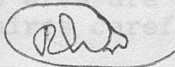


April 9, 1981

M E M O R A N D U M

TO: CHARLES H. SMITH  
FROM: ROBERT H. MOORE   
SUBJECT: PROJECT RURAL - VISTA WORKERS

Thank you for your prompt response and your positive concern for Project Rural.

Your April 2, 1981 memo raised several valid points which I'd like to deal with at this time:

(1) Scope of work program and measurable objectives.

The scope of work includes those activities related to the overall purpose of the program which is "to promote the retention of Black-owned lands and to assist Black land owners in making these lands profitable as possible." This would be accomplished via:

- a. Educating Black Americans to the importance of landownership .
- b. Providing information on how to retain land and increase holdings.
- c. Providing information on various aspects of land productivity.

Among states, Texas has the largest concentration of Black farmers, a number estimated at 3300 in 1974. Utilizing our Branch network as a clearing house for information and a contact point, we would be able to reach a majority of these farmers on some level. We would expect our activities over a one year period to help save several thousand acres. In addition, we would provide technical assistance to several Black-controlled towns or cities so as to enable them to acquire community development and/or other funds.

VISTA workers, after training and/or orientation by our Field Director, Wendell Paris, could be used immediately once an office is opened in Texas. (In our selection of VISTA volunteers we would choose those with the skills and experience we need.)

PLAN FOR MONITORING AND EVALUATION

TIME	SPECIFIC EVENTS	TANGIBLE PRODUCT	EVALUATION & MONITORING
1 Month	<ol style="list-style-type: none"> <li>1. Identification of target area</li> <li>2. Identification of cities or towns to be assisted</li> </ol>	<ol style="list-style-type: none"> <li>1. List of Branches &amp; relevant personnel in target area</li> <li>2. Collection of info. on targeted towns</li> </ol>	Monthly report of Field Director and local office reviewed by Supervisor
2-3 Months	<ol style="list-style-type: none"> <li>1. Develop plan for a mini conference</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly reports *</li> <li>2. Quarterly Report</li> </ol>	Supervisor reviews reports. Field Director makes field visit.
4-6 Months	<ol style="list-style-type: none"> <li>1. Activity reports</li> <li>2. Activity evaluation</li> </ol>	<ol style="list-style-type: none"> <li>1. Six months report</li> <li>2. Evaluation report</li> </ol>	Supervisor reviews report and makes field visit. Program Director reviews progress reports.
7-9 Months	<ol style="list-style-type: none"> <li>1. Activity reports</li> <li>2. Gathering of information for proposal</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly reports *</li> <li>2. Quarterly report *</li> <li>3. Refunding outline</li> </ol>	Supervisor reviews reports and proposals and forwards them to Program Director. Program Director sets meeting with Gil Jonas Company
10-12 Months	<ol style="list-style-type: none"> <li>1. Activity reports</li> <li>2. Program Summary</li> <li>3. Refunding sub-missions</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly Reports *</li> <li>2. Summary of year's activity *</li> <li>3. Proposal for * refunding prepared and submitted</li> </ol>	Review of reports by Supervisor and Program Director. Meeting of all interested

\* WRITTEN REPORTS

JOB DESCRIPTION/DUTIES

PROJECT RURAL VISTA VOLUNTEER  
URBAN VISTA VOLUNTEER

The focus of the urban volunteer's responsibilities would be on enablement --- helping poor communities to help themselves. This would be accomplished under the supervision of Field Directors or other paid NAACP staff. There would be no placements where adequate supervision was not available. Primarily, these volunteers would:

- (a) Organize neighborhood self-help groups.
- (b) Assist branches and neighborhood groups in monitoring governmental programs.
- (c) Educate neighborhood residents as to the importance of owning and controlling their neighborhood.
- (d) Help neighborhoods develop the capacity to manage their own neighborhoods.
- (e) Perform other duties related to the above.

JOB DESCRIPTION/DUTIES

PROJECT RURAL VISTA VOLUNTEER

- A. Assists farmers in identifying existing and potential problem areas. Help farmers resolve these problems.
- B. Help farmers interpret FmHA, rules and procedures.
- C. Assists farmers in establishing contact with legal, governmental and private business resources. Where necessary, visit these resources with farmers.
- D. Organize and conduct meetings of local farmers.
- E. Where necessary, educate farmers and their relatives on the value and potential of land ownership.
- F. Help farmers identify signs of possible mineral presence.
- G. Help farmers identify programs and other means of making his land more productive.

April 28, 1981

MEMORANDUM TO: Mr. Hooks  
FROM: Charles H. Smith  
RE: Project Rural Vista Workers

Pursuant to Mr. Moore's response to my memorandum dated April 2 with reference to Vista Workers, I am recommending that that office proceed on with this project with the provisal that they keep us informed during the critical path of funding for a fulltime director, staffing, and evaluation criteria and process.

CHS:erb  
cc: J. Howard Henderson

Attachments

September 8, 1981

MEMORANDUM

TO : SENIOR & SUPERVISORY STAFF -- REGIONAL DIRECTORS  
FROM: CHARLES SMITH *CS*  
RE : PERSONNEL DATA

We have a fully staffed Personnel Department which is charged with the responsibility of providing a complete personnel history including job application, withholding information forms, correspondence relative to hiring, promotions, raises, advances, disciplinary actions and other matters relating to an employee.

