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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. paper	Business Owner Eddie Ammons; RE: personal info/home address/phone number [partial] (1 page)	n.d.	P6/b(6)
002. paper	Business Owner Eddie Ammons; RE: personal info/home address/phone number [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20589

FOLDER TITLE:

Ohio Southern

2012-0043-S
ms251

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

LG 4

Pine Ridge
England
Waters
Jackson
LaSalle Street Project
BRT
CEO Letter

0110

Withdrawal/Redaction Marker
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[001]

State Ohio **City** Akron
Contact Jerry Egan **Program** Minority Business Incubator

Business Owner Eddie Ammons and Minority Business Incubator Build Million Dollar Business

"Akron's Minority Business Incubator helped me become a self-taught and self-made businessman."

- Eddie Ammons, Owner, Contemporary Renovations

Mr. Eddie Ammons, owner of Contemporary Renovations, a growing construction company specializing in retrofitting and remodeling building interiors and exteriors, is a self-made businessman and a success story of Akron's Minority Business Incubator program. During the 1980s, Mr. Ammons was involved in several building construction and renovation projects that culminated with a seven-unit apartment building renovation in 1987. In 1990, his company was contracted to remodel the building where the incubator was housed. After completing this project, he rented a suite from the incubator program to house his business for about a year. During his tenure there, Contemporary Renovations grossed an average of $400,000 to $600,000 a year. Mr. Ammons also benefited from having other lifelong entrepreneurs as his neighbors in the incubator program. This self-taught man P6/(b)(6) was able to purchase his own warehouse just after one year with the program. Today Contemporary Renovations grosses an average of $1 million a year. Mr. Ammons, P6/(b)(6) P6/(b)(6) is married with three children and has lived in Akron, Ohio all 42 years of his life. He can be contacted at P6/(b)(6) and is located on P6/(b)(6) P6/(b)(6)

State Ohio **City** Akron
Contact Kevin Stewart **Program** Family Loan Program

Family Loan Program helps Linda Motley Juggle Work, College, and her Children by Helping her Afford a New Car

"If the loan had not come through, my daughter might not have been able to go to school."

- Linda Motley, College student, Secretary, and single mother of three

Linda Motley is a 49 year old single mother with 2 daughters and 1 son. She is a Secretary for the University of Akron's Admissions Department and is also a student. She expects to earn her Bachelors of Science in Communications in the year 2002 along with her youngest daughter Toni, who is also a single mother studying Criminal Justice. They have kept there busy lives together by relying on Linda's new car, which she was able to purchase after receiving P6/(b)(6) from the Family Loan Program. This loan was approved after Linda had used an P6/(b)(6) loan from the program to fix her old car only to find out that it needed a new engine a year later. The new car allows both of them improvement products directly to homeowners. UTEP gave him the encouragement and the much needed exposure to others in business for him to venture out on his own

Darold Fountain is a Howard University graduate and President of Superior Home Improvement Center His business is located on 710 Kensington Avenue in Buffalo, New York 14215 He has lived in Buffalo for 13 years and can be reached at (716) 831-1100 or dfount@appollo3.com

State	New York	**City**	Buffalo
Contact	Paula Rosner	**Program**	Mayor's Impact Team
Year Est.	1997		

Sister Mary Augusta Kaiser and 250 Residents work with the Mayor's Impact Team to Make a Difference in their Community

"The MIT has generated hope and motivation and has made a significant impact on the neighborhood."

- Sister Mary Augusta Kaiser, SSJ, Parish Life Coordinator Pastor St Mary's of Sorrows Church

The Mayor's Impact Team (MIT) has worked with Sister Mary Augusta and the 250 member Reed Street and Ten Adjoining Streets Watch Committee to clean up streets and vacant lots, to get abandoned cars towed away, and to get housing demolition projects in their neighborhood completed Sister Mary Augusta is a woman of unlimited energy and a person dedicated to improving the quality of life of people The MIT relies on her and the Watch Committee to gauge the needs of their community and leverage HUD and city resources into the neighborhood. In fact, the group has enjoyed many successes. The Watch Committee has:

- leveraged CDBG funds from the city;
- persuaded KMART to open an outlet in their neighborhood;
- worked with the MIT to get streets paved and new sidewalks laid in their community,
- reduced drug dealing and prostitution activities in their area and recently opened a home for former prostitutes and young women at risk for prostitution The MIT is working with them by doing outreach (while they are on the street doing MIT work) as the occasion arises by referring young women to the home called TRY (Teaching and Restoring Youth), and
- joined others in establishing a community garden in the neighborhood

The MIT has given the people of this central city new hope Residents are now determined to keep the area clean They see the difference the MIT has made Since many of the dilapidated houses have been demolished, others are fixing up their houses Since Sister Mary August involved the children in clean up and in planting flowers, the children will not let anyone touch the flowers and feel the need to report when anyone litters. In short, the MIT has generated hope and motivation and has made a significant impact on the neighborhood

GENERAL MILLS, INC.
Number One General Mills Boulevard
P. O. Box 1113
Minneapolis, Minnesota 55440
FAX: 612/764-2999

TO: Lisa Green

COMPANY: National Economic Council

FAX: 202/456-2223

FROM: Austin P. Sullivan, Jr.

PHONE: 612/764-7264

DATE: June 9, 1999

PAGES (including cover sheet): 12

MESSAGE:

Lisa: Here are a couple of pieces of information about Siyeza. I am overnighting additional materials to you.

Austin Sullivan

Please contact Dee Thiemann at (612)764-7362 regarding problems with this transmission.

Contacts: Tom Johnson, General Mills (612) 540-2531
Alfred Babington-Johnson, Stairstep, Inc. (612) 377-6321
Angela Smith, Glory Foods (770) 987-8196
Wendy Raway, U.S. Bancorp (612) 973-2429

Stairstep, Inc., of Minneapolis and Ohio Company to Create $4 Million Plant in North Minneapolis

General Mills and First Bank Provide Financial Backing

MINNEAPOLIS, Minn.—Stairstep, Inc., of Minneapolis, Glory Foods of Ohio, General Mills and First Bank, both of Minneapolis, today jointly announced an alliance to form a $4 million frozen food manufacturing facility to be located in north Minneapolis.

Glory Foods, a Columbus, Ohio, company specializing in Southern-style food products, Stairstep, Inc., General Mills and First Bank of Minneapolis together have provided financing to create Siyeza, Inc., located at 1000 Humboldt Avenue North. Siyeza will manufacture for Glory Foods prepared frozen foods under the brand name "Glory Foods Southern Selections." The company plans to introduce such dishes as turkey and gravy with corn bread dressing and seasoned collard greens in southeastern grocery stores by January 1998.

"Not only are we bringing industry into the north Minneapolis neighborhood, we're bringing hope and a greater sense of community as well as ownership opportunities," said Alfred Babington-Johnson, who will serve as Siyeza's chairman of the board. Babington-Johnson also serves as president of the Stairstep, Inc., the Minneapolis organization which served as the catalyst in bringing together Glory Foods, General Mills, and First Bank.

-More-

Siyeza, (pronounced SEE-AY-ZUH) a South African term which means "we're coming," hopes to fill 32 positions by December 1997 and expects to fill 145 additional jobs over the next five years. Employees will be provided opportunities to become part owners of the company.

Babington-Johnson contacted Glory Foods President Bill Williams a year ago with an invitation to work together, and from there the idea of producing a line of Southern-style frozen foods was initiated. Through his work for the Stairstep Foundation, Babington-Johnson also secured an early commitment from General Mills to assist the organization in bringing jobs to the north Minneapolis neighborhood. As a result, General Mills contributed a $1.5 million no-interest loan. Glory Foods contributed $1.5 million; through its community development corporation, First Bank financed the start-up costs through the purchase of $1.2 million in preferred stock in Siyeza; and Stairstep, Inc., supplied the remainder.

"Investing in the community is a top priority at General Mills, and we are pleased to be a partner in helping to create industry and jobs in the north Minneapolis neighborhood," said General Mills chairman and CEO Steve Sanger. "Through innovative contributions of both expertise and financial capital from corporate and non-profit sources, we have designed an effective model for inner-city investment."

In addition to its financial contribution, General Mills provided hundreds of hours of consulting in the areas of business planning, market research, legal, engineering, product and packaging development, and manufacturing.

John F. Grundhofer, president and CEO of U.S. Bancorp, the bank holding company that operates the First Banks, said, "We are honored and privileged to be part of this unique partnership. Siyeza brings together the strengths of each participating organization—Stairstep for its commitment to creating progress and providing empowerment to the African-American community; Glory Foods for its entrepreneurial

-More-

spirit and sound business management; and General Mills and First Bank, both successful Minnesota-based companies that care about the communities where they do business." First Bank played a critical role by creating a custom financial package to help finance the project through its purchase of $1.2 million in Siyeza preferred stock rather than providing a typical business loan. The company felt that an equity investment would help minimize the debt load for Siyeza and give them more cash to invest back into the company.

Glory Foods will market and distribute the line of seven frozen entrees and five frozen side dishes. Bill Williams will serve as the president of Siyeza.

"Focus groups, food experts and families all have given our meals high marks for taste and convenience. We're confident we'll fill a growing niche in the frozen foods category," Williams said.

Williams, a graduate of the Culinary Institute of America in Hyde Park, N.Y., and three partners founded Glory Foods in 1989. After devoting three years to product development, Glory Foods began distributing its line of pre-seasoned Southern-style canned vegetables in 1992. Glory Foods was selected as "Emerging Company of the Year" for 1996 by *Black Enterprise* magazine.

-30-

Inner-city jobs

Mpls. Star Tribune Jan. 21, '98

Economic development and King's dream

Minnesota has never seen a plant opening ceremony as exuberant as Monday's in north Minneapolis. It had an African-American focus, strong religious roots, a spirited gospel choir in colorful garb, lots of humor, remarks by corporate executives — and a promise of 150 to 175 inner-city manufacturing jobs. When ministers in the largely black audience were invited to come forward for the invocation, at least a dozen did. Later, Steve Sanger, head of General Mills, said he had attended many plant openings, but "never a thing quite like this."

The plant, named Siyeza (for "We're coming"), opened as a result of Sanger's and General Mills' commitment to the black community and the inner city. The company provided a $1.5 million no-interest loan, and Sanger also recruited U.S. Bancorp's John Grundhofer, whose company made an equity investment of $1.2 million in preferred stock, a nontraditional form of community involvement. Finally, $1.5 million came from Bill Williams, head of Glory Foods, an Ohio canned soul-food firm. Siyeza will produce frozen meals for Glory Foods.

Siyeza is the third corporate partnership for a black Twin Cities group named Stairstep. The earlier partners are Dairy Queen and Team Tires Plus. Black investors started Stairstep, headed by Alfred Babington-Johnson. Its goal is inner-city businesses providing jobs and opportunity for blacks.

