



Daniel Jeremy Silver Collection Digitization Project

Featuring collections from the Western Reserve Historical Society and
The Jacob Rader Marcus Center of the American Jewish Archives

MS-4850: Daniel Jeremy Silver Papers, 1972-1993.

Series II: Subject Files, 1956-1993, undated.

Reel
20

Box
7

Folder
251a

Greater Cleveland Roundtable, correspondence, minutes,
memoranda, reports, newspaper clippings, and notes, 1981.

GREATER CLEVELAND ROUNDTABLE

EXECUTIVE COMMITTEE

EATON DINING ROOM

FEBRUARY 19, 1981

A G E N D A

Stanley C. Pace, Vice Chairman

I. Report on Organization

Legal Status
Tax Status
Staff
Budget

David G. Hill
Richard Pogue
Melvin C. Arnold
Melvin C. Arnold

II. Report from Retreat Planning Committee

William MacDonald
Sara S. Austin

III. Special Recommendations

Mayor George V. Voinovich

IV. Roundtable Meeting

March 18, 1981

THE GREATER CLEVELAND ROUNDTABLE
EXECUTIVE COMMITTEE MEETING

February 19, 1981
7:30 A.M.

Eaton Corporation

Minutes

The meeting was called to order by Vice Chairman Pace. The first order of business was a report on the legal and tax status of the Roundtable. David G. Hill made a report on the work that he and Richard Pogue initiated to obtain a 501-C3 status for the organization. They anticipate a ruling by April 30.

Melvin Arnold made a report on staffing needs and stated that the Committee on personnel will meet on March 9 and interview some candidates for the position.

He further reported that Chairman de Windt submitted a proposal to the George Gund and Cleveland Foundation requesting a grant of \$150,000 to the Roundtable for January-December 31, 1981. He pointed out that over sixty-eight percent of the amount requested will be used for personnel and consultant services.

Bill MacDonald provided an overview of the planning of the Roundtable Retreat which is scheduled on April 10 and 11. He commented on the excellent meeting facility at Centre One, 35000 Curtis Boulevard, Eastlake, Ohio. He turned the meeting over to Hal Burlingame and Sarah S. Austin who are serving as coordinators of the Retreat.

They reviewed the focus for the meeting and a tentative agenda.

The following comments summarize a rather lengthy discussion among those present.

- Regarding outside resources for the Conference:
 - o Use consultants who have relevant information on Cleveland rather than a resource such as Rockefeller.
 - o Balance inputs so that the total spectrum of Cleveland's needs are presented. In other words, don't focus on economic needs and exclude education and social needs.
 - o Contact McKinsey and other resources to provide opening framework for retreat.

[Feb 19, 1981]

- Regarding pre-conference activities:
 - o Take Roundtable members on bus tour of Cleveland to experience some of the problems which must be addressed.
 - o Atlanta and Detroit experiences will provide useful background.
- Regarding objectives:
 - o Several committee members initially wished to address specific problems at the retreat.
 - o Others felt a need to first agree on the mission of the Roundtable.
 - o At the conclusion of the discussion the group seemed to reach a consensus that the retreat should:
 1. Help Roundtable members reach a clear understanding on the mission.
 2. Develop specific priorities for action -- but take the action following the retreat.

Vice Chairman Pace urged the members full participation in the planning and execution of the Retreat.

Jackie Presser suggested a tour of certain key areas of Cleveland be taken prior to the Retreat. He was of the opinion that seeing conditions is essential as the Roundtable addresses the problems and opportunities of the city at the Retreat.

Chairman de Windt suggested Saturday, April 4 beginning at approximately 9 A.M. Those in attendance agreed and the Chairman stated that he would notify all members immediately. Vice Chairman Pace stated that the tour would be valuable orientation.

Carole Hoover provided the members with some background information on Messrs. Frank Hennessey and Jesse Hill who will be guests of the Roundtable on March 18. She said that each is very active in a coalition-type organization in his city and will be able to provide valuable insight to the Roundtable.

Arnold Pinkney commented on the City of Cleveland's minority business enterprise program. He stated that its success is tied to the ability of minority business persons to secure bonding. In an effort to address that issue he prepared An Analysis of the SBA Bond Guarantee Program for Minority Contractors. He

[Feb 19, 1981]

requested that it be an agenda item for the next executive committee meeting. He also requested that the document be distributed to members of the Roundtable. There was a consensus that the matter warrants immediate attention from the members.

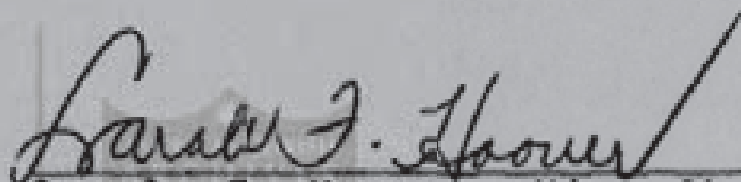
Commissioner Virgil Brown commented on same matters within county government that might need support from the Roundtable in the future. He said that he would periodically update the members on progress being made in key areas.

Mayor Voinovich commented on the significance of the passage of the city payroll tax. He urged the members to use the influence that the Roundtable can yield to help improve the environment and image of the city. He thanked everyone for their support of the passage of the city payroll tax.

Vice Chairman Pace expressed the members appreciation to the Mayor and Council President Forbes for their diligent efforts in behalf of our city.

There being no further business the meeting was adjourned at 9:05 A.M.




Carole F. Hoover, Vice Chairman
Temporary Scrivener

[Feb 19, 1981]

A Proposal to Activate
THE GREATER CLEVELAND ROUNDTABLE

Background

The social trauma of Cleveland has become chronic over the last decade. The 1980 Census reports that the city of Cleveland lost population at a rate greater than almost all others in its size range. The metropolitan area itself decreased in population, a pathology shared by only one other metropolitan area. Employment growth in the Cleveland area lags behind that of the United States in every economic sector; there has been an absolute loss of jobs except in the outlying parts of the metropolitan area. In the past ten years, the headquarters of seven major corporations have moved away and only one has moved in. City government has become most widely known because of its fiscal default, and city schools for their ineptitude.

Division within the metropolitan community has handicapped the area more than lack of resources. Greater Cleveland continues to be a good place to live with a skilled labor force, financial strength, and a strong cultural base. Marshalling the resources, however, has been frustrated by group antagonisms that inhibit even recognizing that problems are shared. Labor versus management, Black versus White, government versus neighborhoods, city versus suburbs, and so on, make a list of persons sharing turf and destiny who work in opposite directions, or, worse still, ignore the need even to discuss their shared concerns.

[Feb 19, 1981]

-2-

Many persons worked hard even during the media drama of the confrontations of Mayor Kucinich to lower the level of antagonisms and to direct attention to some basic problems which were not competing well for necessary attention. Shortly after the election of Mayor Voinovich business leaders and foundations went to work with city government to help the City strengthen its management capacity. A small group of persons from government, business, and labor, headed by Ms. Carole F. Hoover, Vice President of the Greater Cleveland Growth Association, and Melvin C. Arnold, Executive Vice President, Legal and Corporate Relations of the Eaton Corporation, went to Detroit to see first hand how divergent groups might work together. The Foundations encouraged this exploration and supported creating an expanded group to investigate the feasibility of coalescing leaders from different sectors who might be willing to work together.

The Reading and Advisory Committee
Task Force on Urban Problems

During 1980 a Reading and advisory Committee was made up of persons who agreed to review Cleveland's approach to facing its problems, its meetings were at occasional breakfasts, but communications were maintained by Ms. Hoover and Mr. Arnold and through its consultants.

Paul Cox of Paul Cox and Associates and Dolph Norton, for part of that period at Cleveland State University, served as consultants. Their first task was to interview business, labor, civic and religious leaders in Greater Cleveland to identify the major problems facing

[Feb 19, 1981]

the community, ways these problems were being addressed, and ways their respondents thought the process could be improved. The interim reports they made were presented to the Reading and Advisory Committee in the form of propositions for discussion. Their final report was based on the interviews and the committee discussions as well as their evaluations of community organization, and, on the subject of attacking unemployment, the report of a consultant on the subject. Copies of the report have been included in reports to the Foundations.

The conclusions of the report were:

- o There is broad recognition that Unemployment, especially Youth Unemployment, and Education are the serious issues at the top of the community agenda.
- o There is a wide discrepancy between perceptions of Black and White leaders as to the urgency of these issues.
- o There is no agency in the community which brings together public and private, Black and White leaders to devise and lead strategic efforts against these problems.
- o An organization of leaders of different segments of the community to work on strategic issues is needed, feasible, and timely.

The Reading and Advisory Committee moved immediately to establish itself as the Greater Cleveland Roundtable, the organization which was described.

The Greater Cleveland Roundtable

A list of the members of The Greater Cleveland Roundtable is attached as Appendix 1. Membership includes persons holding positions of responsible leadership in business, civic, governmental, labor, and religious organizations across the metropolitan region. They are Black and White, male and female, young and older. They approach

[Feb 19, 1981]

-4-

membership on the Roundtable with varying levels of skepticism about the likelihood of success, but with a commitment to work together and to use their influence toward solving the most serious problems the region faces.

The present organization includes a chairman, four vice-chairmen, and 21 other members of the executive committee. They have begun the search for a person to serve as director.

It is anticipated that the major work of the Roundtable will be accomplished through its subcommittees. Four subcommittees have been agreed upon tentatively. They follow the recommendations of the consultants:

- o Subcommittee on Employment and Unemployment
- o Subcommittee on Education
- o Subcommittee on Minority Economic Development
- o Subcommittee on Productivity and Labor

Each subcommittee, as it proceeds, will first review the field of its concern and agree broadly on strategic goals and programs, and then identify tactical operations which have reasonable probability of success or are imperative for the strategic plans. These they will seek to have the community implement. The fact that the Roundtable and each of its subcommittees will have diverse membership, racially and otherwise, will keep it sensitive to issues with which the broader community is concerned. The fact that to accomplish its goals the subcommittee must find allies in the rest of the community will keep it politically and economically realistic.

[Feb 19, 1981]

Proposal

This is a request that . . . The George Gund Foundation make a grant of \$75,000 toward a budget of \$150,000 to activate The Greater Cleveland Roundtable and support it for its first year. A similar request is being made of The Cleveland Foundation.

The budget which is attached describes the anticipated expenditures for the operation of the Roundtable itself. It provides for an active secretariat which will arrange and facilitate meetings, provide the basic information for discussion and decision, and help coordinate the efforts which will follow. Some of these efforts will demand extra funding, sometimes properly from government, business, or labor, and sometimes certainly to be sought from foundations.

The Roundtable will follow its commitment to collaborate and cooperate in its own operation as well as with respect to community problems. It will not build a staff duplicating the work of other agencies, but will, instead, seek to use and strengthen other agencies working on similar problems. The timely reports being made by the C.S.U. College of Urban Affairs, the Cleveland Tomorrow Project, the Federation for Community Planning, the Citizens Council for Ohio Schools, and others, will be used whenever possible.

Conclusion

The members of The Greater Cleveland Roundtable who submit this proposal regard their efforts for the past year and the one upcoming as part of a process necessary to help Greater Cleveland attack its ills and build a better future. They are not sanguine

[Feb 19, 1981]

about overnight success, but they are convinced that strategic planning and focussing community effort is a leadership responsibility without which success is even further removed.



GREATER CLEVELAND ROUNDTABLE
EATON CORPORATION DINING ROOM
100 Erieview Plaza - 27th Floor

MARCH 18, 1981

7:30 - 9:30 A.M.

