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

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

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Greater Cleveland Roundtable, correspondence, minutes,  
memoranda, reports, newspaper clippings, and notes, 1983-1985.

**Greater Cleveland Roundtable**

100 Erieview Plaza  
Room 2041  
Cleveland, Ohio 44114

Sarah Short Austin  
Executive Director

(216) 579-9980

January 3, 1983

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

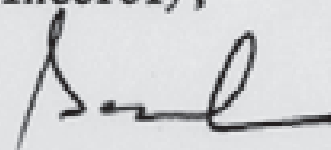
Dear Rabbi Silver:

I would appreciate your comments on the enclosed letter regarding State Representative Lee Fisher's proposal to open an office in Cleveland for the Cuyahoga County state legislative delegation.

Also enclosed is a letter from Peggy Siegel regarding the Block Grant Program.

Best wishes.

Sincerely,



Sarah S. Austin  
Executive Director

SSA:kek

Enclosures



January 5, 1983

Ms. Sarah S. Austin  
Executive Director  
Greater Cleveland Roundtable  
100 Erieview Plaza, Room 2041  
Cleveland, Ohio 44114

Dear Sarah:

Is it your intention to wait on the proposed forum until the County-City Block Grant legislation is in final form? Should we wait until that point to hold these discussions? It seems to me it would be good to get people's reactions before language is set down in hard type.

On the Cleveland office for our State Delegation, I have no particular feeling except that it would put another line of secretaries and assistants between us and the legislators. The legislators are certainly not going to spend their time in that office. It might be useful for individuals who have problems and needs, but I can't see the institutions of the community or the major power groups using such a roundabout route.

I hope this finds you in good health. With all good wishes for the new year I remain

Sincerely,

Daniel Jeremy Silver

DJS:mp

GREATER CLEVELAND ROUNDTABLE

BOARD RETREAT

UNIVERSITY HALL - CLEVELAND STATE UNIVERSITY

APRIL 29 & 30, 1983

A G E N D A

Friday, April 29

- |      |                 |   |   |
|------|-----------------|---|---|
| I.   | 6:00- 6:45 p.m. | COCKTAILS   |   |
| II.  | 6:45- 7:30 p.m. | DINNER  |   |
| III. | 7:30- 7:45 p.m. | WELCOME & OUTLINE OF RETREAT<br>ACTIVITIES  | Stanley C. Pace   |
| IV.  | 7:45- 8:45 p.m. | PANEL PRESENTATION  |   |
|      |                 | Topic: What do you see as<br>the future of Cleveland;<br>and what are the current<br>problems that have to be<br>dealt with in order to<br>achieve that future? | Reverend Henry Andersen<br>John H. Bustamante<br>Vincent C. Campanella<br>Jose C. Feliciano<br>John R. Miller |
| V.   | 8:45- 9:15 p.m. | QUESTION & ANSWER PERIOD  | Stanley C. Pace   |
| VI.  | 9:15 p.m.       | ADJOURNMENT   |   |

Saturday, April 30

- |      |                 |   |  |
|------|-----------------|---|--|
| I.   | 8:00- 8:30 a.m. | COFFEE & DOUGHNUTS  |  |
| II.  | 8:30- 9:15 a.m. | OPENING REMARKS   | Stanley C. Pace<br>Mayor George Voincovich |
| III. | 9:15-10:15 a.m. | SMALL GROUPS  |  |
|      |                 | <u>Charge: Roundtable Mission</u>   |  |
|      |                 | Question: Have we as an<br>organization done what we<br>said we wanted to do? |  |

- \*In what areas have we made progress?
- \*In what areas do we need to make more progress?

Priorities Established for the Organization:

- \*Education
- \*Economic Development & Jobs Creation
  - Labor/Management Relations
  - Minority Economic Development
  - Youth Employment
- \*Housing & Neighborhood Development
- \*Race Relations

IV. 10:15-10:30 a.m. COFFEE BREAK

V. 10:30-11:15 a.m. GENERAL SESSION

- \*Reports from Small Groups
- \*Each small group will be allotted 10 minutes to present their findings

VI. 11:15-12:15 p.m. SMALL GROUPS

Charge: Priorities for Action  
'83-84

Question: What specific objectives should we set for ourselves over the next two years; that is what are we going to do to implement our mission statement in this timeframe?

VII. 12:15- 1:00 p.m. LUNCH

VIII. 1:00- 2:00 p.m. CONTINUATION OF SMALL GROUPS

IX. 2:00- 3:00 p.m. WRAP-UP - CONCLUDING REMARKS

## GREATER CLEVELAND ROUNDTABLE

### PRIORITIES ESTABLISHED

#### Goals/Objectives

##### Education Committee

The goal of the Committee on Education of the Greater Cleveland Roundtable is to improve the quality of education for children in the Cleveland Public School System, the largest public school system in the state. It is the intention of the Committee to work with individuals, groups, and organizations to bring about 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.

The Committee has implemented and published the results of citizen involvement in the public schools. It has provided assistance and support to the Citizens' Coalition to get new school board members. An educational program on the financial situation of the Cleveland Board of Education was conducted. The Committee participated on the Citizens' Advisory Committee with respect to the selection of a new superintendent. Ongoing consultation to the Board of Education and school officials with respect to major developments in the school system is being provided.

##### Economic Development

##### & Jobs Creation Committee

The general purpose of the Committee on Economic Development and Jobs Creation is to: establish a dialogue on the issues of economic development and job creation; to serve as a catalyst for cooperative action on the matter of economic conditions of the community; and to serve as an active force for the promotion of minority businesses.

The first goal includes exploration of ways to reduce unemployment among youth. The second goal refers to a catalytic role. Clear and focused cooperative efforts have begun around specific issues. The third goal requires active promotion of minority businesses.



In order to more effectively address each individual area of concern, three subcommittees were formed. Their activities are described below.

#### Labor/Management Forum

The goal of the Labor/Management Forum is to bring about improved labor/management relations in order to retain a favorable business environment and to improve productivity.

In its brief history, the Forum has already begun to provide a channel for improved communications between business and labor. It represents an opportunity for labor and business leaders to come together informally to gain a better understanding of each other and the current labor/management situation faced by the Greater Cleveland area. Ways in which the area can become more competitive as a source of products and services, both domestically and internationally, can be discussed. The different perspectives that are expressed about the issues reflect the complexities with which the group must deal.

After meeting for several months, the participants have agreed to continue to explore the issues; to attempt to build consensus on them; and to develop an agenda that would be responsive to the needs of the community, not just what would be good for business or good for labor. These meetings have been very well attended and have resulted in extremely useful and frank interchanges of views and information as well as improved lines of communication.

The group has also expanded its outreach activities to cooperate with other groups i.e. Cleveland Tomorrow and the Work in Northeast Ohio Council.

#### Minority Economic Development

##### Subcommittee

The overall goal of the Subcommittee on Minority Economic Development is to find short-term and long-term solutions to the problems of minority business enterprises. In order to accomplish this goal, data has been compiled by Roundtable staff. In-depth interviews of individuals and representatives of various organizations took place.

A proposal for establishing more effective linkages between majority and minority firms has been developed.

Youth Employment Subcommittee

The goal of the Subcommittee on Youth Employment is to determine ways in which the problem of youth unemployment can be reduced, and to identify ways the public and private sectors can work together more effectively to leverage more initiatives in pursuit of greater employment-opportunities for youth.

The Committee investigated the problem of youth unemployment from several points of view:

- \*The Committee surveyed approximately 100 neighborhood groups regarding their interests, requirements, and general activities on the subject.
- \*The Committee also surveyed other groups and organizations currently working on the youth employment situation.
- \*The Committee researched summer youth employment programs which have been undertaken in Cincinnati and New York City.

The Committee has reached some preliminary conclusions regarding future opportunities for youth employment in this area and has proposed a program to begin to address this problem. The Committee has developed what it thinks is a model program to establish more effective linkages between the public/private sectors to create jobs for youth ages 16-19 for the summer of 1983.

Housing & Neighborhood Development  
Committee

The goal of the Committee on Housing and Neighborhood Development is to explore new methods and mechanisms for financing new housing and to help rehabilitate existing housing stock.

The Committee also seeks to build effective linkages between the public and private sectors in support of downtown and neighborhood revitalization in the Cleveland area. Enlisted in this effort will be city and private planners, private capital and public resources, labor unions and community groups.

Government financing mechanisms such as the newly acquired state authority to issue tax-exempt bonds for financing home mortgages at interest rates below the current market rate, will

be helpful. The Committee has also met with various groups and organizations to discuss specific revitalization efforts in Cleveland's downtown and neighborhood areas.

#### Race Relations Committee

The goal of the Committee on Race Relations is to bring about improved relations between the area's racial and ethnic groups. It is recognized that we cannot successfully revitalize the community and upgrade the quality of life without improving human relations.

The Committee sponsored the race and ethnic relations survey to study the attitudes of Greater Clevelanders toward race and ethnic relations. The survey was a scientific study of a cross-section of Greater Cleveland residents and selected leaders from government, business, the media, religion, education, unions, and civic and community groups.

The Committee recently held an all-day seminar session to review the survey findings and to develop a prioritized list of recommendations to be presented to the Roundtable Board of Trustees.

/kek





GREATER CLEVELAND ROUNDTABLE

Memorandum

TO: Board of Trustees  
FROM: Race Relations Committee  
RE: Race Relations Seminar Session - Recommendations  
DATE: April 29, 1983

I. Police/Community Relations

A. Develop a workshop on police/community relations

\*A proposal has already been developed by  
Roundtable staff

\*The workshop would be designed to accomplish the following:

- It would last 1-1½ days and involve all sectors of the community
- Speakers and panelists with both national and local experience would address the workshop
- Briefing materials outlining the current effort in Cleveland and the efforts in other cities to address this topic would be prepared
- As follow-up to the workshop the initial guidelines developed for the workshop would be published
- The action phase would involve the implementation of these guidelines and informal monitoring of their use

B. Support City of Cleveland Blockwatch Program (See Attachment)

C. Investigate the applicability of Project CARE of the Shaker Heights School System, and the programs, to the substance abuse problems in the Cleveland Public School System (See Attachment)



- D. Support existing mechanisms for the improvement of community involvement such as the District Community Relation Committees.

## II. Media

- A. Bring representatives from the media onto the Roundtable and its committees
- B. Review the media's response to and handling of various issues related to race relations in the community
- C. Work with the media to lessen racial and ethnic tensions and to promote racial harmony. Methods to accomplish this goal include:

- \*Using PSA's, local television programs and the local newspapers to promote the positive achievements in race and ethnic relations

- \*Producing a documentary film to show the past and present contributions of Cleveland's racial and ethnic groups to enhance the quality of life here

- \*Establishing a reward or merit system for positive achievements by individuals or organizations in the area of race and ethnic relations

## III. Economic Development & Jobs Creation

- A. Increase Roundtable involvement in the area of affirmative action and equal employment opportunity

- \*The subject has been discussed as a major concern of all committee members; it was addressed as a top priority by the Mayor and was also a major item in the recent race and ethnic relations survey

- \*A policy statement and a set of guidelines (which would include voluntarily set affirmative action goals and equal employment procedures) could be developed

\*Through such an action, the Greater Cleveland Roundtable and its members could contribute significantly to this important community concern

B. Encourage participation in the Adopt-A-Business Program

\*The program objective is to create business opportunities for minority business firms

\*The essential elements of a successful program include:

-The commitment of the chief executive officer. Program cannot begin until he/she makes it clear that it is to be considered an integral part of the business operation

-The setting of program goals. The goals would include providing managerial and technical assistance as well as job opportunities

-Identification and selection of minority firms. There are several sources to consult to get referrals on minority firms

IV. Education

A. Work with business, labor, and community groups to help develop a stronger and firmer coalition effort to support the Cleveland Public School System

## CLEVELAND BLOCKWATCH PROGRAM

### PHASE I

Comprehensive analysis of neighborhood factors which are considered important in development and implementation of program. City of Cleveland has been divided into 35 statistical planning areas, representing identifiable neighborhoods. Two areas, the Detroit-Shoreway and Union-Miles neighborhoods, have been selected as pilot areas in order to measure effectiveness of the program. During Phase I, numerous statistical data will be compiled for all neighborhoods through 1983.

### PHASE II

Three major goals are to organize neighborhood organizations and residents into crime prevention activities; to inform residents of the proper method to conduct these activities; and the education of participants so that they may become actively involved in these programs. Recognized neighborhood groups or block clubs will appoint "street captains" for each block or series of blocks that participate in the program. These "street captains" will be responsible for distributing informational literature to residents, as well as for daily operation of program once it is implemented.

### PHASE III

Soliciting of individual resident support for program through the encouraging of residents to mail in pre-addressed stamped forms containing personal information and residents' selection of what portion of the program they wish to participate in: See Below

#### Home Security Program

Members of participating neighborhood organizations who have received training from the Community Relations Unit of the Cleveland Police Department will respond to residents requests for inspections of their homes. A complete security analysis of the home and yard will be conducted, with results being thoroughly discussed with the resident. The Lieutenant is now preparing for the training of neighborhood organization members for just this purpose.

#### Operation Identification Program

Supply of electronic engraving devices will be issued to various neighborhood organizations who serve as the street level implementers. The "street captain" will make these



engravers available to residents who express their interest in marking the valuables with marks of identification, e.g. social security number, in event of theft. This program is currently being implemented.

#### Blockwatch Program

Confidential blockwatch numbers will be assigned to each resident who expresses an interest in serving as a blockwatcher, after an entrance review is conducted to determine the existence of a prior criminal record. Blockwatchers will be trained in a session conducted by the Community Relations Unit and "street captains" from participating neighborhood groups. Street signs will be posted and decals distributed to identify streets as a blockwatch street and homes as the residence of a blockwatcher. Blockwatchers will be issued a training manual containing useful information, and will be responsible for contacting police if crime is detected. This program is currently being implemented.

#### PHASE IV

Involves implementation of all programs and monitoring and analysis of program effectiveness. Records will be kept by blockwatch organizers concerning number of times the police are called in conjunction with program, as well as types of incidents in each case. The checking of census tract data will be done. A list of blockwatchers by name and identification number will be distributed to "street captains," office in charge of Community Relations Unit, and Police Radio personnel. Once a call to the Chief Audio Dispatcher is made, the blockwatcher will receive a return call to acknowledge the reception of his report. Moreover, a series of meetings between Zone Car personnel and citizens to discuss potential problems will be scheduled, and mutual solutions will be suggested; such will serve to improve level of communication between citizens and police and will promote level of cooperation.

\*Program Officials want the Roundtable to help with areas of the program which are to be handled by the District Community Relations Committees.

/kek

## SHAKER HEIGHTS CITY SCHOOLS CHEMICAL AWARENESS PROGRAM

Project "CARE" ie.. Chemical Abuse Reduced by Education

\*Project CARE was initiated by Greater Cleveland Superintendent's Association and currently 51 suburban school districts are participating, each of which has formed a Community Action Team (CAT) which enjoy broad based support.

\*Project CARE's operating principles:

- chemical use and abuse by youth is a community problem.
- most significant barrier to dealing with problem is denial that there is a problem.
- chemical abuse probably will not be stopped by cutting off supply of alcohol or other drugs.
- chemical dependency is a treatable illness.
- successful program for reducing chemical abuse requires cooperation by all elements of community.

\*Project CARE's three pronged approach:

- awareness, education, and prevention
- intervention, treatment, and rehabilitation
- law enforcement

\*Shaker Parents Aware works in conjunction with Project CARE and is an advocacy group that was formed two years ago to create awareness of problem in Shaker Heights community. Responsible for informational series, drafting and School Board adoption of chemical abuse policy, discouragement of key parties through communication with police and implementation of "networking" medium (i.e. communication and support between parents to say "no" to inappropriate behavior by children), holding of informal rap sessions, developing guidelines regarding social gatherings of minors, drafting of supplemental legislation regarding liquor control, promoting media coverage, lobbying for additional chemical related legislation.

