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MEMORANDUM



EARL D. CRAIG, JR.

President

August 22, 1978

TO: Board of Directors

FROM: Earl D. Craig, Jr., President

SUBJECT: 1978-79 Work Program

Enclosed is a copy of the staff proposed 1978-79 Work Program for the Urban Coalition of Minneapolis.

I apologize for the tardiness in sending this out. This, along with a report from the Education Committee will be the major agenda items at this Thursday's Board Meeting.

Both items are very important. Hope you will be there. And if you have any questions, do not hesitate to call me.

EDC/eee
Enclosures

PROBLEM

Affirmative Action -- A concept and process which has traditionally girded the work program of UCM requires a more visible presence for program year 1978-79. Still remaining is the need to communicate to employers why and how equal employment opportunity requires actions beyond the establishment of so called neutral, non discriminatory and merit hiring policies. Yet even more critical is the need to activate a new vigilance so that marginal gains are protected from the threat of rollbacks perceived in the Bakke decision. Monitoring the implementation of the Rule of 3 and updating of minority staff composition of Congressional and Constitutional officers is critical in this regard.

The design of the City's Affirmative Action Plan and the policies from which it emanates is of major concern to the UCM Board.

Additional responsibilities for the Civil Rights Department as it relates to contract compliance suggests a more conscientious attitude on the part of the city to providing opportunity for minority contractors. Having been asked to review the regulations and support the concept should monitor its implementation.

RESPONSE

Staff monitoring of Civil Service Rule of 3 implementation; Updating of minority staff composition of Congressional and Constitutional officers; Monitoring of City of Minneapolis contract compliance and affirmative action programs; Working to provide input into city affirmative action policy, department reorganization, and program.

ORGANIZATIONAL COMMITMENT

Board: Employment Committee will work with the staff and make appropriate recommendations to the Board.

Outreach: Monitoring of meetings with City Affirmative Action Office, City Civil Rights Department, and Civil Service Commission; Facilitating meetings with minority community representatives and appropriate city personnel on affirmative action policy; Development and presentation of UCM position on affirmative action.

Research: Documentation of changes in minority staff composition of Congressional and Constitutional officers.

OUTCOME

Renewed commitment of public and government agencies to concept and process of affirmative action; Implementation of Rule of 3, resulting in greater minority hiring and promotion; Reorganization of City Affirmative Action Office to create a more effective mechanism; Increase minority staff of Congressional and Constitutional officers.

PROBLEM

Census & Prevention of Undercount --
Historically, low income and minority persons have not been fully counted in the Census. The result is underrepresentation for poor and minority areas and less than equitable distribution of various forms of federal assistance.

A component of the minority statistics program is the Community Services Program of the Census Bureau. This program develops and maintains channels of two-way communications with minority groups and individuals at the local level. Community Services Representatives (CSR's) contact local individuals and institutions (UCM) that have influence upon persons or groups who, under ordinary circumstances, might not be enumerated in the 1980 Census.

RESPONSE

Development of UCM constituency task force to work cooperatively with the Census Bureau Community Services Program to assist in the prevention of an undercount of minorities in the 1980 Census.

The UCM should insure that an undercount of the minority population of the City of Minneapolis does not occur. The utilization of the minority census advisory committees the Census Bureau has created provides a means in the prevention of this possibility.

ORGANIZATIONAL COMMITMENT

Board: None

Outreach: Facilitate CSR's liaison within respective minority communities; Minimal support to Minority Census Advisory Committee.

Research: None

OUTCOME

Inform the community of the undercount problem, and the government measures for preventing it; Help to guarantee the selection of trained local Census interviewers to facilitate an accurate minority Census count.

PROBLEM

Education -- The Urban Coalition of Minneapolis Board of Directors, at its July 20th meeting, established a committee to address the quality and equal education issue in the Minneapolis Public School District.

Given the recent achievement and drop out data on minority children, the question has been raised whether or not busing has any connections with providing quality and equal education. Questions of parental involvement, as well as accessibility and accountability also are being contemplated and formulated.

The anticipated action of Indian parents of the Title IV Program at Andersen School and Black parents on the northside, which may result in their removing their children from the public schools in September, merits an examination of the total educational issue.

RESPONSE

The Board Committee to create a special task force to study the educational issue. The Committee will provide direction and specific charges which the task force will address. The Committee will also insure the task force findings be published for the community and relevant "decision makers" to review.

ORGANIZATIONAL COMMITMENT

Board

Board Education Committee will study issue and make appropriate recommendations to Board.

Outreach

Task force creation and support. Provide to the task force persons whom are experts or knowledgeable in the education field.

Research

Gather background data necessary to clarify or emphasize all areas in the field of education. Preparation of background paper. Final report and recommendations.

OUTCOME

Publishing the findings and recommendations of the task force. Full participation in Education debate. Adoption of changes in public school system designed to achieve equal, high quality education for all students.

PROBLEM

Energy -- Major policy decisions in the field of energy continue to occupy a prominent place in the agendas of the state and federal governments. Interest in local energy policy is also increasing. For the most part these specific energy concerns of lower income people have not played a prominent role in the development of energy policy. The importance arises from the necessary nature of much of the poor's energy consumption, the impact of spiraling energy costs on the budgets of the poor, and the importance of energy to employment opportunities, both as a factor of production and as a direct source of employment.

RESPONSE

Continue to insert concerns of lower income and minority persons into energy policy debate at all levels. Continue operation of UCM weatherization program and seek reauthorization for the period beginning October 1. Submit comments in a timely manner on the various federal legislative and administrative proposals to the appropriate committees and representatives of the Administration. Prepare a list of state energy priorities in the areas of legislative and administrative initiatives and work for their enactment. Monitor the Minnesota Housing Finance Agency's study of ways to assist in the weatherization of rental units occupied by low and moderate income tenants. Seek, from the federal or state government possible energy research contracts pertaining to the interest of lower income persons. Explore the possibility of development of a community-controller, labor intensive business venture in the area of energy. Continue to work with our constituency to develop an understanding of the energy issue, its importance to the community and possible responses to it. Monitor and contribute, where appropriate, to any local energy planning efforts.

ORGANIZATIONAL COMMITMENT

Board:

Board Energy Committee will work with staff and make appropriate recommendations to the Board.

Outreach:

Serve as liaison with recipients of weatherization aid and other members of our constituency concerning the energy issue. Perform developmental work on labor-intensive energy business venture.

Research:

Oversee operation of weatherization program. Prepare necessary research on federal energy proposals. Develop state energy program. Participate in MHFA monitoring committee for energy study. Seek out and develop research projects, including one using weatherization program data. Assist in developmental work on labor-intensive energy business venture. Prepare UCM contribution to local energy planning effort. Supervise energy policy analysis units.

Weatherization Program Staff:

Continue operation of program. Prepare application for reauthorization, including some alterations in procedures and scope of activities. Prepare evaluation of operation of first phase of the program. Maintain contacts with recipients of assistance and various members of the UCM's constituency regarding the energy issue.

OUTCOME

1. Successful operation of the weatherization program in relation to the original goals of the program and those that have evolved during its operation.
2. Inclusion of the perspective of lower income people in federal energy legislation and regulations.
3. Enactment of UCM's State energy legislation and proposed regulations.
4. Procurement of one or more research grants and successful performance of contract provisions.
5. Completion of planning phase of labor intensive energy business venture.
6. Increased understanding and responsiveness within lower income community in the area of energy.
7. Adoption of local energy policies that are sensitive to the needs of lower income people.

PROBLEM

Native American Needs Assessment --
The majority of Native Americans within the Twin Cities Metro area live their lives at poverty or near poverty levels. As a result, they have to rely upon public agencies and the numerous Indian organizations which have programs which can be of assistance. Unfortunately, many needs cannot be met because there simply are not enough resources available to deal with the numerous problems prevalent throughout the urban Indian community. Compounding this situation is the fact that no organization has taken a comprehensive look at all of the problem areas such as: housing, education, health, transiency, youth programs, chemical-dependency, economic development, etc. Nor does any organization have any precise figures as to the total Indian population within Minneapolis, Hennepin County, or within the seven county area. It is no wonder that the problem areas mentioned above have not been solved because the extent of the problems has not been defined.

RESPONSE

The UCM will bring together the relevant public agencies and Indian organizations to address these areas. From these meetings, advisory councils will be formed to take a look at a specific area, i.e., housing; and after examining the existing data and statistics gathered from accessible sources, they will submit a report on existing services, findings and recommendations.

ORGANIZATIONAL COMMITMENT

Board: Review staff activity.

Outreach: Inform the Native American community of the need for cooperation in the development of the Native American Needs Assessment, and solicit their input into the planning, development and implementation phases of the project. In addition, work with the public agencies within Minneapolis and Hennepin County to get their support and input. Provide individuals and representatives of Indian organizations to give personal testimony.

Research: Gather the existing data and statistics from Indian organizations and public agencies which would be relevant to the problem areas under study.

OUTCOME

A more complete understanding of the existing socio-economic conditions within the urban Indian community. The incidence, prevalence and nature of the problem areas and subsequently an assessment of existing services and resources utilized in addressing them, or how the needs are not being addressed and recommendations for change.

PROBLEM

Operation of the Hennepin County Criminal Justice System -- Blacks and Native Americans are being sentenced two and three times more severely than whites in Hennepin County. The bigger problem is that it is difficult to pin down where in the criminal justice system this disparity originates. It is highly possible that racial bias permeates the entire system, from arrest all the way through sentencing. Clearly the issues that must be examined are bail, the prosecutor's functioning in plea negotiations, pre-sentence reports, and the functioning of the grand jury.

RESPONSE

Following up on the recommendations stated in the Urban Coalition Sentencing Task Force report. Research and develop legislation in the area of bail and reform.

ORGANIZATIONAL COMMITMENT

Board: Criminal Justice Committee will work with the staff and make appropriate recommendations to the Board.

Outreach: Working with interested community people in the development of a criminal justice legislative package so that the legislation is credible and makes sense to the poor and minority community.

Research: Some research will have to be done in the area of bail. An intern will have to be recruited to do the leg work necessary.

Volunteers: There will be a need to recruit a volunteer for research in the bail reform area.

OUTCOME

The instituting of an Office of Evaluator for the Hennepin County criminal justice system to monitor and study the results of its impact on defendants, primarily minority defendants; Enact legislation in the area of bail and grand jury reform which would remove the racial or economic bias within that institution.

PROBLEM

Police -- One of the main problems that exists is the matter of the lack of an adequate and fair inquiry into citizen complaints against police. The police Internal Affairs Unit rarely takes action against an officer and this policy of non-action may give officers and community the impression that police officers may take any action they please against a citizen.

Another problem revolves around the issue of the disorganized and highly political nature of the police department. The current nature of selecting the police chief has caused many morale and performance problems. Somehow the department must be depoliticized so that the department can function efficiently.

RESPONSE

Advocate for some kind of external review of the Minneapolis Police Department; Monitor progress and provide input to Minnesota Peace Officers Standards and Training Board.

ORGANIZATIONAL COMMITMENT

Board: Criminal Justice Committee will work with the staff and make appropriate recommendations to the Board.

Outreach: Work with the UCM constituency and relevant Minneapolis city officials to develop an acceptable, workable mechanism for external review of the Minneapolis Police Department; Alternatives to Incarceration Conference.

Research: Research forms of external review used successfully in other cities, looking at the positives and negatives in each system.

OUTCOME

Obtain some form of external review of police department.

PROBLEM

Poor People's Agenda -- The Poor People's Agenda contains a list of forty-nine (49) specific recommendations for action to remedy problems that affect the daily lives of the UCM constituency.

The Agenda's purpose: "We propose that a social accounting system be developed to evaluate city government's performance when responding to human needs as stated in the Agenda."

The Steering Committee of the Assembly and UCM staff will develop a monitoring system to evaluate the progress in the implementation of the recommendations. Through this mechanism, an ongoing means of evaluating the City's responsiveness to the problems of poor and minority residents can be established. A poor people's report will then be provided to the Board and the community.

RESPONSE

The Steering Committee and staff will devise an evaluation system of indicators keyed into the Agenda to measure the City government's performance. Continued to update the Agenda.

ORGANIZATIONAL COMMITMENT

Assembly: Assembly Steering Committee will work with staff and make appropriate recommendations to the full Assembly.

Outreach: Participation in development of monitoring system of City officials actions in implementation of the Agenda. Assist in poor people's report. Assist in preparation of updates.

Research: Provide data/information necessary to measure progress in achieving the objectives of the Agenda. Provide background information and testimony for City officials.

OUTCOME

The development of an evaluation system. The publishing of the poor people's report of City government's response. The establishment of an effective dialogue with the Mayor and City Council in addressing the needs of minority and poor people. Update the Agenda.

PROBLEM

Taxation and Government Programs --
The impetus for reductions in the state and federal tax systems and governmental programs is mounting. Passage of Proposition 13, similar efforts in other states, statements by Minnesota leaders urging changes in taxes all indicate that this will be an important issue during the coming year. While the tax system is in need of reform, the anti-social services, anti-government element of the call for changes are as strong or stronger. If changes are made without adequate protection of the interests of poor and minority peoples, most will be made at their expense. This will take the form of inequitable reductions in taxes and reduction or elimination of services that primarily benefit the poor.

RESPONSE

Convene a meeting of key decision-makers and community people to begin the development of a progressive response to the "taxpayers revolt" in the form of progressive tax reform proposal. Review and comment upon various tax and service change proposals considered by the legislature. Possibly develop a UCM tax proposal.

ORGANIZATIONAL COMMITMENT

Board:

Board Tax Committee will work with staff and make appropriate recommendations to Board.

Outreach:

Organize support testimony.
Organize tax workshop for October.
Prepare community representatives to comment on the tax and service cut proposals.

Research:

Prepare background paper for the tax meeting. Prepare background and draft positions on the various tax and service cut proposals. Possibly prepare UCM tax proposal in conjunction with the Board Committee.

OUTCOME

Enactment of a progressive State tax reform program and budget during the next legislative session. Avoidance of social service reductions harmful to low income and minority people.

PROBLEM

Urban Policy -- The essence of the problem is the continuing decline of the nation's urban areas, which are disproportionately populated by lower income and minority persons, the constituency of the UCM. While Minneapolis is not as heavily afflicted with these problems as other northern cities, many of the same contributing factors and their outcomes are present and getting worse. Without going into further detail on this complex subject, the UCM perceived the second element of the problem in terms of the need for action in the National Urban Policy. Significant opposition to the policy exists. Extensive efforts by low income, minority and urban people will be necessary if any meaningful progress on this problem can be achieved during the President's current term.

RESPONSE

Work with the staff of the National Urban Coalition (NUC) to supplement the NUC's contribution to the national debate. Submit UCM's position on various proposed measures to the relevant members of Congress and the representatives of the Administration.

ORGANIZATIONAL COMMITMENT

Board:

Study draft positions and make recommendations to the Board.

Outreach:

Organize community input where appropriate.

Research:

Serve as liaison with NUC. Prepare UCM draft positions and specific input to Congressional process.

OUTCOME

Adoption of the broadest possible national urban policy that is responsive to the needs of low income and minority persons and hard-pressed urban areas.