A G E N D A

E. M. de Windt, Chairman

I. Report from Retreat Planning Committee

Sarah S. Austin
Hal Burlingame

II. Special Presentation

Frank M. Hennessey, President & Chief Operating Officer
The Handleman Company
Detroit, Michigan

Jesse Hill, Jr., President & Chief Executive Officer
Atlanta Life Insurance Company
Atlanta, Georgia

III. Next Meeting

[Mar 18, 1981]

Frank M. Hennessey

Managing Partner - Coopers & Lybrand
Detroit, Michigan

Member of Board of Directors
The Economic Club of Detroit
Detroit Economic Growth Corporation
Chairman, New Detroit's Urban Resource
Committee
Detroit Urban League
Former Chairman - New Detroit, Inc. (1979)

Effective March 1, 1981, Mr. Hennessey will become President
and Chief Operating Officer of the Handleman Company.

Jesse Hill, Jr.

President & Chief Executive Officer
Atlanta Life Insurance Company
Atlanta, Georgia

Member of Board of Directors:
Delta Air Lines
Sperry & Hutchinson Company
First National Bank of Georgia
Communications Satellite Corporation

Former President - Atlanta Chamber of Commerce
Chairman - The Martin Luther King, Jr., Center
for Social Change

Atlanta Action Forum

On September 21, 1980, Atlanta Life Insurance Company celebrated
its 75th Anniversary with company assets of over \$100 million,
1100 employees and operating in 12 states. Mr. Hill is the
3rd President of Atlanta Life Insurance Company.

[Mar 18, 1981]

THE GREATER CLEVELAND ROUNDTABLE

EXECUTIVE COMMITTEE MEETING

MARCH 18, 1981

7:30 A.M.

EATON CORPORATION

Minutes

The meeting was called to order by Chairman deWindt. He stated that the entire agenda would be devoted to Messrs. Frank Hennessey and Jesse Hill, Jr. for their presentations. He further stated that approximately thirty minutes would be allotted at the conclusion for questions from the members.

Mr. Hennessey made a presentation entitled "Urban Coalition - New Detroit Experience". He reviewed the role of New Detroit, Inc. since it's inception through mid-year 1980.

At the conclusion of his presentation, the Chairman stated that a copy of Mr. Hennessey's remarks would be mailed to the members.

Mr. Hill made a presentation entitled "The Need for Public-Private Partnership and Bi-Racial Leadership Coalitions for American Cities".

He reviewed the function of the Atlanta Action Forum and its relationship to the Atlanta Chamber of Commerce and the Central Atlanta Progress Committee. The Chairman stated that Mr. Hill's remarks would also be mailed to the members.

Sarah S. Austin and Hal Burlingame made a brief report on the Retreat. They reported that the Mayor of Baltimore, Maryland was being invited to address the opening session of the Retreat.

They also reported that the principals of McKinsey and Company declined participation in the Retreat. They did offer to provide briefings on an individual basis.

They reported that thirty-four members of the Roundtable have confirmed attendance for April 10 and 11. All members have not responded.

March 18, 1981
Minutes
Page 2

The Chairman stressed the importance of full participation in the Retreat and on the bus tour scheduled for April 4.

He re-emphasized that the presentation of Messrs. Hill and Hennessey and the tour of Cleveland are all part of necessary orientation in preparation for the Retreat.

There being no further business the meeting was adjourned at 9:35 A.M.



Carole F. Hoover
Carole F. Hoover, Vice Chairman
Temporary Scrivener



Presentation To The Greater Cleveland Roundtable

"The Need for Public-Private Partnership and
Bi-Racial Leadership Coalitions for American Cities"

Jesse Hill, Jr.

March 13, 1981



Remarks by Jesse Hill, Jr.
President-Chief Executive Officer
Atlanta Life Insurance Company
Greater Cleveland Roundtable
Cleveland, Ohio
7:30 A.M., March 18, 1981

Thank you

It is a pleasure for me to be the guest of the Greater Cleveland Roundtable this morning; and to bring you greetings from my troubled city of Atlanta, saddened and strained, as we endure from hour to hour, day to day, the tragic nightmare, the heinous crimes, the horror, the murder of children. I bring you greetings from our business community, as well as labor and government, as we try to work together to grow, develop and solve the problems that plague most American urban centers.

I feel an added pleasure today, because your city is the home of some of my long time close friends and associates like Rev. Otis Moss, W. O. Walker, the Dean of Black Publishers in America, and Carole Hoover. I wish to also thank Cleveland, especially the black community, for the support you have given the Cleveland Agency of the Atlanta Life Insurance Company, headed for many years by V. L. McPherson. Permit me also to note that your city is very fortunate to have Sarah S. Austin as the Albert H. Levin Professor at Cleveland State. I served as a Vice Chairman of the National Urban Coalition and Mrs. Austin served as Executive Vice President of the National Urban Coalition until she accepted the invitation to occupy the Albert Levin chair. Mrs. Austin for many years was the key person in pulling together the coalition's network of cities and directing our Urban Revitalization Program. She is a dedicated, hard working and effective no nonsense executive.

This morning I would like to briefly discuss the need for public-private partnership, and bi-racial leadership coalitions for American cities, especially cities like Cleveland, Detroit, and Atlanta, with large black populations with political power, great aspirations and very limited economic power.

Three years ago, when I was elected President of the Atlanta Chamber of Commerce, I said, "Everything has changed, and nothing has changed". The primary mission of the Atlanta Chamber is the same as it was 100 years ago, to promote and enhance the economic development, vitality and growth of Atlanta and the Atlanta region and make certain that the importance of a healthy economic climate is well expressed in the forums of public policy. I am sure that the Greater Cleveland Roundtable and the Greater Cleveland Growth Association are engaged in the pursuit of a similar mission.

Permit me to urge upon you a spirit of partnership, pride and support for the basic institutions and industries of your city.

Permit me to also urge upon you, a spirit of promoting the economic development and growth of all citizens, including Afro-Americans, and other minorities. It is only through continued successful economic development that you can produce jobs and expand your capacity to deliver vital public services.

[H/1 Mar 18, 1981]

If we are to achieve success at present and in the future in any metropolitan area, whether it be Cleveland or Atlanta, government, businesses, labor, minorities, non-minorities, city dweller, suburbanites ... must work and plan together. We must build new bridges that will span differences, bridges that will link all in pursuit of common goals, so that we may provide a better quality of life for all citizens in the areas of education, housing, health, public safety, art and culture.

Now is the time for the business community of Cleveland in cooperation with labor, government and the general community to follow up the progress you have made in fiscal affairs with plans and to make those hard decisions that will insure the economic health and quality growth of your city for years to come. It was those hard decisions that were made in Atlanta in the 1960's and early 70's, with bi-racial leadership and follow up efforts of our major business groups. The Chamber, Central Atlanta Progress, and the Atlanta Action Forum are paying dividends today with greater potential for the future. Decisions were made regarding education and school desegregation, transportation, including mass transit, airport planning and expansion, and downtown development, including convention hotels. The Atlanta Chamber of Commerce, the Central Atlanta Progress Committee and the Atlanta Action Forum have worked with a spirit of cooperation in pursuit of some common goals for Atlanta.

Now for a concrete example of this cooperation. There were many factors that influenced the decision of Georgia Pacific, a company with more than four billion dollars in annual sales, to move its headquarters from Portland, Oregon to downtown Atlanta.

The Georgia Pacific's Chief Executive Officer, Bob Flowerree, cited Atlanta's balanced transportation system, MARTA (mass transit) highways, rail and airport as key ones. Georgia Pacific was also impressed with planning and the hard decisions made years ago involving private sector and governmental partnership, with strong bi-racial leadership evident throughout the process.

It was this strong bi-racial leadership coalition, guided by the Atlanta Action Forum, that provided the narrow but decisive voter margin that permitted Atlanta to qualify for UMTA for mass transit funds before any other American city. A similar bi-racial, private-public partnership, and a continued record of sound fiscal policy by city government permitted us to sell airport bonds at 6.29% in the record time of 81 days, while other cities were paying 9% - 2½% on \$300,000,000 (which amounts to \$7,500,000 a year.)

Now, in order for black leadership to be effective and sustained in city and regional coalitions, there must be specific victories that address aspirations of the black community; especially in the areas of jobs, upward mobility in employment, membership on corporate boards, and financial support of economic development projects in the black community.

This brings me to the focal point of my remarks. The need for a new kind of public-private partnership.

[Hill, Mar 18, 1981]

The bottom line of revitalization of American cities (redevelopment) in today's economics is the inadequacy of public funds to do the job the public sector must do. There is simply not enough money in our public coffers to under-write the necessary public improvements. Without these improvements, there is not enough incentive for private investments to participate. This inadequacy is absolute. To put it another way, even with utopian political coordination and an elimination of bureaucratic and community infighting for public monies, there would still be too few dollars and too many public facilities and services in need of creation, support and enhancement.

This public-private cooperation is not an option. It is a necessity. Dialogue between the board room and city hall is not an embellishment. It is an economic requirement. Community development funds should be used as leverage, to induce private capital into the central city. Emphasis on innovative public fiscal policies, such as tax increment financing and similar special tax distorting tools, must be continued and increased. Overall economic development planning must be facilitated and supported.

The increasing interdependence of the public and private sectors may dismay those businessmen and women who uphold the sanctity of unencumbered enterprise and decry the inefficiency of government, and it may perplex those public officials who attribute purely selfish motives to private developers.

But it is clearly and simply a necessity.

Our collective interdependence is nowhere more obvious than in the second main area, that of environment. Our recent attention to this area has been widely recognized and reported, with emphasis falling most heavily on natural environments rather than on the social environments of the cities. Urban renewal efforts of the past have painfully taught us much about the fragilities of these man-made and man occupied ecologies. The current emphasis on the integrity of neighborhoods as social communities reflects this lesson, as do the growing number of projects involving street-scaping, pocket parks and other pedestrian spaces.

As we become more and more an urban population, with an increasing number of households and a decreasing average household size, we require more multi-family housing units.

As the energy crunch tightens, long-distance commuting becomes expensive and troublesome. As the age of the population goes up on the average and as educational levels rise, the cultural opportunities unique to cities are more in demand.

Central cities are where the people are. The general ecological attitudes which are evident reinforce the development of cities as comparatively energy-efficient land uses. As we concentrate the demand for physical and social resources and facilities, metropolitan areas serve overall ecological ends and are themselves served by heightened attention to environment expressed through neighborhood conservation and human-scaled amenities in downtown areas.

Therefore economic and ecological forces are combining to increase our need for an awareness of the benefits of public and private interaction.

[Hill, Mar 18, 1981]

- 4 -

The third area of concern is that of equality -- or egalitarianism. Now this does not mean apple pie, motherhood and the fourth of July parade. It means our cities are under the influence of at least two major leveling factors. First the constituency of central cities reflects a large number of poor and black people. City officials must heed the social interests of the impoverished minority, while attempting to encourage and direct the entrepreneurial interests of the affluent majority. The necessary trade offs in the political arenas often result in municipal administrators being simultaneously accused of inefficiency and insensitivity. But the long-term trend is in the direction of a leveling of power and influence in the central city administration.

The second major equalizing influence is the neighborhood movement. Planners and elected officials are turning to the general populace for input into developmental strategies. They aren't dumb! This is where the votes are! Zoning, transportation and social service decisions are not being made almost everywhere in a context of at least limited citizen participation.

While many people might challenge the characterization of cities as the cradles of democracy, which I believe is the case, they must agree that it is in the cities that our democratic institutions are being refined and re-examined as a result of their unique demographic conditions.