\*Membership as of December 30, 1982 - approximately 500 parents.



100 ERIEVIEW PLAZA ROOM 2041 CLEVELAND, OHIO 44114 216) 579-9980

*File*

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*Executive Director*  
Sarah Short Austin

*Vice Chairmen*  
Melvin C. Arnold  
E. Mandell de Windt  
Carole F. Hoover  
Jackie Presser

*Secretary*  
David G. Hill

*Treasurer*  
M. Brock Weir

*Committee Chairmen*  
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Economic Development &  
Jobs Creation  
Allen C. Holmes & Carole F. Hoover:  
Education  
Jackie Presser & Bruce P. Fester:  
Housing & Neighborhood  
Development  
Reverend Otis Moss, Jr. &  
Bishop Anthony M. Pilla:  
Race Relations

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Alfonso P. Sanchez  
Samuel K. Scovill  
Rabbi Daniel J. Silver  
Lyman H. Treadway  
Frank J. Valenta  
Mayor George V. Voinovich  
Dr. Walter B. Waetjen  
Ronald G. Wallace  
James M. Whitley

April 7, 1983

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

Dear Rabbi Silver:

This is to inform you of the current status of our plans to convene a public meeting to discuss the year-old County Block Grant Proposal issued by the County Commissioners Association of Ohio (CCAO).

My student intern, Hans Kuenzi, has contacted over twenty organizations, both public and private, to ascertain their knowledge of the proposal and their interest in attending such a meeting. The overwhelming majority of individuals with whom Hans has spoken has expressed a desire to participate, primarily to learn of the proposal and its ramifications on health and human services funding at the local level. Most groups had no knowledge of the County Plan, and those who did were only faintly familiar with it.

This lack of awareness on the part of concerned parties, however, poses a dilemma. In contacting these various organizations, Hans had hoped to locate informational literature concerning the proposal. As it stands, the only information the Roundtable has on the County Plan was obtained from the CCAO itself, a highly subjective source. Our research on the proposal has turned up nothing beyond vague references to the plan. If the Roundtable is to convene a community forum to discuss the proposal, it is essential that more information be obtained to enlighten the participants as to the issues surrounding the plan.

Jay Dascenzo of the Ohio Citizens' Council has been most helpful. In addition to assuring Hans that the OCC would forward any materials it receives on the proposal to the Roundtable, Mr. Dascenzo provided us with the current status of the plan itself. He felt that the proposal has not

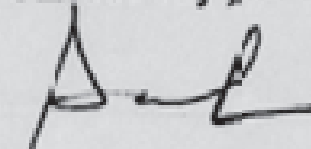


Rabbi Daniel J. Silver  
April 7, 1983  
Page 2

generated much interest or awareness because it neither satisfies nor hurts any particular group. As a result, no organization other than the CCAO itself has taken a definitive stand, let alone endorsed the proposal. Mr. Dascenzo informed us that the CCAO had planned to submit the plan to the Ohio House during its budgetary process, which has already begun, but that it has failed to do so due to the organization's inability to secure a sponsor in the House. Consequently, the CCAO is now hammering out an alternative proposal which is substantially different from the current plan. Mr. Dascenzo stated that the County Commissioners should have voted on the first draft of this alternative proposal on Wednesday, March 23, but that it failed to do so. Inside sources have assured him that the Commissioners no longer regard the enactment and implementation of a County Plan as top priority. Lastly, Mr. Dascenzo recommended that if the Roundtable desires to act upon any proposal put forth by the CCAO, it should wait until the alternative proposal is approved and made ready for introduction to the Ohio House. There is doubt as to whether this will ever be possible, however, due to the CCAO's inability to secure a legislative sponsor. Although meritorious, Mr. Dascenzo believes our efforts in this area are premature and possibly unnecessary since the County Commissioners themselves cannot decide on what they want other than some voice in determining how health and human services block grant funding is administered and distributed.

In view of this, do you think we should move ahead or delay until the issues surrounding the County Plan are more clearly defined?

Sincerely,



Sarah S. Austin  
Executive Director

SSA:kek

*complaints*  
*but not staff H.*

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, President of the Board of County Commissioners of Cuyahoga County, and President of the Cleveland Board of Education. 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 of 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 five 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 or 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 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 in 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.



GREATER CLEVELAND ROUNDTABLE  
BOARD OF TRUSTEES MEETING  
Eaton Center -- 24th Floor  
Friday, November 9, 1984

MINUTES

PRESENT: J. R. Miller, Chairman  
S.S. Austin; Rev. Dr. H.W. Andersen; C.B. Banks; A.T. Bonda; K.B. Bonutti;  
E.C. Coaxum, Jr.; S. Dworkin; J.J. Dwyer; B.P. Foster; T.F. Gilbane, Jr.;  
D.G. Hill; R.H. Holdt; J.V. Jarrett; E.B. Jones; J. Lipscomb; J.L. McCall;  
R. McCullough; S.A. Minter; D. Namkoong; L. Ozanne; Rev. A.M. Pilla;  
A.R. Pinkney; R.W. Pogue; A.B. Ratner; Fr. D. Rodriguez; A.P. Sanchez;  
Rabbi D.J. Silver; J. Stempuzis; R.W. Van Auken; Mayor G.V. Voinovich;  
Dr. W.B. Waetjen; J.M. Whitley; C.A. Willis

WELCOME: Mr. Miller welcomed the members to the meeting and announced that this was our first meeting in the new Eaton Conference Center, our permanent home, at least for awhile. He mentioned that some of our Trustees are unable to attend because of a meeting at the Growth Association. The staff makes every effort to avoid such conflicts; but sometimes they cannot be avoided. Other members are absent due to heavy travel schedules.

PRESENTATION: THE BAR ASSOCIATION -- Mr. Miller introduced Judge Griffin and Lou Paisley. He informed the Board that they had been invited to this meeting as follow-up to a presentation given to our Executive Committee on October 3rd by them and Police Chief William Hanton and Deputy Police Chief Richard Casimir. The Executive Committee felt that the Violence Project was worthy of support and recommended that the program be presented to our Board.

Mr. Paisley began the presentation by indicating that the Task Force on Violence was formed three years ago when he was President of the Bar Association. The Task Force is a coalition of public officials, Cleveland residents, business and social service leaders. Roundtable members involved in the project are Jose Feliciano, George Meisel and Albert Ratner. The idea was to reduce the incidence of crime in the city of Cleveland.

Mr. Paisley indicated that they are at the point of launching some successful projects but need funding in order to acquire staff. It is critical that the organization obtain funding at this time.

Judge Griffin referred to his October 11th letter to Sarah Austin which identified the type of assistance they are requesting. He stated that he realizes the Roundtable is not a funding organization; the purpose of their presentation is to obtain the endorsement of our Board.

Judge Griffin emphasized the highlights of their major projects:

- \* MEDIA CAMPAIGN -- The campaign took place between December, 1983 and May, 1984. It was a mass media campaign to discourage armed robbery. The theme was: "Use a Gun to Rob and You Rob Yourself--8 Years Prison Mandatory."

The campaign was made possible through small grants from the Cleveland and Gund Foundations and several corporations. It involved two weeks of paid television spots, many months of public service, tv and radio spots, 70 billboards for four months in poor, high-crime areas, advertisements on NTA buses and nearly 3,000 posters in stores, jails, courts and probation offices.

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Judge Griffin indicated that he felt the campaign did help to reduce crime. By the end of the campaign store robberies had been reduced 24%, gun robberies 16.8%, and all robberies 9.3% over the same period in the previous year. The campaign is scheduled to be implemented again this year.

- \* POLICE AUXILIARIES IN PUBLIC HOUSING - In March, 1984 the Task Force began the city's first volunteer Police Auxiliary Unit in Public Housing which involved housing residents at the King Kennedy High-Rise for the Elderly. Judge Griffin stated that the unit consists of 25 uniformed, unarmed public housing tenants who patrol in and around the high-rise building for the elderly. The patrol members have averaged more than 1,000 hours per month since its beginning. This unit was established because public housing has one of the highest rates of violent crime in the city. The robbery rate is twice that of any other section of the city. The situation is terrifying for the elderly. So far, the experience with the auxiliary has been very successful. Only one crime, an attempted burglary, has been reported in the building. It is anticipated that the auxiliary program will be replicated in other projects. The City Police have been very cooperative and have committed themselves to working with the Bar Association in other areas.

- \* CLEVELAND SCHOOLS -- Youth crime has been identified as the major ingredient of violent crime. The mean age for homicide is 21; the mean age for rape and robbery is 19. A pilot project to reduce youth crime was initiated at the Alexander Hamilton Junior High School. The project involved the creation of a team consisting of the school faculty members, a Juvenile Court Referee and Probation Officer, police officers and a group of neighborhood Social Service Agencies. Hearings by the Referee and supervision by the Probation Officer occur at the school rather than at Juvenile Court. One result of the project is that Alexander Hamilton went from the Cleveland Public School with the worst attendance record to one of the best in the city. There was a marked reduction in school discipline problems. Because of its success the project has been expanded to seven junior high schools with plans to operate in 23 by the fall of 1985.

DISCUSSION -- Mr. Bonda stated that he is very pleased with the program. It has been helpful to have the physical presence of the police in the schools. Mayor Voinovich felt that Judge Griffin and Lou Paisley have done a super job with this project. As time has passed, they have been able to hone the project into some very specific programs. He said he was particularly impressed with the Auxiliary Police Program. The Mayor informed the Board that this project has also had a positive impact on the City Policemen who work in the Housing Projects. He stated that prior to the establishment of the Auxiliary Police Unit, they did not seem to have much respect for the residents. They are now beginning to see the residents in a new light.

Judge Griffin stated that the School Project is extremely important. We need to be concerned that 50% of the students who start never finish. He also stated that he has never sent a kid to jail who had a high school diploma.

Mr. Miller thanked Judge Griffin and Mr. Paisley for their thoughtful presentation. He asked the members for their endorsement, which was given unanimously.

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MINUTES -- The minutes were approved as distributed.

1985 BUDGET -- J.L. McCall

The budget and S. Austin's memorandum of October 24th were distributed and reviewed. Mr. Miller indicated that the budget represents an increase over 1984. The organization is at a point where it needs additional resources if we are to remain successful in our efforts. Additional staff support is needed.

Mr. McCall indicated that at the request of the Executive Committee the budget has been restructured and the two major items (restricted and unrestricted funds) will be reported separately. Except for staff item most of the other items were comparable to 1984. Mr. McCall also informed the Board of the need to keep at least six-month's cash-on-hand because of the slow pace in which the money is received.

It is our intention to mail the solicitation letters by mid-December. If you will recall, they were not mailed until late January, 1984. Because we were late in launching our 1984 campaign, we were deleted from several corporate budgets. A fund-raising team is being assembled. We are very pleased that everyone asked to serve as a Team Captain has agreed.

After some discussion the budget was approved. Mr. McCall thanked the members for their cooperation and support. He also expressed appreciation to Ernst and Whinney for its help in developing the budget and in restructuring the revenue and expense statements (see enclosed).

At the conclusion of Mr. McCall's report, Mr. Miller thanked him and Mr. Molloy for their assistance.

LABOR/MANAGEMENT -- R.W. Pogue

Mr. Pogue reported on the Labor/Management Conference. Over 200 persons attended, many from the plant floor level, i.e., foremen, supervisors, union stewards. Impressive speeches were given by Jackie Presser, Dr. Michael Maccoby from Harvard, John Miller and Stanley Pace. A presentation regarding the Plant Closing Study was given by Dr. John Drotning from the Weatherhead School of Management, Case Western Reserve University. Three case studies were presented on Labor/Management participation: LTV Steel, Ohio Bell and Ford Motor Company. Each of the cases represented a dramatic testimony of what can be accomplished if we avoid confrontation and engage in cooperation. There were 10 break-out groups and a reception at the end of the day. There was a high level of enthusiasm and a general feeling of good will at the end. Many positive letters and comments have been received. We feel it was quite successful and that we did achieve our objectives.

Mr. Pogue also made reference to the Plain Dealer article written by Sarah Austin which highlighted the conference. A report will be developed and distributed to all participants. It will also be made available as a reference document.

LEXINGTON, KENTUCKY TRIP -- On October 18th, members of our Labor/Management Forum visited the General Electric Plant in Lexington, Kentucky. The purpose of the trip was to learn more about an outstanding example of how management/labor cooperation can literally save a plant and increase competitiveness.

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A couple years ago the Lexington Automotive Headlamp Plant of General Electric was on the verge of being closed. At the last minute, the workers made an appeal to management to keep the plant open. At that point the plant management and the workers decided to radically change many of the ways in which the plant had previously operated. An all-out attack on quality problems was launched and a "Participative Management" system was introduced.

The plant has many techniques for facilitating this approach, referred to as CARE ("Concerned Active Response Employees" Committee). This is a committee of elected employees who meet with the plant managers and other supervisory personnel on a regular basis to discuss plant operations. Significant progress has been made and the plant is now profitable. All of us came away impressed with the results of this cooperative approach.

The next meeting of the Labor/Management Forum will be on November 26th. It will include a discussion of the forthcoming negotiations of the Construction Industry in the Cleveland area. Al Sanchez and Charles Pinzone will coordinate the program which will bring together leaders and contractors in the Construction Industry.

Mr. Miller stated that he was impressed with the progress and efforts of this committee. He also indicated that the discussion that took place at the September 29th meeting was significant and he felt that this could not have happened three years ago. He commended Mr. Pogue for his efforts.

ECONOMIC DEVELOPMENT & JOBS CREATION COMMITTEE -- J.J. Dwyer

Mr. Dwyer reported on the November 2nd Economic Forum. He informed the committee that the idea was conceived by John Bustamante and Norman Bliss of the Economic Development Committee. There were approx. 70 participants representing both the majority and the minority business communities. Cleveland Tomorrow was helpful in obtaining CEO representation.

A very good keynote address was given by Earl Graves, Publisher and Editor of Black Enterprise. A local perspective on minority business development was given by Norman Bliss, who did an outstanding job. He focused on our problem here in the Cleveland area. Dr. Kiser, the afternoon speaker, provided a thoughtful presentation on Private Sector Partnerships, using the Cleveland Clinic Foundation expansion activities as the basis for his talk. There were break-out sessions in the morning and in the afternoon. The morning sessions focused on access; the afternoon sessions focused on action.

It was felt that our objectives were accomplished; that people have a better understanding of the problems that exist and recognize that the development of minority business is good for Cleveland. It was generally felt that the level of awareness among majority and minority businesses was greatly improved as a result of the Conference. There was very frank discussion and participation from both the majority and minority firms. The stage has been set for follow-up.

Mr. Dwyer complimented Sarah Austin, indicating that she did a yeoman's job. He also complimented the volunteers and Jim Hammerstone of TRW for his technical assistance with the break-out sessions. Mr. Dwyer felt that the real challenge now is to get some action.

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Mr. Miller thanked Mr. Dwyer for his efforts and stated that he has heard a number of positive comments about the Conference.

OTHER BUSINESS:

PASTORAL LETTER ON THE U.S. ECONOMY -- Bishop Anthony M. Pilla

The document is being issued this week as a first draft. The final document will be issued at a later date. Bishop Pilla welcomes comments from members of the Roundtable so that he can reflect the views of this part of the country. He stated that what is often reflected in the media is not necessarily what is indicated in the document. Mr. Miller stated that a discussion of the Pastoral Letter might be of interest to members of the Board.


