

1 So after they finished their sadistic party they  
 2 finally locked the cell and left, and so a little later  
 3 on some citizens group came in and persuaded them to let  
 4 them see me. So after they let these people in there  
 5 they asked me if I was hurt or if I needed to see a doctor.  
 6 I told them I think they have caved in my ribs. So they  
 7 requested that I go to the hospital. ~~as the witnesses~~  
 8 of ~~the~~ They took me over to the Beth Israel Hospital, and  
 9 over there during the course of examination and treatment  
 10 they found out that my ribs was caved in and there was  
 11 other internal injuries. So at that point the doctor  
 12 taped up this side and they brought me back down to the  
 13 stationhouse down town, and I am still going to the doctor  
 14 for treatment from the injuries that resulted as a result  
 15 of the beating and this torture in the precinct.

16 CHAIRMAN LILLEY: Is there anything else  
 17 you would care to say, Mr. Smith?

18 By THE WITNESS: That's about it I would think.

19 CHAIRMAN LILLEY: Thank you very much.

20 (Witness excused)

21 MR. LAUCHER: - Is that all?

22 Whereupon, THE WITNESS: No.

23 By Mr. WILLIAM A. MERCER, JR.

24 called as a witness, duly sworn, testified as follows:

25 It is a multiple funded operation. It gets the

EXAMINATION -- the Department of

By Mr. Jaffe: Commerce, BIC and local business

Q: Would you give us your residence and your present occupation and a little bit about your general background that you think may be helpful?

A: I am a Newark resident. I live at 117 Keer Avenue. I wear a couple of hats. I am the coordinator of the Business Industrial Coordinating Council. I am assistant project director of a manpower program called Skill Escalation and Development Project C, and I am charged with the responsibility of coordinating the job development unit in a project called TEAM, the concentrated employment program. I only draw one salary.

MR. LEUCHTER: Is this a privately financed corporate program?

THE WITNESS: The BICC has no paid staff funding or as such. It never has.

By Mr. Jaffe: years ago \$12,000 from the State Dept. Q: Your pay comes from TEAM?

A: My pay comes from Project C, assistant director. \$5,000 we give MR. LEUCHTER: Is that GEO funded?

THE WITNESS: No.

By Mr. Jaffe: Is it picked up by local business?

Q: Describe Project C. at four years ago, a little

A: It is a multiple funded operation. It gets its

1 money from three federal agencies -- the Department of  
2 Labor, the Department of Commerce, HEW and local business  
3 and industry puts in 25 percent.

4 ongoing today CHAIRMAN LILLEY: It is \$1,000,000 that is  
5 in jobs needed a year?

6 THE WITNESS: One million four hundred  
7 the best forty-four thousand. BICC is the parent of it  
8 country. but gets, thanks to the beneficence of local  
9 industry, money with which we exist.

10 By Mr. Jaffe:

11 Q: Could you describe for us what BICC does and  
12 how it goes about doing it and what you think is the major  
13 role it can play?

14 A: BICC, I will liken it to sort of a holding  
15 corporation. On the one hand -- I better describe it  
16 because it is a little different from Project C. Its  
17 funding comes from the Greater Newark Development Council.

18 We have gotten for two years now \$19,000 from the  
19 Development Council, \$14,000 of which goes to the Urban  
20 League that acts as sort of our manpower operation, and  
21 \$5,000 we give to the United Community Fund to handle our  
22 administrative expenses, mailings and whatnot.

23 Our Program primarily is picked up by local business  
24 the tab for it. We got started four years ago, a little  
25 better than four years ago, primarily getting jobs for

1 Negroes and Puerto Ricans, qualified people, using the  
2 Urban League as a catalyst wherein we match an available  
3 job with the person who could perform that job. This is  
4 ongoing today and on average we place roughly 100 people  
5 in jobs each month. That's better than 1,000 a year,  
6 and I don't mind saying with all of our drawbacks it is  
7 the best placement of any of the 84 Urban Leagues in the  
8 country. That is what we do.  
9 We found three years ago that this wasn't sufficient  
10 because while this is one out of four placement, we see  
11 four to five thousand people a year. We never got to  
12 really placing these people, and this is how we got  
13 involved in the training side. So we developed an exper-  
14 iment and demonstration project in March of 1965 called  
15 the Labor-Management Manpower Training Project to actually  
16 train people for available entry level jobs. This termi-  
17 nated in November of 1966, and based on many of its  
18 failures -- well, I shouldn't say many of its failures.  
19 It had some successes. In fact, we have been told it had  
20 quite a few. But based on the original program we  
21 developed Project C. This is the current one.

22 So we are actually doing two things. On the one hand,  
23 training and placement; and on the other hand just placement  
24 with the Urban League acting with us. We put out infor-  
25 mational brochures, hold seminars primarily in the manpower

1 field. ... some of it of necessity, but we leave the

2 Q What do you think are some of the major problems  
3 in job training? ... operations. They do this and so do some

4 A Major? other agencies. We try to get a person

5 Q Or minor. Would you give us your view as to the  
6 dimension of the problem in Newark and your view as to  
7 some of the things that can be done to alleviate it?

8 A That is a tall order. I don't think anybody  
9 would ask that.

10 Q If you think it is an unfair question, I will  
11 accept that.

12 A I think it is a legitimate one because God  
13 knows there is enough going on in the area to attack some  
14 of these problems. We should be really getting at it, but  
15 all of us together are not even keeping pace with the  
16 problems. I think it is getting worse. ... your statement  
17 before I will start with the reason we got started four years  
18 ago -- racism. That is major. Discrimination and all  
19 that implies. That is still a major one here.

20 have statistics MR. LEUCHTER: Do you have trouble getting  
21 your experienced people?

22 A I can THE WITNESS: Our program differs from the  
23 ERCC, Equ other programs in that we are not trying to have  
24 had one of duplicate. All we are doing is readying people  
25 after the for entry level positions. We get involved with

1 They were some of it of necessity, but we leave the  
2 employment professional placement to the Urban League in  
3 this area ongoing operation. They do this and so do some  
4 through of the other agencies. We try to get a person  
5 many Negro into the labor market as quickly as possible.  
6 agencies Our machine skills program is only nine weeks,  
7 is a stat. and we have had no complaints from industry in  
8 through a two and a half years in terms of our vocational  
9 to submit content.