I believe that the public and private sectors have the capacity to come together to confront the problems of our center cities. These cities are our monuments. They embody our history and our future aspirations. But most importantly they provide the personal as well as the impersonal spaces within which most of us pass our days.

Then said a rich man, "Speak to us of giving," and he answered, "you give but little when you give of your possessions. It is when you give of yourself that you truly give."

Presentation to The Greater Cleveland Roundtable
"Urban Coalition - New Detroit Experience"

Frank M. Hennessey
March 18, 1981

I am pleased to participate in your third meeting as the Greater Cleveland Roundtable, and to share some of my experiences with New Detroit, Inc. When I received Chairman DeWindt's invitation, I saw the opportunity to make amends for my absence on a business trip two years ago when eleven of your representatives visited Detroit and met with some of our elected officials and our top community, labor and business leaders.

I have examined with interest the report of your Reading and Advisory Committee. I find that our two cities share many of the problems that have come to characterize the older, northern industrial city. I hope that our conversations here this morning may be of value to your April Retreat, and in the ongoing development of a strong and effective Cleveland Roundtable. The more of us who are working in our cities, and together, through such forms as the National Urban Coalition, the faster progress we can make toward solving some of those common problems. I am happy to testify to my personal conviction that the Urban Coalition is the most effective tool we have to cope with the crisis of our central cities and their metropolitan areas.

The coalition must bring together diverse personalities, viewpoints and opinions: Business, labor and government are relatively obvious and easy. The clergy brings its own constituencies and concerns. We need to involve black and other minority associations, even informal networks of professionals. It may be more difficult to identify and involve key community groups. But we need to know what kind of even latent community organizations exist, and how they do or could function. We cannot operate a coalition in a vacuum. We have to get out where the people and the problems are ... and listen. All affected parties must have the chance to be heard, and to learn from each other.

This whole process is not always easy, of course ... nor comfortable, nor reassuring. But it is always worthwhile. And in addition to the progress we can make together for our communities, each of us benefits as an individual. Through the coalition process, we are better informed. We become more honest and open individuals. We become more valuable to ourselves, and to the organizations for which we work.

I intend to review briefly the history of New Detroit, its structure and function, with particular emphasis on those areas where I have working experience. And, after we conclude this morning's presentations, I look forward to talking directly with you, as a group and individually. As I have tried to emphasize, I believe that kind of mutual exchange is essential to our progress.

[Mar 18, 1981]

Detroit began learning that lesson in earnest on a Sunday morning in July, 1967, when the city exploded in rioting that it took four days and the Eighty-second Airborne to calm. Forty-two people died. More than 7,200 were arrested. Some \$200 million worth of property was destroyed...We knew we had a problem. The frustration born of generations of powerlessness and oppression lit the match. But, as terrible as the riots were, a lot of dangerous illusions went up in flames ... and New Detroit rose from the ashes. The insurrection of 1967 did not end in despair and apathy. It instilled a new commitment.

From a committee of 39 volunteers who came together within days of the riots, New Detroit has grown to a 72-member Board of Trustees, a full-time professional staff of 32, and 10 standing committees of four-to-five hundred volunteers working in different program areas. To illustrate the calibre of commitment that various organizations bring to the coalition, I'd like to take a moment to share with you the names of some of the people on the New Detroit Board of Trustees: Rodkey Craighead of the Detroit Bank & Trust is 1981-82 Chairman of New Detroit, Vice Chairmen include Philip Caldwell of Ford Motor Company, Lee Iacocca of Chrysler, Roger Smith of General Motors, Douglas Fraser of the United Auto Workers, and Robert Dewar of K-Mart Corporation.

Other business leaders on the New Detroit Board include Max Fisher, Henry Ford II, Walter J. McCarthy of Detroit Edison and David K. Easlick of Michigan Bell Telephone, Robert D. Rowan of the Fruehauf Corporation. Joseph L. Hudson, the man who originally convened those 39 volunteers back in 1967, continues his service to the community.

Present and former elected officials on the Board include Michigan Senate Majority Leader William Faust, House Majority Leader William Ryan, Detroit Mayor Coleman Young, and former Governor George Romney, another New Detroit pioneer.

Educators on the Board include top representatives of Wayne State University, the University of Detroit, Oakland University and Wayne County Community College. Religious leaders include Bishop Thomas J. Gumbleton, who you may recall visited the Hostages in Iran, and the Rev. James Wadsworth of the Interdenominational Ministerial Alliance.

Most of these and the other Trustees also work directly on one or another of New Detroit's 10 program committees. As you see, top companies, top community leaders not only lend their names and donate their money to the coalition. They also give their time and talents. This is what makes the coalition work.

Government looks at this process, and sees the opportunity to tap the resources of major organizations. And we find corporations and community groups loaning people to the city and the county as well, for special projects. In this line, I must personally thank Coopers & Lybrand for making my own and other people's time -- and considerable resources -- available. And I would add: It makes a lot of sense to bring these perspectives into the political process.

[Mar 18, 1981]

It certainly makes more sense than merely sitting back and complaining that government is inefficient, wasteful and unresponsive to people's needs, or that society is going to hell in a handbasket. Complaining uses energy that is more valuable in every sense on the inside, getting the job done right.

The key to New Detroit is that the coalition has functioned with the strong commitment of top community leaders, and that it has functioned independently. Business, labor, government, the professions, clergy and the arts, educators and youth and -- most critically -- the community all use the coalition to register and implement their concerns. Yet, New Detroit has never allowed itself to become the "mouthpiece" or mere appendage of any of its constituent elements. Even that assertion has become controversial, at times. Since I joined the coalition, I have heard it denounced -- alternately -- as a "tool of Big Business" and "Anti-Business," as an arm of City Hall, and as a clique of elite suburbanites.

Obviously, maintaining the coalition's independence, while taking firm stands on the issues, has involved a lot of criticism and even outright abuse. It is the price we pay to maintain our credibility with the community with the media, with the elements of our own coalition. It is the only way to assure that when we take a stand on an important issue, our analysis has some impact. And, over the years, when New Detroit has spoken on a range of complex and highly charged issues -- from tax reform and government reorganization to millage proposals and merit promotions for police and firefighters -- people have listened.

Very briefly, here are the bones and muscles of the coalition:

New Detroit has an annual budget of about \$2.5 million, contributed by more than 130 corporations and organizations through a special United Foundation Urban Progress Fund. The coalition conceives its role in four different ways:

- . As an advocate, New Detroit advances positions in support of necessary social, economic and political change.
- . As an example of united community action, New Detroit fosters fosters patterns of cooperation.
- . As a catalyst, New Detroit stimulates responsiveness to the needs of minority groups and the community as a whole by existing institutions, and encourages the creation of new institutions to meet identified needs.
- . Finally, New Detroit serves as a resource for worthwhile efforts to improve conditions. This assistance takes the form of both limited "seed money" grants and the experience, expertise and influences of our Board and committee members.

[Mar 18, 1981]

There has been substantial continuity in New Detroit goals and programs over the years. We take the longterm approach to problems, and when New Detroit started in the late 1960s, we did not have to pluck issues from the air. Education, employment and economic action, housing and neighborhood stabilization, health and substance abuse, minority economic development, public safety and justice were issues being raised in the streets.

There is an ongoing process of refining and developing our approach to the issues, of course. Our 10 program committees, three special interest caucuses and support divisions submit goals and recommend programs to the Board of Trustees. The Board then ranks them in order of urgency and need. This process of establishing priorities is further informed through an annual Market Opinion Research survey. We ask Detroiters what they see as the most important issues facing the metropolitan area, and we ask them to evaluate New Detroit's performance over the previous year. It is vital that we undergo an outside, objective appraisal by all sectors of the metropolitan community.

A former Federal Official who helped to found New Detroit summed up this history and process for the New York Times: "... These people have accomplished something because they forgot the quick-fix, combined insight and clout, and learned a whole lot about each other and their town." As we develop our longterm programs, New Detroit also responds quickly and decisively to fresh challenges.

I am a committed advocate of free enterprise. Perhaps it is natural for me, then, to use the case of Chrysler to illustrate the kind of balanced consideration that can produce effective community action. As you know, the threat of a Chrysler shutdown put at risk the jobs of 600,000 workers nationally. 37,000 of those are employed directly by Chrysler in Detroit and 79 percent of them are members of minority groups.

A forum of community leaders developed a resolution asking support for the ailing automaker by both the public and private sectors. The New Detroit Board of Trustees promptly and unanimously adopted the resolution. Our position was assailed from both sides: by free-enterprise advocates who were willing to see Chrysler fail, with all that would entail, and by some members of the Congressional Black Caucus who questioned such a massive "giveaway to Big Business." New Detroit, however, was not alone, and our quiet, behind-the-scenes advocacy was a significant factor in gaining the eventual bailout. Happily, the vast bulk of the coalition's work is not accomplished under such pressures.

To see the day-to-day workings of New Detroit, we must examine its 10 standing committees. Clearly, there is not time this morning to accomplish this with all 10. I will try to stick to those with the largest annual budgets, those with which I have direct experience and those with particular pertinence to our common urban crisis.

By far the largest item in New Detroit's budget each year since the beginning -- by 1980, it had come to represent 55 percent of the \$2.5 million total-- is what we call Community Self Determination. The concept is simply that citizens

[Mar 18, 1981]

should participate in the decisionmaking that affects their community. The broad goal of this committee is to support Community-Based Organizations -- CBOs -- that are trying to improve the social, political and service institutions in their communities. We implement this goal with seed money and technical assistance.

In its first two years, New Detroit raised more than \$10 million, and the bulk of that money went to minority and other CBOs. Inevitably, some of the money was wasted or not properly accounted, but in the process, New Detroit became a key funding agency for these CBOs, and began to impact the way they serve their people. We demanded better financial and program accountability, and more outreach. We provided them with expert staff and were able to learn their problems, so that we could focus on the issues that were most important to them.

Some CBOs are funded annually. They submit quarterly reports that help New Detroit determine their progress. An assessment is then made regarding their future funding. Other CBOs receive seed-money grants and counseling on how to achieve self-sufficiency. This enables them to seek and more readily to acquire funding from larger organizations.

CBOs have focused on improved physical conditions in their neighborhoods with clean-up and home-repair campaigns, and with efforts to obtain better street-lighting and demolition of abandoned houses. Others have concentrated on human services: tutoring, counseling, recreational and nutritional programs for youth and senior citizens.

An ongoing Community Self-Determination project is the annual Black Leadership Forum convened by New Detroit president Walt Douglas. Recommendations by this forum provide a key input to New Detroit's priority-setting process. An arm of the committee -- The Black Applied Resource Center -- provides CBOs with information and technical assistance in program planning and development, leadership and staff development, proposal writing, grantsmanship and fund-raising.

I note in your Advisory Committee report that one substantive area for review was Minority Economic Development. I quote, "A major concern of the minority community is the lack of economic resources with which it can stabilize and reverse its increasingly disadvantaged position in Cleveland." Minority Economic Development was New Detroit's second funding priority in 1980, with nearly 14 percent of the total budget. And it is the program with which I began my work with New Detroit. We consider that strengthening minority enterprise creates jobs and helps revitalize the minority community. In a broader sense, the goal of this committee is to increase minority participation in the nation's economic life.

Prior to 1979, the committee implemented its goal primarily through funding and monitoring the Inner City Business Improvement Forum, affectionately dubbed "ICBIF." ICBIF continues as the recipient of New Detroit's largest single grant each year, but since 1979, we have expanded the committee's work. We developed a communications subcommittee, which functions to increase dialog between minority suppliers and major corporations, to disseminate information about government programs to minority businesses, and to organize seminars and conferences. In 1980, for example, the subcommittee sponsored forums on procurement of federal contracts and bank financing minority enterprise.