PROBLEM

Welfare Reform -- Last year President Carter released his long awaited welfare reform plan. Since that time any hope of salvaging the President's plan has slipped away. Given the Congressional time schedule, welfare reform will probably not be addressed directly this year. However, there may be various attempts to attach riders or provisions to other pieces of legislation which might alter the welfare system significantly. Most of these provisions and changes will be detrimental to welfare recipients.

There is a need, since the Federal government is dragging its feet on welfare reform, to attack the problem on a state level. The poor and minority communities must have a voice in this type of reform so that positive, beneficial changes can be made.

RESPONSE

Participation in the Minnesota Coalition for Welfare Reform; Researching and developing welfare reform legislation for the state.

ORGANIZATIONAL COMMITMENT

Board: Employment Committee will work with the staff and make appropriate recommendations to the Board.

Outreach: Involvement in the Minnesota Coalition for Welfare Reform; Development of legislation; Participation in legislative effort; Working with the UCM constituency to get their ideas and input relative to development of legislation.

OUTCOME

Input of national welfare reform; More active poor and minority community participation in welfare reform issues; Enactment of state welfare reform legislation.

PROBLEM

Work/Employment -- Nationally, seasonal employment and summer jobs for youth have brought the unemployment to 6.2% overall. The Humphrey-Hawkins Bill is still being characterized as a "hairline trigger" for inflation and consequently has made little progress in the Congress. For specially impacted groups, the "structurally unemployed," there has been little relief. In Minnesota the unemployment pendulum swings back and forth between 3 and 4%, while for the City of Minneapolis it has been recorded at 2.8%. These percentages suggest, minimally, two things: (1) that the economic climate locally is more healthy, thereby more disposed to commercial and industrial growth, and (2) that locally we may have a better economic vantage point from which to tackle the problems of the structurally unemployed. Being able to get data which would identify the particular employment problems of certain groups, and assess their experiences in public and private manpower programs, is imperative to our work.

A State Employment Conference for the fall, and full employment legislation at the state level, are major activities to concretize and advance our work for the unemployed.

RESPONSE

Organization/participation in FEAC State Employment Conference; Manpower study to gauge the experience of minorities, etc., in public/private work and training programs locally; Participation on CETA Planning Council; Participation in FEAC state full employment legislative effort.

ORGANIZATIONAL COMMITMENT

Board: Employment Committee will work with the staff and make appropriate recommendations to the Board.

Outreach: Planning/participation in FEAC State Conference; Participation in CETA Planning Council.

Research: Work on State Full Employment legislation; Major Manpower Study.

OUTCOME

- State full employment bill.
- Manpower study documenting experience of minority/constituent participants.
- Greater sensitivity and activity with regard to programs for structurally unemployed.

MEMORANDUM:



TO: Members of the Board

FROM: Earl D. Craig, Jr.

RE: 1979-80 Work Program of the Urban Coalition of Minneapolis

DATE: July 19, 1979

Attached is the Coalition's proposed 1979-80 work program. The format has been altered slightly from the previous two years. Thirteen categories of activity are listed. Under each of these specific problems, the degree of resource commitment to the activity, the planned functional responses of the Coalition and the type of organizational commitment are outlined. This breakdown is designed to clarify the nature of the Coalition's activities and commitments during the coming year.

Listed below are the definitions of the terms used in the work program. They are divided into three major sections, degree of commitment, functional response and organizational commitment.

I. Level of Commitment

* Categories of major, moderate and minimal are used. They indicate a combination of the perceived importance of the problem and the staff and financial resources to be devoted to the problem.

II. Functional Responses

Nine categories, some of which are closely related, are used. They relate to the type of activity in which the board and staff will engage in addressing the particular problem. Listed below are the specific definitions:

A.1. Research/Basic: general background research on an issue or problem which will help crystalize future policy on particular issue or problem.

A 2. Research/Applied: research done on a specific issue or problem which is used in the immediate action plan on that issue or problem.

B. Project: special staff work on a specific issue related to UCM work program, funding from outside operating budget.

C. Program: a UCM operation which provides on-going direct services; funding from outside source.

D. Outreach: the process of generating community input and participation on the issues and programs of the UCM.

E. Monitoring: the process of observing and watch-dogging" the actions on an outside body on issues that affect the UCM's constituency.

F. Advocacy: direct staff work in support of a specific position on an issue or problem.

Admin {
G.1. Administrative/Program Development: supervising and administering the development of current or future UCM programs including fund-raising.

G.2. Administrative/Fundraising: Supervising and administering the fundraising effort for the general UCM operating budget.

III. Organizational Commitment

The organizational commitment to each problem is divided into three major categories, board role, financing and staff role.

Listed below are the 10 definitions segregated by major category:

A.1. Board: final action required by full board,

A.2. Board Comm./oversight: Committee reviews UCM staff action and strategy on an issue, developing suggestion on possible strategy alternatives.

A.3. Board Comm./review and recommend: Committee reviews progress or actions of staff on an issue or program and recommends major policy action to the board.

A.4. Task Force: special body made up of individuals, some or all of whom are not members of the board, whose charge is to study particular issue or problem, develop action strategy, and make recommendations for action to the UCM Board.

B.1. Financial/regular budget: funds provided through the regular operating budget of the UCM.

B.2. Financial/special: Private funding: funds allocated to the Urban Coalition by private source for a particular project or program.

B.3. Financial/special: Government funding: funds allocated to the UCM by Government agency for a particular project or program.

C.1. Staff/core: UCM staff funded through the regular operating budget who work on a variety of work program issues.

C.2. Staff/program: UCM staff employed through a special Government or private Grant who work in a specific UCM program.

C.3. Staff/project: UCM staff employed through a special Government or private Grant who work on a specific project related to the UCM work program.

I. CRIMINAL JUSTICE

A. Pre-trial Release -- Major

Currently, more minorities are denied pre-trial release and bail than whites in Hennepin County. Not being freed before trial often has a negative impact on the case disposition. Some of the reasons for this inequality can be traced to: a) economic bias in the bail system; b) possible cultural and social bias in the pre-trial release system; and c) lack of minority staff to deal with minority defendants and their special circumstances.

The Coalition staff will work with other community organizations to study and develop solutions for this problem and then advocate appropriate changes.

FR -- Advocacy, Outreach

OC -- Criminal Justice Committee/Review and Recommend

Regular Budget

Core Staff

B. Police -- Major

The most persistent problem confronting the Urban Coalition and its constituency is the functioning of the Minneapolis Police Department. Our communities need quick and effective law enforcement but also need law enforcement that is fair, non-discriminatory and non-brutal.

The staff will work with other organizations and public and private leaders to develop solutions to the various structural, procedural and attitudinal problems.

FR -- Advocacy, Outreach

OC -- Criminal Justice Committee/Review and Recommend

Regular Budget

Core Staff

C. "Subject in Process" -- Minimal

There is a problem in tracing the progress of a defendant through the Hennepin County criminal justice system. If there are any problems in the system that create inequitable treatment of defendants, it is difficult to trace the source of the problem because each branch of the system maintains control of its own data. If we are to locate and remedy the sources of inequality we must have access to a system which will allow us to follow the progress of a defendant from arrest to sentencing.

Problem in gathering data

I. CRIMINAL JUSTICE

C. "Subject in Process" (cont.)

The staff and the Criminal Justice Committee of the Board will continue to work to get judges and other leaders in Hennepin County to develop a cohesive system that is also accountable to some public body.

FR -- Advocacy

OC -- Criminal Justice Committee/Review and Recommend

Regular Budget

Core Staff

Empe

II. EMPLOYMENT

The national unemployment rate has hovered just below 6% during the past year. Curbing inflation has replaced reducing unemployment as the predominant economic concern of the nation. In Minnesota the unemployment rate has continued to be significantly lower than the national rate. The major unemployment problem for the UCM's constituency is threefold:

- * 1) the persistent pockets of structural unemployment for non-white, young and low-skilled persons despite the low aggregate unemployment rate in the state; 2) the overriding consensus among public and private decision-makers that there is no real unemployment problem in the state; and 3) the glaring imprecision of the data about who is employed and unemployed in this area.

Subsections A, B, C and D below directly relate to the problem of inadequate and misleading information about unemployment.

A. State Actions -- Major

The staff will testify before the newly created Subcommittee on Structural Unemployment and consult with the Governor and other state officials in an attempt to develop better state data collection procedures regarding employment and unemployment on non-whites in Minnesota. Also will continue to advocate for full employment legislation, which we developed and which was introduced in the last session of the Legislature. + Saw.

FR -- Advocacy and Applied Research

OC -- Employment Committee/Review and Recommend

Regular Budget

Core Staff

B. Day Labor Study -- Major

This project, which is funded by the Center for Urban & Regional Affairs at the University of Minnesota, now in its second phase, is designed to look at who is employed by the day labor agencies, what kinds of work these persons perform, why employers decide to use temporary labor and other questions, the answers to which will help us get a better overall picture of employment.

FR -- Basic Research

West - Hoffman -

OC -- Employment Committee/Oversight

Government Funding

Project Staff

"Stan of Keno
of Hind"

II. EMPLOYMENT

C. Employer Attitude Study -- Major *Tom Dore*

This project, funded by the National Science Foundation, and under the joint sponsorship with the Minnesota Project, will conduct survey of employers' perceptions and decisions in regard to hiring and identify the types of firms, technologies, products or services that seem most likely to create employment opportunities for those now experiencing difficulty.

FR -- Basic Research

OC -- Employment Committee/Oversight

Government Funding

Project Staff

D. NUC/UCM Workshop -- Minimal *Grant*

The staff will assist the National Urban Coalition in presenting a workshop on hard-core unemployment and what governmental programs are available to respond to this problem.

FR -- Program Development, Outreach

OC -- Employment Committee/Oversight

Regular Budget

Core Staff

III. ENERGY

soft tech nology not Energy 1978

The energy-related problems of lower income people have worsened during the past year. Foremost among these is the potential loss of access to essential quantities of energy because of price increases or inadequate supply. A second group of energy-related problems confronting lower income people is coping with, and, more optimistically, capitalizing on the impending major changes in the system of energy production and distribution. The UCM's primary concern in this regard is guaranteeing that lower income people's condition is not made more difficult or possibly improved by these fundamental changes in the nation's energy system.

Energy

who is speaking for

The interests of lower income people have to date been largely ignored by decision-makers or exploited by other interest groups. The UCM takes the position that the special energy concerns of lower income and non-white people must be better defined, extensively articulated and more fully integrated into energy policy at all levels. To date this goal has been difficult to attain, because low income and non-white people have not been well organized on energy issues at the local, state and national levels.

niger

A. Weatherization Program -- Major

NSP + Gas Co. nationwide train energy auditor and inspectors

Since April 1, 1978, the UCM has administered a program to weatherize the homes of persons in Minneapolis at or below 125% of the federal poverty level. This program, funded with monies from the Department of Energy, the Community Services Administration and the Department of Labor (CETA), is administered by the Community Action Agency of the City of Minneapolis (MCAA) and the Minneapolis CETA office. In 15 months, the Program has weatherized over 600 owner-occupied and rental units. Also, the Program has employed many previously unemployed persons, many of whom have left our program to go to other energy-related jobs, or (because of our relationship with the Carpenter's Union), into jobs as carpenters. The Weatherization Program also has provided us with a significant body of data about energy costs for urban poor.

has the \$7500 per annum ending Sept. 30.

The current contract with MCAA expires September 30th. The staff is currently working with city and state officials to overcome the funding difficulties posed by the Department of Labor funding formulas and the drastic cutbacks and modifications in the CETA program. If these can be worked out, the program should be continued for another year.

FR -- Program Outreach

OC -- Executive Committee/Oversight

Government Funding

Program and Core Staff

\$900.

\$200 Kenyon Bill.

Adm. + staff energy + jobs for construction

III. ENERGY

B. NSP Project -- Major

The National Energy Conservation Policy Act of 1978 requires that all utilities provide information energy audits on request for all homes in their service area. Staff has been in consultation with staff and officers of the Northern States Power (NSP) Company about the UCM contracting with NSP to provide this service. UCM would take persons from our constituency who have had some difficulty getting training and work, provide them with the training and experience necessary to meet the newly developed state certification standards, and then we would provide residential energy audits.

FR -- Program Development, Program

OC -- Board Energy & Employment Committees/Review and Recommend
Executive Committee/Oversight
Private Funding
Program Staff

C. Research and Policy Analysis -- Major

For the last two years, the UCM staff has slowly developed a reputation in the state and somewhat nationally for our efforts to understand the impact of various energy policies, non-policies and "scenarios." It is increasingly important that we continue this. It is the staff's view that for the next couple decades no other issue will affect the lives of poor people like energy. Therefore, it is incumbent that we understand better the impact on poor people of everything from the latest proposed electrical rate structure to synthetic fuel development.

We have submitted a major energy research and policy analysis proposal to several national and one local foundation. We are also now in discussions with the Office of Consumer Services of the State Department of Commerce about a one-year project in which we are to do research on the impact of various electrical rate structures on residential consumers in the state. Regardless of whether we receive monies from any of these sources, the staff proposes that this be a major effort of the UCM staff. Clearly, we can do much, much more if we receive the outside funding.

FR -- Basic Research, Applied Research, Fundraising

OC -- Energy Committee/Oversight
Private Funding and/or Regular Budget
Core and Project Staff

III. ENERGY

D. Intervention -- Major

It seems clear to the staff that there is no way we can avoid our responsibility to intervene in Public Service Commission hearings on utility rates and other similar matters and work with the Legislature on appropriate legislation (e.g., assistance to poor people for paying winter energy bills).

FR -- Advocacy, Outreach, Applied Research

OC -- Board


Energy Committee/Review and Recommend

Regular Budget, Government Funding

Core and Project Staff

E. Minority Community Organizing

There is no evidence that non-white peoples or their leaders are a part of the energy debate in this country. Since overwhelmingly Black, Indian and Latino leaders concern themselves with the problems of the poorest of their people and since energy affects the poor so devastatingly, some effort should be made locally and nationally to heighten the awareness of this problem within our communities.



(1) Conference -- Major !

The staff is currently developing, with the staff of the NUC, a national strategy session for leaders from around the country to be held in early August at the Spring Hill Conference Center. Surprisingly, the UCM is probably in a better position than any national organization to provide this kind of leadership.

FR -- Fundraising, Program Development, Outreach, Advocacy
Basic Research

OC -- Energy Committee/Oversight

Private Funding, Regular Budget

Core Staff

(2) Conference Followup -- Major

The nature of the followup on the August conference depends upon whether the current foundation funding requests that the UCM has submitted come through. If such funds are available, then we will attempt to provide at least a special issue and research newsletter for our constituency and for organizations around the country that represent poor and minority peoples.

*\$ 88.00 Billion
for
Cap.*

*2. Will it work
3. How to get off?
if not*

4.

III. ENERGY

E. Minority Community Organizing (cont.)

(2) Conference Followup (cont.)

FR -- Outreach, Advocacy

OC -- Energy Committee/Oversight

Private Funding

Core Staff

Ed ✓

IV. EDUCATION

(See UCM Education Task Force Report and attached summary).