10 CHAIRMAN LILLEY: Machine skills is Project

11 CP

12 THE WITNESS: Right. Most of the problems  
13 are attitudinal. You mentioned some of the  
14 problems.

15 By Mr. Jaffe:

16 Q I would like you to expound on your statement  
17 before that you think that the question of racism is a  
18 real factor in this area in employment. I would like you  
19 to expound a bit on that. Why do you feel that? Do you  
20 have statistics to back that up, or is this based upon  
21 your experience?

22 A I can give you some statistics quoted by the  
23 EEOC, Equality Employment Opportunity Commission. We have  
24 had one of their commissioners, Sam Jackson, two weeks  
25 after the riot at Prudential. He spoke and gave statistics

1 They were pretty horrible. He started on the premise of  
2 employment that was supposed to have been pretty good in  
3 this area in the federal agencies, and if you look  
4 through the Post Office as an example, you would think  
5 many Negroes worked there, but all of the government  
6 agencies around here employ only 14 percent Negroes. That  
7 is a statistic. These are statistics that they supplied  
8 through a form called OE-200 that companies are required  
9 to submit to the Equality Employment Opportunity Commission.

10 MR. LEUCHTER: That includes the Post  
11 Office?

12 THE WITNESS: That's right. EEOC also  
13 said 80 percent of the mercantile, the business  
14 type jobs in Newark are held by outsiders. In  
15 a town that is by anybody guesstimate half  
16 black, this is ipso facto on the face of it a  
17 problem. I don't know if any major company in  
18 the City of Newark has a Negro at a middle  
19 management position, a major company. They are  
20 starting to get them into middle management,  
21 entry level positions now, and this is of recent  
22 origin.

23 Some of the other things that came out was  
24 the fact that in petrochemicals New Jersey ranks  
25 first in the nation, two and a half million

1 dollars annually; that the total employment is  
2 9.4 percent of non-white. This is, despite  
3 the fantastic efforts being made by Hoffmann-  
4 LaRoche, a three million dollar program -- Ciba,  
5 Schering -- you name it -- most of the major  
6 companies -- this is the total employment.  
7 The skilled workers are less than 4 percent  
8 in the same industry. Nobody has given me the same statistic in  
9 terms of what the ratio of Negroes and Spanish  
10 speaking are in Essex County, but it is conser-  
11 vatively around one million people here in the  
12 county. They certainly are not involved in any  
13 major area in terms of the jobs. If you want  
14 something in terms of people being able to  
15 perform, all I can cite is some valuable black  
16 talent that left the town and succeeded elsewhere.

17  
18 **MR. LEUCHTER:** How about in terms of the  
19 people you graduate and send out to certain  
20 industries where you know there are vacancies,  
21 do you find them rejected and yet the same com-  
22 pany next week still is advertising for men in  
23 those positions?

24 **THE WITNESS:** You mean on the entry level  
25 or professional?



1        ~~This~~ MR. LEUCHTER: At the entry level.

2                THE WITNESS: Our major training is in  
3        the machine skills area. We train on a nine-  
4        week program for the metal working field  
5        primarily. This is manufacturing jobs, and  
6        they pay an average of \$2.27 per hour. We  
7        have had no quarrel whatsoever in terms of the  
8        vocational content. It was developed by a  
9        Western man, Rudy Bresca who works for NCE,  
10       and the program is acceptable, but the problem  
11       we do face in terms of placement now, has an  
12       example, we have had three epileptic seizures  
13       down in our center on Chestnut Street here in  
14       Newark. We have had people who despite the  
15       fact they have completed the training and we say  
16       they can perform the job, and we know they can  
17       because our instructors are provided by industry,  
18       paid for and provided by industry, so we know  
19       they can do the job; yet things like the high  
20       school diploma hold them up. Half of the adult  
21       males in this country don't have a high school  
22       diploma, but since the Civil Rights Act most of  
23       the companies are now requiring high school  
24       diplomas. As an example, Western Electric had  
25       a high school diploma and they dropped it.

1 This is what we are working for.

2 We have a testing committee trying to get  
3 companies to relax this. We also have a high  
4 school equivalency program going on where we  
5 can hopefully qualify people to get around  
6 this.

7 MR. LEUCHTER: You think in some instances  
8 that the high school diploma is strictly a  
9 discrimination screening?

10 THE WITNESS: Right. Then there is the  
11 entry level test.

12 MR. LOFTON: Bill, I take it the program  
13 you are describing is that you not only do the  
14 training but the placement of the person?

15 THE WITNESS: Right. We have two placement  
16 people. We do, I think, a fantastic job with  
17 the two guys we have.

18 MR. LOFTON: You were describing this  
19 machine skills area.

20 THE WITNESS: Program.

21 MR. LOFTON: Since you have inaugurated  
22 that I think you said it has been in operation  
23 nine weeks.

24 THE WITNESS: No. The program is nine  
25 weeks.

1           MR. LOFTON: The length of the program?

2           THE WITNESS: We have had it in operation  
3 ten months. We have put 542 people through the  
4 daytime program and roughly about 80 through  
5 the evening program.

6           MR. LOFTON: So we are really talking  
7 about 600 people that you have processed?

8           THE WITNESS: The total program, 796 have  
9 completed. We have what we call satellite  
10 operations where we actually, in conjunction  
11 with members of the companies of the BICC, have  
12 a training program. I have to single out Bob  
13 Lilley's company because we have two programs  
14 with New Jersey Bell Telephone Company -- a  
15 basic electricity program, a satellite operation,  
16 and also have a clerk-typist program with  
17 the phone company.

18           We have another machine skills program  
19 with RCA.

20           MR. LOFTON: In so far as these 700 people --

21           THE WITNESS: Close to 800.

22           MR. LOFTON: I assume in this machine  
23 skills area you took into consideration the  
24 number of available jobs in the industries that  
25 are in Newark, that you might have slots where

1 you could put these people when they graduate?  
 2 Q. THE WITNESS: We had the Employment  
 3 Service document the need.

4 Q. MR. LOFTON: Of those 700 people, how many  
 5 have you been able to place in industry, of  
 6 those who have graduated?

7 A. THE WITNESS: Of the 796, 526 were actually  
 8 placed, total seed operation, roughly about  
 9 70 percent.

10 Q. MR. LOFTON: You feel as though the  
 11 reason why the other 30 percent were not placed  
 12 is because of the discrimination?

13 A. THE WITNESS: Not solely. A variety of  
 14 reasons. The health reason. This is chronic  
 15 among the hard core poor. They have upper  
 16 respiratory ailments, a nutritional situation.  
 17 The high school diploma is one. They can't  
 18 pass an entry test. The criminality we have  
 19 difficulty with. But they qualify vocationally.  
 20 They can't pass these other barriers.

