

Originally Processed With FOIA(s):
2025-0878-F

FOIA Number:
2025-0878-F

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Series: Porter, Richard W., Files
Subseries: Subject Files

OA/ID Number: 21804
Folder ID Number: 21804-021b

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California 5/18/92 [2]

Stack:	Row:	Section:	Shelf:	Position:
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Withdrawal/Redaction Sheet (George Bush Library)

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01. Vitae	Re: Peter Ueberroth; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

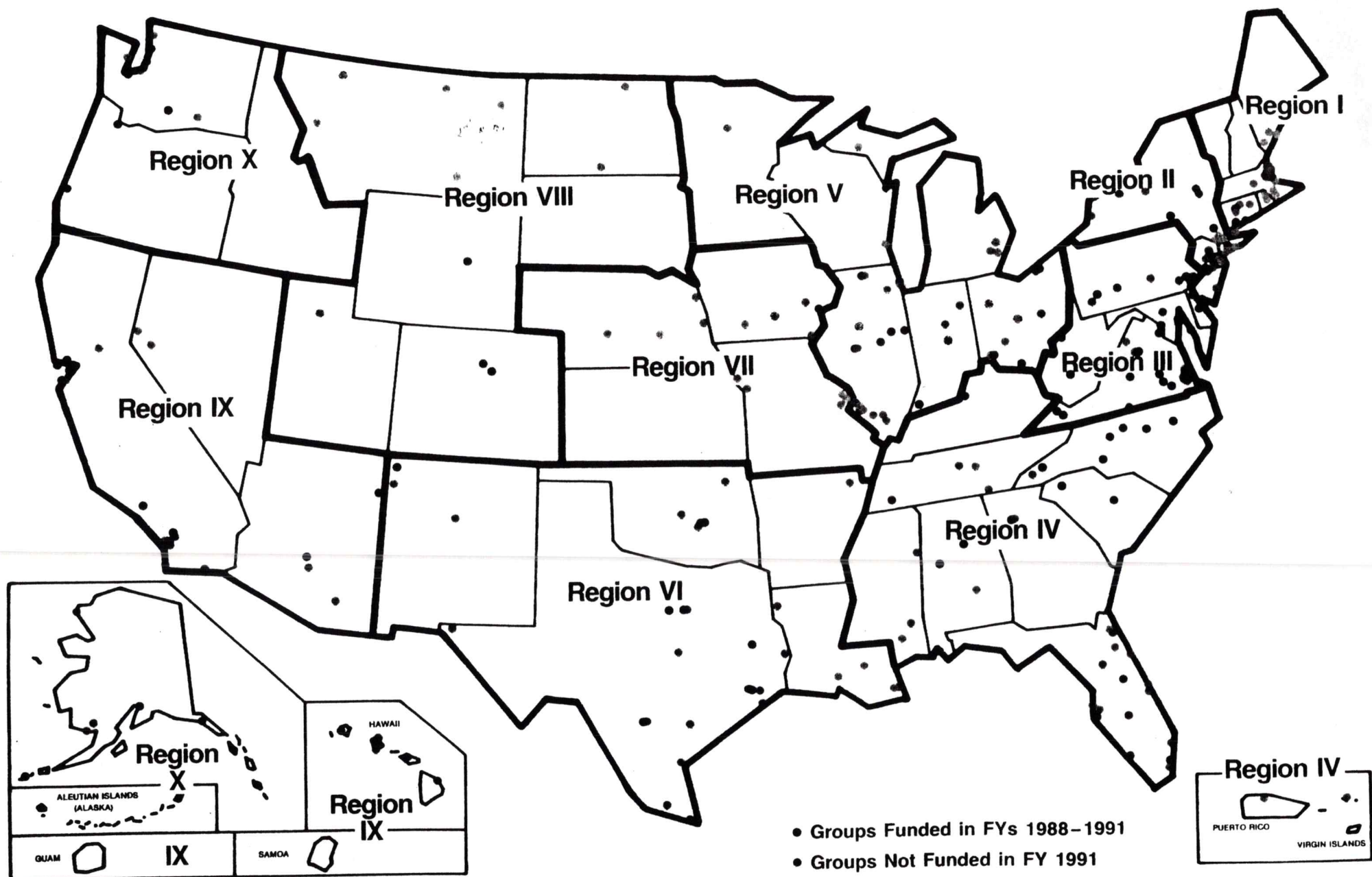
Page 1 of 1

Collection:

Record Group: Quayle Vice Presidential Records
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Series: Porter, Richard, Files
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WHORM Cat.:
File Location: California 5/18/92 [2]

Pinksheet Number: RML16262
OA/ID Number: 21804-021b
Date Closed: 8/20/2025
FOIA/Sys Case #: 2025-0878-F
Re-review Case #:
P-2/P-5 Review Case #:

Resident Management Technical Assistance Program Fiscal Years 1988–1991



GROUPS FUNDED IN FYs 1988-1991
Numbers represent Cities in each State

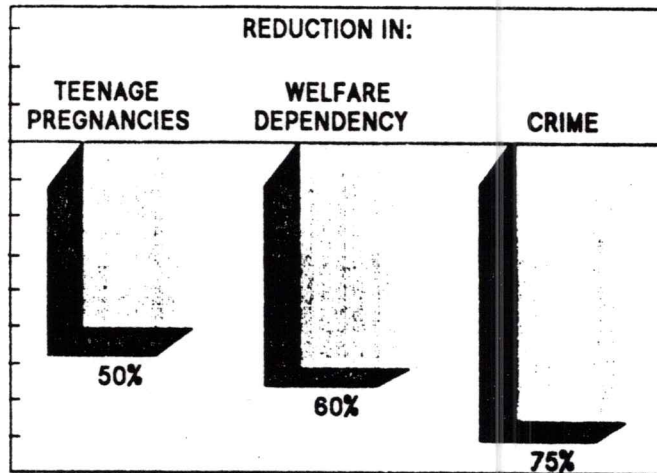
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Alabama	3
Arizona	2
California	7
Colorado	2
Connecticut	4
Delaware	1
District of Columbia	2
Florida	7
Georgia	1
Hawaii	1
Illinois	8
Indiana	1
Iowa	1
Kentucky	1
Louisiana	1
Maryland	2
Massachusetts	5
New Jersey	5
New Mexico	1
New York	4
North Carolina	6
Ohio	3
Oklahoma	1
Oregon	2
Pennsylvania	5
South Carolina	2
Tennessee	1
Texas	6
Virginia	12
Washington	4
West Virginia	2
Wyoming	1

GROUPS NOT FUNDED IN FY 1991
Numbers represent Cities in each State

Alaska	4
Alabama	1
Arizona	2
Arkansas	1
California	7
Connecticut	5
Delaware	1
Florida	10
Georgia	1
Hawaii	6
Illinois	10
Indiana	3
Iowa	4
Louisiana	4
Maine	3
Maryland	2
Massachusetts	7
Michigan	4
Minnesota	2
Mississippi	3
Missouri	5
Montana	5
Nebraska	4
Nevada	2
New Jersey	9
New Mexico	2
New York	11
North Carolina	1
North Dakota	2
Ohio	6
Oklahoma	4
Pennsylvania	5
Puerto Rico	1
Rhode Island	2
Tennessee	3
Texas	11
Utah	1
Virginia	8
Virgin Islands	1
Washington	4
Wisconsin	1

**SUCCESS INDICATORS OF RESIDENT MANAGED
PUBLIC HOUSING
(KENILWORTH-PARKSIDE DEVELOPMENT, WASH., DC)**

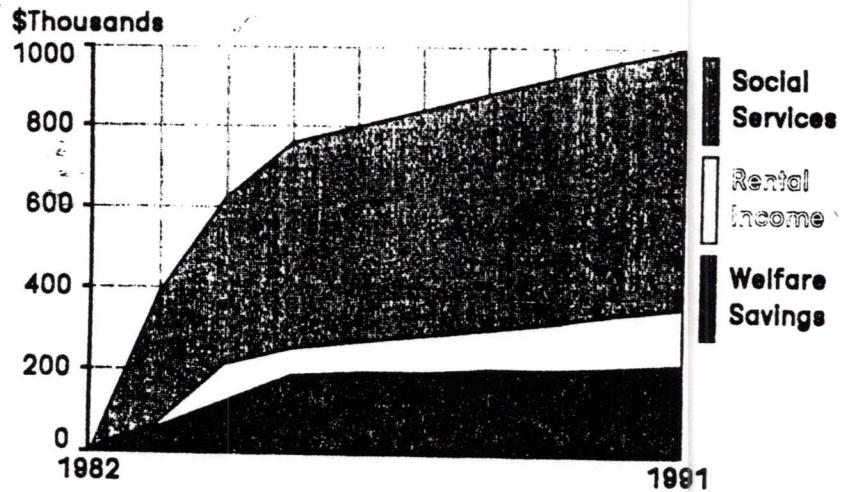
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SOURCE: NATL. CENTER FOR NEIGHBORHOOD ENTERPRISE

Cost Benefit of Resident Management

Kenilworth-Parkside Development



Total D.C. savings over 10 years = \$5.7 million

Source: Coopers & Lybrand (1986)

FACTS ABOUT RESIDENT INITIATIVES

RESIDENT MANAGEMENT

HIGHLIGHTS AND BENEFITS

* The nation's first Resident Management Corporation (RMC) was formed in Boston's Bromley-Heath public housing development in 1972. Interest has been growing at a rapid rate in the concept of public housing residents taking control of the operation and management of their communities.

