

January 3, 1968

## ORGANIZATIONAL PROPOSAL

### INTRODUCTION

The Steering Committee of the Urban Coalition will decide January 8 the future nature of the Coalition. Essential to this is a decision on the organizational structure to be utilized for reaching Coalition goals. Currently, the Urban Coalition is an ad hoc steering committee loosely related to some 1,200 individuals who attended the August Convocation.

The Steering Committee has spawned seven task forces and created a small professional staff which serves the task forces under the direction of two national coordinators. Functionally, there are two elements comprising Coalition activities. One is catalytic and the other is direct action. These two elements must be reconciled in the organizational structure.

### PROPOSAL

It is proposed that two companion structures be created: one to conduct the direct action activities, the second to undertake the catalytic role.

#### Catalytic Structure

The organizational structure of the catalytic element would be a non-profit corporation directed by a Board of Governors. It would have a moderate service and support staff headed by an executive director. The task forces of the present Steering Committee would become the program committees of the non-profit corporation.

The objectives of this organization would be to identify the problems for which it would undertake research and study; develop solutions and program ideas; and provide resources and service to local coalitions. The organization's funding capability should be substantial enough to allow it to provide matching grants for local projects undertaken by local coalitions.

This organization should be funded for at least a three or possibly five-year period at an annual rate of \$5,000,000. Staff support would require approximately \$500,000. The balance would be used for matching funds to local coalitions which would conduct action projects and for supporting contracts with existing organizations to do special research projects.

Membership on the Board of Governors would be available to all of the current members of the Steering Committee. The Board of Governors would elect the officers. The president or chairman should be a person of national reputation.

The Action Organization

The organizational structure would be an ad hoc Steering Committee, just as now exists, with committees where required and no staff. Its funding requirements would be minimal. Staff support would come from the U. S. Conference of Mayors and the National League of Cities.

Its activities would encompass taking positions on national policy matters and making efforts to insure that the national policy decisions became those of the government.