21 Q. MR. LOFTON: The only problem I am having,  
 22 I think in response to Mr. Leuchter's question  
 23 you were saying some of the companies set up a  
 24 high school diploma as a criterion and the  
 25 people who don't have it but have the vocational



1 him this morning. This is the kind of situation  
2 that goes on. They can say it is attitude or  
3 motivation, all kinds of other reasons. I  
4 don't buy many of them, but this is what you  
5 get from employers.

6 MR. LAUGHTER: But it does exist, but  
7 there are enough employers who are not discrim-  
8 inatory that even if they get rejected by one  
9 you feel is discriminatory, there is somebody  
10 else you are able to land them with? That is  
11 why you have gotten 70 percent?

12 THE WITNESS: There is a skill shortage.

13 By Mr. Jaffe:

14 Q What do you do with the firm that turns this  
15 man down for what you think are discriminatory reasons?

16 A In the BICC we have a testing committee. This  
17 is information on the validity of tests. They use a  
18 test, say, that was used forty years ago. We point out  
19 the criterion of the test is no good. We tell them also  
20 that you are criticizing your brother companies in terms  
21 of training. If this is not the case, we let them know  
22 if their rejection is solely on the basis of the test or  
23 on the basis of some reason we don't know and he ought to  
24 be more adept in selecting his people.

25 MR. LAUGHTER: Say in the specific case

1 you are talking about where this fellow went  
2 out, got the battery of tests and the company  
3 turns him down on glasses. What do you do  
4 there if you think it is a valid reason that is  
5 no problem but if you think the basis of it is  
6 discrimination? What do you do? Is the person

7 THE WITNESS: I am putting the monkey back  
8 on the guy who referred this fellow to us. Long,

9 MR. LEUCHTER: You mean who referred the  
10 corporation to you? Is the situation

11 THE WITNESS: Right. This company, I  
12 don't know if I should mention his name.

13 MR. LOFTON: Go ahead. What was the answer

14 THE WITNESS: Wiss and Company. When we  
15 had our first program, because of it Joe  
16 Fortheimer, the project director -- well, they  
17 played golf together and we were going to have  
18 an on-the-job training program with Wiss about  
19 two years ago, and somehow the personnel  
20 director came in with the president to see us,  
21 came to our office and nullified the program we  
22 were going to have. They have been talking to  
23 us for two years now, nice conversations back  
24 and forth. They have even taken a couple of  
25 people, our exceptional ones anybody would have

1 have the been happy to have. Nothing has really happened.  
 2 to get in. At the committee meeting this fellow got up and  
 3 said he offered the forty jobs and he sent a  
 4 formal letter to us and we sent out a letter to  
 5 see how we could fill those forty slots. They  
 6 are over the year to fill. This is the person  
 7 we sent out there, and this is what happens  
 8 from eight-thirty to four o'clock, all day long,  
 9 and then he is rejected.

10 We are back with the same kind of situation  
 11 with Wiss and Company. You can read into this  
 12 what you want.

13 Q Is CHAIRMAN LILLEY: I should know the answer  
 14 A to this, but if I were back on my job instead  
 15 Q of running Commission meetings I would. You  
 16 number also are getting into a difficult area that I  
 17 A recognize. You mentioned earlier that the  
 18 Q Greater Newark Development Council was a sponsor  
 19 the Newark of the BICC and there are fellows on this with  
 20 A a lot of influence.

21 primarily because Does the mechanics of things cause it to  
 22 companies go up to some fellow who could talk to the  
 23 They do so president of Wiss by saying, "Look, you are  
 24 certainly letting industry down?"  
 25 hires two hundred THE WITNESS: It goes up in some instances.



1 have the : Let me say this about the BICC: while we are  
2 to get im supposed to have the enlightened businesses,

3 Q and I am sure we do, the thirty or forty major  
4 any way pe companies involved, most of them do a highly

5 A creditable job, I think. They employ a lot of  
6 where you people, but this by no means touches the bulk  
7 who is not of business in this greater Newark area.

8 CHAIRMAN LILLEY: What you are saying,  
9 there are thirty thousand businesses in Newark.

10 THE WITNESS: And we are talking about  
11 forty or fifty.

12 By Mr. Jaffe: That is the key.

13 Q Is that all that are members?

14 A No, we have one hundred fifty firms.

15 Q You are talking about people who do anything  
16 number about thirty?

17 A Right.

18 Q You think that is a pretty small percentage of  
19 the Newark business community?

20 A I think we get more exposure than is wanted  
21 primarily because of the fact that these are major  
22 companies -- Prudential, the phone company, Public Service.  
23 They do something. This is a big, big impact, but it  
24 certainly doesn't have any impact on a median employer who  
25 hires two hundred people or even fifty people. He may not

1 have the time to attend the meetings or even spare time  
2 to get involved in being a good corporate citizen.

3 Q How would you go about doing this? Is there  
4 any way you can get these other thirty thousand firms?

5 A The only way you can go this is the situation  
6 where you have to have a guy involved talking to a guy  
7 who is not involved.

8 with MR. GOLDMAN: Do you find that in companies  
9 where top management is determined to do  
10 something and means business that on the lower  
11 level something happens?

12 THE WITNESS: That is the key: commitment  
13 and affirmative action. If the top man says it,  
14 it doesn't necessarily get done. If the top  
15 man says it and by example leads, it gets done.

16 MR. GOLDMAN: Is there a pattern in admin-  
17 istration within companies where the thing is  
18 working, where something is happening when the  
19 word is given, that could be written down, that  
20 could be spelled out and that could perhaps be  
21 written in a code of conduct so that you can  
22 nail down where the thing breaks down later on?

23 THE WITNESS: That is kind of difficult.

24 All the companies are so different and unique

25 I don't think you can have one set of rules and

1 standards that will be applicable to all  
2 companies. I do think there could possibly be  
3 a pattern individualized for each company.  
4 That is one of the things we are trying to do  
5 now. We have a testing committee, an employ-  
6 ment and a membership and consultation committee.  
7 This is the committee that acts as a mediator  
8 with civil rights groups. Right now we are  
9 going back over our own membership and the  
10 companies that have not submitted job orders  
11 and that have not really participated. They  
12 are going to be visited, initially by the member  
13 companies, to find out why the lack. There may  
14 be a valid reason. Maybe they have not had any  
15 turnover. Maybe that is the reason why they  
16 haven't hired non-whites. Maybe there has been  
17 a retrenchment in terms of their productivity,  
18 but we would like to find out why and do what  
19 you are talking about. This takes time. It is  
20 painstaking, and where do you get the manpower  
21 for it?