COMMENTS FROM THE MAYOR -- Mayor George Voinovich

Mayor Voinovich informed the Board of the city's intention to update the Cleveland Master Plan. This is important because the city will spend \$90 million of community development block grants and funds over the next three years. A special effort will be made to update the Downtown Development Plan which has not been updated since 1959. We need a sophisticated plan. The Mayor stated that we "have been in training for the last five years; now it is time to enter the marathon."

Mr. Miller asked who is developing the plan. The Mayor stated that the city will be developing the plan with assistance from several groups. The city has submitted a grant application to the Cleveland and Gund Foundations for a half million dollars for the in-depth development of segments of the plan.

1985 MEETING DATES -- Mr. Miller informed the Board that the 1985 meeting dates are included in their folders. He urged them to reserve these dates on their calendars.

NEXT MEETING -- The next meeting is scheduled for January 28, 1985.

  
Sarah S. Austin  
Executive Director

SSA:bav  
January 18, 1985

[1984]

A COMMITMENT TO LITERACY

REPORT OF THE GREATER CLEVELAND  
COMMUNICATIONS SKILLS STUDY GROUP



## LITERACY: WHAT IS IT?

Literacy includes the basic skills required for survival in today's world: the ability to improve one's understanding and continue learning; to identify public services and focus on career opportunities; to participate in the community and vote intelligently; and to care for one's children and make informed decisions.

National standards of literacy have changed. Conventional wisdom which held that five years of schooling was adequate to achieve "functional literacy" is no longer accepted. Ninth grade competence, defined in Basic Skills for the U.S. Workforce by the Center for Public Resources, is the minimum standard that we can accept. This forms the basis of the essential skills for communications competence or literacy that this Study Group agrees on, including the abilities to:

- Read
- o Identify and understand main and supporting ideas in written work, and summarize them in one's own words.
  - o Identify a writer's purpose and point of view, and use them to understand the writer's meaning.
  - o Use features of printed materials such as a table of contents, titles and subtitles, index, and glossary to enhance understanding.
  - o Define unfamiliar words from the context, from related words, or by using a dictionary.

- Write**
- o Write sentences in Standard English.
  - o Organize, select, and relate ideas, and develop them into coherent paragraphs.
  - o Improve one's writing by reorganizing, correcting errors, and rewriting.
  - o Gather information from written sources and write a report using this information.

- Speak**
- and**
- Listen**
- o Discuss ideas critically and constructively.
  - o Answer and ask questions clearly and concisely, and follow spoken instructions.
  - o Identify the main and supporting ideas in a discussion and report accurately what others have said.
  - o Conceive, develop, and organize ideas for the purpose of speaking to a group, and present them clearly in Standard English.

- Reason**
- o Define problems, and propose and evaluate solutions.
  - o Draw conclusions from written or spoken information, and defend one's conclusions rationally.
  - o Distinguish between fact and opinion.
  - o Reason logically, and identify faulty logic.

These skills must be the target that we set for basic literacy achievement.



## A COMMITMENT TO LITERACY

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With basic communications requirements for work and education rising and basic literacy skills in decline, tens of thousands of Greater Clevelanders and our community's future are clearly at risk. Therefore, during early 1984, we were asked by the Greater Cleveland Roundtable and local corporate and family foundations to chair the Communications Skills Study Group. Our group of community leaders was charged with studying the problem of illiteracy in Greater Cleveland and making specific recommendations for action. Dr. Nolen M. Ellison, President of Cuyahoga Community College, lent impetus to the project by recognizing community concern and offering staff, space and other resources to the Study Group.

We have evaluated the problem and are convinced of its severity. Our year-long exploration of standards, of program options, and of the resources of Greater Cleveland was fruitful. The Communications Skills Study Group, a committee of thirty-seven business executives, lawyers and judges, educators, health and human service professionals, labor leaders, and religious leaders, can now present strong recommendations to the community.

We began and ended our work with a commitment to literacy. The ability of the people of Greater Cleveland to use language with power is the key to personal and community health and growth. Standards and expectations for language competence have increased in our community as in society as a whole. We must keep pace with both economic and educational changes by providing comprehensive literacy services and by reducing barriers to participation in literacy development.

The Communications Skills Study Group visited over fifty literacy programs and spoke with hundreds of professionals in adult education, literacy training, and human resource development. We compared the programs and methods we discovered to what we understand to be the strengths of our community in meeting an enormous challenge. We familiarized ourselves with research, theory, and practice in the area of literacy. We read the reports of other task forces and commissions concerned with learning, skills for the workforce, and educational reform.

We end our work with a clear commitment to action. We ask you to share both responsibility for action and a commitment to the achievement of the positive changes called for in our recommendations. On behalf of our fellow Study Group members, we ask you to join us in a commitment to literacy.

The Honorable Ann McManamon  
Ohio Court of Appeals  
Chair

Dr. Frederick D. Holliday, Superintendent  
Cleveland Public Schools, 1982-1985  
Co-Chair

Mr. Frederick Unger, Director, Community Affairs  
Eaton Corporation  
Co-Chair



# The Communications Skills Study Group

## CHAIR

The Honorable Ann McManamon  
Ohio Court of Appeals

## CO-CHAIRS

Dr. Frederick D. Holliday\*  
Superintendent, 1982-85  
Cleveland Board of Education

Mr. Frederick B. Unger  
Director, Community Affairs  
Eaton Corporation

Dr. Rondle Edwards\*  
Superintendent  
Portsmouth City Schools  
(Former Superintendent of East Cleveland City Schools)

## MEMBERS

Mr. William Avery  
Regional Administrator  
Ohio Department of Youth Services

Mr. William Eyman  
Associate Director  
United Labor Agency

Mr. Gilbert Barley  
Communications Director  
Automotive Worldwide Sector  
TRW, Inc.

Mr. Joseph Garcia  
Associate Director  
Greater Cleveland Neighborhoods  
Association

Dr. Richard Boyd  
State Superintendent of Education  
Mississippi State Department of Education  
(Former Superintendent of  
Lakewood Public Schools)

Dr. Reginald Green  
Assistant Superintendent for Curriculum  
Cleveland City School District

Dr. Glenn Brown  
Senior Vice President  
of Technology and Planning  
The Standard Oil Company (Ohio)

Mr. James Griswold  
Partner  
Baker & Hostetler

Ms. Sondra Hardis\*\*  
Program Associate  
The Standard Oil Company (Ohio)

The Honorable John F. Corrigan  
Cuyahoga County Court of Common Pleas  
Juvenile Court Division

Mr. William R. Heideloff  
President, Chief Operating Officer  
and Director  
The Broadview Savings and Loan Company

Ms. Helen Horvitz Danzinger  
Speech-Language Pathologist  
South Euclid-Lyndhurst Public Schools

Mr. David Hessler, President  
Cleveland Lutheran High School Association  
Partner, Wegman, Hessler, & Vanderberg

Mr. Henry Doll\*\*  
Associate Director  
The George Gund Foundation

Dr. James B. Hyman, President\*\*  
Private Industry Council  
of Cleveland and Cuyahoga County

Ms. Marjorie Hall-Ellis  
Director  
Cuyahoga County Welfare Department

The Honorable Stephanie Tubbs Jones  
Cuyahoga County Court of Common Pleas

\*Dr. Holliday, who replaced Dr. Rondle Edwards as co-chair in June of 1984,  
died shortly before the release of this report.

\*\*Mr. Doll, Ms. Hardis, and Dr. Hyman served as ex-officio members.

Mr. Eugene Kolach  
President  
Cleveland Teachers Union

Mr. John F. Lewis  
Partner  
Squire Sanders & Dempsey

Dr. Virginia Lindseth  
Director of Studies and  
Assistant Director of Lower School  
University School

The Most Reverend James Lyke, O.F.M.  
Auxiliary Bishop  
Diocese of Cleveland

Ms. Dorothy Merchant  
Associate Professor of English  
Cuyahoga Community College

Dr. David Mitchell  
Vice President, Educational Planning  
Cuyahoga Community College

Mr. Michael Murphy  
Executive Director  
United Labor Agency

Ms. Nancy Oakley  
Director  
Project: LEARN

Mr. Peter Osenar  
Vice President of Human Resources  
Ameritrust Company

Mrs. LaJean Ray  
Program Director  
Harvard Community Service Center

Mr. Leo Reichard  
Vice President, Marketing  
Ohio Bell Telephone Company

Mr. William J. Reidy  
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Coopers and Lybrand

Ms. Jane Schierloh  
Program Director, Merrick Institute  
Merrick House Settlement

Dr. T. Douglas Stenberg  
Headmaster  
Hawken School

Mr. Wesley Toles  
Vice Chairman  
First Bank National Association

Sister Christine Vladimiroff, O.S.B.  
Secretary for Education  
Diocese of Cleveland

#### FUNDERS

The work of the Communications Skills Study Group was made possible by the generous contributions of these institutions committed to literacy:

The Cleveland Foundation

Cuyahoga Community College

The Eaton Corporation

The George Gund Foundation

The Ohio Board of Regents

The Standard Oil Company (Ohio)

The Treuhaff Foundation

The White Charitable Trust

#### STAFF

Cuyahoga Community College provided the following staff for the Study Group:

Dr. William L. Burges  
Vice President for Development

Ms. Ann Korenchan  
Staff Assistant

Dr. Lily A. Klot  
Director of Program Development

Ms. Dorothy J. Shimelonis  
Administrative Assistant

## A COMMITMENT TO LITERACY

Literacy is the fundamental skill essential to learning and individual accomplishment, and is the keystone of social civility and growth in a complex modern democracy. Our community's aspiration to continue as a center of industry and commerce demands a highly skilled populace. If we are to define our future and not leave it to chance or to the vagaries of national events and international economic change, then we must address severe basic skills problems among youth and adults.

The members of this Study Group recommend to the people of this community that we take focused action to revitalize our economy, encourage investment in Greater Cleveland, reduce unemployment, increase our productivity, and improve the quality of life for all in a better Cleveland.

However, if we are to accomplish any of these goals, much less all of them, the essential first step is to ensure that our people are literate. We need a literate Cleveland in which skills in reading, writing, speaking, listening, and reasoning are the hallmark of our citizens.

Yet in the face of this imperative, Cuyahoga County carries a terrible burden: like a fifth horseman of the Apocalypse, illiteracy blights the lives of 20 percent of our population.



## AN INTOLERABLE BURDEN

Illiteracy is an intolerable burden in Cleveland and Cuyahoga County. Based on our analyses, we estimate that nearly 200,000 adult citizens of the county's 1,110,098 people 18 years of age or older are, for all practical purposes, illiterate. They lack the skills needed for economic and educational advancement. The dimensions of the problem are illustrated by the following:

- o U.S. Census data reveal that 49 percent of the adults in the city of Cleveland have not completed high school, compared to 38 percent of American adults. More than 130,000 adults in Cuyahoga County have completed less than nine years of schooling.
- o Many more who completed school never attained the skill levels required to participate in training for today's jobs, according to nationwide data from the National Assessment of Educational Progress and interviews with local employers and training specialists.
- o The Cleveland Public Schools' student dropout rate is double the national average. According to the schools' own data, nearly half the students who begin grade 9 do not finish high school. Low basic literacy achievement is a prime cause of the problem. The number of school dropouts and unskilled graduates in Cuyahoga County increases by over five thousand each year.



- o Absenteeism in Cleveland schools runs to one-sixth of those enrolled.
- o Over 26 percent of Cuyahoga County high school graduates and 51 percent of Cleveland graduates who enter state-supported colleges and universities sit in remedial English classes, compared to 15 percent requiring remediation from the rest of the state.

### Tragic Human Costs

As alarming as these data are, our concern extends beyond statistics and their interpretation to include the grim human consequences of illiteracy. It is not simply that illiterates are unable to realize their full potential. Most of them are unable to define it, much less realize it, and are rarely able to contribute fully to the economic or civic improvement of Greater Cleveland.

Of more fundamental human concern is that illiteracy means many adults are unable to read to their children; to read the scriptures of their faith; to read instructions for medications, household products, or job applications; to comprehend local, national, and international events through the newspaper; to advance in their jobs if they are fortunate enough to be employed; or even to hold their heads high because revealing illiteracy often causes shame or embarrassment.

## Economic Consequences

Equally grim are the social costs and inefficiencies of illiteracy in the Cuyahoga County economy. These costs approach \$225 billion nationally each year (an amount nearly equal to the federal budget deficit). We estimate that illiteracy costs Cuyahoga County about \$2 billion annually in lost productivity, welfare payments, delinquency and more serious crimes, unrealized tax revenues, and remedial training programs.

But these estimates only begin to capture the economic dimension of illiteracy. It is best understood as an enormous burden borne by our community as it increases its efforts to revitalize its neighborhoods and develop new prosperity grounded in a more diversified economy. Our human resources, always a source of civic pride in industrial Cleveland, are in danger of becoming a liability. Without better literacy skills we will be unable to compete in an economy based increasingly on information, service, and advanced manufacturing enterprises with rivals from the Sun Belt, other metropolitan areas, and abroad.

As long as a substantial part of our population lacks the most rudimentary tool of learning, it is likely that unemployment and social service costs will remain high. And the region's economy will remain in decline. Why? Because our workforce is not ready to meet the growing demands of the workplace at a time when we already are unable to justify this region's relatively high labor costs --- about 18 percent higher than the national average. Employees incapable of growth and learning cannot possibly cope with the changes in work that will occur in their lifetimes.

Corporate leaders consistently tell us that pre-employment interviews and tests usually screen out "primary illiteracy" in new employees. But elementary literacy is not enough in today's climate. Corporations are eager to train and retrain workers and to add to their value by expanding their job skills.

Demonstrating the ability to read and write, therefore, is barely enough to get the entry-level employee into a job in a business willing to provide additional training. Unless new employees can demonstrate the other desirable traits, including a mastery of basic mathematics and eagerness to produce, they run the risk of not being hired or of early termination.

Also, the economy suffers productivity losses when employees do not have basic skills. For example, in one company a worker wasted \$700 worth of sheet steel in a single morning because he could not use a ruler. In another, 70 percent of outgoing correspondence must be retyped because of spelling and punctuation errors. And a naval recruit caused \$250,000 worth of damage because he could not read a repair manual.

According to a recent study, 75% of the Fortune 500 companies offer remedial training to employees. American businesses are spending \$40 billion a year to fill the gaps left by inadequate schools and colleges.

Education is the business of the schools and a focal point for the entire community. The Cleveland community must stop the production of more unskilled people, a group being produced far faster than we can correct the problem. As one of the Study Group members observed: "If we don't plug the pipeline, we'll be flooded by illiteracy."

## ESSENTIAL CONCLUSIONS

During the Study Group's year-long review of illiteracy, it found five essential messages to which the citizens and leaders of Greater Cleveland must respond:

- o As we move from an industrial age to an information age, the inability of many Clevelanders to apply basic language skills is unacceptable.
- o For the individual, illiteracy is the one certain way to limit access to education, job training, and employment.
- o Some solutions exist and we can replicate those and invent more. We know how to teach illiterate youth and adults. The challenge is to teach them well, to teach them enough, and to teach enough of them.
- o Organized educational programs to combat illiteracy receive inadequate support and reach 4% of the national population in need and only a tiny fraction of those in need locally.
- o Personal and structural barriers to learning are severe. Crisis-oriented time schedules, lack of reliable childcare and transportation, disincentives such as choosing between student aid or financial public assistance, physical and perceptual handicaps, a persistent sense of failure, and cultural roadblocks are major impediments to many of our citizens who need remedial help the most.



## WHAT WE MUST DO

Cleveland must immediately begin to invest in the human capital essential to the continuation of civic pride and economic health.

Its investment goal, the eradication of the scourge of illiteracy throughout the community, requires action on three fronts:

- o reducing adult illiteracy;
- o eliminating basic skills deficits in high school youth; and
- o improving communications skills among the workforce.