A. Task Force Followup -- Major

It is incumbent that the UCM not allow this report to sit on a shelf. Major efforts must be made to keep pressure on the school board and administration to respond in policies and action to the various recommendation of this Task Force. (The staff is contacting local foundations for additional funds for this and the other two parts of the education section of the work program).

FR -- Fundraising, Advocacy, Outreach, Applied Research

OC -- Education Committee/Oversight

Private Funding and/or Regular Budget

Project and/or Core Staff

B. Parent Organizing -- Major

It is continually asserted that the most important factor in a child's education is the home and the parents. The Education Task Force rejected attempts by apologists for the school system to place all of the blame for the poor education of non-white students on non-white parents. However, it is proposed here that the UCM get outside funding to choose one elementary or junior high school to test a program of organizing parents to: (a) get more involved in the education of their children; and (b) develop ways to hold the particular school personnel responsible for the education they are or should be providing.

FR -- Fund Raising, Program Development, Outreach

OC -- Education Committee/Oversight

Private Funding

Project Staff

C. Research/Publication -- Moderate

FR -- Fundraising, Outreach, Basic and Applied Research

OC -- Education Committee/Oversight

Private Funding

Core Staff and/or Project Staff

V. AFFIRMATIVE ACTION

A. Firefighter's Case -- Moderate

The UCM, along with the Minneapolis Urban League, provided the major impetus and support for the lawsuit against the City of Minneapolis regarding the dismal record of the City in hiring non-white firefighters. That case was settled last month with all of the major goals which we set having been attained. However, we must continue to monitor and push the Civil Service Commission to fulfill the various provisions of the court decree.

FR -- Monitoring

OC -- Employment/Oversight

Regular Budget

Core Staff

B. City Affirmative Action Plan -- Moderate

The City of Minneapolis has not had an Affirmative Action Director for many months and has not developed an Affirmative Action Plan for several years. The UCM has a responsibility to its Black, Indian and Latino constituents to aggressively push the elected and appointed city officials in the development of a plan and its aggressive implementation.

FR -- Monitoring/Advocacy, Outreach

OC -- Employment Committee/Review and Recommend

Regular Budget

Core Staff

C. Hennepin County Criminal Justice System -- Moderate

As a part of the UCM's efforts to get a less discretionary criminal justice system, it has become increasingly apparent that more non-white persons must be hired in various parts of the criminal justice system. The UCM staff will continue to work with other organizations on this matter.

FR -- Advocacy

OC -- Employment Committee/Oversight

Regular Budget

Core Staff

V. AFFIRMATIVE ACTION

D. Minority Staff Survey -- Minimal

In 1977 and 1978, the UCM conducted surveys of the non-white staff composition of the ten Congressional and the six state constitutional offices. The results of the survey were not encouraging.

In 1977, the total number of paid, full-time staff of the Congressional offices totalled 189; six members were non-white people, or 3.17%. In 1978, the total staff increased to 197 full-time; non-white staff remained at six or 3.05%, showing an actual decrease in the non-white percentage.

In 1977, the state constitutional offices showed that out of 393 full-time staff, 27 were non-white, or 6.87% of the total. In 1978, the non-white staff was reduced to 22, or an 18.5% decrease from 1977.

The purpose of the survey was to indicate to the elected office holders the need for non-white staff to provide input on the needs and concerns of the non-white people here in the State of Minnesota.

FR -- Basic Research

OC -- Employment Committee/Oversight

Regular Budget

Core Staff (intern)

VI. ECONOMIC DEVELOPMENT -- Major

It is proposed here that the UCM investigate the feasibility of a community-controlled program to manufacture and/or assemble alternative energy devices. The purpose of the project would be to develop labor intensive industries in the alternative energy field.

FR -- Program Development, Fundraising, Outreach

OC -- Energy and Employment Committees/Review and Recommend

Regular Budget

Core Staff

VII. MEDIATION -- Moderate

For the last 2½ years, the UCM has provided mediators for the Minneapolis City Attorney's Domestic Assault Diversion Project. This program should continue, but the staff is discussing with others ways to expand this into other kinds of community disputes.

FR -- Program and Program Development, Fundraising

OC -- Executive Committee/Oversight

Private and/or Government Funding

Program Staff

VIII. COMMUNITY DEVELOPMENT

A. NUC/Neighborhood Counseling Program -- Minimal

The National Urban Coalition has received a grant from the Department of Housing and Urban Development to provide technical assistance in regard to the Community Development Block Grant Program for one neighborhood in each of 30 cities. After discussions with representatives from various neighborhoods, the staff has agreed upon a neighborhood with the NUC staff (the Hawthorne neighborhood in north Minneapolis). The responsibilities of the UCM staff will be primarily in the early stages of the project to set up the contacts with neighborhood leaders and organizations and would continue to monitor and liaison.

FR -- Monitoring, Outreach

OC -- Regular Budget

Core Staff

B. Housing -- Minimal

Our constituents, particularly poor families, are having increasing difficulty finding adequate, to say nothing about affordable, housing in Minneapolis. It is not clear, however, what kind of role the UCM can play in responding to that. Therefore, it is proposed that we establish a small task force, the purpose of which to be to investigate an appropriate role for the UCM in dealing with the problems of family housing, displacement, housing costs, etc.

FR -- Monitoring, Basic Research

OC -- Housing Task Force

Regular Budget

Core Staff

IX. UCM LEGISLATIVE PROGRAM -- Major

Education, employment, criminal justice, energy, taxes, welfare reform.
(federal and state) and urban policy (primarily federal).

FR -- Monitoring/Advocacy/Outreach, Applied Research

OC -- Board Committee Review and Recommend

Regular Budget

Core Staff

X. COMMUNITY OUTREACH/TECHNICAL ASSISTANCE -- Moderate

Activity in these two areas has increased significantly over the past year. In fact since the creation of our "Community Outreach Component" in 1977, requests to UCM requiring "outreach" have gone considerably beyond mere liaison work. Agencies in the constituent communities have made increasing demands for short and long term consultations with UCM staff relative to community development issues, managerial/funding problems and research methods. Programatically this activity has proven to be an extremely credible medium for concretizing our institutional role in the minority communities. To a lesser degree but of similar importance, foundations and other funding sources have also sought our counsel as they go about their deliberations. Probably other than any other function, community outreach/technical assistance fulfills the original promise of the UCM.

The obvious problem is our capacity to continue responding to this promise in the face of still greater anticipated demand.

FR -- Outreach

OC -- Regular Budget

Core Staff

XI. MISCELLANEOUS ISSUES

A. Census Undercount -- Minimal

Historically, low income and non-white persons have not been fully enumerated in the Census. The result is underrepresentation for poor and non-white areas and less than equitable distribution of various forms of federal assistance.

To prevent an under-enumeration of non-white people, the Community Service Program of the Census Bureau was created. The CSP will be employing several hundred people to facilitate the Census. Recruitment of non-white people will be needed to work in the respective communities of UCM to insure the most accurate Census that can be obtained.

FR -- Monitoring/Advocacy

OC -- Regular Budget

Core Staff

XII. MISCELLANEOUS ADMINISTRATION

A. Newsletter -- Major

FR -- Monitoring, Advocacy, Outreach, Applied Research,
Program and Project

OC -- Regular Budget

Core Staff with all other Staff

B. Monthly Up-Date of Work Program -- Minimal

FR -- None

OC -- Regular Budget

Core Staff

C. Fund-raising Coordination -- Moderate

FR -- Program Development, Fundraising

OC -- Finance Committee/Oversight

-- Regular Budget

-- Core Staff

D. "Harambee" Television Show -- Minimal

FR -- Program Development, Fundraising, Monitoring

OC -- Regular Budget

Core Staff

XIII. UCM BOARD COMMITTEES

A. Administrative Committees

1. Executive Committee
2. Finance Committee
3. Audit Committee
4. Nominating Committee

B. Issue Committees

1. Criminal Justice
2. Education
3. Employment
4. Energy

C. Task Forces

1. Housing

SUMMARY REPORT OF THE EDUCATION TASK FORCE

OF THE

URBAN COALITION OF MINNEAPOLIS

MAY 29, 1979

I. Introduction.

On August 24, 1978, the Board of Directors of the Urban Coalition of Minneapolis created an Education Task Force.

The Task Force was charged by the Coalition with responsibility for analyzing the issues and problems that affect the education of Black, Indian and Chicano/Latino students in our city. It was also asked to develop recommendations for action.

The members of the Task Force are, for the most part, parents of children in the Minneapolis Public Schools. The membership includes representation from the Black, Indian, Chicano/Latino, and White communities in our city. We are lay persons, citizens, parents who, though we are not professional educators, are deeply concerned about the quality of education our children are receiving.

The Task Force has met bi-weekly from September through December and weekly from January through May. We have studied the literature in the field; we have met formally with the Deputy Superintendent and all the Area Superintendents; and we have met informally with the Superintendent of Schools. We have heard from principals, teachers, consultants, union officials, parents, specialists in various skill areas, administrators of special programs, professors from the University of Minnesota, representatives of the State Department of Education, and met with Dr. Robert Havighurst from the University of Chicago.

Though we do not qualify as experts or professionals, what we have found is, we believe, of importance to other parents, to students, and to the entire Minneapolis Public School system.

II. Overview

The charge from the Board of Directors of the Urban Coalition of Minneapolis asked the Education Task Force to examine and provide recommendations concerning the issues and problems affecting Black, Indian, and Chicano/Latino students.

The Task Force focused its attention on three areas of special importance:

- 1) Student Achievement,
- 2) Evaluation of Certificated Employees of the School System, and
- 3) Accountability of the System as a Whole.

Though our emphasis has been on matters affecting non-white students, we quickly became aware that these matters are in fact systemic. They have an impact on every administrator, teacher, parent and student in the Minneapolis Public School System underlying virtually every area we studied is the alarming lack of accountability in the system.

The primary concern of the Task Force has been the impact of the school system on its students. We have been struck in our research by the prevalence of literature in the field of education that confounds and confuses the issues of educational effectiveness. This research asserts, for example, that schools cannot be held accountable because there are "too many variables affecting educational achievement;" that teachers and administrators cannot be evaluated because education is "too subjective;" and that the relatively lower levels of achievement of non-white students are based on "socio-economic factors" and a "lack of educational tradition among parents." The Coleman Report is the most influential research document espousing this position, which could be characterized as a theory of "socio-economic

determinism" of educational achievement.

The Task Force found ample evidence that the MPS have adopted this theory of education, a theory that conveniently places responsibility for the lack of educational achievement of non-white students outside of the school system.

The central thesis of the Education Task Force is that the Minneapolis Public School system cannot be permitted to absolve itself of responsibility for the failures of Black, Indian and Chicano/Latino students on the basis of this or any other theory. It is our contention that the school system must be held accountable for:

- 1) Its performance with respect to student achievement;
- 2) Evaluation of the performance and competency of teachers, principals, and administrators; and
- 3) Development and achievement of measurable standards and objectives and the involvement of parents in the process.

We call upon the Minneapolis Public Schools to re-order its priorities away from what appears to be an emphasis in the system on saving jobs for teachers and administrators and focus on providing quality education to all students.

III. Summary of Major Issues

This summary of major issues is intended to highlight the ways in which the Minneapolis Public Schools are, in the opinion of the members of the Education Task Force, failing to provide adequate educational services to significant numbers of Black, Indian and Chicano/Latino students.

A. Student Achievement

1. Profiles in Performance and other MPS reports fail to present sufficient usable data regarding non-white student achievement. Instead, they provide aggregate data that actually conceal the problems experienced by Black, Indian and Chicano/Latino students. Such reports likewise espouse the Coleman Report philosophy of academic achievement and use it to deny the schools' responsibility and place it on socio-economic factors and the home environment. Finally, they offer a "we're-better-than-Cleveland" comparison of performance which apparently ignores the demands and expectations of the Minneapolis community and makes only selective use of socioeconomic factors.

2. The Task Force then reviewed a series of findings that documented the schools' failure to educate non-white students. Among the findings from previous studies were:

a) The high dropout rates for Black and Indian students. The indicated dropout rates of Black students (29%) and Indian students (51%) are significantly higher than the rate for White students (19%). These data actually underestimate the problem. They do not reflect pre-10th grade dropouts, a common phenomenon among non-white students.

b) The relatively low percentage of non-white students enrolled in advanced courses at the secondary level.

c) The disproportionate percentage of Black and Indian students in SLBP programs.

Previous studies suggest a serious problem of misdiagnosis and mislabeling by teachers and diagnosticians. Compounding the problem is an arbitrary administrative quota limiting the percentage of minority students in these programs. Thus, we have a situation where some minority students are inappropriately referred for

treatment to get them out of the classroom, and others in need of treatment are denied access because of the quota.

3. The Task Force also found that the way the MPS put into operation its conception of student achievement is often detrimental to non-white students. Among the problems identified by the Task Force are:

- a) The policy of "social promotions" in conjunction with little interim or final competency testing.
- b) Meager course requirements that, for example, permit graduation from high school without taking any math courses in senior high.
- c) Lack of mandatory parent-teacher conferences concerning grade school pupils.

4. Finally, there is the Task Force's special concern, shared by many, regarding the disproportionate loss of minority staff.

B. Evaluation of Teachers, Principals and Administrators

1. The Task Force was struck by the extraordinary subjectivity of the current system of evaluating teachers, principals and administrators, particularly tenured personnel.

2. Administrators are charged with evaluating principals and principals are charged with evaluating teachers. In fact, it appears that little useful evaluation is performed. Teachers for the most part do not feel that principals are qualified or capable of evaluating them. Principals hold similar attitudes about administrators. The Task Force heard repeated reports of teachers who filled out their own evaluation forms from year to year. We learned that there have been only three tenured teachers

terminated for incompetency in the last 10 years.

3. A variety of factors mitigate against the implementation of an effective evaluation system. Foremost among them is the Minnesota Teacher Tenure Act, which provides the basis for both the tenure and seniority dismissal system of the MPS. This law makes it extremely difficult to dismiss any incompetent teacher or administrator who has tenure. There is likewise no mechanism to reward personnel who are performing well.

The result appears to be a system devoid of incentives to improve the quality of teaching and likewise devoid of incentive to effectively supervise or evaluate the results of teaching.

The combined power position of the teachers union, the protection of state law and the lack of reward mechanism have created a general administrative attitude within the MPS that evaluation and accountability are impossible to achieve. This creates a self-fulfilling prophecy: If evaluation is impossible and useless, then there is no need to measure educational achievement and no way to be accountable or accessible to parents, students and the general public.

The Education Task Force rejects this "prophecy" and suggests that it be identified for what it is: a system to protect school personnel from scrutiny by parents and students; and more seriously, a rationalization for the failure of the system to provide adequate educational services to children.

C. System Accountability

While the Minneapolis Public School System is quite responsive

to political and economic pressures such as property tax issues, state aids, school closings, declining enrollment and contract negotiations, no such clearly discernable mechanism of accountability exists for matters of educational quality and student achievement, particularly for non-white students. The Task Force believes there is a need for a process whereby the MPS could be held accountable on an ongoing, systematic basis for the quality of education they are providing. Without such a mechanism educational quality will continue to be relegated to its current second or third level status. The nature of public decision-making makes this inevitable.