Timecards or verification cards must be filled out for all employees in the National Office as well as those out-of-town. Each department must verify as to why any employee is not at work. Forms will be provided. Department heads must notify the Personnel Office if special circumstantial situations arrive to justify time release. Each department head must notify the Deputy or Executive Director when leave is about to be taken.

All Consultants must apply for time off from their immediate supervisor, who in return reports the same to the Personnel Office.

The Deputy or Executive Director should have a schedule of all employees working away from their office locale. All employees on NAACP time should adhere to this principle without exception. Therefore, this office is requesting one month travel schedules of out-of-the office trips. This will also allow us to coordinate work when we know our staff will be in certain cities.

Jerry Guess and I were scheduled to be in Memphis on Tuesday. Mr. Hooks indicated that he could perform our task and we could save \$700.00 inasmuch as he would be there. I will be pleased to share my present schedule with senior staff:

September 8	Richmond, Virginia (Site)
	Washington, D. C. (Site)
9	Detroit, Michigan (Site)
16	Washington, D. C. (PM) Rally
18	Montclair, New Jersey (PM) Seminar
19	Washington, D. C. (Rally)

- more -

Sr. Staff  
Personnel Date

- 2 -

October 3	Sandusky, Ohio (Staff Conf.)
10	North Chicago (FF)
11	Evansville, Indiana (FF)
16	Brookhaven, Long Island (FF)
17	Toledo, Ohio (FF)
23	Battle Creek, Michigan (FF)
25	Richmond, Virginia (Life Membership)
November 1	Hampton, Virginia (FF)

Although most of these trips are on the weekend, the information is good to share with peers.

May I conclude, we must tighten up our reporting procedures of work.

CHS:rm

MEMORANDUM

To: Benjamin L. Hooks

August 12, 1982

From: Charles H. Smith

Re: Update Report

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The following items will reflect activities that this office has been involved in since the Annual Convention and the status of each. Please advise me as to those items which require your consent or rejection.

1. LEAA

(a) Money - a final drawdown has been requested from the Justice Department and is enroute to the National Office. We requested the total amount left in the grant so as to be in a position to clean up all bills and return whatever may be left and we do anticipate some money unused. However, there are approximately \$10,000.00 worth of bills that should be paid at this time in order to keep the Association from being embarrassed by persons who have been owed money for a long period of time. This does include most of the monies owed to Ms. Fleetwood for travel and salary. My recommendation is that we advance from SCF General \$10,000.00 to LEAA and repay the same upon receipt of the monies from LEAA. We have done this some two times in the past and it is following normal precedence.

(b) We are now in the position of a close-out report to comply with the specifications of the grant. The program is allowed approximately 60 days after the final day of operation to have all close-out reports forwarded to the funding source. This office along with the General Counsel's office will handle the final close-out of this project.

(c) The Handbook which was produced as a compliance to this project has been under review by Dr. Broadus Butler, Ms. Althea Simmons, and Mr. Michael Meyers. To date I only have written responses from Mike Meyers and Dr. Butler which are attachment "A". Althea has given me her verbal evaluation. It is her judgment that the book is far too wordy, a great deal of historical is not necessary and that it is not primarily written for practitioners and the branch probably will not use it. Outside of these comments there appears to be no major difference at this point in policy. I have not received a written response to the review. Michael, of course, would like to have a formal review with the senior staff making comments on this book and Dr. Broadus



feels that the book is printable as is. In any case, the book should be printed and paid for within the next two or three weeks, otherwise we will have difficulty in complying with the conditions of the grant.

2. EDA

(a) We had a luncheon meeting with the staff of EDA to get a feeling of the program progress and achievements. The staff felt that the executives of this Association looked upon the program as a stepchild and it did not receive the kind of support that they had anticipated. However, not one employee could cite any incidence that would substantiate their feelings. They felt very strongly that Fair Share was a program to preempt effectiveness of the EDA thrust; that it was at the heart of the Administration and not the EDA program. They expressed concern as to the continuity of the program because promises had been made and initiatives had been started throughout the country and it would reflect a lack of follow-through on the part of the National office if some plan was not put into motion to continue some other very specific efforts that had been started and appear to be successful. They were queried by me as to what specific recognizable measurable successes could be logged in and used as a showpiece as results of the many months that this project has been in progress. After a detailed discussion, it became very clear that their efforts at best were developmental in nature and not specific in production.

(b) After very close scrutiny of the last report submitted to EDA from the project, it appeared that a great deal of their efforts are wounding up inspiring local NAACP'ers to get into the housing rehabilitation programs. Having expressed some concern about disrest with Bill Penn, Bill indicates to me that he had the same problem with the trend of the program and the impact it would have upon branches who at best did not have the structure nor the history to carry out such a daring adventure. A detailed evaluation of this program and its future for recommendations to your office is in the works and will be available if needed for the September Board Meeting.

(c) There appeared to be some very strong feelings among certain members of the staff with reference to Fred's participation in Fair Share. It was their judgment that he too, had been opposed to Fair Share

and had indicated on many occasions that he would not have anything to do with it nor take a position in the program. Then it appeared to them at a later date that, that only was a kind of interest being expressed by him, and that he may become a staff member. This feeling, at best, possibly could be the reason for the memorandum forwarded to J. Howard Henderson from the bookkeeper with reference to Fred's division of salary. (See attachment 2).