Greater Cleveland needs a broad-based coalition of community and civic leaders committed to demanding and rewarding high standards of literacy and dedicated to urging the community to provide a diverse array of services for adults and youth. The community must set its sights high with a goal nothing short of providing literacy services at locations close to all who need them, along with the support systems essential to all those who want to use those services.

Our recommendations constitute a Campaign for Literacy for Greater Cleveland. They are aimed at upgrading our human capital by tapping community leadership, encouraging leadership for literacy, building on our strengths to identify targets of opportunity, removing bureaucratic barriers to education and personal growth, and developing new options for the poorly prepared and served.

We first describe the major elements of the Campaign for Literacy and then recommend specific roles for all who should be concerned about literacy in our community.

## ESSENTIALS FOR ACTION

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### COALITION FOR LITERACY

The Study Group recommends the formation and incorporation of a Coalition for Literacy, a not-for-profit advocacy group seeking institutional change and public commitment to combat illiteracy in Greater Cleveland.

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Members of the Coalition would include political and business leaders, educators currently involved in literacy initiatives, and representatives of libraries, community organizations, religious groups, labor unions and other citizens willing to assume leadership in addressing literacy issues.

Specific functions of the Coalition should include:

- o promoting public awareness of the problem of illiteracy;
- o providing evidence and guidance to the community about workable solutions;
- o initiating program development efforts and assisting with their implementation;
- o setting standards for literacy against which programs should be measured; and
- o developing a strategy for setting priorities and implementing recommendations of the Study Group and others which become apparent in the Coalition's work.

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## THE GREATER CLEVELAND COMPACT

The Study Group recommends the development and implementation of a Greater Cleveland Compact recording the agreement that Cleveland business with entry level positions will provide early opportunity in job seeking for Greater Cleveland high school graduates whose secondary school credentials meet specified standards of improved academic performance and personal behavior agreed to by school officials.

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The Greater Cleveland Compact would be a major voluntary program between Cleveland business and schools. We recommend that the principal signers of the Compact be the Cleveland Public Schools and other school systems, the Greater Cleveland Growth Association and its Council of Smaller Enterprises, the United Labor Agency, and the Private Industry Council, modeling its program on the successes of Boston and Cincinnati.

Essential elements of the Compact include the following:

- o higher standards and performance assured by the schools;
- o early opportunity hiring for entry level jobs for qualified school graduates; and
- o in-school job development and counseling programs.

First steps in implementing such a Compact would include a market survey to determine the availability of entry level jobs, implementation of a clear process for establishing standards, and specification of roles for in-school job developers and counselors.



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## AGENDA FOR SCHOOLS AND COLLEGES

The Study Group recommends that the Coalition take the lead in the development of a policy and action agenda for literacy by the schools and colleges of Cuyahoga County. We ask for the participation of boards, citizens, educators, and students in setting an agenda for each school and college.

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Our schools should not be made the scapegoat of the situation the Study Group has described; nevertheless, without major improvements in school performance we stand little chance of addressing this problem effectively.

Key elements of an effective policy agenda for the schools must include:

- o adoption of specific communications standards as a top priority of every board of education in the region and rigorous enforcement of standards for promotion and graduation;
- o evaluation to ensure measurement of performance, and regular reports of progress to the community;
- o design and implementation of programs to achieve specified standards, to remove barriers to effective teaching, and to provide improved teaching materials, computer assisted instruction, and individual attention as needed;
- o identification of motivating educational experiences in and out of the classroom to instill the value of learning in students;

- o expansion of preservice training and inservice staff development in reading and writing instruction for teachers, administrators, and volunteers;
- o development of early childhood education programs that instill the importance of literacy and learning in the very young;
- o early prevention of school failure through screening to assure prompt attention to learning disabilities and to avoid costly after-the-fact remediation;
- o provision of access to learning tools and classroom space outside regular school hours; and
- o expansion of options that offer credit and other incentives to students who tutor in high quality programs.

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#### TUTOR CORPS

The Study Group recommends the development of a trained cadre of paid and volunteer tutors.

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We expect to recruit tutors from professionals, business and government workers, people employed in the home, college and high school students, work-study grantees, and retirees seeking to make specific new contributions to the community.

Tutor Corps members should be trained by established practitioners to meet the needs of both those learning to read and those agencies with existing literacy programs.

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## SERVICE EXPANSION

The Study Group recommends major expansion of existing literacy services.

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Many individuals and organizations in Greater Cleveland are already struggling to achieve literacy. They persist with little community recognition and painfully scarce resources. We must improve their chances for success.

Of critical importance are:

- o the development of programs and curricula to serve people with elementary reading skills, but not ready for high school work or technical training;
- o the delivery of services at a variety of comprehensive literacy centers serving everyone from non-readers to citizens preparing for the high school equivalency test;
- o the expansion of learning sites located near those in need, in neighborhood centers, shopping malls, churches and synagogues, libraries, schools, police and fire stations, and on the job;
- o the enhancement of programs and options for the traditionally underserved, including young males and non-native English speakers; and
- o the development of opportunities for parents and children to learn together.



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## COORDINATED SOCIAL SERVICES

The Study Group recommends priority attention to a variety of social service needs of youth and adults receiving literacy training.

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Expanding literacy services is of limited value if those in need are unable to take advantage of them. Sustained attention must be directed to removing the personal and social barriers that block people from using these services. A program to dismantle these barriers should include:

- o combination of literacy services, public assistance programs, and social services whenever appropriate;
- o examination of methods to avoid reductions or discontinuation of food stamps and general relief during periods of grant or training income in literacy programs; and
- o accessible child care, transportation, and employment counseling for literacy students;

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## TARGETING RESOURCES

The Study Group recommends that the funds required to resolve these problems be secured by reallocating existing resources and developing new sources of support from the private sector.

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Reducing illiteracy is expensive. In the long run, tolerating it costs far more. The Study Group urges the entire community to focus its will and wit to marshalling the resources needed for this great effort. We should:

- o fully utilize existing classroom space and make use of underutilized public and private buildings;
- o maximize use of volunteers, donated equipment and computers, and other instructional technology;
- o expand corporate and philanthropic giving for literacy development;
- o modify public assistance and financial aid regulations that penalize or discourage literacy training;
- o attract Federal funds including Community Development Block Grant monies, Student Financial Aid, Job Training Partnership Act, and new categorical sources for the literacy effort; and
- o target assistance from the Ohio Board of Regents, the State Department of Education, the Department of Human Services, the Ohio Bureau of Employment Services, the Department of Youth Services, other Ohio Departments, and local institutional sources including county welfare, juvenile justice, and school and college funds.

These recommendations are the core of the Campaign for Literacy proposed by the Communications Skills Study Group. The simple statement of these objectives is only the beginning. Success requires that all elements of the Cleveland community understand clearly and participate in the effort to combat illiteracy.

## EACH OF US MUST PLAY A PART

The Greater Cleveland Communications Skills Study Group believes our community's continuation as a great center of commerce and culture demands a highly skilled populace. To ensure that our people are literate---that reading, writing, speaking, listening, and reasoning skills are widely attained---each of us bears some of the burden. Each of us must play a part:

- o Governor Celeste: Designate illiteracy as a strategic problem to be addressed by the State of Ohio. Recognize, support, and target resources for Greater Cleveland as a model of commitment to literacy, and begin a Statewide Campaign for Literacy.
- o Mayor Voinovich, the Board of Cuyahoga County Commissioners, Cleveland City Council and other Elected Officials: Convene the Coalition for Literacy called for by this Study Group. Lend the full weight and authority of your offices to support literacy efforts, by encouraging employees to enlist in the Tutor Corps and developing human service and training programs that confront illiteracy among the unemployed and public assistance recipients. Target resources and create incentives for literacy development among youth, unemployed citizens, public assistance recipients and adults lacking minimum basic education as well as other high need groups.



- o **Business, Government and Philanthropies:** Support the Greater Cleveland Compact called for in this report by challenging state and local education officials to make a new investment in literacy. Provide volunteer leadership and financial support in the development of a Coalition for Literacy. Encourage employees to join the Tutor Corps and contribute to literacy development. Help obtain space, equipment, and publicity for literacy programs. Take steps for your own employees to ensure their literacy and productivity.
- o **Schools, Colleges, and Universities:** Make youth and adult literacy a top priority and intensify efforts to increase language skills. Support tutoring activities by assigning staff, experts, volunteers and classroom space to community programs. Encourage students and graduates to tutor. Join the Greater Cleveland Compact called for in this report.
- o **News Media:** Take leadership in making the community aware of the problem of illiteracy and the potential of existing and new solutions, and help recruit volunteers for the Tutor Corps.
- o **Human Service and Religious Organizations, Libraries, and Voluntary Groups:** Adopt adult literacy as a major priority. Open your doors and your networks of concerned citizens to the Tutor Corps and literacy programs.
- o **Parents, Students, and Citizens:** Shoulder your obligation to see to it that you and your family are prepared to master challenges and take advantage of opportunities. Come forward with a personal declaration and lasting commitment to your own literacy. Join the Tutor Corps.

The Greater Cleveland Communications Skills Study Group is not the first, and may not be the last, to point with grave concern to problems of illiteracy in Cleveland. However, it is the first to insist, as a first principle and not simply an afterthought, that the continuation of widespread illiteracy in Cleveland puts the economic future of the City at increased risk.

Clevelanders created a city in what was once a wilderness; we built it into one of the great industrial centers of the country; we have weathered depressions and the economic changes forced on the Midwest by changing international markets. Our civic and cultural leaders have worked to improve and expand education, to channel major resources toward correction of community problems which threatened the city's economic health and well-being.

This history gives us every confidence that the leadership exists to rid Cleveland of the scourge of illiteracy. We ask the Cleveland community to join us in this effort and pledge its resources to literacy in Greater Cleveland.

Now is the time for action. With history as its guide, the Study Group is confident that we can succeed.

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Appendix A  
SOURCES: PROGRAMS AND ORGANIZATIONS

The Communications Skills Study Group was assisted in constructing its picture of illiteracy and of the steps being taken to combat it through site visits and correspondence with the following programs and organizations:

Adult Basic Education Program, Office of Adult and Continuing Education,  
Cleveland Public Schools, Cleveland, Ohio

Adult Education Tutorial Program, Denver, Colorado

Adult Literacy and Basic Skills Unit, Department of Education and Science,  
London, England

Adult Literacy Initiative, U. S. Department of Education, Washington, D. C.

Adult Performance Level Project, University of Texas at Austin, Austin, Texas

American Reading Council, LTD, New York, New York

Boston Adult Literacy Initiative, Neighborhood Development & Employment  
Agency, Boston, Massachusetts

Boston Compact, Boston School Committee, Boston, Massachusetts

Brooklyn High School, Reading Center, Brooklyn, Ohio

Brooklyn Memorial Community Youth Center, Cleveland, Ohio

Business Council for Effective Literacy, New York, New York

California Adult Student Assessment System, San Diego, California

California Literacy Campaign, California State Library, Sacramento, California

California Roundtable, San Francisco, California

California State Dept. of Education, Office of Adult, Alternative, &  
Continuation Education Services, Sacramento, California

Center for Literacy, Inc., Philadelphia, Pennsylvania

Center for Social Policy and Community Development, Temple University,  
Philadelphia, Pennsylvania

Coalition of Adult Education Providers, Brooklyn, New York

Community College of Philadelphia, Learning Lab, Philadelphia, Pennsylvania

Comprehensive Tutoring Center, Inc., Shaker Heights, Ohio

Contact Literacy Center, Lincoln, Nebraska

Control Data Corporation, Independence, Ohio



Council for the Advancement of Experiential Learning, Columbia, Maryland  
Cuyahoga Valley ABE/GED Program, Brecksville, Ohio  
Designs for Change, Chicago, Illinois  
Detroit Board of Education, Department of Adult Education, Detroit, Michigan  
District of Columbia Public Schools, Volunteer Services and Training Branch,  
Washington, D. C.  
East Cleveland City Schools, Language Laboratory, Cleveland, Ohio  
Education Commission of the States, Denver, Colorado  
Grammar Hotline, Tidewater Community College, Virginia Beach, Virginia  
Harvard Community Service Center, Cleveland, Ohio  
Lakewood City Schools, Lakewood, Ohio  
Laubach Literacy International, Syracuse, New York  
Literacy 85, St. Paul, Minnesota  
Literacy Volunteers of America, Inc., Syracuse, New York  
Literacy Volunteers of Chicago, Inc., Chicago, Illinois  
Loretta Heights College, Denver, Colorado  
Los Angeles Public Library System, Los Angeles, California  
Lutheran Settlement House Women's Program, Philadelphia, Pennsylvania  
Mayor's Commission on Literacy in Philadelphia, Philadelphia, Pennsylvania  
Merrick Settlement House, Cleveland, Ohio  
National Adult Literacy Project, U. S. Department of Education,  
Washington, D. C.  
National Adult Literacy Project, Far West Laboratory for Research &  
Development, San Francisco, California  
National Commission on Excellence in Education, Washington, D. C.  
National Learning Center, Learning Opportunities Center (Options),  
Washington, D. C.  
National School Volunteer Program, Alexandria, Virginia  
Nationalities Service Center, Philadelphia, Pennsylvania  
North Adult Education Center, Columbus, Ohio

North Olmsted Schools, ABE Program, North Olmsted, Ohio  
Operation LIFT, Literacy Instruction for Texas, Dallas, Texas  
Operation Mainstream, New Orleans, Louisiana  
Project: LEARN, Cleveland, Ohio  
Project ABLE, Central Piedmont Community College, Charlotte,  
North Carolina  
Project THINK, Cleveland Public Schools, Cleveland, Ohio  
Reading Naturally, Nutley, New Jersey  
Reading is Fundamental, Inc., Smithsonian Institution, Washington, D. C.  
Remediation and Training Institute, Alexandria, Virginia  
San Francisco Literacy Coalition, San Francisco Public Library, San  
Francisco, California  
Southern Coalition for Educational Equity, Jackson, Mississippi  
St. Louis Community College at Forest Park, Network of Adult Basic  
Education, St. Louis, Missouri  
Technical Education Center, Community College of Denver, Denver, Colorado  
Tennessee State Office of Career/Community Education and School Volunteer  
Services, Nashville, Tennessee  
Townsend Reading and Learning Centers, Chagrin Falls, Ohio  
U.S. Army Research Institute, Washington, D.C.  
U.S. Naval Training Command, San Diego, California

Appendix B  
SOURCES: PUBLISHED MATERIALS

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(1984)

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS--UNRESTRICTED--UNAUDITED

GREATER CLEVELAND ROUNDTABLE

	Year Ended December 31, 1984		Year Ended December 31, 1985
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<b>Receipts:</b>			
Contributions, including rent of \$29,000	\$247,363	\$266,955	\$290,400
Interest income	17,420	-0-	15,813
<b>TOTAL RECEIPTS</b>	<u>264,783</u>	<u>266,955</u>	<u>306,213</u>
<b>Disbursements:</b>			
Payroll	97,312	135,000	160,000
Employee benefits	27,275	32,000	30,000
Office furniture and equipment	1,938	1,435	600
Telephone expense	6,275	7,000	8,200
Office supplies	2,173	1,800	3,000
Program services	6,345	12,000	15,000
Printing and copying	5,277	10,000	8,000
Postage	2,058	2,700	3,600
Publications and subscriptions	442	1,000	1,000
Local business expense	7,643	12,000	10,000
Travel	874	2,000	2,000
Rent	29,000	29,000	29,000
Moving	-0-	1,020	-0-
Consultant services	8,131	20,000	20,000
Other	1,728	-0-	-0-
<b>TOTAL DISBURSEMENTS</b>	<u>196,671</u>	<u>266,955</u>	<u>290,400</u>
<b>Excess of receipts over disbursements</b>	<u>\$ 68,112</u>	<u>\$ -0-</u>	<u>\$ 15,813</u>

[1984]

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS—RESTRICTED—UNAUDITED

GREATER CLEVELAND ROUNDTABLE

	Race/Ethnic Relations Survey		Labor Management Conference		Plant Closing Study		Police/Community	
	Year Ended		Year Ended		Year Ended		Year Ended	
	December 31, 1984		December 31, 1985		December 31, 1984		December 31, 1985	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Receipts:								
Contributions		\$1,500		\$15,000		\$15,000		
TOTAL RECEIPTS		1,500		15,000		15,000		
Disbursements:								
Race/Ethnic Relations Survey	\$ 1,530	1,500	15,000					
Labor Management Conference			10,371					
Plant Closing Study								
Police/Community/Media Workshop					\$ 500			
Economic Forum								\$ 5,596
TOTAL DISBURSEMENTS	1,530	1,500	15,000	10,371	500			5,596
Excess (deficiency) of receipts over disbursements	\$(1,530)	\$ -0-	\$ -0-	\$ 7,129	\$ -0-	\$ (500)	\$ -0-	\$(5,596)

35	Plant Closing Study		Police/Community/Media Workshop		Economic Forum		Total Restricted		
	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended	Year Ended
	December 31, 1984	December 31, 1985	December 31, 1984	December 31, 1985	December 31, 1984	December 31, 1985	December 31, 1984	December 31, 1985	December 31, 1985
	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
					\$ 5,300		\$22,800	\$1,500	\$30,000
					5,300		22,800	1,500	30,000
							1,530	1,500	15,000
\$ 500							10,371		15,000
							500		
			\$ 5,596				5,596		
			5,596				8,368		
					8,368		26,365	1,500	30,000
\$ (500)	\$ -0-	\$ -0-	\$ (5,596)	\$ -0-	\$ (3,768)	\$ -0-	\$ (3,565)	\$ -0-	\$ -0-

WRHS







Progress Through Unity

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James M. Whitley  
Cheryle A. Wills  
John W. Young

**BOARD OF TRUSTEES MEETING**

January 28, 1985 -- 7:30 a.m.