The existing Planning, Evaluating and Reporting, or PER system, is not enough. In too many cases PER committees are merely renamed PTSA's groups. These groups have a history of domination by majority parents, not minority parents or parents of children experiencing difficulty in the schools. The Task Force also found the PER goals themselves to be insufficient. These goals are largely non-quantitative; they are not linked to personnel evaluation; they fail to place sufficient emphasis on these students whom the system is currently failing. A system that goes beyond PER is, in the Task Force's view, clearly necessary.

IV. Summary of Major Recommendations

A. Major Student Achievement Recommendations:

1. The basic skills of reading, writing and mathematics must be given top priority throughout the elementary and secondary grades.
2. "Social promotion" of students as a policy and practice of the MPS must be ended. Specific standards for grade-to-grade promotion and graduation must be established. Graduation requirements

should be phased in with a system of interim testing.

3. A regular, comprehensive system of student testing in the basic skills beginning in the early grades must be established. In order to avoid a "blame-the-victim" interpretation of the results, i.e., blaming students alone for their failure to achieve, this system of testing must be directly linked to rigorous personnel evaluation and system accountability processes. The testing system should incorporate the following features.

- a) An interim testing program should be conducted at all grade levels and serve as the basis for promotion and identify the need for remedial action.
- b) The interim testing program should strike an appropriate balance between norm-referenced and criterion-referenced examinations.
- c) A final competency examination that all students must pass prior to graduation should be instituted if the following requirements designed to protect students are also met:
 - 1) Careful development and testing of the examination to eliminate cultural bias;
 - 2) Full implementation for several years of the interim testing program; and
 - 3) Implementation of personnel evaluation and system accountability mechanisms tied directly to school achievement.

B. Major Recommendations on Evaluation

1. Systematic evaluation of the performance of teachers,

and administrators of the MPS must become a priority of the school system.

2. A regular systematic evaluation of all teachers must be instituted.

a) The purpose of evaluation should be:

- 1) to reinforce good teaching;
- 2) to identify problems facing teachers;
- 3) to provide teachers with assistance in addressing problems and increasing their effectiveness; and
- 4) to provide a means of transferring or terminating those teachers who are not performing adequately.

b) The individual principal would have the final responsibility for implementing the teacher evaluation system in each school.

c) Evaluations should be conducted on the basis of:

- 1) quantifiable objectives for student progress in each area of study the primary criterion; and
- 2) teaching performance.

d) Participants in the evaluation process should be:

- 1) supervisors;
- 2) peers of teachers; and
- 3) parents.

3. A comparable and equally rigorous process of evaluation of all other certificated employees must be instituted with student achievement as the primary criterion. Administrators must be

reviewed on how students under their supervision are achieving. A modified but similar form of evaluation of counselors and other certificated employees must also be instituted.

4. The MPS should initiate a system of renewable contracts for certificated personnel coordinated with a rigorous evaluation, based in large part on student achievement. Due process guarantees should be maintained.

C. System Accountability Recommendations

1. A management-by-objective model of educational planning and evaluation must be adopted by the MPS as a means of holding the school system accountable to the community for the provision of a quality education to all students. The crucial feature of this model as applied in the MPS would be the public commitment of the school system to the attainment of a set of goals. The performance of the MPS would then be judged in relation to these goals.

2. Student achievement goals established in this process would have the following characteristics:

- a) Goals would be established by the Board of Education and the school administration in consultation with the public and made applicable to all major units within the school system. There would be, in effect, a top-down-and-back pattern of operation. Goals would be established for the system; responsibility for attainment of the goals would be allocated to all major units within the system, i.e., all three areas, each individual school and individual classrooms would each be assigned to achieve a specified portion of the system-wide goal.

- b) Goals would concentrate on basic skills.
- c) Goals would be quantified.
- d) Goals would be specified for major subgroups within the student body as well as for the student body as a whole. Particular attention and specific targets would be set for groups of students whom the system is failing. For example, the system-wide goal for all students might be to raise reading levels by one grade during the coming year; while the goal for Indian students might be to raise their reading levels by 1.8 years.
- e) Goals must be ambitious but attainable. The Task Force stressed that the school system should not be permitted by the community to establish unacceptably low goals.

3. The evaluation component of the program would consist of two major elements:

- a) Assessment of the level of attainment of goals at all levels within the school system.
- b) Integration of goal attainment levels in the evaluation of all school personnel.

Both represent major steps beyond PER. The quantification of the goals would permit less subjective assessment of performance.

The integration of goal attainment levels would permit evaluation of performance in relation to the goals at all levels, from the superintendent to the individual teachers.

4. The community involvement component would consist of three major improvements over PER:

- a) Increased participation by parents of students who are not being served by the system should be mandated

by requiring concerted action by the school system to go beyond old PTSA groups to form PER committees.

- b) More substantive community scrutiny of goals and performance levels would result from the requirement that both the setting of quantified goals and the reporting process involve parents at all levels in the system.
- c) Progress reports to parents on a child's performance would be related to individual course goals. This feature would provide a means of direct parental involvement at the most basic levels, the individual student.

URBAN COALITION OF MINNEAPOLIS

WORK PROGRAM

PROBLEM

Ad Hoc Committee for Citizen Participation -- Currently this committee is studying the mechanism for citizen input as it relates to expending various kinds of revenues coming into the City of Minneapolis. It's composition at this point reflects the participation of politicians and representatives from established community organizations but no minority or lower income peoples. If this process is allowed to continue without representatives from minority organizations specifically and the poor generally, the results will be decisions that have accountability to their interests.

RESPONSE

Initial monitoring of meetings and advocacy for poor and minority peoples' involvement; Minority people to participate in the committee decisions.

ORGANIZATIONAL COMMITMENT

Outreach: Monitoring of meetings; Recruitment of poor and minority people to participate on committee.

Volunteers: Participation in committee.

OUTCOME

Participation of poor and minority people in decisions that determine what is the role of citizens in determining how various kinds of monies are spent within the City of Minneapolis.

PROBLEM

Economic Development -- This issue represents the perceived failure of existing Federal and Municipal economic development programs to address certain questions of importance to minority communities as they strive for economic stability. These questions range from what kinds of enterprises are appropriate for specific communities, to the role these programs should play in getting private dollars into minority communities so that minority people could plug into already established corporate structures that have inherent and time tested advantages (managerial training, etc.).

RESPONSE

Direct staff support to minority enterprise and monitoring of Federal and Municipal economic development programs.

ORGANIZATIONAL COMMITMENT

Outreach: Staff support to American Indian Business Development Corporation; Monitoring and communicating with Federal and Municipal economic development programs (e.g., Minneapolis Industrial Development Commission).

OUTCOME

Support to minority development progress (e.g., A.I.B.D.C.).

PROBLEM

Economic Security -- Despite the recent economic recovery, unemployment continues to hover around 7%. The 0.2 % increase in unemployment during the month of August was borne entirely by minorities, as white unemployment remained at 6.1%. However, for Blacks unemployment rose from 13.2% to 14.5%. There is a national consensus that the existing income maintenance system (Public Assistance) must be changed. It is internally inconsistent and counter-productive; it exercises a destructive influence on families and fails to encourage self-sufficiency, to name only a few problems. Recent governmental efforts such as CETA have been fraught with problems, as the Coalition's study (April 14, 1976) showed. Moreover, minority access to regular government positions is limited, as investigation of the number of minorities within offices of Minnesota Congressional delegation and Constitutional offices indicates. Reevaluate whether or not City Charter looking into question.

RESPONSE

Participation in Minnesota Welfare Reform Coalition; Participation in Minnesota Full Employment Action Council (linking welfare reform and full employment in developing official position); Proposing and advocating "Rule-of-3" within the City Civil Service System; Study and update of minority staff composition within offices of Minnesota Congressional delegation and Constitutional offices. Testify: Youth Employment Training.

1:30 P.M.
Monday 10-24-77
City Council Chambers
Meeting for Civil Service
testing
Rule 1 = top 10 selected
Rule of 3 more apropos-

ORGANIZATIONAL COMMITMENT

Outreach: Co-Chair Full Employment Action Council (FEAC); Membership on CETA Planning Council; Membership on Minnesota Welfare Reform Coalition; Submit comments at Federal and State levels; Rule-of-3 proposal to City Council.

Research: CETA update; Education of UCM staff and volunteers concerning welfare reform; Staff composition study/update within offices of Minnesota Congressional delegation and Constitutional offices; Develop full employment strategy. Contribute through involvement with Full Employment Action Council and Welfare Reform Coalition to discussion on full employment bill for State of Minnesota.

Volunteers: Participation in presentation of materials to State and Federal officials.

OUTCOME

Ongoing CETA monitoring; Input on welfare plan; Pressure on Congress and Constitutional offices; Greater minority access to employment in City government, based upon approval of Rule-of-3 or other liberalization of Civil Service rules.

PROBLEM

Energy -- As everyone knows, we are on the verge of major changes in national energy policy. Because of their pattern of energy consumption, limited incomes, and lack of access to adequate conservation technology, the poor will be inordinately affected by these changes.

State legislation affecting utility rates and other energy-related matters is likely to be introduced in the upcoming session. Low income urban residents must be taken into account in this legislation.

Lastly, there are still many who do not believe that there are serious energy problems. Others do not understand the means available to conserve on their necessity, both in terms of energy conservation and financial security. Because of this, an education effort of some kind is needed.

RESPONSE

Develop position on Federal Energy Plan, Propose State Energy program; Participation in NSP forum on energy; Authoring and administering weatherization program. Proposal to governor for specific kinds of relief for poor people. Supporting emergency assistance for low income people.

*Nov. 3, at the
Capitol
anyone who cannot
pay their fuel bill
will be eligible to
have it paid at Gov.
center.
testimony
people from*

ORGANIZATIONAL COMMITMENT

Outreach: Energy Program Development

Research: Involvement with Citizens Utility Coalition, Weatherization Program, NSP Forum, State Program.

Volunteers: Participation in presentation of Urban Coalition of Minneapolis' positions.

OUTCOME

Change in Energy Legislation or awareness of equity issue; Sponsorship of Weatherization Program; Gain and share information on energy. Contribute to development of state programs for weatherization for renters.

PROBLEM

Futures Conference -- The purpose for holding the April, 1977, Minneapolis Futures Conference was to encourage public and private policy-makers to think about the impact and interplay of their decisions on other policies, plans, and forces which will affect the City's future. The outcome of the Conference was a very positive one. Conference participants expressed their interest in meeting again to talk more concretely about issues brought up at the Conference. The task before our organization is to coordinate a follow-up effort to the Conference.

RESPONSE

Organize follow-up meetings to the Conference.

ORGANIZATIONAL COMMITMENT

Outreach: Pre-contacting the participants and coordinating the establishment of dates, places, and agendas for the follow-up meetings.

Volunteers: A lot of volunteer help will be needed in contacting the Conference participants and planning the follow-up meetings.

OUTCOME

Get the groups to meet, communicate and hopefully get them to a point where they begin to meet on their own.

PROBLEM

Governmental Monitoring -- Ongoing monitoring of Federal, State, Metropolitan, County and Municipal governmental bodies is necessary to better enhance the potential for poor and minority people to influence the decisions of these bodies as they relate to them. Often time, because of minimal personnel it is virtually impossible to stay abreast of crucial developments and deliberations affecting the lives of poor people. Yet to the extent to which we are aware of, these nuances is the extent to which we can convert attitudes that may become decisions, reinforcing unbearable conditions to decisions that may ameliorate those conditions. Furthermore, and all importantly, it is a desperate need that the UCM begin to make its presence felt within the day to day activity of those governmental components if our monitoring is to have any "teeth."

RESPONSE

Establishment of ongoing volunteer monitoring committees with staff support.

ORGANIZATIONAL COMMITMENT

Outreach: Staff support to volunteer monitoring committee.

Volunteers: Participation on monitoring committee.

OUTCOME

Ability to stay abreast of decisions made at all governmental levels affecting poor and minority people; Development of monitoring with "teeth" insofar as information via monitoring directs our research and positions articulated in an incisive way.

PROBLEM

House File # 1 -- This proposed legislation threatens major changes in the process for funding of social services within Minnesota. Its essential elements require money for social services that come into the state to be allocated in a "Block Grant fashion" to the respective counties, with county boards having the final authority for distribution of the funds. There has been considerable clamor within the social services community and some lobbying activity based upon the institutional impact this proposed legislation would have on social services. However, there has only been sort of an incidental reference made to the impact it would have upon the masses of poor people, since most agencies can only reference this point based upon the populations they serve. Also this arrangement could be particularly disastrous for Native American people throughout the state because of the historic poor relationship between tribal government and county governments. A similar condition exists within the Latino population. There needs to be an effort to put forward poor and minority peoples concerns, in addition to those expressed by agencies that serve poor people.

RESPONSE

Presentation on behalf of poor people's "class" interests/concerns as they relate to House File #1. Investigate particular impact of House File # 1 on Native American and Latino people.

*holding
modifications
(against it)*

ORGANIZATIONAL COMMITMENT

Outreach: Participation in comment procedures; Support to Native American and Latino efforts; Monitoring of legislative meetings

Research: Some staff/volunteer education and development of UCM position.

Volunteers: Participation in comment efforts, and monitoring of significant meetings.

OUTCOME

Beneficial changes in House File #1 to satisfy needs of poor and minority people.

PROBLEM

Housing -- There has been considerable government sponsored and private housing activity within Minneapolis recently. The governmental efforts have been carried out by the Minneapolis Housing and Redevelopment Authority, the Minnesota Housing Finance Agency, the U. S. Department of Housing and Urban Development and a variety of private non-profit organizations. At the same time, the dominant philosophical strain underlying these activities is the dispersal of low-income housing and people.

There is a need to determine whether sufficient attention has been paid to the needs of low-income, urban residents in these housing activities, or whether an emphasis on the preservation of housing stock, i.e., buildings, has harmed the poor.

In the area of innovative housing initiatives, there is a need to determine whether these efforts are encountering unnecessary impediments in existing bureaucratic or statutory requirements or procedures.

Finally, the Minneapolis Planning Department, in cooperation with the Minneapolis Housing and Redevelopment Authority, is about to complete the housing element of the City Comprehensive Plan. It could guide the direction of City housing policy for years to come. It is essential that the interests of low income residents be reflected in the study and the policies that result from it.

RESPONSE

Major research project beginning with review/response to City Housing Study; Description of barriers encountered by innovative housing developments; Dialogue on dispersion of low income housing; suggest means to have Legislature or Administration alleviate barriers to innovative developments.

ORGANIZATIONAL COMMITMENT

Research: Response to Housing Plan; Description of barriers to innovative housing projects; Presentation of Urban Coalition of Minneapolis's position.

Volunteers: Participation in research activities and presentation of Urban Coalition's position.

OUTCOME

Changes in City Housing Plan; Legislature or Administration addressing barriers with view toward alleviating them; Deal with dispersal issue within context of City Housing Plan.

PROBLEM

Juvenile Crime -- The problem of juvenile crime, especially poor and minority communities is a serious one. There are more and more agencies getting into this area, but still the incidence of juvenile crime is on the increase.

