

M E M O R A N D U M

To; Dr. George A. Wiley, Associate National Director

From: Edwin A. Dry, Business Manager

Subject: Job Specifications / Present and Projected Activities -

The function and task of the National CORE Business Manager is that of 1) within the policy guidelines of the annual CORE Convention and the National Action Council, and 2) within the limitations of present available funds, DEVELOPING, PROCURING, AND MAINTAINING THOSE PHYSICAL FACILITIES AND WORK ENVIRONMENTS MOST CAPABLE OF FACILITATING THE HUMAN RESOURCES OF CORE TO ASSERT THEIR GREATEST COLLECTIVE EFFECTIVENESS.

As a matter of logistics and designated need, first priority has been assigned to the operations of the National Office, with the projection that, with the attainment of a more tolerable level of effectiveness in this office, the Business Manager will be able to actively extend his work to include regional and field operations.

Within the context of the present financial situation, emphasis is being placed primarily in the "defensive sphere": cutting costs while at least maintaining, if not improving, productivity. Hopefully, once operations have achieved a more tolerable balance between actual funds and actual program and a more tolerable level of internal organization, emphasis may be shifted to the "offensive sphere.": 1) increasing productivity while maintaining costs, or 2) increasing productivity within the context of a decreasing productivity/ cost ratio.

Present operation priorities for the Business Manager are:

- 1) Renovation and reorganization of the National Office in order to maintain (and most probably improve) present levels of productivity while substantially diminishing total employment and total payroll.
- 2) Reorganization and substantial upgrading of the bookkeeping department in order to develop effective and long over-due records, checks, and controls over financial outlays and commitments.
- 3) Cost analysis and cost reductions in the areas of purchasing and supplies.
- 4) Cost analysis and cost reductions in the areas of services and staff expenses.

Priority #1 is at present well under way. Due to the increasing needs for action on priority #2, action in this area is slated to commence immediately, concurrent with the completion of priority #1.