Appropriately, the event took place on the Martin Luther King Jr. holiday, so it was able to link the Rev. King's dream with Siyeza's economic development and jobs. Sanger and Babington-Johnson each said that Siyeza has the potential to be a model for similar cooperation in cities across America, as well as a source of pride for the Twin Cities.

In fact, Glory Foods' Williams said he started with some skepticism, but as negotiations unfolded with General Mills and U.S. Bancorp., and as he got to know Stairstep officials, he became enthusiastic and concluded, "This is the finest community I've ever been in."

The Twin Cities celebrated King's birthday at numerous events, including one attended by 2,000 people. While much smaller, the Siyeza opening was impressive. In the audience, in addition to General Mills and U.S. Bancorp executives, were U.S. Sen. Rod Grams, State Sen. (and gubernatorial candidate) Roy Terwilliger, University of Minnesota Regents Chair William Hogan, St. Paul Police Chief William Finney, two City Council members from Minneapolis and one from St. Paul. The 30-member choir came mainly from St. Paul's Living Word Church. Even a black farmer who grows greens in Mississippi was present. The event impressively celebrated King's vision and how, in a north Minneapolis plant, it is being realized.

For More Information.
Jack Sheehan, General Mills
(612) 764-7092

General Mills Gets National Recognition for Siyeza Food Plant in Minneapolis

Minority-Owned Business Made Possible by General Mills Foundation Financing

(Golden Valley, MN, May 3, 1999) -- General Mills is being praised by a nationwide organization of business and community leaders for its work to establish the Siyeza Foods Company in North Minneapolis. The award, to be presented by the Social Compact Wednesday in Washington, D.C., is considered the Malcom Baldridge Award for corporate performance in emerging neighborhood markets.

Siyeza provides a line of microwave and oven-ready frozen entrees and side dishes for Ohio-based Glory Foods which was named the 1996 "Emerging Company of the Year" by Black Enterprise magazine.

General Mills $1.5 million dollar interest-free loan and the lending of key marketing and manufacturing executives was instrumental in starting Siyeza's Southern-style frozen foods business. US Bancorp also stepped in with financial help, enabling Minneapolis entrepreneur Alfred Babbington-Johnson and Glory Foods co-founder William F. Williams to launch the company in 1998. Babington-John is currently chairman of the board. Williams is president of Siyeza.

Siyeza, which means "We're Coming" in Swahili, employs 36 people. The company projects sales of $50 million in five years, with jobs for 150-175 people.

Name of Business: General Mills, Inc.
Contact Person: David Nasby, Vice President General Mills Foundation and Director of Community Affairs or Ellen Goldberg Luger, Associate Director General Mills Foundation
Address: Number One General Mills Boulevard, Minneapolis, MN 55426
Telephone: (612) 540-4351 or (612) 540-3686
Fax: (612) 540-4114
E-mail: NASBY000@MAIL.GENMILLS.COM or LUGER001@MAIL.GENMILLS.COM

Industry sector/nature of business: Major International food company, with leading brands such as Cheerios, Wheaties, Yoplait, Betty Crocker and Chex.
Type of office: Corporate Headquarters.
Size of business: General Mills is a $6 billion dollar food company with over 10,000 employees worldwide.
Geographic area in which you do business: General Mills has plants or operations in California, Georgia, Illinois, Iowa, Massachusetts, Michigan, Minnesota, Missouri, Montana, New Mexico, New York, Ohio, Pennsylvania, and Tennessee. Internationally, General Mills has operations in Canada and Joint Ventures in Europe, Latin America and China reaching more than 70 international markets.

1. At General Mills, we are an international food company working to create a better future- not only for our consumers, but also for our communities. We define our business success through the quality products we deliver to consumers. Throughout our business, we emphasize our core values of innovation, speed and commitment. We also emphasize another key value – citizenship. We feel we have a responsibility, as a corporate citizen, to give something back. In the past five years, we have provided more than $155 million in grants and contributions to worthwhile programs and organizations, including more than 76 million pounds of food to help feed the hungry. General Mills employees and retirees have also given freely of their time and of themselves as committed community volunteers. We continue to seek out and support innovative solutions to address the needs and concerns of the communities, in which we live and work. Through volunteerism and direct social investment, through product donations and foundation grants, we are working to create a better future for our children, our communities, and our business.

2. General Mills, Inc. established a corporate social investment program in 1973 with the mission of having a significant positive impact in the communities in which we do business through investment in nonprofit or limited profit ventures addressing high priority social needs. General Mills has used a strategy focused on the investment in ventures that address high priority social issues and produce significant impact. The strategy envisions that ventures will serve as models for service reform or restructuring that, if successful, would be replicated and could be implemented in multiple locations. Finally, the venture will produce a return of both social impact and capital investment. While the rates of return may not achieve General Mills' traditionally expected Return On Investment, there will be a return of resources at the end of the project.

3. In January of this year, General Mills partnered with US Bancorp, Glory Foods, and Stairstep Inc. to launch Siyeza. Siyeza is a manufacturing company producing a line of frozen heat-and-serve vegetables and entrees sold under the Glory Foods name. Glory Foods, Inc., is an African-American-owned food company that distributes a full line of preseasoned heat-and-eat Southern-Style canned vegetables. Stairstep, Inc. is a North Minneapolis community based minority-owned business focused on community development. Siyeza is located in North Minneapolis, an urban inner-city neighborhood, and is focused on employing people within this neighborhood. The goal of this program is to ultimately transfer ownership of this company to the employees. This project is designed to create a new model for building community in the inner-city. General Mills' made an initial $1,500,000 interest-free debt contribution. The impact of this partnership is defined by the jobs being created in the inner-city, the collaboration and learning across several organizations and the hope restored through building a better and stronger community.

4. General Mills' obligation consists of a $1.5 million loan, with no interest and no term. But our commitment extends well beyond money. We're adding direct value through the ideas, knowledge and "know-how" of General Mills people. Dozens of General Mills employees and retirees are engaged in research, financial analysis, marketing, design, engineering, personnel, management and manufacturing. Each is giving his or her own time to Siyeza as a willing and committed volunteer.

   The real surprise lies in who reaps the benefit. Working together for the greater good is such an incredibly powerful force – and such a wonderfully enriching experience that we feel we gain far more from these ventures that we invest. More than dollars more than foundation grants the strategy of corporate social investment connects our expertise and experience with the challenges we face every day in our own communities. Our mission is simple. We seek to have a significant positive impact in our communities. General Mills is richer for our investment in Siyeza. Our communities are richer too.

For the purpose of public distribution materials:

1. General Mills, Glory Foods, and Stairstep, Inc., and US Bancorp (formerly First Bank, Minneapolis) in January 1998 opened a $4 million frozen food manufacturing facility (Siyeza) that is expected to employ up to 175 inner-city North Minneapolis residents. Siyeza (African term for "We're coming!") will manufacture prepared frozen foods for Glory Foods, an African-American-owned food company that specializes in Southern-style food products. The goal of this partnership is both to create a model for community-building and investment in the inner-city. Siyeza employees will have opportunities to become part owners of the company.

   General Mills provided a $1.5 million interest-free loan, and persuaded US Bancorp to make an equity investment of $1.2 million in Siyeza preferred stock. Another $1.5 million was contributed by Glory Foods, and the remainder by Stairstep. General

Mills, in addition to its financial contribution, provided hundreds of hours of consulting expertise in the areas of business planning, market research, product and packaging development, legal, financial engineering and manufacturing.

Siyeza is producing products, creating jobs, strengthening families and building a better community in North Minneapolis. Siyeza is also making our shared dreams for a better future a reality.

STAIRSTEP INITIATIVE

The Stairstep Initiative was conceived in 1991 and began operations in January 1992 as an effort to bring African Americans of all income and resource levels together to articulate and model community values and to acquire and operate businesses consistent with these values.

This initiative consists of two separate legal entities, each with distinct functions and a separate Board of Directors, but both are mutually committed to a community-building mission. The two components are:

Stairstep Foundation—a nonprofit 501 (c) (3) corporation committed to the social, educational, and spiritual aspects of community building among African Americans.

Stairstep, Inc.—a for profit community venture fund designed to develop capital resources to create or purchase businesses to promote ownership opportunities for every economic strata of the African American community. Besides its participation in Siyeza, Stairstep owns and operates a Tires Plus and a Dairy Queen Brazier on West Broadway in Minneapolis.

GLORY FOODS

In 1989 former co-workers Bill Williams, Iris McCord and Dan Charna touched upon the "simple idea" of creating a selection of canned vegetables that embraced both the spirit and soul of Southern cooking and to do it in a way that would make them easy to prepare without sacrificing its unique down-home taste. The team sought development assistance from Ohio State University's Department of Food Science and Technology where they experimented with recipes, preparation time, seasonings and packaging. The Columbus, Ohio, based company approached the Kroger supermarket chain in Ohio to run a 90-day test of their products in July 1992. Sales of Glory Foods seventeen varieties of greens, beans and peas soared and products sold before re-ordering could take place. In January 1993 Glory Foods began distributing its products in stores throughout the southeast. Today, Glory Foods distributes 21 varieties of pre-seasoned, heat-and-eat Southern-style canned greens, beans, peas and condiments to more than 6,000 stores in 28 states throughout the South, Midwest and Northeast regions.

U.S. BANCORP

Minneapolis-based U.S. Bancorp (NYSE: USB) is the result of a merger between First Bank System, Inc., of Minneapolis and U.S. Bancorp, formerly headquartered in Portland, Oregon. With $70 billion in assets, USB is the 14th largest bank holding company in the nation operating approximately 1,000 banking offices in 17 states: Minnesota, Oregon, Washington, Colorado, California, Idaho, Nebraska, North Dakota, Nevada, South Dakota, Montana, Iowa, Illinois, Utah, Wisconsin, Kansas, and Wyoming. The company is the largest provider of Visa corporate and purchasing cards in the world and one of the largest providers of corporate trust services in the U.S.

GENERAL MILLS

General Mills, founded in 1928, has emerged as a leading international food company with annual sales exceeding $6 billion. General Mills is known for such popular brands as Cheerios, Wheaties, Trix, Kix, Total, Lucky Charms, Golden Grahams, Yoplait and Colombo yogurt, Fruit Roll-Ups and Pop Secret Popcorn as well as the home of Betty Crocker.

FiberNet connects with deep-discount T-1 service

Inside Report, 42

BUSINESS FIRST

$1.50/issue

VOLUME 14, NUMBER 6 The Greater Columbus Business Authority™ OCTOBER 3, 1997

Local insurance exec to run Tiger Woods Foundation

Earl Woods, father of Tiger Woods, has asked local insurance executive Joseph Grant Jr. to head a foundation bearing the golfing phenom's name.

By Dan Crawford
BUSINESS FIRST

Joseph S. Grant Jr., a Columbus insurance executive and Vietnam War buddy of Earl Woods, has been tapped to oversee the charitable foundation named after one of the most famous athletes in the world: Earl's son, Tiger.

