs
- 2.2 To accommodate the staffing requirements for planned NUL activities
- 3.1 To develop and maintain a competitive compensation system for NUL.
- 4.1 To plan and administer the NUL Benefits Program in compliance with the Employee Retirement Income Plan Security Act of 1974 (ERISA) and NUL Policies.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 203,034 | 216,723 | 230,191 | 13,468 | 6 |
| 2. Controllable Non-Personnel Expense | 47,998 | 71,317 | 75,103 | 3,786 | 5 |
| 3. TOTAL Controllable Expense | 251,032 | 288,040 | 305,294 | 17,254 | 6 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 7 | 7 | 7 | -0- | -0- |
| 6. No. of Admin/Clerical Positions | 4 | 4 | 4 | -0- | -0- |
| 7. TOTAL Paid Positions | 11 | 11 | 12 | -0- | -0- |
| 8. ASR - Professionals | 141,654 | 152,154 | 161,284 | 9,130 | 6 |
| 9. ASR - Admin/Clerical | 40,024 | 39,123 | 41,471 | 2,348 | 6 |
| 10. TOTAL ASR | 181,678 | 191,277 | 202,755 | 11,478 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
OFFICE OF THE VICE-PRESIDENT FOR
FIELD OPERATIONS

SUBMITTED BY
Clarence Wood

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOAL

1. *Effective and efficient delivery of agency services to the Field so as to ensure that affiliates are developed and operated in compliance with the Terms of Affiliation and other operating policies and requirements of the National Urban League.*

OBJECTIVES

- 1.1 *To implement the policies and procedures required to carry out the newly defined responsibilities of the Regional Offices in concert with the Mission of the Vice-President for Field Operations.*
- 1.2 *To achieve Agency targets for compliance and service activities.*
- 1.3 *To develop and begin implementation of plans to provide training and development services to NUL staff, affiliate staff, and affiliate board members.*
- 1.4 *To ensure stability of affiliate operations through periods of temporary crises.*
- 1.5 *To provide development, coordination and/or implementation services in order to reinforce national efforts at the regional and state levels on a selected basis.*
- 1.6 *To set criteria for determining locations and mechanisms for expanding Urban League services to new geographic areas.*
- 1.7 *To assure effective liaison with and technical assistance to the United Way of America, the Urban League Guild, the Council of Urban League Presidents, the Council of Urban League Executives and selected black religious, social and civic organizations.*
- 1.8 *To generate an active pool of candidates for executive vacancies within the Urban League Movement.*

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
CENTRAL REGIONAL OFFICE

SUBMITTED BY
Andrew A. Adair

DATE

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

GOALS

1. *Effective and efficient coordination of the delivery of technical assistance and support from the National Urban League to designated affiliates and the assessment and monitoring of affiliate compliance with the Terms of Affiliation and other operating policies and requirements of the National Urban League.*

OBJECTIVES

- 1.1 *To institute the policies and procedures required to carry out the newly defined responsibilities of the Regional Offices as directed by the Vice-President for Field Operations.*
- 1.2 *To achieve regional targets for compliance and service activities.*
- 1.3 *To assist in the development of the Management Training, and Development Center and the provision of training and development services to NUL staff, affiliate staff and affiliate board members.*
- 1.4 *To provide assistance to designated affiliates in crisis in accord with the policies and procedures on Interim Assistance to Affiliates in Crisis.*
- 1.5 *To provide development, coordination and/or implementation services to reinforce national efforts at the regional and state levels as directed by the Vice-President for Field Operations.*
- 1.6 *To provide technical assistance to and serve as liaison with affiliates, the Urban League Guild, the Council of Urban League Presidents, the Council of Urban League Executives, and other bodies designated by the Vice-President for Field Operations at the regional, state and local levels.*
- 1.7 *To provide new League development services to communities designated by the Vice-President for Field Operations.*
- 1.8 *To generate an active pool candidates for executive vacancies within the Urban League Movement.*

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
EASTERN REGIONAL OFFICE

SUBMITTED BY
Jacqueline Patterson

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. *Effective and efficient coordination of the delivery of technical assistance and support from the National Urban League to designated affiliates and the assessment and monitoring of affiliate compliance with the Terms of Affiliation and other operating policies and requirements of the National Urban League.*

OBJECTIVES

- 1.1 *To institute the policies and procedures required to carry out the newly defined responsibilities of the Regional Offices as directed by the Vice-President for Field Operations.*
- 1.2 *To achieve regional targets for compliance and service activities.*
- 1.3 *To assist in the development of the Management Training and Development Center and the provision of training and development services to NUL staff, affiliate staff and affiliate board members.*
- 1.4 *To provide assistance to designated affiliates in crisis in accord with the policies and procedures on Interim Assistance to Affiliates in Crisis.*
- 1.5 *To provide development, coordination and/or implementation services to reinforce national efforts at the regional and state levels as directed by the Vice-President for Field Operations.*
- 1.6 *To provide technical assistance to and serve as liaison with affiliates, the Urban League Guild, the Council of Urban League Presidents, the Council of Urban League Executives, and other bodies designated by the Vice-President for Field Operations at the regional, state and local levels.*
- 1.7 *To provide new League development services to communities designated by the Vice-President for Field Operations.*
- 1.8 *To generate an active pool candidates for executive vacancies within the Urban League Movement.*

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
SOUTHERN REGIONAL OFFICE

SUBMITTED BY
Clarence E. Thomas

DATE

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

GOALS

1. Effective and efficient coordination of the delivery of technical assistance and support from the National Urban League to designated affiliates and the assessment and monitoring of affiliate compliance with the Terms of Affiliation and other operating policies and requirements of the National Urban League.

OBJECTIVES

- 1.1 To institute the policies and procedures required to carry out the newly defined responsibilities of the Regional Offices as directed by the Vice-President for Field Operations.
- 1.2 To achieve regional targets for compliance and service activities.
- 1.3 To assist in the development of the Management Training and Development Center and the provision of training and development services to NUL staff, affiliate staff and affiliate board members.
- 1.4 To provide assistance to designated affiliates in crisis in accord with the policies and procedures on Interim Assistance to Affiliates in Crisis.
- 1.5 To provide development, coordination and/or implementation services to reinforce national efforts at the regional and state levels as directed by the Vice-President for Field Operations.
- 1.6 To provide technical assistance to and serve as liaison with affiliates, the Urban League Guild, the Council of Urban League Presidents, the Council of Urban League Executives, and other bodies designated by the Vice-President for Field Operations at the regional, state and local levels.
- 1.7 To provide new League development services to communities designated by the Vice-President for Field Operations.
- 1.8 To generate an active pool candidates for executive vacancies within the Urban League Movement.

EXECUTIVE SUMMARY

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| ORGANIZATIONAL UNIT SOUTHERN REGIONAL OFFICE |
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| SUBMITTED BY CLARENCE E. THOMAS | DATE |
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MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 153,983 | 161,985 | 201,631 | 39,646 | 24 |
| 2. Controllable Non-Personnel Expense | 37,865 | 51,927 | 73,121 | 21,194 | 41 |
| 3. TOTAL Controllable Expense | 191,848 | 213,912 | 274,752 | 60,840 | 28 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 4 | 6 | 2 | 50 |
| 6. No. of Admin/Clerical Positions | 3 | 2 | 2 | 0 | 0 |
| 7. TOTAL Paid Positions | 7 | 6 | 8 | 2 | 33 |
| 8. ASR - Professionals | 102,617 | 116,318 | 147,612 | 31,294 | 27 |
| 9. ASR - Admin/Clerical | 33,550 | 19,821 | 20,972 | 1,151 | 6 |
| 10. TOTAL ASR | 136,167 | 135,599 | 168,584 | 32,985 | 24 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
WESTERN REGIONAL OFFICE

SUBMITTED BY
Henry A. Talbert

DATE

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

GOALS

1. Effective and efficient coordination of the delivery of technical assistance and support from the National Urban League to designated affiliates and the assessment and monitoring of affiliate compliance with the Terms of Affiliation and other operating policies and requirements of the National Urban League.

OBJECTIVES

- 1.1 To institute the policies and procedures required to carry out the newly defined responsibilities of the Regional Offices as directed by the Vice-President for Field Operations.
- 1.2 To achieve regional targets for compliance and service activities.
- 1.3 To assist in the development of the Management Training and Development Center and the provision of training and development services to NUL staff, affiliate staff and affiliate board members.
- 1.4 To provide assistance to designated affiliates in crisis in accord with the policies and procedures on Interim Assistance to Affiliates in Crisis.
- 1.5 To provide development, coordination and/or implementation services to reinforce national efforts at the regional and state levels as directed by the Vice-President for Field Operations.
- 1.6 To provide technical assistance to and serve as liaison with affiliates, the Urban League Guild, the Council of Urban League Presidents, the Council of Urban League Executives, and other bodies designated by the Vice-President for Field Operations at the regional, state and local levels.
- 1.7 To provide new League development services to communities designated by the Vice-President for Field Operations.
- 1.8 To generate an active pool candidates for executive vacancies within the Urban League Movement.

EXECUTIVE SUMMARY

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| ORGANIZATIONAL UNIT WESTERN REGION |
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|----------------------------------|------|
| SUBMITTED BY HENRY A. TALBERT | DATE |
|----------------------------------|------|

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 131,474 | 136,618 | 153,082 | 16,464 | 12 |
| 2. Controllable Non-Personnel Expense | 31,956 | 34,595 | 37,000 | 2,405 | 7 |
| 3. TOTAL Controllable Expense | 163,430 | 171,213 | 190,082 | 18,869 | 11 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 4 | 4 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 2 | 2 | 2 | 0 | 0 |
| 7. TOTAL Paid Positions | 6 | 6 | 6 | 0 | 0 |
| 8. ASR - Professionals | 95,617 | 101,355 | 107,437 | 6,082 | 6 |
| 9. ASR - Admin/Clerical | 21,503 | 22,864 | 24,237 | 1,373 | 6 |
| 10. TOTAL ASR | 117,120 | 124,219 | 131,674 | 7,455 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
PROGRAMS

SUBMITTED BY DATE
Alexander J. Allen

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. The development, operation and coordination of model demonstration service delivery programs which meet the needs of our constituents and enhance our policy development and advocacy objectives.

OBJECTIVES

- 1.1 To develop and implement policies and procedures which result in improved program development, operation and coordination.
- 1.2 To maintain mutually supportive relationships with Washington Operation in connection with policy development and the cultivation of mid-level Government officials involved in special project funding.
- 1.3 To maintain mutually supportive relationships with the Research Department as the source of much of the factual data on which program development must be based.
- 1.4 To strengthen the exchange of ideas and experiences with Field Operations.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 82,821 | 97,015 | 99,036 | 2,021 | 2 |
| 2. Controllable Non-Personnel Expense | 22,121 | 33,390 | 39,775 | 6,385 | 19 |
| 3. TOTAL Controllable Expense | 104,942 | 130,405 | 138,811 | 8,406 | 6 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 2 | 2 | 2 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 1 | 0 | 0 |
| 7. TOTAL Paid Positions | 58,504 | 68,407 | 72,511 | 4,104 | 6 |
| 8. ASR - Professionals | 11,898 | 10,937 | 11,594 | (657) | 6 |
| 9. ASR - Admin/Clerical | 70,402 | 79,344 | 84,105 | 4,761 | 6 |
| 10. TOTAL ASR | | | | | |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ADMINISTRATION/HUMAN RESOURCES

SUBMITTED BY
William J. Haskins

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

OBJECTIVES

1. Administration and coordination of programs consistent with NUL Objectives and constituent needs.
2. Maintenance of mutually supportive relationships with Washington Operations in connection with research, policy development, and cultivation of middle level government officials involved in special project funding.
3. Improved policy development, program development and service delivery at the national and local levels.

- 1.1 To establish procedures and standards which result in improved planning, operation and accountability of programmatic and administrative activities.
- 1.2 To strengthen management and operations analysis capabilities for each program area.
- 1.3 To develop model demonstration service delivery programs.
- 2.1 To create the necessary linkages between program development and public policy development.
- 2.2 To improve and strengthen the relationships between the federal establishment and the Social Services and Human Resources Department.
- 2.3 To maintain mutually supportive relationships with the Research Department as the source for much of the factual data on which program development must be based.
- 3.1 To strengthen the exchange of ideas and experiences with Urban League affiliates.

EXECUTIVE SUMMARY

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| ORGANIZATIONAL UNIT ADMINISTRATION/HUMAN RESOURCES |
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|------------------------------------|-----------------|
| SUBMITTED BY William J. Haskins | DATE 3/18/80 |
|------------------------------------|-----------------|

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| FOR FISCAL YEAR: | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 75,823 | 83,240 | 126,175 | 42,935 | 52 |
| 2. Controllable Non-Personnel Expense | 37,472 | 45,714 | 58,654 | 12,940 | 28 |
| 3. TOTAL Controllable Expense | 113,295 | 128,954 | 184,829 | 55,875 | 43 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 2 | 2 | 3 | 1 | 50 |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 2 | 1 | 100 |
| 7. TOTAL Paid Positions | 3 | 3 | 5 | 2 | 67 |
| 8. ASR - Professionals | 52,027 | 61,106 | 81,471 | 20,365 | 33 |
| 9. ASR - Admin/Clerical | 11,857 | 9,572 | 25,330 | 15,760 | 164 |
| 10. TOTAL ASR | 63,884 | 70,678 | 106,803 | 36,125 | 51 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ADMINISTRATION OF JUSTICE

SUBMITTED BY DATE
Garry A. Mendez, Jr. 3/18/80

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

PAGE #1

GOALS

OBJECTIVES

1. Documentation of the disparate negative impact of the major components (courts, law enforcement, corrections, juvenile, parole and probation) of the criminal justice system on the minority community.
 - 1.1 To obtain documentation.
 - 1.2 To disseminate documented information.
 - 1.3 To increase minority community awareness of the negative impact on the criminal justice system.
 - 1.4 To promote more community advocacy on criminal justice issues.
2. The development of policy statements on all major components of the criminal justice system.
 - 2.1 To increase the NUL's presence in the criminal justice system's decision-making, policy and legislative arenas.
 - 2.2 To initiate programs in response to specific problem areas.
3. Determination of the disparate negative impact of the law enforcement and corrections components of the criminal justice system on the minority community.
 - 3.1 Develop a proposal to examine the civilian complaint process and to construct community oriented models.
 - 3.2 Examine police firearms policy as it affects the minority community.
 - 3.3 Develop proposal to examine criminal justice agencies and to assess their positive or negative impact on the minority community (compliance review).
 - 3.4 Develop a proposal to examine the differences in length of stay in prisons for minorities and others.
 - 3.5 Develop proposal to evaluate and offer technical assistance to community-anti-crime programs.
 - 3.6 Develop and provide technical assistance in identifying areas of concern and conflict between the criminal justice system and minorities to affiliates on an on-going basis.
 - 3.7 Provide technical assistance to criminal justice agencies in recruitment retention and selection system modification beginning February 1980.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ADMINISTRATION OF JUSTICE

SUBMITTED BY DATE
Garry A. Mendez, Jr. 3/18/80

FOR GOALS AND OBJECTIVES
state major goals and objectives

PAGE #2

GOALS

Development of preliminary policy positions concerning the five components of the criminal justice system and community interests.

The development of an understanding both internally and externally of the relationships between unemployment, poor housing, poor education, economic development, community development and crime as the major causitive factors.

OBJECTIVES

- 4.1 Seek consultation of the Assessment of Research on Minorities and Crime and the Administration of Justice project beyond October 1982.
- 4.2 Gather information and data from NCDD, NMPC, American Foundation, Institute of Corrections, PROMIS, NCJRS and other similar agencies on an on-going basis.
- 4.3 Disseminate information to the affiliate network.
- 5.1 Conduct four regional seminars on causitive factors and their relationship to crime.
- 5.2 Help each affiliate conduct a local seminar on the causitive factors of crime.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 41,191 | 43,712 | 50,270 | 6,558 | .15 |
| 2. Controllable Non-Personnel Expense | 12,761 | 15,901 | 17,198 | 1,297 | 8 |
| 3. TOTAL Controllable Expense | 53,952 | 59,613 | 67,468 | 7,855 | 13 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 1 | 1 | 1 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 1 | 0 | 0 |
| 7. TOTAL Paid Positions | 2 | 2 | 2 | 0 | 0 |
| 8. ASR - Professionals | 26,288 | 27,865 | 29,537 | 1,672 | 6 |
| 9. ASR - Admin/Clerical | 12,289 | 13,026 | 13,808 | 782 | 6 |
| 10. TOTAL ASR | 38,577 | 40,891 | 43,345 | 2,454 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT

Energy & Urban Environment

SUBMITTED BY

Paul Daniels

DATE

3/18/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOAL

The generation of effective participation by minority community leaders in urban environmental decision making processes.

Redirection of the funds of the environmental protection delivery system to meet the needs of the Urban League constituency.

Action by environmental interest groups consistent with the environmental concerns of the Urban League constituency.

The development of more knowledgeable and effective minority community participation in the energy decision making process.

Redirection of the funds of the energy delivery system to meet the needs of the Urban League constituency.

OBJECTIVES

- (a) To develop an awareness among minority community leaders of the relationship between the concerns of the Urban League constituency and urban environmental problems.
- (b) To identify the environmental issues which are of major importance to the Urban League constituency.
- (a) To increase the number of minority management officials in the environmental protection delivery system.
- (b) To advocate federal and state legislation which provides for meeting the environmental needs of the Urban League constituency.
- (c) To develop minority concerns as a significant factor in governmental agencies in planning and decision making.
- (a) To place the environmental concerns of the Urban League constituency on the agenda of environmental interest groups.
- (a) To develop more knowledgeable and effective Urban League staff participation in the energy decision making process.
- (a) To increase the number of minority management officials in the energy delivery system, both private and public sector.
- (b) To advocate federal and state legislation which provides for meeting the energy needs of the Urban League constituency.
- (c) To assure that minority concerns are a significant factor in governmental planning and decision making.

GOAL

The development of an accessible and understanding body of knowledge on the impact of energy problems on the Urban League constituency.

OBJECTIVES

- (a) To advocate for more research on the impact of issues on minorities and the poor.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | | 24,011 | 48,100 | 24,089 | 100 |
| 2. Controllable Non-Personnel Expense | | 7,900 | 17,198 | 7,298 | 121 |
| 3. TOTAL Controllable Expense | | 31,911 | 65,298 | 33,387 | 105 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | | 1 | 1 | 0 | |
| 6. No. of Admin/Clerical Positions | | 1 | 1 | 0 | |
| 7. TOTAL Paid Positions | | 2 | 2 | 0 | |
| 8. ASR - Professionals | | 27,000 | 28,620 | 1,620 | 6 |
| 9. ASR - Admin/Clerical | | 12,000 | 12,720 | 720 | 6 |
| 10. TOTAL ASR | | 39,000 | 41,340 | 2,340 | 6 |

BUD: Revised 2/80 NUL(MIS)-9

3.1-1

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
HEALTH DIVISION

SUBMITTED BY Ed Pitt DATE 3/17/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. Continue advocacy efforts to close the gap between the health status of blacks and whites.
2. Development of new demonstration programs to meet Urban League's constituent health needs.
3. Continue to provide technical assistance to Urban League affiliates and specially funded National Office projects.

