

This letter of intent is for the redevelopment and operation of Coventry Elementary School as a joint initiative of The Intergenerational School, Richard Fleischman Architects, Inc., Star Neighborhood Development, LLC, Strategic Resource Consulting, LLC, and City Fresh.

Executive Summary:

Our proposal is to maintain the Coventry Elementary School site and facility at its highest and best use, as a school, in appreciation of changing community and neighborhood needs, interests, and demographics, which are aging and becoming more diverse. The site as a school offers cultural benefits and environmental amenities for the Coventry Neighborhood and Northeast Ohio that are not possible with any other use.

We propose to redevelop Coventry Elementary School to include The Intergenerational School in approximately 22,500 square feet of dedicated space, an approximately 5,000 square foot Intergenerational Preschool, and a 2,500 square foot City Fresh cafeteria, “Fresh Stop” and Market, all as the anchors of a 50,000 total square foot Intergenerational Learning Center, also offering other complimentary neighborhood learning programs and resources consistent with your RFP, and featuring a 1.5 acre “Urban Farm”.

We shall preserve and protect the landmark building, with little modification, as an efficient, innovative, open, 60,000+ learning environment by one of the world's leading modern architects, Richard Fleischman – the design and construction are very special enablers for learning innovation and excellence, ideal for the intergenerational learning model.

All architecture and design work will be performed by Richard Fleischman, a partner in this proposal. He is best qualified to modify the site and building he designed 30 years ago, as needed, in appreciation for any special needs now, and from three decades of change in technology and learning methods.

Financials

The Intergenerational School is globally recognized as one of the most innovative and best schools of its type in the world. Their history, success and bright future are well appreciated among area education leadership in the region, and they are supported by a variety of international foundations and agencies – all this is documented at <http://tisonline.org>. They are in their seventh year of operation, and have a history of meeting their financial obligations, paying rent at a current rate of approximately \$12/square foot.

We propose to move TIS 2 miles, from their present location at Fairhill Center, to Coventry Elementary, for the 2009 school year. All the current students would relocate with the school, and there is a waiting list for future enrollment, so this move would not draw any students from Cleveland Heights schools, other than for openings in the preschool... which will be limited.

A new Limited Liability Corporation will be formed to lease the school from the school board and operate the facility for TIS and the other partners, which will contract for use of the space with this LLC.

We have met with Huntington Bank about using a lease from The Intergenerational School as security for loans for any improvements necessary for TIS occupancy and they are bankable. However, it is not anticipated there will be significant modifications to the facility for the specific needs of TIS – it is a good fit with their learning model. The same applies for the Preschool, and City Fresh Market.

The financial model is to realize a rental rate of \$12/square foot for dedicated space provided for the exclusive use of the Intergenerational School, Preschool, and City Fresh, representing approximately 30,000 square feet, providing approximately \$300,000 per year in income. The space in the building not dedicated exclusively to one of the partners will be shared by all the partners and other program and resource providers, as determined by a selection committee. It is anticipated and indicated there is a strong market for space in this neighborhood for meetings, classes, physical education, and socialization which will be well enabled by before and after school use of a significant portion of the building, including the gymnasium, cafeteria/community room, media lab, library, and some class and common areas.

Richard Fleischman will work with the partners to define dedicated and common areas of the building to maximize common areas, maximizing value to the community and income to the property, which will be pay-for-use. It is anticipated through this shared partner and neighborhood commercialization of the space, the effective rate of the usable space in the building, estimated at 50,000 square feet, will exceed \$16/square feet, bringing revenues to \$800,000, per year, net, net, net.

We also propose to farm 1.5 acres of the land surrounding the school and community areas, not to obstruct or interfere with the playground or Peace Park uses, which will yield a maximum of \$5/ square foot in additional income... approximately \$200,000 per acre. Our objective will be to generate an average of \$200,000 per year in farm harvest yield, which will all be commercialized directly to the cafeteria in the school, and the City Fresh Fresh Stop and Market, and to the neighborhood.

The local foods component of this project is very significant, and organized by Maurice Small, of City Fresh, who is the regional leader in this exploding “industry”. As Cleveland Heights has little public “green space” suited to “urban farming”, this site offers one of the few and best places to demonstrate this important practice, and educate the community on what local foods mean for residents – while providing 1.5 acres of local foods in a neighborhood and context where it will be readily absorbed and valued.