Earl Woods chose Grant, 66, last summer to become executive director of the fledgling Tiger Woods Foundation, which has opened its executive office at 7506 State Ridge Blvd. in Reynoldsburg.

Earl Woods is president of the foundation headed by Masters champion Tiger Woods, who formed the charitable organization in January with an undisclosed endowment.

Woods' administrative office in Los Alamitos, Calif., confirmed that Grant is running day-to-day operations of the foundation, which has sponsored five golf clinics for disadvantaged urban youth this year and plans a sixth in Miami on Oct. 6. Tiger Woods hosts the clinics.

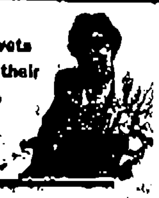
Grant, an Air Force pilot in Vietnam, met Earl Woods in Saigon 35 years ago when the two shared the same military quarters.

Originally from Atlanta, Grant moved to Columbus 22 years ago. He owns three insurance agencies, which his daughter has taken over while Grant concentrates on the foundation.

Grant, who was traveling

see Woods, page 66

INSIDE



New Big Bear ad campaign, 7

Penn Traffic says no funds available to honor gifts

By Kathy Showalter
BUSINESS FIRST

Columbus, it wasn't personal.

That's the word from Syracuse-based Penn Traffic Co., which has notified Children's Hospital and the Franklin County United Way that its Big Bear division will not honor $250,000 in combined corporate pledges to the two nonprofits.

Sue Hosey, Penn Traffic's vice president of consumer affairs, said corporate donations from all six Penn Traffic supermarket chains were cut as part of the company's ongoing restructuring.

Columbus, she said, is being hit hardest.

"We consolidated five different

see Penn Traffic, page 66

Glory makes frozen foods

Line rolls out with help from General Mills

William F. "Bill" Williams, co-founder and president of Columbus-based Glory Foods, which is launching a line of frozen products next year.

By Kathy Hoke
BUSINESS FIRST

Glory Foods Inc. plans to continue its rapid growth with the launch of a frozen line of its soul food products early next year.

The Southern-style family meals will be processed in north Minneapolis through a partnership with food giant General Mills and a nonprofit foundation that fosters community development in its inner-city neighborhood.

Under the arrangement, 150 frozen food workers in north Minneapolis will be paid $8 to $10 an hour, receive health benefits and eventually own a third of the manufacturing company if the venture succeeds.

"We want to be a household name," said William F. "Bill" Williams, co-founder and president of Glory Foods, based in East Columbus.

For Williams, that means getting at least $70 million of the $7 billion a year that African-Americans spend on food.

Since selling its first canned and boxed

see Glory, page 67

Galyan's, Kittles make their debut at Easton Market

Easton Market is preparing to roll out its final two retail anchors and other smaller stores.

Galyan's, the sporting goods division of Limited Inc., had a soft opening Sept. 26. Formal grand opening for the 80,000-square-foot store is slated Oct. 3-5. It marks Galyan's second store in Columbus.

The second Columbus-area Kittle's Furniture opens Oct. 17. The Indianapolis-based chain will occupy 100,000 square feet at Easton. The first Kittles opened last summer at Tuttle Crossing.

Not to be overlooked is Columbus-based DSW Shoe Warehouse, which opens Oct. 3 in 25,000 square feet between Kittle's and Galyan's. The Easton store is the discount shoe retailer's second unit in its home market.

see Shop Talk, page 2

TV tower rule proposal could signal end to local control

By Dan Crawford
BUSINESS FIRST

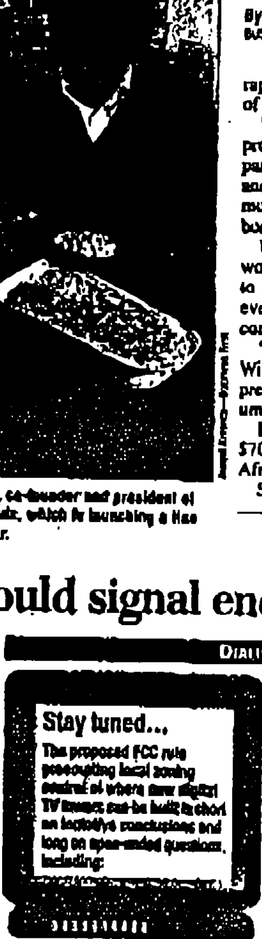
Local governments, developers and real estate analysts may want to tune it out, but a proposed federal rule to revoke local control of where massive new digital TV towers are built is "a done deal," a local broadcaster says.

And a national broadcasting group spokesman hinted strongly that the Federal Communications Commission's preemption of local zoning laws is all but inevitable.

An FCC official said the pending preemption rule, unveiled in August, could be adopted by January as Congress and the White House thirst for the billions in increased revenue the advent of high-definition television, or HDTV, would

see TV, page 68

Dialing up debate



Source: Federal Communications Commission

- Should the FCC preempt local regulation for all broadcast facilities?
- Should the preemption be limited to the top markets in which the (digital TV) rollout schedule is more aggressive?
- Should the commission preempt state and local restrictions regarding exposure to (radio frequency) emissions from broadcast transmission facilities?
- Is the suggested 45-day time limit for processing requests appropriate, or would 90 days be more realistic for broadcast tower applications?
- Is there an appropriate role for the commission in resolving disputes between localities and licensees with respect to tower-siting issues?

The List: Greater Columbus Nonprofit Organizations, 28, 30

Glory

continued from page 1

products at Kroger stores in Central Ohio in 1992, Glory Foods has reached annual sales of $12 million in supermarkets stretching across the East Coast, the South and Midwest.

The company markets 20 Southern-style products such as canned sweet potatoes, collard greens, peppered vinegar and seasoned black-eyed peas, ready to heat and eat.

Glory plans to have seven frozen entrees and seven side dishes, all family-size and oven-ready, in supermarket cases in the Southeast by January. The frozen products won't appear in other regions, including Central Ohio stores, until after 1999.

"We think it will grow at a more rapid pace than the traditional frozen-food area," Williams said of Glory's frozen selections, known in the grocery industry as "home meal replacements."

"It allows us to project ourselves into the new millennium."

Williams said Glory, with 25 employees, was not thinking of a broad frozen line until he received a telephone call in September 1996 from Alfred Babington-Johnson, president and CEO of Stairstep Initiatives Cos.

Babington-Johnson, who describes himself as a "social entrepreneur," asked Williams if Glory Foods would consider a partnership with Stairstep Foundation and its for-profit company, Stairstep Inc.

Stairstep had just secured a commitment from General Mills to assist the community group in developing an underused 65,000-square-foot factory for unspecified manufacturing.

Babington-Johnson had not even heard of Glory Foods until he visited his mother in Knoxville, where she served him a Southern-style meal complete with apple-peach cobbler and collard greens.

"At the end of the meal, I told her how good it was, and she said, 'Well, the greens came out of a can,'" Babington-Johnson recalled. "I said, 'What are you talking about?' I couldn't believe it. She took me to Kroger and showed me a four-foot section of Glory Foods products. I bought Great Northern beans and collard greens and brought them back to my staff, and they loved them. I didn't do anything but heat them and eat them."

Babington-Johnson said he called Williams to ask if the two groups could "do something together."

Williams, who had never heard of Stairstep or been to north Minneapolis, was intrigued. He started some research in the food processing lab at Ohio State University and hired a Seattle research firm to conduct market research in Atlanta with four focus groups of 15 people each.

After the Atlanta testers gave high ratings to the frozen food selections, Williams proceeded with the deal. He secured a $1.5 million loan from Fifth/Third Bank.

"Glory Foods with their canned foods has grown tremendously in the last two to four years," said Lisa Kearney, a Fifth Third loan officer who handled the Glory loan. "They've been smart about it. In the markets they're in, they have a really good niche.

"Obviously, with their successful history and the backing of General Mills and the nonprofit organization, we realize it's going to be a success," she said.

In Minneapolis, Stairstep created Siyeza Inc., which comes from a South African word meaning "we're coming." Siyeza's sole customer is Glory Foods.

The deal was made possible with a $1.5 million no-interest loan from General Mills to equip the factory for frozen food production. General Mills also has given Siyeza its expertise in food processing, product development and financial analysis.

General Mills, Stairstep Inc. and Glory Foods own one-third each of Siyeza. Once the loan to General Mills is repaid in about five years, General Mills will give its ownership stake to workers.

"Our involvement will conclude after it's successfully started up," said Jim Geuhall, vice president of operations at General Mills. "We're not in it to make money."

Glory's Williams expects the venture to be profitable for his company and for grocers, who are competing with restaurants such as Boston Market for convenient take-out meals.

"For the busy family, it allows them to still sit down with their kids for dinner instead of having them grow up on pizza," said Williams, also owner of Marble Gang restaurant.

> **"We think it will grow at a more rapid pace than the traditional frozen-food area. It allows us to project ourselves into the new millennium."**
>
> BILL WILLIAMS
> GLORY FOODS

Glory sales director Lisa M. Cliff has yet to line up the first supermarket buyer of the frozen product line. But Cliff said Glory's sales record and its marketing savvy will convince supermarkets to reserve space for new products such as frozen chicken and dumplings, roast turkey with cornbread stuffing, and side dishes such as candied sweet potatoes and summer squash casserole.

Cliff and marketing director Theresa E. Pouer travel the country, especially the South, to tell the Glory Foods story and pass out food samples at major events attracting African-Americans.

Glory is a major advertiser, with ads carrying the line, "Your mom got the praise, now you can have the glory."

The marketing blitz enables Glory to build brand loyalty against giant food makers who make some of their products but not a full line of soul food.

"We can speak to our community better than they can," Cliff said.

The President's Trade Mission to America:

Why Athens County?

The timing is ideal for a visit from the President to southeastern Ohio, specifically Athens County. Appalachian Ohio is an area that has had to make the very difficult transition out of a coal-based economy, but it is now becoming a model of hope for underserved America. On the strength of the ingenuity and industriousness of its local entrepreneurs and businesspeople, the region stands on the verge of an economic renaissance.

There is no single area that the President could visit that would so well demonstrate both the promise and the process of the Administration's New Market Initiatives.

Opportunities for Announcements

There is a long list of initiatives underway in Southeastern Ohio, many of which are now culminating in major investments and plans, after months of discussion and bridge-building. The timing is such that the President's visit to Nelsonville (Athens County) could coincide with the announcements and publicity currently being planned. The projects listed here include public-private partnerships, non-profit, and for-profit activities, all related to developing new markets in an underserved region.

- **The Appalachian Ohio Development Fund announces a partnership and investment by Bank One.** Bank One is willing to accelerate its investment process and publicly announce its intent to become a leading investor, in conjunction with a Presidential visit to southeastern Ohio. The creation of this community development venture capital vehicle grew out of the Economic Roundtables led by Reverend Jesse Jackson, *Wilhelm & Conlon Public Strategies's* efforts in the region, and the *Appalachian Regional Commission's* focus on developing entrepreneurism and investment capital for Appalachia. This project highlights the need for new resources and strategic alliances along the lines of the **"New Market Venture Capital"** vehicle component of the **New Markets Initiative.** The Fund combines small equity investments, technical assistance, and a sectoral focus to facilitate growth for local businesses in a unique partnership with local educational institutions, government, and economic development organizations. It is modeled after the nearby Kentucky Highlands Investment Corporation, which currently advises the Ohio Fund.