22 MR. GOLDMAN: Has there been any effort by  
23 the Newark business community since the riots  
24 to make blocks of jobs available to the Negro  
25 community, something like the Detroit business

group has done? THE WITNESS: I can say this: as a result of the riot, the executive director of the Urban League of Essex County, we set up a community information and referral center in this Central Ward primarily as an area where people living in the area could go to take depositions, find out where they can get assistance. This is supposed to be a three-man

besides operation. It is almost like an instant employ- ment operation like the Detroit situation, and training, we have been pressured into not letting the thing die. As a consequence, we have been talk-

ing to quite a few people and trying to turn this into what you are talking about. The Chamber and the Greater Newark Development Council seems to be interested.

MR. GOLDMAN: But that is basically a placement service?

THE WITNESS: We want it to be much more than that.

MR. GOLDMAN: Has there been any commitment to a specific number of jobs or a specific

blocks of jobs? THE WITNESS: Very, very little. I do

1 know of six companies that have said for a  
2 project, a concentrated employment program,  
3 they will take people, jobs now, training later,  
4 take them and forget about the requirements.  
5 Unfortunately six companies had less than  
6 twenty jobs. TEAM is floundering. They haven't  
7 had 150 placements.

8 By Mr. Jaffe: would like to engage in these

9 Q Are there any concerns in the Newark area that  
10 besides giving some on-the-job training after a person is  
11 hired also gives attitude training, psychological  
12 training, general training in terms of adaptability and  
13 socioability, that type of training?

14 A Not training. If it doesn't have that, the  
15 attitudinal side of it. To a greater or lesser degree  
16 this is done in most of the programs.

17 Q Let me talk about the Eastman Kodak Company  
18 training program that has been recently instituted because  
19 of the problems up in Rochester. Does that type of  
20 training program exist in the Newark Business community?

21 A Yes. These vocational programs we run are  
22 comparable to Rochester's.

23 Q Do any of the business firms run it once the  
24 man gets there? Is it all done by you prior to the man  
25 getting there?

1           A     This is a cooperative venture. ~~is talking about~~  
2           ~~about~~ MR. LOFTON: As everybody knows, business-  
3           men, while they can afford a certain amount of  
4           commitment to social uplift and what have you,  
5           at the same time if the company has any kind  
6           of size to it they have a group of investors  
7           they have to satisfy, stockholders. Maybe a  
8           lot of people would like to engage in these  
9           areas in terms of training people and taking  
10          people who may have what they consider to be  
11          below the basic skills that the person ought to  
12          possess when they come to the job; otherwise,  
13          this is an investment in employment which is  
14          not going to be good business, but what I am  
15          about to get at is, in these programs is there  
16          governmental stipend to the business to take  
17          people who are employable and trainable but who  
18          do not yet possess the training skills so that  
19          the business can offset that loss that they  
20          are absorbing while training this person?

21          THE WITNESS: Yes and no. You are talking  
22          about on-the-job training which I don't parti-  
23          cularly care for. On-the-job training does give  
24          to business an average of \$25 per week per  
25          trainee for actually training people for jobs.

1 We prefer getting into what he is talking about,  
2 about a pre-vocational program with the company  
3 whereby we say this guy who we think has the  
4 potential, who can't pass your test but if we  
5 go into a pre-vocational training program of  
6 short duration, at the end of the two months or  
7 three months, voluntarily if he passes it we  
8 would like you to hire him. This is what we  
9 are doing. But we want them to absorb all of  
10 the training costs. These are the two methods.

11 MR. LOFTON: The problem is you don't have  
12 so many companies participating in the agreement  
13 to do this. Have you had trouble with companies,  
14 trying to get them involved and they won't  
15 become involved, by their saying they can't  
16 afford to consider what they consider to be an  
17 illusory loss?

18 THE WITNESS: Let me be honest here, too.  
19 Maybe it is pangs of conscience; maybe it is  
20 because of all the activity. It could be a  
21 variety of reasons, but I think by and large  
22 businesses are willing to try. Some of them still  
23 skirt around, and before they take our  
24 people they may lose the guy. They may take  
25 two weeks to make up their minds, and we lose

1 since with our trainee. By and large there is a willingness  
2 to commence something, but we have had a couple  
3 of impediments in the way. You have got a  
4 variety of training programs. Which one does  
5 the company pick? You have got a big impediment  
6 in terms of the way it functions.

7 out. The Greater Newark Chamber of Commerce is  
8 kind of cumbersome. We also have an employment  
9 service. You have got a lot of staid, tradi-  
10 tional organizations helping frustrate. In  
11 addition, you have a lot of well meaning people  
12 who have comfort with their programs and

13 Q knocking on the doors of business and saying,

14 A "Let's do it this way." As a consequence, you  
15 give me we have got lots of grantmanship where everybody  
16 our graduate thinks the solution is money and they have  
17 months on their plans.

18 I was said I am sure the Greater Newark Development  
19 lives in Council and the Chamber is probably sitting on  
20 sort of a couple of million in requests of how to  
21 who is curhandle the problem. All living there. They can  
22 do it. We have MR. LEUCHTER: Do you have a waiting list  
23 happened to of potential trainees to whom you have to say,  
24 get a job "Look, we don't have the facilities to train  
25 doesn't it you?" etc. But if one of the fellows he was in



1 class with good THE WITNESS: Women, yes. Males, no.

2 MR. LEUCHTER: You have got to promote  
3 among the males then?

4 THE WITNESS: Yes. You have got to drag  
5 them by the hand. You would be taking males to like

6 MR. LEUCHTER: You not only have to go  
7 out among them and try to get them to agree to  
8 your program and accept placements, but at the  
9 beginning you must start and sell your program  
10 to the jobless man? of the business community

11 THE WITNESS: Right. such workers there as

12 By Mr. Jaffe:

13 Q How do you go about doing that? about your

14 A We do it kind of simply. We have a little  
15 gimmick whereby our project allows us to employ six of  
16 our graduate trainees. We keep them on staff three  
17 months and turn them over. by that?

18 I was raised on Springfield Avenue. My mother still  
19 lives in the worst hit block in the riot area, but you  
20 sort of lose the touch. You have got to have that guy  
21 who is current and who is still living there. They can  
22 do it. We have some people in the area to find out what  
23 happened to our training. They say, "How come he don't  
24 get a job that he had been given?" Nobody is home. He  
25 doesn't live here. But if one of the fellows he was in

1 class with goes up there, he can get in.

2 MR. CHAIRMAN LILLEY: You have a term,

3 "outreach"?