RESPONSE

The Coalition has had no programs geared toward this problem in the past. We don't foresee becoming involved in a major way with this issue primarily because: a) we have no time, given our other priority items, to adequately address this problem, and b) other organizations like the Urban League (Juvenile Advocate Program) are involved in this area. We need to keep on top of this issue (via administrative and legislative monitoring) and we should provide support to current programs in cases where this is appropriate, but it would not be advisable to launch into this issue in any significant way.

ORGANIZATIONAL COMMITMENT

Outreach: Monitoring of development in this area by staff; Providing support to other agencies, etc., where appropriate.

OUTCOME

Keeping on top of legislation and programs dealing with issues so that we can respond intelligently.

PROBLEM

Minneapolis Public Schools -- Within the past five to ten years, very significant enrollment patterns have developed within the Minneapolis Public School System. The characteristics of this trend are: (1) A decline in white student enrollment, while the enrollment of minority students has steadily increased; (2) Mandatory integration/desegregation within the district; and (3) The decision by the School Board to close certain schools in an effort to cut back on expenses.

A major question as we seek to interpret the effect of these developments is -- What is this doing to enhance or disrupt the performance and achievement of minority students within the Public School System, and will the aftermath be a poorer quality of education for minority people as City schools reach higher levels of minority enrollment?

RESPONSE

Work with representatives from NAACP, the Indian community and the Anderson School community to deal with integration/desegregation issue at Hans Christian Anderson School if needed. Minimally monitor latest developments on the issue. It should be noted the above response focuses solely on item #2 of the problem. Our perceptions are that this issue is too immense to embark upon in total.

ORGANIZATIONAL COMMITMENT

Outreach: Facilitation of meetings between representatives of various positions view points on the subject (e.g., NAACP, Native American community, Anderson School community); Monitoring of meetings held on the issue.

OUTCOME

Reduce potential conflict between NAACP and Native American community on integration/desegregation issue; Be instrumental in clarifying need for further review of integration/desegregation as it relates to Anderson School, etc.

NO

PROBLEM

Native American Needs Assessment --
Currently there is no known accurate information on urban Native American needs within the City of Minneapolis. Demographic patterns are not clearly defined for the urban area largely because of the mobility of Indian families. Subsequently, it is likely that particular kinds of needs go unmet by social service program. Moreover, there has been interest expressed by Indian organizations in getting this data to insure these service gaps are filled where they exist. However, this will require technical assistance.

RESPONSE

UCM participation in task force with representatives from Indian community, BIA, etc., to develop a plan and proposal for funding such a project.

ORGANIZATIONAL COMMITMENT

Outreach: Task force creation and support.

Research: Input on form of assessment, etc.; Major research effort requiring additional staff and special funding.

Volunteer: Participation in task force to develop needs assessment plan and funding application.

OUTCOME

Plan and funds for Native American needs assessment; Supporting documentation to assist passage of Inter-Tribal Board Legislative package.

PROBLEM

Operation of the Hennepin County Criminal Justice System -- Blacks and Native Americans are being sentenced two and three time more severely than whites in Hennepin County. The bigger problem is that it is difficult to pin down where in the criminal justice system this disparity originates. It is highly possible that racial bias permeates the entire system, from arrest all the way through sentencing. Clearly a study will have to be done to look into the question of bail, the prosecutor's functioning in plea negotiations, presentence reports, and the functioning of the Grand Jury. We need to get a view of the whole system before a remedy can be discussed.

RESPONSE

Maintenance of the Sentencing Task Force; Broadening its membership and expanding focus to include look at total criminal justice system within Hennepin County; Investigate ways and means to get such a study of the criminal justice system undertaken. Possibly approach the Department of Corrections or the Legislature regarding means of having the county address these concerns.

ORGANIZATIONAL COMMENT

Outreach: Recruitment of interested persons for a broadened Task Force; Staff support will be provided to the Task Force.

Research: If there is a major research effort, it will probably require additional staff or a specially funded research project.

Volunteers: There will be a need for an ongoing volunteer commitment on this issue.

OUTCOME

Obtain funding for a study of the Hennepin County Criminal Justice System, getting the study completed, analyzing the data, finding some practical remedies to the racial disparity in sentencing, getting the remedies instituted.

PROBLEM

RESPONSE

ORGANIZATION COMMITMENT

OUTCOME

Police -- One of the main problems that exists in this matter is the lack of adequate and fair inquiry into citizen complaints about police conduct. The police Internal Affairs Unit rarely takes action against an officer and this policy of non-action may give officers and community the impression that police officers may take any action they please against a citizen.

Another problem revolves around the matter of police use of deadly force. Community concern over the extent an officer is legally justified in using deadly force comes as a result of incidents like the Eric Benford and Michael Valtierra shootings. It is vitally important that something be done to limit the extent to which an officer can use deadly force.

Advocate for Civilian Review Board and/or Ombudsman to thoroughly and fairly investigate citizen complaints against police; advocating legislation on police use of firearms. Work with a coalition of organizations on various aspects of this issue as well as for the purpose of generating city-wide activity.

Outreach: Organizing committees to support gathering for Ombudsman/Civilian Review Board and the police use of deadly force legislation. Monitor activity of State Police Officer Review Board.

Research: Research police use of deadly force (firearms) issue.

Volunteers: Volunteers would be essential to the functioning of the issue committees. Dissemination of information concerning our organizational policy on the two issues would be another function.

Obtaining an Ombudsman or Civilian Review Board for Minneapolis/Hennepin County. Getting police use of deadly force legislation enacted.

PROBLEM

Poor Peoples' Agenda -- In January new mayoral and aldermanic terms will begin under the recently amended City Charter. The City will also have a new Coordinator and Director of Public Works, to cite just two definite personnel changes within City government. Within the context of these changes in personnel, it is essential that the needs and concerns of poor and minority residents be presented to these officials. It is likewise essential that access to these officials be guaranteed from the outset of their terms. The precedent for this opportunity for responsiveness and access has been attempted; i.e., in 1975 Al Hofstede, then mayor of Minneapolis, appointed an Advisory Task Force on Indian Affairs, as a result of communication with the Indian community. It is this principle that the concept of a Poor Peoples' Agenda illuminates and magnifies, and conceivably an outcome could be the establishment of a Commission on "Poor and Minority Peoples Affairs."

RESPONSE

Development of comprehensive document of stated needs and concerns of poor and minority peoples to be presented to the mayor and city council in January.

1. Talk about next way of getting into agenda -
2. issues involved?
- 3.

ORGANIZATIONAL COMMITMENT

Outreach: Meeting with appropriate caucuses to discuss and record caucus concerns.

Research: Gathering of background data necessary to clarify or emphasize caucus concerns, etc.

Volunteers: Participation in the development of agenda; Participation in presentation of agenda to the mayor and council,

OUTCOME

Development of comprehensive statement of the needs and concerns of poor and minority residents of the City of Minneapolis; Establishing basis for ongoing communication with newly elected officials and newly hired personnel with the City government to develop programs to alleviate problems of minorities and the poor.

PROBLEM

RESPONSE

ORGANIZATIONAL COMMITMENT

No

OUTCOME

Racism -- The phenomenon in American life that overtly and covertly continues to disenfranchise Blacks, Native Americans, Latinos almost exclusively. It permeates every dimension of human activity, education, employment, public accommodation, housing, etc., etc., and surfaces consciously or not in the most conservative circles to the most liberal of them. Minority people in Minneapolis over the last year have experienced the historical gamut of racism ranging from the activity of National Socialist White Peoples Party, as they passed out their hate literature in schools and shot up north Minneapolis in the summer of 1976, to the more sophisticated "Scotties on 7th" carding practices during 1977, as just two examples. The question becomes who, given the pervasive effect of racism, has the ongoing responsibility for exposing and denouncing it and its perveyors?

Vigilance in exposing racism whenever it surfaces; Support to agencies and organizations in their specific struggles against racism; Otherwise no specific program or study.

Outreach: Vigilance; Support to specific struggles of agencies and organizations.

No decidedly measureable outcome; will have to deal with on a case by case basis.

PROBLEM

RESPONSE

ORGANIZATIONAL COMMITMENT

OUTCOME

State and Community Colleges -- The concerns being raised within poor and minority communities suggests that both State and Community Colleges are failing to demonstrate any sensitivity to their needs. This institutional insensitivity and lack of positive response is evidenced in a multi-dimensional way, as it relates to access, curricula, and minority staff.

Study and assessment of the role and performance of State and Community (emphasis on Community) Colleges in relationship to minorities.

Outreach: Description of role and analysis of performance.

Research: Supporting data for reform proposals; Major research effort.

Set of proposals for changes in colleges in order to make them responsive to poor and minority community.

PROBLEM

United Way -- Historically, there has been dissatisfaction regarding the adequacy of the United Way allocation process in terms of it effectively meeting the needs of the urban poor. The above, as well as the relationship of this allocation to the programs offered as contrasted to the programs needed, have been questioned repeatedly by agencies whose administrations are minority or whose clientele is vastly poor and minority. The central issues clearly are: the funding priorities and the decision-making process. Insofar as it can be ascertained, there is no way that poor and minority people can significantly influence this process so that services operating within the community are a reflection of needs.

RESPONSE

Unable to respond at this time based upon this issue being such a mammoth undertaking -- Would recommend to defer it for one year.

ORGANIZATIONAL COMMITMENT

Outreach: Staffing of Task Force.

Research: Development of process; Major data collection and analysis.

Volunteers: Task Force participation, ongoing.

OUTCOME

Change in United Way allocation patterns.

No

[ca. 1981]

AFFIRMATIVE ACTION (JP)

Goal 1: To maintain the Coalition's historic posture of monitoring and intervening in the field of affirmative action.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. To sustain an informal network of staff people from minority organizations to assist in future affirmative action controversies and ongoing monitoring. Maintain network through communications regarding affirmative action and employment policy issues.	1. Regularly scheduled meetings with affirmative action officials of the city (City Affirmative Action Office, Civil Rights Department, Office of Minority and Women Business Enterprises, and the MCDA Affirmative Action Office).	1. Ongoing	1. Network maintained allowing the UCM to respond and take a position in a timely manner.
2. To conduct annual survey of minority staff of Minnesota's highest elected officials.	1. Contact the offices of the elected officials and publish the results.		1. Survey completed and publicized.

BUDGET PROCESS (SC, LN)

Goal 1: Have low-income and minority concerns reflected in state and local budget decisions.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Establish an influential role in the state and county decision-making process.	1. Analyze revenue and service provision options.	1. July-September October-March	1. Completed analysis with recommendations for change.
	2. Analyze state and county budget proposals.	2. August-October January-April	2. Completed analysis with recommendations for change.
	3. Identify position of various providers and interest groups on budget issues.	3. Ongoing	3. Maintenance of list of lobbying positions.
	4. Develop formal budget position with emphasis based on analyses of what is "proper" allocation of state and local resources.	4. By September 15/ March 1	4. Completed document or position paper.
	5. Present position to governing body and key staff people.	5. By October 1/ March 1	5. Meetings with all key people.
	6. Utilize media for dissemination of position.	6. Ongoing	6. 4 articles; 2 radio presentations and 1 television presentation.
	7. Coordinate efforts with Greater Minneapolis Council of Churches.	7. Ongoing	7. Continued participation of Council with UCM.
	8. Participate in appropriate forums, meetings, groups and serve on task forces to further Goal 1.	8. Ongoing	8. Serve on JRLC Social Service and Tax Task Forces, and other appropriate efforts.
2. Promote continued reform of Hennepin County juvenile care system.	1. Hold conference involving key actors in Hennepin County juvenile care system.	1. July/August	1. Conference held.
	2. Develop and disseminate conference proceedings.	2. August/September	2. Completed summary paper.
	3. Develop and lobby recommendations consistent with Objectives 1 and 3.		

BUDGET PROCESS

Goal 1: (cont.)

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
3. Mobilize the interests of:	1. Present analyses and formal position to constituency and service providers for their support.	1. August/October January/April	
a) UCM constituency around possible service cutbacks;	2. Encourage community-based lobbying on UCM proposals.	2. August/October January/April	2. Coordinate lobbying effort with interested community-based groups.
b) UCM constituency and service providers around key issues (taxes, innovation in local government, budget priorities).			

Goal 2: Ensure that low-income and minority concerns are reflected in implementation of federal Block Grants in Minnesota.

1. Describe implementation efforts to date, suggest areas requiring attention in 1983 and beyond.	1. Convene group of interested parties expert on various block grants.	1. June	1. Meeting held.
	2. Assign and conduct research on each block grant.	2. July	2. Research completed.
	3. Write "White Paper" on block grant implementation.	3. August	3. White paper completed.
2. Influence Block Grant implementation in 1983 and beyond.	1. Develop proposals for changed based on "White Paper."	1. September	
	2. Lobby for acceptance of proposals by appropriate bodies (legislation, state department, county commissioners).	2. October/April	2. Proposals accepted.
	3. Involve other groups in lobbying efforts.	3. September/April	

Goal 3: Play an active role on Federal budget issues.

1. Inform constituency of significant federal budget-related issues.	1. Mailings on key proposals, actions,	1. Ongoing	1. Mailings when needed.
	2. Utilize media for dissemination of information.	2. Ongoing	2. 6 articles, letters to editor, etc.

BUDGET PROCESS

Goal 3: (cont.)

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
2. Influence federal budget decisions.	1. Sponsor meetings for constituency with members of Congressional delegation.	1. Ongoing	1. Meeting with area Representatives, with Senators.
	2. Maintenance of Block Grant/New Federalism working group.	2. Ongoing	2. Periodic mailings, continued interest and activity in this area.
	3. Block Grant/New Federalism information article in statewide newsletters, paper.	3. Fall	3. Article written, distributed.
	4. Block Grant/New Federalism editorial.	4. Fall	4. Editorial written, distributed

Goal 4: Add to knowledge about the effects of budget decisions on UCM constituency.

1. Conduct emergency needs survey.	1. Secure funding.		-- Completed FY '82 --
	2. Arrange for survey.		-- Completed FY '82 --
	3. Complete analogy and report.	3. June/July	3. Completed report.
	4. Disseminate report.	4. August	4. Press conference, article, reports sent to key public, private decision makers.
2. Compile social/economic indicators for low-income and minority people.	1. Convene expert advisors.	1. June/Ongoing	1. First meeting held in June, subsequent meeting scheduled.
	2. Develop list of indicators.	2. July-October	2. List established.
	3. Collect data/publish first written reports.	3. By January	3. Report completed.
	4. Disseminate report	4. Ongoing, after January	4. Article, report distributed to key public, private decision-makers.

CLEARINGHOUSE (MM)

Goal 1: To maintain a collection of current, comprehensive data resources on minority and low-income people.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. To locate, add and update relevant materials on an ongoing basis	1. Review ASI, CIS, Monthly Catalog, LRL Checklist, existing collections and indexes. 2. Choose relevant documents and order them for inclusion in database. 3. To eliminate materials which are out of date.	1. Ongoing	Existence of current collection of data.
2. To make data resources accessible.	1. Index and abstract materials and add to database. 2. Produce annual portrait of constituents.	1. Ongoing 2. Yearly -- by 6/1/83	1. Completion of indexing and abstracting of documents. 2. Written report on constituents.