Therefore, the potential income of the property reaches \$1,000,000 per year, under this proposal.

Costs anticipated

We propose Richard Fleischman lead a series of discussions with the partners and community members and school board and school representatives to determine the best shared community uses of all spaces of the building, and surrounding land. That will allow Richard to determine the modifications required to meet the planned uses, and costs for those.

Richard will also want to review current cost estimates and make additional evaluations, especially in consideration for the possibilities of adding geothermal, solar, wind, and water retention. These would increase rather than decrease investment costs, but reduce long term operating costs. There are grants available to pay for many of these upgrades.

All these considerations must be budgeted, but it is clear the income of the property, as proposed here, is more than sufficient to justify any anticipated investments.

We propose any profits may be shared among the partners, including a profit sharing component to the lease to be negotiated with the school board, based on further consideration of this proposal.

Considering the 40 years success of Richard Fleischman with 400+ projects, and the success of The Intergenerational School, and the support of a strong team of community leaders, it is safe to say this is a proposal for a project that will succeed, which offers Cleveland Heights a competitive advantage for the future. We will certainly want to make this a permanent arrangement, as the school board determines that is appropriate.

This will reactivate an important dynamic of the neighborhood, with the culture of one of the best schools in America, and their intergenerational learning environment, which will engage 100s of senior citizens from the community with the 225 students and staff and professionals at TIS.

Intergenerational learning is at least as beneficial to senior citizens as it is to school children.

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Mission

The Intergenerational School fosters an educational community of excellence that provides experiences and skills for life-long learning and spirited citizenship for learners of all ages!

Vision

The Intergenerational School will serve as a model to encourage and invigorate communities to create new environments that empower learners of all ages as they become life long contributors to a democratic society.

School Values

- Personal integrity
- A work ethic
- Choice & accountability
- Celebration of diversity
- Interpersonal skills
- Shared and responsible use of resources
- Honoring the interconnected web of life & time

The Intergenerational School (TIS), on Cleveland's east side, is one of only seven K-8 charters in

the entire country to be featured in the U.S. Department of Education's K-8 Charter Schools Guide: Closing the Achievement Gap, out last week. The publication profiles seven of the nation's most innovative and successful charter schools serving at-risk populations, and highlights common practices among them. The report is free and available for order or download at <http://www.ed.gov/about/pubs/intro/innovations.html>.

Based on preliminary data from over 3,000 charter schools operating nationwide, TIS was one of just a few showing solid evidence of closing the achievement gap. Therefore it was chosen to undergo a detailed comprehensive analysis conducted by the Department of Education's Office of Innovation and Improvement. The extensive review incorporated an on-site evaluation and interviews with stakeholders including parents and staff. TIS's truly unique educational model and non-graded curriculum, designed by Dr. Catherine Whitehouse, stood out as a bellwether example of innovation in public education. The developmental curriculum and school culture, although in alignment with state content standards, breaks down age-segregation barriers and industrial concepts of traditional education. What results is an individually tailored education addressing each learner's unique needs and capabilities. Housed in Fairhill Center, a nonprofit collaborative campus dedicated to successful aging, TIS currently serves the families of 144 students grades K-8, along with over 200 "life-long learners" throughout the Cleveland community.

TIS continues to gain more attention as an innovative and successful public education program. Locally, TIS was part of a select group of schools to be involved in the Cleveland Excellent Schools Project funded by The Cleveland Foundation. A team of researchers from Teachers College at Columbia University visited the school and a report is forthcoming. The school is the only charter in Ohio to be rated Excellent for 4 consecutive years. Nationally, TIS was included in the Center for Education Reform's 2007 publication *Stories of Inspiration, Struggle, and Success*. TIS was also recently featured in the *The Achiever* (the U.S. Dept. of Education's newsletter), in an article entitled: "Bridging the Gap, Ohio Charter School Surmounts Age, Achievement Barriers." (The article is available at the following web address: <http://www.ed.gov/news/newsletters/achiever/2007/0907.html>.) Deputy Secretary of Education, Raymond Simon visited TIS as part of National Charter Schools Week, and in August 2007 a group of 40 Japanese professionals working in the field of aging traveled to the school to learn more about the array of intergenerational programming and the benefits for both the children and older adults.