(d) In light of the strong feelings in EDA about Fred's involvement in our major economic thrust program Fair Share, it is my recommendation that we put Fred on SCF payroll completely and then reassign him to close out the program as a NAACP staff member. This will silence any criticism or backfighting by members of that staff which could trigger problems with our funding source in the future. This office will be very supportive of Fred in assisting a close-out of the program but feels strongly that he should have the opportunity to close-out a program that has been under his supervision since inception.

(e) The bookkeeper, Ken Hart, has forwarded several staff persons letters to sign indicating their participation with this EDA program is worth blank amount of dollars. Obviously, this has not been reviewed with Fred nor our Accounting Department and could create some problems. We have requested Fred and Bert Gibson to review this procedure and provide a safe method of recording the levels of activity spent by volunteers in the execution of this program. The question is not the amount of time but the method of recording the same.

3. The National Housing Corporation

(a) We have finished and forwarded for Bill Oliver's signature our recommendation of a response to the audits for two (2) separate grants from HUD to NHC. Subsequent to our submission, Mr. Oliver has provided this office with some corrections on airline tickets and we are taking the necessary steps to see that these corrections are put in place. Mr. Sam Jones from the HUD office has been in contact with me with reference to the audit response by NHC. He has requested additional verifications to be submitted to his office in one week. It becomes most necessary for the National Housing Corp. to pay SCF for fringe benefits, contract services, and rent and telephone. These should be issued by separate checks from NHC to SCF. SCF then should loan the Housing Corporation a set amount in order that they may execute this payment procedure. It will be a

complete washout. However, it must be done, otherwise the NHC would have to return the claim for all of these payments. (See attachment 3 for a summary of said payments).

(b) Based upon NHC's response to HUD, it is liable to HUD for refunding fringe benefits claim but undocumentable. The total amount is \$6,026.26 for both grants. It is our considered judgment that these costs must be paid to HUD.

(c) It appeared that Mr. Sam Jones from HUD was pleased with the NHC response to audit claims but needed additional verification to strengthen his case as he talked with the auditor who had performed the audit. It is his desire to get this whole matter cleared up within the next 7 days. This office will work full-speed ahead in order to accomplish this task so that the matter will be completely cleared by the September Board Meeting.

4. Fair Share

(a) We met with Mr. Byrd as per your request along with Jerry Guess, Bill Penn, Tom Atkins, and Denton Watson. We share the following observations as a result of these meetings and make some recommendations for your consideration. These will follow in a subsequent communication.

5. National Service Agencies

(a) A meeting was held in Washington, D. C. with Mr. Roger Pilon, the newly appointed administrator of NSA. This meeting was attended by Tracey Groomes, Yvonne Price and myself. Allow me to review for you the contents of this meeting and the possible results as it pertains to the administrative role that SCF has been playing via me as NSA Treasurer. SCF must forward to NSA the billing for its administrative services to date. This billing is to be a part of the audit report which is in its final state. This audit report covers the first year 1980-81. Bert Gibson has been alerted to work with Tracey Groomes in the substantiation of this bill pursuant to established practices that are set out in a manual entitled "Standard of Accounting and Financial Reporting." This manual has been obtained from a national health council at 70 West 40th Street. Tracey Groomes reviewed with Mr. Pilon our involvement and to date with NSA funds and the status of the audit which is now in progress. Mr. Pilon and his accountants did

express some concern with our once a week deposits. He indicated that it is a government practice to deposit on a daily basis any monies over \$1,000.00. This matter has been taken into consideration and steps are being made to remedy the once a week deposit. It appeared that Mr. Pilon was extremely pleased with the integrity of the management of NSA affairs by SCF and verbally requested that SCF maintain the books for the 1981-82 Campaign which includes the the fifteen (15) members. This campaign will not be closed out until September, 1983. We expressed no desire to participate in a forty (40) member new NSA Administration. Mr. Pilon expressed the intent to structure the new NSA group under the same format of professional groupings such as International Service Agency. One of the strong reservations expressed by Mr. Pilon was that there had not been any distribution of designated monies from the 1981-82 Campaign. He felt that these monies should be forwarded back to the local charities as soon as possible upon receipt and preferred not that they be put into Certificates of Deposits in a bank to draw interest and if there were any interest to draw let it be done by the local charities themselves. We expressed to him that all parties had agreed to the procedures to date but would attempt to summarize all of the transactions to date and be in a position for distribution to charities by September 1, 1982.

(b) Lorenzo Blizzard's private accounting firm has developed a software that will handle our total receipts, percentage of distribution and balances. He, in return has accepted the responsibility to give us a computerized printout by no later than August 24, for distribution judgments to be made. Based upon acceptable cost percentages as experienced by other professional groups, we will be in a position to recommend the management of this NSA group for the next 12 months. However, at the present time we lack sufficient data to make valid recommendations.

6. SCF/CFC

(a) I held a meeting with Yvonne Price in Washington, D. C., the second of such meetings within the past two weeks to insure the fact that her office was receiving the complete cooperation and support of this office in the execution of her task. After that two hour meeting, a conference was held via telephone by Mildred Roxborough, Yvonne Price, and myself and the following is a report of our discussions:

1. Target cities and locales for this year's campaign requiring National input are as follows:

Philadelphia; Baltimore; Chicago; North Carolina; Georgia; Dallas, Texas; Ft. Hood, Texas; Atlanta, Georgia; Dade County, Florida; State of Washington; Birmingham, Alabama; Washington, D. C.; Colorado Springs; New York City; and Ft. Dix, New Jersey. Realizing that only 30 days remain to expedite the promotion on behalf of SCF, cities and locales were divided between Mildred, Yvonne, and myself. Each would make contact with local branch representatives and seek their assistance in carrying out the objectives of the program. I would be responsible for Baltimore; Chicago; Texas, and Birmingham. Mildred would be responsible for Florida; New York City; New Jersey and a follow-up on North Carolina and Georgia. Yvonne would be responsible for Philadelphia; North Carolina; Georgia; Atlanta; Region I, and the District of Columbia.