- **Private venture capital fund invests $500,000 in minority woman-owned specialty foods company in Appalachian Ohio.** Pasta Fresca is a small, minority-owned business that was nurtured by an organization called ACE-Net (Appalachian Center for Economic Networks). When *Rainbow/PUSH* and *Wilhelm & Conlon Public Strategies* organized the Second Appalachian Economic Roundtable, Joanne, Pasta Fresca's owner, met a Cleveland-based venture capitalist who saw the potential of her business. *The Northcoast Fund* and Pasta Fresca have just closed an investment of a half-million dollars, again underscoring the need for small equity investment vehicles, new strategic alliances, and programs to facilitate these burgeoning partnerships. In his State of the Union address, the President spoke of building **bridges from Wall Street to Appalachia** – connecting the national financial community to this nation's underserved areas. The President can now cross one of these bridges and speak of the progress that is already being made on these initiatives.

- **Ohio University expands its Airport**: The Secretary of Transportation visited Athens in April to discuss his commitment to working with Ohio University to extend its airport to accommodate larger corporate and cargo planes. This airport would serve as a hub for regional economic development and is an important symbolic and practical piece of the continuing **infrastructure** development of this region. It is the Administration's commitment to this project that has made it a possibility, and again highlights the potential of strong **public-private partnerships**.

- **Bank One and Enterprise Development Corporation announce a new microenterprise credit facility**. Bank One is ready to close on a $600,000 credit facility to Enterprise Development Corporation (EDC), an experienced microlender based in Athens County. This CDFI administers several loan funds and other projects, and represents a critical link in the goal of providing a seamless chain of financing resources for businesses and individuals facing great challenges. In addition to highlighting the need for **increased funding for the CDFI** program, EDC could be a candidate for one of the new **Small Business Lending Company licenses** as part of the **New Markets Initiative**.

- **Bank One investment in SBIC to target low-moderate income areas**: Bank One is getting ready to close on a $5 million investment in DCC Growth Fund, a large national Fund holding two SBIC's that will have a regional presence in Ohio. The investment highlights the **new LMI investment tool for the SBIC program** as another component of the **New Markets Initiative**. Bank One and the Fund have agreed to an MOU which calls for special efforts to invest in women and minority owned firms, and to firms located in LMI zones.

- **Bank One investment in SBIC focused on women-owned businesses**: Bank One is the lead investor ($3 million) in Capital Across America, the first SBIC in the nation to focus on women-owned businesses. Capital Across America is headquartered in nerby Nashville, Tennessee, and does serve Ohio.

Historical Significance: Legacy, Challenges, and Hope

Southeastern Ohio (and the Nelsonville area in particular) has a history of natural resource extraction, including iron ore, coal, and lumber. These commodities and the wealth that they generated by and large left the area, and left huge resource gaps for those who worked the mines and toiled for survival. High unemployment persists. Crumbling, under-resourced schools struggle to educate the region's children.

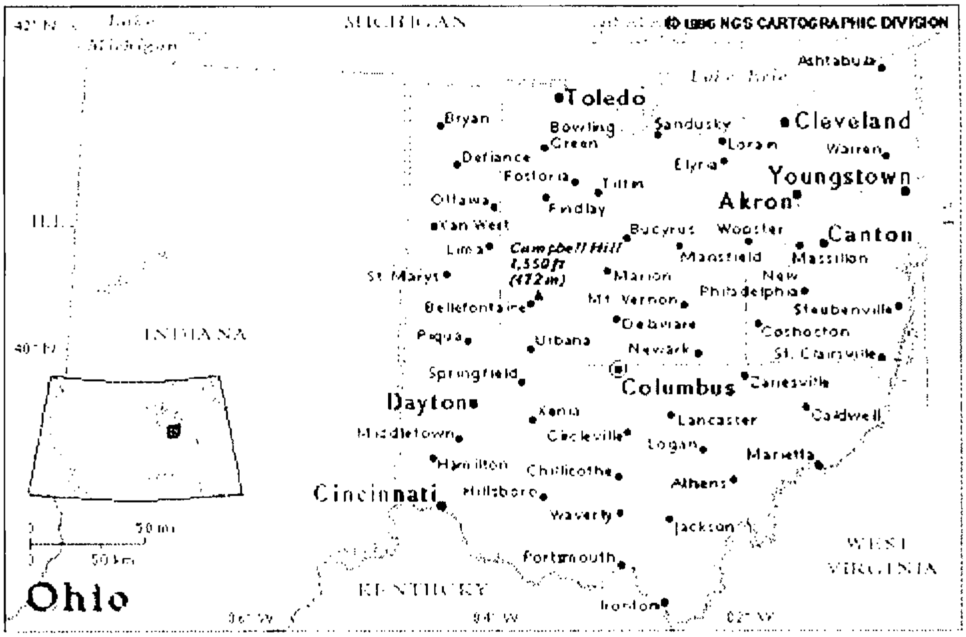
Yet within these areas there are individuals and businesses with the talent, courage, and quality product that would permit them to grow, create jobs, and create new wealth. These businesses, "hometown" businesses that are indigenous to the area, create the kind of economic growth that is shared and sustainable—income and wealth that is likely to remain in the region. This outcome has rarely been realized in these parts of our country, where coal was once king.

In 1964, Lyndon Johnson chose Athens, Ohio as the site to announce the major initiatives of his War on Poverty. A sense of history would suggest the choice of Athens for a presidential visit announcing progress on his New Market Initiatives. This choice will highlight the fact that although the same principle of concern for others is at the heart of both the War on Poverty and the New Market Initiatives, tremendous progress has been made on developing effective tools of economic empowerment. Groups like ACE-Net and EDC (both mentioned above) have made great strides in the empowerment of the region's residents through innovative strategies to nurture young businesses.

Now these groups are collaborating with Wilhelm & Conlon Public Strategies, Ohio University, Hocking Technical College (in Nelsonville), the Appalachian Regional Commission and others to create an investment vehicle that will truly serve the budding entrepreneurs and small, expanding businesses—the hidden treasures of Appalachia that hold the hope for the region's future. The **Appalachian Ohio Development Fund** represents a unique opportunity to highlight so much of the best thinking in our country about how to tap the untapped market, uncover the hidden talents, and build lasting public-private partnerships that will result in truly sustainable development.

The President's "Trade Mission to America" trip is an ideal opportunity to also highlight the importance of the private sector in these efforts, and the potential for real profits and growth. Bank One offers an excellent example of the enlightened perspective on the New Markets Initiative, and they should be commended for their leadership role in the community development investments listed above. John McCoy, Bank One's CEO, would be an excellent advocate for this perspective, and would certainly enjoy the opportunity to travel with the President's private sector delegation.

Wilhelm & Conlon Public Strategies, Bank One, and all of the partners mentioned here would welcome the opportunity to provide further details on any or all of these initiatives. We believe that the President and the CEOs that will accompany him would enjoy their trip to Athens County—the beauty of the land and its people, the rich history and culture, and the tremendous stories of exciting new developments in the New Markets of Appalachia.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CAMPBELL
Burlington
JACKSON
Rising Sun
OHIO
BOONE
Alexandria
BROWN

Round II Urban Empowerment Zone

Columbus, Ohio

A. **Zone Vital Statistics:**
   1. **Population of the Most Populous City:** Columbus - 632,910
   2. **Zone Population:** 63,229
   3. **Approximate Zone Size:** 14 square miles
   4. **Poverty Rate:** 46.2%
   5. **Unemployment Rate:** 14.1%
   6. **Education:** 41% of Zone residents, over age 25, lack a high school diploma

B. **Estimated Number of Jobs Created or Retained:** 700

C. **Proposed Leveraged Commitments:** $1.5 billion
   1. **Public Sector:** $800 million
   2. **Private Sector:** $700 million

D. **Key Business Partnerships:** Over 15 businesses made commitments in the Strategic Plan. Some of the key business partners are:

-Columbus Association of Performing Arts
-Columbus Countywide Development Corp.
-Columbus Urban Growth Corp.
-Deloitte and Touche
-Fannie Mae
-Favor, LPA & Dudley
-Fifth Third Bank
-Groner, Boyle & Quillin, LLP
-Hemphill & Associates
-Key Bank
-Liebert
-Miller Paving
-Parms & Company
-Star Bank

E. **List of Other Key Partners:**

- Columbus Public Schools
- Youthbuild Columbus
- Columbus State Community College
- Volunteers of America
- AmeriCorp
- YMCA
- Girls and Boys Club
- United Way
- Fannie Mae
- Urban League

F. **List of Developable Sites:**

- Alum Creek/Rickenbacker Corridor
- SR 104 Industrial Area
- I-670 Corridor

70 East Lake, Suite 1700
Chicago, IL 60601
(312) 855-8500
(312) 855-0488 fax

Wilhelm and Conlon Public Strategies

Fax

To: John Kaplan
From: David Wilhelm / c/o KAREN MAY
Fax: (202) 456-5360
Pages: 5
Phone: (202) 456-2223
Date: 6/7/99
Re: PRESIDENT'S POSSIBLE VISIT TO APPALACHIAN OHIO
CC: Millicent Hodge

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ATTACHED HERE IS A COPY OF A MEMO FROM LYNN GELLERMAN OF BANK ONE TO SAUNDERS MILLER AT THE SBA REGARDING BANK ONE'S INITIATIVES IN APPALACHIAN OHIO, AND A VERY BRIEF/DRAFT OVERVIEW OF SOME LOCAL STATISTICS. A MEMO FROM WILHELM & CONLON PUBLIC STRATEGIES WILL FOLLOW IN THE NEXT HOUR WITH MORE "ANNOUNCEMENT OPPORTUNITIES", SOME HISTORICAL CONTEXT, AND CONNECTIONS TO THE PRESIDENT'S NEW MARKETS INITIATIVES & IT'S VARIOUS COMPONENTS.

Saunders Ohio

David Wilhelm

From: Lynn R Gellermann [Lynn_R_Gellermann@Mail.BankOne.Com]
Sent: Friday, June 04, 1999 1:02 PM
To: Saunders.miller@sba.gov
Cc: wilhelm@wcstrategies.com; William_Hinga@Mail.BankOne.Com, mary_a_laraia_at_cdn@mail.bankone.com
Subject: President's Trade Mission to America

Saunders,

Since our discussion in Dallas, a number of very positive "New Markets" developments have unfolded in Appalachia. I wanted to follow-up with you on these developments by providing more specific information, and to again suggest Appalachia - more specifically Athens, OH - as a stop for the President's Trade Mission to America. The loans, investments and partnerships described below really cover the "financing continuum" you and I discussed in Dallas, and reflect well on all involved. Here is a glimpse of what is happening in Appalachia to provide small businesses with more choices for financing their growth:

Microenterprise: Bank One is ready to close a $600,000 credit facility to Enterprise Development Corporation (EDC), one of the oldest and most productive microenterprise development organizations in the country. This will be fourth loan extended by Bank One under the SBA Microloan Program. Bank One will also be providing EDC with a $45,000 grant to help establish their loan loss reserve account. The closing event is scheduled to take place in Athens, OH, and could be timed to match the President's schedule.