* In 1976, HUD and the Ford Foundation funded a variety of demonstration projects leading to the creation of four more RMCs. In 1985, the National Center for Neighborhood Enterprise initiated a 3-year resident management demonstration program with a \$1.9 million grant from the Amoco Foundation.

* These efforts helped spawn landmark legislation in 1987; an amendment adding a new section 20 to the United States Housing Act of 1937, entitled Public Housing Management.

* The 1987 legislation provided funding for grants for the development of new resident management entities and to provide them with technical assistance and training in specific management functions.

* Based on a growing demand for this program as evidenced by a dramatic increase in the number of applications for these grants, Secretary Kemp set a goal of 250 resident management entities to be in training by 1992.

* To support this goal, between 1988 and 1990, 100 new and existing resident management groups received a total of \$7.4 million in grants. In addition, HUD has awarded \$5 million in grants for FY 1991 and will be awarding approximately another \$5 million for FY 92.

* Currently there are nearly 200 grantees in various stages of resident management development -- from newly established entities in training to emerging RMCs preparing to assume one or more management functions in targeted public housing properties.

* There are now nearly 40 RMCs operating under contract with a PHA, engaged in some aspect of public housing management.

* In 1987, the National Association of Resident Management Corporations (NARMC) was formally organized to promote change the exchange of information among RMCs; to sponsor workshops, quarterly meetings and annual conferences; and to promote widespread expansion and professional growth of resident management programs throughout the country.

* To ensure that resident management training is effective, HUD is initiating a Resident Management Certification Program, in collaboration with NARMC.

* The purpose of the HUD/NARMC agreement is to establish uniform training standards and curriculum materials tailored to the needs of resident organizations.

* To further promote the importance of resident management, HUD often participates in meetings, conferences with leading public housing associations such as the National Association of Housing and Redevelopment Officials (NAHRO), the Public Housing Authorities Directors Association (PHADA), and the Council of Large Public Housing Authorities (CLPHA).

* The grassroots movement is unleashing the human potential, energies and talents of the residents in public housing engaging them to become problem solvers while creating for themselves new possibilities.

* The concept of Resident Management in public housing is proving itself to be a key factor in restoring economic stability and viability in public housing communities. Community based leadership, job creation, improved delivery of public and social services are some of the many results that we now see transforming what were once disenfranchised, alienated, neighborhoods steeped in conflict and crisis into communities being reclaimed through self-determination, empowerment and HOPE.

* Case studies have shown that the presence of an effective Resident Management Corporation leads to increased occupancy, reduction in crime, enhanced maintenance, higher rent collections, formation of resident security patrols, and a rekindling of community spirit and pride.

ECONOMIC DEVELOPMENT AND SUPPORTIVE SERVICES PROGRAMS

HIGHLIGHTS AND BENEFITS:

* According to the American Housing Survey for 1989, only 23 percent of public housing families have wages as their major source of income. The large majority relies mainly on welfare, Social Security, or pension income.

* The goal of the economic development and supportive services program is to help public housing residents in their efforts to become economically self-sufficient, by developing marketable skills, expanding job opportunities, and encouraging entrepreneurial activity.

* To achieve this goal, HUD has developed partnerships with the Departments of Health and Human Services, Education, Labor, and Agriculture to provide a continuum of coordinated resources and services targeted to low and moderate-income families with the aim of encouraging them to work towards self-sufficiency.

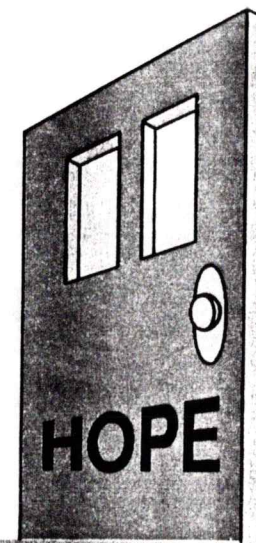
* In 1988 and 1989, HUD awarded \$10 million to 112 grantees to establish child care facilities in or near public housing developments. This Child Care Demonstration Program has enabled parents of young children to seek, retrain, or train for employment.

* The \$4.8 million in Child Care Demonstration funds were transferred to the Department of Health and Human Services under the partnership agreement and will extend Head Start Programs to provide full-day child care services for children of all ages in public housing. An amended interagency agreement was signed to transfer \$9.9 million to HHS to continue this collaborative effort and include RMCs as well.

* HUD recently co-sponsored the first Comprehensive Assistance to Support Housing (CASH) Conference with the Tampa Housing Authority and the National Association of Resident Management Corporations (NARMC) in Tampa, Florida. The CASH self-employment training conference demonstrated the Administration's commitment to empowering residents with hope for a brighter future through economic independence and expanded choices. Over 500 representatives from resident organizations, public and Indian housing authorities, private sector foundations, federal, state and local governments, community development corporations, banks and nonprofit organizations participated in this exciting event. NARMC is planning on sponsoring additional CASH conferences throughout the country at the local level.

* At many public housing sites around the country resident management corporations have spurred enterprise development, returning commerce to their communities through the start-up of beauty salons, food cooperatives, laundromats, transportation services, catering and janitorial businesses as an example.

Steps from Poverty to Homeownership



- PIH
- CPD
- ▲ Hsg.

Secure, Stabilize, and Improve the Community

- Drug enforcement, elimination and prevention programs
- Youth sports programs
- Quality child care demonstration
- Joint initiative with the Department of Education
- CIAP assistance to improve living conditions
- Public Housing Management Assessment Program
- CDBG assisted improvements and services*
- ▲ LMSA, Flexible Subsidies assistance to improve living conditions
- ▲ Comprehensive Multifamily Servicing initiative
- ▲ Multifamily drug initiative

Implement Resident Management

- Resident management training grants
- National resident management conferences
- Technical support to develop management and financial capabilities
- CDBG nexus with resident management initiative
- ▲ Management contracts modifications requiring resident involvement
- ▲ Technical support to develop management capabilities of multifamily resident organizations

Create Jobs and Economic Opportunities

- Family Self-Sufficiency program
- Technical assistance for small business ventures
- Economic development revolving loan funds
- Contracting with resident-owned businesses
- Interagency agreements with DOL and DOT
- HUD/HHS Economic Empowerment Demonstration
- Performance funding systems waivers
- CDBG assistance for enterprise formation, economic development, and capital formation
- Community reinvestment

Design and Execute Homeownership Plan

- Technical assistance to facilitate homeownership conversion
- 5(h), Section 21, Turnkey III, and Mutual Help programs
- Technical assistance to increase private sector financial participation for low income homeownership
- Technical assistance to demonstrate model homeownership programs
- Urban Homesteading, Block Grant, Section 312, and Rental Rehabilitation programs
- ▲ Housing counseling grants
- ▲ Debt management counseling
- ▲ Technical assistance for multifamily homeownership conversion
- ▲ Property disposition, transfer of physical assets, and prepayment programs

*CDBG assistance includes housing rehabilitation, economic development, code enforcement, demolition, clearance, street improvements, neighborhood facilities, parks, and public services.