(b) Printing - One of the greatest needs is a simple phamplet to be printed as a pass-out for our workers on the local basis. This matter was taken up with Jerry Guess and hopefully will be finalized by the first of next week.

(c) Policy Statement - Yvonne, Mildred and I are putting together for your perusal a CFC Policy Statement that is in compliance with the request of the CFC Board of Directors. This statement would deal with granting to locals for carrying out SCF programs.

7. 186 Remsen Street

(a) Working as a team with Tom Atkins, Chuck Carter, Jerry Guess and Howard Henderson, participated in negotiating a contract for the leasing of said premises. Provided leadership in the preparation of plans and specifications for said premises.

8. Labor

(a) Sam Wright with the assistance of a consultant has redeveloped a handbook designed to assist branches in providing outreach services to unemployed youth or adults in their attempt to apply for a job. This book is under review at the present time.

(b) Met with Althea Simmons and Lezlie Baskerville with reference to the new jobs bill passed by the House and before the Senate which upgrades the role of the private industrial council in the training of the unemployed citizens of our country. Preparations are now in process to provide the Board of Directors a breakout of this bill and the power of PIC under this administration and guidelines as to how branches must aggressively become involved in this entire process if our youth are to be trained and have

a fair chance for a job. This project will assist in undergirding our fair share of programs. We would like to discuss in detail the employment of an able labor department director in the very near future. Our evaluation, as reported before is that this department lacks the skills and experience necessary to represent our Association in a commendable fashion.

9. Education

(a) Met on several occasions and discussed the charge to Dr. Beverly Cole to prepare a proposal designed to motivate young children as to the scope of employment. She subsequently has presented said proposal for your scrutiny. Dr. Cole also reports that her testing proposal in the New York area has been funded for an amount of around \$41,000.00.

10. Voter Education

(a) We have discussed with Joe Madison the urgency to move as hastily as possible realizing that only eleven (11) weeks remain till election time. He has requested \$2,000.00 to be used in Mississippi to target the 2nd Congressional District in a Get-Out-To-Vote Campaign on Saturday of this week; we have approved that request and also requested by Mr. Madison and Mr. Patton to be with Ms. Ann Henry in Greenwood on that date. We are further requesting that we attempt to find at least \$50,000.00 to augment this campaign to show good faith that we came up with the resources to be as effective as possible. Joe Madison is forwarding us a specific seed money proposal to justify this \$50,000.00. Anticipating a drawdown by the end of the month from CFC which should net SCF possibly \$50,000.00. Encourage and recommend that we do our best to put some money into this campaign at this time.

11. Economic Analysis Unit

(a) I met with Ray Thelwell and discussed the scope of his program and his plans for the future. He reports to me that he intends to be a consultant for two (2) days a week and needs his two (2) research assistants on board until October of this year. It is apparent that they are doctoral students and will be finished by that time. I did not deal with the subject of personnel because I was not privy to any information on this matter.

(b) I discussed with Ray the usage of the computer and it was his judgment that the computer was a

rich resource. Because of a lack of software it has not been used. It should be used by all parties in the Washington office in a sharing capacity. Not only did I concur but am examining its possible use by all of our units housed in that office and will provide you in detail what is required to make this a reality. Subsequently, I discussed with Althea Simmons who also would join in sharing the use of that computer in the work of the Washington Bureau.

(c) Ray Thelwell is doing detail work on a flattops proposal and I suggested to him that he put together all of the publications and works to date in a single binder so that they could be used as a frame of reference for the National office and our key senior staff. He has agreed to do this and this office will see that it is properly circulated. In our discussion with Ray Thelwell, he expressed a detailed interest in the whole field of education as it pertains to the movement of - young blaek kids from school to work. We call this a delicate transitional period and that we have not concentrated on the link between education and working. It was his judgment that far too many of our students are out of work because they do not link themselves to work before they finish high school. This is a program that the NAACP could take a strong look at and provide guidance to branches who in return could provide them to parents and school counselors to make sure that our kids are steered into the academics where it is work related. This conversation fits completely within the entire scope of PIC which is industry training unemployed for jobs. However, PIC also is directly related to vocational education and to high school curriculums. I will be asking Ray to meet with Labor and Education and Fair Share to make sure that we can develop a comprehensive holistic approach to the problem of unemployment and the feeder system to unemployment. If Beverly Cole is developing a proposal to begin to increase the horizon of employment of children in grades four through six then it becomes extremely necessary for a continuity of counseling by design and a work experience by design to take place in junior and senior high school. These are some of the things that are necessary for us to discuss if we are going to look at long range of unemployment of our youth.

## 12. Our Washington Project

(a) Pursuant to a conversation with Tom Atkins, he requested the architect who is preparing to file the papers on the property at 14th Street and Harvard with the D.C. Urban Renewal Authority to meet with me. Inasmuch he was unclear as to our space needs.