TIS works hard to ensure that the teachers are supported by the administration and are empowered to make professional decisions in the best interest of their students. What results is a mission-driven atmosphere where TIS staff (both faculty and administration) work above and beyond for one common goal: to create an educational community of excellence for learners of all ages. Last year all teachers renewed their contracts, and 6 of 10 returning teachers were entering their 6th or 7th year with TIS.

For the past 3 years, 100% of TIS 3rd graders have passed the Ohio Reading Achievement Tests, and many have scored accelerated or advanced. While test scores alone are not adequate measures of success, parent satisfaction, teacher retention, and ongoing research on benefits of the TIS programs for older adults are all contributing to the positive buzz.

TIS plans to expand over the next few years to serve more life-long learners in Cleveland, and recently received a grant from The Cleveland Foundation to develop a capacity building plan.

TIS is an independent, free-standing 501(c)(3) nonprofit organization (not run by a for-profit educational management company). It is a free public school and has open enrollment on a space-available basis, yet currently, there is a waiting list. For more information about the school, call 216-721-0120 or visit www.TISonline.org.

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National Advisory Board

Robert N. Butler, MD is an internationally recognized leader in gerontology and geriatrics and the founder, president and CEO of the International Longevity Center (ILC), in New York City. He was the founder of the first department of geriatrics at the Mount Sinai School of Medicine and founding director of the National Institute on Aging.

Marc Freedman, MBA is Founder and President of Civic Ventures in San Francisco. He also led the effort to create The Experience Corps, the nation's largest national service program engaging Americans 50 and above.

Linda P. Fried, MD, MPH, is director of the Division of Geriatric Medicine and Gerontology at Johns Hopkins in Baltimore. A geriatrician and epidemiologist who specializes in the prevention

of disease, frailty and disability in older adults, Fried, is also is the co-developer of The Experience Corps, with Marc Freedman.

David A. Kolb, PhD is Professor of Organizational Behavior in the Weatherhead School of Management at Case. Dr. Kolb is the author of Experiential Learning: Experience as the source of learning and development, and the creator of the Kolb Learning Style Inventory which includes the four learning styles: converger, diverger, assimilator, and accommodator.

Rick Moody, PhD is the Director of Academic Affairs at AARP in Washington D.C. and an author on ethical issues in aging He is known nationally for his work in older adult education and was former Chairman of the Board of Elderhostel, the nation's first and world's largest travel organization for older adults.

David Orr, PhD chairs the Environmental Studies Program at Oberlin College, in Ohio. He teaches and advises students, and oversaw the Adam Joseph Lewis Environmental Studies Center's evolution from charrette to groundbreaking, in addition to raising most of the funds for the project. The building was selected as one of 30 "milestone buildings" in the 20th century by the U.S. Department of Energy.

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About City Fresh:

City Fresh is a joint initiative between the New Agrarian Center (NAC) and Ohio State University Cooperative Extension.

The goal of City Fresh is to build a more just and sustainable local food system in Northeast Ohio.

City Fresh seeks to meet the needs of both urban and rural communities by improving access to fresh locally grown food for urban residents and marketing opportunities in the city for local farmers.

The City Fresh program impacts the local food system through the development of neighborhood food centers, nutrition education, urban market garden training, and the cultivation of direct farm to business connections.

City Fresh includes a wide range of community partners, including the City of Cleveland Health Department, Heifer International, Ohio Farmers Union, the Great Lakes Brewing Company, the Clark-Metro Community Development Corporation, the Urban Community School, and the Cuyahoga County Planning Commission.

About Fresh Stop:

Fresh Stop Information

The Fresh Stop offers a way for neighbors to easily connect with food that is locally grown by farmers within the City and in the countryside. In the process, you will meet other neighbors, interact with children, learn important facts and tips about nutrition, sample locally grown food, and share in fun events, including music or potlucks.

boy All food available at a Fresh Stop is picked-up directly from participating farmers and brought to your neighborhood. The first Fresh Stop operated in the Clark-Metro neighborhood during the summer of 2005. A couple of our older patrons recalled a time not so long ago when farmers would drive trucks full of produce to neighborhoods in Cleveland and sell their harvest right off of the truck. While most food today travels 1,300 miles and can be off of the vine for more than 8 days, food at a Fresh Stop is picked fresh and delivered fresh.