OBJECTIVES

- 1.1 Articulate the relevance and importance of national health insurance as means of providing financial access to quality health care for all Americans.
- 1.2 Develop testimony, comments and analysis on legislative initiatives, public policy statements and regulations dealing with health care financing.
- 1.3 Articulate the need for special initiatives to improve the health status of black Americans.
- 2.1 Re-establish in the National Office a technical assistance program to increase the participation and effectiveness of constituent health consumers in mainstream of regional, state and local health planning.
- 2.2 Link the Urban League Movement with the emerging health promotion strategy of H.E.W.
- 2.3 Inform and link blacks seeking employment to the expanding career opportunities in the health industry. (To be worked through the Economic Resources Department.)
- 3.1 Meet at National and in the Regions with Regional and affiliate staff carrying health responsibility.
- 3.2 Review, compile and disseminate relevant information to the Regional Offices on a regular basis for distribution to the affiliates.
- 3.3 Provide direct assistance to affiliates participating in special programs operated by the National Office.

EXECUTIVE SUMMARY

| |
|---|
| ORGANIZATIONAL UNIT Health Division |
|---|

| | |
|--------------------------------|------------------------|
| SUBMITTED BY Ed Pitt | DATE 3/17/80 |
|--------------------------------|------------------------|

MAJOR GOALS AND OBJECTIVES
 List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 37,841 | 39,179 | 49,048 | 9,869 | 25 |
| 2. Controllable Non-Personnel Expense | 9,833 | 18,958 | 17,793 | (1,165) | 6 |
| 3. TOTAL Controllable Expense | 47,674 | 58,137 | 66,841 | 8,704 | 15 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 1 | 1 | 1 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 1 | 0 | 0 |
| 7. TOTAL Paid Positions | 2 | 2 | 2 | 0 | 0 |
| 8. ASR - Professionals | 25,852 | 29,775 | 31,562 | 1,787 | 6 |
| 9. ASR - Admin/Clerical | 5,520 | 12,029 | 12,751 | 722 | 6 |
| 10. TOTAL ASR | 31,372 | 41,804 | 55,687 | 2,509 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
HOUSING DIVISION

SUBMITTED BY DATE
Thomas C. Gale 3/18/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. Develop stable funding bases for Urban League Housing programs.
2. Advocate improved housing and community development programs.
3. Enable the development of Urban League affiliate housing programs.

OBJECTIVES

- 1.1 Establish cost and benefit parameters, through research, for consumer housing services.
- 1.2 Train housing counselors to be program developers.
- 1.3 Secure concensus on a form of national fair housing program.
- 2.1 Work toward implementing the results of the April 1980 Low Income Housing Conference.
- 2.2 Establish identity for NUL with respect to community development policy--outgrowth of Work Group for Community Development Reform research findings.
- 2.3 Advocate NUL's fair housing position.
- 2.4 Maintain leadership in advocacy for housing consumer actions.
- 3.1 Provide staff assistance to the Urban League Housing Council.
- 3.2 Disseminate topical information to affiliates.
- 3.3 Initiate a housing newsletter.
- 3.4 Conduct training program as per Objective 1.1.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 41,579 | 49,611 | 56,117 | 6,506 | 13 |
| 2. Controllable Non-Personnel Expense | 14,468 | 13,898 | 14,354 | 456 | 3 |
| 3. TOTAL Controllable Expense | 56,047 | 63,509 | 70,471 | 6,962 | 11 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 1 | 1 | 1 | 0 | 0 |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 1 | 0 | 0 |
| 7. TOTAL Paid Positions | 2 | 2 | 2 | 0 | 0 |
| 8. ASR - Professionals | 30,269 | 32,691 | 34,651 | 1,960 | 6 |
| 9. ASR - Admin/Clerical | 11,326 | 12,008 | 12,729 | 721 | 6 |
| 10. TOTAL ASR | 41,595 | 44,699 | 47,380 | 2,681 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
SOCIAL WELFARE

SUBMITTED BY DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. *Advocacy*--To become an effective national advocate in the delivery of social services and the welfare needs of poor minorities.
2. *Program Development*--To develop model demonstration programs that are addressed to the gaps in the social welfare delivery system as it relates to blacks and the poor.
3. *Technical Assistance*--To assist regional offices in providing leadership and direction to affiliates in the area of social welfare.

OBJECTIVES

- 1.1 To maintain and expand participation in coalition efforts which support and/or advance NUL policies in the area of income maintenance and the social services.
- 1.2 To serve as a public advocate for special and targeted social welfare reform addressed to the needs of blacks and the poor.
- 1.3 Encourage and support broader participation of social service consumers in national organizations and coalitions seeking to establish a strong income maintenance position and human services reform.
- 2.1 To maintain NUL leadership position in the area of welfare services and reform for blacks and the poor.
- 2.2 To establish a NUL planning process and coordinate programmatic thrust in the area of social welfare.
- 3.1 To strengthen the service delivery capability of the Urban League Movement.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
SOCIAL WELFARE

SUBMITTED BY

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|---|
| | | | | AMOUNT | % |
| 1. Personnel Expense | | -0- | 42,637 | 42,637 | 0 |
| 2. Controllable Non-Personnel Expense | | -0- | 18,073 | 18,073 | 0 |
| 3. TOTAL Controllable Expense | | -0- | 60,710 | 60,710 | 0 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | | -0- | 1 | 1 | 0 |
| 6. No. of Admin/Clerical Positions | | -0- | 1 | 1 | 0 |
| 7. TOTAL Paid Positions | | -0- | 2 | 2 | 0 |
| 8. ASR - Professionals | | -0- | 25,000 | 25,000 | 0 |
| 9. ASR - Admin/Clerical | | -0- | 12,000 | 12,000 | 0 |
| 10. TOTAL ASR | | -0- | 37,000 | 37,000 | 0 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
CAREER TRAINING & ECONOMIC RES.

SUBMITTED BY DATE
MILDRED LOVE 3.14.80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

1. Full staffing and implementation of the cluster concept in each program area.
2. Development and administration of model demonstration programs consistent with National Urban League objectives and constituent needs.
3. Improve the quality and increase the quantity of program technical assistance to Regional Offices and affiliates
4. Provision of qualitative staff support to Advisory Committees in each Program Area.
5. Systemization of departmental activities in order to improve coordination and communication with other National Urban League Units, thereby maximizing resources and service delivery capabilities.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 125,003 | 124,569 | 161,059 | 36,490 | 30 |
| 2. Controllable Non-Personnel Expense | 59,707 | 62,090 | 73,032 | 10,942 | 18 |
| 3. TOTAL Controllable Expense | 184,710 | 186,659 | 234,091 | 47,432 | 25 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 4 | 4 | 2 | 0 |
| 6. No. of Admin/Clerical Positions | 3 | 3 | 2 | (1) | (33) |
| 7. TOTAL Paid Positions | 7 | 7 | 6 | 1 | 14 |
| 8. ASR - Professionals | 81,313 | 84,500 | 115,325 | 30,825 | 36 |
| 9. ASR - Admin/Clerical | 28,006 | 23,601 | 24,755 | 1,154 | 5 |
| 10. TOTAL ASR | 109,314 | 108,101 | 140,080 | 31,979 | 30 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
ECONOMIC DEVELOPMENT

SUBMITTED BY
MILDRED LOVE

DATE
3/13/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. To expand and refine the technical assistance capabilities of the National Urban League to promote affiliate participation in community economic development.
2. Enhancement of National Urban League capabilities to further minority business development.
3. Further development of a knowledgeable and expert Urban League staff responsible for economic development activities on the local level.

OBJECTIVES

- 1.1 Strong affiliate economic development support and assistance within an unified conceptual framework.
- 1.2 Increased ability to respond to a variety of economic development programmatic issues.
- 1.3 Improved communication between NUL and affiliates in relation to program models and information on exemplary programs.
- 2.1 To establish linkages with economic development entities on the national, regional and local levels to influence the allocation of funds so that they are targeted to minority business development.
- 2.2 Work to establish setasides to assist black entrepreneurs in enlarging their markets for goods and services.
- 2.3 Assist minority enterprises in securing state and federal government grant-in-aid programs.
- 3.1 Continued development of all information dissemination clearinghouse for affiliate knowledge development.
- 3.2 Secure funding for formalized training of affiliate staff in economic development (both community economic development and minority business development).
- 3.3 Work closely with NUL Washington Operations in the development of testimony reflecting significant concerns in the areas of economic development.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
EDUCATION & CAREER DEVELOPMENT

SUBMITTED BY
MILDRED LOVE

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

OBJECTIVES

- | | |
|--|--|
| <p>1. A commitment by existing educational institutions to reinforce self-esteem and to design and provide services which produce measurable levels of achievement and expanded career opportunities.</p> <p>2. Full participation of the black community in educational institutions.</p> <p>3. Education support systems which provide fulfillment of self-esteem and measurable forms of achievement which respond to the needs of the individual as well as the black community.</p> | <p>1.1 To influence policy makers at the federal level.</p> <p>1.2 To influence policy makers at the state level.</p> <p>1.3 To influence policy makers at the local level.</p> <p>2.1 To increase Urban League affiliate involvement in the assessment of the services provided by public school systems.</p> <p>2.2 To increase the assess of blacks to productive public school system.</p> <p>2.3 To increase the role of blacks in the development of productive educational institutions.</p> <p>2.4 To achieve parity between black and white participation (student and faculty) in the full range of post-secondary institutions.</p> <p>3.1 Develop instruments to measure the impact of the existing career and guidance counseling programs in Urban League communities (at the elementary school level.)</p> <p>3.2 To improve technical assistance to Regional Education Specialists and affiliate Education Specialists to utilize new instruments appropriately.</p> <p>3.3 To implement a study of the existing career and guidance counseling (elementary school) programs in twelve selected Urban League cities.</p> <p>3.4 To utilize the knowledge and experience gained from elementary level pilot, to develop assessment tools and procedures for all Urban League cities in relation to secondary and adult career and guidance counseling programs.</p> |
|--|--|

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT

Education and Career Development Cluster

SUBMITTED BY

Carol Gibson

DATE

3-14-80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|-----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 42,139 | 49,664 | 53,207 | 3,543 | 7 |
| 2. Controllable Non-Personnel Expense | 25,015 | 21,456 | 25,553 | 4,097 | 19 |
| 3. TOTAL Controllable Expense | 67,154 | 71,120 | 78,760 | 7,640 | 11 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 1 | 1 | 1 | -0- | -0- |
| 6. No. of Admin/Clerical Positions | 1 | 1 | 1 | -0- | -0- |
| 7. TOTAL Paid Positions | 2 | 2 | 2 | -0- | -0- |
| 8. ASR - Professionals | 27,948 | 29,625 | 31,403 | 1,778 | 6 |
| 9. ASR - Admin/Clerical | 12,835 | 13,876 | 14,708 | 832 | 6 |
| 10. TOTAL ASR | 40,783 | 43,501 | 46,111 | 2,610 | 6 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
EMPLOYMENT TRAINING AND DEVELOPMENT

SUBMITTED BY DATE
MILDRED LOVE 3/14/80

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

GOALS

1. Full employment, i.e., 100% of those who want to work or need a job can find one at a decent wage.
2. Improve capabilities of our constituency to more effectively qualify and compete for existing and future employment opportunities.
3. Increase capability of affiliates to deliver employment and training services.
4. Establish an Employment Training and Development system that is responsive to the needs of all citizens.

OBJECTIVES

- 1.1 To influence the public and private sector to work toward the achievement of a full employment economy.
- 2.1 To eliminate those barriers which serve to exclude our constituents from the job market.
- 2.2 To assure continued governmental support of programs, with adequate resources, relevant to the needs of employment training programs for our constituents.
- 2.3 To establish an adequate data bank for: forecasting future employment trends, determining the needs of our constituents; and providing a base for program planning and implementation.
- 2.4 To establish the NUL as an effective deliverer of training services, i.e., skills transfer.
- 2.5 To develop alternate funding sources for employment training programs.
- 2.6 To continue the operation and support of existing Urban League programs that provide recruitment and pre-employment training programs.
- 2.7 To develop alternative models of vocational counseling, preparation and training.
- 3.1 To ensure effective program/project management and operation.
- 3.2 To improve the capability of Urban League staff to provide employment training to our constituents.
- 3.3 To operate comprehensive employment and training programs in all affiliates.
- 4.1 To establish a legislation writing position in Washington Operations.
- 4.2 To impact the director of research activities through coordination and liaison between Washington Operation and Program Units.
- 4.3 To strengthen and expand congressional contracts.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
Employment & Training 1-843

SUBMITTED BY DATE
Mildred Love

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

KEY BUDGETED AMOUNTS

| FOR FISCAL YEAR: | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|---|
| | | | | AMOUNT | % |
| 1. Personnel Expense | | | 17,775 | | |
| 2. Controllable Non-Personnel Expense | | | - | | |
| 3. TOTAL Controllable Expense | | N/A | 17,775 | | |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | | | 2 | | |
| 6. No. of Admin/Clerical Positions | | | 0 | | |
| 7. TOTAL Paid Positions | | N/A | 2 | | |
| 8. ASR - Professionals | | | 14,256 | | |
| 9. ASR - Admin/Clerical | | | 0 | | |
| 10. TOTAL ASR | | | 14,256 | | |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
WASHINGTON OPERATIONS

SUBMITTED BY
Maudine Cooper

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives.

GOALS

1. Identification of issues for action by the Urban League Movement.
2. The development of NUL policy positions on targeted issues.
3. Maximum use of affiliate network to influence policy divisions on specific issues.
4. To develop an external network for maximizing NUL influence on specifically-identified issues.
5. Coordination and consolidation of Washington Operations staff activities in an effort to improve linkages with other NUL units and to maximize internal resources, capabilities and impact.
6. Development of mechanisms to expand Washington Operations staff without impacting general fund.

OBJECTIVES

1. To target advocacy efforts to the priority concerns of NUL's constituency.
2. To insure that NUL policy positions are based upon input from and dialogue with affiliates, public and private organizations, issue experts, and various decision makers.
3. To insure affiliate involvement wherever feasible in NUL policy decisions.
4. To maximize NUL influence on appropriate issues or positions taken by outside organizations and by decision makers.
5. To improve coordination of all components of the Washington Operations staff.
6. To expand the manpower output of the Washington staff.

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT

WASHINGTON OPERATIONS

SUBMITTED BY

Maudine Cooper

DATE

MAJOR GOALS AND OBJECTIVES

List major goals and objectives

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS: FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|----|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 197,107 | 231,028 | 264,399 | 33,371 | 14 |
| 2. Controllable Non-Personnel Expense | 68,275 | 89,084 | 129,521 | 40,437 | 45 |
| 3. TOTAL Controllable Expense | 265,382 | 320,112 | 393,920 | 73,808 | 23 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 7 | 6 | 7 | 1 | 17 |
| 6. No. of Admin/Clerical Positions | 4 | 4 | 4 | 0 | 0 |
| 7. TOTAL Paid Positions | 11 | 10 | 11 | 1 | 10 |
| 8. ASR - Professionals | 140,798 | 148,334 | 176,174 | 27,840 | 19 |
| 9. ASR - Admin/Clerical | 36,745 | 47,420 | 50,264 | 2,844 | 6 |
| 10. TOTAL ASR | 177,543 | 195,754 | 226,438 | 30,684 | 16 |

EXECUTIVE SUMMARY

ORGANIZATIONAL UNIT
RESEARCH DEPARTMENT 1-852

SUBMITTED BY *Robert S. Hill* DATE 2/18/80

MAJOR GOALS AND OBJECTIVES
List major goals and objectives

1. Enhancement of inter-disciplinary research capability of NUL.
2. Enhance NUL capability to forecast the impact of major economic, social and political policies on the NUL constituency.
3. Maximize influence by NUL on major public policies.

KEY BUDGETED AMOUNTS

| <u>FOR FISCAL YEAR:</u> | 1978-79 ACTUAL | 1979-80 FORECAST | 1980-81 BUDGET | BUDGET VS. FORECAST | |
|---------------------------------------|-------------------|---------------------|-------------------|------------------------|------|
| | | | | AMOUNT | % |
| 1. Personnel Expense | 185,354 | 212,108 | 300,094 | 87,986 | 41 |
| 2. Controllable Non-Personnel Expense | 86,490 | 108,565 | 104,509 | (4,056) | (4) |
| 3. TOTAL Controllable Expense | 271,854 | 320,673 | 404,603 | 83,930 | 26 |
| <u>AT FISCAL YEAR END:</u> | | | | | |
| 5. No. of Professional Positions | 4 | 6 | 8 | 2 | 33 |
| 6. No. of Admin/Clerical Positions | 2 | 3 | 4 | 1 | 33 |
| 7. TOTAL Paid Positions | 6 | 9 | 12 | 3 | 33 |
| 8. ASR - Professionals | 107,333 | 160,149 | 207,962 | 47,813 | 30 |
| 9. ASR - Admin/Clerical | 23,408 | 35,261 | 47,876 | 12,615 | 36 |
| 10. TOTAL ASR | 130,741 | 195,410 | 255,838 | 60,428 | 24 |

National Urban League, Inc.
Analysis of Proposed Budget By Organizational Unit

| <u>Executive Department</u> | Proposed Budget 1980-81 | <u>Percentage</u> |
|--|-------------------------------|-------------------|
| President | 350,844 | |
| Executive Vice President | 248,149 | |
| Communications | 293,899 | |
| Fund | 317,315 | |
| National Planning and Evaluation | 224,703 | |
| Sub-Total | <u>1,434,910</u> | |
| Less: Turnover Adjustment | 91,147 | |
| Total Executive Department | <u>1,343,763</u> | 20.3 |
| <u>Administrative and General Counsel</u> | | |
| Vice President, Administration & General Counsel | 326,389 | |
| Administrative Services | 318,264 | |
| Conferences | 135,116 | |
| Contract Administration | 88,649 | |
| Controller | 533,401 | |
| Management Systems and Analysis | 412,950 | |
| Personnel | 305,294 | |
| Total Administration & General Counsel | <u>2,120,063</u> | 32.1 |
| <u>Field Operations</u> | | |
| Vice President, Field Operations | 210,563 | |
| Eastern Regional Office | 267,599 | |
| Central Regional Office | 349,037 | |
| Southern Regional Office | 274,752 | |
| Western Regional Office | 190,082 | |
| Total Field Operations | <u>1,292,033</u> | 19.5 |
| <u>Programs</u> | | |
| Vice President, Programs | 138,811 | |
| Human Resources - Consolidated | 515,617 | |
| Economic Resources - Consolidated | 404,645 | |
| Total Programs | <u>1,059,073</u> | 16.0 |
| <u>Washington Operations</u> | | |
| Vice President, Washington Operations | 393,920 | |
| Research | 404,603 | |
| Total Washington Operations | <u>798,523</u> | 12.1 |
| GRAND TOTAL | <u>6,613,455</u> | <u>100.0</u> |