UNION CLUB -- PARLORS 5,6,7

**AGENDA**

\* **MINUTES**

\* **BUDGET & FINANCE REPORT -- J.R. Miller**

\* **REPORT: Dome Committee -- W.E. MacDonald**

\* **DISCUSSION: Catholic Bishops' Pastoral Letter on the U.S.  
Economy -- Bishop A.M. Pilla**

\* **OTHER BUSINESS:**

\* **Retreat --** The evening of May 3rd and May 4th have been tentatively set aside for our retreat. Please reserve these dates on your calendar.

\* **NEXT MEETING DATE -- Monday, March 13, 1985**

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GREATER CLEVELAND ROUNDTABLE  
BOARD OF TRUSTEES MEETING  
Monday, January 28, 1985  
UNION CLUB -- 7:30 A.M.

MINUTES

ATTENDANCE:

J.R. Miller, Chairman  
S.S. Austin  
C.F. Hoover  
S.C. Pace  
D.G. Hill  
W.E. MacDonald  
K.B. Bonutti  
E.C. Coaxum, Jr.

J.T. Collinson  
B. Cope  
T.F. Gilbane, Jr.  
R.H. Holdt  
K.N. Horn  
W.M. Jones  
D. Namkoong  
Rev. A.M. Pilla

*D.G. Silver*  
D.V. Ragone  
Fr. D. Rodriguez  
J. Stempuzis  
C.A. Wills  
J. Lipscomb  
Mayor G. Voinovich

MINUTES: Approved as distributed.

BUDGET AND FINANCE REPORT -- J.R. Miller

YEAR-END REPORT: Mr. Miller noted that actual expenditures were 75% of what was budgeted. We did a good job with respect to expense controls and finished 1984 in good shape. We continue to meet the policy of keeping six months cash on hand.

FUND-RAISING: We are trying to meet a need for increased funds by expanding our list of contributors. We probably will not yield too much from the expanded list this year; hopefully the list will bear fruit the next time around. All fund-raising letters to potential contributors have been mailed. Julien McCall is doing a fine job working with the team captains.

DOMESTIC COMMITTEE REPORT -- W.E. MacDonald

Mr. MacDonald informed the Board that the Dome Committee has met once and will hold its second meeting today. It is a broad-based committee. Representatives from the Cleveland Browns and Cleveland Indians have been added. Mr. MacDonald stated that the members work well together. He has never seen a more cooperative spirit. So far, there has been little evidence of "playing politics." The committee has three subcommittees: 1) FINANCE -- Mary Boyle, Chairman; 2) LOCATION -- William Boykin, Chairman; 3) SIZE/USE/CONFIGURATION -- Albert Ratner, Chairman.

Mr. MacDonald informed the Board that it was at the suggestion of the Roundtable's Executive Committee that the Dome Committee was established. He indicated that he has the good fortune of heading another exciting project, the Waterfront Committee which should be kept on the same level as the Dome Stadium Committee.

The Mayor thanked Mr. MacDonald for his work. He indicated that Mr. MacDonald is doing a great job and is spending many hours on these projects. Mr. Miller told Mr. MacDonald that he is pleased he is enjoying his retirement. He provides inspiration for all of us. Mr. Miller said that these projects require a tremendous amount of time and effort.

DISCUSSION: CATHOLIC BISHOPS' PASTORAL LETTER ON THE U.S. ECONOMY -- Bishop A.M. Pilla

Mr. Miller indicated how pleased he was that Bishop Pilla had agreed to lead the discussion on the Bishops' Pastoral Letter. Bishop Pilla then introduced Dr. Michael Lavelle, S.J., an Economist and member of the faculty, John Carroll University.

(continued on page 2)

Dr. Lavelle also serves on the Drafting Committee, which produced the document.

Bishop Pilla expressed his appreciation to the Roundtable for making it possible to discuss the Pastoral Letter with the members of the Board. He indicated that he had requested time because of his respect for members of the Roundtable. He stated that one of the issues that keeps coming up is why the Bishops would develop a Pastoral Letter on the economy. Some people feel it is not appropriate for them to comment on this issue.

Bishop Pilla indicated that it is his understanding that the First Amendment does not attempt to silence religious institutions, but rather guarantees them the right to be heard in the public arena. Since we are in a free, pluralistic society the Church has a right to address these issues; to guide its members; to contribute to public policy by creating space for inclusion of the moral and ethical dimensions of these issues. Bishop Pilla further stated that he believes in the separation of church and state, but it can never be a pretext for separation of church and society. The Church shares a concern central to state and a democratic society, i.e., the dignity and rights of the individual. It is for these reasons the Church can speak out on such issues. Bishop Pilla stated that he would resist any attempt to separate church and society and, therefore, would resist any attempt to discuss the economy as a purely technical issue.

Bishop Pilla also indicated that while persons in the religious community have rights they need to be questioned on how they exercise them. He doesn't believe that because an issue is complex, religious voices should be silent. He feels that the Church has an obligation to discuss these issues, however, it needs to consult because it needs to be informed. He made it clear that the Letter is only a draft and that every Bishop in the country has been asked to react to it. He is coming to the Roundtable in the hope of obtaining honest reactions. His purpose is to consult with the members, not to debate the issues.

Dr. Lavelle provided some background information on the Bishops' Committee. He stated that the Drafting Committee was started in 1981. It was comprised of 15 persons: seven committee members, four staff members and four consultants. During 1982, the committee met two days every six weeks. In 1983 and '84 the committee met two days a month. The committee also consulted with a variety of persons from all sectors. It is a consultative process which is very American and differs from the way the German Bishops are handling the Letter. This process has only been used twice by the Bishops: once for this Letter and once for the Letter on Nuclear Arms.

The process was begun by asking the committee members "if they were Bishops and were writing to American Catholics what would they say." Dr. Lavelle indicated that all members of the committee had a hand in writing the draft. He further stated that the Bishops are scheduled to submit the first draft by the end of February. The second draft will be submitted by the end of May and re-submitted to the Drafting Committee for review and modification over the summer. A 2/3 vote is required for passage by the U.S. Catholic Conference.

Mr. Miller asked how the Letter will be utilized. Bishop Pilla stated that it will be dealt with on two levels: 1) principles and authority; 2) applications of principles to special circumstances. He further indicated that locally it will become part of the curriculum in the schools. Programs and seminars will also be developed in the parishes and commissions.



Mr. Namkoong asked the Bishop if non-Catholic views will be factored in. Mr. Jones asked what is the anticipated result of the Letter, i.e., the impact on society. Bishop Pilla stated that there would be wide public debate which would include the moral and ethical dimensions of the issue. It is hoped that the issue will be considered in terms of the common good. He stated that if we don't preserve the common good, individual rights will be jeopardized.

Bishop Pilla further stated that publication of the Letter was delayed until after the election so that it would not appear to be politically motivated. Mr. Stempuzis asked why the Letter is being developed at this time. Bishop Pilla indicated that there were issues that were bothering people. Some people felt that we have entered into a completely new phase of our economy. Others disagreed and felt that this is just an aggravated period. Mr. Stempuzis asked if the Letter is aimed only at the free world or will it address communism. The Bishop made reference to the 1978 Pastoral Letter on communism and Marxism. At that time, they rejected those principles but thought it would be dishonest not to look at capitalism when seeking a balanced view.

There was also concern that recovery is here for some, but not for all. We need to rid ourselves of the myth regarding poverty especially in urban industrial areas such as Cleveland. Dr. Lavelle stated that the committee feels strongly about suffering and an obligation to help the disadvantaged. He feels there are no social ills that will not be helped if we work on unemployment.

The Mayor asked if the Bishops intend to look at the U.S. Economy in relation to the World Economy or ignore the fact that there is a revolution going on with respect to the World Economy. Dr. Lavelle stated that all things being equal, the committee preferred less trade restraints. He also stated that there are national boundaries but there is no such thing as a national economy anymore. All economies are tied together.

In discussing compassion, Mr. Pace stated that we do have it; it is just a matter of what we are going to do about it. Rabbi Silver stated that the opening portion of the Letter is a very confident statement. He said the question of defining justice is a complex one. It needs to be defined in a larger sense. He made reference to the challenge it provides for the Roundtable in dealing with these issues on the local level.

Bishop Pilla indicated one weakness of the Letter is that the policy section does not sustain the quality of the section on principles. It does not delineate a practical plan. He also noted that there is the perception that the Letter is a re-hash of the Democratic platform. There is a need to free the Letter of that identity. Reference was made to the Catholic Lay Commission's report. Dr. Lavelle thought that it was presumptuous of the Commission to publish its report prior to the release of the Bishop's Letter. Bishop Pilla said he has been amazed at the number of persons who have read the Letter and have written five or six pages in response. Some of them are members of the Roundtable.

Bishop Pilla further indicated that he felt the media has attempted to demean the intent of the Letter. Some of their remarks have been simplistic and offensive. Dr. Lavelle stated that the Letter is not a condemnation of the system as anticipated.



The Letter is fairly measured. Mrs. Horn stated that she liked the solutions that do not deal with the production efficiency process. She also indicated her concern for people who have been left out.

Bishop Pilla made reference to the Labor/Management document as an excellent example of the collaboration that is needed regarding these matters. He stated that he will send along a copy to the Bishop's Committee.

Mr. Jones stated that he has been impressed with the work ethic in this country and questioned the role of government. He feels it has created dependency.

Dr. Lavelle stated the Letter does address the problem of the present tax structure. He also informed the committee that 50% of women on AFDC are women who work.

Mr. Miller thanked Bishop Pilla and Dr. Lavelle. He stated that most of us share their concern regarding economic justice. He indicated that if the Board felt a need for further dialogue, he would refer the matter to the Economic Development and Labor/Management Committees.

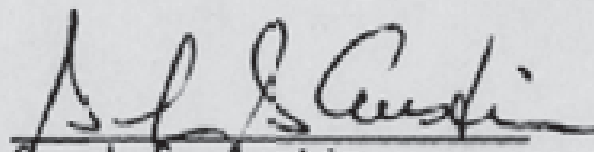
OTHER BUSINESS:

BOARD RETREAT: The members were reminded to reserve May 3-4.

NEW BOARD MEMBERS: Commissioner Virgil Brown has been invited to represent the Commissioners on the Board.

NEXT BOARD MEETING: Monday, March 18, 1985.

ADJOURNMENT: The meeting was adjourned at 9:00 a.m.

  
Sarah S. Austin  
Executive Director  
Greater Cleveland Roundtable

SSA:bav/slg  
3/6/85



(Feb 19, 1985)

Progress Through Unity

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Dr. Walter B. Waetjen  
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Cheryle A. Wills  
John W. Young

## A COMMITMENT TO A NEW ECONOMIC PARTNERSHIP

### PREAMBLE

A clear consensus of the November 2, 1984 Economic Forum sponsored by the Greater Cleveland Roundtable was that providing opportunities for minority businesses to develop into successful enterprises is good for business in general, good for Cleveland, and is good for our nation. For business it means an opportunity to increase profitability, to help stabilize the environment in which business must operate, to ease the tax burden business must bear and to avoid unnecessary intrusion of government into the private sector. For Cleveland it means an opportunity to enhance the diversity of its economic base, to create local jobs, to reduce citizen dependence on public expenditures, to encourage minority youth to adequately prepare themselves for the business environment, and to demonstrate that this community understands the necessity for this activity and will provide such opportunities. For our nation it means an opportunity to increase our competitive status with foreign nations, to alleviate regional economic friction, to strengthen our free enterprise system and to develop greater national cohesiveness among our people.

Dependence on government action will not ensure equal economic opportunity. Government set-aside programs have proved to be only a partial solution for providing access to the mainstream of economic life for minority-owned businesses. This will occur primarily through initiatives from the private sector.

Equal economic opportunity does not mean charity for minority-owned businesses. Rather, it means developing a mutual partnership in which both minority-owned businesses and majority-owned businesses benefit.

### THE COMMITMENT

To ensure equal economic opportunity in the Cleveland area the leaders of business and industry need to make a firm commitment toward its attainment. Such a commitment must begin at the top, with the chief executive officer, and be implemented through the entire management structure. The commitment should be sealed with the adoption of specific policy objectives by individual corporate leaders.

### IMPLEMENTATION

The following are recommendations that will assist both majority businesses and minority-owned businesses in developing a specific course of action.

- 1) Establish a firm procurement policy which provides for fair treatment of minority-owned businesses.
- 2) Establish an internal program to achieve acceptable goals for utilization of minority-owned businesses in specific procurement areas.
- 3) Develop a method for identification of minority-owned businesses as sources for goods and services.
- 4) Designate an individual executive, accountable to the chief executive officer, with responsibility for monitoring and serving as a contact for minority-owned businesses.
- 5) Invite appropriate minority-owned business leaders to make presentations on their capabilities.
- 6) Establish procedures for periodic internal audit of its level of activity with minority-owned businesses.
- 7) Implement a program to publicize its efforts in behalf of equal economic opportunity.

A true partnership requires a commitment from both partners. Hence success in forging a new economic partnership in the Cleveland area entails obligations by minority business. Obviously, a minority business person must show a willingness, and sometimes flexibility, to develop a working relationship with majority firms. Large corporations, for example, often require careful scrutiny of smaller companies with which they do business. This commitment also will involve cooperation with the Greater Cleveland Roundtable in its efforts to serve as a clearinghouse for information on equal economic opportunity.

The Greater Cleveland Roundtable pledges to serve as a conduit for assisting business and industry leaders in implementing their commitment to equal economic opportunity. The Roundtable also will assist in efforts to monitor progress toward the attainment of a majority/minority partnership for equal economic opportunity.