**HUD RESIDENT INITIATIVES PROGRAMS
SAN FRANCISCO, CALIFORNIA**

RESIDENT MANAGEMENT PROGRAM

<u>Organization</u>	<u>Year Funded</u>	<u>Amount Funded</u>
Marin City	1990	\$66,400
Alemany RMC	1991	\$40,000
Hunters View RMC	1991	\$40,000

DRUG ELIMINATION GRANT PROGRAM

	<u>Year Funded</u>	<u>Amount Funded</u>
San Francisco Housing Authority	1990	\$734,400
	1991	\$1,013,550

CITY OF SAN FRANCISCO

COMPREHENSIVE IMPROVEMENT ASSISTANCE PROGRAM FUNDING
(PUBLIC HOUSING REHABILITATION)

FY 1992	\$16,889,118
FY 1991	\$23,769,500
FY 1990	\$18,274,320
FY 1989	\$ 8,521,000
FY 1988	\$ 7,552,300
FY 1987	\$ 4,643,500
FY 1986	\$ 0
FY 1985	\$ 3,062,000
FY 1984	\$ 5,330,170
FY 1983	\$11,031,788
FY 1982	\$ 9,626,511

HUNTER'S VIEW

COMPREHENSIVE IMPROVEMENT ASSISTANCE PROGRAM FUNDING
(PUBLIC HOUSING REHABILITATION)

FY 1992	
FY 1991	\$992,500
FY 1990	\$835,000
FY 1989	\$626,000
FY 1988	\$ 54,000
FY 1987	
FY 1986	
FY 1985	
FY 1984	\$386,757
FY 1983	\$ 28,209
FY 1982	\$277,613

OPERATING SUBSITY FOR SANFRANCISCO HOUSING AUTHORITY

1991	\$18,219,410
1990	\$12,622,834
1989	\$12,104,827
1988	\$10,913,483
1987	\$10,151,116
1986	\$9,519,382
1985	\$13,700,793
1984	\$10,145,859
1983	\$13,121,350
1982	\$18,433,435
1981	\$13,577,890

**HUNTERS VIEW
RESIDENT MANAGEMENT COUNCIL INC.
131 Middlepoint Road
San Francisco, California 94124**

**Amount of Grant: \$40,000 Technical Assistance Grant
TAG Contract Executed: September 27, 1991**

**RMC CONTACT: Vera Kennedy, President
(415) 821-6748
Jewel Green, Vice President
(415) 826-2158**

Hunters View Resident Management Council Inc. applied for and received a \$40,000 resident management technical assistance grant in 1991.

The Hunters View community consists of 267 four-plex design units. To solidify their base of operations Hunters View is in the process of setting up an apartment unit where they will manage their RMC business.

The Hunters View RMC formed out of the resident's belief that they could organize to have an impact on improving upon the management, maintenance and security services while combating the presence of drugs within the community.

The first order of business for the board members was to begin to learn the financial ropes of grants management and administration. To this end, Hunters View board members went into training with the accounting firm of Deloitte & Touche.

In an effort to broaden its base of community support, Hunters View has placed emphasis on outreaching to other community based organizations to build a local resident network.

Hunters View is currently in the process of negotiating their ideas for implementing strategies for empowering residents of this community with The San Francisco Housing Authority.

**ALEMANY RESIDENT MANAGEMENT COUNCIL INC.
988 ELLSWORTH STREET
SAN FRANCISCO, CALIFORNIA 94110**

**Contact: Tiki Hadley, President (415) 282-8454
Jackie Cornelius, Board Member
Audrey Washington, Board Member**

BACKGROUND:

Alemany Resident Management Council Inc. applied for and received a \$40,000 resident management technical assistance grant in 1991.

The Alemany community consists of 13 buildings, with 58 families per the 2-story dwellings. In total 83 families, 8 of which are disabled or senior reside in this community. The Alemany RMC was an outgrowth of two active community based organizations, the Tenants Association and Alemany Parents Group.

Alemany has been successful in developing a series of partnerships with a variety of local organizations to increase their access to training/technical assistance opportunities as well as other resources:

- o The Institute for Contemporary Studies has provided Alemany with legal assistance and financial management training.

- o Financial management training has also been provided by the accounting firm Deloitte & Touche.

- o Lyon-Martin's Women Health Center has provided a series of workshops related to health care issues and is proposing to establish an on-site health center at Alemany.

- o Alemany President, Tiki Hadley, was appointed to Mayor Frank Jordan's Transition Team.

- o Alemany's Board of Directors has opened up dialogue with the Post Office, (to ensure better mail delivery) and with the Police Department, (to negotiate the feasibility of placing a sub-station on site within the development).

- o A local parliamentarian, has provided training on parliamentary procedure for the board.

Alemany RMC has aggressively been pursuing training opportunities to begin the process of learning how to manage their developments. Additionally, residents of Alemany have expressed great interest in homeownership.

Tiki Hadley has proven herself to be a very articulate and dedicated resident leader. She has become very knowledgeable about public housing programs and policy. As a result Ms. Hadley has skillfully been able to acquire and manage an array of resources to build a platform for self-sufficiency and empowerment for the residents of Alemany.

Additionally, Ms. Hadley has participated in a number of national resident leader forums sponsored by HUD as well as other organizations offering her ideas on advancing the empowerment agenda for low-income people and sharing her experiences as a public housing resident.

Background

- o ICS was founded in 1974 in California by early Reagan conservatives.
- o When he worked for California Gov. Reagan's Task Force on Local Government Reform, Hawkins pushed for decentralization of government, breaking up welfare delivery systems into smaller units for greater choice. This was one of the original germs for the empowerment idea.
- o President Bush recently reappointed Bob Hawkins to be chairman of the prestigious bipartisan U.S. Advisory Commission on Intergovernmental Relations.
- o ICS is promoting self-governance nationwide by helping set up seminars on local community solutions to social problems. Its purpose is to encourage individuals to create and operate their own institutions that will help them rebuild or better their lives. Its three-prong strategy involves:

- creating the best ideas and alternative programs;
- marketing these ideas to make them popular;
- transferring these ideas by training emerging leaders.

The International Center for Self-Governance is the most recent venture of ICS.

- o As the attached Wall Street Journal article illustrates, ICS works directly with resident management groups and empowerment initiatives in San Francisco.
- o ICS published Dennis Doyle's Winning the Brain Race.
- o As general policy, HUD should team up with state-based think tanks like ICS.

Attachments

THE WALL STREET JOURNAL THURSDAY, AUGUST 1, 1991

A12

REVIEW & OUTLOOK

Up From Dependency

The Supreme Court nomination of Clarence Thomas has sparked a nationwide debate over his belief that individuals must take ultimate responsibility for their lives and that encouraging "self-help" may do more for the poor than any bureaucracy.

In San Francisco, that debate isn't just academic. The residents of Hunters View and Alemany, two drug-infested public housing projects, have tried for months to win official support for their dream of taking over management of their apartments and eventually buying them from the government. But city officials, with no apparent alternative of their own to warehousing-as-usual, refused to back their efforts.

The Institute for Contemporary Studies, a local conservative think tank, met with the tenants and encouraged them to talk to the Department of Housing and Urban Development in Washington. Last month, the residents were awarded \$40,000 in HUD grants to hire consultants and train residents to manage property and own their own units. HUD's goal is to have 250 tenant-management groups in place by 1993.

Residents praise ICS, established in 1974 by associates of then Governor Ronald Reagan, for its efforts. "ICS had a conservative reputation, but they wanted us to really progress," Espanola Jackson, a community organizer, told the San Francisco Chronicle. "We have gotten no support from the so-called liberals on concepts like tenant management councils. We

want to get away from the plantation system maintained in this city by the liberal politicians."

ICS says the efforts of community activists such as Ms. Jackson are a small part of a "self-governance" strategy it wants to promote nationwide. "Public policy should encourage individuals to create and operate their own institutions that will help them rebuild or better their lives," says Robert Hawkins, ICS's president. Relying on government programs—"state governance"—only perpetuates dependency and undermines responsibility.

ICS will start its "self-governance" project by helping to set up seminars on local community solutions to social problems around the country. Its efforts are even winning plaudits from some enlightened Bay Area politicians. "Whether ICS is moving in a direction that's politically correct or not, it is clearly moving in the right direction in terms of people's needs," says San Francisco supervisor Terence Hallinan.

The ideas behind self-governance sometimes carry other names: "empowerment" or "new paradigm." Regardless of the label, such ideas are improving communities that were often written off by their government overseers. From Polly Williams and her successful choice program in Milwaukee to Espanola Jackson in San Francisco, the idea that people benefit if they have control of their destiny is gaining momentum.

ISSUE:

Complaints regarding San Francisco Housing Authority and Executive Director David Gilmore.

BACKGROUND:

This Office has recently received negative correspondence from various public housing residents and community activists in the San Francisco area regarding the administration of the San Francisco Housing Authority (SFHA) under its Executive Director, David Gilmore. Specifically, the following items have been forwarded to Headquarters:

1. Petition from public housing residents and grass roots organizations requesting an investigation into the activities and operation of the SFHA.
2. Complaint letters from Margaret Verges, the Health and Safety Chair of the Coalition for San Francisco Neighborhoods; Robert J. Speer, President, Speer Associates, Inc.; Janice G. Allen, community organizer; Alma Lee Lark, community organizer.
3. Letter from Barbara Meskunas which accompanied a videotape produced by Ace Washington, Director of WAPAC (Western Additions). The videotape shows the work stoppage at the Alemany rehabilitation worksite, and details the SFHA's failure to ensure that contractors hire public housing residents.
4. Various Board resolutions regarding procurement activity of the SFHA.
5. Newsclippings which the residents and community activists believe support their claims.