National Urban League, Inc.
Comparison of 1980-81 Budget to 1979-80 Forecast

| | 1980-81 Proposed Budget | 1979-80 Forecast | Difference | % |
|---|-------------------------------|---------------------|----------------|-----------|
| President | 350,844 | 358,785 | (7,941) | (2) |
| Executive Vice-President | 248,149 | 220,927 | 27,222 | 12 |
| Vice President - Admin. & General Counsel | 326,389 | 352,629 | (26,240) | (7) |
| Vice President - Field Operations | 210,563 | 210,500 | 63 | - |
| Vice President - Programs | 138,811 | 130,405 | 8,406 | 6 |
| Vice President - Washington Operations | 393,920 | 320,112 | 73,808 | 23 |
| Communications | 293,899 | 273,003 | 20,896 | 8 |
| Fund | 317,315 | 293,743 | 23,572 | 8 |
| National Planning and Evaluation | 224,703 | 189,947 (a) | 34,756 | 18 |
| Executive | 2,504,593 | 2,350,051 | 154,542 | 7 |
| Administrative Services | 318,264 | 297,817 | 20,447 | 7 |
| Conferences | 135,116 | 111,925 | 23,191 | 21 |
| Contract Administration | 88,649 | 71,783 | 16,866 | 23 |
| Controller | 533,401 | 482,032 | 51,369 | 11 |
| Management Systems and Analysis | 412,950 | 360,985 | 51,965 | 14 |
| Personnel | 305,294 | 288,040 | 17,254 | 6 |
| Eastern Regional Office | 267,599 | 225,228 | 42,371 | 19 |
| Central Regional Office | 349,037 | 307,209 | 41,828 | 14 |
| Southern Regional Office | 274,752 | 213,912 | 60,840 | 28 |
| Western Regional Office | 190,082 | 171,213 | 18,869 | 11 |
| Human Resources | 515,617 | 342,124 | 173,493 | 51 |
| Economic Resources | 404,645 | 257,779 | 146,866 | 57 |
| Research | 404,603 | 320,673 | 83,930 | 26 |
| Sub-Totals | 6,704,602 | 5,800,771 | 903,831 | 16 |
| Less: Turnover Adjustment | 91,147 | - | 91,147 | - |
| Totals | <u>6,613,455</u> | <u>5,800,771</u> | <u>812,684</u> | <u>14</u> |

(a) Includes Program Evaluation Costs of \$60,629

National Urban League, Inc.
Proposed General Fund Budget
By Expense Category
From July 1, 1980 to June 30, 1981

| | <u>Proposed Budget 1980-81</u> | <u>Approved Budget 1979-80</u> | <u>Difference</u> | <u>%</u> |
|-------------------------------------|--|--|-------------------|-----------|
| Salaries - Professional | 2,979,103 | 2,752,250 | 226,853 | 8 |
| Salaries - Admin. & Clerical | 859,504 | 820,835 | 38,669 | 5 |
| Other Compensation | - | 1,200 | (1,200) | - |
| Retirement Expense | 237,414 | 181,488 | 55,926 | 31 |
| Major Medical | 56,007 | 34,787 | 21,220 | 61 |
| Hospitalization | 50,851 | 40,414 | 10,437 | 26 |
| Life Insurance | 56,389 | 56,448 | (59) | - |
| Insurance - Disability | 11,973 | 11,288 | 685 | 6 |
| Insurance - Workmen's Compensation | 25,339 | 13,737 | 11,602 | 84 |
| Social Security | 219,097 | 188,424 | 30,673 | 16 |
| State Unemployment Insurance | 61,689 | 50,485 | 11,204 | 22 |
| Total Personnel Expense | <u>4,557,366</u> | <u>4,151,356</u> | <u>406,010</u> | <u>10</u> |
| Audit | 95,000 | 95,000 | - | - |
| Consultants | 101,777 | 88,700 | 13,077 | 15 |
| Data Processing | 31,416 | 14,425 | 16,991 | 118 |
| Other Contract Services | 7,800 | 10,612 | (2,812) | (26) |
| General Moving - In House | 2,000 | 3,500 | (1,500) | (43) |
| Consumable Supplies | 71,556 | 63,711 | 7,845 | 12 |
| Telephone | 179,865 | 151,704 | 28,161 | 19 |
| Telegraph & TWX | 3,919 | 4,012 | (93) | (2) |
| Postage & Shipping | 61,706 | 57,909 | 3,797 | 7 |
| Occupancy | 584,973 | 466,609 | 118,364 | 25 |
| Building & Equipment Insurance | 899 | 1,394 | (495) | (36) |
| Electricity & Heat | 5,190 | 3,077 | 2,113 | 69 |
| Maintenance Services - Offices | 2,052 | - | 2,052 | - |
| Outside Printing & Artwork | 87,728 | 78,875 | 8,853 | 11 |
| Publication of Newspaper | - | 8,200 | (8,200) | - |
| Inside Printing & Artwork | 33,875 | 24,494 | 9,381 | 38 |
| Duplicating | 19,784 | 27,275 | (7,491) | (27) |
| Local Transportation | 22,252 | 19,362 | 2,890 | 15 |
| Conferences, Conventions & Meetings | 201,785 | 209,018 | (7,233) | (3) |
| Major Travel | 186,239 | 162,201 | 24,038 | 15 |
| Subscriptions to Publications | 30,112 | 13,464 | 16,648 | 124 |
| Dues and Memberships | 26,032 | 19,910 | 6,122 | 31 |
| Allocations to Locals | 140,000 | 140,000 | - | - |
| Awards | - | 1,000 | (1,000) | - |
| Scholarships & Fellowships | - | 2,000 | (2,000) | - |
| Contributions to Organizations | 53 | - | 53 | - |
| Grants to Retired Persons | 10,818 | 8,489 | 2,329 | 27 |
| Renovations | 2,300 | 3,300 | (1,000) | (30) |
| Equipment - Purchases | 34,359 | 48,885 | (14,526) | (30) |
| Furniture & Fixtures - Purchases | 11,949 | 11,330 | 619 | 5 |
| Equipment & Furniture - Rental | 93,305 | 86,512 | 6,793 | 8 |
| Equipment & Furniture - Repairs | 34,382 | 31,432 | 2,950 | 9 |
| NUL Storage | 1,810 | 302 | 1,508 | 499 |
| Bonding | - | 1,375 | (1,375) | - |
| Other Miscellaneous | 34,409 | 21,268 | 13,141 | 62 |
| Interest on Bank Loans | 27,891 | 15,000 | 12,891 | 86 |
| Total Non-Personnel Expenses | <u>2,147,236</u> | <u>1,894,345</u> | <u>252,891</u> | <u>13</u> |
| Sub-Total | 6,704,602 | 6,045,701 | 658,901 | 11 |
| Turnover Adjustment | (91,147) | (83,003) | (8,144) | (10) |
| GRAND TOTAL | <u>6,613,455</u> | <u>5,962,698</u> | <u>650,757</u> | <u>11</u> |

National Urban League, Inc.
Comparison of 1980-81 Budget to 1979-80

| | 1980-81 Proposed Budget | 1979-80 Budget | Difference | % |
|---------------------------------------|-------------------------------|-------------------|----------------|-----------|
| President | 350,844 | 321,943 | 28,901 | 9 |
| Executive Vice-President | 248,149 | 203,121 | 45,028 | 22 |
| Vice Pres. - Admin. & General Counsel | 326,389 | 288,722 | 37,667 | 13 |
| Vice Pres. - Field Operations | 210,563 | 277,780 | (67,217) | (24) |
| Vice Pres. - Programs | 138,811 | 130,057 | 8,754 | 7 |
| Vice Pres. - Washington Operations | 393,920 | 374,860 | 19,060 | 5 |
| Communications | 293,899 | 262,704 | 31,195 | 12 |
| Fund | 317,315 | 315,750 | 1,565 | - |
| National Planning & Evaluation | 224,703 | 210,996 (a) | 13,707 | 6 |
| Executive | <u>2,504,593</u> | <u>2,385,933</u> | 118,660 | 5 |
| Administrative Services | 318,264 | 284,544 | 33,720 | 12 |
| Conferences | 135,116 | 96,788 | 38,328 | 40 |
| Contract Administration | 88,649 | 72,227 | 16,422 | 23 |
| Controller | 533,401 | 481,086 | 52,315 | 11 |
| Management Systems & Analysis | 412,950 | 387,646 | 25,304 | 7 |
| Personnel | 305,294 | 288,223 | 17,071 | 6 |
| Eastern Regional Office | 267,599 | 247,469 | 20,130 | 8 |
| Central Regional Office | 349,037 | 350,114 | (1,077) | - |
| Southern Regional Office | 274,752 | 239,432 | 35,320 | 15 |
| Western Regional Office | 190,082 | 179,934 | 10,148 | 6 |
| Human Resources | 515,617 | 442,053 | 73,564 | 17 |
| Economic Resources | 404,645 | 233,101 | 171,544 | 74 |
| Research | <u>404,603</u> | <u>357,151</u> | 47,452 | 13 |
| Sub-totals | 6,704,602 | 6,045,701 | 658,901 | 11 |
| Less: Turnover Adjustment | <u>91,147</u> | <u>83,003</u> | 8,144 | 10 |
| TOTALS | <u>6,613,455</u> | <u>5,962,698</u> | <u>650,757</u> | <u>11</u> |

(a) Program Evaluation costs of \$114,970 are included for comparison purposes

RUN DATE 5/01/80

NATIONAL URBAN LEAGUE, INC.
GENERAL FUND BUDGET - FISCAL YEAR 1980-1981

| EXP. CODE | DESCRIPTION | TOTAL | EXECUTIVE DEPT | CONTROLLERS DEPT | PERSONNEL DEPT | CONFERENCES DEPT | CONTRACT ADMIN | MSA DEPT | ADMINS. SERV. | RESEARCH DEPT |
|-----------|--------------------------|-----------|----------------|------------------|----------------|------------------|----------------|----------|---------------|---------------|
| 512 | SALARIES - PROFESSIONAL | 2,979,103 | 1,056,221 | 238,013 | 154,057 | 47,855 | 41,404 | 215,662 | 64,193 | 204,695 |
| 514 | SALARIES - ADMIN/CLER. | 859,504 | 262,796 | 63,486 | 40,057 | 35,723 | 10,698 | 21,455 | 115,355 | 47,051 |
| 515 | OVERTIME - ADMIN/CLER. | | | | | | | | | |
| 518 | OTHER COMPENSATION | | | | | | | | | |
| 522 | RETIREMENT EXPENSE | 237,414 | 84,579 | 21,527 | 12,988 | 6,519 | 3,231 | 9,801 | 10,579 | 13,855 |
| 525 | MAJOR MEDICAL | 56,007 | 17,509 | 4,188 | 1,772 | 1,704 | 379 | 2,972 | 4,176 | 3,417 |
| 526 | HOSPITALIZATION | 50,851 | 15,132 | 3,708 | 1,891 | 1,500 | 432 | 2,652 | 3,516 | 3,612 |
| 527 | LIFE INSURANCE | 56,389 | 21,750 | 4,441 | 2,661 | 1,179 | 494 | 3,078 | 2,429 | 4,081 |
| 532 | INSURANCE - DISABILITY | 11,973 | 3,752 | 1,052 | 727 | 428 | 191 | 632 | 804 | 747 |
| 534 | INSURANCE WORKMEN'S COMP | 25,339 | 9,243 | 1,895 | 1,224 | 430 | 328 | 1,638 | 717 | 2,621 |
| 536 | SOCIAL SECURITY | 219,097 | 69,602 | 18,009 | 11,737 | 5,338 | 3,327 | 14,401 | 11,100 | 14,561 |
| 537 | STATE UNEMPLOYMENT INS. | 61,689 | 18,768 | 4,949 | 3,077 | 2,249 | 1,044 | 3,789 | 4,123 | 5,454 |
| 540 | TOTAL PERSONNEL EXPENSE | 4,557,366 | 1,559,352 | 361,268 | 230,191 | 102,925 | 61,528 | 276,080 | 216,992 | 300,094 |
| 542 | AUDIT | 95,000 | | 95,000 | | | | | | |
| 544 | CONSULTANTS | 101,777 | 44,577 | 3,000 | 200 | | | 20,000 | | 13,000 |
| 546 | DATA PROCESSING | 31,416 | 8,316 | 1,660 | 600 | | | 13,000 | 300 | 3,500 |
| 547 | OTHER CONTRACT SERVICES | 7,800 | 3,300 | | | | | | | 2,500 |
| 548 | GENERAL MOVING IN HOUSE | 2,000 | 500 | | | | | 1,500 | | |
| 552 | CONSUMABLE SUPPLIES | 71,556 | 40,586 | 5,060 | 3,500 | 360 | 864 | 6,280 | 1,300 | 1,000 |
| 561 | TELEPHONE | 179,865 | 71,109 | 7,800 | 7,100 | 7,200 | 3,048 | 6,040 | 4,500 | 5,500 |
| 562 | TELEGRAPH & TWX | 3,919 | 2,177 | | 150 | | 12 | | 50 | 250 |
| 571 | POSTAGE & SHIPPING | 61,706 | 35,020 | 2,400 | 3,000 | 800 | 744 | 1,200 | 5,500 | 750 |
| 582 | RENT | 584,973 | 204,290 | 37,500 | 32,324 | 17,241 | 12,931 | 32,758 | 51,723 | 40,000 |
| 584 | BUILDING & EQUIPMENT INS | 899 | 899 | | | | | | | |
| 586 | ELECTRICITY & HEAT | 5,190 | | | | | | | | |
| 589 | MAINTENANCE SVC. OFFICES | 2,052 | 1,727 | | | | | | | |
| 592 | OUTSIDE PRINTING & ART | 87,728 | 54,133 | 2,301 | 1,000 | 400 | 50 | 300 | 100 | 21,175 |
| 593 | PUBLICATION OF NEWSPAPER | | | | | | | | | |
| 594 | INSIDE PRINTING & ART | 33,875 | 15,932 | 400 | 4,368 | 400 | 1,200 | 300 | 1,200 | 2,500 |
| 595 | DUPLICATING | 19,784 | 5,181 | 1,220 | 2,500 | 500 | 600 | 750 | 500 | 400 |
| 611 | LOCAL TRANSPORTATION | 22,252 | 16,707 | 300 | 100 | 75 | 50 | 360 | 1,500 | 200 |
| 621 | CONFERENCES CONVENTIONS | 201,785 | 117,223 | 2,559 | 7,175 | 3,000 | 2,590 | 2,400 | 2,500 | 2,892 |
| 622 | MAJOR TRAVEL | 186,239 | 49,157 | 956 | 2,000 | | 1,092 | 1,000 | 1,500 | 4,368 |
| 631 | SUBSCRIPTIONS TO PUBLICS | 30,112 | 21,868 | 614 | 1,911 | 20 | 100 | 1,250 | 175 | 500 |
| 651 | DUES AND MEMBERSHIPS | 26,032 | 23,146 | | 650 | 170 | | 60 | 150 | 150 |
| 662 | ALLOCATIONS TO LOCALS | 140,000 | 140,000 | | | | | | | |
| 663 | SCHOLARSHIPS FELLOWSHIPS | | | | | | | | | |
| 664 | CONTRIBUTIONS TO ORGS. | 53 | 53 | | | | | | | |
| 665 | GRANTS TO RETIRED PERS. | 10,818 | 10,818 | | | | | | | |
| 674 | RENOVATIONS | 2,300 | | | | | | | | |
| 675 | EQUIPMENT - PURCHASES | 34,359 | 3,224 | 4,930 | 3,075 | | 1,200 | 4,700 | 11,300 | 600 |
| 677 | FURNITURE FIXTURES | 11,949 | 3,524 | | 250 | 1,025 | | | | |
| 678 | EQUIPMENT SUP. RENTALS | 93,305 | 23,543 | 1,900 | 4,000 | 1,000 | 480 | 25,728 | 11,124 | 4,000 |
| 679 | EQUIPMENT SUP. REPAIR | 34,382 | 3,890 | | 200 | | 300 | 15,744 | 7,500 | 1,000 |
| 695 | NULL STORAGE | 1,810 | 190 | | | | 240 | | | |
| 697 | OTHER MISCELLANEOUS | 34,409 | 22,480 | 885 | 1,000 | | 1,620 | 3,500 | 350 | 224 |
| 698 | INTEREST ON BANK LOANS | 27,891 | 21,671 | | | | | | | |
| 715 | APPROPRIATIONS | | | | | | | | | |
| 998 | TOTAL NON-PERSONNEL EXP. | 2,147,236 | 945,241 | 172,123 | 75,103 | 32,191 | 27,121 | 136,870 | 101,272 | 104,509 |
| 999 | SUB-TOTAL | 6,704,602 | 2,504,593 | 533,401 | 305,294 | 135,116 | 88,649 | 412,950 | 318,264 | 404,603 |
| | TURNOVER ADJUSTMENT | 91,147 | 91,147 | | | | | | | |
| | GRAND-TOTAL | 6,613,455 | 2,413,446 | 533,401 | 305,294 | 135,116 | 88,649 | 412,950 | 318,264 | 404,603 |

RUN DATE 5/01/80

NATIONAL URBAN LEAGUE, INC.
GENERAL FUND BUDGET - FISCAL YEAR 1980-1981

| EXP. CODE | DESCRIPTION | TOTAL | HUMAN RESRCS. | ECONOMIC RESRCS. | EASTERN REGION | CENTRAL REGION | WESTERN REGION | SOUTHERN REGION |
|-----------|--------------------------|-----------|---------------|------------------|----------------|----------------|----------------|-----------------|
| 512 | SALARIES - PROFESSIONAL | 2,979,103 | 228,450 | 184,853 | 123,659 | 146,299 | 104,827 | 168,915 |
| 514 | SALARIES - ADMIN/CLER. | 859,504 | 87,539 | 50,333 | 35,557 | 20,768 | 23,899 | 44,787 |
| 515 | OVERTIME - ADMIN/CLER. | | | | | | | |
| 518 | OTHER COMPENSATION | | | | | | | |
| 522 | RETIREMENT EXPENSE | 237,414 | 15,503 | 11,808 | 11,692 | 11,015 | 9,623 | 14,694 |
| 525 | MAJOR MEDICAL | 56,007 | 6,087 | 3,476 | 2,688 | 3,355 | 1,596 | 2,688 |
| 526 | HOSPITALIZATION | 50,851 | 4,584 | 3,936 | 2,340 | 3,492 | 1,596 | 2,460 |
| 527 | LIFE INSURANCE | 56,389 | 3,915 | 2,390 | 2,074 | 3,099 | 1,204 | 3,594 |
| 532 | INSURANCE - DISABILITY | 11,973 | 774 | 679 | 470 | 397 | 656 | 664 |
| 534 | INSURANCE WORKMEN'S COMP | 25,339 | 1,874 | 1,474 | 992 | 1,126 | 853 | 924 |
| 536 | SOCIAL SECURITY | 219,097 | 18,118 | 13,753 | 9,751 | 9,601 | 7,462 | 12,337 |
| 537 | STATE UNEMPLOYMENT INS. | 61,689 | 5,503 | 3,937 | 2,284 | 2,479 | 1,366 | 2,667 |
| 540 | TOTAL PERSONNEL EXPENSE | 4,557,366 | 372,347 | 276,639 | 191,507 | 201,631 | 153,082 | 253,730 |
| 542 | AUDIT | 95,000 | | | | | | |
| 544 | CONSULTANTS | 101,777 | 6,000 | 12,000 | | | | 3,000 |
| 546 | DATA PROCESSING | 31,416 | | 3,260 | 480 | 300 | | |
| 547 | OTHER CONTRACT SERVICES | 7,800 | | | 2,300 | 300 | | |
| 548 | GENERAL MOVING IN HOUSE | 2,000 | | | | | | |
| 552 | CONSUMABLE SUPPLIES | 71,556 | 3,920 | 3,460 | 1,600 | 1,802 | 900 | 924 |
| 561 | TELEPHONE | 179,865 | 17,550 | 14,500 | 10,650 | 6,000 | 5,200 | 13,668 |
| 562 | TELEGRAPH & TWX | 3,919 | 100 | 1,030 | | | | 150 |
| 571 | POSTAGE & SHIPPING | 61,706 | 3,860 | 4,100 | 850 | 1,060 | 960 | 1,462 |
| 582 | RENT | 584,973 | 33,219 | 26,326 | 30,360 | 16,740 | 15,060 | 34,501 |
| 584 | BUILDING & EQUIPMENT INS | 899 | | | | | | |
| 586 | ELECTRICITY & HEAT | 5,190 | | | 3,238 | | | 1,952 |
| 589 | MAINTENANCE SVC. OFFICES | 2,052 | | | | 325 | | |
| 592 | OUTSIDE PRINTING & ART | 87,728 | 2,150 | 4,600 | 300 | 100 | 480 | 639 |
| 593 | PUBLICATION OF NEWSPAPER | | | | | | | |
| 594 | INSIDE PRINTING & ART | 33,875 | 5,350 | 1,825 | 400 | | | |
| 595 | DUPLICATING | 19,784 | 4,000 | 1,840 | 1,200 | | | 1,093 |
| 611 | LOCAL TRANSPORTATION | 22,252 | 1,520 | 340 | 400 | 200 | 300 | 200 |
| 621 | CONFERENCES CONVENTIONS | 201,785 | 20,000 | 23,550 | 3,596 | 4,800 | 2,500 | 7,000 |
| 622 | MAJOR TRAVEL | 186,239 | 28,500 | 17,100 | 11,952 | 36,954 | 8,230 | 23,430 |
| 631 | SUBSCRIPTIONS TO PUBLICS | 30,112 | 1,150 | 790 | 600 | 300 | 300 | 534 |
| 651 | DUES AND MEMBERSHIPS | 26,032 | 1,196 | 150 | 150 | | 50 | 160 |
| 662 | ALLOCATIONS TO LOCALS | 140,000 | | | | | | |
| 663 | SCHOLARSHIPS FELLOWSHIPS | | | | | | | |
| 664 | CONTRIBUTIONS TO ORGS. | 53 | | | | | | |
| 665 | GRANTS TO RETIRED PERS. | 10,818 | | | | | | |
| 674 | RENOVATIONS | 2,300 | | | 2,300 | | | |
| 675 | EQUIPMENT - PURCHASES | 34,359 | 3,075 | 2,255 | | | | |
| 677 | FURNITURE FIXTURES | 11,949 | 4,600 | 1,000 | | | | 1,550 |
| 678 | EQUIPMENT FUR. RENTALS | 93,305 | 2,280 | 3,400 | 5,366 | 4,240 | 2,400 | 3,844 |
| 679 | EQUIPMENT FUR. REPAIR | 34,382 | 800 | 260 | 500 | 300 | 420 | 1,000 |
| 695 | MUL STORAGE | 1,810 | | | | | | |
| 697 | OTHER MISCELLANEOUS | 34,409 | 4,000 | | 150 | | 200 | 200 |
| 698 | INTEREST ON BANK LOANS | 27,891 | | 6,220 | | | | |
| 715 | APPROPRIATIONS | | | | | | | |
| 998 | TOTAL NON-PERSONNEL EXP. | 2,147,236 | 143,270 | 128,006 | 76,092 | 73,121 | 37,000 | 95,307 |
| 999 | SUB-TOTAL | 6,704,602 | 515,617 | 404,645 | 267,599 | 274,752 | 190,082 | 349,037 |
| | TURNOVER ADJUSTMENT | 91,147- | | | | | | |
| | GRAND-TOTAL | 6,613,455 | 515,617 | 404,645 | 267,599 | 274,752 | 190,082 | 349,037 |