SBIC: Bank One is getting ready to close on a $5 million investment in DCC Growth Fund, a holding company which will comprise two drop down SBICs - one debenture SBIC and one participating securities SBIC. This will be a large national fund with a regional office in Akron, OH. Bank One and DCC Growth Fund have agreed to an MOU which calls for special efforts to invest in women and minority owned firms, and to firms located in LMI zones. The timing of this closing, or announcement of Bank One's investment in this new fund could be made in Athens during the President's visit as well.

Community Development Venture Capital: Bank One is working with the founding principals of the Appalachia Ohio Development Fund which will provide equity financing and technical assistance to small businesses southern Ohio. Wilhelm and Conlon, Ohio University, the Appalachian Regional Development Commission, Hocking Technical College, Kentucky Highlands Investment Corporationand ACE-net are all involved in the formation of this new fund. Although this fund is not yet ready to open for business and a number of details need to be ironed out, Bank One would be willing to accelerate its investment process and publicly announce its intent to become a leading investor (for discussion purposes, say $1 million). If something of this nature could be done in conjunction with the President's visit, it would generate a lot of enthusiasm and support for this new fund.

Women-owned businesses: As you know, Bank One is the lead investor (at $3 million) in Capital Across America, the first SBIC in the nation to focus on women-owned firms. Capital Across America is headquartered in nearby Nashville, TN and does serve Ohio. Bank One would be more than happy to fly Whitney Johns to Athens if this would be something the Administration and the SBA would like to highlight.

[These "New Markets" investments by Bank One total nearly $10 million - a figure that will be significantly leveraged by our public and private partners]

There is a tremendous amount of "money, market and talent" emerging in Appalachia. A visit by the President and the CEOs accompanying him would help ensure that the enthusiasm and capital continue to flow. Hopefully, this information will prove helpful as you work with the

Administration to plan the President's trip. Please let me know if Bank One can be of any further assistance in bringing the Trade Mission to Appalachia. Have a great weekend!

Lynn Gellermann
Bank One Corporation
614-244-0344

CLOSING THE GAPS in APPALACHIAN OHIO

GAP	Specific Issues	NAT'L AVERAGE	RURAL VS. URBAN		APPALACHIA	INCOME DISTRI-BUTION
			Metro	Non-metro		
Income Gap	Poverty Rate[1]	13.8%	13.2%	15.9%	Ohio (1993): 20.5% **Athens County: 33.3%**	
	Very Poor/Distressed counties				**25% of the poorest counties in America are located in Appalachia, where:** • Poverty and unemployment are far worse (150%) than the national average • Income is less than 67% of the nat'l average	
Job Gap (unemployment)	Unemployment rate, '97[2]	4.9%	4.9%	5.2%	• Ohio (93): 6.5% • Appalachian Ohio: 9.2% • 5 OH App. Cntys: 11-15%	
Health Care Gap	Percent without health insurance coverage	15.6%			(Correlated to above figure of 33% of Appalachian counties with average incomes less than 15K, it follows that MORE than 33% of THOSE POOR COUNTIES have citizens that can't get coverage)	• 52% of poor, full time workers • 33% of those earning less than $25K • only 5% of people earning more than 50K have difficulty getting coverage
	Health Professional Shortage Areas (HPSAs) **(inadequate access to primary care physicians)**				**Appalachian Ohio: 25 out of 29 counties, over 86%, are gov't designated HPSA's**	
	Cancer Deaths per 1000 deaths ('92)				Ohio: 226.5 Appalachian OH: 240.8	

[1] Economic Research Service, US Dept of Agriculture, figures from 95-96; June 26, 1998. Accessed online at www.econ.ag.gov/epubs/. ..
[2] Ibid.

Charitable Contribution Gap[3]	**Av. per capita breakdown**	**$27.50**			**$13.59**	
	Total Grants, 1996		$296 million for Appalachia, though Pittsburgh received a disproportionate 44% share			
	% of domestic grants, 1996		4.1% share for Appalachian region does not correspond to region's 8.2% share of population			
Child Care/Service Gap	Children w/out health cov.	14.6%				23.3% among poor
	Child (under 6) poverty rate	20% (96)			• WV: 36.3% (90-92) • 4 of the top 10 counties with the highest child poverty rates are located in Appalachia (55-65%)	
Education Gap	<u>Educational Attainment</u>					
	• % of adults not finishing 9th grade	• 4.7%			• Ohio: 8% • App. OH: 12%	
	• % of adults (over 25) finishing highschool	• 33.8%			• Ohio: 42% • App. OH: 36%	
	• % of adults with a BA or higher degree	• 23.8%			• Ohio: 17% • **App. OH: 10%**	
	Educational Expenditures ($ per pupil)				• OH (91): $4390 • App OH: $2822	
	Highschool Dropout rate	• 4.7%			• **App OH: 12 counties where dropout rate exceeds 33%**	

[3] Appalachian Reporter, April-June 1998. Accessed online at www.arc.gov/inforpubs/reporter ..

U.S. Department of Housing and Urban Development
Washington, DC 20410-800

Office of Intergovernmental Relations

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ORGANIZATION:

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Otho

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AKRON, OHIO

Background/Highlights:

- In the past 10 years, Akron's population declined by about 6 percent, falling to 223,019.
- The city's median family income (MFI) is $27,543, which equals 78 percent of the national MFI.
- No longer known as the automobile tire manufacturing capital of the world, Akron has diversified into polymer research and manufacturing, printing, publishing, electronics and other goods producing industries. Although the greater Akron area has lost 20,000 manufacturing jobs during the past 20 years, the area has gained 36,000 service producing jobs. However, twenty-five percent of the jobs in the Akron area are still in manufacturing.

Government Investments:

- HUD provided a $1 million EDI grant and $2 million in Section 108 loan guarantees to support the development of the **Middlebury Grocery and Shopping Center** within the EC target area. The project will serve a large portion of the EC's residents, and will create 130 new jobs. The project will include 62,000 square feet of retail space and HUD funds will leverage over $4 million in private investments.
- The Akron banking community, in cooperation with the U.S. Small Business Administration and the City of Akron, is offering a lending program to create jobs in the Akron EC. The new program will provide SBA Low-Doc loans to businesses located in the EC or to business that hire EC residents. Five Akron banks, BankOne, First Merit, National City, Society and Star Bank, are each offering $1 million to provide financing for 92 businesses during the first year alone. The average loan amount is expected to be $54,000, with a maximum of $100,000. The banks are responsible for marketing the program and the Akron Regional Development Board will provide mentoring for loan recipients.
- The **Akron Industrial Incubator** provides entrepreneurs with space at below market rates and a wide variety of administrative, management, technical, and professional services. The incubator is a joint project of the city, the state, the University of Akron, businesses, and community groups, and uses funds from the EC. It is located in a former B.F. Goodrich facility that was renovated with the assistance of HUD funds. One example of a successful startup from the incubator is **Western Reserve Controls**, a manufacturer of electronic products used in industrial controls. The firm recently announced plans to leave the incubator so it can expand, creating 31 new jobs.
- The EC allocated funds to a **revolving loan program**, which issues loans of up to $75,000 to industrial and retail projects in the Central Business District.
- The **Safe Harbor Minority Business Center** is an incubator that specifically targets minority-owned office and service firms. The project was jointly developed by the City of Akron and the East Akron Neighborhood Development Corporation. Safe Harbor currently houses nine businesses. The organization also launched a micro-lending program for minority businesses in conjunction with the EC.

DRAFT

- The EC collaborated with the University of Akron Polymer Training Center to create the **Sebert Project**, a training program for EC residents interested in entering Akron's large polymers and plastics industry. Of the 34 people who participated in a recent four-week session, 23 graduated and were placed in companies like Landmark Plastics and Spunfab Adhesives.

Private Investments:
- Private investments in the Akron EC total **$436 million**.
- The **Goodyear Tire and Rubber Company** plans to undertake a $120 million effort to expand and upgrade its physical plant within the EC. The capital program is focused primarily on R&D equipment and industrial plant reconstruction. The project will allow the company to add 250 jobs over time.

Announcements/Events:
- The Middlebury Grocery and Shopping Center could be the focus of an event, showing the importance of using public dollars to spark private development as well as of bringing needed services into underdeveloped communities.
- An event could be held at the Akron Industrial Incubator, to highlight how a federal investment could help create several new small businesses. Secretary Cuomo visited the incubator in August 1998.

Ohio

ATHENS COUNTY, OHIO

District 6

-Cities in County: Athens, Nelsonville

-largest district in the state

-Clinton carried Athens county with more than 50% of the vote

-7 of the 8 poorest counties in the state are in the 6th district

District 6 Population:	570,901
Athens County Population:	59,549
Athens City Population:	21,265

District Demographics:

White:	97.1%
Black:	2.1%
American Indian:	.2%
Asian:	.5%
Hispanic:	.4%

District 6 Representative:	Ted Strickland (D)
Ohio Senators:	George V. Voinovich (R)
	Mike DeWine (R)

COAHOMA COUNTY, MISSISSIPPI

District 2

--Cities: Clarksdale, Greenville

--Clinton took 58% in 1992

--Greenville is the largest city in the 2nd District

District 2 Population: 514, 845

Coahoma County Population:	31,665
Clarksdale Population:	19,717
Greenville Population:	45, 226

District Demographics:

White: 36.6%

Black: 63.0%

American Indian: .1%

Asian: .3%

Representative:	Bennie G. Thompson (D)
Senators:	Thad Cochran (R)
	Trent Lott(R)

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. paper	Business Owner Eddie Ammons; RE: personal info/home address/phone number [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20589

FOLDER TITLE:

Ohio Southern

2012-0043-S
ms251

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

[002]

State Ohio **City** Akron
Contact Jerry Egan **Program** Minority Business Incubator

Business Owner Eddie Ammons and Minority Business Incubator Build Million Dollar Business

"Akron's Minority Business Incubator helped me become a self-taught and self-made businessman."