4 THE WITNESS: Outreach recruiters.

5 MR. BROWN: You said getting sales is like  
6 pulling teeth?

7 THE WITNESS: They don't believe -- one of  
8 the biggest problems is this whole business of  
9 believability and concern. It has to be  
10 exhibited on the part of the business community  
11 before we can do our job much better than we  
12 are doing it.

13 MR. BROWN: That hasn't been shown yet?

14 THE WITNESS: No.

15 By Mr. Jaffe:

16 Q You mean the sales don't believe the business  
17 community is going to employ them?

18 A Of course not.

19 Q Is this the basic reason as to why you can't  
20 get sales in the training program?

21 A The motivational.

22 MR. LEUCHTER: In spite of the fact you  
23 have got 500 out of 700?

24 THE WITNESS: You are treading water.

25 MR. BROWN: You are not even beginning to

1 show it. Would you say that the American male  
2 has been so frustrated and unpaid and unused  
3 he doesn't believe anybody's going to give him  
4 equal pay? and (b) it is going to give you

5 THE WITNESS: Absolutely.

6 MR. LEUCHTER: How about guys from the  
7 Central Ward who have been graduates and have  
8 gone through the nine-week program and have  
9 gotten their jobs and have gone back?

10 MR. BROWN: They don't take many and they  
11 are so few the word hasn't gotten around.

12 THE WITNESS: We need more.

13 MR. BROWN: He said it isn't even a drop  
14 in the bucket.

15 MR. LEUCHTER: Compared to the number that  
16 are still unemployed. All I am saying is of  
17 the 500, how many are men and how many are  
18 women that you have placed so far? have gotten

19 THE WITNESS: Forty percent. I guess it  
20 would be close to half. Our program is geared  
21 to the male. Our center is machine skills. So  
22 we have only had two women complete the program.  
23 Maybe I shouldn't say that. Title VII, the  
24 discrimination against women.

25 MR. BROWN: Maybe I can try to answer your

1 question if he agrees. Don't you find that in  
2 the community among Negro males there is a  
3 general tendency not to believe that (a) the  
4 job is there, and (b) it is going to give you  
5 commensurate pay, and (c) it is going to offer  
6 you any hope?

7 THE WITNESS: Right.

8 MR. BROWN: We have seen this in men over  
9 forty years of age, and industry is doing  
10 nothing to dissipate this.

11 THE WITNESS: Let me take this a step  
12 further.

13 MR. BROWN: That probably doesn't answer  
14 your question, but that is the broad spectrum.

15 THE WITNESS: We do an awful lot of things  
16 to get that guy into our office.

17 MR. LEUCHTER: If you have twenty-five  
18 guys to go in an area and say, "We have gotten  
19 jobs, we have gone through the program and we  
20 think you ought to," they are believable.

21 MR. BROWN: You didn't get all the factors.

22 THE WITNESS: Let me give you one of our  
23 most frustrating experiences. For example, we  
24 start our program at eight o'clock every Monday  
25 morning. We do this purposely because they

1 have to get up early, we insist. This morning  
2 we started with thirty-two guys out of fifty-  
3 three we recruited. This happens every single  
4 week. After all this effort to get that many  
5 to come in, and this is full time training so  
6 they get an allowance. As soon as we get this  
7 guy in and we say, "You have to fill out these  
8 forms to get the check," and he is exposed to  
9 the system and to the do's and don'ts, they  
10 don't even come back for the next day. We lose  
11 a third right there. We don't have the where-  
12 withal to recruit this man again.

13 MR. BROWN: You understand why?

14 THE WITNESS: Right.

15 MR. BROWN: You want to understand why.  
16 That is what I want to tell you. The white man  
17 is kicked.

18 MR. LEUCHTER: If when you tell me that  
19 has gone on for some generations, I can tell  
20 you. Other than changing attitudes on the part  
21 of industry and changing attitudes on the part  
22 of the people of the community, what do you need?  
23 I am talking materially. I am talking about  
24 this Commission. What do you need materially?  
25 I know it would be nice if we could change

1 industry's attitude and this would be very  
2 helpful, and it would be helpful after industry  
3 changes it's attitudes that you can change the  
4 attitude of doubters in the community. You  
5 have good reason to doubt. Even excluding  
6 those two things, what does the program need?  
7 Does it need more money, more teachers?

8 THE WITNESS: When we define this program,  
9 and I wasn't being facetious, this was built  
10 upon a lot of the failures we experienced in  
11 our first project, a little three hundred sixty-  
12 five thousand dollar project that we thought we  
13 did well. We put 1,168 people in jobs and  
14 training, including 416 onto on-the-job  
15 training slots. So we designed this program  
16 with roughly about \$2,000,000. It took us nine  
17 full months to get this thing through. We knew  
18 we were going to have difficulty with OEO, so  
19 we skirted them. This elaborate situation of  
20 getting money from federal agencies plus  
21 industry and business, twenty-five percent, I  
22 think is considerable. We got this thing  
23 funded December 1, 1966 and they cut back what  
24 I think is the heart in terms of the support  
25 service, doing a lot of things to overcome this

1 antipathy to show there was a concerned commu-  
2 nity. What happens? In 1967 the federal  
3 government comes back into the same community  
4 after nine months and say we have \$4.3 million  
5 for a concentrated employment program, and it  
6 took us seven months to get that going, and to  
7 a great degree we have got two programs. If we  
8 could have had the extra money, we would have  
9 done a fantastic job. The CEP program was  
10 pre-designated for Newark long before the riot.

11 MR. LEUCHTER: But you couldn't get the  
12 money until now?

13 THE WITNESS: It was June 29th it started.

14 MR. GOLMAN: That brings me to a question  
15 on the other side of the fence. Your program  
16 is one -- I know you put out a booklet -- with  
17 all the alphabets in it of all the training  
18 organizations and all the on-the-job training  
19 organizations publicly funded that exist in  
20 this city, or most of them. It is like that in  
21 every city. Isn't there a great deal of dupli-  
22 cation and at the same time a great many gaps  
23 and a lack of connection between all these  
24 different programs, whether they be called OJT,  
25 ECC, etc., and where people from these

1 organizations go to the businessman, one, two  
2 or three on the same day, asking for job orders?  
3 Isn't there a need in this city to tie in what  
4 is available in the way of training programs,  
5 placement jobs, all the way through together  
6 so that you get the most out of the money that  
7 is available? The federal government comes in  
8 with a concentrated program and such a mechanism  
9 could absorb it and build it in. While you may  
10 not have enough, you would at least have the  
11 benefit of getting the most out of what is  
12 available from the moment you outreach to  
13 placement and follow up. Isn't there a need for  
14 that? ~~any white people. If you get Negroes to~~  
15 work THE WITNESS: A short response: that  
16 digest of opportunity is our second thing.  
17 That is the extent of our coordination. Coord-  
18 ination is part of our name. Back in August  
19 of 1964 we attempted to do that, just in the  
20 manpower area. We didn't want to take anybody's  
21 action away from them. Boy! Was there flak  
22 because as soon as you say coordination, some  
23 other organization thinks you are going to take  
24 them over. After three or four months of  
25 futilely trying to really do something our effort



1 dropped. Secondly, the city -- give the devil its  
2 due -- City Hall actually tried under Ferdinand  
3 Biunno to coordinate manpower. The same thing  
4 happened. UCC tried it. The same thing  
5 happened. The State Employment Service tried  
6 it. It happened again.