[Mar 18, 1981]

New Detroit's Employment and Economic Action Committee has three main programs: employment development, affirmative action and economic development. Since 1980, however, Detroit's economic condition had sharply affected the committee's focus. Emphasis is now placed on jobs, training and maintaining affirmative action programs in these times of workforce reduction.

New Detroit formed its Urban Resources Committee in 1979. An early and continuing focus has been reorganization of Wayne County government. The need was widely recognized. It took an effective urban coalition to enlist the forces and negotiate the compromises for a bill that passed the state legislature last year. The committee worked closely with Michigan Governor William G. Milliken, Detroit Mayor Coleman Young, state legislators and county commissioners and others concerned with county commission law. They came to recognize the need for comprehensive reform, for effective coordination of all units of county government, for local self-determination. When the job was done, there was more than enough credit to go around.

When Michigan's critical financial condition prompted across-the-board budget cuts, the committee and New Detroit advocated minimal reductions in General Assistance, in order to maintain vital services. We met with the Governor, the directors of the budget office, social services, the labor department and others. They came, they listened, and they learned what General Assistance means at the grassroots. When the 1981 Michigan budget was finally adopted, General Assistance was cut only five percent, while most other state programs were cut 15 percent. This is the way government was intended to function, and, with the help of an effective urban coalition, it is the way government can function.

Similarly, in terms of the new Administration in Washington, I don't see any necessary conflicts between local and national priorities. New Detroit has renewed our April, 1980, policy statement to the previous Administration regarding federal fiscal policy. We recommend four basic criteria for any proposed budget cuts:

1. All government programs must contribute to fighting inflation.
2. Recognition must be given to the fact that certain groups have already been carrying a disproportionate burden due to the twin economic problems of inflation and unemployment.
3. Government spending should be targeted to areas with the greatest need.
4. Federal budget decisions must consider the ability of state and local government to maintain essential services.

Such criteria of a reasonable public policy are one vital contribution an urban coalition can make. And it is the kind of self-effacing but frequently effective role for which the coalition form is uniquely suited.

[Mar 18, 1981]

- 7 -

There is more -- much more -- to New Detroit and the ways this coalition functions in our metropolitan area, but time does not permit. I have not discussed the role of our Health Committee in increasing community (minority) representation on area hospital boards. Or the longterm work of our Public Safety and Justice Committee represented by the Detroit/Wayne County Criminal Justice Profile. We made 50 recommendations. 27 have been fully or partially implemented.

I have completely neglected the role of our Education Committee in helping to win vital millage proposals, or in establishing the Wayne County Community College. I have not even mentioned the important, ongoing work of the Anti-Racism Committee, the Youth or Latino Caucuses, or numerous other activities of New Detroit which make the coalition such a vital contributor to the region and the nation's progress. But it would be as difficult to recount all of New Detroit's accomplishments as it would be to anticipate your own, in undertaking this major new commitment.

We can never be satisfied with our accomplishments: In the continuing crisis of America's central cities, a great deal always remains to be done. In that sense, we are all at the very beginning.

Thank you.



The Greater Cleveland Round Table

Board of Trustees Meeting

April 4, 1981

11:30 A.M.

Teamsters Joint Council No. 41

MINUTES

The meeting was called to order by Vice Chairman Presser. He briefly commented on the significance of having viewed certain areas of the city prior to the Round Table Retreat. He made an introductory statement in presenting a series of slides of areas of the city that were not covered on the tour.

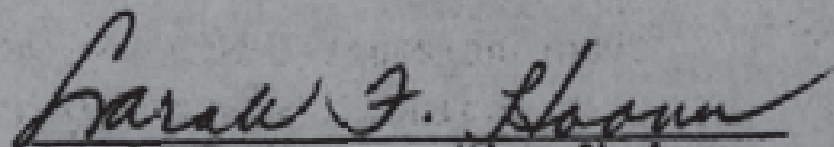
Following the slide presentation, there was some discussion about existing conditions, proposed remedies and future discussions.

Chairman de Windt reminded the members of the upcoming Retreat and urged them to be present no later than 6:00 p.m. on Friday, April 10 at Centre One.

He made some brief comments about Mayor William Schaefer of Baltimore who will keynote the opening session.

Chairman de Windt expressed appreciation to Vice Chairman Presser and his staff for the excellent arrangements that were made in preparation for the tour.

There being no other business, the meeting was adjourned at 12:15 p.m.


Carole F. Hoover, Vice Chairman
Temporary Scrivener

GREATER CLEVELAND ROUND TABLE RETREAT

A G E N D A

April 10

<u>TIME</u>	<u>WHAT</u>	<u>WHERE</u>
6:00 P.M.	SOCIAL HOUR	Corporate Luncheon Club
6:45 P.M.	DINNER	Corporate Luncheon Club
7:45 P.M.	Housekeeping Comments - Bill MacDonald	Rooms F & G
	Welcome - Del de Windt - Round Table Chairman	
8:00 P.M.	The Baltimore Experience - Mayor William Donald Schaefer Walter Sondheim	Rooms F & G
8:50 P.M.	The Cleveland Outlook - Mayor George Voinovich	Rooms F & G
9:00 P.M.	Learning Discussion	
	-Group Work -General Session	Subgroup Rooms Rooms F & G

April 11

<u>TIME</u>	<u>WHAT</u>	<u>WHERE</u>
6:30 A.M. 8:00 A.M.	BREAKFAST	Conferee Dining
8:00 A.M.	Charge: Work on Round Table Charter	Rooms F & G
	-Group Work -General Session	Subgroup Rooms Rooms F & G
10:00 A.M.	COFFEE BREAK	
10:15 A.M.	Charge: Construct plans which fulfill charter.	Rooms F & G
	-Group Work -General Session	Subgroup Rooms Rooms F & G
12:00 Noon	LUNCH	Conferee Dining
1:00 P.M.	Charge: Work through elements of the plan.	Rooms F & G
	-Group Work -General Session	Subgroup Rooms Rooms F & G
2:30 P.M.	BREAK	
2:45 P.M.	Charge: Develop priorities action.	Rooms F & G
	-Group Work -General Session	Subgroup Rooms Rooms F & G
3:50 P.M.	Concluding Remarks	Rooms F & G

THE GREATER CLEVELAND ROUND TABLE

April 10-11, 1981

Centre One, Eastlake, Ohio

A Meeting for Planning
Prepared by: James A. Norton

Thirty-eight members of The Greater Cleveland Round Table assembled at Centre One as participants in a planning retreat. A list of the members who attended, their guests, consultants, and meeting facilitators is attached.

Bill MacDonald opened the meeting after dinner outlining the arrangements for work and presenting the chair of the Round Table, Del de Windt. Mr. de Windt elaborated on the agenda (copy attached) and introduced the Honorable William Donald Schaefer, mayor of Baltimore.

Mayor Schaefer described the public/private partnership that has, over time, produced the Charles Center and the Inner Harbor projects in his city. He emphasized the private sector (esp., business) initiative which with help from local government and federal funds developed a spectacular downtown recovery. Vital to that success, however, was a substantially greater activity on the part of local government in the neighborhoods of the city. Each part of the total effort was required for Baltimore's success.

Mr. Walter Sondheim, Chairman, Charles Center - Inner Harbor Management, Inc., gave the businessman's perspective both on the accomplishments and the mutually supportive roles of the public/private partnership. He and the mayor responded frankly to questions.

Mayor Voinovich described some of the problems and opportunities for Cleveland in light of the strategies implicit in the Baltimore story.

Mr. de Windt introduced Drs. Suresh Srivastva and Don Fry of the Department of Organization Behavior at Case Western Reserve University, the meeting facilitators. They asked the Round Table to begin its work by identifying and discussing what had been learned from the experiences of other cities that was applicable to Cleveland.

It was clear from the Baltimore story and those of Atlanta and Detroit that there must be commitment from local government, business and other parts of the private sector; that government must work to reduce the risks for private investors; that neighborhoods must share in the efforts and successes; that pride in one's own efforts and successes was a vital ingredient; that it takes time to achieve impressive results; and that those in leadership positions cannot shirk their responsibilities.

[Apr 10-11, 1981]

Greater Cleveland Round Table
Page Two

The following morning the members began their work in six small groups seeking to develop a simple statement of the purpose of the Round Table. They prepared outlines of their points on large sheets of paper from which the group convenors worked to present reports to the entire Round Table. After discussion to help clarify issues, the convenors were designated a special subcommittee to develop the mission statement. They worked while the subgroups moved on to discuss how the Round Table should organize to work successfully toward its goals.

The Round Table considered the statement of mission presented by the convenors following the second series of subcommittee meetings. The proposal engendered discussion of whether "all" segments of the community would agree that they were represented in membership of the Round Table (no); whether the self-designation of "key leaders" was presuming too much (it was); whether the Round Table was to focus its concern solely on the city of Cleveland (unrealistic, limits recognition of problems and resources.)

Agreement was reached on the following mission statement:

The mission of The Greater Cleveland Round Table is to provide a forum in which community leaders encourage, advocate, and support the development and implementation of credible and feasible plans for the revitalization and redevelopment of the quality of life of residents of the Cleveland area.

After presentation of reports from the subcommittees the Round Table agreed that its organization would evolve from several fundamentals. It will be a non-profit organization designed to be recognized by the Internal Revenue Service as a public charity under section 501(c)3 of the Code.

Regular membership of the Roundtable should remain approximately at its present size, with the mayor of Cleveland, president of Cleveland City Council, and chairman of the Board of County Commissioners of Cuyahoga County becoming members ex officio. A nominating committee should recommend persons to fill the three vacancies this would create, paying particular attention to the present under representation of woman in leadership roles, Hispanic and other ethnics, and clergy.

An executive committee should be designated to facilitate work of the membership between meetings of the Round Table and to oversee housekeeping functions, but not to serve instead of the full membership. It should meet on the call of the chair, but not less than once a month.

There should be a meeting of the entire membership approximately every three months to make certain that the sense of purpose and identity and the momentum coming from the planning retreat be maintained. If issues arise which warrant extra meetings, the executive committee or the chair should be able to convene them.

[Apr 10-11, 1981]

Greater Cleveland Round Table
Page Three

The basic staff should consist of an executive director, an administrative assistant (perhaps on loan from an academic institution), and secretarial assistance. Initially the Round Table should house its staff in facilities provided by Eaton Corporation, but when feasible, the staff should move into quarters of its own.

Funds toward basic operating costs in 1981 have been provided by The Cleveland Foundation (\$50,000) and the George Gund Foundation (\$25,000). Each foundation has pledged \$25,000 toward the 1982 operating budget. The chair should appoint a finance committee to help plan for the additional support needed in each of these years.

The Round Table should look to government, foundations both local and national, and member contributions to support special projects in which it engages. On many occasions, it should help other community organizations raise funds for projects which the Round Table instigates or deems high priority.

It was also agreed by the members present that the Round Table should maintain a low profile in the media, eschewing bold pronouncements in favor of reports of its successes after they are effected. Recognizing, however, that secrecy per se is dysfunctional, the members asked that, when inquiry is made, the chair speak for the Round Table utilizing a "talking paper" to be developed by a committee comprising David Hill, convenor, Stan Pace, Ed Coaxum, and Del de Windt. Mr. de Windt will discuss the organization and its public posture with editors of the four major newspaper organizations (Plain Dealer, Press, Call-Post, and Sun).