SFHA under Gilmore is alleged to have harassed tenants who display an interest in fostering resident management and homeownership opportunities for public housing residents in San Francisco. The Regional Office has also been accused of unresponsiveness and insensitivity on this matter. Regional Offices many times are circumvented by residents within their jurisdiction, who proceed directly to HUD Headquarters.

This Office will request the San Francisco Regional Office to investigate these allegations and additional specific matters concerning procurement and PHA activities.

SAN FRANCISCO CHRONICLE

WEDNESDAY, APRIL 22, 1992

HUD Praises S.F. Housing Authority

Federal officials remove
agency from 'troubled list'

*By Suzanne Espinosa
Chronicle Staff Writer*

Federal officials have removed the San Francisco Housing Authority from a "troubled list" of the worst-managed public housing agencies in the country.

Local and federal housing authorities announced yesterday that the city's public housing has entered a new era, in part by retiring \$12.5 million in debt and filling about 600 vacant units.

Those two problems had prompted the federal Department of Housing and Urban Development eight years ago to place the San Francisco agency on the troubled list, which includes 23 other public low-income housing systems in the nation.

Housing Authority executive director David Gilmore said yesterday that the improved status means the authority is now eligible to compete for a \$684,800 federal grant to help occupants become homeowners through training, counseling and financial assistance.

"I kind of feel today like the manager of a ball team that has spent the past eight years in the cellar," Gilmore said during a festive news conference at the Housing Authority offices, where he was surrounded by public housing tenants and HUD officials.

HUD regional administrator Robert DeMonte congratulated local housing officials for "reaching a standard," then encouraged them to continue improvements.

"Right now, you could probably play in Seals Stadium if it was there, but you can't go up against the A's and Giants yet," DeMonte quipped, adding, "You've got a shot at being an outstanding authority."

Other improvements that were noted were reduced crime in housing projects, increased recreation and counseling for residents and a faster response to maintenance complaints.

Gilmore, appointed to the executive director post by Mayor Art Agnos three years ago, was among those credited with boosting the fortunes of the public housing agency. Others included Representative woman Nancy Pelosi, D-San Francisco, described by Gilmore as an outspoken supporter of public housing; Karen Moore, deputy executive director of the authority; the San Francisco Housing Authority Commission; and outspoken residents who demanded improvements.

New Mayor to Take Hard Look at Housing Authority

By Robert Collier
Chronicle Staff Writer

One of Mayor Frank Jordan's most closely watched staffing decisions will be whether he follows through with a campaign promise to fire Housing Authority Director David Gilmore.

In the past year, Gilmore has drawn criticism from a vocal core of public housing tenant leaders. They accuse him of blocking their attempts to participate in a new federal program designed to turn over management — and eventually ownership — of public housing projects to the tenants.

Although the housing agency has long been a lightning rod for criticism, the debate about Gilmore is part of a broader ideological battle. Many of his detractors are fervent backers of U.S. Housing and Urban Development Secretary Jack Kemp, who says the resident management program is a way to take on the welfare state.

Jordan chief of staff Hadley Roff calls the opposition to Gilmore "more bolsterous and more vocal" than for any other official inherited from the Agnos administration.



DAVID GILMORE

Jordan vowed to ax housing chief

"He's done everything to block resident management," said Alemany housing project resident Tikki Hadley, president of Alemany's resident management corporation and a member of Jordan's transition team. "If you don't agree with his policies, he tries to divide the tenants against you. We want Jordan to clean house at the Housing

Authority and ... for Gilmore to go back to Boston and take his administrative staff with him."

Gilmore calls the criticism a side effect of success. "We have done more for resident management and for all types of resident participation than has ever been done in this city," he said, citing new Housing Authority grants to resident management groups at three San Francisco projects and new resident programs ranging from day care to recreation.

"I am a lightning rod because I have come into this city to try to repair and salvage a seriously troubled agency," he said. "To do this is impossible without stepping on some toes."

In fact, Gilmore generally receives high marks as an efficient, savvy manager.

"My impression is that (Gilmore) has done some very positive things, getting the agency on a sound financial footing," said Roff, who said no immediate decision will be made on any department chiefs. But if he is fired, it will be at a steep price — his contract with the city would cost about \$200,000 to buy out, Roff and Gilmore said.

Gilmore, a 49-year-old Brook-

lyn native, was hired away from the Boston Housing Authority in 1989 by former Mayor Art Agnos. Gilmore was assigned the tough task of rescuing San Francisco's crumbling public housing, a year after a HUD report said the Housing Authority had "virtually lost control" of half of its 23 projects.

Since then, according to HUD statistics, Gilmore chopped the vacancy rate in the authority's apartments from 10 percent to less than 1 percent, reduced the average time required to repair and re-rent units from 125 days to 21, and, by improving record-keeping and winning increased federal support, enabled the agency to pay off about \$6 million in long-term debt.

Under Kemp's resident management program, public housing tenants can receive HUD training grants to help them take over management responsibilities. Later, they will be eligible to purchase the buildings for a token price.

Two San Francisco projects, Alameda and Hunters View, were awarded \$40,000 HUD grants last year to begin the program, and three other projects — Robert B. Pitts Plaza, Sunnyside and Holly Court — received similar grants

from the Housing Authority.

Some tenant leaders support the director. "Mr. Gilmore has been very helpful to us, and I back him 100 percent," said Eva Mae Williams, president of the resident management corporation at Robert Pitts Plaza. "The people that criticize him, instead of working together they just talk about dividing people."

But some observers said the divisions are political, not personal.

"Jack Kemp has fundamentally changed the rules of the game for inner cities, moving power from downtown bureaucrats to the hands of the tenants," said Robert B. Hawkins, president of the Institute for Contemporary Studies, a conservative San Francisco think tank that has given advice and financial aid to tenant groups at Alameda and Hunters View.

"Gilmore's style is plantation ownership and ours is freedom," said Espanola Jackson, chairwoman of the Bayview neighborhood's District 7 Democratic Club, a member of Jordan's transition team. "The Democrats have hindered us, and the only ones who have helped us the in last year are Republicans."

!!!

An Open Letter to San Francisco's Public Housing Residents



Dear San Francisco Resident:

I know you're tired of the deplorable conditions in your public housing developments because I have worked in and around them for 33 years. I know you pay rent for apartments in dire need of repair. I know that the grounds your children play on are dirty and unsafe. I know that your civil and human rights are routinely violated by Housing Authority staff. I know you and your human families are most often the victims of violent crime. And I know that Art Agnos has done nothing to help you these past four years.

I want to bring you H.O.P.E. and put San Francisco's public housing back on track.

Many of you have heard about H.O.P.E.— So has Art Agnos, but he doesn't want you to have it. The federally-funded H.O.P.E. Program (Homeownership & Opportunities for People Everywhere), is working all across the country. H.O.P.E. provides Resident Management Training to provide you and your families with the skills necessary to eventually manage your own developments. It provides jobs and economic opportunities. It provides drug elimination money to rid your community of crime and violence. It provides you with the opportunity to own your own developments for no more of your incomes than you're currently paying for rent.

Art Agnos opposes H.O.P.E. because it takes the power to control your lives away from him and gives it back to you. I believe you have the talent and energy to make H.O.P.E. work. All you need is the chance to do it.

As Mayor, I will bring Resident Management to San Francisco with this simple plan:

1. *As Mayor, I will insist on an executive director of the Housing Authority who will work with public housing residents and will represent their interests.*

2. *Appoint San Franciscans to the Housing Authority Commission who have your best interests at heart.* They will work with you, not against you. With better resident representation, the Housing Commissioners will be advocates for residents.