Goal 2: To promote use of the UCM Clearinghouse

1. Establish a firm base of community users.	1. Contact all parties with whom initial marketing contact has been made. 2. Determine time by which demonstration can be given of Clearinghouse. 3. Give demonstration and followup with contact (personal or letter). 4. Select new group of 10 potential users and make contact in similar fashion. 5. Respond to information needs of user group.	1. By 7/8/82 2. By 7/30/82 3. By 7/30/82 4. By 9/30/82. 5. Ongoing.	Use of Clearinghouse by 10 outside groups on ongoing basis.
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CLEARINGHOUSE

Goal 2: (cont.)

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
2. Establish a firm base of staff users.	1. Teach all staff how to access UCM database.	1. By 3/18/83	Use of Clearinghouse by all operations staff.
	2. Circulate information and pointers on how to use information resources to all staff.	2. Ongoing	
	3. Respond to ongoing information needs of staff.	3. Ongoing	
3. Publicize the availability of the Clearinghouse	1. Monthly release of data to community newspapers and relevant newsletters and minority newspapers.	1. Monthly	12 data releases sent out; announcements sent to 10 libraries/information providers; brochures prepared and disseminated to 25 organizations.
	2. Announce availability of Clearinghouse to libraries/information providers.	2. By 9/1/82	
	3. Produce brochure and have printed describing Clearinghouse.	3. By 8/15/82	
Goal 3: To coordinate the organization of UCM's non-clearinghouse information resources (clippings, testimony, library, newsletters).			
1. Organize and make accessible all UCM-produced documents.	1. Collect all UCM produced reports, testimony, statements, etc.	By 10/1/82	Online file of UCM documents.
	2. Enter online in UCM report file.		
2. Delineate responsibilities for information flow.	1. Meet with Cathy and Eunice to determine information flow.	By 8/1/82	Acknowledgement and follow-through on responsibilities.
	2. Assign responsibilities for various elements in flow.		
	3. Circulate memo to staff describing procedures.		
3. Organized library.	1. Regroup materials by subject and eliminate duplication and outdated materials.	By 2/1/83	Better organized library.

COMPUTER (MM, JB, CA)

Goal: To increase use of computer for recordkeeping.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. To enter contribution records online.	1. To create program which will handle current and historic contributions records. 2. To enter data in debugged program.	By 6/30/83	Date file up and running.
2. To enter UCM document file online.	1. To write program to handle UCM documents file	By 10/1/82	Document file kept running.
3. To produce functional mailing list.	1. To code names on mailing list. 2. To enter codes online.	By 8/1/82	Mailing list functioning by subject area.
4. To document programs.	1. To supervise production of documentation for payroll and general ledger programs. 2. To write documentation for library system.	By 11/1/82	Documentation for three programs written.

Goal: To make optimal use of the word processing (WP) system (CA).

1. To eliminate time spent on typing multiple letters.	1. Gain knowledge of present WP system. (CA, EE)	By 9/1/82	All multiple letters done on WP.
2. To make use of WP in typing drafts and final copies.	1. Practice 2. Develop and implement policy for use of WP/regular typing.	By 11/1/82 By 12/1/82	Significant percentage of drafts typed on WP.

EDUCATION (MS)

Goal 1: Implementation of strong staff evaluation system in the Minneapolis Public Schools (MPS).

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Follow-through by MPS of time-line for implementing proposed evaluation system.	1. Monitor implementation process.	1. June 1983	1. System implemented within timeline.
2. Follow-through by MPS in inclusion of (a) regular evaluation of all school staff, (b) objective criteria, and (c) linkage of teacher performance to student achievement.	2. Monitor implementation process, discussions and decisions made regarding specific content of evaluation system, and attempt to influence where appropriate.	2. June 1983	2. a, b, c included in new system within timeline.

Goal 2: Effective implementation of MPS Long-Range Plan goals and objectives.

1. Development and implementation of an effective monitoring and implementation stage of Long-Range Plan by MPS.	1. Research and discuss best monitoring process with community and UCM Board representatives. 2. Develop and implement an effective monitoring process of Plan. 3. Monitor discussions and process at MPS.	1. September, 1982	1. Process in place by timeline. Successful gathering and analyzing needed data and information regarding implementation process. 2. Major components of process in place. Regular reports provided community.
2. Funding of UCM priorities in 5-Year Plan (see below)*.	1. Monitor MPS budgeting, implementation process.	1. June 1982; Ongoing	1. Inclusion of UCM priorities in budget, plus actual implementation.

Goal 3: Have state adopt more effective long-term methods of administering public school funds and improving accountability of education system and personnel.

1. Greater use of improved school staff evaluation system in all Minnesota schools.	1. Put forth position at various education meetings, discussions, news articles. 2. Attempt to link with school funding legislation.	1. Ongoing	1. Feedback received; support received from individuals and/or groups.
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*1) Development of a system accountability mechanism; 2) Guaranteeing basic skills via benchmark tests, etc.; 3) Providing leadership/staff development training for principals; 4) Providing staff development for teachers; 5) Special remedial programs for students not reaching minimum skills achievement standards; 6) Implementation of drop-out prevention programs in grades 1, 7 and 8.

EDUCATION

Goal 3: (cont.)

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
2. More extensive adoption throughout Minnesota school districts of student competency standards in basic skills.	1. Explore various options.	1. Ongoing (conference in November 1982)	1. Feedback received. Support received from individuals and/or groups.
	2. Develop UCM position on state policy.	2. End of 1983 legislative session	2. Position developed. Legislation introduced.
	3. Present position at appropriate forums including the legislature.	3. Ongoing	3. Position presented. Feedback/support received.
3. Development/implementation of more effective overall system of administering education funds in Minnesota.	1. Research pros/cons of education vouchers, other alternatives and proposals for system change. Develop specific position.	1. Ongoing	1. More effective methods adopted.
	2. Research various education finance proposals.	2. Fall 1982. January 1983. Ongoing.	2. Research completed by deadlines.
	3. Present UCM position in appropriate forums.	3. Ongoing	3. Positions presented. Feedback, support received.

Goal 4: Increased understanding of UCM education goals and objectives by our constituency.

1. Development and implementation of a strategy to inform constituency on education.	1. Present a series of articles, editorials, discussions on specific education issues and UCM position via community and city newspapers, and radio and minority-focused television programs, and community meetings.	1. Approximately every other month and as special events occur.	1. Schedule met; feedback received from individuals and/or groups.
	2. Include community/constituent representatives in all education events.	2. As they occur.	2. Same as above.

Goal 5: Adoption of an acceptable State student discipline policy.

1. Support acceptable/defeat unacceptable state student discipline policy introduced in House or Senate.	1. Attend and/or present testimony at related hearings and meetings.	1. 1982/83 Legislative Session.	1. Testimony presented. Acceptable policy adopted/unacceptable policy defeated.
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EMPLOYMENT

Goal 1: Create short-term emergency jobs for those most in need.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Convince City of Minneapolis to create such jobs.	1. Lobby City Council 2. Lobby Mayor 3. Lobby MCAA	1. Ongoing	1. Short-term jobs dollars allocated.
2. Work with Foundation community to create such jobs.	1. Administer Northwest Area Foundation summer jobs program. 2. Continue dialogue with McKnight Foundation on emergency jobs continuing. 3. Seek Minneapolis United Way support to fund emergency jobs.	1. July-October	1. 30-50 youth employed. 2. Continuation of emergency jobs program.
3. Lobby State Legislature to create such jobs.	1. Organize other advocacy groups to support concept through fall full employment conference. 2. Participate in hearings, policy formulation, etc.	1. July, November 2. Ongoing	1. 25 conference participants. 2. Emergency jobs created by State of Minnesota.

Goal 2: Create consensus among major interests on long-term strategy to obtain and retain jobs for the structurally unemployed in Minneapolis.

1. Develop UCM comprehensive employment strategy.	1. Research, write strategy.	1. By August 1	1. Document produced.
2. Facilitate meetings of key actors.	1. Set all meetings, work to get people there.	1. By October 1	1. Meetings held.
3. Propose ongoing policy and monitoring mechanism.	1. Present proposal to key actors.	1. By September 1	1. Document prepared and presented.
4. Produce statement reflecting new consensus and get signatures of key actors.	1. Present statement to key actors.	1. By October 1	1. Statement signed by key actors.
5. Monitor performance of new mechanism.	1. Attend meetings, query staff.	1. Ongoing	1. UCM monitoring role felt.

EMPLOYMENT

Goal 3: Raise job components of all major public and private policy debates, decisions and programs.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Raise jobs component of major policy issues as they arise.	1. Continue to raise job aspects of Hennepin County solid waste treatment decisions.	1. Ongoing	1. Adoption of job targetting component in waste treatment plan.
	2. Present job targetting plan to downtown YMCA.	2. By January 1	2. YMCA adoption of jobs targetting plan for downtown development.
	3. Participate in Minneapolis Community Development Agency Small Business jobs policy formulation.	3. By January 1	3. Low-income hiring goals tied to City small business aid.
	4. Monitor other major policy issues for job aspects and raise issue.	4. As needed	
2. Secure publicity for UCM's employment activities.	1. Write column for community publication.	1. By March 1	1. Column published.
	2. Encourage editorial writers to cover activities.	2. Ongoing	2. Editorial writers cover UCM employment activities.
	3. Keep appropriate reporters informed.	3. Ongoing	3. Print and electronic media cover employment activities.
3. Link energy and employment policy at the local and state levels to benefit lower-income people.	1. Participation in CLFSEC including presentation to new State Energy Policy Development Council.	1. Ongoing	1. CLFSEC adoption of employment linkage.
	2. Participation in development of new state legislation.	2. By January 1	2. Adoption of new state legislation.
	3. Implementation of adequate state policy.	3. Ongoing	3. Clear policy direction in new state agency.

ENERGY (SC)

Goal 1: Insure continued provision of weatherization to lower-income people and continuation of energy investment support for all income groups.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Secure funding at adequate levels with equitable distribution of benefits.	1. Monitor City Energy Bank, suggest changes if needed.	1. Ongoing*	1. Relevant information available for UCM and other interested parties.
	2. Monitor federal actions in energy assistance and weatherization.	2. Ongoing	2. Relevant information available for UCM and other interested parties.
	3. Communicate with federal officials when necessary.	3. Ongoing	3. Letter/telegram/phone call at appropriate time.
	4. Seek state appropriations for energy assistance and weatherization.	4. January-April	4. Programs funded.
2. Contribute to adequate state/local rental conservation program.	1. Remain current with latest research programs concerning rental conservation.	1. Ongoing	
	2. Participate on St. Paul Energy Coalition Rental Property Conservation Committee.	2. Ongoing	2. Active committee member.
	3. Advocate elements of rental program in appropriate forums.	3. Ongoing	3. Participation in all major forums.
3. Develop proposal for conservation education program as part of weatherization.	1. Complete analysis of Ford Project	1. July/August	1. Report written.
	2. Disseminate results.	2. September	
	3. Based on results, develop formal proposal to fund education program at weatherization.	3. October/November	3. Proposal written.
	4. Seek funding.	4. December/Ongoing	4. Funding secured.

ENERGY

Goal 2: Insure continued access to energy supplies for low-income people and institutions.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Contribute to utility rate reform.	1. Continued support for NSP discount rate proposal.	1. Ongoing	1. Adoption of proposal.
	2. Participation in continued group/coalition efforts in this area, e.g., CLFSEC, minority community.	2. Ongoing	2. Active participation.
2. Contribute to utility credit policy reform.	1. Investigate implementation of new state law regarding access to budget payment plans.	1. August/September	1. Report of findings written.
	2. Communication with appropriate parties regarding findings (utility officials, legislature, etc.)	2. October	
	3. Participation in continued group/coalition efforts in this area, e.g., CLFSEC, minority community.	3. Ongoing	3. Active participation.
3. Contribute to implementation of adequate shut-off policy.	1. Monitor shut-off situation before October 15.	1. June-October	1. Relevant information available for UCM and other interested parties.
	2. Develop proposal for PUC, if appropriate.	2. August/September	2. Proposal developed.
	3. Participation in continued group/coalition efforts in this area, e.g., CLFSEC, minority community.	3. Ongoing	3. Active participation.
4. Contribute to foundation/charitable efforts to help people unable to pay.	1. Participate in discussions on this issue.	1. Ongoing	
	2. Develop information, proposals, as needed.	2. Ongoing	

ENERGY

Goal 3: Strengthen the linkage of energy and employment policy at the state and local levels to benefit lower-income people.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Explanation of local program initiatives including mechanism for lower-income, structurally unemployed people to obtain employment from City Energy Bank activities.	1. Continued discussions with Minnegasco, City Energy office, community groups, OICs, CDA to develop models.	1. Ongoing	1. Movement toward energy-employment linkage.
2. Exploration of state program initiatives.	1. Push for energy conservation component to any state emergency jobs program.	1. July/August	1. Energy conservation included.
	2. Continued discussion with legislature, DEPD, PUC, other state organizations to develop models.	2. Ongoing	2. Movement toward energy-employment linkage.
3. Amplify CLFSEC's voice in energy-employment (and other energy issues) debate.	1. Articles in statewide newsletters, papers.	1. Ongoing	
	2. Legislative testimony.	2. Ongoing	
	3. Brochure on energy policy.	3. August	

HOUSING (JP)

Goal 1: To monitor and when necessary influence changes in public and subsidized housing policies of Minneapolis to insure the maximum benefits of low-income residents of Minneapolis.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. To review changes in housing policy by the MCDA, city, state and federal governments, and develop the proper response consistent with our goal.	1. Attend the MCDA meetings on housing, prepare testimony and lobby at each level of government.	1. Ongoing	1. Consideration and responsiveness to UCM's positions on public and subsidized housing.
2. To provide technical assistance to the different resident groups in the major public housing projects (Sumner-Olsen, Glenwood/Lyndale, Glendale and Little Earth) to insure their involvement and also to insure that their concerns are addressed.	1. Attend regular meetings of the resident's councils and provide assistance as needed; develop a list of concerns and goals with the resident councils.	1. November; Ongoing	1. Positive resolutions to resident councils' concerns.
3. To monitor the city council's proposed development of 1,000 low-income units.	1. Meet with appropriate city officials to support this proposal; review plans and outcomes to see that in fact low-income people benefit from this program.	1. Ongoing	1. 1,000 units that are in fact for low-income people with our support.
4. To advocate for the use of vacant school sites for low-income housing.	1. Lobby both the city council and the Minneapolis School Board seeking their support for low-income housing on the vacant school sites.	1. As Council & MPS schedule dictate	1. Number of units for low-income people developed on the vacant school sites.