Fresh Stops offer weekly “share bags” which include a mix of produce available from local farmers each week. The contents of each bag will vary according to what produce is available that week. The share bag program is a form of cooperative purchasing in which a group of neighbors purchase a share of produce from a local farmer. The farmer receives payment upfront in exchange for a bounty of produce throughout the growing season. This is a form of “community supported agriculture” in which a group of people support a local farmer or group of local farmers by committing a portion of their weekly food budget to supporting that farm. The benefits include:

- Fresher food with generally improved nutritional content;
- Keeping dollars in Northeast Ohio’s economy;
- Keeping farmers on their land;
- Building connections between communities (urban and rural);
- Reducing fossil fuels burned for long-distant transport;
- Cutting down on carbon in the atmosphere; and
- Spreading happiness throughout the land!

About the New Agrarian Center

From rural Lorain County to the inner-city of Cleveland, we share one thing in common: we all eat. The kinds of food choices that we make have a profound impact on the future shape of our region. Consider that almost \$7 billion is spent annually on food in Cuyahoga County and the surrounding six counties. Yet, most of these food dollars leave the region and even the state of Ohio.

The New Agrarian Center is committed to building a stronger and more sustainable regional food system in Northeast Ohio- a food system that promotes health in the broadest sense of the word: healthy land, healthy communities, healthy individuals, and a healthy economy.

The work of the New Agrarian Center is based on the following core principles:

- Connecting the needs of urban and rural communities in Northeast Ohio
- Promoting food security for our communities through reliable access to local foods

- Restoring the critical ecosystem services needed for a secure food system and healthy watersheds
- Using food and the production of food as a gathering point for community, including connections between youth and elders
- Fostering collaborative partnerships with business, government, and civic organizations
- and Strengthening the agrarian economy through local provision of food, energy, and materials

The New Agrarian Center represents a growing network between rural and urban areas who are finding more in common with each other as the region confronts significant land-use challenges and questions about its economic future. Our three primary areas of impact include:

- the City Fresh program which improves local food access for inner-city residents and businesses
- the George Jones Farm which operates a community-supported farm with emphasis on youth education and training
- and the Agrarian Learning Network which facilitates learning and skill-building through local food awareness, workshops, and public events

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Richard Fleischman Architects, Inc.: founded 1961

During 40 years of conceptualizing various projects, Richard Fleischman has led this firm with a unique sense of modernism—one in which there is a fusion of innovation and available technology. The 400 projects have shown architecture designed by this firm to be as cutting edge as Cleveland gets over the last decades. Buildings have won international awards. They have included projects for cultural institutions, educational facilities corporation and headquarter projects. The firm was awarded the American Institute of Architects Ohio Gold Medal Award Firm Award in 1988 and awarded Fleischman its Fine Arts Award in Architecture in 1978.

Design Philosophy

Major societal factors, economics, politics, technology and sustainable design have an effect upon the art of building and the perception of our environment. It is our imagination and understanding of these factors that allows us to anticipate change and to channel our intellectual resources in positive directions.

Patient research, carefully gaged pragmatism and a concern for the natural human environment, rather than certain knowledge, cultural dogmas, and theoretical models, furnish us with the access to formal freedom and the opportunities provided by continual improvements in building

technology. We realize from the very start that each separate architectural project is an experience in itself and not the embodiment of some abstract design theory.

We also believe that the success of each project is the result of patiently pulling together conflicting elements. The right balance between these forces lies in the identification of as many constraints as possible.

Our approach is like an intricate mosaic. The mortar binding, the individual pieces are a mix of collaboration and patience. Essentially, our design process represents an intense investigation of complex problems that cannot be approached with predetermined solutions. Instead, we pull into the process more mosaic pieces - a multitude of considerations.

These include detailed needs expressed by the client, an attempt to provide for change over time, environmental and energy considerations, funding constraints, special site and context considerations, and a seemingly endless list. We try to bring a blend of pragmatism, professional conscientiousness and contemporary culture to all of our projects. Our goal is to bring joy and delight along with a response to functional requirements.

The architecture of the city is a diverse and often complex text of visual symbols. It has a universal relationship to the city. It is unique because it is unlike other art forms. It is scrutinized in full view. It can neither control nor escape the city's form and boundaries, and it is an art of intervention. The creative relationships that result are integral to its success.

To design urban space as a forceful display of architectural creativity, and design it so that it can be used and occupied by everyone in a relatively unselfconscious manner, requires a sense of balance. Good urban design must inspire the use of space and attract people. Unquestionably it is concentration of buildings and people that gives cities their dynamic quality.