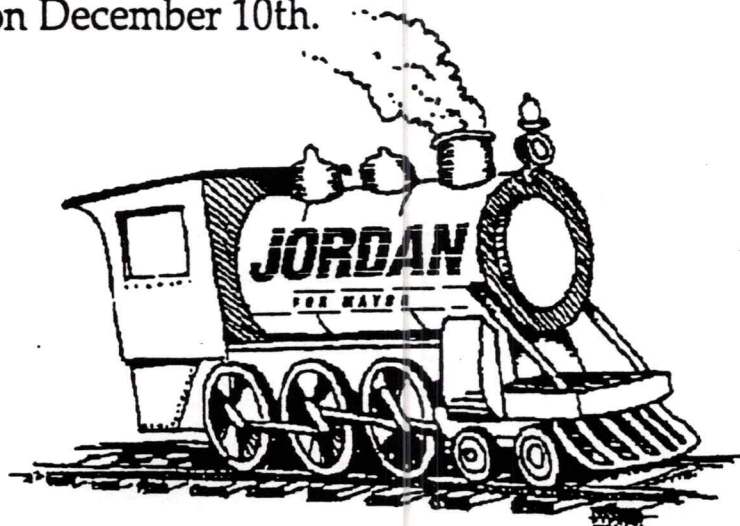
3. *Audit the Housing Authority and streamline the entire bureaucracy.* Put that money to work toward resident services, not administrators' salaries. I will cut the fat from the housing budget and use the savings for residents' services.

4. *Last, I pledge that my Housing Director, my Commissioners and I will bring the H.O.P.E. program to every development that wants it.* This means that the Mayor's Office will provide organizing assistance, technical assistance, and the political clout you'll need to get money from the H.O.P.E. program. We will open City Hall to Public Housing residents and support Resident Management Councils, so that you can take the H.O.P.E. program as far as you want it to go. Once you have successfully managed your developments, you will have the opportunity to own them if you choose.

I ask for your vote and support on December 10th.

Warmest Regards,

Frank M. Jordan
Frank Jordan



Editorial

elves

Turn of events when the Democratic Party strongholdinate information onent to San Francisco dents.

ward independence and just about the worst San Francisco Housing cy which has dedicated s its dependent — ving in squalor.

nightmare to end and authority to wake up. idents have not even talents.

who have been denied who have struggled, on meager amounts of omplished remarkable l in crime-ridden ow asking for a chance

authority must work he tenants and watch wing. The training be easy for those But they are the best residents have for the projects.

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BORRONEO ©91



Eye on City Hall

The Board of Supervisors and its committees meet weekly in City Hall, and occasionally at other sites, as do city commissions with legislative powers appointed by the mayor and non-legislative panels created by the Board of Supervisors.

Commission - 4 p.m., 850 Bryant St., fifth floor meeting room.

• March 20 - Library Commission Planning Committee - 4 p.m., Main Library Larkin Room

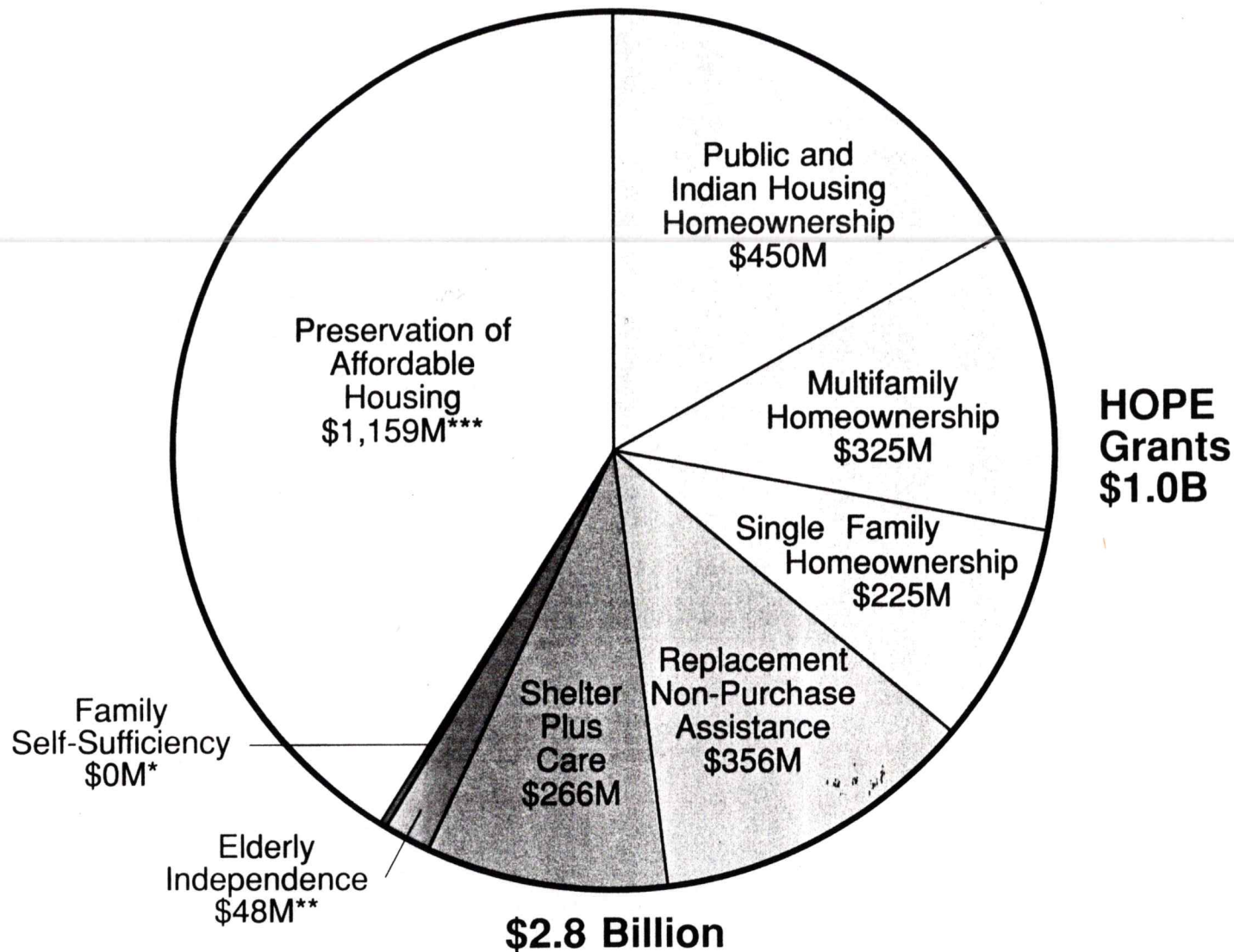
6 p.m., Bay View Federal Bank Building, 2601 Mission St., third floor.

• March 26 - Health Service System Board - special meeting 4 p.m., 1212 Market St. see floor meeting room

Department of Housing and Urban Development

HOPE Programs

FY 1993 Budget Authority



* Statute requires all incremental vouchers in FY 1993 to be used in Family Self-Sufficiency program.

** Includes \$10 million for services funded through HOPE grants funding mechanism.

*** Approximately \$280 million of this amount set through the recapture and rescission of budget authority previously tied to these p s.

HOMEOWNERSHIP PROGRAMS

HIGHLIGHTS AND BENEFITS

* Expanding homeownership opportunities for lower income families is the key component of the Bush Administration's Homeownership and Opportunity for People Everywhere (HOPE) initiative, which was enacted in the National Affordable Housing Act of 1990.

* The goal of the HOPE initiative is to empower low-income families with a stake in their community by providing funding and other assistance to aid in the conversion of public housing residences to resident ownership.

* In addition to assisting public and Indian housing, HOPE can also assist in the homeownership conversion of Federal government-held vacant and foreclosed properties, and financially distressed properties currently held in the Federal Government's portfolio or owned by State or local governments.

* In FY 1992, the President's budget requested \$380 million and Congress enacted \$161 million for the portion of the HOPE program that deals exclusively with public and Indian Housing (popularly referred to as HOPE 1). HOPE 1 provides for two kinds of grants (1) planning grants to assess the viability of resident ownership, furnish homeownership technical assistance and to prepare residents for homeownership; and (2) implementation grants for rehabilitation of developments, counseling, transactions/transfer costs, operating expenses, and capital and operating reserves.

* The grants will be awarded on a competitive basis, and RMCs and other resident groups will be eligible to apply in addition to public housing authorities (PHAs) and Indian Housing Authorities (IHAs).

* The HOPE initiative provides low-income families with an opportunity to invest in and acquire their homes as a major economic asset with which to stabilize the future of their families and to leverage their way out of poverty.

* HOPE will also make it possible for public housing residents who live in some of America's lowest income communities to become the focal point of major economic development activities and empowerment opportunities.