LEGISLATIVE PROGRAM (SC)

Goal:

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. Prepare a comprehensive legislative program which reflects the interests of UCM's constituency and emphasizes the major elements in UCM's priorities for the year: education, employment, energy, housing, state and local budgets, affirmative action, criminal justice.	1. Develop UCM legislative proposals predominantly through ongoing issues work. 2. Consult with other groups for legislative proposals and reactions to UCM proposals in each issue area. 3. Monitor interim hearings for issues.	1. November 15	1. Completed background package before start of session.
2. Submit all elements of program directly or through other groups for legislative approval and mount effective campaign for enactment.	1. Get City Council, County Board, MPS, CLFSEC Ad Hoc Housing Group, and others to adopt our priorities as part of their legislative program. 2. Develop list of contacts on each issue 3. Maintain information file on each idea.	1. Within timeframe of each group. 2. November 15 -- preliminary list; ongoing 3. Ongoing	1. Adoption of our proposals. 2. Usable list 3. Comprehensive information file.
3. Gain passage.	1. Lobby bills as appropriate.	1. Until end of session.	1. Passage of UCM bills; defeat of bills UCM oppose; incorporation of UCM proposals

MEDIATION (LN)

Goal: To insure use of mediation as a dispute resolution mechanism for our constituency and the use of community people as mediators.

OBJECTIVES

1. Maintain UCM Citizen Dispute Settlement Project at current leve.

ACTIVITIES

1. As provided in contract.
2. Seek additional compensation to cover UCM costs.
3. Inform City Council of program accomplishments.

TIMELINE

1. Ongoing
2. By November 1
3. January

MEASURES OF EFFECTIVENESS

1. See contract
2. Adequate compensation to UCM.
3. Council opposes any cut in program funds.

NEIGHBORHOOD ORGANIZING PROJECT

Goal: To help nurture a stronger, indigenous response to community problems on the near northside of Minneapolis, in partnership with the private sector.

OBJECTIVES	ACTIVITIES	TIMELINE	MEASURES OF EFFECTIVENESS
1. To obtain support from one or more corporations for this effort.	1. Preliminary discussion with key community residents.	By September 1	All people contacted.
	2. Submission of basic outline to supporting corporations with request for funds.	By November 1	Submission
	3. Receipt of grant.	By January 1	Receipt
2. To develop and implement a successful community participation process which would include the identification of goals, development of strategies, help in creating sufficient strength in the community to carry this out and procurement of necessary resources to implement.	1. Discussions with wider group of community leaders.	By October 15	All people on second list contacted.
	2. Hiring of staff person to carry out program.	By January 15	Hired
	3. Hiring consultants to facilitate planning process.	By February 1	Hired
	4. Continue planning process.	Finished by January 1, 1984	Completed with action strategy.

Education

Pilot Prog.

[ca. 1981]

Goal 1: Development and implementation of an improved evaluation system for all ~~MPS~~ school personnel

OBJECTIVES

ACTIVITIES

TIMELINE

MEASURES OF
EFFECTIVENESS

Strategy A. Legislation:

1. Creation of statewide group support of evaluation legislation
2. Introduction of legislation in both houses
3. Legislative process
4. Passage and signing of bill

1. Sponsorship of forum for discussion of personnel evaluation system by key interest groups (legislators, parents, minority parents, school systems, unions, teachers, administration)
2. Identification of potential allies throughout the state through a series of small meetings
3. Creation of communication linkage with all allies, e.g., newsletter, updates, etc.; after sponsorship of forum
4. Large meeting of proponents of evaluation bill to develop consensus on legislative direction, drafting committee, means of operating over time, creation of formal organizations and expansion of participation
5. Presentations by UCM and others at interim hearings of House Education Committee

By September 1

First list by
August 1; ongoing

First communication
sent by
for #4; ongoing

By October 15

As scheduled by
Committee

Conference at which all essential interest participate and a clear understanding of each interests' position is gained

List of individual and organizational supporters

Decision on form; periodic mailings sent on-time

Meeting with ____ participants; strategy for future group activities; establishment of ongoing structure

Presentation by UCM, at least one minority parent from Minneapolis, at least three individuals or groups working with us on this issue

*Glenwood
Project +*

Goal 1 -- Legislation (cont.):

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
	6. Identification of sponsors in Senate and House	November 1	Full list of Senate and House authors and co-authors
	7. Normal lobbying of bill	Ongoing	Hearings, positive committee action, etc.
	8. Research on evaluation options and experiments around the county	For meeting from item #4	Short paper outlining major options
	9. Research key arguments for and against all elements of evaluation proposal and strong evaluation generally	For meeting from item #4	Short paper summarizing key arguments
	10. Identify and use experts to bolster our case, e.g., Manatt, Edmonds, at interim hearings, conferences and large meeting	For interim hearings	Presentation at interim hearings; conference and large meeting
	11. Upper Midwest regional conference on evaluation	October or November	____ participants; ____ organizations
	12. Write articles for community and general newspapers	Schedule to be established	____ articles; on schedule
Strategy B. MPS Policy Change			
1. Inclusion of strong evaluation element in MPS Plan	1. Submission of statement by UCM outlining desired content of plan	General statement by July 31; detailed evaluation recommendations by October 15, or later based on MPS's schedule	Statements submitted
	2. Follow-up lobbying of staff and board		

Goal 1 -- MPS Policy Change (cont.):

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
CUT 2. Effective parental and student monitoring of School Improvement Project (SIP) evaluation system in _____ schools with large minority population	3. Solicitation of supportive statements from other minority organizations throughout the community		
	4. Coordination of lobbying by parents from SIP program, as necessary	CUT	
	1. Choose schools where participants will be sought	By August 1	List of schools
CUT	2. Getting MPS to notify parents and students of option to participate and to urge them to participate	By September 1	Participation in SIP of at least 15 parents and 15 students in ? schools identified by UCM
	3. Getting students, parents and other organizations to encourage participation	Initial contacts in each school by November 15	Inclusion of parents' recommendation in SIP
	1. Contact MPS administration to determine level of cooperation	Initial contact by August 1	Deadline met
3. Operation of merit pay experiment for school personnel in MPS	2. Lobby board members; contact community reps/organizations for support in lobbying board and supporting concept	Initial contact by September 1	MPS willing to support experiment
	3. Contact MFT representatives to determine their position and if possible get input and cooperation	Initial contact by August 15	Cooperation or non-opposition by MFT
	4. Locate 3 funding sources	By September 1	3 sources located which fund these types of proposals

Goal 1 -- MPS Policy Change (cont.):

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
	5. Develop and submit proposal to potential funders	By November 1	Proposal funded
	6. Implement proposal	January 1 or September 1982, depending on availability of funding and timing of testing	Deadline met; resources, staff in place
Goal 2: Linkage of personnel evaluation and student achievement in effective evaluation system.			
	Same as Goal 1.	Same as Goal 1.	Same as Goal 1.
Goal 3: Development and implementation of a system accountability mechanism including student achievement by race.			
1. Publication of raced-based student achievement data in Profiles of Performance with proper interpretation	1. Present request to MPS with alternative interpretations	By August 15	Letter submitted; dialogue begun
	2. Lobby request as necessary	Ongoing	--
	3. Present alternative interpretation to media and community through articles and oral presentations	By September 1; ongoing oral presentations	Articles in three community newspapers and in the <u>Star</u>
2. Inclusion of system accountability mechanism in MPS Plan	1. Submit request that system accountability mechanism be included in plan	By August 1	Letter regarding plan submitted to MPS Board
	2. Evaluate operation of existing administrative goals	By September 1	More complete summary of problems with existing system and suggested changes
	3. Article in community papers and coverage	By October 15	Articles in 3 newspapers
	4. Lobby as necessary	--	Mechanism endorsed in plan

Goal 3 (cont.):

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
3. Implementation of pilot system accountability project in a limited number of schools (To be pursued if merit pay pilot project is not deemed feasible)	1. Develop specific model 2. Present model to administration and board 3. Lobby as necessary	By December 1 Initial presentation by January 1 Ongoing after January 1	Written proposal completed on schedule Proposal submitted for consideration and MPS supportive of project Project implemented by MPS in 1982-83 school year
Goal 4: Development and enforcement of a fair, firm and consistent discipline policy in the MPS.			
1. Adoption of acceptable or defeat of unacceptable state legislation	1. Monitor legislative activity 2. Prepare and submit UCM position to appropriate committees 3. Lobby committees as necessary 4. Enlist support of community groups for UCM position 5. Enlist support of MPS for UCM position	During interim and 1982 session	Clear understanding of discipline legislation; pros and cons; able to articulate it well Prepared and submitted as scheduled Sponsors found for UCM supported bill and/or position _____ community groups support UCM position Board members and/or teachers and administrators supportive of UCM position

Goal 4 (cont.):

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
2. Pilot mediation project for suspension and dismissal cases in MPS	1. Compile data on suspensions by race	By September 15	Data complete, accurate; completed on schedule
	2. Prepare proposal, if possible, in conjunction with MPS; submit to MPS; lobby as necessary	By November 1	Completed as scheduled; MPS supportive of proposal; _____ community organizations and individuals supportive of proposal
	3. Implement project in conjunction with MPS	Spring or Fall 1982	Project implemented as scheduled; results positive

Goal 5: Adoption of UCM agenda by School Board Candidates.

1. Conduct two candidate forums, Northside and Southside (possibly tape them for later use)	By October 15	All candidates accept invitation and attend forums; commitments on key issues received from _____ candidates; _____ people attend
2. Get interview of candidates on radio and tv programs with questions from UCM perspective	By Election Day	Interviews conducted on schedule on at least one minority tv show and KMOJ and Fresh Air
3. Articles in community papers summarizing forum results and candidates' positions	Following forums and before Election Day	Articles in at least three newspapers

Goal 6: Understanding of UCM education position by constituency.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
	1. Have a series of articles on major topics in community papers	Beginning in August -- approximately every other month or before special events	Schedule met; feedback received; support received from individuals and/or groups
	a. Articles (self-explanatory)		
	2. Present views through a series of radio shows	In relationship to special events (e.g., candidates forum) and once a month on various topics beginning in August for each station	Schedule met; feedback received; support received
	a. KMOJ Series		
	b. KFAI Presentations		
	3. Present views regarding special events or overall position through tv shows	In relationship to special events and/or to present overall position beginning in August or September (at least once on each show)	Same as above
	a. Harambee		
	b. Madigamo		
	c. Centro Cultural Chicano Presents		

Goal 7: Provision of useful research on topics related to education of Blacks, Indians and Hispanics.

1. Procurement and implementation of five-year contract to evaluate minority education programs funded by St. Paul Foundation	1. Respond to RFP	By deadline stated in RFP (likely September)	Proposal funded
	2. Carry out contract if awarded	As indicated for 5-year period (likely June)	Program carried out with minimal problems; positive results

Goal 8: Creation of an effective counseling program for minority students with college potential -- the Talent Search proposal.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES EFFECTIVENESS</u>
1. Funding of a Talent Search proposal	1. Implement program if funded	As soon after receipt of grant as possible	See Grant proposal
	2. Seek other funding for program if not funded <i>CUT</i>	From private source within two months of rejection by federal government and according to federal RFP if new cycle of grants as to be awarded	Successful funding

[ca-1981]

Clearinghouse *Sept. 1 mo functional Mktg.*
15m to maintain

Goal 1: To create and maintain a collection of current comprehensive data resources on minority and low-income people.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
1) To locate and acquire information relevant to the interests and needs of the Minneapolis minority and low-income communities.	Review <u>ASI</u> , <u>CIS</u> , <u>Monthly Catalog</u> , <u>LRL Checklist</u> , existing collections and indexes Choose relevant documents and order them for inclusion in UCM Clearinghouse basic collection	By July 1, 1981, basic collection of data	Existence of good core collection of data
2) To continually update existing UCM data resources	Each month scan, select and acquire relevant materials from <u>ASI</u> , <u>Monthly Catalog</u> , <u>CIS</u> , <u>LRL Checklist</u> Scan newsletters, newspapers, other relevant resources to locate materials Abstract, index and add abstracted materials to database	Ongoing	Existence of current information in collection

Goal 2: To make UCM data collection accessible for use.

1) Create a bibliographic database which will list online data resources available at UCM by subject	Develop thesaurus of indexing terms for use in database indexing Abstract and index records Develop a bibliographic retrieval program to manipulate computer records Debug program Enter database on computer	Database programmed, debugged and running by September 1, 1981	Completed database which is usable by non-professionals to retrieve information
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<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
Goal 2: (cont.)			
2) Create an online database which will contain tables of frequently used data (CPI, poverty level, energy prices, minority population in Minneapolis, spendable income by income group, etc.)	Select data to be entered Write program to allow for data entry and retrieval Debug program Enter data	Database programmed, debugged and running by July 1, 1981	Completed database which is usable by non-professionals to retrieve information
3) To disseminate information relating to minorities and low-income people in Minneapolis	Column in IMPACT for clearinghouse news Periodic releases to community-based newspapers and newsletters Explore feasibility of "newsletter" for the clearinghouse featuring grant opportunities, resource listings, legislative information, and new data	Ongoing Evaluation completed by October 1, 1981	Two newsletter pieces each year; six newspaper articles each year Brief report outlining feasibility

Goal 3: To promote the use of UCM's collection and information services.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
1) To create awareness of UCM clearinghouse as a resource within the Minneapolis community, the information community, and UCM outreach; linkage with outreach efforts to community and business sector	Conduct survey of CBOs to introduce clearinghouse and collection information on their information needs and uses	By October 1, 1981 conduct survey and analyze data	Completed survey analyzed; number of requests from outside UCM respond to, use by UCM Board and staff
	Send written announcements of clearinghouse to potential clients and community newspapers/resources	By October 15, 1981	
	Meet with members of the Minneapolis information community to describe service	Ongoing	
	Develop and implement strategy for offering clearinghouse services to the business community		
2) Establish a logo unique to the clearinghouse and use it on all releases	Consult with public relations person/designer or other resources on design	By September 1, 1981	
	Print cover note to be attached to all clearinghouse releases		
3) To provide responsive, "on-demand" information services	Maintain current awareness in issue areas by scanning journals, newsletters, etc., and by reading relevant materials	Ongoing	
	Perform manual or online searches as requested and as appropriate		
	Support efforts of UCM staff to use and incorporate the clearinghouse in their community development efforts		

Goal 4: To provide long-term institutional arrangements for the clearinghouse.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
1) To explore possible funding arrangements	Survey funding options used elsewhere	By August 15, 1981	Institutional arrangements established to adequately support an information clearinghouse
	Survey CBOs and businesses regarding their willingness/ability to pay for information services on a retainer basis	By October 1, 1981	
	Conduct discussions with institutions with which we could enter into a cooperative institutional arrangement for use of our databases and their structure (University of Minnesota, Star & Tribune, Minneapolis Public Library, Council on Black Minnesotans, cable television system)	By December 1, 1981	
	Prepare brief paper outlining choices	By December 15, 1981	
2) To obtain adequate funding and establish viable long-term institutional relationship		By June 30, 1982	

Goal 5: To plan for continuing development of clearinghouse.

<u>OBJECTIVES</u>	<u>ACTIVITIES</u>	<u>TIMELINE</u>	<u>MEASURES OF EFFECTIVENESS</u>
1) To develop cooperative arrangements with community-based groups representing the UCM constituency and the business community so that they will provide us with information when they gather it and we will provide them with answers for their information needs as requested	Survey CBOs and businesses (potential users) Provide information as requested Determine information gaps regarding Minneapolis minority/low-income population Explore options to be used in filling those gaps	Ongoing	Established liaisons with CBOs and exchange of information
2) Establish continuing sources of data	Development of client base Write a periodic list of data-related Plan B topics to be shared with HHH staff	Ongoing	Receipt of data from other than UCM staff
3) Maintain current awareness of the role and functions of information clearinghouse and analysis centers	Reading in information science field Contact with other information science professionals	Ongoing	Level of knowledge



EARL D. CRAIG, JR.