RUN DATE 5/01/80

NLL MONTHLY BUDGET

FISCAL YEAR 1980-1981

| | TOTAL | JULY | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE |
|------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| EXECUTIVE DEPARTMENT | | | | | | | | | | | | | |
| PRESIDENT | 350,844 | 29,369 | 27,546 | 27,453 | 26,951 | 26,164 | 33,224 | 28,734 | 27,482 | 28,773 | 29,186 | 27,564 | 38,398 |
| EXECUTIVE VICE-PRES. | 248,149 | 17,215 | 21,310 | 20,692 | 21,086 | 15,248 | 19,712 | 21,384 | 20,916 | 21,761 | 21,927 | 19,211 | 27,687 |
| VICE-PRES., A. & G. C. | 326,389 | 48,853 | 8,945 | 9,093 | 43,573 | 14,060 | 35,172 | 50,942 | 14,455 | 9,139 | 53,068 | 9,643 | 29,446 |
| VICE-PRES., PROGRAMS | 138,811 | 12,742 | 10,177 | 10,445 | 10,720 | 13,072 | 12,562 | 10,484 | 8,843 | 13,857 | 10,768 | 9,553 | 14,588 |
| VICE-PRES., F. O. | 216,563 | 17,605 | 17,611 | 16,233 | 16,026 | 15,098 | 20,656 | 18,769 | 15,530 | 16,251 | 19,021 | 15,759 | 22,004 |
| VICE-PRES., W. C. | 393,923 | 31,983 | 29,131 | 32,441 | 30,180 | 30,584 | 49,019 | 31,656 | 30,553 | 31,820 | 33,717 | 31,903 | 40,933 |
| COMMUNICATIONS | 293,899 | 23,409 | 22,357 | 19,982 | 22,051 | 21,660 | 36,789 | 20,955 | 27,043 | 25,524 | 23,411 | 20,931 | 29,787 |
| FUND | 317,315 | 38,940 | 22,551 | 21,515 | 23,897 | 22,347 | 30,022 | 31,255 | 21,738 | 22,902 | 25,428 | 22,086 | 34,634 |
| NATL PLANNING & E | 224,703 | 19,206 | 16,007 | 18,718 | 16,350 | 15,932 | 21,600 | 16,328 | 15,982 | 19,115 | 20,440 | 18,877 | 26,148 |
| TOTAL | 2,504,593 | 239,322 | 175,635 | 176,572 | 210,834 | 174,165 | 248,756 | 230,507 | 183,542 | 189,142 | 236,966 | 175,527 | 263,625 |
| ADMINISTRATION | | | | | | | | | | | | | |
| ADMINISTRATIVE SERV. | 318,264 | 30,353 | 24,426 | 20,524 | 36,909 | 20,976 | 26,200 | 27,586 | 22,091 | 26,934 | 25,602 | 22,601 | 34,062 |
| CONFERENCES | 135,116 | 12,141 | 10,478 | 9,784 | 11,084 | 9,459 | 12,948 | 10,477 | 9,758 | 11,321 | 11,399 | 10,548 | 15,719 |
| CONTRACT ADMIN | 88,649 | 6,998 | 7,633 | 7,683 | 8,152 | 6,348 | 7,847 | 6,797 | 6,371 | 6,665 | 7,679 | 6,526 | 9,950 |
| MANAGEMENT SYS. ANAL | 412,950 | 45,203 | 34,840 | 31,686 | 31,031 | 28,950 | 43,346 | 31,003 | 30,402 | 32,174 | 31,986 | 30,025 | 42,304 |
| PERSONNEL | 355,294 | 28,948 | 22,616 | 24,369 | 23,184 | 24,666 | 28,017 | 23,369 | 23,324 | 24,279 | 25,787 | 23,180 | 33,555 |
| CONTROLLERS | 533,401 | 42,865 | 42,271 | 46,508 | 42,437 | 38,548 | 51,380 | 45,210 | 40,339 | 41,763 | 44,046 | 39,666 | 58,368 |
| TOTAL | 1,793,674 | 166,508 | 142,264 | 140,554 | 152,797 | 128,947 | 169,738 | 144,442 | 132,285 | 143,136 | 146,499 | 132,546 | 193,958 |
| PROGRAMS | | | | | | | | | | | | | |
| EDUC. & CAREER DEV | 79,769 | 7,104 | 6,307 | 6,232 | 6,243 | 5,900 | 7,541 | 6,009 | 5,978 | 6,165 | 6,655 | 6,185 | 8,441 |
| HUMAN RESPC. - ADM | 184,829 | 17,134 | 14,590 | 14,021 | 14,763 | 13,509 | 17,520 | 15,786 | 14,005 | 14,586 | 15,188 | 14,013 | 19,714 |
| HOUSING | 70,471 | 6,679 | 5,338 | 5,524 | 5,210 | 5,119 | 7,118 | 5,390 | 5,454 | 5,567 | 5,904 | 5,462 | 7,698 |
| ADM. OF JUSTICE | 67,468 | 6,444 | 5,136 | 5,282 | 5,381 | 5,047 | 6,534 | 5,264 | 5,124 | 5,226 | 5,574 | 5,220 | 7,236 |
| HEALTH DIVISION | 66,841 | 6,507 | 5,178 | 5,196 | 5,249 | 4,898 | 6,443 | 5,155 | 5,015 | 5,202 | 5,518 | 5,078 | 7,402 |
| SOCIAL WELFARE | 60,710 | 6,327 | 4,409 | 4,970 | 4,942 | 4,509 | 6,020 | 5,046 | 4,525 | 4,524 | 4,942 | 4,521 | 5,975 |
| ENVIRONMENT DIV. | 65,298 | 6,215 | 5,069 | 5,060 | 5,133 | 4,842 | 6,274 | 5,046 | 4,906 | 5,143 | 5,483 | 5,072 | 7,055 |
| ECONOMIC RESRCE. | 234,091 | 23,254 | 18,317 | 17,819 | 18,454 | 16,960 | 22,305 | 18,459 | 17,678 | 18,417 | 19,280 | 17,913 | 25,235 |
| ECONOMIC DIV. | 74,019 | 9,366 | 4,907 | 7,086 | 4,759 | 6,746 | 6,222 | 6,800 | 4,712 | 6,757 | 5,273 | 4,948 | 6,403 |
| EMPL. TRAINING DIV | 17,775 | 1,374 | 1,258 | 1,362 | 1,425 | 1,329 | 1,935 | 1,528 | 1,334 | 1,334 | 1,505 | 1,334 | 2,057 |
| TOTAL | 920,262 | 90,404 | 70,509 | 72,552 | 71,607 | 68,859 | 87,912 | 74,483 | 68,731 | 72,921 | 75,322 | 69,746 | 97,216 |
| FIELD OPERATIONS | | | | | | | | | | | | | |
| EASTERN REGION | 267,599 | 20,910 | 19,988 | 20,886 | 21,556 | 20,387 | 30,889 | 20,263 | 19,785 | 21,462 | 23,234 | 20,310 | 27,904 |
| SOUTHERN REGION | 274,752 | 23,768 | 22,220 | 21,372 | 22,490 | 20,597 | 26,238 | 22,019 | 20,967 | 21,124 | 23,631 | 22,265 | 28,071 |
| WESTERN REGION | 190,082 | 17,610 | 13,409 | 14,607 | 14,869 | 13,842 | 19,083 | 14,621 | 15,281 | 14,924 | 16,773 | 14,629 | 23,429 |
| CENTRAL REGION | 349,037 | 26,073 | 28,350 | 24,760 | 28,061 | 25,738 | 35,627 | 26,317 | 25,782 | 29,953 | 33,797 | 26,698 | 37,881 |
| TOTAL | 1,081,470 | 88,361 | 83,967 | 81,625 | 86,976 | 80,564 | 111,837 | 83,230 | 81,815 | 87,463 | 97,440 | 83,902 | 114,290 |
| WASHINGTON OPERATIONS | | | | | | | | | | | | | |
| RESEARCH | 404,603 | 32,411 | 36,960 | 33,406 | 33,363 | 32,039 | 38,917 | 30,889 | 29,971 | 32,474 | 33,710 | 30,493 | 40,070 |
| TOTAL | 404,603 | 32,411 | 36,960 | 33,406 | 33,363 | 32,039 | 38,817 | 30,889 | 29,971 | 32,474 | 33,710 | 30,493 | 40,070 |
| SUB-TOTAL | | | | | | | | | | | | | |
| TURNOVER ADJUSTMENT | 6,704,602 | 617,006 | 509,335 | 504,709 | 555,577 | 484,574 | 657,060 | 563,551 | 496,344 | 525,136 | 589,937 | 492,214 | 709,159 |
| GRAND TOTAL | 6,613,455 | 609,410 | 501,739 | 497,113 | 547,981 | 476,978 | 649,464 | 555,955 | 488,749 | 517,541 | 582,342 | 484,619 | 701,564 |



National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N Y 10021
Telephone (212) 644-6500

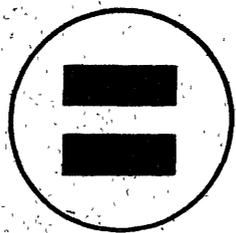
May 13, 1980

MEMORANDUM

TO: NUL BOARD OF TRUSTEES
From: Vernon E. Jordan, Jr. 
President

:::

Attached for your information is a copy of MOBILIZING FOR THE CHALLENGES OF THE 1980s: NUL'S PLAN FOR THE FUTURE, which summarizes the results of our assessment of the Agency and contains our long and medium range plans for the 1980s. It serves as the framework for our annual planning and budgeting efforts and will be reviewed and up-dated each year.



**NATIONAL
URBAN
LEAGUE**

**MOBILIZING FOR THE
CHALLENGES OF
THE 1980s
NUL's PLAN
FOR THE FUTURE
JANUARY, 1980**

**NATIONAL URBAN LEAGUE, INC.
500 East 62nd Street
New York, New York 10021**

MOBILIZING FOR THE CHALLENGES OF THE 1980s

NULs PLAN FOR THE FUTURE

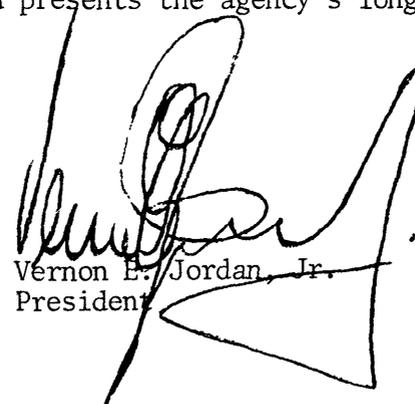
JANUARY, 1980

F O R W A R D

The major challenge facing the nation in the 1980s is the same challenge that¹ faced it in the 1880s - the challenge of racial equality.

On the occasion of its Sixty-Ninth Annual Conference the National Urban League outlined a Black Agenda for the 1980s which transcends race, sex and region. The Agenda starts with full employment and includes affirmative action, an equitable income maintenance system, a national youth development program, a national health system that guarantees quality health care services for all, and the availability of decent housing for all.

To that end, the National Urban League has examined its mission, strengths, weaknesses, the climate in which we operate, and the challenges and opportunities of the 1980s. 'Mobilizing for the Challenges of the 1980s: NUL's Plan for the Future' summarizes the results of that assessment and presents the agency's long and medium range plans for the 1980s.



Vernon E. Jordan, Jr.
President

¹
*/ Vernon E. Jordan, Jr., President, Keynote Address on July 22, 1979 at the National Urban League's Sixty-Ninth Annual Conference in Chicago, Illinois.

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AN ASSESSMENT

The National Urban League, a non-profit community based organization headquartered in New York City with affiliates in 116 cities throughout the nation, has provided services to the black community for 70 years. The mission of the Urban League is to enable blacks and other minority group members to cultivate and exercise their full human potential on par with all other Americans.

Our strengths include:

- a history of service
- community roots
- an acknowledged constituency
- strong advocacy based on a balanced approach to issues through sound research and analysis
- an interracial staff and board of directors
- a professionally trained multi-disciplinary staff
- a strong and diverse board of directors which includes young people under 30 years of age as well as members of the corporate sector
- a demonstrated ability to influence the public and private sectors
- a reasonably sound financial base
- a sound structure which assures continued operation in the event of transition or crisis
- a results-oriented approach to programming and problem solving

- a strong and participatory volunteer base with a wide range of strengths
- an annual conference which is the major race relations and public policy forum in the country
- a research capability which is unmatched in the civil rights movement and on par with most research institutions in the country, and
- a positive approach to self-evaluation.

Our major weaknesses include:

- failure to effectively capitalize on and fully market our strengths at all levels
- the tendency to judge ourselves by our competition rather than by a creative vision of what we ought to be
- failure to maximize and utilize the wide variety of strengths and talents of the men and women who volunteer their services
- a salary structure which hinders competition with the public and private sectors for personnel
- a minimal endowment
- the absence of a clear definition of the support and technical assistance that the national body should provide to affiliates and of the expectations that we should have of each other within the "network", and
- underutilization of the talent within the agency.

The climate in which we operate is less than encouraging. The economy is beset with the dual problems of recession and inflation. The dollar is losing its buying power. Income from stock market investments is declining and fundraising for social service activities is becoming more difficult. Additionally:

- social service activities and the concerns of minorities are no longer popular
- conservatism is increasing throughout the nation
- the surfacing of new voluntary organizations which are singularly concerned with the problems of the elderly, women's rights, the environment, nuclear energy, etc. has created a climate of "competing causes"
- some organizations have begun operating programs in areas that previously were primarily serviced by the League
- there is a national leadership void and general confusion concerning black leadership in particular
- the false impression that blacks have "made it" is being projected, when in fact the vast majority have not, and
- the absence of dramatic issues has led to the proliferation of false issues from some quarters.

Looking toward the future, the greatest challenge facing the agency is the worsening plight of the majority of black people in this country. This creates an increased need for our efforts at a time when the resources required to expand our activities are increasingly difficult to obtain.

The agency's greatest opportunity is presented by the slowly growing cadre of blacks in professional and managerial positions in the public and private sector. This resource is viewed as a source of support and participation. It will be called upon to bolster our programmatic efforts to empower poor blacks through service delivery and advocacy and to support our financial development activities.

FUTURE DIRECTIONS

Based on an assessment of the agency's current position and an examination of forecasts for the 1980s, we have made some basic determinations concerning our constituency, programmatic and administrative operations, and affiliate development as follows:

Constituency

The Urban League's constituency in the 1980's will continue to be varied, including poor blacks, other minorities and whites, as well as two-earner black middle class families.

Programming

The basic program of the agency will continue to rest on research, service delivery and advocacy. Specifically: our research capability will be expanded, particularly in the areas of needs assessment and economic analysis; services will continue to be our major product and the major focus of our affiliate network; and our current emphasis on advocacy at the national level will continue.

The focus of our traditional program activities will encompass:

- a new emphasis on black economic development, with the agency exploring new ways to serve as an enabler in this process
- an expansion of our present efforts in health
- an expansion of our housing and urban development efforts to include increased attention to the impact of energy and environmental concerns on the well-being of our constituents, and
- an increased emphasis on youth development.

There will be more joint programming efforts with corporations, particularly joint efforts to provide direct services to communities, and increased attention will be given to developing a mechanism for directing the simultaneous undertaking of a singular effort throughout the affiliate network. Concurrently, the agency will launch a broader communications and marketing strategy which is designed to project a more uniform image by promoting a better understanding of its work.

Administration

Continued emphasis will be placed on improving internal management of the agency, e.g. creation of an internal audit unit, utilization of information systems, manpower planning, etc. We anticipate little change in the size of the core national staff except for additional program specialists who will be developing and operating special projects. However, the recruitment and retention of skilled young professionals is expected to become more difficult, and the agency will have to mount new initiatives in order to meet this challenge.

The overall financial development strategy will focus on de-personalizing fundraising, securing longer term funding commitments and increasing general support development. In the final analysis, success will depend on developing and delivering good products. Special attention will be given to determining how to best utilize the Board and staff in fundraising efforts.

Affiliate Development

As indicated previously, our long-range strategy is based on the delivery of human services through the affiliate network. The momentum of our community development efforts will be increased, based on solid research and documentation. This will require a substantial strengthening of our regional offices and affiliates by increasing our capacity to provide needed services and assistance. We will also conduct an internal assessment of the locations of our current and future affiliates. The results of this analysis will serve as the basis for future determinations concerning merger, consolidation, regionalization and statewide efforts.