Report to the President

The Economic Empowerment and Opportunity Task Force



June 20, 1991
Secretary Jack Kemp
U.S. Department of Housing and Urban Development

Memorandum to the President

By Jack Kemp
Secretary
Department of Housing and Urban Development

"Next Steps" for the
Economic Empowerment Task Force of the
Domestic Policy Council

At the first meeting of the President's Economic Empowerment Task Force, the major issue was whether to have a high-profile or low-profile effort to fight poverty. Today, your Task Force firmly believes that an all-out effort is absolutely necessary. Recent books including Alex Kotlowitz's There Are No Children Here, Nicholas Lemann's The Promised Land, and Michael Sherraden's Assets and the Poor, all point to the upsurge in interest in poverty. In fact, fighting poverty is automatically a high-profile issue because the American people regard it as perhaps the greatest domestic moral imperative of a compassionate and democratic nation. Your empowerment agenda could be called "Chapter II" of the great civil rights crusade because it creates equal access to property, jobs, quality education, and safe neighborhoods rather than quotas and income redistribution.

When you were in St. Louis last month at the Cochran Gardens public housing community, you said that "If the system's not helping build a better life, then we must change the system." The Economic Empowerment Task Force agrees with you that the system is not helping poor people build a better life. In fact, the welfare and tax system remains the greatest barrier to human potential, progress, and prosperity in our nation today. It must be dramatically changed. As the attached charts demonstrate, the interaction of both taxes and welfare policies has created a virtual second economy -- a socialist economy if you will -- which penalizes marriage, discourages work, prohibits savings and asset accumulation, and smothers entrepreneurial capitalism. If this system continues to prevail, it will continue to exact unacceptable levels of human and social suffering.

Let's review some examples:

- o In Milwaukee, Grace Capetillo, a welfare recipient, was fined \$15,000 for violating AFDC laws because she was saving to send her daughter to college.

- o In Minneapolis, a welfare mother started a janitorial business to work her way off welfare, but she was penalized for trying to buy cleaning supplies.

- o In Chicago, Alex Kotlowitz traced the life of LaJoe Rivers and her two sons growing up in the Henry Horner public housing project. Kotlowitz noted the story of Dawn Anderson, LaJoe's niece

who was a role model for young people in the community because she was one of the few who graduated from high school. Yet, after countless tries, she could not find even an entry level job.

The Economic Empowerment Task Force believes that the Administration must tackle barriers to economic opportunity through a comprehensive strategy to create both a social safety net and a ladder of opportunity out of poverty. As we look to the last two years of your first Administration, we believe the following steps will help advance your domestic policy:

First: Your ambitious agenda (see attached) represents the beginning of a dramatic new direction in domestic policy and should be tied together under the comprehensive theme of empowerment and opportunity. This agenda includes over nine major initiatives to increase educational choice and flexibility, expand affordable housing and homeownership, create economic growth and jobs, promote non-discrimination in the workplace, and advance crime-free neighborhoods.

But as the chart shows, Congress has delayed or in some cases stymied our progress on many fronts. While they have virtually ignored your domestic policy, they attack your Administration for lacking a domestic policy vision. We believe it is time for your Cabinet to link these initiatives more closely together, explain the thematic linkage, claim the moral and political high ground, and fight for opportunity-based initiatives across the government.

Second, we recommend that the Empowerment Task Force, in coordination with OMB, address the barriers that stand in the way of asset accumulation, property ownership, and capital formation in distressed communities and among low-income families. This review should be accomplished as part of the FY 1993 budget process. Every Cabinet Secretary should make specific policy recommendations in their program areas to help low income people gain access to private property, savings, and capital. The current welfare system relies on income transfers and encourages day to day consumption, rather than savings, enterprise, and investment for the future. This shortens time horizons, encourages dependency, and makes the poor vulnerable to day to day survival rather than creating long term security. For example, at HUD we are looking at more creative uses of Section 8 rental and public housing subsidies to promote our goals of homeownership. Other Cabinet agencies could look at the AFDC asset test rules, which presently do not permit asset accumulation for small business, college savings, or other self-sufficiency efforts. The unemployment compensation system also could provide more incentive for capital formation and self-employment.

Third, the Task Force could build on the studies we have already completed on distributional analysis and service integration by convening a group of outside experts and practitioners to work with us to identify barriers at the federal, state, and local level to our anti-poverty efforts. This could

even take the form of a White House Conference or advisory group to the Task Force. At your request, HUD convened a successful Commission on Barriers to Affordable Housing, why not a commission on barriers to economic opportunity and enterprise?

Fourth, absent tax reforms like the ones you have called for (capital gains, Enterprise Zones, IRAs), your domestic agenda will not be complete. The Task Force could explore with Treasury, OMB and the White House, new proposals to break down the tax barriers to opportunity that have not yet been fully addressed. The attached charts demonstrate that the combination of flawed welfare and tax policies create an almost impenetrable poverty trap. With the President's permission, the Task Force could analyze these problems and recommend welfare and tax-based solutions to eliminate or alleviate these barriers.

Finally, our nation will not be able to help the poor and meet our social and international needs when the economy is struggling with high unemployment, poverty, and fiscal instability at the state and local level. Without changing our tax policies to achieve strong macro economic recovery and return our nation to full employment without inflation, these problems will continue to plague our nation. Special attention should be devoted to the historically high capital gains tax rate, which is hurting the small business sector, the investment sectors, new enterprise starts, banking, and real estate industries, particularly in our distressed inner cities. Blacks represent more than 12 percent of the U.S. population, yet own only 2 percent of our nation's business; and only one-half of one percent of the nation's \$29 trillion capital stock. Hispanic business formation faces similar obstacles. The capital gains tax cut is the key to restoring entrepreneurial capitalism in the inner cities and expanding the asset base to minorities. Most minorities have their capital gains in front of them. They are most in need of a capital gains tax cut to give them access to the capital for new enterprise and job creation.

In summary, both a comprehensive social and economic strategy is needed to restore our distressed communities. The elements of this strategy are in place at Education, HHS, HUD, Labor and throughout your Administration. You have laid the groundwork. But what must tie it together and unlock its potential is passage of your entire agenda. By building on this winning agenda, we can advance a domestic policy that is worthy of the praise, support, and pride of the American people.