I met with Mr. Bob Bryant and his assistant for one-half day and went over in detail our present facility, a proposed usage of a facility at 186 Remsen Street and his blueprint of said building in Washington. Apparently, this was a very hopeful meeting for the architect in the preparation of preliminary drawings as to the feasibility of NAACP's usage of said building. He has subsequently called me back and now feels comfortable with his preliminary drawings and will forward me a copy of the same.

13. NAACP Properties

(a) I did an on-sight visit of the apartment building owned by the NAACP at W. 156 St. in Manhattan. This building is being managed by a professional rental agent who has done preliminary repairs to provide heat and water to the seventeen (17) tenants that presently reside in the building. The building structurally is very, very sound. A proposal for upgrading the building ~~is in the works and hopefully will be ready for your review by August 16.~~ Bert Gibson, as per our policy, is charged with buildings and properties in the city. Chuck Carter and I are his team members and the report will be a group effort of the three of us for your scrutiny. I should say that we are not slum landlords at this time but have run into some previous tax problems and hopefully our feasibility report will reflect the entire picture of said facilities.

(b) We have been offered a piece of property located at 217 Lane, Queens Village, off Hempstead Avenue here in Queens, New York. Taxes are paid current and apparently there are no liens against the building. The owner of the building resides in Washington, D. C., and his mother who is elderly resides in New York City. If, in the judgment of the property team, we feel that there is merit in accepting this property we will advise you of the same. We plan a field trip to Queens within seven days to take a look at the proposed property offer.

14. National Youth Work Committee

(a) Pursuant to your request, Jerry Guess and I met for one-half day with Mr. Corwin Macklin to discuss the work of said committee. The meeting was open and frank discussions took place. It was Mr. Macklin's judgment that a national youth program was suffering from a lack of concrete programs and visibility. He felt that the primary usage of youth throughout the country was to raise money and get new members. This was well and good but that it was not enough for youth of this country to relate to the NAACP as a viable entity.



(b) Mr. Macklin also felt that the youth's work of the Association is in the shadow of ACT-SO. The youth work is like puppets playing before a show but the real actors are those who are celebrated in ACT-SO. He sought to substantiate this perceived feeling by reflecting the experience in Boston which saw Channel 7 portray all of the excellence of ACT-SO and yet the youth work practically received little glorified publicity. He felt that the youth want more than seminars and workshops and that the whole drive for working a whole year to come for money raising contests had no real relevance in the lives of youth today.

(c) It was his judgment that a program must be designed that would be fulfilling and provide a reward system and visibility comparable to that of ACT-SO. He had no ill feelings about ACT-SO but felt that the Association uses it like a teacher uses their smart students against the average and slower students.

(d) It was his firm opinion that the youth advisors of today do not know the work of the Association and that many of them if not most are elected by accident and not by skill nor experience.

(e) In our discussion as to possible long-range programs versus that of quick fixes the following items were discussed for consideration:

1. Regional retreats designed to "mind-set" those persons who must provide leadership to the youth of this country.
2. Summer camps for youth which would serve as a captivative opportunity to brainwash or mind-set our youth in leadership and civil rights. These camps could be in state lodges that are reasonably cheap or many of the abandoned camps in certain locales that are looking for someone to fill up their calendar year. Scholarships could be given for select youth throughout the country to attend these camps and this could serve as a motivation for youth to work within their branches.
3. Youth Councils should be tied into any education and labor programs sponsored by the Association in elementary, junior or senior high school. This would give visibility to the Youth Councils and promote memberships.
4. Youth Congress which can serve as vehicle for political advocacy and train our youth at an early age as to the necessity of participation in the full system. Details for this proposal have not been worked out.

(f) A proposal was made that the 24-member Youth Work Committee meet for a two-day work training session sometime this fall at an inexpensive park or college to thresh out goals for 1983.

15. Urban League

(a) Pursuant to your instructions I attended a meeting at the Urban League office here in New York on July 19, 1982 at 2:30 P.M. with reference to their pre-announcement of program thrusts for the ensuing years. Enclosed under Schedule 4 is a copy of the past status of black youth and the approach; "A Three-Phase Plan." I have also enclosed a copy of the various organizations that were present at said meeting. Although I gave you a verbal report of this meeting I felt you would want to have copies of their summary statement. It is my understanding that a booklet was released in Los Angeles and the League has promised to forward a copy here which gives a more definitive support of their program thrust.

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MEMORANDUM

TO: Mr. Benjamin L. Hooks  
FROM: Charles H. Smith  
SUBJECT: Self Evaluation  
DATE: September 9, 1982

Perception/Understanding of Employment

<sup>Two</sup>  
~~Three~~ realities forged my perception of the role of Deputy Executive Director of the NAACP.

- 1) In early April 1980, Mr. Hooks asked me to consider this post. He made it quite clear that I would have his blessings to administer the day-by-day operation of the National staff. His only concern was that he would be kept informed and make certain policy decisions upon consultation. Considering the fact that I would be resigning two posts, namely:

- . Minister of First Baptist Huntington
- . Director of Tri-State Opportunities Industrialization Center

it became very important to me to consider only long-term meaningful career employment. Having spent ten (10) years as a volunteer in the NAACP, this was an opportunity for me to fill an Association need as well as my own personal career path needs. Truly, this opportunity was a reality.

- 2) The language of my contract clearly states:

"It is understood that the duties to be performed by Mr. Smith will be those duties usually performed by the Chief Administrative Officer of the Association and corporations similar to the NAACP."