THE PLAN

The agency's long and medium range plan is based on extensive assessments of the agency's posture as summarized above, the projected needs of our constituents, and the experience and knowledge that we have gleaned from our seventy years of service. It is intended to serve as the cornerstone of our long term (five years and out) and medium range (three years) activities. It will be reviewed and up-dated each year and will serve as the framework for our annual planning and budgeting efforts.

ADMINISTRATION OF JUSTICE

The agency's mission in the area of Administration of Justice is two-fold: 1) to assure that all minorities within the country receive fair and equal treatment within the criminal justice system and; 2) to assist in the diversion of individuals from the criminal justice system, through the NUL movement, to programs in education, employment and housing. Although it is recognized that the latter is preventive in nature and will have a more lasting impact, the reality of the situation is that minorities are disproportionately represented within the criminal justice system and need the support of the NUL if they are indeed going to become productive citizens within our society.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Documentation of the disparate negative impact of the major components (courts, law enforcement, corrections, juvenile, justice, parole and probation) of the criminal justice system on the minority community.

STRATEGY: Examination of the major components of the criminal justice system and exploration of ways to reduce its negative impact on the minority community utilizing contacts with the community, criminal justice agencies and the NUL affiliate network.

OBJECTIVES: To obtain documentation.
To disseminate documented information.
To increase minority community awareness of the negative impact of the criminal justice system.
To promote more community advocacy on criminal justice issues.

GOAL

The development of policy statements on all major components of the criminal justice system.

STRATEGY: Information collection and analysis utilizing all currently existing projects and future projects with the NUL.

OBJECTIVES: To increase the NUL's presence in the criminal justice system's decision-making, policy and legislative arenas.

To initiate programs in response to specific problem areas.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|--|---------------|---------------------------|
| Determination of the disparate negative impact of the law enforcement and corrections components of the criminal justice system on the minority community. | To develop models for delivering services to minority groups which will reduce the negative impact of law enforcement and correction systems. | Develop a proposal to examine the civilian complaint process and to construct community oriented models. | 9/80 | Administration of Justice |
| | | Examine police fire-arms policy as it affects the minority community. | 10/79 | Administration of Justice |
| | | Develop proposal to examine criminal justice agencies and to assess their positive or negative impact on the minority community (compliance review). | 9/80 | Administration of Justice |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNIT

Develop a proposal to examine the differences in length of stay in prisons for minorities and others.

3/80

Administration of Justice

Develop proposal to evaluate and offer technical assistance to community-anti crime programs.

10/80

Administration of Justice

Develop and provide technical assistance in identifying areas of concern and conflict between the criminal justice system and minorities to affiliates on an on-going basis.

ongoing

Administration of Justice

Provide technical assistance to criminal justice agencies in recruitment retention and selection system modification beginning February, 1980.

2/80

Administration of Justice

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|----------------|---|
| Development of preliminary policy positions concerning the five components of the criminal justice system and community interests. | To commission and disseminate policy papers on promising new perspectives in research and program development for the Urban League, minorities and the criminal justice system. | Seek continuation of the Assessment of Research on Minorities and Crime and the Administration of Justice project beyond October, 1982. | ongoing | Administration of Justice |
| | To establish an information retrieval system for NUL and its affiliate network. | Gather information and data from NCDD, NMPC, American Foundation, Institute of Corrections, PROMIS, NCJRS and other similar agencies on an on-going basis. | ongoing | Administration of Justice |
| | To increase participation and input into criminal justice issues by NUL and its affiliates. | Disseminate information to the affiliate network. | ongoing | Administration of Justice and selected projects |
| The development of an understanding both internally and externally of the relationships between unemployment, poor housing, poor education, economic development, community development and crime as the major causitive factors. | To implement an inter/intra departmental approach to programming. | Conduct four regional seminars on causitive factors and their relationship to crime. | 10/81 | Administration of Justice |
| | To achieve greater awareness and participation of NUL and affiliate staff in programming in the area of criminal justice. | Help each affiliate conduct a local seminar on the causitive factors of crime. | 1982 & ongoing | Administration of Justice |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To increase advocacy
by affiliates in
the area of criminal
justice.

To increase criminal
justice personnel
in NUL, regional
and affiliate
offices.

COMMUNICATIONS AND MARKETING

The agency's communications and marketing efforts are directed toward informing the public of the objectives and programs of the National Urban League, and initiating, developing and coordinating activities designed to raise and maintain financial support for the program of the agency. Primary responsibility for these functions is centralized within the Communications and Fund Departments, respectively. Consultation and assistance is provided to NUL departments and regional offices, and when requested, the affiliates in devising and implementing public information and financial support programs.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

A significant improvement in the visibility and understanding of the mission and operation of all components of the Urban League Movement in the mind of the general public.

STRATEGY: To increase the dissemination of information, improve the targeting of information, develop new sources within the Urban League Movement to produce information of relevance on Black America, and increase public exposure of NUL staff members with expert knowledge in specific areas.

OBJECTIVES: To establish the image of the NUL as a repository of information vital to an understanding of the minority groups it serves.

To develop new sophisticated methods to insure better targeting of information for maximum impact.

To expand the existing funding base of the NUL.

To expand the base for volunteers.

To expand the base from which personnel can be recruited for the Urban League Movement.

GOAL

An improvement in the understanding among high school and college youth about the work and history of the National Urban League.

STRATEGY: To expand the Urban League presence and visibility on college campuses in a positive manner; and to capitalize on Urban League programs which serve youth by developing ways to tell the Urban League story in terms that address themselves to this age group.

OBJECTIVE: To insure participation of youth at all levels of Urban League activity.

GOAL

Expanded out-reach to minority communities with the story of the National Urban League.

STRETEGY: To concentrate primarily on existing structures within the various communities as a means of assuring maximum exposure and credibility.

OBJECTIVES: To strengthen existing alliances and forge new alliances in those communities where none presently exist.

To continue on-going efforts with organized groups including churches, the Julius A. Thomas Society, fraternities and sororities.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|----------------|---|
| Implementation of a national advertising campaign under the aegis of the Advertising Council utilizing all mass media including print, television, radio, transit ads, etc. | To foster among the American people an understanding of and support for equal opportunity. | Presentation of final proposal to Advertising Council. | 1/80 | Executive Office, Communications |
| | To establish in the minds of the American people the institutional strengths of the NUL and a positive image of its role as an agency actively and effectively engaged in the promotion of equal opportunity. | Guarantee of funding. | 3/80 | Executive Office |
| | | Selection of Ad Agency. | 3/80 | Executive Office |
| | | Client Representation. | ongoing | Communications Department |
| | To increase financial and other support for the agency by inducing a positive image and understanding of the NUL among the American people. | Approval of Campaign. | 6/80 | Executive Office and Communications Committee |
| | | Encourage affiliates to conduct locally based undertakings such as membership campaigns, capitalizing on the visibility provided by the national advertising campaign. | 9/80 & ongoing | Field Operations and Communications |
| | | Heighten the visibility of regional offices by tying them into the campaign with a local identification, as the NUL's regional office. | 9/80 & ongoing | Field Operations and Communications |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|--|----------------|-------------------------|
| | | Recruitment of a marketing expert, perhaps on a loan basis, to advise and coordinate the marketing efforts of the advertising campaign. | 9/80 | Communications |
| | | A direct mail campaign from NUL headquarters piggy-backing on the impact of the ad campaign. | FY 82 | Fund and Communications |
| Increased knowledge and understanding of the history and work of the NUL among young people. | To disseminate information on the NUL through schools, universities, colleges and the religious community, and fraternities and sororities serving youth. | Establishment of ongoing relationships with media serving young people (i.e. college papers, college radio, etc.) by providing such media with appropriate information on the NUL that would be of value to the consumers of that media. | 2/80 & ongoing | Communications |
| | To lay the foundation for the future leadership of the NUL. | | | |
| | To utilize non-traditional approaches to reach existing institutions serving youth. | Persuade selected schools of communications to integrate assignments about the NUL and its work into the regular course of study. | 9/80 & ongoing | Communications |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNIT</u> |
|--|--|---|---------------|-------------------------------|
| | | Allocation of additional resources to publicize the involvement of young people in the work of the NUL. | 3/80 | Communications |
| Increased public awareness of the problems and issues that confront minorities and the poor. | To broaden the audience for all NUL publications with special attention on the "influential" reader. | Categorize and computerize existing mailing lists of individuals and institutions which have purchased NUL publications such as "State of Black America," "Strengths of Black Families," etc. | 2/80 | Communications, MSA |
| | To encourage positive action to deal with the problems and issues affecting minorities and the poor. | Establish contact with major business firms to have NUL publications placed in reading rooms and in libraries. | 2/80 | Communications |
| | | Advertise, when appropriate, in specific journals such as the American Library Association Journal and others. | 4/80 | Communications |
| | | Prepare small and easy to read brochures that tell the story of a particular project with emphasis on that project's accomplishments and accountability. | ongoing | Communications, Program Staff |
| | | | | |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|---|
| Provision of information on the Urban League Movement to the black middle class. | To forge new alliances in those communities where none have existed and to continue existing efforts with such groups as the religious committee and the Julius A. Thomas Society. | Expand membership and activities of the Julius A. Thomas Society. | FY 81 | Fund and Communications |
| | | Expand the scope of Urban League Sunday | FY 81 | Field Operations, Fund and Communications |
| | | Further clarify the nature of the technical assistance and services that can be made available to groups and organizations by the League, and convey this information to appropriate parties. | FY 81 | All Units |
| | To create a base for leadership, financial support and participation which can provide a variety of resources for the enrichment of the Movement. | Cultivate new groups ongoing such as the organization of MBAs. | | Fund and Communications |

ECONOMIC DEVELOPMENT

The agency's efforts in the area of economic development will be broadened to include: The provision of advocacy and support for increased private sector minority business development; and the provision of technical assistance and educational information to promote direct affiliate participation in community economic development projects. The newly created Economic Development Cluster will concentrate on the development of programs for the preservation of existing minority business and jobs and the creation of new employment opportunities in affiliate communities throughout the country.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Expansion and enhancement of the role of the national office and Urban League affiliates in economic development activities.

STRATEGY: Increase the overall awareness and capability of the Urban League movement to successfully engage in economic development activity through research, assessment, training, information, dissemination, issue identification, advocacy and direct programmatic technical assistance.

OBJECTIVES: To facilitate the training of Urban League staff in the field of economic development.

To provide technical assistance to community groups attempting to develop specific strategies for land acquisition, product development and capital formation.

To establish linkages with economic development entities on the national, regional and local levels to influence the allocation of funds so that they are targeted to minority business development.

To develop educational programs within the black community to inform individuals and groups of the rapid changes in economic development activities.

To assist black entrepreneurs in enlarging their markets for goods and services.

To assist in the clarification of affirmative action laws and goals as they apply to targeted employment sectors.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOALS</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|--|
| Enhancement of Urban League capabilities in providing economic development services to local community groups and individuals. | To identify and establish achievable goals for majority purchases of goods and services for minority business enterprises. | Work to establish setasides for minority entrepreneurs. | 1-2 Yrs. | Economic Development, Washington Operations |
| | To identify and establish unique market opportunities for minority enterprises within the private sector. | Develop a minority spin-off program. | 2-3 Yrs. | Economic Development |
| | | Develop a minority expansion program. | 2-3 Yrs. | Economic Development |
| | To establish unique market opportunities for minority enterprises on the local, state and national levels. | Assist minority enterprises in securing state and federal government grant-in-aid programs. | 2-3 Yrs. | Economic Development, Washington Operations and Field Operations |
| Knowledgeable and expert Urban League staff responsible for economic development activities on the local level. | To facilitate the training of Urban League staff in economic development activities. | Needs assessment | FY 81 | Economic Development and Field Operations |
| | | Identify training opportunities | ongoing | Economic Development |
| | To provide training where necessary. | Program planning and curriculum development. | 18 Mos. | Economic Development |
| | | Acquisition of Funds. | 2 Yrs. | Economic Development and Field Operations |
| | | Provide direct and indirect training opportunities. | 2 Yrs. | Economic Development |

EDUCATION AND CAREER DEVELOPMENT

The agency's mission in the area of Education and Career Development is to retain, increase and promote the career mobility of black Americans. The target population for these efforts includes all age groups, educational levels and employable skills. The staff of the Education and Career Development Cluster concentrates on activities, research, and programs which assist individuals, institutions, and organizations of all types in ensuring that upward mobility is a long term goal among generations of minorities.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

A commitment by existing educational institutions to reinforce self-esteem and to design and provide services which produce measurable levels of achievement and expanded career opportunities.

STRATEGY: Monitoring, data gathering, analysis, dissemination, and interaction with policy makers.

OBJECTIVE: To influence educational policy makers at the Federal, State, and local levels.

GOAL

Full participation of the black community in educational institutions.

STRATEGY: Advocate for participation by blacks and other minorities in existing educational institutions.

OBJECTIVE: To increase participation by blacks and other minorities in the development and assessment of, and access to, services provided by existing educational institutions.

GOAL

Educational support systems* which provide fulfillment of self-esteem and measurable forms of achievement which respond to the needs of the individual as well as the black community.

* / Support Systems = e.g. Parent Teacher Associations, Community Counseling Programs, Parent Advisory Councils, Skill Reinforcement Centers, Street Academies.

STRATEGY: The development of printed materials based on the experience of the Urban League network which will integrate career development information with the human resource and service needs of the black community.

OBJECTIVE: To design, implement and evaluate programs to reinforce and/or supplement the educational and career development services provided by existing educational institutions.

GOAL

An environment wherein blacks and other minorities can make sound career choices based upon an understanding of existing conditions and an integration of past experiences in anticipation of future human resource needs.

STRATEGY: Active participation in the processes which shape, review and monitor career development programs at all institutional levels.

OBJECTIVES: To provide career development programs for female single heads of households which emphasize long term career ladder opportunities.

To develop materials on the impact of long-term labor market forecasts on the black community.

To develop programs to stimulate and motivate black and other minorities to upgrade their skills in order to remain competitive and employable.

GOAL

The development of a vehicle to strengthen the communication links between the private sector, the NUL and the black community.

STRATEGY: An interchange of the resources, information and opportunities of the private sector and the National Urban League to strengthen the black academic community, particularly at predominantly black post-secondary institutions.

OBJECTIVES: To develop programs to strengthen and improve communication links between the corporate community and black academicians.

To develop and expand private sector support and involvement in activities associated with minority education and opportunities for minorities in the corporate community.

To develop opportunities for the utilization of the talents, skill and resources of black managers and business professionals in the activities of the Agency.

To develop and expand communication linkages between the National Urban League and black managers and professionals.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|----------------------------------|
| Educational policies which reinforce self-esteem and promote measurable levels of achievement and expanded career opportunities. | To develop and disseminate information pertinent to existing and pending educational policies. | Monitor the existing policies of a representative sample of state and local school districts. | ongoing | Education and Career Development |
| | | Publish periodic assessments of the impact of existing educational policies on the achievements of blacks and other minorities. | ongoing | Education and Career Development |
| | | Monitor the participation of blacks and other minorities in a representative sample of state and local school districts. | ongoing | Education and Career Development |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Publish information which describes the impact of black participation on the development and implementation of educational policies and programs.

ongoing

Education and Career Development

Interaction with educational policy makers at the Federal, State and local levels.

ongoing

Education and Career Development, Washington Operations, affiliates

Develop position papers concerning proposed, pending, and existing educational policies and programs.

ongoing

Education and Career Development, Washington Operations

Advocate NUL positions with national policy makers.

ongoing

Education and Career Development, Washington Operations

Provide technical assistance to affiliates to strengthen their ability to interact with policy makers at the local level.

ongoing

Education and Career Development, Regional Offices, Washington Operations

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|---|
| Increased participation by blacks and other minorities in the development and assessment of, and access to, services provided by existing educational institutions. | To develop materials and support initiatives which promote participation by blacks and other minorities in the development and assessment of, and access to, services provided by existing educational institutions. | Advocate for program and legislative initiatives to maintain and strengthen historically black post-secondary institutions. | ongoing | Education and Career Development, Washington Operations |
| | | Periodic documentation of the quality of educational services offered by existing educational institutions. | ongoing | Education and Career Development |
| | | Periodic documentation of the access of blacks and other minorities to existing educational institutions. | ongoing | Education and Career Development |
| | | Periodic publication of a comparative analysis of the participation of blacks and other minorities in existing educational institutions and of the quality of the services in those institutions. | ongoing | Education and Career Development |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|---------------|--|
| The initiation of the design, implementation and evaluation of programs which reinforce and/or supplement the educational and career development services provided by educational institutions. | To develop program models in response to the specific needs of blacks and other minorities for services to reinforce and/or supplement educational skill development. | Use the network of Urban League Education Specialists to prioritize focus areas for the development of exemplary educational skill acquisition program models. | 7/80 | Education and Career Development, Research |
| | | Tailor programs to local and regional needs. | 7/81 | Education and Career Development, Research |
| | | Develop a retrieval system to assess the matriculation rates (secondary and post-secondary) of blacks and other minorities in selected Urban League communities. | 7/83 | Education and Career Development, Economic Resources, Regional Offices |
| | | Expand survey to all Urban League cities. | 7/84 | Education and Career Development, Regional Offices |
| | To develop program models in response to the specific needs of blacks and other minorities for services to reinforce or supplement career development information. | Strengthen collaborative relationship with Learning, Research and Development Center at the University of Pittsburgh. | 9/80 | Education and Career Development, Research |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|-------------|-------------------|--|---------------|--|
| | | Develop a retrieval system to assess the quality of career awareness programs at the elementary school level. | 12/80 | Education and Career Development |
| | | Develop a retrieval system to assess the quality of career development programs at the secondary level. | 3/81 | Education and Career Development |
| | | Develop a retrieval system to access the quality of adult career development programs in Urban League communities. | 7/82 | Education and Career Development, Research |
| | | Collaborate with Learning, Research and Development Center to develop appropriate instruments to assess career development programs. | 7/82 | Education and Career Development, Research |
| | | Develop seminars for selected affiliate education specialists. | 7/82 | Education and Career Development, Economic Resources, Regional Offices, MTDC |
| | | Implement programs. | 7/83 | Education and Career Development, Regional Offices |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|---|
| The provision of career development programs for female single heads of households which emphasize long term career ladder opportunities. | To assess the career development needs of female single heads of households. | Collect and analyze in-house data concerning the career development needs of single female heads of households. | 1/82 | Education and Career Development, Social Welfare, Research |
| | | Examine labor market forecasts. | 1/82 | Education and Career Development, Research |
| | | Prioritize needs. | 3/82 | Education and Career Development |
| | To advocate for services which meet the career development needs of female single heads of households. | Testimony, position papers, comments on regulations, etc. | ongoing | Education and Career Development, Washington Operations, affiliates |
| To increase the capacity of affiliates to design and identify a variety of innovative educational support systems. | | Develop and disseminate materials on needs and occupational forecasts. | 7/83 | Education and Career Development, Research |

GOAL

The development of materials on the impact of long-term labor market forecasts on the black community.

OBJECTIVES

To impact and sensitize counseling practitioners to the career development needs of the black community so as to improve systems for providing needed services.

To promote and strengthen community based advocacy for occupational training and counseling programs which respond to the impact of long-term occupational labor market forecasts on the black community.

MAJOR TASKS

Develop and disseminate a publication which analyses emerging occupational trends and future human resource needs as they will impact on the needs of black and other minority communities for related services.

Make available to affiliates educational materials on occupational trends.

Develop innovative counseling program models which can be adapted and submitted to public and/or private funding sources by Urban League affiliates.