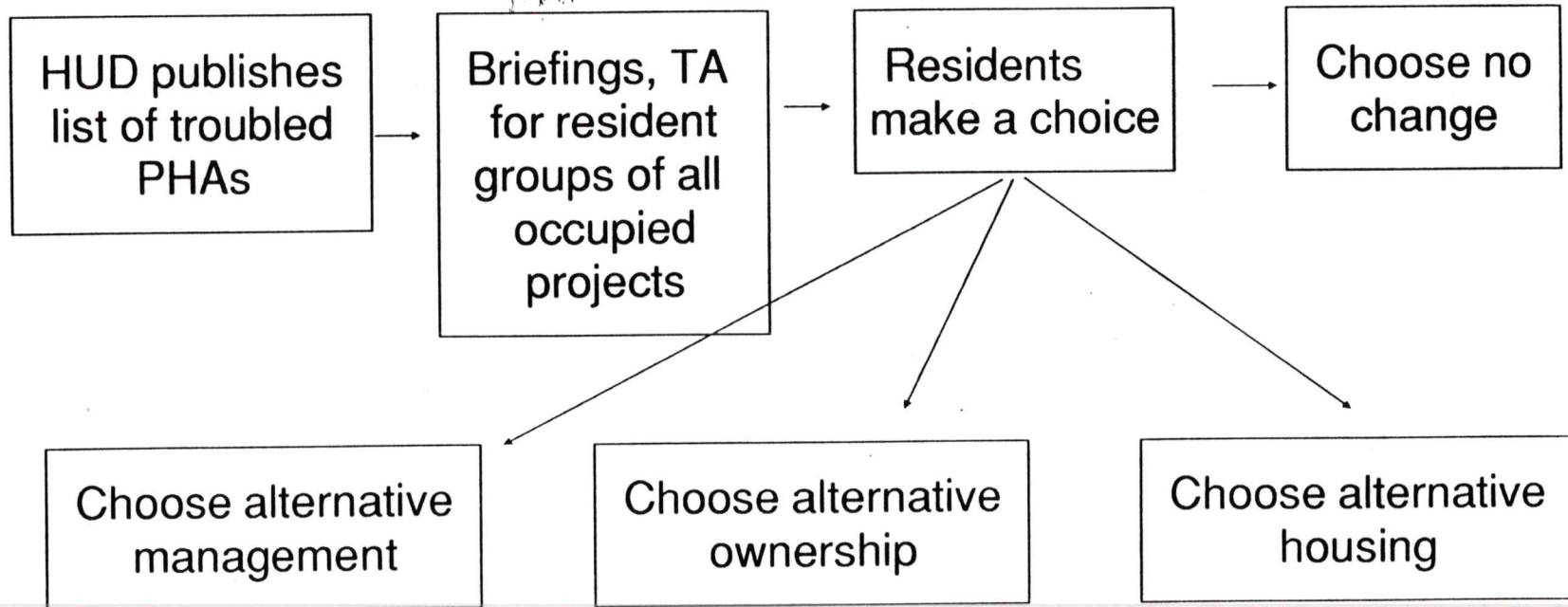
Perestroika for Public Housing

- **Choice in Management**
- **Take the Boards Off**

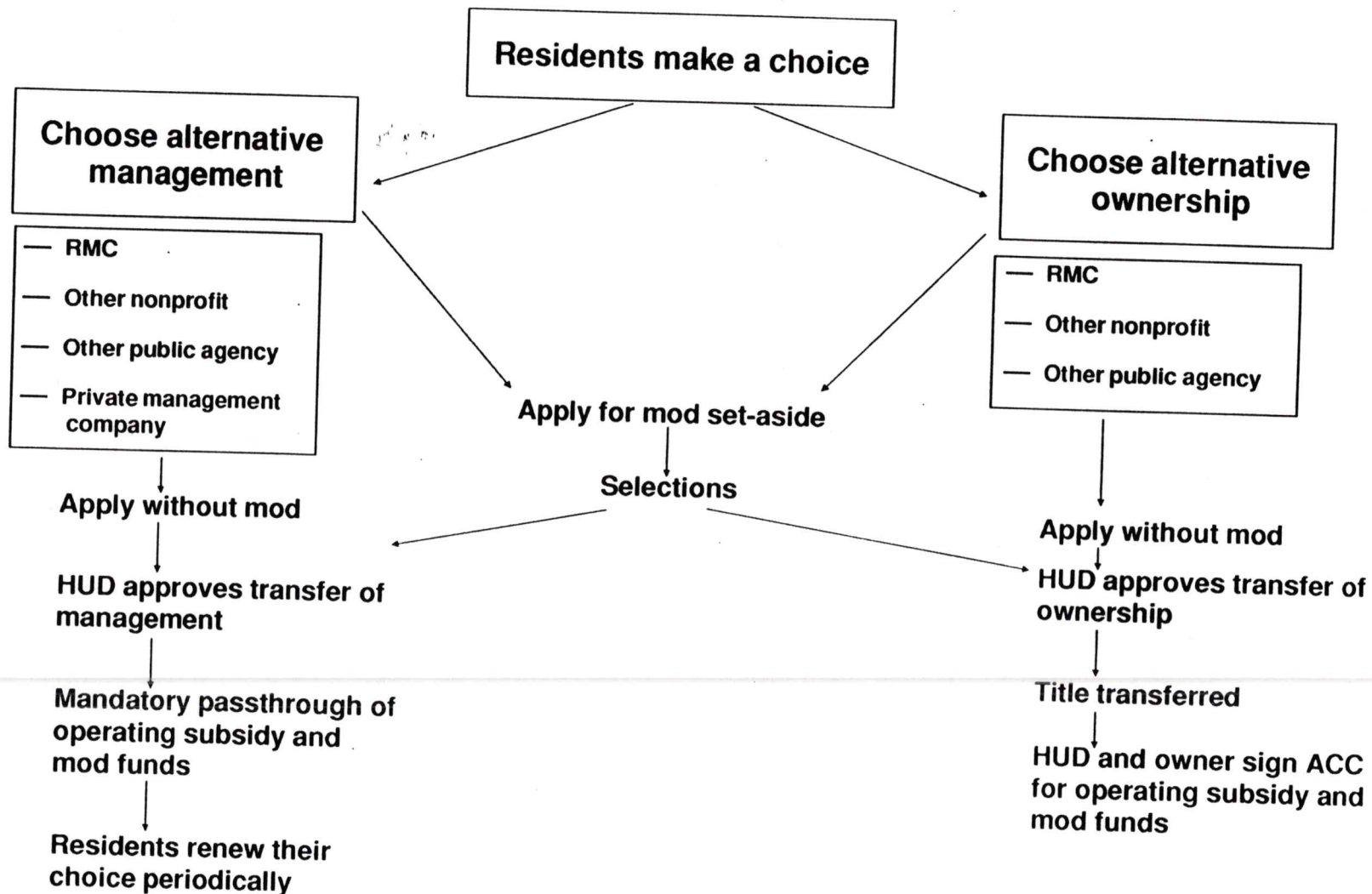
Choice in Management

- **Operating subsidies and formula modernization continues**
- **Public housing rent system continues**
 - 30% of income
 - Ceiling rents
- **Can choose homeownership in alternative housing**
- **Homeownership rights retained in rental developments**

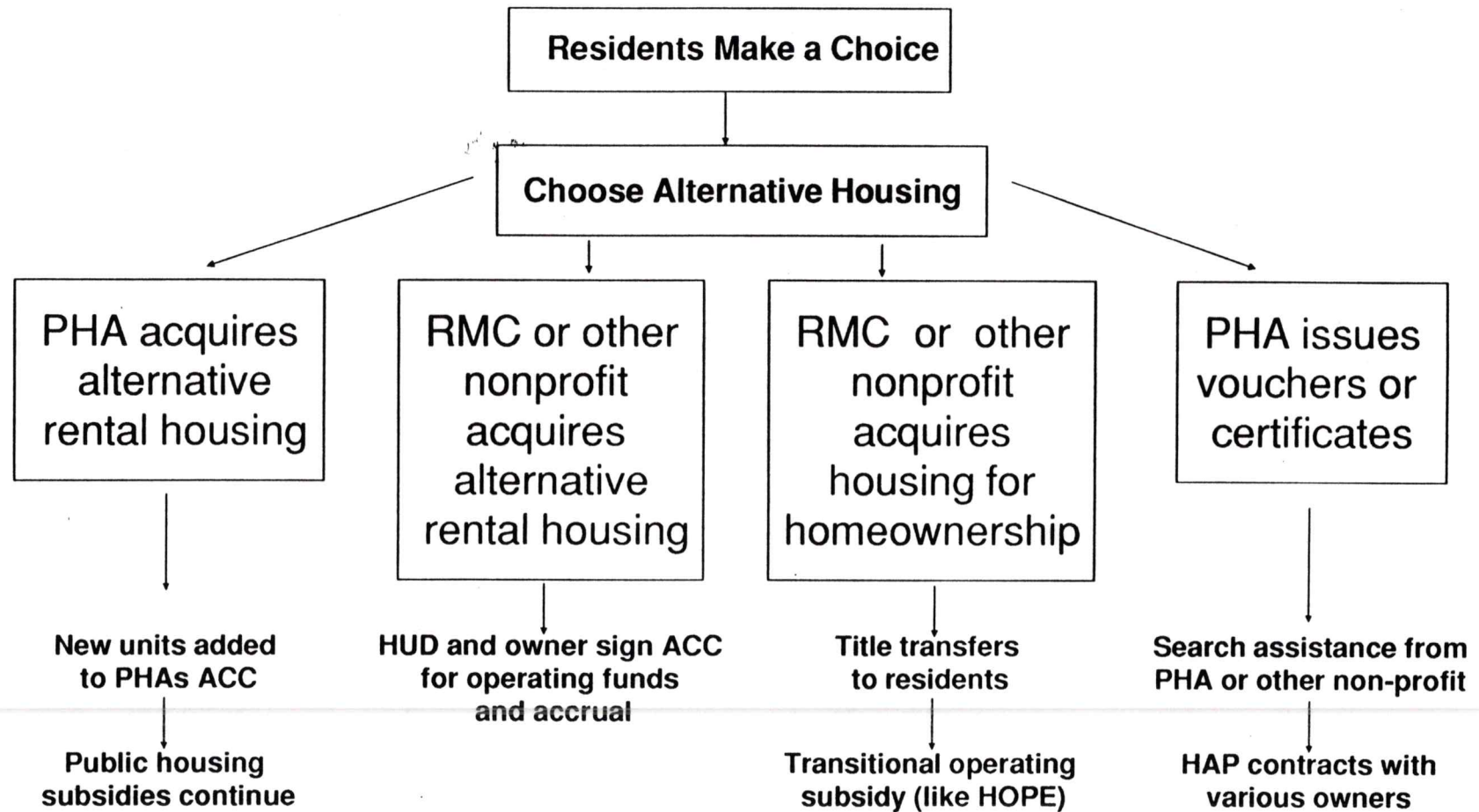
Choice in Management...



Choice in Management...