Where Should The Round Table Begin? This question was explored in the sub-committees and in a final plenary session. There was general agreement that job creation and education are two of the top priorities for the community. Helping clean up the neighborhoods so that self-help could produce results and pride could develop was suggested as practical - do-able. Improving public safety, a matter of high priority, seemed almost a morass which would absorb best efforts with no perceptible results.

Three matters, less broad than the above, seemed to be timely because of other community factors. (1) With State action having put Cleveland public schools into a virtual receivership, a question was raised as to whether the Governor and the State Superintendent of Schools should not be asked to take over the system totally and officially, hopefully to clarify the unproductive confusion of present arrangements. (2) With summer approaching and federal funding patterns changing, summer jobs available for inner-city youth need attention. (3) Experiences in Atlanta and other cities seem to have the potential to de-stablize race relations and preparations for managing crisis need review.

[Apr 10-11, 1981]

Both the general and more specific issues were reviewed. The group asked that task forces be appointed to propose strategies in:

- . Education
- . Housing and Neighborhood Improvement
- . Economic Development and Employment
- . Race Relations

As the time for adjournment approached, Chair de Windt reviewed the accomplishments. "We have all shared in the development of a concept becoming real." The Round Table had clarified its statement of purpose, chosen its structure and operating guidelines, and identified its primary targets. "We will evolve - except in our purpose - and with well defined steps achieve success."



[Apr 10-11, 1981]

ROUND TABLE RETREAT

CONFEREES

Claude Banks
Virgil Brown
William Bryant
Edward Coaxum
Nolen Ellison
Bruce Foster
Arnold Pinkney
Frank Valenta
George Voinovich
W. O. Walker
Sarah Austin
Leona Bevis
Erskine Cade
Jose Feliciano
David Hill
Allen Holmes
Ruby McCullough
Reverend Otis Moss
Richard Pogue

Homer Wadsworth
Walter Waetjen
James Whitley
William Winn
E. Mandell de Windt
Melvin Arnold
Carole Hoover
Stanley Pace
Jackie Presser
John Dwyer
Steve Minter
John Bustamante
Ronald Wallace
Karl Bonutti
Martin Hughes
Henry Doll
Samuel Scovill
William MacDonald

GUESTS

Mayor William Donald Schaefer
Walter Sondheim

FACILITATORS

Suresh Srivastva
Don Fry

OBSERVERS/CONSULTANTS

Bill Breninghouse
Dolph Norton

PROGRAM COORDINATORS

Sarah Austin
Hal Burlingame

GREATER CLEVELAND ROUND TABLE

EXECUTIVE COMMITTEE

EATON DINING ROOM

APRIL 16, 1981

7:30 A.M.

A G E N D A

E. M. de Windt, Chairman

- I. Review of Retreat
- II. Priority Recommendations
 - A. Education
 - B. Summer Youth Employment
 - C. Race Relations
- III. Organizational Structure
 - A. Nominating Committee
 - B. Staff
- VI. Next Meeting - May 29, 1981



THE GREATER CLEVELAND ROUND TABLE

EXECUTIVE COMMITTEE MEETING

April 16, 1981

Eaton Corporation

M I N U T E S

The meeting was called to order by Chairman de Windt. He thanked the members for the level of their participation in the Retreat which was held on April 10 and 11 in Eastlake, Ohio. He stated that he felt it was a success and provided an opportunity for the members to focus on priorities for action.

Carole Hoover and Sarah Austin provided a brief summary of the Retreat highlighting the following key items:

- That thirty eight members participated.
- That the mission of the organization was defined in a statement.
(Provide a forum in which key leaders of the community encourage, advocate and support the development and implementation of credible and feasible plans for the revitalization and redevelopment of the quality of life for the residents of Greater Cleveland).
- That education, jobs creation, housing and race relations be given prompt and serious attention.
- That a major clean up campaign be initiated to improve the appearance of key areas of the city.
- That a nominating committee be appointed to address organizational structure.
- That a talking paper be prepared by May 1, for future use with the media.
Responsibility was given to David Hill, Stanley Pace, Del de Windt and Edward Coaxum.

The chairman stated that there was an urgent need to address organizational structure through a nominating committee. He recommended that the officers, Bruce Foster and Arnold Pinkney serve as the nominating committee. The recommendation was approved upon a motion by William De Lancy and seconded by W. O. Walker.

GCRT

April 16, 1981

Page Two

David Hill provided an update on the legal work that he and Dick Pogue are doing. He requested authorization for the officers to approve the applications and other documents in preparation. The request was approved upon a motion by Stanley Pace and seconded by Samuel Scovill.

The chairman requested an early adjournment in order to convene a meeting of the nominating committee. The meeting was adjourned at 8:35 A.M. by common consent.

Carole F. Hoover

Carole F. Hoover
Temporary Scrivener



JONES, DAY, REAVIS & POGUE

1700 UNION COMMERCE BUILDING

CLEVELAND, OHIO 44115

216/696-3939

CABLE-ATTORNEYS CLEVELAND

TELEX: 980389

IN COLUMBUS

50 WEST BROAD STREET 43212
614/469-3939

IN DALLAS

2700 BRYAN TOWER 75201 AND
3000 DIAMOND SHAMROCK TOWER 75201
214/748-3939

IN LOS ANGELES

2029 CENTURY PARK EAST 90067
213/553-3939

IN WASHINGTON

1735 EYE STREET, N.W. 20006-
202/661-3939

0293-lmd
690110-005-038

May 15, 1981

Ms. Carole F. Hoover
Greater Cleveland Growth Association
690 Union Commerce Building
Cleveland, Ohio 44115

Re: Greater Cleveland Roundtable

Dear Carole:

Enclosed herewith are revised versions of the Articles or Incorporation and Regulations for the Roundtable which include the changes requested by Mel Arnold. I understand that you will circulate these documents to all the Trustees prior to the May 28, 1981 meeting at which they will be up for adoption. Please let me know after the Trustees have acted so that we may see that the Articles are filed with the Secretary of State and the organizational documents prepared.

If you should have any questions, please feel free to call.

Very truly yours,

Jeffrey S. Leavitt lmd
Jeffrey S. Leavitt

Enclosure

cc: Mr. Melvin C. Arnold (w/enc.)
David G. Hill, Esq. (w/enc.)
Richard W. Pogue, Esq. (w/enc.)

ARTICLES OF INCORPORATION
OF
GREATER CLEVELAND ROUNDTABLE

The undersigned, who is a citizen of the United States, desiring to form a non-profit charitable corporation under the Ohio Non-Profit Corporation Law (Ohio Revised Code, Title XVII, Chapter 1702), does hereby certify:

I. The name of the Corporation shall be Greater Cleveland Roundtable.

II. The principal office of the Corporation in the State of Ohio is to be located at Cleveland in Cuyahoga County.

III. The Corporation is organized exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals, including the making of contributions or gifts for such purposes to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), but in the case of contributions or gifts to a trust, chest, fund, or foundation, only if such contributions or gifts are to be used within the United States or any of its possessions exclusively for such purposes.

Specifically, the Corporation's purposes shall including providing a forum in which key leaders of the community encourage, advocate and support the development and implementation of credible and feasible plans for the revitalization and redevelopment of the quality of life for the residents of Greater Cleveland.

IV. The names, addresses and initial terms of the persons who are to be the initial Trustees of the Corporation are:

<u>Name and Address</u>	<u>Term Expires</u>
Mr. Melvin C. Arnold Eaton Corporation 100 Erieview Plaza Cleveland, Ohio 44114	1984
Ms. Sarah S. Austin Cleveland State University 1935 Euclid Avenue Corlette Building - Room 415 Cleveland, Ohio 44115	1982
Mr. Claude Banks Hough Area Development Corporation 8610 Hough Avenue Cleveland, Ohio 44106	1982
Ms. Leona Bevis 899 Spicer's Lane Northfield, Ohio 44067	1983
Mr. Claude M. Blair National City Corporation East Ninth & Euclid Avenue Cleveland, Ohio 44115	1982
Mr. Alva T. Bonda 1700 Ohio Savings Plaza Cleveland, Ohio 44114	1982

<u>Name and Address</u>	<u>Term Expires</u>
Dr. Karl B. Bonutti Cleveland City Hall 601 Lakeside Avenue Cleveland, Ohio 44114	1983
The Hon. Virgil E. Brown President, Board of County Commissioners 1219 Ontario Street Cleveland, Ohio 44113	ex officio
Mr. William H. Bryant Greater Cleveland Growth Association 690 Union Commerce Building Cleveland, Ohio 44115	1984
Mr. John H. Bustamante Bustamante-Donahoe & Palmsisano 1600 The Illuminating Building 55 Public Square Cleveland, Ohio 44113	1983
Mr. Erskine E. Cade The Standard Oil Company (Ohio) 1707 Midland Building Cleveland, OHio 44115	1983
Mr. Edward J. Coaxum Csank, Csank & Coaxum 220 Williamson Building Cleveland, OHio 44114	1983
Mr. William DeLancy Republic Steel Corporation P. O. Box 6778 Cleveland, Ohio 44101	1982
Mr. E. Mandell de Windt Eaton Corporation 100 Erieview Plaza Cleveland, Ohio 44114	1984



<u>Name and Address</u>	<u>Term Expires</u>
Mr. John J. Dwyer Oglebay Norton Company Diamond Shamrock Building 1100 Superior Avenue Cleveland, Ohio 44114	1983
Dr. Nolen M. Ellison Cuyahoga Community College 700 Carnegie Avenue Cleveland, Ohio 44114	1982
Mr. Jose Feliciano Police Prosecutor City of Cleveland 1300 Ontario Street Cleveland, Ohio 44113	1982
The Hon. George L. Forbes President, Cleveland City Council 601 Lakeside Avenue Cleveland, Ohio 44114	ex officio
Mr. Bruce Foster Amalgamated Transit Union 1729 Superior Avenue Cleveland, Ohio 44114	1984
Mr. John A. Gelbach Centran Corporation 800 Supericr Avenue Cleveland, Ohio 44114	1982
Mr. David G. Hill Garofoli, Frause, Hill, Roth & Bartunek 1003 Bond Court Building Cleveland, Ohio 44114	1984
Mr. Allan C. Holmes Jones, Day, Reavis & Pogue 1700 Union Commerce Building Cleveland, Ohio 44115	1984
Ms. Carole F. Hoover Greater Cleveland Growth Association 690 Union Commerce Building Cleveland, Ohio 44115	1984

<u>Name and Address</u>	<u>Term Expires</u>
Mr. Martin Hughes Communications Workers of America 20525 Center Ridge Road Cleveland, Ohio 44116	1983
Mr. William E. MacDonald The Ohio Bell Telephone Company 100 Erieview Plaza Cleveland, Ohio 44114	1983
Mrs. Ruby McCullough Harvard Community Service Association 18240 Harvard Avenue Cleveland, Ohio 44128	1984
Reverend Otis Moss, Jr. Olivet Institutional Baptist Church 8714 Quincy Avenue Cleveland, Ohio 44106	1984
Mr. Stanley C. Pace TRW Inc. 23555 Euclid Avenue Cleveland, Ohio 44117	1984
Mr. Arnold R. Pinkney Pinkney-Perry Insurance Agency 2131 Fairhill Road Cleveland, Ohio 44106	1984
Mr. Richard Pogue Jones, Day, Reavis & Pogue 1700 Union Commerce Building Cleveland, Ohio 44115	1983
Mr. Jackie Presser Teamsters Joint Council No. 41 1870 East 19th Street Cleveland, Ohio 44115	1984
Mr. Edward H. Richard Director of Public Utilities City of Cleveland 601 Lakeside Avenue Cleveland, Ohio 44114	1982