President

July 31, 1981

TO: Members of the Board
FROM: Earl Craig
RE: 1981-82 Issues Work Program

Attached is the proposed 1981-82 Issues Work Program. It will be the major agenda item at the August 5 meeting of the Board.

The proposed Work Program contains some minor overlap but summarizes proposed activities on major issues confronting the UCM's constituency. As in the past, the staff has attempted to base its recommendations on a variety of factors including:

- Importance of the issue to the Coalition's constituency
- Likely effectiveness of UCM in dealing with the issue
- Ability to identify a clear course of action which the Coalition could pursue
- Historical role of the Coalition in dealing with the issue

The staff has proposed one or more goals for each issue, measurable objectives that can serve as benchmarks of achievement, specific activities in which the staff and board would engage, timetables and measures of effectiveness. The timetables and measures of effectiveness apply to either activities or objectives, depending on the specific issue. This non-uniform treatment was utilized to create what we thought were the most appropriate guides for each work area.

Some items have been marked "CUT." Those are proposed for exclusion by the staff. They remain on the draft work program to indicate the type of choices the staff made at the margin and some of the options you have in developing the final version.

Staff will be prepared to summarize each element of the work program and answer questions at the August 5 meeting of the Board. Please come prepared to discuss this proposal and adopt a final version of the 1981-82 work program.

/cda

URBAN COALITION OF MINNEAPOLIS

1981-82 WORK PROGRAM

BUDGET PROCESS 2090

Goal 1: Have low-income and minority concerns reflected in government budget decisions.

Objectives

1. Promote community understanding of and involvement with local budget process.
2. Establish an influential role in the decision-making process.
3. Mobilization of the interests of:
 - a) UCM constituency around possible service cutbacks;
 - b) UCM constituency and service providers around key issues (taxes, innovation in local government, budget priorities, e.g., people not paving)

Goal 2: Have low-income and minority concerns reflected in state budget -- continuation of COUNTER BUDGET effort.

Objectives

1. Further development and implementation of HMO's as a means of providing health care for lower-income people.
2. Adoption of new system of collection of child support in Hennepin County and statewide.
3. Adoption of other proposals as developed in legislature.

Goal 3: Have low-income and minority concerns reflected in decision-making process for new block grant to be administered by the state.

Objectives

To be developed.

CLEARINGHOUSE 1090

Goal 1: To create and maintain a collection of current comprehensive data resources on minority and low-income people.

Objectives

1. To locate and acquire information relevant to the interests and needs of the Minneapolis minority and low-income communities.
2. To continually update existing UCM data resources.

Goal 2: To make UCM data collection accessible for use.

Objectives

1. Create a bibliographic database which will list online data resources available at UCM by subject.
2. Create an online database which will contain tables of frequently used data (CPI, poverty level, energy prices, minority population in Minneapolis, spendable income by income group, etc.)
3. To disseminate information relating to minorities and low-income people in Minneapolis.

Goal 3: To promote the use of UCM's collection and information services.

Objectives

1. To create awareness of UCM Clearinghouse as a resource within the Minneapolis community, the information community, and the UCM outreach; linkage with outreach efforts to community and business sector.
2. Establish a log unique to the Clearinghouse and use it on all releases.

Goal 4: To provide long-term institutional arrangements for the Clearinghouse.

Objectives

1. To explore possible funding arrangements.
2. To obtain adequate funding and establish viable long-term institutional relationship.

Goal 5: To plan for continuing development of Clearinghouse.

Objectives

1. To develop cooperative arrangements with community-based groups representing the UCM constituency and the business community so that they will provide us with information when they gather it and we will provide them with answers for their information needs as requested.
2. Establish continuing sources of data.
3. Maintain current awareness of the role and functions of information Clearinghouse and analysis centers.

EDUCATION 1890

Goal 1: Development and implementation of an improved evaluation system for all MPS school personnel.

Objectives

Strategy A. State Legislation

1. Creation of statewide presence on evaluation.
2. Introduction of legislation in both houses.
3. Legislative process.
4. Passage and signing of bill.

Strategy B. MPS Policy Change

1. Inclusion of strong evaluation.
2. Effective parental and student monitoring of School Improvement Project (SIP) evaluation system in ___ schools with large minority populations.
3. Operation of merit pay experiment for school personnel in MPS.

Goal 2: Linkage of personnel evaluation and student achievement in effective evaluation system.

Objectives

Same as Goal 1.

Goal 3: Development and implementation of a system accountability mechanism including student achievement by race.

Objectives

1. Publication of raced-based student achievement data in Profiles of Performance with proper interpretation.
2. Inclusion of system accountability mechanism in MPS Plan.
3. Implementation of pilot system accountability project in a limited number of schools.

(To be pursued if merit pay pilot project is not deemed feasible).

Goal 4: Development and enforcement of a fair, firm and consistent discipline policy in the MPS.

Objectives

1. Adoption of acceptable or defeat of unacceptable state legislation.
2. Inclusion of appropriate discipline section in plan.

Goal 5: Adoption of UCM agenda by School Board Candidates.

Goal 6: Understanding of UCM education position by constituency.

Goal 7: Provision of useful research on topics related to education of Blacks, Indians and Hispanics.

Objectives

1. Procurement and implementation of five-year contract to evaluate minority education programs funded by St. Paul Foundation.

Goal 8: Creation of an effective counseling program for minority students with college potential -- the Talent Search proposal.

Objectives

1. Funding of Talent Search proposal.
2. Implementation of Talent Search proposal.

EMPLOYMENT 1590

Goal 1: Build an enterprise development model of job creation for our constituency.

Objectives

1. Create two energy-related enterprise models.
2. Assist in implementation of both models.

Goal 2: Raise job components of all major public and private policy debates, decisions and programs.

Objectives

1. Attain effective implementation of City resolution 80R-186, tying city economic development contracts for jobs for CETA-eligible residents.
2. Insure jobs component of other major policy issues as they arise.
3. Develop strong, clear summary of UCM position on employment policy.

Goal 3: The linkage of energy and employment policy at the local and state levels to benefit lower-income people.

Objectives

1. Implementation of adequate state policy.
2. Creation of aggressive local program initiatives including mechanism for lower income, structurally unemployed people to obtain employment from City Energy Bank activities.
3. Creation of at least two operating enterprises in Minneapolis.
4. Exploration of job placements with Minnegasco (at Minnegasco's request).

Goal 4: Assure provision of adequate training in energy-related jobs to UCM's constituency.

Objectives

1. Help create training programs through MPS, OICs, community colleges, etc.

Goal 5: Increase low-income and minority community voice on employment issues.

Objectives

1. Keep community informed on employment issues as they arise.
2. Organize community on employment issues as appropriate.
3. Create an ad hoc network in employment/affirmative action.

ENERGY 1090

Goal 1: Insure continued provision of weatherization to lower-income people and continuation of energy investment support for all income groups.

Objectives

1. Prepare for the "transition" to less public sector support.
2. Develop an adequate rental component.
3. Secure funding at an adequate level with equitable distribution of benefits.
4. Operate effective weatherization program.
5. Demonstrate effectiveness of "super insulation" in minority community.

Goal 2: Insure continued access to energy supplies for low-income people and institutions.

Objectives

1. Contribute to utility rate reform if others mount major effort.
2. Contribute to utility credit policy reform.
3. Contribution to implementation of adequate shutoff policy.
4. Create program for auditing and weatherizing of social service agency facilities.
5. Contribute to development of effective low-income energy assistance program in Minneapolis for 1981-82.

Goal 3: Elevate the importance of the low-income perspective on energy issues within the UCM constituency and the community at large or develop new positions.

Objectives

1. Promote UCM energy perspective more generally.

HOUSING 1590

Goal 1: Create a minority group active in housing debate at city and state levels.

Objectives

1. Creation of active, viable minority housing groups.
2. Effective group action on key local and state housing issues.

Goal 2: Influence major policy decisions to see that significant resources are devoted to lower-income people.

Objectives

1. More than \$5M HOP V to low and moderate income housing.
2. Identify other issues.

Goal 3: Adoption of legislative program with significant benefits to low-income people.

Objectives

1. Contract-for-deed registration.
2. Taxation of rental property and tenants.
3. Reduction in speculative turnover in ownership of rental property.

Goal 3 (cont.):

Objectives

4. Suggestion from minority housing group.
5. Creation of new state/local rental housing program for lower-income housing.
6. Revisions in Tenant Remedies Act.
7. Requirement that at least 20 percent of tax exempt bond funds be used for low/moderate income households.

Goal 4: Become information center on housing problems.

Objectives

1. Building adequate information base on housing conditions and programs for our constituency.

LEGISLATIVE PROGRAM 590

Objectives

1. Prepare a comprehensive legislative program which reflects the interests of UCM's constituency and emphasizes the major elements in UCM's priorities for the year: education, employment, energy, housing, state and local budgets, affirmative action, criminal justice.
2. Submit all elements of program directly or through other groups for legislative approval and mount effective campaign for enactment.
3. Gain passage.

MEDIATION 290

Goal: To insure use of mediation as a dispute resolution mechanism for our constituency and the use of community people as mediators.

Objectives

1. To influence the content of various mediation programs and have them address one or more of the following types of disputes: juvenile violations, placement of low-income housing units, tenant/landlord disputes (including public housing), conciliation court disputes, school discipline, school vandalism, bad checks, neighborhood disputes, and others.
2. To continue the UCM Citizen Dispute Settlement Project.

AA -	590
B.P.	20
Clearingh	10
Ed.	18
Empl.	15
Energy	10
Housing	15
Leg. R.	590
Meditation	290
	<hr/>
	10090



URBAN
COALITION
OF MINNEAPOLIS

EARL D. CRAIG, JR.

President

January 27, 1982

TO: Members of the Board
FROM: Earl Craig
RE: Status of Work Program

The following summarizes the status of the major elements of the work program by issue. Items preceded by *** have been eliminated or downgraded in the work program.

Affirmative Action *monitor / recommend*

- Final text of minority staff survey is almost completed.
- Letter seeking increased minority hiring goals for stadium concessions sent.
- City and State reapportionment proposals that protect minority communities have been submitted and advocated.
- Continuing participation in implementation of Civil Service settlement of firefighters case.
- Starting to develop model for linkages of economic development and job creation for the structurally unemployed.

Budget Processes *No counter budget*

1. * --- Continue to monitor and intervene where appropriate in state and county budget processes.
- * --- Starting to develop specific set of juvenile justice alternatives for presentation to Hennepin County Board for 1983 budget; a continuation of the earlier effort in juvenile justice. *Group homes*
- Changes in child support system will be advocated before the Legislature.
- *** Have continued to advocate use of HMOs for lower income people, but we have not found an appropriate forum in which to emphasize this.
- *** Attempt to affect the content of the block grant process have been put on the back burner.

2. Clearinghouse *Selling Services*

- Databases have been developed. Marketing of the Clearinghouse to various elements of the community will be the priority activity during the remainder of the fiscal year.

Education **Mpls Public Schools**

- Have held a series of meetings with educators, legislators and interested parties to discuss potential modes of action on evaluation of school personnel.
- Have continuously monitored and attempted to affect the content of the MPS Plan, particularly with regard to evaluation, discipline and participation by minority parents.
- 3**--- Have begun a review of MPS school closing plan to determine its effects on minority students and parents.
- Have continued to monitor state discipline legislation to ensure protection of minority parents and students' interests.
- Have participated in the advisory committee to the MPS's School Improvement Project, which is developing an evaluation system.
- Conducted two television programs and a candidates forum for Minneapolis School Board candidates.
- *** Have abandoned the idea of a merit pay or system accountability pilot project in favor of the organizing proposal to be discussed at the 1/27 meeting of the Board.
- *** Have abandoned the idea of getting state evaluation legislation enacted.
- *** Talent Search proposal was rejected by federal government.

Employment **/ Training prog.**

- Completed business plans for two energy-related businesses, implementation stalled.
- 4.** --- About to begin work on development of linkage between city economic assistance and jobs for the structurally unemployed.
- Have begun negotiations with TCOIC, AIOIC and City of Minneapolis about possible training opportunities in energy-related businesses.
- Minority job placement efforts with Minnegasco Service Department have foundered because of cutbacks in staff.

Housing

- Have successfully developed a minority group active in the housing debate.
- HOP V bonding monies have not been distributed, thus preserving them for use for lower income housing units; we continue to monitor City actions on this matter.
- Participated in City Housing Task Force which has gained Council approval for an alternative to contract for deed registration, improvements in the Tenants Remedies Act and several options for reducing property taxes on rental property occupied by lower income families.
- Supported proposed Minneapolis repair and deduct ordinance, which provides for limited repairs by tenants after provision of adequate notice to landlords.
- *** Housing tour for legislators was postponed because of a conflict with other legislative activities.

Members of the Board
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January 27, 1982

Legislative Program

- To be presented at January 27 meeting of the Board; concentrates on housing and budgets.

Mediation

- Continued to operate Citizens Dispute Settlement Project obtaining a small increase in compensation for UCM and a commitment for complete review of compensation for FY 1983 City Budget.
- Still awaiting mediation proposal from the Bar Association so that we can submit comments.

Energy

- Obtained funding from Ford Foundation for study of effectiveness of education component in low income weatherization program; have begun implementation of the grant.
 - Monitoring the City's efforts to create a comprehensive rental weatherization program to assure that low income tenants are protected.
 - Have begun operation of non-profit auditing program through UCM Energy Programs
 - Have indicated tentative support for NSP low income rate proposal, pending Board action.
 - Completed report with recommendations on operation of City Energy Assistance Program for Minneapolis Community Action Agency.
 - Submitted testimony to Public Utilities Commission regarding proposed shutoff rule which is now in operation; continue to monitor operation of that rule.
- *** "Super insulation" demonstration grant not yet available.



URBAN
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EARL D. CRAIG, JR.

President

June 28, 1982

TO: Members of the Board
FROM: Earl Craig
RE: FY 1982 and 1983 Work Plans

Attached is: 1) a summary of the Coalition's achievements in FY 1982; 2) a list of goals and objectives that were in the original work program but not attained and a brief explanation for the non-attainment; 3) a proposed work plan for FY 1983.

I believe the first two items are self-explanatory. The third reflects the following estimated level of staff and resource commitment:

	<u>Percentage of Staff & Resources Committed</u>		
	1982		1983
	<u>Work Plan</u>	<u>Actual</u>	<u>Work Plan</u>
Affirmative Action	5%	5%	5%
Budget Processes	12%	22%	18%
Clearinghouse	12%	10%	8%
Community Outreach	5%	5%	5%
Education	20%	20%	12%
Employment	15%	18%	18%
Energy	10%	6%	5%
Housing	15%	10%	6%
Legislative Program	Included in specific issues		
Mediation	6%	4%	3%
Organizing Project	--	--	8%
St. Paul	--	--	12%

No specific work program proposal has been developed to date for St. Paul, pending further discussions with community leaders.

/cda