

REPORT OF SPECIAL WORKING SUB-COMMITTEE ON ORGANIZATION

In recognition of the importance of agreement and clarity as to procedure for an ad hoc group such as The Urban Coalition, on September 21st the National Coordinators proposed the establishment of a representative committee drawn from the Working Committee to consider two questions:

1. What procedures should be adopted to enable the Steering Committee to develop and implement public policy positions?
2. What organizational structure should the Coalition develop?

The Committee consists of the following members:

Rabbi Richard Hirsch, Chairman (Synagogue Council of America)  
Wayne Smithy (Ford Motor Company)  
Alfred Eisenpreis (Allied Stores)  
Andrew Biemiller (AFL-CIO)  
Peter Tufo (New York City)  
Bayard Rustin (A. Philip Randolph)  
Harold Fleming (Potomac Institute)

PUBLIC POLICY POSITIONS

Generally speaking, the public policy positions of The Urban Coalition should be achieved by consensus. Occasionally, however, it is likely that individual members of the Steering Committee may, for good and sufficient reason, wish to dissent or express reservations. This is to be expected and should be provided for with a procedural agreement that will enable the Coalition to act, at the same time protecting the interests of those in disagreement. Such procedures should be simple and clear. They should be limited to public policy positions. (The normal administrative affairs of The Urban Coalition should be governed by regular parliamentary procedure with simple majority approval serving as the basis for action). In so far as possible, advance notice shall be given of public policy questions to be on the agenda of any meeting. Issues of public policy not on the advance agenda may be added to the agenda for discussion at the meeting with the approval of a majority of those present.

The following procedures are proposed with respect to public policy positions of The Urban Coalition:

1. A quorum shall be a majority of the Steering Committee.
2. Any Steering Committee member may be represented by an alternate.
3. Public policy decisions will be made only by the Steering Committee.
4. Only those approving (voting YES) will be listed in public statements.
5. It is understood that each Steering Committee member is free to determine the form and extent of his participation in any activities to implement any public policy position taken by The Urban Coalition.
6. Members of the Steering Committee, or their alternates, may vote YES, NO, or may ABSTAIN.
7. The Coalition shall take no action on any public policy matter where:
  - a) Any five members of the Steering Committee (or their alternates) vote NO.
  - b) Any one of the five elements of the Steering Committee (business, labor, civil rights, religion, local government) vote NO, provided that at least a majority of the members of that element are present (or represented).
8. Polling the Steering Committee will ordinarily not be necessary. Should the need occur, it should be limited as far as possible to implementation of those issues upon which the Steering Committee has already acted. Such special polls should be communicated in writing or by telegram with a specified response date indicated. Such emergency polls shall be governed by the procedures outlined above for determining all public policy positions.

#### ORGANIZATIONAL STRUCTURE

In order to be effective, the Steering Committee of the Urban Coalition should not be substantially enlarged beyond its present number. For the present, the task force concept can provide ample opportunity for enlarged participation in the program interests of the Coalition. The leadership and members of the task forces can report to and meet with the Steering Committee as needed. Persons can be enlisted to work on projects as they arise.

As counterpart local coalitions are formed, however, or as existing coalition groups express their desire to support and work for the goals of the Urban Coalition, provision will have to be made to channel and coordinate these groups. It is recommended, therefore, that the Steering Committee authorize the establishment of a Council on Local Coalitions. Local groups affirming their support of the Statement of Principles, Goals and Commitments and having memberships that reflect the elements of the National Steering Committee shall be invited to designate two representatives to serve on the Council.

At an early date, a meeting of the Council will be convened for the purpose of exchanging views, making recommendations to the national Steering Committee, and electing two representatives to serve on the national Steering Committee. Staff services for the Council will be provided by the national coordinating staff.