8 MR. LEUCHTER: Who sends up the flak, the  
9 agencies which are providing manpower training?

10 THE WITNESS: Let's not kid ourselves. In  
11 some of these programs there is duplication.

12 MR. BROWN: If you had Negroes working in  
13 all of them, it would be worth it. There are  
14 too many white people. If you put Negroes to  
15 work in all of these, we would solve the  
16 problem.

17 CHAIRMAN LILLEY: Mr. Lofton.

18 MR. LOFTON: Do you think it would be a  
19 good recommendation for this Commission to make  
20 mandatory coordination? When the program  
21 comes from Washington, and Ray's suggestion is  
22 a good one --

23 MR. BROWN: You are not going to do the  
24 other. There is too much entrenched interest  
25 in Washington. For example, he is an example

1 of the program under Crowley and Wirtz, which  
2 started in 1964. Jersey City got one of the  
3 first grants. I commuted to Washington almost  
4 every day. All of the sudden Crowley was gone.  
5 Crowley had to proliferate. The same guy who  
6 was giving all kinds of sympathetic attitudes  
7 said, "I can't even talk to you."

8 When OEO came in, the proliferation was  
9 almost beyond belief, but in order to do this  
10 you have to almost reorganize the Washington  
11 scene.

12 MR. GOLLMAN: I don't know whether you  
13 want this on the record or off, but this is  
14 what we found in New York City to be a crucial  
15 problem. In a sense you are concerned about  
16 it, too, Mr. Mercer. They created a city  
17 department, Manpower and Career Development  
18 Agency, with executive power to coordinate and  
19 link up every bit of program in the manpower  
20 field. This takes building, but it is a  
21 building program. So it is possible. Labor  
22 stuff, HEW stuff, OEO stuff all channeled, as  
23 far as New York City, into the Manpower agency.

24 MR. LEUCHTER: How did it work out?

25 MR. GOLLMAN: My follow-up question is:

1 assuming it would be a good thing that this  
2 Commission would recommend a coordinating  
3 agency but not just a sitting coordinating  
4 agency from the outside, but with executive  
5 power to pull these things together, under  
6 whose auspices should it be?

7 THE WITNESS: It should be under a quasi-  
8 governmental type community-led operation. It  
9 can't be all business because then it would be  
10 suspect by the city or the community, and it  
11 can't be government.

12 MR. GOLDMAN: Should it be a non-profit  
13 corporation?

14 THE WITNESS: Yes, absolutely.

15 MR. GOLDMAN: One on which all major  
16 segments sit? Should it be the city?

17 THE WITNESS: The city would have to be  
18 a participant.

19 MR. GOLDMAN: But it shouldn't be a city  
20 department?

21 THE WITNESS: It could be if it had all of  
22 the guarantees in terms of the real participation,  
23 business and everything else.

24 MR. BROWN: What is the attitude of business  
25 toward local government and vice versa?

1 THE WITNESS: I think it is bad really.

2 MR. BROWN: Business distrusts local  
3 government?

4 THE WITNESS: I think Newark is probably  
5 the only community in the country where major  
6 businessmen don't have a voice in city hall.

7 MR. GOLDMAN: I take it from that you  
8 would prefer this to be a public corporation.

9 THE WITNESS: Just to support that, but  
10 Bill is not very far wrong.

11 MR. BROWN: What you are talking about in  
12 terms of coordination would be difficult because  
13 the aims are quite different.

14 THE WITNESS: It is kind of remote. I  
15 don't know if it would work. It would have to  
16 be an ironclad guarantee that business would be  
17 involved. I mean the real community, because  
18 city hall can get community involvement, but  
19 there is all kind of involvement.

20 MR. GOLDMAN: Would it be preferable to  
21 set it up as a public non-profit corporation on  
22 which you would have government as well as  
23 federal representatives in this area, as well  
24 as the state representatives in this area?

25 MR. BROWN: How is that possible?

1 CHAIRMAN LILLEY: Along Ray's lines, Bill,

2 isn't Speed one third business, one third

3 community, one third government?

4 MR. LOFTON: TEAM you mean.

5 THE WITNESS: Right. It is just that.

6 CHAIRMAN LILLEY: How is it working?

7 MR. LOFTON: TEAM is not really coordinating.

8 It is a different kind of question than what

9 Bob Goldman asked. TEAM is not a coordinating

10 organization to coordinate all of the job-

11 training programs?

12 THE WITNESS: No.

13 CHAIRMAN LILLEY: You are right except it

14 is four plus million dollars.

15 MR. LOFTON: I think what Bob Goldman was

16 talking about was a different kind of structure.

17 MR. GOLDMAN: It would be a permanent

18 structure so if \$4.7 million came into the city,

19 think even no matter what you call it, it could absorb

20 that kind of money and use the facilities.

21 MR. BROWN: You bespeak a lack of

22 concern. experience in the street that is phenomenal.

23 MR. GOLDMAN: You want that on the record.

24 MR. BROWN: Yes.

25 THE WITNESS: This is what we are.

1 that as an example MR. BROWN: That is what happened in Jersey  
 2 a couple City.

3 THE WITNESS: We have government, the  
 4 coalition business, civil rights groups. We have some  
 5 was swept experience in manpower, two programs. We have  
 6 Life, Inc placed over six thousand people in jobs. It  
 7 going to is fairly significant, but, believe me, I doubt  
 8 concerned seriously the BICC would ever be allowed to  
 9 sending entertain thoughts of doing that.

10 By Mr. Jaffe: going to continue was back in July

11 at Q Bob is saying assuming you could. Ray says it  
 12 is your opinion that even if you could coordinate it, it  
 13 would not really do the job. I think that is what Ray  
 14 wanted.