Provide seminars for affiliates and other CBO's on the utilization of published occupational materials.

TARGET

9/83

9/83

1/84

3/84

DEPT./UNITS

Education and Career Development

Education and Career Development

Education and Career Development

Education and Career Development, Manpower Training and Development Center, Regional Offices

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|---------------|--|
| | | Make material developed on occupational trends available to counseling providers. | 4/84 | Education and Career Development |
| The development of programs to strengthen and improve communication links between the corporate community and black academicians. | To strengthen NUL's systematic approach to identifying resources in the private sector. | Acquisition of resources for an additional staff person to carry out this activity. | ongoing | Education and Career Development, Executive Office, Fund |
| | To develop a system for targeting human resource development opportunities in the private sector. | Develop increased corporate support for this activity. | 7/81 | Executive Office, Education and Career Development |
| The development and expansion of private sector support and involvement in activities associated with minority education and opportunities for minorities in the corporate community. | To increase the ability of black academicians to take advantage of human resources opportunities in the private sector. | Develop a publication cataloguing cooperative ventures between black post-secondary institutions and the private sector. | 7/82 | Education and Career Development, Communications |

| <u>GOALS</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|----------------------------------|
| The development of opportunities for the utilization of the talents, skills and resources of black managers and business professionals in the activities of the agency. | To increase the ability of black post-secondary institutions to maximize utilization of resources in the private sector. | Retrieve and classify data on private sector opportunities. | 7/82 | Education and Career Development |
| The development and expansion of communication linkages between the National Urban League and black managers and professionals. | To improve communications between black managers and business professionals and the National Urban League. | Develop special recognition for black managers and professionals for agency activity. | 7/81 | Education and Career Development |

EMPLOYMENT TRAINING AND DEVELOPMENT

The agency is committed to promoting and supporting private and publicly sponsored employment and training programs, and to determining the most effective strategies that impact the institutions that affect the lives of minorities at the national, state and local levels. This effort is spearheaded by the Employment Training and Development Cluster which participates in planning, implementing and monitoring employment and training programs as they relate to the needs of Urban League constituents. The Cluster is also responsible for increasing the capability of Urban League affiliates to providing employment and training services through sound management practices. This entails assessing affiliate performance in the operation of programs and projects, providing necessary technical assistance to correct any weaknesses and providing training where needed.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Full employment, i.e. 100 percent of those who want to work or need a job can find one at a decent wage.

STRATEGY: Research and information dissemination; and advocacy directed to the forces in the country with the ability to effect change.

OBJECTIVES: To influence the public and private sector to work toward the achievement of a full employment economy.

To effect coalitions with selected groups in the nation.

GOAL

Improved capabilities of our constituency to more effectively qualify and compete for existing and future employment opportunities.

STRATEGY: Research; fact finding; direct services; and advocacy.

OBJECTIVES: To eliminate those barriers which serve to exclude our constituents from the job market.

To assure continued governmental support of programs, with adequate resources, relevant to the needs of employment training programs for our constituents.

To establish an adequate data bank for: forecasting future employment trends; determining the needs of our constituents; and providing a base for program planning and implementation.

To establish the NUL as an effective deliverer of training services, i. e. skills transfer.

To develop alternative funding sources for employment training programs.

To continue the operation and support of existing Urban League programs that provide recruitment, pre-employment training, placement, and support services.

To develop alternative models of vocational counseling, preparation and training.

GOAL

Increased capability of affiliates to deliver employment and training services.

STRATEGY: Increase NUL capability to provide needed technical assistance; evaluate affiliate performance; provide program models; and provide technical assistance.

OBJECTIVES: To ensure effective program/project management and operation.

To improve the capability of Urban League staff to provide employment training to our constituents.

To operate comprehensive employment and training programs in all affiliates.

GOAL

Employment training and development systems that are responsive to the needs of all citizens.

STRATEGY: Monitor the system; assess performance and accomplishments; and advocate for needed changes.

OBJECTIVES: To establish a legislation writing position in Washington Operations.

To impact the direction of research activities through coordination and liaison between Washington Operation and Program Units.

To strengthen and expand congressional contacts.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|--|
| Heightened public awareness of the necessity for full employment. | To participate in coalitions of groups concerned with full employment. | Join with concerned groups in planning strategies to influence the public and private sector to attain a full employment economy. | Ongoing | Program Departments, |
| | | Assist in implementing approved plans for action. | 6/80 | Program Departments, Washington Operations, Field Operations |
| | | Encourage local affiliates to conduct similar activities. | 6/80 | Program Clusters, Field Operations |
| Improved capability of our constituency to more effectively qualify and compete for existing and future employment opportunities. | To improve training models for Urban League affiliates. | Establish data bank for: forecasting future employment trends; determining the needs of our constituents; providing base data for programs; and assisting affiliates. | 3/80 | Program Clusters, Research |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|-------------|--|---|---------------|--|
| | | Clearly identify specific barriers affecting Urban League constituents. | 3/80 | Program Clusters, Research |
| | | Inventory and evaluate existing training models. | 6/80 | Employment Training & Development |
| | | Disseminate to affiliates those models, employment training programs, which are successful. | 6/80 | Employment Training & Development, Field Operations |
| | | On basis of inventory and evaluation, develop new/improved training programs to meet individual gaps. | 6/80 | Employment Training & Development |
| | | Establish linkages with appropriate Urban League units/departments to maximize the impact of services for our constituents. | 3/80 | Program Departments, Field Operations, Washington Operations |
| | To continue operation and support of existing Urban League programs that provide recruitment, pre-employment training, placement and support services. | Continue operating in accordance with contractual agreements. | Ongoing | Program Clusters |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|--|
| | To build an evaluation system into every employment training and development program operated by the Urban League. | Develop, implement and monitor evaluation systems. | Ongoing | Employment Training and Development, Program Evaluation |
| Development of alternative funding sources (in private sector) for employment training programs. | To develop additional funding sources in private sector for employment training programs. | Identify and cultivate potential alternative funding sources. | 3/80 | Program Departments, Fund Department |
| Employment training and development systems which are responsive to the needs of all citizens. | To increase Urban League sensitivity toward meeting the special needs of black and other minority females. | Establish internal task force to ensure full concentration of women interests in all program areas. | 6/80 | Program Departments |
| | To achieve full recognition of the impact of youth employment and development of programs to alleviate this problem. | Develop youth employment programs to meet their special needs in consultation and cooperation with the Youth Development Cluster. | Ongoing | Employment Training and Development, Youth Development |
| | To promote and support publicly supported employment and training programs. | Participate in CETA planning. | Ongoing | Employment Training and Development, Washington Operations |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|--|---------------|--|
| Increased capability of affiliates to provide employment and training services. | To ensure effective program/project operations through sound management practices. | Continually monitor CETA agency programs as they relate to Urban League constituent needs. | Ongoing | Employment Training and Development, Washington Operations |
| | | Advocate for needed changes. | | |
| | | Assess affiliate performance in program/project operation. | Ongoing | Employment Training and Development, Field Operations |
| | | Provide necessary technical assistance to correct weaknesses noted. | Ongoing | |
| | | Provide training where necessary. | Ongoing | |

ENERGY & URBAN ENVIRONMENT

The agency's mission in the area of Energy and Urban Environment is to provide leadership to the Urban League Movement in meeting the energy and environmental needs of blacks and other minorities. It carries out this mission primarily through networking, advocacy and program development strategies.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Improvement in the urban environmental living conditions of the Urban League constituency.

STRATEGY: Advocate research; assemble facts; disseminate information through forums, publications advertisements and demonstration programs; develop training and technical assistance programs for community leaders in urban environmental issues.

OBJECTIVES: To develop more knowledgeable and effective minority community participation in urban environmental issues.

To significantly redirect the resources of the environmental protection delivery system to meet the needs of the Urban League constituency.

To develop an accessible and understandable body of knowledge on the impact of environmental problems on the Urban League constituency.

GOAL

An adequate, safe and affordable energy supply for the Urban League constituency.

STRATEGY: Identify programs for assistance to low-income consumers; evaluate economic, social, political and environmental impacts of the existing energy delivery systems; propose alternative long and short-range strategies meeting the energy needs of low-income consumers; develop training and technical assistance proposals on energy issues for minority community leaders.

- OBJECTIVES: To develop more knowledgeable and effective minority community participation in the energy decision-making processes.
- To significantly redirect the resources of the energy delivery system to meet the needs of the Urban League constituency.
- To develop an accessible, understandable body of knowledge on the impact of energy problems on the Urban League constituency.

MEDIUM-RANGE GOALS AND STRATEGIES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|--|
| The generation of effective participation by minority community leaders in urban environmental decision making processes. | To develop an awareness among minority community leaders of the relationship between the concerns of the Urban League constituency and urban environmental problems. | Develop a training program for minority community health and housing professionals and community organizers on the impact of environmental problems on the Urban League constituency. | FY 81 | Energy and Urban Environment, Program clusters |
| | | Continue communication with Urban League and other minority community leaders on urban environmental issues which emerged from the CITY CARE conference. | Ongoing | Energy and Urban Environment |
| | To identify the environmental issues which are of major importance to the Urban League constituency. | Place a full-time environmental research analyst in the Research Department. | FY 82 | Energy and Urban Environment |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|---------------|---|
| | | Collect data and conduct research necessary for the identification of and action on the environmental concerns of the Urban League constituency. | Ongoing | Energy and Urban Environment, Research |
| Redirection of the funds of the environmental protection delivery system to meet the needs of the Urban League constituency. | To increase the number of minority management officials in the environmental protection delivery system. | Recruit minorities for professional and sub-professional positions in environmental protection. | FY 82 | Energy and Urban Environment, Economic Development, Manpower Training & Development |
| | To advocate federal and state legislation which provides for meeting the environmental needs of the Urban League constituency. | Sensitize environmental decision-makers to the concerns of the Urban League constituency. | Ongoing | Energy and Urban Environment, Washington Operations |
| | To develop minority concerns as a significant factor in governmental agencies in planning and decision making. | Advocate for minority environmental concerns in government policies. | Ongoing | Energy and Urban Environment, Washington Operations |
| Action by environmental interest groups consistent with the environmental concerns of the Urban League constituency. | To place the environmental concerns of the Urban League constituency on the agenda of environmental interest groups. | To form coalitions on issues of common concern with environmental interest groups. | FY 82 | Energy and Urban Environment, Washington Operations |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|---|
| | | To advocate Urban League concerns in position papers, articles and publications of environmental interest groups. | Ongoing | Energy and Urban Environment, Washington Operations, Communications |
| The development of more knowledgeable and effective minority community participation in the energy decision-making process. | To develop more knowledgeable and effective Urban League staff participation in the energy decision-making process. | Expand cooperative energy education project to all Urban League affiliates. | FY 83 | Energy and Urban Environment, Field Operations. |
| | | Provide on-going energy information to the Urban League constituency. | Ongoing | Energy and Urban Environment, Communications |
| Redirection of the funds of the energy delivery system to meet the needs of the Urban League constituency. | To increase the number of minority management officials in the energy delivery system, both private and public sector. | Recruit minorities for professional and sub-professional positions in energy-related fields. | FY 82 | Energy and Urban Environment, Program clusters |
| | | Sensitize energy decision-makers to the concerns of the Urban League constituency. | Ongoing | Energy and Urban Environment, Program clusters |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|---|---------------|---|
| | To assure that minority concerns are a significant factor in governmental planning and decision making. | Advocate for minority energy concerns in government policies. | Ongoing | Energy and Urban Environment, Washington Operations |
| The development of an accessible and understandable body of knowledge on the impact of energy problems on the Urban League constituency. | To advocate for more research on the impact of issues on minorities and the poor. | Cooperate with NUL Research Department in development energy-related research and information dissemination programs. | FY 81 | Energy and Urban Environment, Research |

FIELD SERVICES

The Office of Field Operations serves as the principal linkage between the National Urban League and its affiliates. It is responsible for coordinating the delivery of agency services to the field, insuring that affiliates are operated in compliance with the Terms of Affiliation of the National Urban League, and monitoring affiliate operations and needs. Activities attendant to these responsibilities are executed through the Agency's four regional offices which operate as decentralized field service units.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Development and coordination of a comprehensive operational management information and service delivery system for the Urban League Movement which is designed to improve the capability of all affiliates.

STRATEGY: Review and analyze affiliate and NUL responsibilities in accordance with the Terms of Affiliation and identify and define services to be provided as the basis for: (1) the development and improvement of instruments for reporting; and (2) the development and delivery of technical assistance to affiliates.

OBJECTIVES: To develop uniform procedures for service delivery through the Field Operations network by the end of the fiscal year 1981.

To assure affiliate compliance and/or exercise sanctions by end of fiscal year 1982.

To operationalize an improved and simplified reporting process by fiscal year 1981.

To coordinate the implementation of a technical assistance process and reporting system by the end of fiscal year 1980.

GOAL

The establishment of Urban League services in geographical areas where agency needs identification suggest they are warranted by 1985.

STRATEGY: Develop a uniform system of needs assessment related to new Urban League service areas in conjunction with the Research Department.

OBJECTIVE: To develop a needs assessment system related to new league development by the end of fiscal year 1980.

GOAL

Redefinition of the role and functions of the NUL Regional Offices.

STRATEGY: Implement uniform systems of service delivery and technical assistance to affiliates.

OBJECTIVES: To strengthen Regional Offices through the development of uniform systems of service delivery to affiliates.

To assure maximum efficiency of program, fiscal, management, advocacy and systems change activity on behalf of the Urban League's constituency.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|---------------|---------------------------------------|
| Revision of the agency operations manual consistent with standards for affiliate operations and related sanctions. | To revise the operations manual, by March, 1981. | Appoint task force. | 3/80 | Field Operations |
| | To develop sanctions guidelines by December, 1980. | Meet with select NUL staff. | | |
| | | Review process with Urban League Executive Council at Mid-Winter Conference. | 12/80 | |
| | | Present manual to Regional Delegate Assemblies. | 3/81 | Field Operations, Program Departments |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|--|---------------|--|
| Development and implementation of a uniform system for affiliate assessment. | To develop a uniform assessment instrument by January, 1981. | Review all Urban League assessment tools (special projects, program units, etc.) | 1/80 | Field Operations, Program Departments |
| | To implement the assessment instrument within FY 1981. | Review field assessment task force recommendations for changes in assessment process. | FY 80 | |
| | | Develop revised instrument. | FY 80 | |
| | | Introduce revised instrument to affiliates. | FY 81 | |
| Improved communications between affiliate staff and Board with National Urban League. | To identify and define current communications processes. | Appoint liaison to accomplish stated objectives. | FY 81 | Field Operations, Field Operations Committee |
| | To establish and interpret appropriate communication linkages with local affiliate boards. | | | |
| Development of a process for identifying geographic areas for Urban League services. | To implement a procedure for establishing services in new geographic areas by July, 1980. | Review NUL materials for Urban League service development. | 3/80 | Field Operations, Research |
| | | Develop socio-economic profiles for new geographic areas in cooperation with NUL Research Department by April, 1980. | 4/80 | |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|--|---------------|--------------------|
| | | Establish services in areas where warranted within the confines of available resources. | FY 81 | Field Operations |
| Development of uniform systems of operations and definition of responsibilities for Regional Offices. | To implement uniform procedures for technical assistance, compliance, monitoring and service delivery. | Analyze process of compliance monitoring, technical assistance and service delivery by February, 1980. | 2/80 | Field Operations |
| | | Review all operational guidelines of Regional Offices presently in existence by Spring, 1980. | 5/80 | Field Operations |
| | | Train staff in uniform systems to be implemented by Spring, 1980. | 5/80 | Field Operations |

HEALTH

The agency's mission in the area of Health is to stimulate the development of the skills, resources and organization necessary to insure the provision of quality health services to poor and minority communities. Our primary responsibilities are: to serve as a national advocate for solutions to minority health problems; and to strengthen the capacity of local affiliates, through their respective communities, to have a positive impact on health delivery systems, and health care.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Establishment of a viable network of health employment, training and career development initiatives in affiliates so that via the Urban League, blacks and other minorities will occupy a greater percentage of jobs (above entry and service level positions) in the rapidly expanding health industry.

STRATEGY: Create an interdisciplinary approach toward the establishment of health employment, training and career development program initiatives within the Urban League structure.

OBJECTIVES: To develop health career awareness opportunity programs addressed to junior high, high school and college students.

To create a health focus in employment, training and career development, and placement programs utilizing existing Urban League employment and training systems.

GOAL

An official health planning process which benefits minority health consumers and providers.

STRATEGY: To impact the health planning system by identifying and preparing minority consumers and providers for active involvement in the health planning process at all levels.

- OBJECTIVES: To sensitize Urban League affiliates to the importance of the political and economic dynamics of health planning and their implications for improved health status of the constituency.
- To enable Urban League affiliates to identify and recruit consumers and providers to serve on health planning bodies.
- To enable Urban League affiliates to provide training opportunities to individuals to better serve on existing health planning bodies.

GOAL

Establishment within the Urban League of the capability for mounting initiatives and programs directed at promoting positive personal health management.

STRATEGY: Create a Health Promotion Advisory Task Force of minority individuals currently actively engaged in the health promotion-lifestyle movement.

OBJECTIVES: To develop a model health promotion-health information program for Urban League affiliates.

GOAL

Effective Urban League involvement in the delivery of mental health services to Urban League constituents.

STRATEGY: Advocacy and information dissemination to support the development of direct service initiatives in mental health.

OBJECTIVES: To develop an informational package for Urban League affiliates to familiarize them with mental health issues, concerns and services available in local communities for Urban League constituents.