The spaces we create for our clients reflect their expectations and our ideology. Well-designed structures sensitive to your needs complement the functional process, rather than detract from it. Futurists remind us that planning is essential to ensure positive growth. It is our imagination and understanding of technology that allows us to anticipate change, to channel our intellectual resources in positive directions, and share this practice with you.

Our philosophy of planning and architecture is best described as dedication to a process of design through planning and research. We believe that a strong initial phase in the planning of your facility permits us and the owner greater freedom to participate completely and logically in the developing synthesis of your facility's design.

About Richard Fleischman: a 2005 biography by Benjamin Rose Institute:

Richard Fleischman: A Man With a Vision

Interviewed by: Eileen Beal

http://www.benrose.org/MythBusters/mb_Fleischman_Richard.cfm

The many buildings—churches, schools and libraries, gyms and community centers, art galleries, research complexes, glass-walled homes—that dot Northeast Ohio are three-dimensional testimony to the visionary and innovative work that has made Richard Fleishman one of the nation's premier architects.

Yet these powerful “statements,” which have garnered dozens of awards and peer recognition—Fleischman was elected a Fellow of the American Institute of Architects in 1974—give only a glimpse into the exuberant, yet thoughtful and down-to-earth man who created them.

During an afternoon interview at his spacious and colorfully appointed studio on Huron Road, Fleischman shared insight into his works and the infectious zest for living life to the fullest that has carried him from “blue collar” beginnings on Cleveland's East Side to international renown.

Tell me about your early years, your family, where you went to high school and the activities you participated in there.

I was born in Cleveland on Nov 27 th , 1928. I came from a blue collar background and we lived on the East Side. My parents' focus was on making a living, providing for us—especially during the Depression. It was my mother, my father, my brother and I. I was the oldest.

I went to parochial school, Holy Trinity, on Woodland, and was taught by German nuns. What I learned from that parochial education was focus, focus, focus; that meeting your goals meant meeting a deadline; and that when you focused on your goals you became a much richer person.

I always liked sports...I ran track—I was never that good, always the last or the next to last to finish, but I liked competing—and I loved baseball. I was manager of our [neighborhood] baseball team. There were no parents or other adults involved. We'd find empty lots for our games.

That's where I learned a lot about teamwork and personalities; about how teams work to do what needs to be done; about helping each other out; about the closeness of friendship and the trust that comes along with it.

Maybe the most important thing I learned from that was that the conflict that comes up in a situation isn't necessarily bad. It can help you find solutions to problems, and it bonds people.

When conflict becomes vicious, that's when it's destructive, and tears things down. But conflict itself, it can help you expand [your] knowledge and understanding.

I was fortunate to go on to high school at East Tech. That's where I learned about architecture—and that my life was going to be involved with space and architecture and building. I took architecture [classes] in the morning and the college prep program in the afternoon. (Laughs) I didn't ever have study halls or a lunch period, I just went to classes.

They had such a grand program there that after graduating in 1946 I was awarded the scholastic scholarship to go to Carnegie Tech. That was the only scholarship that was given out [to that college] that year...It was amazing how I got the scholarship. My senior year there was a portfolio competition here in Cleveland. My portfolio [i.e. architectural drawings and renderings] didn't win the local prize, but it made the cut. When they sent the finalists' portfolios—and mine was one of them—to the national contest, I won the national contest.

When I won, I was worried. I had problems with writing. The English teachers [at East Tech] knew about my lack of confidence about my writing, so when I won the scholarship they mentored me, without any payment...so that I—a 17-year-old competing with all the mature GIs

coming back from the war—could [do the work at] Carnegie Tech.

After five years at Carnegie, I was awarded a fellowship to Columbia University —where I taught freshmen design—then I was awarded a grant to study in Italy . I lived a year there, studying proportions and size, and scale and size, and texture and size. (Laughs) Since then I've traveled all over the world studying the same things.

You essentially came of age during the Depression and WWII. How do you think that shaped the person you have become?

I remember when I was a kid, we were in the car and all of a sudden there was a ping, and the casing on the engine cracked. My dad said, “That's it. We don't have a car anymore. We'll have to take public transportation” [and] I remember my mother taking an old sheet and remaking it into a smaller sheet, and finally tearing it up into rags because you didn't throw anything away.