Page 1 - Contract July 7, 1980

- 3) ~~The Blue Book of the NAACP lists the office as second in command accountable for the conduct of staff operations of the Association~~

From these realities, I perceived a <sup>management</sup> team meeting often, sharing information, strategizing, planning, and developing a vibrant national operation. I accepted

this position respecting the brilliance of our national leader. I did not come to this position with any desire to be heir apparent to the Directorship. ~~It is important to me that these realities to me be shared.~~

~~Based upon my perception, my job description would yield specific job missions. This must be done in an existing work environment in the national office. My mission inherent in the job found problems fitting into the established work flow and hierarchical, preconceived staff relationships. Therefore, immediately, I was often perceived by staff as an executive aide, a surrogate to an aide and not being in possession of necessary information or access to the Director that jives with my title. The result of this staff perception was that lines were to others in the executive department for influence-peddling, requests or considerations by the Director. It is very necessary to describe this work environment if fair assessment is to be made of my work progress.~~

*From the start, was shaped by*

#### A. Communication

Daily telephone communication with executive staff by the Director when out of the office is seldom with me. Messages are forwarded to me via executive staff. Scheduled one-to-one sharing of the Association's operations is never done with me and the Director. When consultation takes place, the Deputy is included with other executive aides as a peer.

The Director has never called me in to disapprove of an action nor to state the quality of my work. Through others, I have received information of the quality of my work and other personal dislikes. For the first two years of my employment, I was publicly cast as a member of that Board of Directors. I was a part of that group that created impossible situations for an Executive to function. Close executive aides would reinforce this in full staff meetings. This had an additional effect on staff's perception of my role as Deputy Director. In other words, I was constantly ~~casted~~ *viewed* as an enemy within the ~~boards~~ *banks*, constantly feeding inside information back to old Board friends. This understandably would caution the Director in confiding with me and to vest the authority inherent in the Deputy's office into other executive staff. ~~To date, the Director has never discussed with me any breach of confidentiality.~~

#### Major Task Efforts

1. Development of an Administrative Manual that would unify cross-department operating policies.
2. Development of a Personnel Manual that would protect both the employee in a unified manual as well as the Association.
3. Development of intra-departmental Operating Manual which describes how each department operates and how their systems flow and is integrated in the whole. The first cut of a Fiscal Manual is but one example of this developmental process. A National Convention Staging Manual is another example.
4. Development of a *an* automation proposed system for the Association.

5. Development of a background manual that will be used to prepare our staff for a comprehensive understanding of ~~MIS~~ (Management Information System). This system will initiate a systems approach to our total national organization which would result in integration of data and other pertinent information. <sup>the</sup>
6. Development of Purchase Order System to set in motion spending controls and trigger data for accrual accounting of expenses.
7. Development of data base for Site Selection options for the National NAACP Headquarters. This assignment started in April, 1981 and continued in January, 1982. Development of plans and specifications for temporary headquarters at 186 Remsen Street, Brooklyn, New York.
8. Development (Task Force Member) ~~to~~ Economic Alternative to Reagan Policies.
9. Development and Treasurer of National Service Agency (CFC).

#### Strength and Weakness Assessment

My greatest weakness is my inability to convey to my superior that there is a common ground between his management style and my administrative discipline; that my candid reservations to him serve to clothe him with an honest assessment of reality; that differing with his judgment is not tantamount to disloyalty; that when I serve as a repository for other senior staff who have major problems with certain actions of the Executive Department, it is not an effort to organize resistance to leadership but to provide an escape valve within for frustrationa / release.

My strengths: NAACP perspective, administrative skills, commitment to the goals of the NAACP.

#### Productivity

A clear cut set of tasks, the authorization to achieve the same, a communication path with the Director.

## *First Rural Services, Inc.*

P.O. Box 43141  
Atlanta, Georgia 30336

H. J. MACKLIN  
Chief Executive Officer

October 6, 1982

(404) 794-8739

Rev. Charles Smith, Deputy Director  
National Association for the Advancement of Colored People  
186 Remsen Street  
Brooklyn, New York 11201

Dear Rev. Smith:

It has been much too long, since we've had the opportunity to talk.

Just to bring you up to date, I've recently established the FIRST RURAL SERVICES, INC. to deliver housing and community development information to the southeastern rural community.

As you know, the NAACP had to discontinue several services to the branches during the "heat" of the Mississippi court action. To date, housing information/service to the branches have been limited. I still receive mail and phone calls from branches on housing and community development concerns.

I'd like to propose to the Association a method of delivering housing information/training to the branches in Region 5 and 6 of the NAACP with little budget line expense to the Association (see attached). As you review this outline, you will see it is just that, an outline. Upon the development of next year's NAACP budget and program agenda, if it is found that this concept is acceptable, then the outline will be developed.

Respectfully,

*Harriet*

H.J. Macklin

HJM/hmj  
Attachments

Attachment:  
Letter to Rev. Smith  
NAACP  
New York

TRAINING OUTLINE

Housing and Community Development Services

Technical Seminars:

1. presented at the same time/location as the Regional meeting for a full day session
2. participants will be charged a fee
3. planned and conducted by FIRST RURAL SERVICES, INC.

Technical Resources:

1. nationally known technicians
2. written manual or workbook for each participant
3. technical assistance to a local branch, upon request

Purpose:

1. to expose the branch officials to technical information, so that they can provide leadership to their local community
2. considering the impact of 'Reaganomic's', branch officials will need to develop methods of effectively approaching state agencies in order to adequately provide for their community in a nondiscriminating manner.