- Eddie Ammons, Owner, Contemporary Renovations

Mr. Eddie Ammons, owner of Contemporary Renovations, a growing construction company specializing in retrofitting and remodeling building interiors and exteriors, is a self-made businessman and a success story of Akron's Minority Business Incubator program. During the 1980s, Mr. Ammons was involved in several building construction and renovation projects that culminated with a seven-unit apartment building renovation in 1987. In 1990, his company was contracted to remodel the building where the incubator was housed. After completing this project, he rented a suite from the incubator program to house his business for about a year. During his tenure there, Contemporary Renovations grossed an average of $400,000 to $600,000 a year. Mr. Ammons also benefited from having other lifelong entrepreneurs as his neighbors in the incubator program. This self-taught man P6/(b)(6) was able to purchase his own warehouse just after one year with the program. Today Contemporary Renovations grosses an average of $1 million a year. Mr. Ammons, P6/(b)(6) P6/(b)(6) is married with three children and has lived in Akron, Ohio all 42 years of his life. He can be contacted at P6/(b)(6) and is located on P6/(b)(6) P6/(b)(6)

State Ohio **City** Akron
Contact Kevin Stewart **Program** Family Loan Program

Family Loan Program helps Linda Motley Juggle Work, College, and her Children by Helping her Afford a New Car

"If the loan had not come through, my daughter might not have been able to go to school."

- Linda Motley, College student, Secretary, and single mother of three

Linda Motley is a 49 year old single mother with 2 daughters and 1 son. She is a Secretary for the University of Akron's Admissions Department and is also a student. She expects to earn her Bachelors of Science in Communications in the year 2002 along with her youngest daughter, Toni, who is also a single mother studying Criminal Justice. They have kept there busy lives together by relying on Linda's new car, which she was able to purchase after receiving P6/(b)(6) from the Family Loan Program. This loan was approved after Linda had used an P6/(b)(6) loan from the program to fix her old car, only to find out that it needed a new engine a year later. The new car allows both of them improvement products directly to homeowners. UTEP gave him the encouragement and the much needed exposure to others in business for him to venture out on his own

Darold Fountain is a Howard University graduate and President of Superior Home Improvement Center. His business is located on 710 Kensington Avenue in Buffalo, New York 14215 He has lived in Buffalo for 13 years and can be reached at (716) 831-1100 or dfount@appollo3.com

State	New York	**City**	Buffalo
Contact	Paula Rosner	**Program**	Mayor's Impact Team
Year Est.	1997		

7

Sister Mary Augusta Kaiser and 250 Residents work with the Mayor's Impact Team to Make a Difference in their Community

"The MIT has generated hope and motivation and has made a significant impact on the neighborhood."

- Sister Mary Augusta Kaiser, SSJ Parish Life Coordinator Pastor
St Mary's of Sorrows Church

The Mayor's Impact Team (MIT) has worked with Sister Mary Augusta and the 250 member Reed Street and Ten Adjoining Streets Watch Committee to clean up streets and vacant lots, to get abandoned cars towed away, and to get housing demolition projects in their neighborhood completed Sister Mary Augusta is a woman of unlimited energy and a person dedicated to improving the quality of life of people The MIT relies on her and the Watch Committee to gauge the needs of their community and leverage HUD and city resources into the neighborhood In fact, the group has enjoyed many successes The Watch Committee has

- leveraged CDBG funds from the city;
- persuaded KMART to open an outlet in their neighborhood;
- worked with the MIT to get streets paved and new sidewalks laid in their community,
- reduced drug dealing and prostitution activities in their area and recently opened a home for former prostitutes and young women at risk for prostitution The MIT is working with them by doing outreach (while they are on the street doing MIT work) as the occasion arises by referring young women to the home called TRY (Teaching and Restoring Youth); and
- joined others in establishing a community garden in the neighborhood

The MIT has given the people of this central city new hope. Residents are now determined to keep the area clean They see the difference the MIT has made Since many of the dilapidated houses have been demolished, others are fixing up their houses Since Sister Mary August involved the children in clean up and in planting flowers, the children will not let anyone touch the flowers and feel the need to report when anyone litters. In short, the MIT has generated hope and motivation and has made a significant impact on the neighborhood.

GENERAL MILLS, INC.
Number One General Mills Boulevard
P. O. Box 1113
Minneapolis, Minnesota 55440
FAX: 612/764-2999

TO: Lisa Green

COMPANY: National Economic Council

FAX: 202/456-2223

FROM: Austin P. Sullivan, Jr.

PHONE: 612/764-7264

DATE: June 9, 1999

PAGES (including cover sheet): 12

MESSAGE:

Lisa: Here are a couple of pieces of information about Siyeza. I am overnighting additional materials to you.

Austin Sullivan

Please contact Dee Thiemann at (612)764-7362 regarding problems with this transmission.

Contacts:	Tom Johnson, General Mills	(612) 540-2531
	Alfred Babington-Johnson, Stairstep, Inc.	(612) 377-6321
	Angela Smith, Glory Foods	(770) 987-8196
	Wendy Raway, U.S. Bancorp	(612) 973-2429

Stairstep, Inc., of Minneapolis and Ohio Company to Create $4 Million Plant in North Minneapolis

General Mills and First Bank Provide Financial Backing

MINNEAPOLIS, Minn.—Stairstep, Inc., of Minneapolis, Glory Foods of Ohio, General Mills and First Bank, both of Minneapolis, today jointly announced an alliance to form a $4 million frozen food manufacturing facility to be located in north Minneapolis.

Glory Foods, a Columbus, Ohio, company specializing in Southern-style food products, Stairstep, Inc., General Mills and First Bank of Minneapolis together have provided financing to create Siyeza, Inc., located at 1000 Humboldt Avenue North. Siyeza will manufacture for Glory Foods prepared frozen foods under the brand name "Glory Foods Southern Selections." The company plans to introduce such dishes as turkey and gravy with corn bread dressing and seasoned collard greens in southeastern grocery stores by January 1998.

"Not only are we bringing industry into the north Minneapolis neighborhood, we're bringing hope and a greater sense of community as well as ownership opportunities," said Alfred Babington-Johnson, who will serve as Siyeza's chairman of the board. Babington-Johnson also serves as president of the Stairstep, Inc., the Minneapolis organization which served as the catalyst in bringing together Glory Foods, General Mills, and First Bank.

-More-

Siyeza, (pronounced SEE-AY-ZUH) a South African term which means "we're coming," hopes to fill 32 positions by December 1997 and expects to fill 145 additional jobs over the next five years. Employees will be provided opportunities to become part owners of the company.

Babington-Johnson contacted Glory Foods President Bill Williams a year ago with an invitation to work together, and from there the idea of producing a line of Southern-style frozen foods was initiated. Through his work for the Stairstep Foundation, Babington-Johnson also secured an early commitment from General Mills to assist the organization in bringing jobs to the north Minneapolis neighborhood. As a result, General Mills contributed a $1.5 million no-interest loan. Glory Foods contributed $1.5 million; through its community development corporation, First Bank financed the start-up costs through the purchase of $1.2 million in preferred stock in Siyeza; and Stairstep, Inc., supplied the remainder.

"Investing in the community is a top priority at General Mills, and we are pleased to be a partner in helping to create industry and jobs in the north Minneapolis neighborhood," said General Mills chairman and CEO Steve Sanger. "Through innovative contributions of both expertise and financial capital from corporate and non-profit sources, we have designed an effective model for inner-city investment."

In addition to its financial contribution, General Mills provided hundreds of hours of consulting in the areas of business planning, market research, legal, engineering, product and packaging development, and manufacturing.

John F. Grundhofer, president and CEO of U.S. Bancorp, the bank holding company that operates the First Banks, said, "We are honored and privileged to be part of this unique partnership. Siyeza brings together the strengths of each participating organization—Stairstep for its commitment to creating progress and providing empowerment to the African-American community; Glory Foods for its entrepreneurial

-More-

spirit and sound business management; and General Mills and First Bank, both successful Minnesota-based companies that care about the communities where they do business." First Bank played a critical role by creating a custom financial package to help finance the project through its purchase of $1.2 million in Siyeza preferred stock rather than providing a typical business loan. The company felt that an equity investment would help minimize the debt load for Siyeza and give them more cash to invest back into the company.

Glory Foods will market and distribute the line of seven frozen entrees and five frozen side dishes. Bill Williams will serve as the president of Siyeza.

"Focus groups, food experts and families all have given our meals high marks for taste and convenience. We're confident we'll fill a growing niche in the frozen foods category," Williams said.

Williams, a graduate of the Culinary Institute of America in Hyde Park, N.Y., and three partners founded Glory Foods in 1989. After devoting three years to product development, Glory Foods began distributing its line of pre-seasoned Southern-style canned vegetables in 1992. Glory Foods was selected as "Emerging Company of the Year" for 1996 by *Black Enterprise* magazine.

-30-

Inner-city jobs

Mpls. Star Tribune Jan. 21, 98

Economic development and King's dream

Minnesota has never seen a plant opening ceremony as exuberant as Monday's in north Minneapolis. It had an African-American focus, strong religious roots, a spirited gospel choir in colorful garb, lots of humor, remarks by corporate executives — and a promise of 150 to 175 inner-city manufacturing jobs. When ministers in the largely black audience were invited to come forward for the invocation, at least a dozen did. Later, Steve Sanger, head of General Mills, said he had attended many plant openings, but "never a thing quite like this."

The plant, named Siyeza (for "We're coming"), opened as a result of Sanger's and General Mills' commitment to the black community and the inner city. The company provided a $1.5 million no-interest loan, and Sanger also recruited U.S. Bancorp's John Grundhofer, whose company made an equity investment of $1.2 million in preferred stock, a nontraditional form of community involvement. Finally, $1.5 million came from Bill Williams, head of Glory Foods, an Ohio canned soul-food firm. Siyeza will produce frozen meals for Glory Foods.

Siyeza is the third corporate partnership for a black Twin Cities group named Stairstep. The earlier partners are Dairy Queen and Team Tires Plus. Black investors started Stairstep, headed by Alfred Babington-Johnson. Its goal is inner-city businesses providing jobs and opportunity for blacks.

Appropriately, the event took place on the Martin Luther King Jr. holiday, so it was able to link the Rev. King's dream with Siyeza's economic development and jobs. Sanger and Babington-Johnson each said that Siyeza has the potential to be a model for similar cooperation in cities across America, as well as a source of pride for the Twin Cities.

In fact, Glory Foods' Williams said he started with some skepticism, but as negotiations unfolded with General Mills and U.S. Bancorp., and as he got to know Stairstep officials, he became enthusiastic and concluded, "This is the finest community I've ever been in."

The Twin Cities celebrated King's birthday at numerous events, including one attended by 2,000 people. While much smaller, the Siyeza opening was impressive. In the audience, in addition to General Mills and U.S. Bancorp executives, were U.S. Sen. Rod Grams, State Sen. (and gubernatorial candidate) Roy Terwilliger, University of Minnesota Regents Chair William Hogan, St. Paul Police Chief William Finney, two City Council members from Minneapolis and one from St. Paul. The 30-member choir came mainly from St. Paul's Living Word Church. Even a black farmer who grows greens in Mississippi was present. The event impressively celebrated King's vision and how, in a north Minneapolis plant, it is being realized.