I'm giving these examples to show that I learned to accept what was available, what was possible. I did not suppress my expectations just because times were bad.

Now that I think about it, I realize that [the Depression] and later World War II, when we had to have ration stamps for food and gas and so many other things, and when nothing was ever thrown out, were very exciting times for me—in terms of growth and experiences.

Then going away to college must have been a real “growth” experience.

I had this drive to go to college. I was the only one in my family—from my generation—who wanted to go...When I went away to college in [the fall of] 1946, I packed a suitcase—a big one—and my father took me down to the train station (then at 55 th and Euclid). I was 17 years old and this was the first time I'd ever been out of the city.

When I arrived in Pittsburgh I had to ask someone how to get the streetcar to the college, and when I got there the dorm wasn't ready, so I had to find a place to sleep, which was difficult because there were so many returned soldiers. That's when I realized I was entirely on my own.

But everything was so wonderful...because I was learning so much. About everything. I have a saying, “If you aren't standing on the edge you are taking up too much room.” That's how I felt then, that I was standing on the edge.

What got you interested in architecture, and can you pinpoint the time in your life when you knew you wanted to be an architect?

[Laughs] Probably always. My Uncle Frank, my father's brother, probably did more to guide me into it than anyone else. He was a foreman at Cleveland Graphite Bronze and was always telling me I had talent and to make my own breaks and to be prepared. So early on in school I was always drawing and making models. And winning ribbons for them, too. When other kids were out playing, I was working on projects.

And when I say working, I mean it. I got my first job in 1944. I was a house plan drawer for an architect named Moses P. Halperin. He did a lot of houses in University Heights during the war and after the war and I'd work for him in the summers, on weekends, whenever he needed me.

Sometimes I'd make \$25 a week.

(Laughs) When you think about it, I've been doing architectural drawings for 60 years.

Who were your early role models and career mentors...and what did you learn from them?

My first one was my Uncle Frank. And then it was Paul Schere, who was the head of the architecture program at East Tech. I could not have become the person I've become without his encouragement. He's the reason I became fascinated with architecture—with space, with details—and he's the one who set me to drawing everything from gas stations to Greek temples.

The other person who's had a great affect on my career was the architect Bill Conrad. He was a true renaissance man. Eventually we opened a studio together.

If you were "mentoring" someone today, what is the most important thing you would share with them?

That you have to stretch your mind. And that you should never find excuses not to do things—because the things you don't want to do are the ones that are going to stretch your mind and make you grow the most. By doing that, you discover new ways of looking at things and you learn and discover new options and opportunities.

Barely into your 30s, you set up your own studio in 1961. How did that come about.

It wasn't just me, it was with Bill [William H.] Conrad. He was 60, and I was working at his firm [Ward and Conrad]. There were some issues that he didn't like there, so he suggested we open a new studio. So, in 1961, we set up Conrad Fleischman Architects in Cleveland Heights in the Rockefeller Building at Mayfield and Lee.

That's when I really got started. My first major project was a church [St. Martin of Tours in Maple Heights] with an altar in the round. The pastor of a church in Detroit saw it and we did a church there.

In the late '60s, Bill retired, and the firm became Richard Fleischman Architects. I bought the old Dodd Camera building on Huron Road in 1988 and gutted it—that took two months!—and turned it into the kind of studio that reflected my designs. Essentially, we haven't made any changes since then. It's open. It's light and airy. It's visually stimulating. It's energetic. But that's not to say we haven't grown...In 2001, the firm [with the addition of two others] became Richard Fleishman and Partners.

It seems you do mostly 'public' buildings, such as churches or government buildings, rather than residential design. Why is that?

I do houses, but with them you are dealing with people's personalities and with what's stylish and what's fashionable, so I don't go out of my way to do them. I'm far more interested in doing buildings that serve a public need.

What's your definition of great architectural design?

It's not historical architecture or contemporary architecture, it's quality architecture that's sensitive to peoples' needs. It's timeless design that creates and defines space. But don't think that because something is 200 years old that it's great design. It can be that it's just solidly built.

Bad design is just the opposite: space that's insensitive to the needs of the people who will be using it.

What are your "design" hallmarks?

One is transparency. All my buildings are transparent in some way, so that means I use a lot of glass.

Open space is another [hallmark]. There is lots of exposed surface and natural light in my buildings. That's important because it shapes the way the building is experienced.