NAACP Responsibility

1. allow the Regional NAACP offices to advertise the availability of this service
2. allow FIRST RURAL SERVICES, INC. to mail the appropriate brochure to the branches using name labels and postage by the Regional NAACP offices

October 20, 1982

Rev. Charles H. Smith  
Deputy Executive Director  
N A A C P  
186 Renssen Street  
Brooklyn Heights, NY 11201

Dear Rev. Smith:

I am appointing you, with the concurrence of the Chairman of the Committee on Branches, Youth Work and Membership, Thomas Turner, pursuant to the decision of the National Board of Directors at its meeting on Monday, September 13, 1982, to serve as interim Administrator in the St. Louis, Missouri Branch NAACP.

As interim Administrator, your responsibilities will include supervising the entire operation of the St. Louis Branch, and acting on behalf of the National Office in the St. Louis community. The term of your appointment should not exceed three (3) weeks. Mr. Odail Thorns, a member of the National Board of Directors, has been appointed to serve as the Administrator of that branch. When Mr. Thorns is able to assume his responsibilities, you will be required to turn over to him the administratorship of the branch.

I appreciate your efforts in this regard.

Yours very truly,

Benjamin L. Hooks  
Executive Director

BLH:la

cc: Thomas Turner  
Odail Thorns  
William H. Penn, Sr.





Membership receipts will be processed through the same system. However, all copies of membership names will be forwarded to the National Office at the close of each working week. One of the disparities we found in the membership report was that the last membership report submitted was in March of 1982.

There are approximately 300 names that have come in since that time but monies have not been forwarded to the National Office but received and cards possibly issued. This has to be verified.

We had a brief conference with Mrs. Elaine Smith, the suspended executive secretary. With reference to our initial conversation with her was to obtain certain records such as bank statements, budgets, previous audits, personnel payroll sheets and verification of accounts payable. A preliminary review of the accounts payable by the branch leads me to believe that there is about \$11,000 of past due bills which includes unpaid bills from the last banquet in 1981. Verification of these due bills will take place within the next week.

Another meeting is scheduled with Mrs. Smith on Tuesday October 26, 1982 to ascertain the balance of information necessary to determine the actual financial status of the branch. We will also review programming and its status at the present time with Mrs. Smith. We are in possession of all the bank statements from January, 1982, however, it is necessary to have the bank statements for 1981 where many of the expenses were incurred that are impacting the present financial circumstances.

I met with Mrs. Ina Boon and reviewed both her involvement in the St. Louis Branch and in the upcoming Freedom Fund Dinner. Without the presence of an executive secretary in the office, there is no one else to carry out the day-by-day implementation of the dinner with the exception of Mrs. Boon at this time. Considering the fact that under administratorship the National Office will be responsible for cleaning up \$11,000 of the liabilities of that local branch. It is my judgment that the Freedom Fund Banquet should proceed in full speed under the above mentioned controls and proceeds be used to pay off its liabilities. It is then necessary to use all resources for the achievement of this short range goal. It is a business proposition. Therefore, I have a structured budget for the Freedom Fund Dinner and I have ordered numbered tickets, receipted incomes, and a full understanding that no commitments will be made for any other expenses without my express permission. After my visit on Tuesday, I will submit for your information a detailed budget and projected income from said affair which is less than 3 weeks away. Final review

of the program in all facets of the Freedom Fund Banquet will come through me before execution.

At 6:00 P.M. I explained to the suspended officers the above process assistance to them for fiscal accountability. After assuring them my role in the St. Louis community is not one of absolute authority, that I did not want to involve myself with historical developments of organizational conflicts nor even deal in the arena of recriminations but one of coordinating efforts of interested, responsible persons in stabilizing the work of the Association. The meeting was calm; questions and concerns were many. However, the group agreed to participate in the outline of procedures required to assure fiscal accountability and low profile media exposure. The officers were given not only the office number but my home number as well in order that lines of communication can be kept open at all times.

The meeting was attended by the president, the secretary, the vice president, and the second vice president. All officers either called or sent notes if it was impossible for them to be present at said meeting.

At 7:00 P.M. I met with the Freedom Fund Committee. The meeting was attended by approximately 20 persons who were reporting that there are activities in preparation for the Freedom Fund Banquet. Due to the uncertainty of having the Banquet, many other reports were somewhat sketchy. However, it was reported that \$9,000 had been received and banked for the Freedom Fund Banquet and that this was far ahead of previous years.

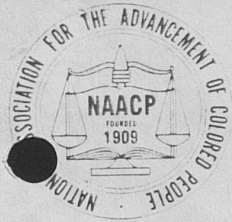
After a long discussion of questions raised by Mr. Clark, the group left with a consensus to work hard to make the Banquet a success and pay off the debts of the local branch with confidence. There were those who had other reservations but did not express them openly during the meeting. At no time was there any real hostility expressed but honest, genuine, concern, hurt over not what happened but how it was administered during the suspension process. It was agreed by both groups that the administrator will meet with the entire committee on Monday night, November 1, 1982 and receive committee reports as well as give an update upon the fiscal status of the local branch.

It is too early to make any judgments or real assessments or recommendations at this time. However, it is important that I keep you informed as to the developments for your inputs.