<u>Name and Address</u>	<u>Term Expires</u>
Mr. Samuel Scovill The Cleveland Cliffs Iron Company Union Commerce Building Cleveland, Ohio 44115	1982
Mr. Frank Valenta United Steelworkers of America 14600 Detroit Avenue - Suite 700 Lakewood, Ohio 44107	1983
The Hon. George V. Voinovich Mayor City of Cleveland 601 Lakeside Avenue Cleveland, Ohio 44114	ex officio
Dr. Walter B. Waetjen Cleveland State University Cleveland, Ohio 44115	1982
Mr. W. O. Walker The Call-Post 1949 East 105th Street Cleveland, Ohio 44106	1984
Mr. Ronald G. Wallace Ford Motor Company P.O. Box 211 Bedford, Ohio 44146	1983
Mr. M. Brock Weir Ameritrust Corporation East Ninth & Euclid Avenue Cleveland, Ohio 44115	1982
Mr. Alton W. Whitehouse, Jr. The Standard Oil Company (Ohio) 1750 Midland Building Cleveland, Ohio 44115	1982
Mr. James M. Whitley Whitley-Whitely, Inc. 20600 Chagrin Boulevard Cleveland, Ohio 44122	1983

Name and AddressTerm Expires

Dr. Willis Winn
Federal Reserve Bank
East Sixth & Superior Avenue
Cleveland, Ohio 44114

1983

V. No part of the net earnings of the Corporation shall inure to the benefit of its Trustees, officers, or other private shareholders or individuals, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on both (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) and (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

VI. Upon the dissolution of the Corporation, the Trustees shall, after paying or adequately providing for the payment of all known obligations of the Corporation, dispose of all of the assets of the Corporation exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for religious, charitable, scientific, literary or educational purposes, or for the prevention of cruelty to children or animals, as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Trustees shall determine.

Executed this _____ day of _____, 1981.

Richard W. Pogue

R E G U L A T I O N S

OF

GREATER CLEVELAND ROUNDTABLE

ARTICLE I - BOARD OF TRUSTEES

Section 1. Except as otherwise provided by law, the Articles of Incorporation or these Regulations, the Corporation shall be governed and all authority of the Corporation shall be exercised by the Board of Trustees.

No Trustee shall be required to furnish any bond or surety for the faithful performance of his or her duties.

No Trustee shall be entitled to or shall receive any compensation for attendance at meetings of the Trustees or other services rendered to the Corporation as a Trustee, provided, that the Trustees may authorize the reimbursement to any Trustee of expenses necessarily incurred by him or her in the performance of his or her duties as Trustee.

Section 2. The number of Trustees of the Corporation shall be fixed from time to time by the Trustees. The number of Trustees may be increased or decreased (to not less than 30) by the affirmative vote of not less than a majority of the Trustees at any duly convened meeting called for such purpose, provided that no reduction in the number of Trustees shall of itself have the effect of shortening the term of any incumbent Trustee.

The Board of Trustees shall initially consist of the persons named as such in the Articles of Incorporation of the Corporation.

Section 3. There shall be two types of Trustees, Governmental Trustees, who shall be ex officio, and Trustees-at-Large. The Governmental Trustees shall be the incumbent to each of the following offices: Mayor of the City of Cleveland, President of the City Council of the City of Cleveland and President of the Board of County Commissioners of Cuyahoga County. The remaining Trustees shall be Trustees-at-Large.

The Trustees-at-Large shall be classified with respect to the term for which they shall severally hold office by dividing them into three classes, with one third of the Trustees-

at-Large belonging to each class. The initial Trustees-at-Large shall be designated as belonging to a particular class in accordance with the date their initial term expires as set forth in the Articles of Incorporation. The first class shall have an initial term of one year, holding office until their successors are elected at the first annual meeting of Trustees. The second class shall have an initial term of two years, holding office until their successors are elected at the second annual meeting of Trustees. The third class shall have an initial term of three years, holding office until their successors are elected at the third annual meeting of Trustees.

At each annual meeting of Trustees the successors to the Trustees of the class whose term expires that year shall be elected to hold office for three years and until their successors are elected. In case of any increase in the number of Trustees of any class, any additional Trustees elected to such class shall hold office for a term which shall coincide with the term of such class. A Trustee elected to fill a vacancy in any class, including a vacancy resulting from the failure of the remaining Trustees at any annual election for such class to elect the whole authorized number of Trustees of such class, shall hold office for the unexpired term of such class.

Section 4. The office of any Trustee shall become vacant upon his or her death, failure to qualify, or resignation as Trustee. Any Trustee's office shall likewise become vacant if he or she shall be declared of unsound mind or otherwise incompetent by order of a court having jurisdiction, or if he or she shall be adjudicated a bankrupt or shall make an assignment for the benefit of his or her creditors.

Any vacancy or vacancies among the Trustees-at-Large, however caused (~~including~~ being caused by an increase in the number of Trustees), shall be filled upon the recommendation of the Nominating Committee provided for below by the affirmative vote of not less ~~than~~ a majority of the remaining Trustees at any duly convened ~~meeting~~ called for such purpose.

Section 5. There shall be three standing committees of Trustees, an Executive Committee, Finance Committee and Nominating Committee. The members of the Finance and Nominating Committees shall be appointed by the Trustees upon the recommendation of the Nominating Committee. The members of the Executive Committee shall be determined as provided below. In addition to these standing committees, except as otherwise provided herein, any authority of the Board of Trustees may be delegated by it to such persons (including non-Trustees) or committees as it may determine. No committee shall consist

of less than three Trustees. The Trustees may appoint one or more persons as alternate members of any such committee, who may take the place of any absent member or members at any meeting of such committee.

The Executive Committee shall be composed of the officers of the Corporation and the chairmen of all standing and other committees created by the Trustees. In addition to any powers and duties specifically delegated to it from time to time by the Trustees, the Executive Committee shall be responsible for the operation and functioning of the Corporation during the periods between meetings of the Trustees.

The Finance Committee shall review the proposed budget of the Corporation and shall possess such powers and perform such additional duties as may be delegated to it from time to time by the Trustees.

The Nominating Committee shall nominate persons for election as Trustees and officers of the Corporation. It shall also nominate Trustees to serve on all committees of the Board of Trustees except the Executive Committee.

ARTICLE II - MEETINGS

Section 1. Annual meetings of the Trustees shall be held at such time during the first four months of each fiscal year as determined by the Board of Trustees. Special meetings of the Trustees may be called by the Chairman of the Board, a Vice-Chairman, the President, the Executive Committee or by any 7 Trustees.

Notice of the time and place of all meetings shall be served upon or telephoned to each Trustee at least 24 hours, or mailed or telegraphed to each Trustee at his or her address as it appears on the records of the Corporation at least 48 hours prior to the time of such meeting. No notice of the time or place of any meeting of Trustees shall be required to be given if waived by every Trustee entitled to receive notice by (a) his or her written waiver filed with or entered upon the records of such meeting either before or after the meeting, or (b) his or her attendance at such meeting without protesting, prior to or at the commencement of the meeting, the lack of proper notice.

Section 2. To constitute a quorum at any meeting of the Trustees there shall be present a majority of the Trustees then qualified and acting as such, but if at any meeting of the Trustees there shall be present less than a quorum, a majority of those present may adjourn the meeting from time to time without notice other than announcement at such meeting, until a quorum shall attend. The act of a majority of the Trustees present at any meeting and constituting a quorum shall be the act of the Trustees.

Section 3. Any action which may be authorized or taken at a meeting of Trustees may be authorized or taken without a meeting with the affirmative vote or approval of, and in a writing or writings signed by, all of the Trustees who would be entitled to notice of a meeting for such purpose, which writing or writings shall be filed with or entered upon the records of the Corporation.

Meetings of the Trustees may be held by means of any communications equipment, provided all persons participating can hear each other. Participation in such a meeting shall constitute presence at such meeting.

Section 4. Unless otherwise ordered by the Trustees, a majority of the members of any committee appointed by the Trustees pursuant to Section 5 of Article I shall constitute a quorum at any meeting thereof and the act of a majority of the members at a meeting shall be the act of such committee. Action may be taken by any such committee without a meeting by a writing of writings signed by all its members. Any such committee shall prescribe its own rules for calling and holding meetings and its method of procedure, subject to any rules prescribed by the Trustees, and shall keep a written record of all action taken by it.

ARTICLE III - OFFICERS

Section 1. The Corporation shall have a Chairman of the Board and one or more Vice-Chairmen (as determined by the Trustees upon the recommendation of the Nominating Committee), each of whom shall be a Trustee, and a President, a Secretary and a Treasurer. The Corporation may also have one or more Vice Presidents and such other officers as the Trustees may, upon the recommendation of the Nominating Committee, deem necessary. Any two or more offices may be held by the same person.

All officers and assistant officers shall be elected by the Trustees at the regular annual meeting of Trustees or

at any meeting called for such purpose, and shall, unless otherwise provided by the Trustees, hold office until their respective successors shall have been elected.

Any officer may be removed at any time, with or without cause, by the Trustees at a meeting of the Trustees called for such purpose.

Section 2. The officers shall have such authority and shall perform such duties as are customarily incident to their respective offices, or as may be specified from time to time by the Trustees regardless of whether such authority and duties are customarily incident to such office.

ARTICLE IV - ADMINISTRATION OF FUNDS

Section 1. The Trustees, except as herein otherwise provided, shall have unlimited discretion in all matters relating to the acquisition, holding, management, control, investment and disposition of the property of the Corporation, notwithstanding any rule of court or statute now or hereafter in force to the contrary, and no Trustee or any other person acting by the direction of or with the approval of the Trustees shall be liable to the Corporation or to any other person for any loss or damage resulting from any action taken or not taken, except for his or her own gross negligence or willful misconduct. The following enumeration of specific powers of the Trustees shall not be deemed a limitation of the generality of the foregoing, except as specifically so provided.

Section 2. Gifts, donations and contributions of cash, securities or other property from any source whatever, either outright or in trust, may be made to and accepted by the Corporation to enable the Corporation to carry out its purposes set forth in the Articles of Incorporation. The Corporation may accept devises, bequests, gifts, donations and contributions of property of any kind and may agree to administer the same in accordance with any conditions which the testator or donor may impose, provided that any conditions of any such devises, bequests, gifts, donations and contributions shall be approved and accepted by the Trustees and shall be consistent with and in furtherance of the purposes and within the powers of the Corporation.

Section 3. The Trustees, notwithstanding any rule of court or statute now or hereafter in force to the contrary, may retain and hold property of any kind given to the Corporation by will, deed, gift or otherwise, may manage, control and exercise all rights of ownership with respect to any funds or property or

proceeds of the sale of property coming to the Corporation from any source, may invest and reinvest the same in such loans, stocks, bonds, securities or other property of any kind as they shall from time to time determine and may compromise, settle and adjust any claims on behalf of or against the Corporation arising from or by reason of any devises, gifts, contributions or donations of property to the Corporation, otherwise, on such terms and conditions and at such time or times as they may decide.

No person or organization, being or claiming to be a beneficiary of any of the purposes of the Corporation, shall, as such, have or be given any claim or right of action against the Corporation by reason thereof; nor shall any person have or be given at any time any authority to bind or commit the Corporation to make any future advance, gift or contribution, to render any assistance or to take any other action in the future in any manner whatever, excepting only such engagements as shall be necessary or expedient for the proper fiscal management of the assets of the Corporation, and any advance, gift or contribution made, assistance rendered or any other action taken in furtherance of the purposes of the Corporation shall be made or done solely in the exercise of the discretion of the person or persons duly authorized thereto and when so made or done shall be and remain the voluntary act of the Corporation.