**Greater Cleveland Roundtable**

Eaton Center  
Suite 1830  
1111 Superior Avenue  
Cleveland, Ohio 44114

Sarah Short Austin  
Executive Director

(216) 579-9980

May 8, 1985

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

Dear Rabbi Silver:

I thought you would be interested in seeing a copy of the speech I gave at the Intown Club in January. As you will notice, I used a quote from your recently published article.

Any comments you have would be appreciated.

Sincerely,



Sarah S. Austin

SSA:bav  
Enclosure





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Dr. Walter B. Waetjen  
James M. Whitley  
Cheryle A. Wills  
John W. Young

May 17, 1985

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

Dear Rabbi Silver:

I have enjoyed the opportunity to work with you on the Board of the Roundtable. I feel your participation and support have contributed to the development and progress of the organization.

The Executive Committee, which serves as our Nominating Committee, has recommended you for a new three-year term. I trust you are willing to serve again and, unless I hear from you to the contrary, we plan to present your name for re-election to the Board of Trustees at our Annual Meeting on May 28.

I look forward to working with you in the future.

Best wishes.

Sincerely,

  
John R. Miller  
Chairman

JRM:bav

May 21, 1985

Mr. John R. Miller, Chairman  
Greater Cleveland Round Table  
Eaton Center, Suite 1830  
1111 Superior Ave.  
Cleveland, Ohio 44114

Dear Mr. Miller:

I will be happy to serve another term on the Board of the  
Round Table. Thanks for thinking of me.

Sincerely,

Daniel Jeremy Silver

DJS:mp



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James M. Whitley  
Cheryle A. Wills  
John W. Young

June 21, 1985

Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

Dear Rabbi Silver:

In 1981, the Greater Cleveland Roundtable was established to create a forum for achieving broad-based community consensus in order to bring about constructive change and provide for the solution of problems. Over the last four years, many dedicated people - past and present Trustees of the Roundtable, our staff and a host of individuals and organizations who have assisted us with our task - have worked hard to build bridges of communication and to develop a common agenda on community issues. Each of us, through our membership in the Roundtable, has contributed to this effort and affirmed our support of its objectives.

Fundamental to the Roundtable's mission is the concept that its members will hold differing and often conflicting views, but are prepared to search for consensus on critical issues.

Recently, a group of our trustees expressed concerns about the effectiveness of the Roundtable's structure and the role of the Executive Director in providing a receptive climate for their views and interests. I have since met with them and sought the counsel of several others in an effort to search for a resolution of the differences which have developed. As a result of these discussions, a number of important conclusions have been reached which I would like to pass on to you.

All parties reaffirmed their continuing support of the mission of the Roundtable and the need for it to remain as a vital and effective organization of our community. Consequently, it was agreed that it is important for these differences to be resolved in the context of the Roundtable and that media contacts be avoided to prevent the amplification of differences which can result.

[June 21, 1985]

Rabbi Daniel J. Silver  
Page 2

In order to facilitate resolution of the differences which have developed, it was also agreed to pursue two courses of action.

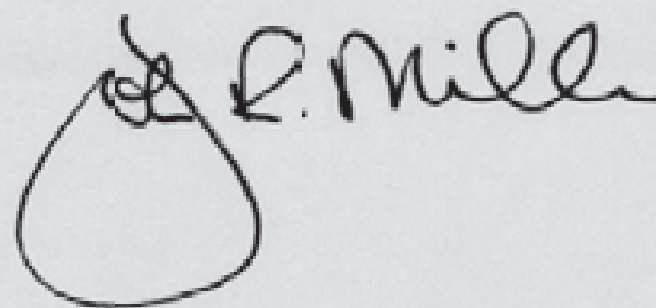
First, we will examine the proper role of the staff in support of the Roundtable organization and its mission. A qualified consultant will be brought in to assist in the conduct of this study.

Secondly, as four years have past since the Roundtable was founded, it was felt this is an appropriate time to review, with the Board's participation, the progress and accomplishments of the Roundtable in relationship to its stated mission and determine if changes in direction should be considered. It is our intention to complete this study in time for review at the September retreat.

In my mind, the differences which have developed, while a threat to our organization, ironically also underscore the value of such an organization. Greater Cleveland is a diverse community. I believe there is great potential in that diversity and the Roundtable is an essential mechanism for harnessing that potential. Each of you has expended considerable time and effort to find ways to work together on difficult issues. I hope that we can continue to count on your commitment to take advantage of the unique opportunity that the Roundtable provides for us to use our collective strengths and abilities for the good of the total community.

As matters progress, I'll keep you advised.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. R. Miller". The signature is written in a cursive style with a large, looping initial "J" and "R".

JRMiller:aml



GREATER CLEVELAND ROUNDTABLE

ANNUAL BOARD MEETING

Tuesday, May 28, 1985 — 7:30 a.m.

Stouffer's Inn on the Square — Versailles Room

JOHN R. MILLER, Chairman

MINUTES

ATTENDANCE: J.R. Miller, Chairman, S.S. Austin, B.P. Foster, C.F. Hoover, Rev. O. Moss, Jr., D.G. Hill, J.J. Dwyer, R.W. Pogue, A. Pinkney, A.B. Ratner, Rev. Dr. H.W. Andersen, N.R. Bliss, W.H. Bryant, J.H. Bustamante, E.E. Cade, B. Cope, K.N. Horn, W.M. Jones, R. McCullough, E.F. Molloy, L. Ozanne, Bishop A.M. Pilla, A.P. Sanchez, Rabbi D.J. Silver, J. Stempuzis, C.A. Wills, Honorable G.V. Voinovich, J. Lipscomb, S.A. Minter.

GUESTS: William Williams -- President, Huntington Bank  
Daniel Dougherty -- Regional Executive, Huntington Bank

PRESENTATION: Youth Opportunities Unlimited -- William Williams and Daniel Dougherty

Mr. Miller introduced Bill Williams and Dan Dougherty. He expressed his appreciation to Mr. Williams for his willingness to take on the chairmanship of Y.O.U. Mr. Miller also expressed his pleasure with the progress of the organization over the past couple of years. He stated that it is a very important program which provides summer jobs for young people who otherwise would not have the opportunity to work. Y.O.U. is the major private-sector jobs program in the Cleveland area. Special appreciation was expressed to Dan Dougherty who has been with the program from the beginning. Mr. Williams stated that he has only been on the job for two weeks and indicated that it would be more appropriate for the board members to hear from Mr. Dougherty.

Mr. Dougherty indicated that Y.O.U. began as a Roundtable program. Four years ago, when Mayor Voinovich requested help from the Roundtable to deal with this urgent community problem, the Board turned this assignment over to the Youth Committee. The chairman of the committee, Lyman Treadway, brought in some of his friends to help. A two-part program was designed: 1) direct employment in the private sector and 2) subsidized community projects. Though we were in a recession, \$500,000 was raised from the private sector during the first year; and 1,000 youth were put to work. 500 youth were employed directly by the private sector; and 500 were employed in community-subsidized projects. In the second year, \$500,000 was again raised from the private sector and 750 youth were directly employed in the private sector.

This year, in addition to trying to raise \$500,000, the organization wants to put 2,000 youth to work; 1,500 in jobs in the private sector and 500 in subsidized community projects. Over 100 youth from the first year have been permanently employed.

One of the most spectacular community projects developed was the community garden which over a two-year period harvested 10 tons of vegetables for the Cleveland Food Bank. Mr. Dougherty informed the Board that Y.O.U. is behind schedule this year in raising the \$500,000 and in securing the projected 1,500 jobs in the private sector. He asked for assistance from the members of the Board. He stated that you are the Roundtable; you are the people who put us in business. In addition to financial help, Y.O.U. needs help identifying jobs. He indicated that the Downtown merchants have been a big help. The members of the Y.O.U. Board are very pleased that for two years the organization has received recognition from the White House.

(continued)

## ANNUAL MEETING

May 28, 1985

Greater Cleveland Roundtable

PAGE 2

Mr. Miller thanked Mr. Dougherty for his presentation. He said that the progress of the organization has been impressive. However, when you look at the statistics much more needs to be done.

Mr. Jones asked how Y.O.U. is dealing with transportation. Mr. Dougherty stated that this is a problem that the organization has been unable to successfully deal with. Mr. Jones also asked about the future of the job-credit provision in the tax code. The Mayor indicated that there needs to be an information program regarding the tax credit program. He also stated that one of the chief attributes of the Y.O.U. program is that young people have the opportunity to work in their own neighborhoods. It is a wonderful program--one of the finest in the country. Mr. Miller agreed that the program is important and urged the Board members to support it.

MINUTES -- Mr. Miller stated that the minutes were not distributed prior to the meeting because of increased demands on staff time. He asked each member of the Board to take a few minutes to review them. The minutes were approved with one correction: "200,000" should be substituted for "2,000" in that portion of the minutes dealing with Judge McManamon's report on Literacy. It should read: "...there are over 200,000 illiterate adults in the Cleveland area."

### BUDGET AND FINANCE STATEMENT -- E.F. Molloy

Approved for the period from April 1 to April 30, 1985. REVENUE: \$45,297.03; EXPENSES: \$19,617.95; CASH ON HAND AS OF 4/15/85: \$331,074.74. Mr. Molloy, who was substituting for Mr. McCall, informed the Board that the revenue portion of the statement seems high because most of the money comes in at the beginning of the year. It represents the bulk of our fund-raising efforts.

FUND-RAISING: Approximately 1/3 of the Fund-raising assignments have not been completed. We need to raise over \$300,000 to have a balanced budget for 1985.

### AUDITED FINANCIAL STATEMENT -- E.F. Molloy

Distributed for the year ending December 31, 1984. Mr. Molloy informed the Board that we have a clear opinion and referred to page two indicating that we raised over \$264,000. We had a \$194,000 cash balance at the end of 1984. The objective is to keep a cash balance of one year in advance. Obviously, we may not be able to do that this year. The report was formally approved.

### EDUCATION REPORT -- W.M. Jones

Mr. Jones indicated that he was giving the report for Bill MacDonald who is out of the country. He stated that education was established as one of the Roundtable's top priorities when it was formed. His introduction to the work of the Roundtable's Education Committee came a few months ago when the committee met with Supt. Holliday and members of the Court in an attempt to facilitate communication between the Court and the School System. Mr. Jones indicated that the Roundtable has established a good liaison with the Interim Superintendent and the majority of the School Board members. The School System, however, is still badly in need of reform; there is still a 50% drop-out rate. Reading scores are down. Last year, out of 3,000 seniors, only 93 took the SAT test. He also stated that there are still major divisions that exist in the Board. There are four slots up for re-election in November. In addition, Mr. Jones stated that the School Board got itself in a

(continued)

cross-fire with the community regarding the search situation. Questions have been raised by members of the community regarding the legitimacy of the search process. This concern has been communicated to members of the Board. Mr. Jones stated that the Interim Superintendent seems relatively strong, has some ideas, and seems able to work with the Judge. The Board and the Superintendent have asked for our help in developing greater community involvement. We have had one meeting with the area ministers. That meeting was dominated by a discussion of the search situation. Another meeting is scheduled for the very near future. Hopefully the forthcoming meeting will be more productive and we can discuss those issues which we had anticipated dealing with in the first meeting. Sarah Austin has been selected to serve on the Search Committee.

Our Education Committee has been requested to serve in an advisory capacity to the School Board's Policy Committee. We have also been asked to help with the Literacy Program and to help provide volunteers for the Summer Reading Program. A sheet was passed around requesting volunteers from our Board.

Mr. Jones recommended that there be some discussion of the forthcoming election and the role of the Roundtable. The Education Committee needs some guidance on this matter. Mr. Pogue stated that it is a technical matter that the Roundtable could not get directly involved in supporting individual candidates.

Mr. Foster questioned whether the majority on the School Board is effective. Mr. Jones stated that there is no attempt to judge what they have done but, rather what they are in a position to do.

Rev. Moss stated that he was concerned about the process and is sorry that it took pressure from the community to get it established. He also expressed concern about the amount of time it took for the School Board members to establish the Search Committee and the amount of time that the committee is allowing for the completion of the assignment--five months vs. two months. He felt the Search Committee process was delayed unnecessarily and that the process itself has created some serious problems.

Mr. Ratner stated that the situation with the schools is the single most pathetic situation in the city. Two things have to happen: good people have to run for office and the community must support them. He also asked if there is anything taking place in the community that would help insure that qualified candidates will run for office. He said that if we go through another full year there is no telling what impact this might have on the city.

Mr. Miller asked when superintendents generally sign their contracts. It was felt that they sign contracts prior to July 1. He said it is probably unlikely that we can get any national candidates at this point.

Ms. McCullough said that the Roundtable needs to use its resources to get qualified candidates for the superintendent's position. She also made reference to her work with the Jennings Foundation. She stated that in America there are a number of people who can do the job. We would be remiss if we do not get candidates on the national level.

The Mayor said it is ridiculous to try to find a new superintendent when there are four vacancies on the School Board.

(continued)



Mr. Ratner indicated that until the Board gets straightened out there is very little that anyone can do.

Mr. Minter said that we are caught in the horns of a dilemma; that the School Board tried to hire the Interim Superintendent for an extended period but pressure from the community made this impossible. He stated that if we are going to say we need a more extensive search we also need to think of extending the term of the Interim Superintendent so that the process can be more orderly. It cannot be done under such severe time constraints. Mr. Minter further stated that the Education Committee should recommend that the Interim Superintendent's contract be extended so that a more appropriate process can be established. It was generally agreed that six months would be a more appropriate time to get the job done.

Mr. Pinkney said the process should begin by publishing the criteria for the position. He also stated that he did not think the Interim Superintendent should be a candidate for the position. He said no one would take the position without a multi-year contract.

Mr. Pogue indicated that the Education Committee is the appropriate body to deal with the situation and to try to get the process changed. Rev. Moss said we need to establish some ground rules for participation. Mr. Lipscomb stated that there is one aspect of the Search Process that has not been mentioned: the severe budget limitation. No funds are available for this purpose. Maybe the Roundtable can provide a modest amount of money to make the process a national search. He stated that the process cannot be a serious one without this financial support. Mr. Minter stated that the last search cost about \$20,000.

Mr. Pinkney stated that it is clear that the Roundtable cannot abdicate its responsibility. He believes the search is not a well-coordinated effort. We should be concerned about the election of School Board members. Education has to be one of the most important issues in the community; that this situation will take some time. Mr. Pinkney indicated that he is willing to get involved and feels that the Roundtable should take a position.

Mr. Jones stated that the Roundtable does want to play an effective role. Mr. Ratner asked if it is acceptable to have Mr. Tutela, the Interim Superintendent, appointed for a year. Mr. Minter indicated that it is the Board of Education which makes the final decision. He recommended that the Roundtable request that there be a valid search and that the membership on the Search Committee be extended or modified.

Mr. Miller stated that there seems to be a clear desire to have the Roundtable involved in this effort; and he requested that the Education Committee follow-up on this matter. He also requested the assistance of Mr. Lipscomb and Mr. Minter.

ELECTION OF TRUSTEES:

Mr. Miller stated that 15 trustees had to be elected: 10 for re-election; five new candidates.

UP FOR RE-ELECTION:

Two-year term:

John J. Dwyer and Julien L. McCall

Three-year term:

Rev. Dr. Henry W. Andersen

Bishop Anthony Pilla

Sarah S. Austin

Albert B. Ratner

George I. Meisel

Alfonso P. Sanchez

Bishop Floyd E. Perry

Rabbi Daniel Silver

(continued)



NEW CANDIDATES: Edward F. Bell -- President & Chief Executive Officer, Ohio Bell Telephone Company  
J. Richard Kelso -- President & Chief Executive Officer, East Ohio Gas Company  
Richard Lobo -- Vice President & General Manager, WKYC-TV Channel 3  
Richard A. Miller -- President, Cleveland Electric Illuminating Company  
Thomas Vail -- Publisher & Editor, The Plain Dealer

Mr. Miller indicated that there were two resignations: Robert Van Auken and John Young.