Mr. De Clue who served as the chief spokesman for the Education Committee raised a concern about the discovery phase of suits that seem to be moving fast in St. Louis. After consultation with Tom Atkins, we will initiate a three-way conference call to Mr. De Clue with reference to his request to find witnesses for said case.

CHS:dt

cc: Mrs. Margaret Bush Wilson, Mr. Thomas Turner



NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE

186 REMSEN STREET • BROOKLYN, N. Y. 11201 • 212-858-0800

December 2, 1982

Reverend Herman H. Watts  
Friendship Baptist Church  
144 West 131st Street  
New York, New York 10027

Dear Watts:

What a pleasure to hear from you. I have yearned to share with the boys of yesteryears of Virginia Union. Although my work is national, I miss people and old friends. When do you and the boys get together? Let me know; I would like to join you sometime.

It will be a pleasure to speak for your Men on May 22 at the 11:00 A.M. Worship Hour. Give my regards to the family.

Sincerely,

Charles H. Smith

DEC 20 1982

***First Rural Services, Inc.***

P.O. Box 43141  
Atlanta, Georgia 30336

H. J. MACKLIN  
Chief Executive Officer

(404) 794-8739

December 13, 1982

Rev. Charles Smith, Deputy Director  
NAACP  
186 Remsen Street  
Brooklyn, New York 11201

RE: Training Outline

Dear Rev. Smith,

During the week of Oct. 6th you received a letter from me concerning a request for your consideration on a method of availing information/training to the branches in Region 5 & 6, in the upcoming calendar year. It is understood that your time is limited to consider unsolicited request/proposals, but I've not even received a polite note indicating your receipt of my letter dated Oct. 6, 1982.

In order to continue the needed preparation, I must have a response so that you could have the needed information necessary to make a quality decision. Your cooperation is appreciated.

Respectfully,

*Harriet*

H.J. Macklin

HJM/hmj

December 23, 1982

Ms. Harriet J. Macklin  
First Rural Services, Inc.  
P. O. Box 43141  
Atlanta, Georgia 30336

Dear Ms. Macklin:

Thank you for your letter dated October 6, 1982 proposing to the Association a method of delivering housing information/training to the branches in Regions 5 and 6. Your request was taken into consideration. However, due to the close-out of Project Rural, no funds are available at this time considering the Association's stated priorities.

We will keep you in mind if funds become available.

Sincerely yours,

Charles H. Smith  
Deputy Executive Director

CHS:dt

December 23, 1982

Apostle Isaiah Revills  
Independent Holiness Deliverance Church, Inc.  
Post Office Box 4460  
Albany, Georgia 31706

Dear Pastor:

Thank you for your letter of December 8, 1982 with the cordial invitation to me to speak at your Prayer Breakfast on Saturday morning, February 19, 1983 at 6:30 A.M. I am happy to accept and I am making the permanent notation on my calendar. As soon as my travel plans are worked out, I will so advise you.

With best wishes for the Holidays.

Sincerely yours,

Charles H. Smith  
Depty Executive Director

CHS:dt

## Bio-Sketch

H. J. Macklin  
2838 Eleanor Terrace  
Atlanta, Georgia 30318

January, 1982

Presently Ms. Macklin is the Program Director of the Section 8 Existing Housing and Moderate Rehabilitation Programs for the Georgia Residential Finance Authority, a state housing finance authority. Since the fall of 1977, she has had the responsibility to implement and manage the state-wide program which is contracted with the U. S. Department of Housing and Urban Development in order to assist eligible families, in 149 counties, with their rental housing needs through a present staff of forty-five. Prior to this, Ms. Macklin was the Program Technician of the Section 8 Existing Program for one year.

She brought to the Authority experience from being the Southeastern Regional Housing Director, located in Atlanta, with an established civil rights organization, N.A.A.C.P.; experience from being a real estate salesperson with Knox Realty Company, a local Atlanta firm; and experience as a licensed real estate broker in the state of Connecticut. Her expertise has also been broadened from experiences gained as a Ford Foundation Fellow specializing in Rural Housing, August 1975 to August 1976; a Leadership Atlanta Fellow, class of 1980; a Certified Rehabilitation Housing Inspector by the Southern Building Code Congress, as of May 1980; as well as obtaining tenure as an educator through the New Haven, Conn. public school system.

Ms. Macklin is active in her community as well as with national and professional organizations. She has served as the Housing Chairperson for the Atlanta/Fulton County League of Women Voters; Chairperson of the Metro Fair Housing Services, Inc. Board of Directors; President of the Atlanta Section of the National Council of Negro Women; Vice Chairperson of the Atlanta Regional Commission's Human Service Advisory Committee; and is an active charter board member of the National Federation of Housing Counselors; active board member of the National Rural Housing Coalition; Treasurer of the National Leased Housing Association; and an active member of the Housing Assistance Council, to name a few.



September, 1982

Presently Ms. Macklin is the Chief Executive Officer of the newly established FIRST RURAL SERVICES, INC. headquartered in Atlanta, Georgia serving the southeastern rural communities in research, training and development. This consulting firm assist municipal officials and community groups in their quest to stabilize and develop their community.

She is presently the Vice President of the Board of Directors of the Housing Assistance Council, a national organization concerned with rural housing development/construction; also a Vice President of the National Leased Housing Association; a Board Member of Georgia Housing Coalition, a statewide housing advocacy group for low and moderate income citizens of Georgia; as well as being a Life Member of the NAACP and a former Board Member of the Atlanta NAACP branch.