Another is scale. But scale has nothing to do with size. It has to do with proportion and detail and how spaces flow together.

And my interior spaces are never lined up like a mineshaft. They are positioned for visual stimulation and function.

If I had to describe what I do it's that I work with space, and the quality of space.

If you had to pick just one project to be remembered by, which one would it be?

That's so difficult. For me—for any architect—it's always going to be the one I'm doing next week. Still, I'm proud of the Polymer Science Building [at the University of Akron] and the Ohio Aerospace Institute [in Cleveland]. Both were the clients' dreams and visions. I just put them into three dimensions.

Architecture is a stressful, competitive occupation. How do you balance work stress and the rest of your life?

(Laughs) I don't think I distinguish the two. For architects, their 30s, 40s, and 50s are stressful and competitive because that's when they are growing and developing their architectural style, and firm and client base. I'm past that now. I'm doing more now—and I'm busier—than I've ever been in my entire life. And I'm doing new things, too. I've just been commissioned to do a monumental sculpture. The buildings surrounding it are massive, so it's got to be massive too.

There is so much joy in what I'm doing today...[so] it's impossible to separate my personal life and professional life.

You are married to Helen Moss, one of the regions true movers and shakers. How did you meet her—and what drew you to her and when did you marry?

I was divorced six years before we met in 1984, in Akron. She was president of Ohio Ballet there, and when I was invited to be on the board [of Ohio Ballet] I met her. (Laughs) I don't think she was interested in me till she saw me dancing.

We married in 1987. She's a very strong woman. We discuss things and work on a lot of things together. We have a real partnership and a strong intellectual and emotional bond. (Laughs) And we live in a house with 44 rooms.

[[Speaking of your 44-room home, you and Helen bought an old stone mansion in Bratenahl and renovated it. What drew you—a man who is very much a modernist—to such an old building.

Helen is the one who wanted to buy the house; she loved it. I liked it because of the 7 acres of land that came with the house. I thought it would make an excellent site for a development [Breezy Bluffs] that I would be able to do my way. And it was.

But don't misunderstand me, I like the house, too. The detailing is sensitive and elegant, and it's got wonderful proportions and spaces without being massive. It's very open, with wonderful views, yet it has private spaces, too. I studied [Renaissance architect] Palladio in Italy, and it's got the same kinds of proportions he used.

There's a saying that when one member of a family has cancer the whole family does. Helen was diagnosed with breast cancer in 2000. How did you—both of you—deal with that situation?

Cancer has struck us twice. In 1987, I was diagnosed with colon cancer. Sixteen inches of my colon was removed, and she was there through it all. She was wonderful. So when she was diagnosed with breast cancer I understood the anguish and the anger and the anxiety. We worked together to get through it.

It's five years now and she's as active as ever. She's even started her own foundation to work with physicians around how to better deal with patients who are diagnosed with cancer—any kind of cancer.

Architecture is a very competitive field—especially here in Cleveland—yet from the beginning, you have been a successful architect. What is it about you, personally, that's made you a success.

Hmmm. I'm not sure, but I think it comes down to what I—through the studio—have to offer. I'm not just an architect. I strive to answer questions with my work and through my work. And people trust me. That's reflected in the amount and scope of work we do.

Most architects are also artists, too. What about you?

(Laughs) I'm a sketcher, always have been. And I paint. And I'm doing a sculpture for Case. It's going to be three dimensional, and very massive.

*At 76 *, are you doing the kind of architectural projects you thought you'd be doing when you set up your first studio 44 years ago?*

Yes and no. I didn't want to be a niche architect; though my first major projects were churches, I didn't want to only do churches. And I'm not. Today, along with churches, I'm doing schools and libraries, airports, research complexes and government buildings. But I guess I do fill a niche: Most of the work we do is public buildings, buildings that are going to be used by many people in diverse situations and ways.

(Laughs) But it's a broad and deep niche.

Your design is forward looking, progressive—in many cases, exuberant. How do you stay mentally and creatively fresh, current, on top of things in your work?

I travel—a lot—especially to do consulting. But when I'm someplace else I put in a lot of time “studying” the architecture I see. And I make sure that I'm constantly working on something—a project at the studio—that I enjoy.

And I stay connected with my family. I've got three daughters [by his first marriage] and I'm always in touch with them. One of my daughters is getting married soon and she and her fiancé have bought some land and I'm designing a home for them.