There was some discussion of the feasibility of having media representation on the Board. Mr. Miller made reference to the memorandum in the members' folders which was developed by Sarah Austin. He indicated that this matter has been discussed on and off ever since the beginning of the Roundtable. Until now, we have been unable to make a decision regarding media representation. After some discussion, all of the candidates, including the two media representatives were approved. All Board members up for re-election were also approved.

Mr. Miller indicated that we need to pay more attention to our communications efforts. In the beginning there was a conscious effort on the part of the organization to maintain a low profile. In the future we will need to consider a communication plan for the organization.

OFFICERS AND COMMITTEE CHAIRMEN AND VICE CHAIRMEN: The following were nominated & approved:

EXECUTIVE COMMITTEE: Chairman: John R. Miller  
Vice Chairmen: E. Mandell de Windt  
Bruce P. Foster  
Carole F. Hoover  
Reverend Otis Moss, Jr.  
Arnold R. Pinkney  
Jackie Presser  
Secretary: David G. Hill  
Treasurer: Julien L. McCall

LABOR/MANAGEMENT FORUM: Chairman: Richard W. Pogue  
Vice Chairmen: Joseph Madzelonka and Stanley Pace

EDUCATION COMMITTEE: Chairman: William E. MacDonald  
Vice Chairman: William M. Jones

HOUSING & NEIGHBORHOOD DEVELOPMENT COMMITTEE: Chairman: Albert B. Ratner  
Vice Chairman: Bruce P. Foster

ECONOMIC DEVELOPMENT & JOBS CREATION COMMITTEE: Chairman: Richard A. Miller  
Vice Chairman: John H. Bustamante

RACE RELATIONS COMMITTEE: Chairman: Edward F. Bell  
Vice Chairmen: Reverend Otis Moss, Jr.  
Bishop Anthony M. Pilla

(continued)

ANNUAL MEETING  
May 28, 1985  
Greater Cleveland Roundtable

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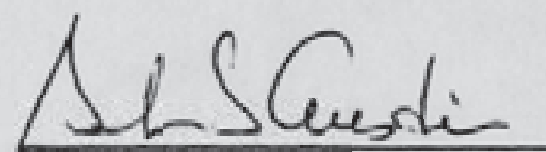
BOARD RETREAT -- The retreat is scheduled for September 13-14 at the Ernst & Whinney Education Center. Mr. Miller reminded the Board members of the importance of this effort and urged each trustee to participate. The purpose is to re-assess our mission; to take a look at what we have accomplished and what we would like to do in the future.

NEXT BOARD MEETING -- Monday, July 29 at 7:30 a.m. in the Eaton Conference Center, 1111 Superior Avenue, 24th Floor.

ADJOURNMENT -- The meeting was adjourned at 9:30 a.m.

SSA:bav  
6/11/85



  
Sarah S. Austin  
Executive Director





# City of Cleveland

GEORGE V. VOINOVICH, MAYOR



## DEPARTMENT OF ECONOMIC DEVELOPMENT

The Cleveland Department of Economic Development was established in November of 1980, to coordinate the City's business development services. This action was taken, knowing that unless every effort was made to retain businesses and create a climate for new investment, jobs for our residents would continue to be lost. Without jobs, tax revenues for vital City services also would be lost. Working as a public partner with private businesses, the Department has made significant achievements during the past three years.

The Department provides services to Cleveland businesses through financing programs, strategic redevelopment projects and site and regulatory assistance. With the smallest City staff in the administration, DED has succeeded in:

- creating or assisting more than 10,000 jobs
- securing more than \$230 million in investment
- providing loans to 1000 businesses
- developing or upgrading more than 225 industrial acres
- filling nearly 1000 business assistance requests

The Financial Assistance Division assists businesses seeking long-term financing by providing direct loans. Utilizing federal and state financing programs through the Cleveland Citywide Development Corporation and City Council, loans are made to businesses. Loan officers help package loans at interest rates below market rate. Essentially, these are tax dollars Clevelanders pay to Washington which the Department has recaptured and brought back to be recycled into the Cleveland economy. An additional benefit is created when the principal and interest are paid back into the City's revolving loan fund. Currently anticipated revolving loan fund revenues will be in excess of \$79.5 million over the next 30 years.

The Development Services Division is engaged in strategic redevelopment projects to create and upgrade industrial sites. Currently, more than 225 acres are being developed or upgraded. Over \$11 million in federal funds have been captured to assist in completing these projects. The Division also helps businesses through its real estate assistance programs, receiving an average of 100 requests per year. Businesses are assisted by referral to real estate brokers or through the Department's building and site inventory. More than 120 requests per year are entertained for assistance with administrative and regulatory relief, including zoning and building code processes and licensing procedures.

The Department of Economic Development has made significant gains assisting businesses and creating a better climate for investment in Cleveland. This has been accomplished with the cooperation of Cleveland City Council, lending institutions, business organizations and neighborhood development corporations. Working with other regional economic development organizations, the City will continue to be an effective partner in a major civic effort to revitalize the Cleveland economy.

June, 1985



# SUMMARY OF ACTIVITY

Since 1980

## FINANCIAL ASSISTANCE

<u>By Program Type</u>	<u>Number of Projects</u>	<u>Project Investment</u>	<u>Loan Amount</u>	<u>Existing Jobs</u>	<u>Projected to be Created</u>	<u>Filled to Date</u>
<u>ALL</u>	80	\$231,057,957	\$49,307,789	5,696	4,531	1,230
<u>AREA</u>						
Downtown	12	142,999,527	28,396,239	3,200	3,317	491
Neighborhood	68	88,058,430	20,911,500	2,496	1,214	739

REVOLVING LOAN FUND -- \$79,500,000.00 -- In excess of \$79.5 million in loan repayments of principal and/or interest will be collected by the City. Interest rates range from 2-12.99% with terms of 1-30 years. Repayments of principal and interest will create additional funds that can be loaned to other eligible parties for economic development projects. Current annual repayment is estimated at \$650,000.

## STRATEGIC DEVELOPMENT PROJECTS

<u>Project</u>	<u>Number of Projects</u>	<u>Number of Acres</u>	<u>Federal Dollars</u>	<u>Projected Jobs Created and/or Maintained</u>
All	3	224+	\$ 11,098,000	2,945
Cleveland Industrial Park	114	In-process	4,998,000	1,000
Midtown Industrial Park	60+	In-process	5,100,000	800
East 91st Street Industrial Loop	50+	Completed	1,000,000	645

\*In-Process refers to Construction Phase of Project

## BUSINESS ASSISTANCE REQUESTS

Real Estate Requests -- Average of 25 per quarter period  
 Administrative and Regulatory Advice -- Average of 30 per quarter period  
 (Permits, Zoning, codes, etc.)

\*Companies have 4 years to fill jobs if project is a UDAG; 3 years for other programs.

June, 1985

# FINANCIAL ASSISTANCE SINCE 1980

<u>Program/Project</u>	<u>Number of Projects</u>	<u>Project Investment</u>	<u>Loan Amount</u>	<u>Existing Jobs</u>	<u>Projected to be Created</u>	<u>Filled to Date</u>
EDA TITLE IX	33	\$14,037,070	\$2,267,220	543	547	321
Stalloy Metals		115,000	45,000	0	5	0
Calicchia & Stilson		34,750	12,500	3	8	7
University Manor Health Care Ctr.		4,930,800	75,000	0	150	185
Godfrey & Wing		425,000	100,000	16	6	(5)
Kinsman Food Distribution		274,850	100,000	35	15	(2)
La Feminique Construction Co.		68,000	20,000	5	15	2
Ohio Waste Material Company		628,000	50,000	19	34	11
Universal Heat Treating		401,300	70,000	19	31	(0)
Grayrey, Inc.		65,500	26,500	12	3	14
Orange Blossom Press		73,000	30,000	5	3	2
Technical Metal Processing		300,000	100,000	38	19	34
J & L Kwik Delivery Service		50,000	50,000	46	0	0
M & R Mechanical		54,200	25,000	10	3	15
Four Star Construction		75,000	37,500	10	4	0
California Natural		172,000	86,000	8	9	0
Food Co-op		382,400	100,000	9	3	14
Elstrum Metals		155,000	50,000	4	10	0
Mates Electronics		95,000	40,000	2	2	1
NL Corporation		241,500	66,500	0	15	31
Tony's Super Diner		151,125	75,000	66	25	12
**Robert Carlis		302,000	100,000	2	10	0
Expositions, Inc.		296,000	87,000	8	8	0
Wayne & Dorothy Palmer		310,000	70,000	5	10	0
**Gordon Square Ltd.		20,000	20,000	5	0	0
**Lyle & Florence LaFollette		35,000	15,000	10	3	0
**MPC Plastics		350,000	100,000	23	25	0
Watt Printing		205,000	50,000	5	9	0
**Cermak Building		543,592	50,000	5	3	0
**Pick-N-Pay		461,068	100,000	51	23	0
**J.T. Bailey		125,000	43,750	7	5	0
**Burgess Building		***	50,000	-	-	-
**Amy & Paul Minillo		1,004,000	100,000	0	40	0
**Broken Wheel		150,000	52,500	17	6	0
**Atlas Packaging		350,000	100,000	31	35	0
**Electro General Plastics		227,800	70,000	53	0	-

\*Companies have three years from date of loan closing to fill jobs

\*\*Awaiting closing

\*\*\* See UDAG's

June, 1985

FINANCIAL ASSISTANCE SINCE 1980

<u>Program/Project</u>	<u>Number of Projects</u>	<u>Project Investment</u>	<u>Loan Amount</u>	<u>Existing Jobs</u>	<u>Projected to be Created</u>	<u>Filled to Date</u>
SBA 503	8	\$ 2,531,500	\$ 988,000	149	125	158
Schaefer Printing Co.		449,000	185,000	23	12	0
Shaker Mechanical Corp.		569,000	210,000	46	32	7
Moore Plastics Co.		612,000	252,000	24	35	116
Bruder, Inc.		230,000	67,000	10	12	12
Serrat Auto		158,000	63,000	5	3	2
Technology Leaders, Inc.		303,500	124,000	26	25	21
Wenzel Auto		103,000	43,000	3	3	0
Denison Electric, Inc.		107,000	44,000	12	3	0
SBRLF	10	\$ 904,600	\$ 276,000	126	55	6
Shoreline Distributing		88,500	26,000	2	8	1
Remington Photography		179,500	50,000	5	3	2
Mr. A's Men's Fashions, Inc.		70,000	28,000	5	3	0
Mirror Mirror Productions		200,000	50,000	27	19	0
B & D Hart		50,000	25,000	15	3	0
**H & M Enterprises		156,000	50,000	56	15	3
Madhatter Muffler		85,000	20,000	12	0	0
Vel's Entertainment Complex***		50,000	50,000	0	0	0
**Brett Building		45,600	15,000	2	2	0
**Latimers Grocery		30,000	12,000	2	2	0
HUD 108	3	\$2,183,500	\$ 923,500	113	24	-8
Meistergram		1,000,000	500,000	104	10	-9
Century Plating		200,000	90,000	9	2	1
**Shaker Square Medical Building		983,000	333,500	-	12	0

\*Companies have three years from date of loan closing to fill jobs

\*\*Awaiting closing

\*\*\* See UDAG's



# FINANCIAL ASSISTANCE SINCE 1980

<u>Program/Project</u>	<u>Number of Projects</u>	<u>Project Investment</u>	<u>Loan Amount</u>	<u>Existing Jobs</u>	<u>Projected to be Created</u>	<u>Filled to Date</u>
UDAG	26	211,401,287	\$44,853,069	4,765	3,780	753
Fidelity, LTD.		1,977,654	493,209	68	64	16
Tower City		8,717,000	2,350,000	413	425	362
Leece-Neville		8,623,000	870,000	50	174	48
Brookpark Industrial Park		1,753,370	280,000	120	55	10
Prescott, Ball and Turben		5,350,000	500,000	238	50	93
Fogg Business Centre III		3,900,000	500,000	389	140	85
HOME		918,000	255,000	0	0	0
Ohio Theatre		3,485,400	750,000	3	76	20
Cleveland Playhouse		6,500,000	1,050,000	108	124	22
Franklin Blvd. Nursing Home		5,875,070	938,870	77	105	75
American Can Company		8,629,000	670,300	267	25	22
Dyke College		1,373,833	351,750	96	45	0
St. Vincent Charity Hospital		8,861,650	1,455,000	2,000	145	0
Jennings Freeway Industrial Park		7,090,000	1,855,000	410	85	0
Lexington Village Apartments		13,379,000	2,965,000	0	6	0
Halle's		28,074,000	7,100,000	6	426	0
Burgess Building		1,240,920	338,000	0	48	0
Eliza Bryant Nursing Home		4,328,000	865,000	37	41	0
Erievew Metal Treating Company		2,300,000	500,000	28	47	0
Hillcrest Egg & Cheese Company		720,000	180,000	11	12	0
Hilliard Building		1,204,000	313,000	13	30	0
Lith-O-Kraft		1,200,000	300,000	50	25	0
***Vel's Entertainment Complex		1,267,450	300,000	18	26	0
Post Office		32,859,000	9,200,000	0	453	0
Tower City II		57,806,000	10,000,000	363	1,102	0
St. John's Medical Building		19,689,940	472,940	0	51	0

\*Companies have four years from date of loan closing to fill jobs.

\*\*\* A \$50,000 SBRLF Loan is also a part of this project making the total project investment \$1,267,450.

STATEMENT OF REVENUE AND EXPENSES -- June 1 to June 30, 1985

Greater Cleveland Roundtable

Greater Cleveland Roundtable

		RESTRICTED FUNDS				
	<u>Unrestricted</u>	<u>Race/Ethnic Relations Survey</u>	<u>Labor Management Conference</u>	<u>Total Restricted</u>	<u>Total Unrestricted and Restricted</u>	<u>Year-to-Date Totals</u>
<b>RECEIPTS:</b>						
Contributions, including yearly rent of \$29,000 (\$2416.67/mo.)	\$ 8,116.67	\$ -0-	\$ -0-	\$ -0-	\$ 8,116.67	\$231,942.02
Interest & miscellaneous income	3,182.37				3,182.37	7,860.26
TOTAL RECEIPTS	\$11,299.04	\$ -0-	\$ -0-	\$ -0-	\$11,299.04	\$239,802.28
<b>DISBURSEMENTS:</b>						
Payroll	10,856.95				10,856.95	59,866.37
Employee benefits	1,980.80				1,980.80	16,434.90
Office furniture & equipment	-0-				-0-	362.00
Telephone expense	370.23				370.23	2,783.76
Office supplies	159.20				159.20	1,229.55
Program services	581.87				581.87	5,504.04
Printing and copying	386.91				386.91	3,135.53
Postage	150.00				150.00	1,219.96
Publications and subscriptions	51.56				51.56	387.95
Local business expense	611.97				611.97	3,469.64
Travel	-0-				-0-	1,340.31
Rent	2,416.67				2,416.67	11,500.02
Race/Ethnic Relations Survey	-0-	-0-		-0-	-0-	-0-
Consultant services	500.00				500.00	1,885.00
Labor/Management Seminar	-0-		-0-	-0-	-0-	7,135.50
Other	77.50				77.50	723.38
TOTAL DISBURSEMENTS	\$18,143.66	\$ -0-	\$ -0-	\$ -0-	\$18,143.66	\$122,978.91
Excess (deficiency) of receipts over disbursements	(\$6,844.62)	\$ -0-	\$ -0-	\$ -0-	(\$6,844.62)	\$115,823.37

Labor/Management Funds available for use in 1985:    \$ 193.50

CASH ON HAND AS OF 7/3/85:    \$320,291.64

(includes contributions to  
1985 fund-raising  
campaign of \$249,241.00)

7/3/85  
bav.