To develop information and referral program models for affiliate implementation.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> | |
|--|---|--|---|---|---|
| Establishment of a viable network of health employment, training and career development initiatives in affiliates so that via the Urban League, blacks and other minorities will occupy a greater percentage of jobs (above entry and service level positions) in the rapidly expanding health industry. | To create a health focus in employment, training and career development, and placement programs utilizing existing Urban League employment and training programs. | Assemble inter-disciplinary task force. | FY 81 | Health, Employment Training & Development, Research and Field Operations | |
| | | Examine possible options for integrating health career training programs into existing employment, training, development and placement programs in local affiliates. | FY 81 | Health, Employment Training & Development, Research and Field Operations. | |
| | | Prepare information package for affiliate based on outcome of task force. | FY 81 | Health | |
| | | Disseminate to affiliates. | Ongoing | Health, Field Operations | |
| | | | Presentations at all appropriate meetings and conferences involving affiliates. | Ongoing | Health |
| | | To develop health career awareness opportunity programs addressed to elementary, junior high, high school and college students. | Research state of the art. | FY 81 | Health, Education and Career Development, Research and Field Operations |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|---------------|---|
| | | Data gathering. | FY 81 | Health, Education and Career Development, Research and Field Operations |
| | | Identification of other models. | FY 82 | Health |
| | | Assemble interdisciplinary task force. | FY 81 | Health |
| | | Assemble Advisory Panel | FY 81 | Health |
| | | Consultation with regional and affiliate staff. | FY 81 | Health |
| | | Develop "How-to-Do" Manuals for programs. | FY 82 | Health |
| | | Identification of potential implementation options. | FY 82 | Health |
| | | Identification of potential funding. | FY 81 | Health, Fund |
| | | Process Evaluation | Ongoing | Health |
| Impact the official health planning process so as to benefit minority health consumers and providers. | To sensitize Urban League affiliates to the importance of the political and economic dynamics of health planning and their implications for improved health status of their constituencies. | Develop Health Planning Advisory Task Force. | FY 81 | Health |
| | | Determine extent of current affiliate involvement in health planning and disseminate on an annual basis. | Annually | Health and Regional Offices |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNIT

| | | | | |
|--|--|--|-------|--------------------------|
| | | Research existing material on health planning. | FY 81 | Task Force |
| | | Task Froce develops handbook overview of health planning process. | FY 81 | Task Force |
| | | Plan regional educational seminars on health planning process focusing on handbook contents. | FY 81 | Regional Offices |
| | | Convvene regional educational seminars on health planning. | FY 82 | Health, Regional Offices |
| | To enable Urban League affiliates to identify and recruit consumers and providers to serve on health planning bodies. | Stimulate interest through dissemination of handbook and other relevant information materials. | FY 83 | Health, Regional Offices |
| | To enable Urban League affiliates to provide training opportunities to individuals to better serve on existing health planning bodies. | Update and reactivate consumer health education proposal. | FY 82 | Health, Fund |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|---|---------------|---|
| Establish the capability within the Urban League for mounting initiatives and programs directed at promoting positive personal health management. | To develop a model health promotion-health information program for Urban League affiliates. | Secure planning grant. | FY 81 | Health, Executive Office |
| | | Assemble expert advisory panel. | FY 81 | Health |
| | | Prepare model project proposal for affiliates. | FY 81 | Field Operations |
| | | Implement model project proposal in selected affiliates. | FY 82 | Field Operations |
| Effective Urban League involvement in the delivery of mental health services to Urban League constituents. | To develop an information package for Urban League affiliates to familiarize them with mental health issues, concerns and services available in local communities for Urban League constituents. | Evaluation | | Field Operations |
| | | Research State of Art. | FY 83 | Health, Field Operations, Washington Operations, and Research |
| | | Compile and disseminate material to field. | Ongoing | Health, Field Operations |
| | To develop information and referral program models for affiliate implementation. | Active participation in relevant Urban League meetings and conferences. | Ongoing | Health |
| | | Assemble task force of affiliate, regional and national staff. | FY 82 | Health |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Research existing information and referral models in mental health for possible replication in Urban League affiliates.

FY 82

Health, Research

Identify potential funding sources.

FY 82

Health, Fund

Test and evaluate model.

FY 82

Health

Implement tested program model in selected affiliates.

FY 83

Health

HOUSING and URBAN DEVELOPMENT

The agency's mission in the areas of Housing and Urban Development is to develop and promote programs and policies which are designed to assure the availability of decent, safe and affordable housing, and the revitalization and perservation of urban communities for the Urban League's constituency. Our efforts are designed to reflect the priority concerns of affiliates in housing and urban planning matters and to develop greater participation among affiliates in housing and urban planning activities.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Existance of decent, safe and affordable housing available to the Urban League constituency.

STRATEGY: Development of housing market services which facilitate the acquisition and retention of suitable housing;

Involvement with Washington Operations staff and other minority interest groups in tactical planning for the provision of public housing and other housing assistance programs for low and moderate income families;

Advocacy for the extension of coverage in federal fair housing laws and better implementation through administrative regulations and procedures and program development; and the

Development of the capability within the National Urban League and affiliates for delivery of technical assistance in the areas of housing site planning, program design and evaluation.

OBJECTIVES: To develop the role of counseling as a public and private housing market service.

To increase minority influence in housing policy research and housing program advocacy.

To develop a national fair housing program.

To improve coordination with other housing market elements in the planning and delivery of housing.

GOAL

Revitalization and preservation of urban communities for the Urban League's constituency.

STRATEGY: Develop current assessments by community-based organizations of the needs of minority and low-income communities.

Participate in major efforts to monitor and assess the impact of public and private plans and actions on target beneficiaries.

Work with Washington Operations staff and other interest groups to advocate appropriate community development legislation and regulations at all levels of government.

Plan and develop effective techniques for neighborhood revitalization and preservation.

OBJECTIVES: To assess and develop the capability of the National Urban League and affiliates to provide creditable research, evaluation and technical assistance in community needs assessments.

To monitor the formulation, implementation and impact of major community development programs and urban policies.

To provide a substantive data base for framing advocacy positions on legislative issues in housing and community development.

To provide tools to insure the improvement of urban neighborhoods for existing residents.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNIT</u> |
|---|---|---|---------------|-------------------|
| Development of the role of counseling as a public and private housing market service. | To expand the development of housing counseling programs in the National Urban League and affiliates. | Add technical assistance staff. | 7/80 | Housing |
| | | Develop manuals and other suitable materials. | Ongoing | Housing |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|---|---------------|--------------------|
| | | Conduct training programs. | Ongoing | Housing |
| | To develop a national housing counseling program. | Research and demonstrate effective housing counseling techniques in multi-family housing. | Ongoing | Housing |
| | | Provide housing counseling in national single-family housing default and assignment programs. | Ongoing | Housing |
| | | Advocate an increased role for housing counseling based on program experience and evaluation. | Ongoing | Housing |
| Increased minority influence in housing policy research and development. | To conduct research and analyses of housing issues which impact households. (key issues are participation, access, supply, cost and finance.) | Research housing market issues. | Ongoing | Research, Housing |
| | | Identify and research gaps in fair housing coverage. | Ongoing | Research, Housing |
| | | Disseminate findings and analyses of housing research conducted by minorities. | Ongoing | Research, Housing |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|--|--|---------------|--|
| | To promote the interests of the Urban League constituency in public policy debates concerning the provision of public housing and other housing and community assistance programs for low-income families. | Work with Washington Operations staff to prepare recommendations for legislation, regulations and program actions. | Ongoing | Housing, Washington Operations |
| | | Create forums for the expression of minority housing concerns. | FY 82 | Research, Housing, Washington Operations |
| | | Advocate the interests of low-income families in the legislative and regulatory arena. | Ongoing | Housing, Washington Operations |
| Development of a national fair housing program. | To design and promote a model fair housing program. | Review and evaluate existing fair housing techniques. | Ongoing | Housing, Research |
| | | Using research and program experience advocate and propose a national fair housing program. | Ongoing | Housing, Washington Operations |
| | | Demonstration and evaluation of the model program. | FY 81 | Housing |
| | | Provide technical assistance to affiliates in implementation of the model program. | FY 81 | Housing |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|---------------|--------------------------------|
| Improvement in the coordination of housing market elements in the planning and delivery of housing. | To facilitate the coordination of public assistance, government controls and incentives to industry to provide affordable housing. | Research the impact of proposed regulations and incentives on the Urban League constituency. | FY 81 | Research |
| | | Work with Washington Operations staff to prepare and disseminate information materials to appropriate decision-makers and interest groups. | FY 80 | Washington Operations, Housing |
| | | Make contacts with appropriate agencies and firms concerning joint ventures. | Ongoing | Housing |
| | | Provide research and technical assistance in areas where there is existing capability to planners, program managers and developers. | Ongoing | Housing, Research |
| Assessment and development of the capability of the National Urban League and affiliates to provide research, evaluation and technical assistance in community needs assessment. | To develop a statement of National Urban League and affiliate capability in community development needs assessment and research. | Gather existing information on community development needs assessment and research activities of the Urban League. | FY 80 | Research, Housing |

| <u>GOALS</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|--|
| | To develop an approach to capacity-building. | Review sources of support. | FY 81 | Research, Housing |
| | | Prepare concept papers and funding proposals. | FY 81 | Research, Housing |
| | | Implement capacity-building program. | FY 81 | Research, Housing |
| The provision of a substantive basis for framing and advocating legislative issues in community development. | To conduct data-based research in population location and mobility, attitudes and opinions, physical and financial conditions, and public program performance. | Summarize and organize data in usable and available form. | FY 82 | Research |
| | | Prepare staff and consultant reports. | FY 83 | Research, Housing |
| | | Collect staff reports. | Ongoing | Housing, Research |
| | | Summarize and analyze data. | Ongoing | Housing, Research |
| | | Make use of available data in policy analysis, review and comment and development of testimony. | Ongoing | Housing, Research, Washington Operations |
| The provision of tools to insure the improvement of urban neighborhoods for existing residents. | To develop an NUL neighborhood policy plan. | Evaluate current actions in urban neighborhoods and programs. | Ongoing | Housing, Research |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|-------------|--|---|---------------|--------------------|
| | | Assess the relevant attitudes, conditions and goals of Urban League constituency in preparing a neighborhood policy plan. | Ongoing | Housing, Research |
| | To develop and advocate an NUL anti-displacement strategy. | Research the extent and factors of displacement. | FY 83 | Research |
| | | Review and assess policy, programmatic and practical strategies for managing displacement impacts. | FY 83 | Research, Housing |
| | | Coordinate efforts with other groups to influence public and private anti-displacement research and analysis. | Ongoing | Housing, Research, |
| | To develop neighborhood improvement strategies. | Assess neighborhood improvement techniques and sources of support at the local and national level. | Ongoing | Housing |
| | | Develop case studies of Urban League affiliate activities. | FY 81 | Housing, Research |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Provide training and technical assistance to Urban League affiliates in neighborhood improvement techniques.

FY 81

Housing

Disseminate information and technical assistance on anti-displacement strategies to selected affiliates.

Ongoing

Housing

HUMAN RESOURCES DEVELOPMENT

The coordination of all National Urban League training and staff development activities is the responsibility of the Management Training and Development Center (MTDC). It provides a systematic approach for the continuing education, training, and development of the agency's human resources including volunteers and national, regional and affiliate staff members. In addition to operating specific training, the MTDC is responsible for: reviewing the training components of all proposals; providing assistance to program and project managers in the design and implementation of training programs and activities; and serving as the focal point for all training and staff development activities for the agency.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

The institutionalization of a full-service human resources development function within the agency.

STRATEGY: To identify the agency's human resources development needs and develop the internal and external commitments and resources required to meet them.

OBJECTIVES: To determine the parameters of the agency's training and development needs and resources.

To acquire the resources needed to meet the agency's training and development requirements.

To increase the leadership and professional capabilities, skills, performance and knowledge of Urban League staff and volunteers and similar groups and agencies.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|---|---------------|--|
| Determination of the parameters of the agency's training and development needs and resources. | To review and compile evidence of the agency's training and human resource development needs, resources and support requirements. | Survey internal training needs and resources. | 12/80 | Management Training Development Center |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|---|----------------|--|
| | | Prioritize the training and development needs of volunteers and regional and affiliate staff. | 12/80 | Management Training Development Center, Executive Office |
| | | Survey external resources. | 12/80 | Management Training Development Center, Executive Office and Fund Department |
| The acquisition of the resources needed to meet the agency's training and development requirements. | To establish a systematic approach to coordinating all NUL training and development activities. | Adoption of a comprehensive strategy and plan for acquiring the resources needed to meet the agency's training and development needs. | 6/81 | Management Training Development Center, Executive Office |
| | | Development and implementation of proposals according to the longer-term plan. | 7/81 & Ongoing | Management Training Development Center |
| | | Review and further refinement of the plan. | 7/82 & Ongoing | Management Training Development Center |
| Increased leadership and professional capabilities, skills, performance and knowledge of staff and volunteers. | To improve the agency's ability to identify and respond to training and development needs. | Centralize the responsibility for coordinating all (special project and general fund) NUL training and development activities. | 12/80 | Management Training Development Center |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|-------------|---|---|---------------|---|
| | | Allocate the financial resources necessary to accomplish the above and to implement the longer-term plan for developing the resources required to meet the agency's identified human resources development needs. | 12/82 | Executive Office, Field Operations, Management Training Development Center, Various Private & Public Fund Sources |
| | To develop training programs to meet the needs of: NUL Staff (Professional, Administrative/Clerical); Affiliate Staff (Professional, Administrative/Clerical, Fiscal, Semi-professional); Volunteers (NUL Board of Trustees, Affiliate Boards, Guilds, Julius A. Thomas, Committees and Task Forces, Religious Advisory Council). | Prioritize training needs. | 12/80 | Management Training Development Center |
| | | Develop and provide the needed training and development services as resources permit. | 12/81 | Management Training Development Center |
| | | Execute the plan of action for developing and instituting the human resources development function within the agency. | 12/81 | Executive Office, Field Operations, Management Training Development Center |
| | | Conduct a series of leadership seminars for approximately 300 NUL staff, affiliate executives and selected community representatives including youth, businessmen and affiliate board members. | 12/82 | Management Training Development Center |

RESEARCH & PUBLIC POLICY

The agency's public policy advocacy efforts are based on sound research and experience gleaned from program and service delivery activities. The Washington Operations Office, located in the nation's capital, has primary responsibility for these activities.

Research efforts are designed to: provide research support and data to meet planning needs and program objectives; conduct policy-oriented analyses of social and economic issues significantly affecting blacks, other minorities and low-income groups; monitor the collection and interpretation of data on minorities and low-income groups by governmental and non-governmental data-gathering agencies and research analysts; disseminate findings to a wide range of concerned individuals and groups on a regular basis; respond to short-term information requests from outside the Urban League; and enhance the research skills of blacks and other minorities through internships, research workshops, lectures and seminars.

Advocacy efforts are designed to maximize the League's presence by: monitoring and analyzing federal legislation, administrative guidelines, and public policy decisions; acting as a source of information on the impact of federal activities on the poor and minorities; delivering testimony at the request of congressional members; and initiating, on a carefully selected basis, responses to major issues of direct impact on the National Urban League and its constituency.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Maximum influence by NUL on public policy.

STRATEGY: Monitor the public policy arena; utilize our own data, research capability and experience in service delivery; increase our influence on other organizations and individuals functioning in the public policy arena.

OBJECTIVES: To conduct periodic national black needs assessments (Black Pulse).

To enhance and encourage affiliate capability for conducting periodic local needs assessments.

To develop a more effective system for retrieving and using local and national needs assessment data.

To evaluate direct service activities in relationship to public policy information, to assure effective evaluation of each program as it relates to public policy.

To increase contacts with decision-makers through efforts such as increasing coalition efforts, dialogue and the convening of issue forums.

GOAL

Development of a system for early identification of long-term policies and issues of concern, or potential concern, to our constituency.

STRATEGY: Develop a data base related to the impact of major public policy on our constituency and draw more effectively on internal and external informational resources.

OBJECTIVES: To increase contact with outside research groups, e.g. the Congressional Budget Office.

To convene experts in disciplines relevant to the long-term policy needs of our constituency.

GOAL

Maximum black political participation.

STRATEGY: Increase voter education, voter registration and voter participation efforts.

OBJECTIVES: To implement ongoing NUL voter education programs.

To implement ongoing informational programs on vital issues.

To emphasize outreach to young voters.

To encourage participation in the periodic census.

GOAL

The initiation of policy solutions to major problems of concern to our constituency.

STRATEGY: Develop internal capability for economic forecasting and policy development; develop internal capability for forecasting the implications of major social, economic and political policies on our constituency.

OBJECTIVES: To advocate the implementation of policy positions, e.g. the Credit Income Tax Proposal, which the NUL movement has developed.

To increase dialogue with external experts such as academicians and practitioners concerning policy formulation and implementation.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|--|----------------|--|
| Maximum influence on specific public policy issues of concern to the NUL constituency. | To identify issues for action by the Urban League Movement. | Analyze Black Pulse and other data. | 4/80 & Ongoing | Research Department |
| | | Review Black Pulse and other related data. | 6/80 & Ongoing | Washington Operations, Program Operations |
| | | Review Delegate Assembly priorities, research analyses and other related information. | Ongoing | Washington Operations, Program Operations & Research |
| | | Strengthen coordination between program and public policy arms of NUL to enhance the issue-identification process. | Ongoing | Washington Operations, Program Operations & Field Operations |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To develop NUL policy positions on targeted issues.

Review appropriate materials on specified issues of concern.

Ongoing

Washington Operations, Program Operations & Research

Consult with and seek input from NUL Program staff.

Ongoing

Washington and Program Operations

Consult with outside experts in areas identified for NUL action.

Ongoing

Washington Operations

To maximize use of affiliate network to influence policy decisions on specific issues.

Increase affiliate awareness of their role in NUL efforts to influence public policy decisions.

Ongoing

Washington Operations, Field Operations

Strengthen the system for involving affiliates in efforts to influence public policy decisions.

Ongoing

Washington Operations, Field Operations

To develop an external network for maximizing NUL influence on specifically-identified issues.

Increase dissemination of NUL position statements to appropriate external groups.

Ongoing

Washington Operations, Communications

Convene specific issue forums, briefing sessions and informal consultations.

Ongoing

Washington Operations

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|-----------------|---|
| | | Form and/or participate in coalitions around specific issues as appropriate. | Ongoing | Washington Operations |
| | To increase contacts with decision-makers with responsibility in specifically-identified issue areas. | Dissemination of appropriate information on NUL positions to decision-makers. | Ongoing | Washington Operations |
| NUL capability to forecast the impact of major economic, social and political policies on the NUL constituency. | To assess results from NUL and local needs assessment data. | Improve NUL's system for retrieving and analyzing national and local needs assessments and other community profile data. | 10/80 & Ongoing | Research Department, Field Operations |
| | To assess the 1980 census and other relevant data. | Insure greater utilization of 1980 census data by national and local Urban League Program staff. | 9/81 & Ongoing | Research Department, Field Operations |
| | To review and assess promises and performance at the national level, to include candidates pledges, party platforms, etc. | Monitor campaign promises, platform content and other appropriate indices of commitments for action. | 10/80 | Washington Operations, Field Operations |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT. /UNITS</u> |
|--|--|--|---------------|--|
| Enhancement of inter-disciplinary research capability of the National Urban League. | To secure long-term funding for promoting a broader range of research on major policy issues. | Submit concept papers and proposals to potential funding sources in areas which would serve to broaden our research capability. | Ongoing | Research Department, Fund Department & Washington Operations |
| | To enhance research capability at local and regional levels. | Increase research technical assistance to local affiliates and regional offices. | Ongoing | Research Department, Field Operations |
| | To enhance the quality of research reports and to broaden their dissemination and use. | Expand funding to enhance the quality of research publications. | Ongoing | Research Department, Fund Department |
| | To institutionalize periodic national and local needs assessments, e.g. Black Pulse. | Broaden public and private funding support for the Black Pulse. | 10/80 | Research Department, Fund Department & Field Operations |
| Development of the ability of the NUL network to maximize black political participation at national, state and local levels. | To develop informational material for use by affiliates in local citizenship education and voter registration efforts. | Develop voter education packet in consultation with the Communications Department, Field Operations and other appropriate NUL units. | Ongoing | Washington Operations, Field Operations & Communication |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To disseminate NUL positions on issues of concern to NUL constituency.

Develop concise position papers on appropriate issues.

Ongoing

Washington Operations, Programs

To encourage local affiliate participation in Operation Big Vote, or other voter registration coalitions.

Disseminate information on Operation Big Vote.

Ongoing

Washington Operations, Field Operations & Communications

SOCIAL WELFARE

The agency seeks to promote social welfare policies and legislation at the national, state and local levels which ensure that blacks and other minorities have equal access to and full participation in the social welfare arena. Our broad objectives are:

- To secure an adequate economic base for all families and individuals;
- To expand, in conjunction with the Affiliates, the capacity to design and implement social welfare, family welfare and child welfare programs;
- To eliminate institutional racism from social welfare delivery systems, both private and public;
- To enable social welfare delivery systems to be responsive and relevant to the needs of black and other minority families;
- To serve as an advocate for those who are vulnerable, powerless and handicapped by race, age and sex discrimination, poor education, lack of jobs, inadequate jobs and skills, and physical and mental disabilities;
- To identify, through research and analysis, policies and services which impact on black and minority families; and
- To identify issues and disparities in the delivery of services to black and minority families and other individuals with special needs.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

Significant impact on the social welfare system at the national, state and local level to assure that all citizens have equal access to and full participation in all social welfare delivery systems.