Section 4. Any money or other property of the Corporation, whether income or principal, shall be used or distributed by the Trustees as they may determine from time to time as follows:

(a) For the payment of all charges and expenses which in their opinion are necessary for the proper care, management and preservation of the property of the Corporation, including, but without limiting the generality of the foregoing, taxes, rental, clerical services, fees of attorneys, accountants and other experts and reasonable compensation to any person or persons whom the Trustees may deem it necessary to employ, in order effectively and fully to carry out the purposes of the Corporation.

(b) For the furtherance and accomplishment of the purposes for which the Corporation is formed, as stated and subject to the limitations contained in its Articles of Incorporation, at such time or times, in such amount or amounts and in such manner as may be determined by the Trustees in the exercise of their discretion.

ARTICLE V - INDEMNIFICATION AND INSURANCE

Section 1. The Corporation shall indemnify, to the full extent then permitted by law, any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was a Trustee, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, trustee, officer, employee or agent of another corporation, domestic or foreign, non profit or for profit, partnership, joint venture, trust or other enterprise; provided, however, that the Corporation shall indemnify any such agent (as opposed to any Trustee, officer or employee) of this Corporation to an extent greater than that required by law only if and to the extent that the Trustees may, in their discretion, so determine. The indemnification provided hereby shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any law, the Articles of Incorporation or any agreement, vote of disinterested Trustees or otherwise, both as to action in official capacities and as to action in another capacity while he or she is a Trustee, officer, employee or agent of the Corporation, and shall continue as to a person who has ceased to be a director, trustee, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 2. The Corporation may, to the full extent then permitted by law and authorized by the Trustees, purchase and maintain insurance on behalf of any persons described in Section 1 of this Article V against any liability asserted against and incurred by any such person in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify such person against such liability.

ARTICLE VI - MISCELLANEOUS

Section 1. Unless otherwise ordered by the Trustees, the Chairman of the Board in person or by proxy or proxies appointed by him or her shall have full power and authority on behalf of the Corporation to vote, act and consent with respect to any shares or other securities having voting rights issued by other corporations and which the Corporation may own.

Section 2. The Corporation's fiscal year shall be determined by the Trustees.

Section 3. In case any provision of these Regulations shall be inconsistent with the Articles of Incorporation, the Articles shall govern.

ARTICLE VII - AMENDMENT OF REGULATIONS

Section 1. These Regulations may be amended or new Regulations may be adopted by the affirmative vote of not less than a majority of the Trustees at any duly convened meeting called for such purpose.



[May 19, 1981]
5/19/81

AN INTERIM INFORMATION STRATEGY FOR THE
GREATER CLEVELAND ROUNDTABLE

Background

This strategy recognizes that the Roundtable brings together a diverse group of leaders representing various stakeholder interests in the community of Greater Cleveland. It is not the intention of the Roundtable to direct (much less replace) the role of these interest groups, but rather to help special interests reach a unity of purpose as they identify and respond to issues confronting our community.

With this in mind, the Roundtable will avoid seeking a high public profile for its own sake. The stakeholder-members of the Roundtable will ultimately be in the best position to reflect the spirit of the forum. They will not be speaking for the Roundtable but - having agreed on a coordinated approach toward fundamental problems - will focus on issues and the unique roles their organizations will play in dealing with them. In this manner, the benefits will flow to the community, while the credit will go to participating organizations.

In addition, it will be a long-term goal of the Roundtable to guide public debate away from any inter-group rivalry and focus it instead on the common concerns of Greater Cleveland.

Discussion Points

When it is necessary to discuss the Roundtable --

- * Stress the spirit, energy and hope that it represents, rather than specific details regarding operations, organization or debate.
- * Emphasize that the Roundtable seeks to help diverse interest groups focus on issues in order to reach a unity of purpose before taking action. As needs are identified, participants will have an opportunity to coordinate their actions and resources in order to achieve results.

[May 19, 1981]

Actions and Accomplishments

For the most part, actions will be taken by stakeholders in the community, not the Roundtable as an organization. The Roundtable is not supported with a large staff or significant funding. Its strength resides with its individual members who represent diverse interests such as government, labor, minorities, business and so forth. Individually, they will take action in their own way, produce results and receive recognition.

Ultimately, the Roundtable will be successful only to the extent that the community issues are addressed in a coordinated, constructive manner, and individual interest groups are ultimately strengthened in the process.

Issues which the Roundtable intends to explore initially include:

- Education
- Housing - neighborhood - revitalization
- Economic development - job creation
- Race relations

Spokesperson

Del de Windt, Chairman of the Roundtable, will serve as spokesperson, at least until the total group has some experience with the forum. He will not encourage public interest in the Roundtable for the sake of publicity, but will respond if and when necessary.

Other Considerations

Initially, the functions of the Roundtable will not intentionally be in full public view, although hopefully, its spirit and character will be evident through the accomplishments of its members. Cleveland needs such a forum which will help all segments focus attention on the possibilities for the entire community. We have our share of publicity campaigns (and need them), but we also need a catalytic group which will generate a "can do" attitude throughout the area.

Greater Cleveland, of course, already is making substantial progress on various fronts. Several major redevelopment projects are in progress; numerous neighborhood improvement groups are actively working at the grassroots level; University Circle area continues its revitalization efforts; and the renovation of the Playhouse Square area has begun. As these efforts become more visible, they should be linked together under a common theme or banner which communicates a vision of the rebirth underway in Cleveland.

[May 19, 1981]

In the meantime, more attention must be given to the information process required to help others as they seek to support the Roundtable. Current members have had the advantage of several meetings and a retreat. Others will need to go through a similar orientation, which both informs and helps them develop a high degree of commitment.

:



51'
[May 19, 1981]

Q. Is the Roundtable a secret organization?

A. Absolutely not. All members are free to discuss their participation candidly with anyone who is interested. In fact, they are encouraged to do so.

As for the public profile of the organization, the Roundtable is only a forum and is not in the position to fund or operate community efforts. Therefore, we don't feel we should raise our profile at the expense of those organizations that are actually managing the projects to improve conditions in our community.

Q. Are you an arm of the Growth Association?

A. No, nor are we affiliated in any way with any other established groups or associations. The Growth Association, like many other groups, has a leader on the Roundtable.

Q. What is the Roundtable?

A. It's a confederation or coalition of community leaders organized to provide a forum for the exchange of ideas, information and concerns that impact all of Greater Cleveland.

Q. Who created the Roundtable and who are its members?

A. It is an outgrowth of informal discussions that occurred among business, labor and civic leaders in 1980. Members - not to exceed 50 - were invited to participate based on their acknowledged leadership in representative fields - law, labor, politics, business, to name a few. Also representatives from minority communities.

Q. How often will you meet, and will your meeting be public?

A. The full membership will meet monthly (more often if necessary) but special committees will be formed and will meet as they see fit. Meetings generally will not be open to the public or the media.

[May 19, 1981]

Q. Where will your funding come from?

A. Funds toward basic operating costs have been provided by The Cleveland Foundation (\$75,000 for two years) and the George Gund Foundation (\$40,000 for one year). We hope to attract other foundation resources as well as contributions from a broader base within our community.

Q. What makes the Roundtable different from similar groups that have existed in the past?

A. This brings together a wide range of leadership and looks at the total needs of the community. In that way it has a somewhat different charter than other groups. Moreover, the problems, opportunities and leaders of Greater Cleveland have changed in recent years. These conditions, alone, suggest to us that the Roundtable organization can help the leadership of Cuyahoga County identify its important priorities, encourage action by participating organizations and thereby achieve meaningful results.

Q. How do you expect to overcome obvious rivalries?

A. We don't. But we do expect that out of contention will come discussion, and out of discussion will come consensus. That is both our hope and our commitment.

Cleveland 5-19-81

COMMITTEE ON RACE RELATIONS
GREATER CLEVELAND ROUND TABLE

The Committee on Race Relations must probe the depths of racial isolation in the Cleveland community for the purpose of analysis, education and action.

The Committee must endeavor to reveal and eliminate to whatever extent possible the presence, fruits and functions of racism in government, media, business and industry, public and private education, religious and labor organizations, employment and representation on boards and commissions; public and private and in all relevant aspects of life in the Cleveland community.

This Committee should initiate programs; seminars, institutes, negotiations and every legitimate, legal, moral and non-violent means at our disposal to establish and maintain a healthy and productive climate of race relations in our community.

Specific tasks and a list of priorities should be developed within the next four to six weeks and proposals for an action plan, Phase I, should be presented.

PRESENTED BY:

OTIS MOSS, JR., CHAIRMAN
COMMITTEE ON RACE RELATIONS
GREATER CLEVELAND ROUND TABLE
MAY 22, 1981

GREATER CLEVELAND ROUND TABLE

Board of Trustees

Conference Room - 27th Floor

Eaton Corporation

May 28, 1981

Stanley C. Pace, Vice Chairman

- | | | |
|-------|------------------------------------------------------|---------------------------------------------|
| I. | Minutes | |
| II. | Report of Nominating Committee | Melvin C. Arnold |
| III. | Report of Special Media Committee | David G. Hill |
| IV. | Committee on Education | Allen C. Holmes,
Acting Chairman |
| V. | Committee on Economic Development
& Jobs Creation | Arnold R. Pinkney
Acting Chairman |
| VI. | Report on Summer Jobs Program | Mayor George V. Voinovich |
| VII. | Committee on Housing & Neighborhood
Development | Bruce Foster |
| VIII. | Committee on Race Relations | Reverend Otis Moss, Jr.,
Acting Chairman |
| IX. | Staff | Stanley C. Pace |
| X. | Old Business | |
| XI. | New Business | |
| XII. | Next Meeting - June 18, 1981 | |
| XIII. | Adjournment | |

THE GREATER CLEVELAND ROUND TABLE

Board of Trustees Meeting

May 28, 1981
7:30 A.M.

Eaton Corporation

MINUTES

The meeting was called to order by Vice Chairman Pace at 7:35 A.M. The minutes of the previous meeting were approved by unanimous consent. He stated that the purpose of the meeting was to take the necessary actions to implement some of the major recommendations that were set forth at the Retreat; many of which were addressed by the nominating committee in its meetings of April 16, April 28, May 11 and May 22.

Melvin C. Arnold gave the report of the nominating committee following a brief discussion of the Articles of Incorporation and Code of Regulations. It was recommended that the Articles of Incorporation be adopted upon a motion by Melvin C. Arnold and seconded by Claude M. Blair. All in attendance voted affirmatively.

It was recommended that the Code of Regulation be adopted upon a motion by Melvin C. Arnold and seconded by Rubie McCullough. All in attendance voted affirmatively. Melvin Arnold stated that that the Code of Regulations required that the nominating committee be approved by the Board of Trustees. He recommended that the committee be composed of himself, Del deWindt, Carole Hoover, Stanley Pace, Jackie Presser, Bruce Foster and Arnold R. Pinkney. The recommendation was approved upon a motion by Carole Hoover and seconded by John H. Bustamante. All in attendance voted affirmatively.

He further recommended that the following persons be nominated to the board of trustees for staggered terms:

James C. Davis
Rabbi Daniel Silver
Reverend Henry Andersen
Bishop Anthony M. Pilla
Alfonso P. Sanchez
Albert B. Ratner
Morton Mandell

The approval was given upon a motion by Melvin Arnold and seconded by William O. Walker. All in attendance voted affirmatively.