15 on the board MR. BROWN: I think BICC is trying to do  
 16 conference what you are spinning in theory.

17 executive By Mr. Jaffe: continuation of the same thing.

18 That Q What Ray wanted was your comments as to why you  
 19 think even that won't do the job, is that right?

20 the A I have to knock the weak points in BICC.

21 that I mentioned this business about believability and  
 22 concern. It keeps coming back to that. I made a little  
 23 speech at the Black Power conference and people kept saying  
 24 to us -- incidentally, the BICC sent five representatives  
 25 to that conference, which was significant. I mentioned

1 that as an example. I suggested to our executive committee  
2 a couple of weeks ago that since Newark was being enter-  
3 tained as one of the possible participants in urban  
4 coalition we ought to be involved. In two minutes that  
5 was swept away, and yet I understand the chairman of Time-  
6 Life, Inc., is coming to Newark next week and they are  
7 going to have one thousand people and I can't even get  
8 concerned. Our executive committee was interested in  
9 sending somebody to a regional conference that was planned.

10 Another one I was going to mention was back in July  
11 at the Black Power Conference some of us had been urging  
12 the Greater Newark Chamber of Commerce, because of the  
13 changing complexion of the city population, that it is  
14 about the time that it ought to have some black members  
15 on the board of directors. During the week of the  
16 conference the board was elected and published in their  
17 executive newsletter a continuation of the same thing.  
18 That is the worst time for it to have come out.

19 In that same executive newsletter, and this is one of  
20 the little wierd coincidences that baffled me, is the fact  
21 that they referred to the Black Power Conference as the  
22 National Conference on Empowerment, and I noticed that  
23 also in both hotels they had Empowerment Conference. Even  
24 after a year of ballhoo all over the world Black Power is  
25 still anathema in the City of Newark. You can't even say

1 the words where business is concerned. This is a slight  
2 indication of not being ready to deal on that level with  
3 it. We are even afraid to use the words.

4 MR. BROWN: In analyzing this, unless I  
5 heard you wrong, you pointed out in all of your  
6 training with respect to skills the attitudinal  
7 element here is most important on the part of  
8 the employer and on the part of the person.

9 THE WITNESS: Absolutely. This guy is  
10 sensitized. He can feel it right away.

11 MR. BROWN: This is so important it is  
12 very difficult to explain this to white people.  
13 White people insist on talking about housing,  
14 education, jobs, job training, but they refuse  
15 to accept the fact that as long as the Negro  
16 feels excluded and feel like a pariah you can't  
17 offer him apple pie because "he don't want it  
18 and he ain't going to eat it." This is really  
19 the core of the thing that has to be attacked.

20 CHAIRMAN LILLEY: So what is the answer on  
21 this very real question?

22 MR. BROWN: How do you get a white community  
23 to understand that the man is no longer begging  
24 you but is saying, "I am ready to come but on  
25 terms as a man"?



1 THE WITNESS: Accept my grievances as  
2 being just. ~~and~~ ~~realistically~~ ~~order~~ ~~to~~ ~~deal~~ ~~with~~  
3 that MR. BROWN: "Accept me as a man, not as a  
4 suppliant, not a pensioner. Just take me as a  
5 man." But the white community insists in  
6 thinking of us as wards or savages.

7 MR. LOFTON: I agree with you because I  
8 think that only treats one half of the charge  
9 and responsibility before this Commission.

10 MR. BROWN: What percentage do you say  
11 attitude is? ~~as~~ ~~really~~. ~~Generally~~ ~~the~~ ~~commission~~

12 MR. LOFTON: I haven't finished. One half  
13 is to identify what the problem is, and I agree  
14 with your identification of the problem, but now  
15 we are getting into the area of the terms of  
16 the various witnesses. I want to know like  
17 Bob wants to know what some suggested solutions  
18 are, recommendations for treating with the  
19 problem. I recognize that is the problem. I  
20 would hazard to say that is the easier dimension  
21 of the problem, to identify what the problem is.  
22 Some people don't want to recognize the problem,  
23 but I have always known what the problem is. At  
24 least I think I do, but I haven't always known  
25 the answer. They tip toe in and they back out.

1       What are the recommendations that this  
2       Commission can realistically make to deal with  
3       that problem?

4       THE WITNESS: You are talking about  
5       manpower or you want the problems in general?  
6       I am probably out of my element here. I hope  
7       you spend most of your time listening to the  
8       community complaints in the crime area. I know  
9       you will hear about jobs, housing and education  
10       being the major needs, but they are not the  
11       problems areas really. Generally the communica-  
12       tions medium, or whatever you want to call it,  
13       how they treat the whole question of race and  
14       perpetuate and help to keep the lid on this  
15       whole situation.

16       This business of the police, this is where  
17       I think the advance has to be made. You have  
18       got to do something on the attitude side because  
19       once that feeling of those who are working with  
20       the hard core, talking across the board now, we  
21       can take the message back that this guy is ready  
22       to accept you and he is concerned. We can take  
23       that back with the belief we know we are selling  
24       it; they will believe you. They will knock down  
25       our doors. They tiptoe in and they back out.

1 We lose one third.

2 They say, "Look, you are doing terrific."

3 I don't believe it by any measurement in terms  
4 of success of a thousand people placed in jobs  
5 who are qualified to hold the jobs and maybe  
6 another eight hundred or a thousand in training.  
7 That is so insignificant in terms of a city  
8 like Newark.

9 MR. LOPTON: To suggest an idea, let me  
10 ask this question: with respect to the  
11 businesses that you have, the thirty or forty  
12 you have committed in the area in terms of the  
13 purposes of BICC and so forth, and assuming  
14 that representatives of these businesses are  
15 also committed and understand the problem in  
16 the way you describe it and the way Fay has  
17 identified the problem, do you think it would  
18 be a fruitful kind of situation to attempt to  
19 work out something with the television media in  
20 terms of a television program, say, once a week  
21 and for each one of those business represent-  
22 atives to have a discussion, to discuss this is  
23 the problem and this segment of the community  
24 must deal with this attitudinal situation in  
25 terms of attempting to overcome that attitude?

1 Do you think that is feasible?

2 THE WITNESS: The Public Broadcasting  
3 Corporation on Thursday asked me could I  
4 recommend two businessmen of import in the  
5 Newark area who would be willing to go on  
6 Channel 13 and to really talk about the problem.  
7 I said I don't know who. I suggested in all  
8 candor Bob Lilley, but I don't think he could  
9 come because he is chairman of the Commission.  
10 Another is Segal of Bambergers. I said, "Try  
11 those two and come back" because the list gets  
12 very slim after that.