STRATEGY: Impact the policies and service delivery systems for providing assistance to the aged.

OBJECTIVES: To research and analyze government policies and services to the aged and the disparity in services to NUL constituents.

To identify those policy issues affecting the aged and advocate on behalf of our constituency.

To identify service needs and gaps to aged constituents and develop initiatives to eliminate the gaps.

To identify key issues in child welfare that impact upon black and minority children.

To advocate on behalf of black and minority families and children through intervention in the child welfare system and the monitoring of policies.

To increase the capability of the Urban League to design and implement child advocacy programs.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET*</u> | <u>DEPT./UNITS</u> |
|---|---|---|----------------|--|
| Significant impact on the social welfare system at the national, state and local level to assure that all citizens have equal access to and full participation in all delivery systems. | To research and analyze government policies and services to the aged and the disparity in services to NUL constituents. | Coordinate through an interdisciplinary approach, across functional program areas, a review of current research pertaining to the aged. | | Social Welfare, Research, Program Clusters |

*/ Program staff unable to project a timetable for planned activities in social welfare.

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Develop a needs assessment tool to identify policy and service gaps.

Social Welfare, Research, Program Evaluation

Identify national policy issues and projections through coordination and linkages with other public and private agencies.

Social Welfare, Washington Operations

Coordinate with Field Operations the analysis of existing aged services within the affiliate network and their local policy issues and concerns.

Social Welfare, Field Operations, Regional Offices

To identify those policy issues affecting the aged and advocate on behalf of our constituency.

Identify other advocacy and service organizations which represent the aging network.

Social Welfare, Washington Operations

Develop coalitions with other advocacy organizations and agencies.

Social Welfare, Washington Operations

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To identify service needs and gaps to aged constituents and develop initiatives to eliminate these gaps.

Work to sensitize government and other service delivery and advocacy agencies, at the national, state and local levels, to the needs, issues and service gaps affecting the black aged through training and technical assistance.

Develop position papers, plan and participate at White House Conference on Aging, 1981.

Train field services network on service needs and gaps to the aged.

Develop resource materials pertaining to the unique problems of the minority aged.

Develop concept and position papers around service needs and gaps and proposals to eliminate these gaps.

Social Welfare, Field Operations, Regional Offices, Washington Operations

Social Welfare, Research, Washington Operations

Social Welfare, Field Operations, Regional Offices, Research

Social Welfare and Support Units

Social Welfare, Washington Operations, Research, Field Operations and all Program and Support Units

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|--|---|
| Significant impact on the social welfare system on the national, state and local level to assure that all citizens have equal access to and full participation in all social welfare delivery systems. | To identify key issues in child welfare that impact upon black and minority children. | Develop a needs assessment to identify key issues in child welfare that impact upon black and minority children. | | Research, Washington Operations, Social Welfare |
| | | In cooperation with Field Operations, apply the assessment instruments to Urban League affiliates. | | Social Welfare, Field Operations, Research, and Washington Operations |
| | | Analyze assessment information for issue identification. | | Social Welfare, Research, Washington Operations and Field Operations |
| | To advocate on behalf of black and minority families and children through intervention in the child welfare system and the monitoring of policies. | | Establish an advisory committee for Social Welfare that is representative of the Social Welfare network and its support systems. | |
| Identify the child welfare network and establish a coalition effort with this network. | | | | Social Welfare |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To increase the capability of Urban Leagues to design and implement child advocacy programs.

Develop concept papers to address the gaps identified in the needs assessment.

Develop model demonstration proposals that address the identified problem.

Funding of proposals.

Social Welfare, Field Operations, Program Clusters, Research and Washington Operations

Social Welfare, Field Operations, Program Clusters, Research and Washington Operations

Social Welfare, Support Units & Fund

SUPPORT SERVICES

The agency's administrative departments and units provide vital supportive services to all departments and units of the agency and to its affiliates so as to ensure administrative and fiscal accountability and credibility. The Administrative Services Department, Conferences Department, Contract Administration Unit, Controller's Department, Management Systems and Analysis Department, and Personnel Department carry out these responsibilities under the direction of the Vice President for Administration and General Counsel.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

The provision of supportive services to NUL and its affiliates in the achievement of programmatic and administrative long range goals.

STRATEGY: Review and analyze the long range programmatic goals to determine requirements in the areas of human and physical management and fiscal resources; manage the utilization of acquired resources so as to maximize the accomplishment of long range goals.

OBJECTIVES: To intensify recruitment activities.

To ensure continued development of a competitive compensation and benefits system.

To continue the development of an optimal working environment.

To develop the management and operations information processing capability required to meet administrative and programmatic requirements of the agency.

To develop Standard Operating Procedures (SOPs) to assure overall effective operations.

To enhance fiscal procedures to provide current, accurate information to administrative and programmatic levels.

To increase the awareness of and compliance with, guidelines and procedures relating to contract administration.

MEDIUM RANGE GOALS AND OBJECTIVES

| <u>GOALS</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--------------------------|--|---|----------------|--|
| Intensified recruitment. | To identify staffing needs and develop an effective recruitment system to meet them. | Organize a consulting task force of recruitment specialists from industry | 12/79 | Personnel |
| | | b) Identify gaps in recruitment procedure and methods | 3/80 | Task Force |
| | | c) Develop report and recommendations | 4/80 | Personnel |
| | | d) Implement recommendations. | 5/80 & Ongoing | |
| | | Confer with each Department re short-medium-and long range recruitment needs based on output from Planning Session. | 12/79 | Personnel |
| | | Develop recruitment strategies consistent with forecasted staffing needs. | 1/80 | Personnel |
| | | Update short range forecasts quarterly. | Ongoing | Personnel |
| | | Confer with MSA re compensation of recruitment applicant files to establish an applicant skills bank. | 11/79 | Personnel, Management Systems and Analysis (MSA) |

GOALOBJECTIVESMAJOR TASKSTARGETDEPT./UNITS

- | | | |
|---|-------|----------------|
| a) Develop plan and programs for computerized applicant skills bank. | 1/80 | Personnel, MSA |
| b) Test Phase | 3/80 | Personnel, MSA |
| c) Implement applicant skills bank for faster retrieval. | 4/80 | Personnel, MSA |
| Confer with each Department to identify new sources of referral for specific positions for which they are recruiting. | 12/79 | Personnel |
| a) Make initial contact with suggested referral sources to establish relationships. | 1/80 | Personnel |
| Confer with each Department re progress in recruitment services | 9/80 | Personnel |
| a) Identify gaps and develop strategies to improve service | 11/80 | Personnel |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|---|---------------|--------------------------------|
| Continued development of a competitive compensation and benefits system. | To establish a policy of annual adjustment of salary structures. | Develop memorandum to Executive Office with rationale for policy recommendation. | 11/79 | Personnel |
| | | If approved by Executive Office, develop recommendation for Personnel Committee. | 1/80 | Personnel |
| | | If approved by Personnel Committee develop recommendations to NUL Board. | 4/80 | Personnel, Personnel Committee |
| | | If NUL Board approves, implement policy. | 7/80 | Personnel |
| | | Present findings to NUL Board for approval. | 12/80 | Personnel, Personnel Committee |
| | | Secure services of Legal Consultants for completion of amendment. | 2/81 | Personnel |
| | | Complete process of approval of amendment to NUL Retirement Income Plan. | 2/82 | Personnel |
| | To liberalize the policy on early retirement. | Explore with consultant firm concept of improving potential benefit if employee selects early retirement. | 12/79 | Personnel |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|-------------|---|--|---------------|--------------------------------|
| | | Secure actuarial projections from consultant firm re cost of liberalizing policy on early retirement. | 6/80 | Personnel |
| | | Present findings to Executive Office for discussion. | 9/80 | Personnel |
| | | Present findings to NUL Personnel Committee for approval. | 10/80 | Personnel |
| | To establish a non-contributory major medical and hospitalization plan. | Survey other agencies to define current practices in this area (contributory versus non-contributory). | 2/80 | Personnel |
| | | Present results and recommendations to Executive Office for approval. | 3/80 | Personnel |
| | | Present recommendations to NUL Personnel Committee for approval. | 5/80 | Personnel, Personnel Committee |
| | | Present to NUL Board for approval. | 7/80 | Personnel, Personnel Committee |
| | | Implement change. | 7/80 | Personnel |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|---------------|--------------------------------|
| | To establish a long-term disability plan. | Secure bids from broker. | 10/79 | Personnel |
| | | Present results to Executive Office for approval. | 11/79 | Personnel |
| | | Present results to Personnel Committee for approval. | 1/80 | Personnel, Personnel Committee |
| | | Present results to NUL Board for approval. | 2/80 | Personnel, Personnel Committee |
| | | Implement Plan. | 3/80 | Personnel |
| Improved reproduction systems which enhance productivity and efficiency. | To increase productivity and efficiency by utilizing proven advancements in technology to support programmatic requirements. | Identify areas where improvements in productivity and efficiency can be attained by implementing word processing or other Data Processing Systems. | 7/80 | Administrative Services, MSA |
| | | Develop uniform procedures designed to enhance staff efficiency and productivity and provide opportunities for staff development. | 7/80 | Administrative Services |
| | | Evaluate new equipment and systems technology and develop systems designed to fit requirements. | 7/80 | Administrative Services |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|--|---------------|-------------------------|
| | | Recommend acquisition of equipment. | 7/80 | Administrative Services |
| | | Implement approved systems and plans for action. | 1/81 | Administrative Services |
| | | Monitor effectiveness of systems and capability of equipment, make adjustments as necessary. | 3/81 | Administrative Services |
| The provision of adequate working space for National Urban League staff. | To enhance staff efficiency by providing functional efficient physical office environment. | Identify need for additional office space. | 7/80 | Administrative Services |
| | | Identify and list sources for office space outside the building. | 7/80 | Administrative Services |
| | | Develop and implement approved modifications to existing facility. | 10/80 | Administrative Services |
| Enhanced information processing capability. | To provide the management information services required for effective management of NUL operations. | Requirement studies. | Ongoing | MSA |
| | | Systems design. | Ongoing | MSA |
| | | Systems development. | Ongoing | MSA |
| | | Develop and install a Time Effort Reporting System. | 1/81 | MSA, ALL |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|---|---------------|---|
| | | Pilot implementation. | 3/81 | MSA, SOME |
| | | On-going maintenance | Ongoing | MSA |
| | To ensure fiscal accountability. | Enhance the financial reporting system and its sub-systems. | Ongoing | MSA, Controller's |
| | | Fund System enhancement. | Ongoing | MSA, Fund |
| | | Accounts Payable enhancement. | Ongoing | MSA, Controller's |
| | | Payroll implementation. | 1/81 | MSA |
| | | Interface enhancement | Ongoing | MSA |
| | | Functional Reporting | 1/81 | MSA, Controller's, Administrative Services, Personnel |
| Provision of technical assistance to affiliates for the improvement and enhancement of their fiscal and human resources management systems. | To determine the best funding and administrative mechanism to expedite the implementation of required Data Processing services program to affiliates. | Monitor affiliate requests. | Ongoing | MSA, Regional Offices |
| | | Determine service costs. | Ongoing | MSA, Regional Offices |
| | | Formulate service schedule. | Ongoing | Field Operations, MSA |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|---|---|--|---------------|--|
| Provision of data processing capability required to meet the information needs of programmatic areas. | To determine the feasibility of integrating all data processing resources and facilities currently under the administration of program staff. | Data Processing Financial & Reporting Survey. | 9/80 | MSA, Program Departments, Controller's |
| | | Funding and Administrative Feasibility. | 10/80 | Program Departments, MSA, Executive Office |
| | | Develop and determine options. | 1/81 | MSA |
| | | Implement integration. | 4/81 | MSA, Personnel |
| | | Review & enhance results. | 7/81 | Administrative Services, Personnel, MSA |
| | | Compile Policy Manuals. | 10/80 | Administrative Services, MSA |
| | | Develop Operating Manuals. | 6/81 | MSA, Administrative Services |
| The development and implementation of Standard Operation Procedures (SOP) for the National Office. | To ensure that NUL operating units conduct their routine activities more effectively. | Pilot Implementation. | 7/81 | MSA, Administrative Services |
| | | Review Compliance. | 12/81 | Administrative Services, MSA |
| | | Update Manuals. | 12/82 | MSA |
| | | Conduct Operations Study. | 1/82 | MSA, Personnel, Administrative Services |
| | | Conduct Management Study. | 7/82 | MSA, Personnel, Administrative Services |
| | | To develop general guidelines for Program/Project management/operations systems. | | |

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|--|--|---------------|--|
| | | Develop Guidelines. | 1/83 | MSA |
| | | Pilot Implementation | 7/83 | MSA, Personnel |
| | | Provide Advisory Service. | Ongoing | MSA |
| Computerization of the financial reporting system. | To provide current and accurate information to administrative and programmatic levels by enhancing the agency's fiscal procedures. | Verify financial systems. | 12/80 | Controller's |
| | | Document developed system. | Ongoing | MSA, Controller's |
| | | Eliminate computer service bureau. | 1/81 | Controller's |
| Accelerated movement of documents relating to grants, program contract and other contracts. | To increase awareness of the importance of strict adherence to contract administration procedures. | Examine and streamline current procedures. | 12/80 | Contract Administration, Communications, Administrative Services |
| | | Examine forms usage, institute or effect change as appropriate. | 10/80 | Contract Administration, Program Departments |
| | | Develop a "How To" manual for project directors on project management. | 3/81 | Contract Administration, Program Departments |
| Assurance that NUL is safeguarded against any undue liability or loss in contractual agreements. | To develop compliance measures to assist management in the enforcement of contract administration procedures. | Identify existing compliance measures. | Ongoing | Contract Administration, Administrative Services |
| | | Determine effectiveness of the same. | Ongoing | Program Operations, Program Departments |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Develop new or
additional mechanisms
for determining
compliance, as required.

Ongoing

Contract Administration,
Program Departments

YOUTH DEVELOPMENT

The agency's mission in the area of Youth Development is to develop demonstration programs which enable black youth to develop to their maximum potential in order that they may lead rewarding lives, become productive citizens, and make contributions to their society. This task is approached in three major ways:

1. The development and coordination of national programs to serve the needs of young people and provide services to their community.
2. The provision of information and technical assistance to other divisions, regional offices and affiliates in designing strategies and developing youth action and service delivery programs.
3. Advocacy of the special needs and interests of black and other minority youth before government regulatory and service agencies, national assemblies and youth serving organizations.

LONG-RANGE GOALS, STRATEGIES AND OBJECTIVES

GOAL

The provision of information and technical assistance to the Urban League movement, e.g., nationally, regionally and locally on major issues, concerns and needs of black and other minority youth (target population: 10-24 years).

STRATEGY: Develop an information and data gathering capability for monitoring and assessing youth issues, needs and concerns; and develop an information dissemination capability for enhancing the awareness of the needs, issues and concerns of youth.

OBJECTIVES: To retrieve and synthesize information on the policies, plans and programs in the Urban League movement targeted to youth.

To develop statistical profiles on the social and economic situation of youth for planning and program development.

To assist in the development of NUL youth positions and policy papers.

To advocate youth needs and interests at national conferences and other critical youth forums.

To obtain maximum exposure for "The Waiting Workforce: Toward a National Youth Development Policy," "To Be Young, Jobless and Black" and similar Urban League publications.

To develop a national youth network.

GOAL

The development and coordination of a national demonstration program which serves the developmental needs of young people and provides opportunities for them to participate in this process.

STRATEGY: Design and operate new innovative approaches to critical youth problems, such as drug addiction, unemployment and political alienation which focuses on preventive strategies. Each program would provide youth with an opportunity to expand their career opportunities.

OBJECTIVES: To implement new national demonstration programs in four (4) areas: leadership development; citizen education; drug abuse; and new technology utilization (computers and telecommunication).

To establish a mechanism for young people to participate in NUL program development and implementation strategies.

MEDIUM-RANGE GOALS AND OBJECTIVES

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|--|---------------|--|
| The provision of information and technical assistance to the Urban League movement, e.g., nationally, regionally and locally on major issues, concerns and needs of black and other minority youth (target population: 10-24). | To retrieve and synthesize information on the policies, plans and programs in the Urban League movement targeted to youth. | Develop profiles of Urban League movement programs targeted to youth. | Annually | Youth Development and Field Operations |
| | To develop statistical profiles on the social and economic condition of youth for planning and program development. | Identify, retrieve and compile data on youth for dissemination. | Annually | Youth Development and Research |
| | To monitor and assess public and private policies, plans and programs targeted to youth. | Prepare summary statements and profiles on public and private policies, plans and programs for youth. | Annually | Youth Development and Washington Operations |
| | To increase the frequency of distribution of informational materials to youth serving agencies and decision makers. | Prepare a resource catalog of data sources, reports, books and other informational materials on youth. | Annually | Program Clusters, Washington Operations, Youth Development |
| Focussed national attention and resources on the problems and issues confronting black and other minority youth. | To utilize the prestige and influence of the NUL to articulate youth needs and concerns before national policy decision makers. | Monitor, review and comment on proposed youth legislation and regulations. | Ongoing | Youth Development and Washington Operations |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

To assist in the development of NUL position and policy papers on youth.

Review and update existing NUL position and policy papers on youth.

Ongoing

Youth Development

To advocate youth needs and interests.

Attend and participate in public, private and non-profit conferences and other critical youth forums.

Ongoing

Youth Development and Washington Operations

Establish linkages with the private sector concerning youth initiatives.

Ongoing

Youth Development

To obtain maximum exposure for "The Waiting Workforce: Toward a National Youth Development Policy," "To Be Young, Jobless and Black" and similar Urban League publications.

Implement market plan for youth policy papers.

FY 81

Youth Development and Communications

To develop a national youth network.

Identify and establish contact and linkages with youth serving agencies and organizations and coalitions.

Ongoing

Youth Development

| <u>GOAL</u> | <u>OBJECTIVES</u> | <u>MAJOR TASKS</u> | <u>TARGET</u> | <u>DEPT./UNITS</u> |
|--|---|---|---------------|--|
| | | Develop a directory of youth serving agencies and organizations. | FY 81 | Youth Development |
| | | Review existing Urban League affiliate youth advisory council structures and if necessary design a new structure which would provide for maximum youth participation. | FY 81 | Youth Development |
| Coordinated national demonstration programs which serve the developmental needs of young people and provide opportunities for participation. | To implement new national demonstration programs in four (4) areas: a) Leadership development b) Citizen education c) Drug and Alcohol Abuse d) New technology utilization (computers and tele-communication) | Draft concept papers. | Ongoing | Youth Development and Program Clusters |
| | | Respond to request for proposals. | Ongoing | Youth Development and Program Clusters |
| | | Develop and market proposals to government and private funding sources. | Ongoing | Youth Development and Program Clusters |
| | | Manage projects. | Ongoing | Program Clusters |
| | To establish a mechanism for youth input into NUL program development and implementation strategies. | Reconstitute youth council with fifty percent youth representation. | FY 81 | Youth Development |
| | | Convene one meeting a year in New York with program staff including Executive | FY 81 | Youth Development |

GOAL

OBJECTIVES

MAJOR TASKS

TARGET

DEPT./UNITS

Vice President to discuss program development plans and implementation strategies.

Provide technical assistance to affiliates in establishing and training a local youth council.

Ongoing

Youth Development, Executive Vice President, Conferences, Program Departments and Field Operations