For More Information:
Jack Sheehan, General Mills
(612) 764-7092

General Mills Gets National Recognition for Siyeza Food Plant in Minneapolis

Minority-Owned Business Made Possible by General Mills Foundation Financing

(Golden Valley, MN, May 3, 1999) -- General Mills is being praised by a nationwide organization of business and community leaders for its work to establish the Siyeza Foods Company in North Minneapolis. The award, to be presented by the Social Compact Wednesday in Washington, D.C., is considered the Malcom Baldridge Award for corporate performance in emerging neighborhood markets.

Siyeza provides a line of microwave and oven-ready frozen entrees and side dishes for Ohio-based Glory Foods which was named the 1996 "Emerging Company of the Year" by Black Enterprise magazine.

General Mills $1.5 million dollar interest-free loan and the lending of key marketing and manufacturing executives was instrumental in starting Siyeza's Southern-style frozen foods business. US Bancorp also stepped in with financial help, enabling Minneapolis entrepreneur Alfred Babbington-Johnson and Glory Foods co-founder William F. Williams to launch the company in 1998. Babington-John is currently chairman of the board. Williams is president of Siyeza.

Siyeza, which means "We're Coming" in Swahili, employs 36 people. The company projects sales of $50 million in five years, with jobs for 150-175 people.

Name of Business: General Mills, Inc.
Contact Person: David Nasby, Vice President General Mills Foundation and Director of Community Affairs or Ellen Goldberg Luger, Associate Director General Mills Foundation
Address: Number One General Mills Boulevard, Minneapolis, MN 55426
Telephone: (612) 540-4351 or (612) 540-3686
Fax: (612) 540-4114
E-mail: NASBY000@MAIL.GENMILLS.COM or LUGER001@MAIL.GENMILLS.COM

Industry sector/nature of business: Major International food company, with leading brands such as Cheerios, Wheaties, Yoplait, Betty Crocker and Chex.
Type of office: Corporate Headquarters.
Size of business: General Mills is a $6 billion dollar food company with over 10,000 employees worldwide.
Geographic area in which you do business: General Mills has plants or operations in California, Georgia, Illinois, Iowa, Massachusetts, Michigan, Minnesota, Missouri, Montana, New Mexico, New York, Ohio, Pennsylvania, and Tennessee. Internationally, General Mills has operations in Canada and Joint Ventures in Europe, Latin America and China reaching more than 70 international markets.

1. At General Mills, we are an international food company working to create a better future- not only for our consumers, but also for our communities. We define our business success through the quality products we deliver to consumers. Throughout our business, we emphasize our core values of innovation, speed and commitment. We also emphasize another key value – citizenship. We feel we have a responsibility, as a corporate citizen, to give something back. In the past five years, we have provided more than $155 million in grants and contributions to worthwhile programs and organizations, including more than 76 million pounds of food to help feed the hungry. General Mills employees and retirees have also given freely of their time and of themselves as committed community volunteers. We continue to seek out and support innovative solutions to address the needs and concerns of the communities, in which we live and work. Through volunteerism and direct social investment, through product donations and foundation grants, we are working to create a better future for our children, our communities, and our business.

2. General Mills, Inc. established a corporate social investment program in 1973 with the mission of having a significant positive impact in the communities in which we do business through investment in nonprofit or limited profit ventures addressing high priority social needs. General Mills has used a strategy focused on the investment in ventures that address high priority social issues and produce significant impact. The strategy envisions that ventures will serve as models for service reform or restructuring that, if successful, would be replicated and could be implemented in multiple locations. Finally, the venture will produce a return of both social impact and capital investment. While the rates of return may not achieve General Mills' traditionally expected Return On Investment, there will be a return of resources at the end of the project.

3. In January of this year, General Mills partnered with US Bancorp, Glory Foods, and Stairstep Inc. to launch Siyeza. Siyeza is a manufacturing company producing a line of frozen heat-and-serve vegetables and entrees sold under the Glory Foods name. Glory Foods, Inc., is an African-American-owned food company that distributes a full line of preseasoned heat-and-eat Southern-Style canned vegetables. Stairstep, Inc. is a North Minneapolis community based minority-owned business focused on community development. Siyeza is located in North Minneapolis, an urban inner-city neighborhood, and is focused on employing people within this neighborhood. The goal of this program is to ultimately transfer ownership of this company to the employees. This project is designed to create a new model for building community in the inner-city. General Mills' made an initial $1,500,000 interest-free debt contribution. The impact of this partnership is defined by the jobs being created in the inner-city, the collaboration and learning across several organizations and the hope restored through building a better and stronger community.

4. General Mills' obligation consists of a $1.5 million loan, with no interest and no term. But our commitment extends well beyond money. We're adding direct value through the ideas, knowledge and "know-how" of General Mills people. Dozens of General Mills employees and retirees are engaged in research, financial analysis, marketing, design, engineering, personnel, management and manufacturing. Each is giving his or her own time to Siyeza as a willing and committed volunteer.

   The real surprise lies in who reaps the benefit. Working together for the greater good is such an incredibly powerful force – and such a wonderfully enriching experience that we feel we gain far more from these ventures that we invest. More than dollars more than foundation grants the strategy of corporate social investment connects our expertise and experience with the challenges we face every day in our own communities. Our mission is simple. We seek to have a significant positive impact in our communities. General Mills is richer for our investment in Siyeza. Our communities are richer too.

For the purpose of public distribution materials:

1. General Mills, Glory Foods, and Stairstep, Inc., and US Bancorp (formerly First Bank, Minneapolis) in January 1998 opened a $4 million frozen food manufacturing facility (Siyeza) that is expected to employ up to 175 inner-city North Minneapolis residents. Siyeza (African term for "We're coming!") will manufacture prepared frozen foods for Glory Foods, an African-American-owned food company that specializes in Southern-style food products. The goal of this partnership is both to create a model for community-building and investment in the inner-city. Siyeza employees will have opportunities to become part owners of the company.

   General Mills provided a $1.5 million interest-free loan, and persuaded US Bancorp to make an equity investment of $1.2 million in Siyeza preferred stock. Another $1.5 million was contributed by Glory Foods, and the remainder by Stairstep. General

Mills, in addition to its financial contribution, provided hundreds of hours of consulting expertise in the areas of business planning, market research, product and packaging development, legal, financial engineering and manufacturing.

Siyeza is producing products, creating jobs, strengthening families and building a better community in North Minneapolis. Siyeza is also making our shared dreams for a better future a reality.

STAIRSTEP INITIATIVE

The Stairstep Initiative was conceived in 1991 and began operations in January 1992 as an effort to bring African Americans of all income and resource levels together to articulate and model community values and to acquire and operate businesses consistent with these values.

This initiative consists of two separate legal entities, each with distinct functions and a separate Board of Directors, but both are mutually committed to a community-building mission. The two components are:

Stairstep Foundation—a nonprofit 501 (c) (3) corporation committed to the social, educational, and spiritual aspects of community building among African Americans.

Stairstep, Inc.—a for profit community venture fund designed to develop capital resources to create or purchase businesses to promote ownership opportunities for every economic strata of the African American community. Besides its participation in Siyeza, Stairstep owns and operates a Tires Plus and a Dairy Queen Brazier on West Broadway in Minneapolis.

GLORY FOODS

In 1989 former co-workers Bill Williams, Iris McCord and Dan Charna touched upon the "simple idea" of creating a selection of canned vegetables that embraced both the spirit and soul of Southern cooking and to do it in a way that would make them easy to prepare without sacrificing its unique down-home taste. The team sought development assistance from Ohio State University's Department of Food Science and Technology where they experimented with recipes, preparation time, seasonings and packaging. The Columbus, Ohio, based company approached the Kroger supermarket chain in Ohio to run a 90-day test of their products in July 1992. Sales of Glory Foods seventeen varieties of greens, beans and peas soared and products sold before re-ordering could take place. In January 1993 Glory Foods began distributing its products in stores throughout the southeast. Today, Glory Foods distributes 21 varieties of pre-seasoned, heat-and-eat Southern-style canned greens, beans, peas and condiments to more than 6,000 stores in 28 states throughout the South, Midwest and Northeast regions.

U.S. BANCORP

Minneapolis-based U.S. Bancorp (NYSE: USB) is the result of a merger between First Bank System, Inc., of Minneapolis and U.S. Bancorp, formerly headquartered in Portland, Oregon. With $70 billion in assets, USB is the 14th largest bank holding company in the nation operating approximately 1,000 banking offices in 17 states: Minnesota, Oregon, Washington, Colorado, California, Idaho, Nebraska, North Dakota, Nevada, South Dakota, Montana, Iowa, Illinois, Utah, Wisconsin, Kansas, and Wyoming. The company is the largest provider of Visa corporate and purchasing cards in the world and one of the largest providers of corporate trust services in the U.S.

GENERAL MILLS

General Mills, founded in 1928, has emerged as a leading international food company with annual sales exceeding $6 billion. General Mills is known for such popular brands as Cheerios, Wheaties, Trix, Kix, Total, Lucky Charms, Golden Grahams, Yoplait and Colombo yogurt, Fruit Roll-Ups and Pop Secret Popcorn as well as the home of Betty Crocker.

BUSINESS FIRST

VOLUME 14, NUMBER 6 The Greater Columbus Business Authority™ OCTOBER 3, 1997

Local insurance exec to run Tiger Woods Foundation

Earl Woods, father of Tiger Woods, has asked local insurance executive Joseph Grant Jr. to head a foundation bearing the golfing phenom's name.

By Dan Crawford
BUSINESS FIRST

Joseph S. Grant Jr., a Columbus insurance executive and Vietnam War buddy of Earl Woods, has been tapped to oversee the charitable foundation named after one of the most famous athletes in the world: Earl's son, Tiger.

Earl Woods chose Grant, 66, last summer to become executive director of the fledgling Tiger Woods Foundation, which has opened its executive office at 7506 Slate Ridge Blvd. in Reynoldsburg.

Earl Woods is president of the foundation headed by Masters champion Tiger Woods, who formed the charitable organization in January with an undisclosed endowment.

Woods' administrative office in Los Alamitos, Calif., confirmed that Grant is running day-to-day operations of the foundation, which has sponsored five golf clinics for disadvantaged urban youth this year and plans a sixth in Miami on Oct. 6. Tiger Woods hosts the clinics.

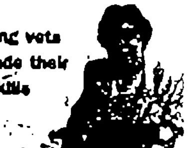
Grant, an Air Force pilot in Vietnam, met Earl Woods in Saigon 35 years ago when the two shared the same military quarters.

Originally from Atlanta, Grant moved to Columbus 22 years ago. He owns three insurance agencies, which his daughter has taken over while Grant concentrates on the foundation.

Grant, who was traveling

see Woods, page 66

INSIDE



New Big Bear ad campaign, 7

Penn Traffic says no funds available to honor gifts

By Kathy Showalter
BUSINESS FIRST

Columbus, it wasn't personal.

That's the word from Syracuse-based Penn Traffic Co., which has notified Children's Hospital and the Franklin County United Way that its Big Bear division will not honor \$250,000 in combined corporate pledges to the two nonprofits.