13 MR. GOLEMAN: This is ending with a  
14 concentrated education program for whites.

15 MR. BROWN: There was a program that should  
16 be broadcast, this Act of Reading from Steinbeck's  
17 book. This was one of the most effective  
18 programs I have ever heard and what he said was  
19 this: we are in this mess because we are  
20 relying on material things, jobs alone, because  
21 we refuse to accept the idea that there are  
22 other attitudes that would serve rather than  
23 the employment of material or technical devices  
24 to try to achieve that which only the spirit  
25 can give. I hate to think of the Commission

1 writing poetry, but it might.

2 CHAIRMAN LILLEY: Off the record.

3 (Discussion off the record)

4 THE WITNESS: New York City has three  
5 small business investment corporations. Newark  
6 has two defeats, primarily because it takes  
7 \$300,000 to get one of these things into town.  
8 I think if we had a larger entrepreneurship in  
9 the Central Ward with Negroes on it they won't  
10 burn it down. I think business ought to for  
11 their own self interests to have many more  
12 Negro businessmen. This is part of this  
13 business of being involved in the Chamber and  
14 the whole structure of the social and civic  
15 swim because I know quite a few Negroes who go  
16 twenty-five miles to commute out of New York  
17 to work in New York and beyond New York and all  
18 over the state, some of them going to  
19 Philadelphia, which is kind of ridiculous when  
20 they ought to be able to make their way here  
21 because they have the talent.  
22 They can do other things. If that is too  
23 auspicious, they can get involved in cooperative  
24 things like this business of the billion dollar  
25 housing situation. On my first vacation in four

1 years I was up to Expo with the wife, and I  
2 got a real charge out of that because my town  
3 was doing something when that broke. When I  
4 got back I asked the Negroes I thought ought to  
5 be involved, and the only one that knew anything  
6 about it was Bill Paine who happened to work for  
7 Prudential. Not one Negro who was supposedly  
8 knowledgeable in this whole area had been in on  
9 this at all. Yet here the Chamber had been  
10 involved in Washington when this thing was  
11 announced nationwide. This shows this whole  
12 business about believing. There is still the  
13 hesitancy to talk with the people in the comm-  
14 unity -- I don't care if the person is city  
15 hall-oriented or some other faction, whether he  
16 is anti. Believe me, the party you belong to  
17 has an awful lot to do with what you say in  
18 this community. That is another thing.  
19 When business is altruistic, and they are  
20 doing things for the black community, I think  
21 they ought to do it with the leadership. They  
22 don't do this yet.  
23 You mentioned the Detroit situation. We  
24 are working hopefully in trying to get storefront  
25 employment centers where business can in fact

1 employ people without waiting two weeks before  
2 they make up their minds whether they want the  
3 person or not and lose them.

4 I think we need an awfully expanded and  
5 much more powerful county manpower advisory  
6 commission so that every manpower problem goes  
7 through here and has a stamp of approval.

8 I think we ought to have a summit confer-  
9 ence with the major businesses in terms of  
10 saying let's look at entry level standards in  
11 terms of what people actually are being hired  
12 for. We have done some tests or run some surveys  
13 on some of the standardized tests that are used  
14 in industry. They are horrible. I can't under-  
15 stand how businesses that spend thousands of  
16 dollars to use these vehicles can do so unless  
17 they really want to screen people out. They  
18 could scrap most of them and do a better job in  
19 selecting their people.

20 work- I think we ought to do much more in the  
21 way of this whole health situation because, you  
22 see, people who know they have high blood  
23 pressure or diabetes or epilepsy, they fall out  
24 while in training. Particularly Newark has been  
25 cited as being one of the high areas in terms of

1 military draft rejections of young people. I  
2 think there is a correlation. We ought to do  
3 something about this health situation in terms  
4 of people getting into the program. It is  
5 frustrating when you put a guy through training  
6 and he gets the job and he can't pass the exam-  
7 ination. He ought to be able to take care of  
8 that before training.

9 I think we ought to do much more in the  
10 way of not only coordination of manpower  
11 training but coordination of our educational  
12 effort, because our educational system is  
13 criminally under-educating our young people in  
14 terms of orienting the guy for the world of  
15 work. I think business can do a much better  
16 job of getting a person into the work world by  
17 doing some of the imaginative things they are  
18 doing in New York, turning an abandoned factory  
19 or some of the schools into a combination of  
20 work-study operation.

21 I think utilization of our air rights where  
22 you don't have to spend all these millions of  
23 dollars and you can do a job now should be  
24 considered. A lot of companies have educational  
25 subsidiaries where they are using program



1 instruction with volunteers. We have no diffi-  
2 culty. We are getting teachers from most of  
3 the programs in our pre-vocational setup and  
4 industry pays for them.

5 CHAIRMAN LILLEY: In this connection you  
6 probably read that Michigan Bell adopted a  
7 complete high school in the ghetto. Is this  
8 meaningful?

9 THE WITNESS: Absolutely. We had an  
10 educational conference at one of the worst  
11 schools in this city. It went on and on, and  
12 we are repeating it at Central High School on  
13 January 13th. We had businessmen there so that  
14 they can see how bad the school is and hear the  
15 principal. We had Milt Kreuter from New York,  
16 his operation over there, the Center for Urban  
17 Education. He told us some of the things that  
18 business can do in conjunction with the school,  
19 not necessarily meeting all the things.

20 I think there can be a much better  
21 relationship between the business community and  
22 the educational community to really get people  
23 to work, those people that won't be going to  
24 college. There are jobs that pay eight and ten  
25 thousand dollars that you don't need a college

1 education for. ~~XXXXXXXXXX~~

2 I, JOSEPH Also I think business can help us get at  
3 and later, the hard nut in the greater Newark area to  
4 hereby crack the union. This is where we have had no  
5 of my star luck at all. They are going to have to help  
6 us and be realistic in terms of this whole  
7 political situation. They look askance at City  
8 December Hall, but they are going to have to get involved,  
9 as bad as it is in Newark. They are going to  
10 have to go back and get their head cracked.  
11 Why not help change the situation? It is no  
12 secret. It is in all of the papers what  
13 Hoffmann-LaRoche has been doing in terms of the  
14 Republican Party. I can't see why this can't  
15 happen in Newark where we have a nonpartisan  
16 political situation.

17 CHAIRMAN LILLEY: Thank you very much for  
18 coming. We appreciate your thoughts.

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