The following individuals were nominated for election as officers of the Round Table:

[May 28, 1981]

E. M. de Windt	Chairman
Melvin C. Arnold	Vice Chairman
Carole F. Hoover	Vice Chairman
Stanley C. Pace	Vice Chairman
Jackie Presser	Vice Chairman
David G. Hill	Secretary
M. Brock Weir	Treasurer

The slate was approved upon a motion by Melvin C. Arnold and seconded by Rubie McCullough. All in attendance voted affirmatively. The following persons were recommended for committee chairmanships:

Arnold R. Pinkney	Committee on Economic Development & Jobs Creation
Allen C. Holmes	Committee on Education
Jackie Presser	Committee on Housing & Neighborhood Development
Rev. Otis Moss, Jr.	Committee on Race Relations
M. Brock Weir	Committee on Finance

The recommendation was approved upon a motion by Melvin C. Arnold and seconded by William MacDonald. All in attendance voted affirmatively. Melvin Arnold thanked the members of the nominating committee in concluding his report. Vice Chairman Pace re-stated that the work of the nominating committee had implemented some of the major recommendations which emanated from the Retreat.

David G. Hill provided a synopsis of the Interim Information Strategy Paper which was developed with the participation of Stan Pace, Edward Coaxum and Del de Windt. Hal Burlingame and Don Grace of Ohio Bell provided staff support for which Mr. Hill expressed appreciation. Following his presentation, there was a brief discussion and Vice Chairman Pace requested that the Paper be distributed to the members of the board of trustees. Mr. Hill stated that the Paper had been reviewed and approved by the Officers. Vice Chairman Pace reported that the nominating committee requested of the committee chairmen a written statement succinctly setting forth the goal of each committee. He then called upon Allen C. Holmes and Arnold Pinkney to present their statements as points of information. Formal action by the body was not required.

Allen Holmes reviewed the following which stated the goal of the Committee on Education:

The goal of the Committee on Education of the Greater Cleveland Round Table is to improve the quality of education for children in the Cleveland Public School System. It is the intention of the Committee to work with individuals, groups and organizations to bring about an improvement in the quality of the Board of Education, the Administration of the System, and the quality of the services offered in order to significantly enhance the educational experience of the children in the System.

[May 28, 1981]

Arnold R. Pinkney reviewed the following which addressed the general purpose and stated the goal of the Committee on Economic Development and Jobs Creation:

The general purpose of the Economic Development and Jobs Creations Committee is to establish and monitor an agenda for the growth and development of jobs in the Greater Cleveland Community. To serve as the force for coordinated action on the matter of economic conditions of the community. To serve as an active force for the promotion of minority businesses.

The goal of the committee must be:

- to help growing employment sectors already in the area.
- to encourage new economic enterprise with growth potential.
- to serve as a catalyst to bring labor and management together on a continuous basis to improve the productivity of the labor force. ~~labor force~~ *force. BUSINESS ENTERPRISE*
- to create a forum in which the committee members can encourage, develop and support the development of a credible plan that guarantees the participation and involvement of all segments of the Greater Cleveland Community in the economic development of the area in a meaningful and equitable way.
- to rekindle faith in the free enterprise system for people who have been left out, in order that they might be able to provide the necessities of life for their families and loved ones and thus share in the richness that our nation has the potential to provide.

Vice Chairman Pace informed the committee that Reverend Otis Moss was out of the city due to an emergency and will be on the agenda for the next meeting.

Bruce Foster reported for Jackie Presser, Chairman, Committee on Housing and Neighborhood Development and stated that the committee will report at the meeting of July 17. Vice Chairman Pace informed the committee that Mr. Presser requested a deferral of assumption of his responsibility until approximately June 30.

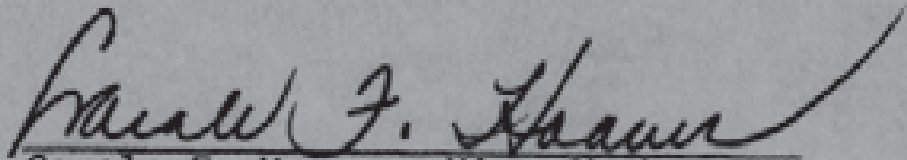
The Mayor reported on the status of the City of Cleveland's programs for youth summer employment. He informed the committee that four departments of city government will be involved in various clean up efforts during the summer months. He mentioned that East Ohio Gas Company will conduct a special clean up campaign and encouraged other companies to take special initiative with similar efforts. He stressed the need for early planning and preparation to create employment for the summer of 1982. He cited an anticipated decrease in funding from the United States Department of Labor. He asked that the private sector members seriously consider the request of the Metropolitan Cleveland Jobs Council of the Growth Association to provide summer job slots for youth.

[May 28, 1981]

MINUTES
Page Four

Arnold Pinkney briefed the members on the Comprehensive Youth Employment Center which is sponsored by the Metropolitan Cleveland Jobs Council. The center will encompass a long range program which will be multi-faceted. James DeLancy, Chairman, MCJC has requested the appointment of fourteen private sector members to the twenty-person advisory committee. Mr. Pinkney informed the members that he would be contacting certain corporations to obtain the proper representative for the advisory committee.

There being no other business, the meeting was adjourned at 8:40 A.M.


Carole F. Hoover, Vice Chairman
Temporary Scrivener



To: Greater Cleveland Roundtable
Re: Task Force on Race Relations

In addition to the goals statement for the Race Relation's Task Force the following information and ideas are submitted for your consideration:

The Task Force on Race Relations should consider for immediate action and implementation a series of Race Relations Institutes: a) Education and the Media; b) Labor and Business, c) Government and the public sector; d) Religious, Ethnic, nationality groups and institutions; e) Non-violence ⁱⁿ ~~and~~ Human Relations.

The institutes should have as their basis a professional working paper or position paper supported by research and documentation that has broad possibilities for education, discussion, organization, planning and action.

They should also have a built in strategy for implementation and change.

The institutes should make full use of existing structures whenever feasible for research and action.

The institutes should ultimately become resource centers for a decade or more for strategy, action and planning with some measurable or demonstrated results toward an improved community atmosphere, character, quality and critical responses to the urgent aspects of race relations.

June 18, 1981

[June 18, 1981]

The Greater Cleveland Round Table

100 Erieview Plaza
Cleveland, Ohio 44114

Contact: Bill Breninghouse 216/523-4727

For Immediate Release

**Sarah Short Austin Named Executive Director
of Greater Cleveland Round Table**

CLEVELAND, June 18 . . . Sarah Short Austin has been appointed Executive Director of the Greater Cleveland Round Table. E. Mandell de Windt, chairman of the Round Table, announced that Austin, the Albert A. Levin Professor of Urban Studies and Public Service at Cleveland State University, will assume her new position effective September 1.

"The Greater Cleveland Round Table," said de Windt, "is a coalition of leaders from all facets of the community established to provide a forum for community progress. We are pleased that Sarah Austin has agreed to become its first executive director. Her extensive experience and commitment to Cleveland's future make her uniquely suited to the position."

Prior to accepting the Levin Chair at CSU for 1980-81, Ms. Austin was Executive Vice President of the National Urban Coalition in Washington D.C. and was responsible for the day-to-day management, development of policy and the provision of technical assistance to urban neighborhoods and Coalition Affiliates across the country.

[June 18, 1981]

Ms. Austin believes that the Greater Cleveland Round Table will help the leadership of the community to reach a consensus on the problems now being faced, especially in the areas of education, housing and neighborhood improvement, economic development and employment and race relations. "As a resident of downtown Cleveland," she said, "I have seen a new spirit taking hold in the community and that spirit needs to be focused and a unified agenda developed. The Greater Cleveland Round Table can be the catalyst that will assure maximum utilization of our human, physical and economic resources. The new position is a natural extension of my work in Washington and as the Levin Professor at Cleveland State. I am enthusiastic about the challenge it provides, but realistic about the demands of the job."

Dr. David C. Sweet, Dean of the College of Urban Affairs at CSU said of Ms. Austin, "The Levin chair was established to attract outstanding urban scholars and practitioners to Cleveland for a year to serve as a catalyst for University-Community cooperation. For the first time, a Levin Professor has elected to remain in the community and continue to work on urban problems. Ms. Austin brings a unique dimension to the community and to Cleveland State University."

A graduate of Fisk University, Ms. Austin received her Master of Science degree from Case Western Reserve University and is currently a member of the Board of Trustees of CWRU. She has served as Chief of the Voluntary Action Division of the U.S. Price Commission and as a Federal Executive Fellow in the Office of the Secretary of Health Education and Welfare. Her expertise in urban affairs is reflected in positions held with the Urban Systems Development Corporation, The Westinghouse Learning Corporation and private

[June 18, 1981]

3

urban agencies in Washington, New Haven, Cleveland and Boston. She is a member of the Board of Overseers of the School of Medicine at Morehouse College, the Advisory Committee for State and Local Government of the John F. Kennedy School of Government at Harvard University and the Board of the Southern Education Foundation.

#



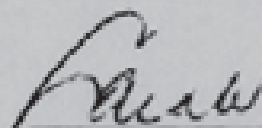
Eaton Corporation
World Headquarters
100 Erieview Plaza
Cleveland, Ohio 44114
Telephone (216) 523-5000

June 1, 1981

To The Members of The Greater Cleveland Round Table

The enclosed Interim Information Strategy Paper was developed by a special committee which was appointed at the Retreat. Please retain the paper for further reference.

EAT•N



Carole F. Hoover
Vice Chairman



*Put in
Rubin's book*

Eaton Corporation
World Headquarters
100 Erieview Plaza
Cleveland, Ohio 44114
Telephone (216) 523-5000

June 1, 1981

Members of the Greater Cleveland Round Table

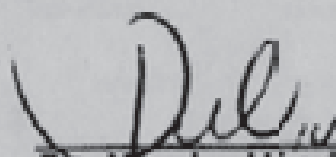
This notice is for the purpose of re-confirming the following dates in 1981 for meetings of the Board of Trustees of the Greater Cleveland Round Table.

EAT•N

*June 18	7:30 A.M.	Eaton Corporation
July 17	7:30 A.M.	Eaton Corporation
August 20	7:30 A.M.	Eaton Corporation
September 29	7:30 A.M.	Eaton Corporation
October 30	7:30 A.M.	Eaton Corporation
November 19	7:30 A.M.	Eaton Corporation
December 17	7:30 A.M.	Eaton Corporation

*Next meeting.

Please confirm your attendance 523-4617.


E. M. de Windt

E. M. deWindt
Chairman of the Board
and Chief Executive Officer

Eaton Corporation
World Headquarters
100 Erieview Plaza
Cleveland, Ohio 44114

June 12, 1981

File

Rabbi Daniel J. Silver
The Temple
University Circle at Silver Park
Cleveland, OH 44106

Dear Rabbi Silver:

Many thanks for agreeing to have your name placed in nomination for election to the board of trustees of the Greater Cleveland Round Table.

Please review the enclosed information with special attention directed to the Report of the Task Force on Urban Problems. The report was a major influence in the formation of the Round Table. Under separate cover, you will receive an updated membership roster. An orientation meeting will be held for the new trustees in July for which you will receive a notice very soon.

We hope that you will be able to join us at the next meeting which will be held on Thursday, June 18, at 7:30 A.M. in the conference room at the Eaton Corporation, 100 Erieview Plaza.

Sincerely,

E. M. deWindt

Encls:

RSVF 523-4617

CC: Reverend Otis Moss, Jr.