And Helen and I are always doing something that nurtures creativity—the opera, dinners with friends that turn into animated discussions, travel.

All of that keeps me young—not just mentally but physically, too.

Physically, you're very fit and trim. Since you have an extremely sedentary job, how do you stay in such good shape?

Part of it is diet. When I had cancer in '87, I changed my eating habits—totally. Since then I've lost about 45 pounds. Today I don't eat bread, butter, or pasta, but I do eat a lot of chicken and fish and salads. And every morning I have three poached eggs on toast. A lot of people say “Three eggs a day, that can't be good,” but for me it's energy and stamina. And I don't take vitamins or minerals. All the nutrients I get, I get from real food.

I get up at six every morning and I exercise—seven days a week—for at least half an hour on an exercise machine that works both my arms and legs. (Laughs) And I go out dancing whenever I can.

In a nutshell, what's your advice for successful aging?

Stay active—not just physically, but mentally, too. Stay engaged in things that you like. And stay interested in other people. What I mean by that is actively cultivate diversity in the people and situations you encounter on a daily basis. And always be working and thinking and acting outside the box.

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Ken Dowell is the owner & CEO of Strategic Resources LLC, ("SRCLLC"), a political consulting firm, that offers the highest quality of consultant services on the market today. Since 2005, under Ken's direction, the firm has consistently provided superior service to clients helping each of them timely achieve their strategic goals and objectives.

More specifically, over the last 10 years, Ken has played a key roll in political campaigns at various levels of government, including most recently the election of Governor Ted Strickland, Former Cleveland Mayor Michael R. White, Ohio State Senator Lance Mason, and Cleveland City Councilwoman, Sabra Pierce Scott. In each of these campaigns, Ken led a team that effectively targeted and persuaded diverse constituency groups to take affirmative political action consistent with his client's strategic interest. Additionally, Ken has handled all aspects of a campaign, from grass roots "Get Out the Vote" activities to high level strategic targeting and mass media engagement.

In addition to his bipartisan political work, Ken is co-founder of Blacks United In to Local Democracy (BUILD), a non-partisan Political Action Committee, initiated help African Americans engage and otherwise access the political system.

Ken also finds time to dedicate his time and talent non-profits and community-based organizations, including the Men's Action Network (MAN), African-American Family Day Picnic, and Glenville Festival.

SRC has over 15 years of combined experience. From working with national campaigns, neighborhood-by-neighborhood grassroots political battle, long-term image development, to writing basic business plans and mobilizing street clubs, SRC can get the job done! Leadership: With Strategic Resources LLC, we deliver the kind of quality and service that is expected from a leader. Our company is always evolving as the needs of our clients change and as new opportunities are created in the market. You can rest assure that working with Strategic Resources LLC, you will enjoy the latest services, technology and developments in the industry. Teamwork: Strategic Resources LLC prides itself on knowing our clients and their business. We work hard to ensure that the solutions we provide are tailored to meet our client's unique needs and challenges. We are committed to our client's success.

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Norm Roulet has been active in historic real estate development and community planning since

1982, becoming a real estate agent in 1984, and a broker in 1986, in Louisiana, where he developed the Walker Wynn House – recognized by the New Orleans Historic District Landmarks Commission as the best project of its scale, in 1987, and the Rivertown, USA redevelopment of historic downtown Kenner, Louisiana, including renovation of a 1900 mercantile store into the Louisiana Wildlife Museum.

Norm is a globally active Information Technology consultant who has worked with scores of the world's largest and best corporations, and government entities. An economist, Norm is an expert in competitive benchmarking and strategic analysis, and was founder of the Information Technology and Infrastructure Management Exchange (InTIME).

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Sudhir Kade Raghupathy has worked to facilitate positive change in holistic community development since completion of the MBA with honors from the Weatherhead School at Case Western University. After a five year tenure in the corporate sector as an analyst for Alcan Aluminum Corporation, Sudhir specialized in Organizational Behavior and Entrepreneurship. Sudhir has worked with and consulted for a number not-for-profit organizations and cultivated experience in Sustainability and Social Justice issues. Other interests include Appreciative Inquiry and Open Space group facilitation, as well as Systems thinking frameworks. Just prior to MBA matriculation in 2004 Sudhir was awarded the Thompson Hine award for innovation in organization design and theory at the Research ShowCASE.