JUL 18 1985

BIOGRAPHY  
RALPH J. PERK, JR.

PERSONAL DATA:

Date of Birth: November 18, 1944  
Marital Status: Single  
Children: Victoria Ann - 14 years old

ADDRESS:

Business: Perk and Miller  
Attorneys at Law  
15000 Madison Avenue  
Lakewood, Ohio 44107  
  
Residence: 3421 East 49th Street  
Cleveland, Ohio 44127

WRHS

WALDEN UNIVERSITY  
ARCHIVES

EDUCATION

- 1963 - Our Lady of Lourdes  
Cleveland, Ohio
- 1968 - Ohio State University  
Columbus, Ohio  
B.S., Business Administration  
(major in accounting)
- 1983 - Cleveland State University  
Cleveland Marshall College of Law  
J.D.



[July 18, 1985]

#### MILITARY SERVICE

- 1968-76      - Army Reserve Officers Training Corps  
Honorable discharge as Captain

#### PUBLIC SERVANT

- 1968-78      - Cleveland City Councilman, Ward 15 (now ward 12)  
1984      - Cleveland Board of Education Member  
Chairman of the Legal Affairs Committee  
Served on Business Affairs, Finance,  
Personnel and Community Relations Committees  
1985      - Cleveland Board of Education  
President of the Board

#### PROFESSIONAL EXPERIENCE

- 1978-79      - Administrative Auditor  
State of Ohio  
Ohio Bureau of Employment Services  
1979-83      - Member  
Cuyahoga County Board of Revision

#### COMMUNITY AFFILIATIONS

Knights of Columbus  
Citizens League  
Greater Cleveland Bar Association  
Cuyahoga County Bar Association  
American Bar Association  
Ohio School Boards Association  
National School Boards Association

# Job programs give teens experience, self-respect



PHOTO BY DIANA McNEES

John I. Jolly at work in the mail room of Ferro Corp. He obtained the job through the Youth Opportunities Unlimited program.

By **MARY ELLEN CROWLEY**

STAFF WRITER

"If you want to go back to school, with a summer job like mine you can go back sharp, with new clothes. And I'm in an office atmosphere, so later I'll be able to adjust to other jobs," said John I. Jolly, 18, a college-bound 1985 graduate of John Hay High School who is working at Ferro Corp. this summer through a local summer employment program.

Jolly and almost 9,000 other teenagers from economically disadvantaged families are employed this summer, thanks to the efforts of two locally administered programs that match youths needing summer jobs with employers needing summer help.

One of the most persistent, intractable problems of the local economy, and the national economy, — has been the problem of teen unemployment, a problem that becomes more acute each summer as thousands of pupils flood the labor market.

In Cleveland the problem is compounded by the fact that teen-agers are competing for jobs, even part-time and seasonal ones, with experienced adult workers.

The Bureau of Labor Statistics estimates that the national unemployment rate for blacks ages 16 to 19 jumped from an already high 38.5% in May to 45.1% in June. For whites it rose from 15.8% to 17.7%. These figures, which experts say may be higher here than nationally, show how difficult it can be for black youths to find employment.

"It's really tough to find a summer job," Jolly said. "A lot of the kids around the neighborhood are still looking. They're having a lot of problems."

Although the prospects of Cleveland teens in the summer job market are bleak, two city organizations are helping them in their quest. Youth Opportunities Unlimited (YOU) is a private, non-profit organization that found 1,300 jobs for Cleveland's youths this summer — including Jolly.

More than half of the jobs in which YOU places area teens are in private companies such as Pick-N-Pay supermarkets, AmeriTrust Co. and Tower City Center. Many are also working at traditionally youth-oriented companies, such as fast-food restaurants. The rest of the jobs are with community service projects funded by grants from companies and foundations.

[July 28, 1985]

The other summer jobs program, called the Summer Youth Employment and Training Program or SYETP, is run by the Cleveland Board of Education for the city's Human Resources Department. It uses a \$6 million grant from the 1982 Job Training Partnership Act (JTPA), a federal program that replaced Comprehensive Employment and Training Act (CETA), to pay about 7,500 local teen-agers the minimum wage for working in governmental and institutional offices. An identical program, based in Euclid, employs about 2,000 economically disadvantaged youths in the balance of Cuyahoga County.

Some of this program's workers, sporting orange and yellow T-shirts, work on community service projects such as the restoration of the Rockefeller Park Cultural Gardens at East Blvd. and Martin Luther King Jr. Dr.

Others work for government agencies and hospitals.

Educators and program administrators say summer jobs often mean the difference between a student staying in school or dropping out.

"A lot of young people use the revenue from summer jobs to return to school in the fall. It's a No. 1 objective," said Lawrence S. Duda, the school board official who administers the city program. "They don't like to return without nice things, and because our program aids the inner-city community, it helps put economically disadvantaged students in a posture to earn money and to help their families."

Participants in YOU and SYETP come from underprivileged families that meet certain income guidelines. Because YOU is privately funded, its requirements are less stringent. It can find jobs for students whose families do not qualify for federal assistance but nevertheless have difficulty making ends meet.

Donna Lee Pratt, manager of program planning and management at the city's Human Resources Department, agreed with Duda that the jobs provided more than spending money for the students.

"I'm not sure how much goes for coats and shoes," Pratt said. "I think most of it goes for self-esteem, which may be more important, but they are able to contribute to their families, and I suspect lots of it goes to groceries."

Gregg G. Schoof, who administers the city's summer program, said he thought the summer work experience had more than short-term financial impact on keeping kids in school.

"I would say that, as a result of having summer jobs and seeing the world of work, they see that it takes education to make it," Schoof said. "It's a motivating factor for them, especially for the number of kids working in health-related jobs."

Both job programs are geared toward giving teens experience that will help them find and keep permanent jobs later, thus helping to lower the youth unemployment rate. YOU, the brainchild of the Greater Cleveland Roundtable, was started three years ago with exactly that purpose in mind.

"We wanted young people to have access to a range of job experiences," said Sarah Short Austin, executive director of the Roundtable. "The money is important, but so is the work experience. You just can't think in terms of manual types of things."

"We found students really were interested in more than the paycheck," she said. "They were resentful if they didn't receive good supervision. People recognize if employers care enough to provide a good work experience."

Jolly said, "YOU places you in companies, not in jobs where you do gardening or something. I worked with computers at my jobs the last two summers, and the stuff I've done at other places mixes in here. It's good to have office skills and to know how an office works."

Mark Jones, who will be in the 10th grade at South High School this fall, also said he had enjoyed learning about the work world. He has a clerical job at the Navy Finance Center this summer through the city program.

"In school, they are always telling us to be really serious and dress real neat, but everybody is really friendly here, and it's really fun," Jones said. "You don't have to be all uptight and everything when you're working. I'm learning a lot, and my supervisor is really nice. It's good because when I have a problem, I can ask her questions."

Pratt said the program she oversaw tried to teach young people about money management as well as about the working world.

"The purpose of summer work programs is experience," she said. "There are inserts in the checks and things in the orientation and follow-up about how to manage money. The kids are provided with bus tickets only until their first check arrives, then they have to pay for them. The intent is to learn to manage your own money."

Jones said, "It's really nice to get a paycheck. You can buy your own clothes and supplies to go back to school, and you don't have to ask your mother or father for money all the time. It's yours, and you can do anything you want to with it. The fun part is just going to the bank and cashing a check. It's kind of like playing grown-up."

The summer employment programs serve another purpose. They keep youths from having time to get in trouble. Jolly said he heard about the YOU program from John Hay High School football coaches concerned with just that problem.

"My coaches wanted the players to get jobs to keep them busy and off the streets," Jolly said. "I know when I work all day, I'm tired. There's nothing else to do really but work."

Aside from helping students, YOU provides inexpensive summer help for many businesses and organizations. With SYETP, the summer help is free. Because workers in the city program are paid by federal JTPA funds, their services can be used to help finish projects in agencies that have experienced budget cuts, for example. They are also used by groups who need temporary help while permanent employees are on vacation and by offices such as the Navy Finance Center, which have a lot of filing.

Ann A. Levert, administrative assistant at YOU, said the TJTC helped convince many companies to hire YOU students. "Most companies are receptive to the tax credit association, and our doing pre-screening cuts their work," she said. "YOU tried to send the best people, so employer's work is minimized. It has to be successful. It's into its third year, and more and more employers are coming back to us to hire permanently."

Schoof summed up the importance of the summer employment programs to employers and employees:

"I can't think of anything more important for the future of our society than training kids for the work force. I know it's cliched, but whatever we invest in them we invest in the future."





Progress Through Unity

EATON CENTER SUITE 1830 1111 SUPERIOR AVENUE CLEVELAND, OHIO 44114 (216) 579-9800

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John W. Young

#### BOARD OF TRUSTEES

Monday, July 29, 1985 — 7:30 a.m.

Eaton Conference Center — 24th Floor

John R. Miller, Chairman

#### AGENDA

I. PROGRESS REPORT -- Clarification of role of Executive Director and mission of the Roundtable

II. PRESENTATION ON CLEVELAND'S DEVELOPMENT ACTIVITIES --  
Civic Vision Plan/Process

\* Gary Conley -- Director, Cleveland's Department  
of Economic Development

III. MINUTES -- May 28th meeting

IV. BUDGET AND FINANCE STATEMENT

V. BOARD CANDIDATE:

\* Ralph J. Perk, Jr. -- President, Cleveland Board  
of Education

VI. COMMITTEE REPORTS:

\* Economic Development -- Richard A. Miller

\* Education -- William M. Jones

\* Labor/Management -- Richard W. Pogue

VII. BOARD RETREAT -- The retreat which was originally scheduled  
for September 13-14 has been cancelled but will be  
rescheduled for the end of September or beginning of  
October.

[July 1985]

Tower Timetable

- 1915 - Rail Concourse project proposed
- Sept. 1923 - Groundbreaking for Terminal Tower Complex
- June 1930 - Construction completed on Tower and Concourse and Bridge Sheets
- Oct. 1936 - Cleveland Terminals Corp. goes bankrupt
- Feb. 1977 - City authorized contract to undertake bridge street engineering and design reconstruction drawings.
- Apr. 1978 - City of Cleveland requests and receives approval of a \$7,500,000 UDAG for the renovation of the Tower City Bridge Sheets (Huron Rd. Prospect Avenue, W. 2, W.3 and W. 6th) and the construction of the new Sohio headquarters building. Sohio subsequently withdrew from the project and the UDAG funds were returned.
- Apr. 1980 - U. S. Realty and Forest City Enterprises proposes \$6 million renovation of the concourse area of the Terminal Tower and City receives UDAG of \$2,350,000 to renovate a portion of Prospect and Huron Rd., W. 2 and W. 3 bridge sheets.
- Aug. 1982 - City successfully lobbies Congress for approval of a \$12.5 million Federal Highway Administration Interstate Transfer Grant to complete bridge street repairs along Huron - Prospect. UDAG award would provide necessary local match.
- Nov. 1982 - Urban Mass Transit Administration awards to RTA a \$3,159,994 grant for completion of bridge repairs along W. 2, W. 3 and W. 6th streets and engineering costs for transit station and pedestrian accessway improvements. State of Ohio Department of Transportation awards \$300,000 to provide local match on engineering costs and UDAG matches funds necessary to renovate bridges.
- Feb. 1982 - City awarded \$9,200,000 of UDAG to leverage \$23,659,000 of private funding to renovate the former Post Office building proposed by Tower City Properties into new office space.
- Feb. 1983 - City assists Tower City Properties, a subsidiary of Forest City Enterprises to acquire the former U. S. Post Office on Prospect Ave. and W. 3rd St.
- June 1985 - City awarded \$10,000,000 of UDAG to leverage \$23,659,000 of private funding to renovate the retail portions of Terminal Tower and the concourse area as proposed by Tower City Properties
- July 1985 - City requests \$6,000,000 of UDAG to leverage \$15,000,000 of new private investment by Higbees and Tower City to provide local match funds for \$36 million of UMTA funding for transit station and pedestrian accessway improvements.



File

Progress Through Unity

EATON CENTER SUITE 1830 1111 SUPERIOR AVENUE CLEVELAND, OHIO 44114 (216) 579-9980

October 18, 1985

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Rabbi Daniel J. Silver  
The Temple Branch  
26000 Shaker Boulevard  
Beachwood, Ohio 44122

Dear Rabbi Silver:

As I indicated to you in my letter of July 16, two outside consultants were engaged to conduct studies which would help us re-examine the mission and organization of the Roundtable. These two studies have now been completed.

The consultant's studies, which incorporated the input of many of you, are far-ranging and, in my view, will provide a good basis for discussion at our upcoming retreat. While I won't attempt to capsulize these studies here, there are three aspects that came out of these documents that I'd like to touch on.

First, the studies point out that there are wide-ranging views among our members on just what our mission is. These views vary from us being a relatively passive discussion forum to being, at the other extreme, an active protagonist organization. Hand-in-hand with these varying views of our mission are correspondingly varying expectations of our individual members and, consequently, varying evaluations of our performance. There is a clear need to establish a common point of departure -- a mission.

The second issue I'd like to touch on is organization. The consultants' studies pointed out the need for our organizational structure and staff support to be consistent with and supportive of our mission. The study went on to provide additional perspective on the type of staff support which might be needed depending upon the mission statement which comes out of our deliberations.

Finally, and I think most importantly, there was unanimous agreement among all those who responded that the Roundtable is an important community asset and that it would represent a significant loss to the community if it did not continue. I believe this last point provides us with both the will and a sound basis for moving forward.



[Oct 18, 1985]

Rabbi Daniel J. Silver  
Page 2

At the Board meeting on September 27th, an executive session was held for the purpose of reviewing the consultants' findings and discussing developments in our efforts to resolve differences between some of our Trustees and the Roundtable's Executive Director. After a thorough airing of the issues and options, the Board asked me to form a Task Force to continue progressing these issues to a satisfactory conclusion, and then, move the organization forward.

This task force has now been formed. In addition to my participation as chairman, members of the task force will include:

Rev. Henry W. Anderson  
Edward F. Bell  
John H. Bustamante  
E. Mandell De Windt  
David G. Hill  
William M. Jones

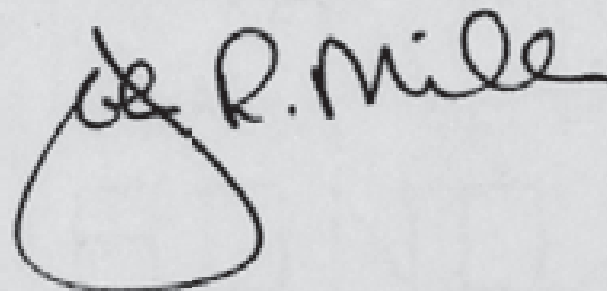
Rubie McCullough  
Rev. Otis Moss, Jr.  
Bishop Anthony M. Pilla  
Richard W. Pogue  
Albert B. Ratner

We will be convening as soon as possible to get on with the tasks at hand.

The Task Force's responsibility will be to review and build upon the groundwork laid by our consultants. Specifically, they have been asked to focus on the issues which relate to what our mission should be and to consider associated organizational implications. Further, they have been asked to organize this information in a manner which will support constructive discussion of these matters at our next retreat.

As I mentioned, we intend to move forward promptly, and we'll be providing a further progress report at the November Board meeting.

Sincerely,

A handwritten signature in dark ink, appearing to read "G. R. Miller". The signature is fluid and cursive, with a large loop at the end of the last name.

JRMiller:aml