Sue Hosey, Penn Traffic's vice president of consumer affairs, said corporate donations from all six Penn Traffic supermarket chains were cut as part of the company's ongoing restructuring.

Columbus, she said, is being hit hardest.

"We consolidated five different

see Penn Traffic, page 66

Glory makes frozen foods

William F. "Bill" Williams, co-founder and president of Columbus-based Glory Foods, which is launching a line of frozen products next year.

Line rolls out with help from General Mills

By Kathy Hobe
BUSINESS FIRST

Glory Foods Inc. plans to continue its rapid growth with the launch of a frozen line of its soul food products early next year.

The Southern-style family meals will be processed in north Minneapolis through a partnership with food giant General Mills and a nonprofit foundation that fosters community development in its inner-city neighborhood.

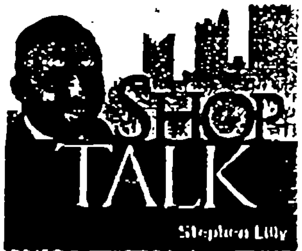
Under the arrangement, 150 frozen food workers in north Minneapolis will be paid \$8 to \$10 an hour, receive health benefits and eventually own a third of the manufacturing company if the venture succeeds.

"We want to be a household name," said William F. "Bill" Williams, co-founder and president of Glory Foods, based in East Columbus.

For Williams, that means getting at least \$70 million of the \$7 billion a year that African-Americans spend on food.

Since selling its first canned and boxed

see Glory, page 67



Galyan's, Kittles make their debut at Easton Market

Easton Market is preparing to roll out its final two retail anchors and other smaller stores.

Galyan's, the sporting goods division of Limited Inc., had a soft opening Sept. 26. Formal grand opening for the 80,000-square-foot store is slated Oct. 3-5. It marks Galyan's second store in Columbus.

The second Columbus-area Kittle's Furniture opens Oct. 17. The Indianapolis-based chain will occupy 100,000 square feet at Easton. The first Kittles opened last summer at Tuttle Crossing.

Not to be overlooked is Columbus-based DSW Shoe Warehouse, which opens Oct. 3 in 25,000 square feet between Kittle's and Galyan's. The Easton store is the discount shoe retailer's second unit in its home market.

see Shop Talk, page 2

TV tower rule proposal could signal end to local control

By Dan Crawford
BUSINESS FIRST

Local governments, developers and real estate analysts may want to tune it out, but a proposed federal rule to revoke local control of where massive new digital TV towers are built is "a done deal," a local broadcaster says.

And a national broadcasting group spokesman hinted strongly that the Federal Communications Commission's preemption of local zoning laws is all but inevitable.

An FCC official said the pending preemption rule, unveiled in August, could be adopted by January as Congress and the White House thirst for the billions in increased revenue the advent of high-definition television, or HDTV, would

see TV, page 65

Dialing up debate

Stay tuned...

The proposed FCC rule preempting local zoning control of where new digital TV towers can be built is short on legislative conclusions and long on open-ended questions, including:

- Should the FCC preempt local regulation for all broadcast facilities?
- Should the preemption be limited to the top markets in which the (digital TV) rollout schedule is more aggressive?
- Should the commission preempt state and local restrictions regarding exposure to (radio frequency) emissions from broadcast transmission facilities?
- Is the suggested 45-day time limit for processing requests appropriate, or would 90 days be more realistic for broadcast tower applications?
- Is there an appropriate role for the commission in resolving disputes between localities and licensees with respect to tower-siting issues?

Source: Federal Communications Commission

Glory

continued from page 1

products at Kroger stores in Central Ohio in 1992, Glory Foods has reached annual sales of $12 million in supermarkets stretching across the East Coast, the South and Midwest.

The company markets 20 Southern-style products such as canned sweet potatoes, collard greens, peppered vinegar and seasoned black-eyed peas, ready to heat and eat.

Glory plans to have seven frozen entrees and seven side dishes, all family-size and oven-ready, in supermarket cases in the Southeast by January. The frozen products won't appear in other regions, including Central Ohio stores, until after 1999.

"We think it will grow at a more rapid pace than the traditional frozen-food area," Williams said of Glory's frozen selections, known in the grocery industry as "home meal replacements."

"It allows us to project ourselves into the new millennium."

Williams said Glory, with 25 employees, was not thinking of a broad frozen line until he received a telephone call in September 1996 from Alfred Babington-Johnson, president and CEO of Stairstep Initiatives Cos.

Babington-Johnson, who describes himself as a "social entrepreneur," asked Williams if Glory Foods would consider a partnership with Stairstep Foundation and its for-profit company, Stairstep Inc.

Stairstep had just secured a commitment from General Mills to assist the community group in developing an underused 65,000-square-foot factory for unspecified manufacturing.

Babington-Johnson had not even heard of Glory Foods until he visited his mother in Knoxville, where she served him a Southern-style meal complete with apple-peach cobbler and collard greens.

"At the end of the meal, I told her how good it was, and she said, 'Well, the greens came out of a can.'" Babington-Johnson recalled. "I said, 'What are you talking about?' I couldn't believe it. She took me to Kroger and showed me a four-foot section of Glory Foods products. I bought Great Northern beans and collard greens and brought them back to my staff, and they loved them. I didn't do anything but heat them and eat them."

Babington-Johnson said he called Williams to ask if the two groups could "do something together."

Williams, who had never heard of Stairstep or been to north Minneapolis, was intrigued. He started some research in the food processing lab at Ohio State University and hired a Seattle research firm to conduct market research in Atlanta with four focus groups of 15 people each.

After the Atlanta testers gave high ratings to the frozen food selections, Williams proceeded with the deal. He secured a $1.5 million loan from Fifth/Third Bank.

"Glory Foods with their canned foods has grown tremendously in the last two to four years," said Lisa Kearney, a Fifth Third loan officer who handled the Glory loan. "They've been smart about it. In the markets they're in, they have a really good niche.

"Obviously, with their successful history and the backing of General Mills and the nonprofit organization, we realize it's going to be a success," she said.

In Minneapolis, Stairstep created Siyeza Inc., which comes from a South African word meaning "we're coming." Siyeza's sole customer is Glory Foods.

The deal was made possible with a $1.5 million no-interest loan from General Mills to equip the factory for frozen food production. General Mills also has given Siyeza its expertise in food processing, product development and financial analysis.

General Mills, Stairstep Inc. and Glory Foods own one-third each of Siyeza. Once the loan to General Mills is repaid in about five years, General Mills will give its ownership stake to workers.

"Our involvement will conclude after it's successfully started up," said Jim Geuhall, vice president of operations at General Mills. "We're not in it to make money."

Glory's Williams expects the venture to be profitable for his company and for grocers, who are competing with restaurants such as Boston Market for convenient take-out meals.

"For the busy family, it allows them to still sit down with their kids for dinner instead of having them grow up on pizza," said Williams, also owner of Marble Gang restaurant.

> "We think it will grow at a more rapid pace than the traditional frozen-food area. It allows us to project ourselves into the new millennium."
>
> BILL WILLIAMS
> GLORY FOODS

Glory sales director Lisa M. Cliff has yet to line up the first supermarket buyer of the frozen product line. But Cliff said Glory's sales record and its marketing savvy will convince supermarkets to reserve space for new products such as frozen chicken and dumplings, roast turkey with cornbread stuffing, and side dishes such as candied sweet potatoes and summer squash casserole.

Cliff and marketing director Theresa E. Power travel the country, especially the South, to tell the Glory Foods story and pass out food samples at major events attracting African-Americans.

Glory is a major advertiser, with ads carrying the line, "Your mom got the praise, now you can have the glory."

The marketing blitz enables Glory to build brand loyalty against giant food makers who make some of their products but not a full line of soul food.

"We can speak to our community better than they can," Cliff said.

David Wilhelm

From: Lynn R Gellermann [Lynn_R_Gellermann@Mail.BankOne.Com]
Sent: Friday, June 04, 1999 1:02 PM
To: Saunders.miller@sba.gov
Cc: wilhelm@wcstrategies.com; William_Hinga@Mail.BankOne.Com, mary_a_laraia_at_cdn@mail.bankone.com
Subject: President's Trade Mission to America

Southern Ohio

Saunders,

Since our discussion in Dallas, a number of very positive "New Markets" developments have unfolded in Appalachia. I wanted to follow-up with you on these developments by providing more specific information, and to again suggest Appalachia - more specifically Athens, OH - as a stop for the President's Trade Mission to America. The loans, investments and partnerships described below really cover the "financing continuum" you and I discussed in Dallas, and reflect well on all involved. Here is a glimpse of what is happening in Appalachia to provide small businesses with more choices for financing their growth:

Microenterprise: Bank One is ready to close a $600,000 credit facility to Enterprise Development Corporation (EDC), one of the oldest and most productive microenterprise development organizations in the country. This will be fourth loan extended by Bank One under the SBA Microloan Program. Bank One will also be providing EDC with a $45,000 grant to help establish their loan loss reserve account. The closing event is scheduled to take place in Athens, OH, and could be timed to match the President's schedule.

SBIC: Bank One is getting ready to close on a $5 million investment in DCC Growth Fund, a holding company which will comprise two drop down SBICs - one debenture SBIC and one participating securities SBIC. This will be a large national fund with a regional office in Akron, OH. Bank One and DCC Growth Fund have agreed to an MOU which calls for special efforts to invest in women and minority owned firms, and to firms located in LMI zones. The timing of this closing, or announcement of Bank One's investment in this new fund could be made in Athens during the President's visit as well.

Community Development Venture Capital: Bank One is working with the founding principals of the Appalachia Ohio Development Fund which will provide equity financing and technical assistance to small businesses southern Ohio. Wilhelm and Conlon, Ohio University, the Appalachian Regional Development Commission, Hocking Technical College, Kentucky Highlands Investment Corporationand ACE-net are all involved in the formation of this new fund. Although this fund is not yet ready to open for business and a number of details need to be ironed out. Bank One would be willing to accelerate its investment process and publicly announce its intent to become a leading investor (for discussion purposes, say $1 million). If something of this nature could be done in conjunction with the President's visit, it would generate a lot of enthusiasm and support for this new fund.

Women-owned businesses: As you know, Bank One is the lead investor (at $3 million) in Capital Across America, the first SBIC in the nation to focus on women-owned firms. Capital Across America is headquartered in nearby Nashville, TN and does serve Ohio. Bank One would be more than happy to fly Whitney Johns to Athens if this would be something the Administration and the SBA would like to highlight.

[These "New Markets" investments by Bank One total nearly $10 million - a figure that will be significantly leveraged by our public and private partners]

There is a tremendous amount of "money, market and talent" emerging in Appalachia. A visit by the President and the CEOs accompanying him would help ensure that the enthusiasm and capital continue to flow. Hopefully, this information will prove helpful as you work with the

Administration to plan the President's trip. Please let me know if Bank One can be of any further assistance in bringing the Trade Mission to Appalachia. Have a great weekend!

Lynn Gellermann
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