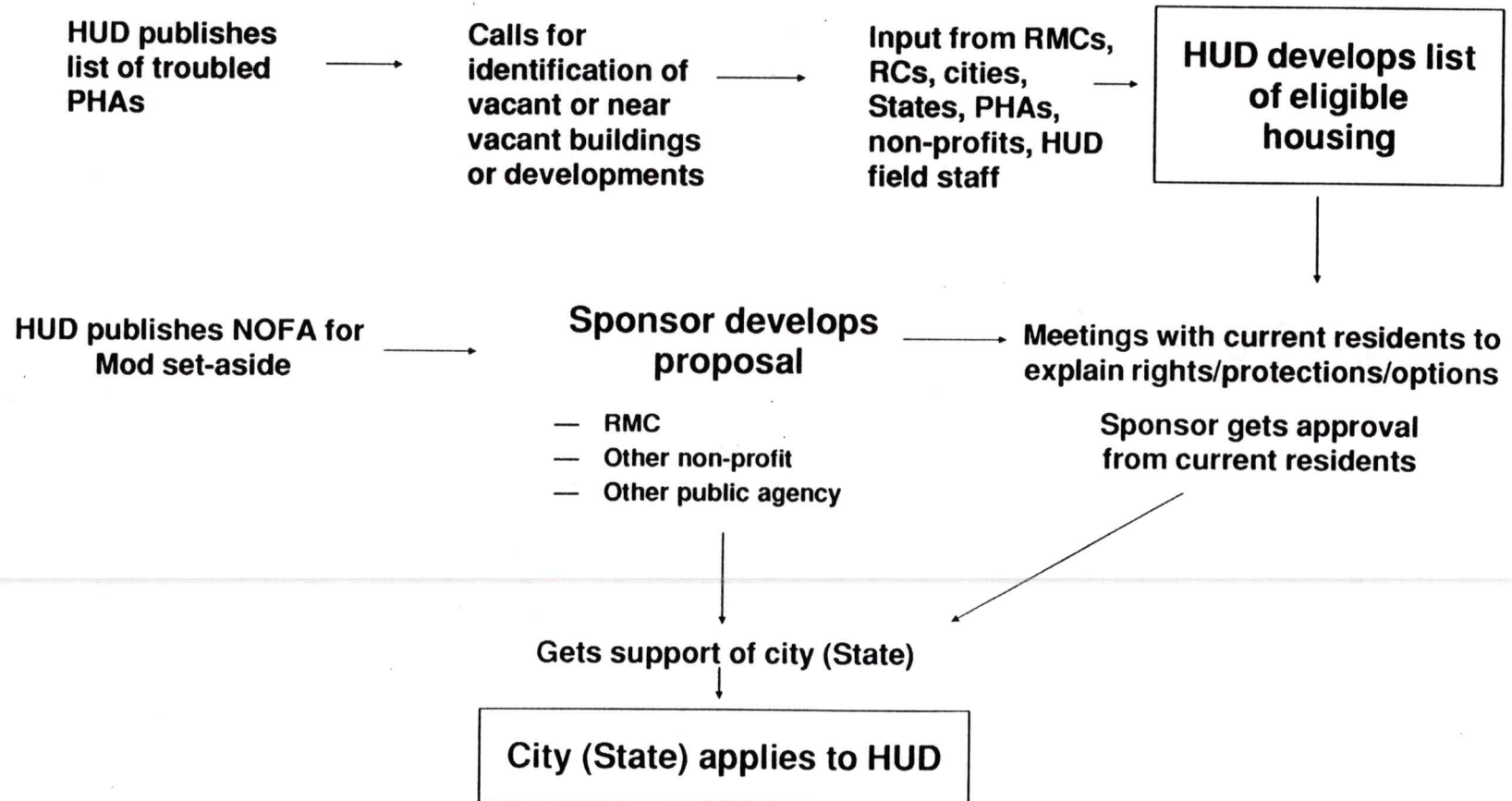
Choice in Management...



Take the Boards Off

- **Vacant or substantially vacant buildings or developments**
- **Any current residents can remain as renters paying non more than 30% of income**
- **Housing is redeveloped as**
 - affordable rental housing
 - homeownership housing
- **One-for-one replacement with vouchers**

Take the Boards Off



14 Massachusetts Ave., NE
Washington, D.C. 20002 (202) 547-4646



News Release

For Immediate Release:
Contact: Elizabeth Van Lanen

December 5, 1991

STATES TAKE THE LEAD IN EMPOWERING THE COUNTRY The Nation's Leading Experts on Empowerment Policy Announce Policy Agenda For The 90s

Washington, D.C. - The American Legislative Exchange Council (ALEC) released today *"Breaking the Chain: From Dependency to Opportunity - Empowerment Policy For the 90s"*, a compilation of innovative public policies and model legislation. At a press conference held at the National Press Club, authors of the book, including Jack Kemp, Secretary of Housing and Urban Development, The Honorable William Bennett, Former Governor Pete duPont, Mr. Gary Bauer, President of the Family Research Council, Mr. Clint Bolick, Vice President and Chief of Litigation at the Institute of Justice, and Mr. Robert Rector, Policy Analyst at The Heritage Foundation, announced an empowerment policy agenda for the states covering four areas of reform: housing, education, family and children, and welfare.

"The War on Poverty has been lost. But the War to Empower all Americans with Opportunity has just begun, and the first blow was made today with the release of *"Breaking the Chain,"* stated Samuel A. Brunelli, ALEC's Executive Director, at the press conference.

The goal of *"Breaking the Chain"* is to provide a complete and effective empowerment policy agenda for the states with these main objectives: to empower public housing occupants to manage and to own property, to help welfare recipients acquire job skills and an opportunity to work, to promote entrepreneurship and economic growth, strengthen the American family, and to empower parents to improve their children's education.

"*Breaking the Chain* is vitally important to the states because the challenges facing our cities, towns and neighborhoods are enormous, and it is clear that the strategies that have been used over the last quarter century to combat poverty, make affordable housing available, and reform the nation's schools, are policies which, by and large, have failed," stated ALEC Chairman Fred Noye (PA) at the press conference.

ALEC is the nation's largest bipartisan, voluntary membership organization of state legislators, with more than 2,400 members representing all 50 states, Puerto Rico and Guam. ALEC is committed to advancing policies which expand free-markets, stimulate economic growth, limit government, and preserve individual liberty.



Washington, D.C. 20410

News Release

HUD No. 92-11
Chuck Chamness (202) 708-0685
Tony Mitchell (202) 708-0980

FOR RELEASE:
Wednesday,
January 29, 1992

BUSH ADMINISTRATION'S 1993 BUDGET IMPLEMENTS RECOMMENDATIONS OF WHITE HOUSE TASK FORCE ON ECONOMIC EMPOWERMENT FOR THE POOR

The President's Economic Empowerment Task Force, which is chaired by Housing and Urban Development Secretary Jack Kemp, developed a series of initiatives to help low-income families escape poverty by promoting economic opportunity and asset accumulation. The initiatives were announced in the Bush Administration's fiscal year 1993 federal budget, released today.

Kemp said today that "The Bush Administration is committed to radically restructuring the welfare system to help the poor acquire assets, private property, and homeownership -- the classic American formula for escaping poverty." He noted that "America's well-intentioned welfare system has failed in its essential mission of helping millions of low-income families permanently escape the poverty trap."

-more-

The Administration's budget includes the following major initiatives:

- Allowing states to raise the asset limit for families receiving Aid to Families with Dependent Children (AFDC) to \$10,000, for families already on the welfare rolls. Currently, families on AFDC are not permitted to own more than \$1,000 in assets, a rule which discourages saving, investing, and planning for the future. The new rule would allow welfare recipients to save for homeownership, starting a new business, or their children's college education.
- Strengthening incentives for long-term AFDC recipients to find employment. Existing rules generally reduce benefits for recipients who join the work force. The Administration proposal would set aside in an escrow account the amount by which a family's benefits are reduced, then pay it out in a lump sum if the family succeeds in working its way off welfare.
- Extending the Plan for Achieving Self-Support (PASS). PASS was originally designed for blind and disabled recipients of SSI. The budget would allow states to disregard income received by AFDC recipients who are working to become self-employed.
- Expanding demonstration programs which allow unemployed workers to receive their Unemployment Insurance (UI) benefits in a lump-sum. Under this proposal, UI recipients could use the benefits either to help start a business or to relocate for new employment.
- Expanding existing authority to issue federal waivers permitting states to experiment with new antipoverty strategies. One such strategy, for which the Administration proposes increased support, promotes "welfare-to-work" firms, which help AFDC recipients find -- and keep -- jobs in the private sector.
- Helping low-income families that wish to move from high-poverty neighborhoods to mixed-income areas. The proposed "Moving to Opportunity" 4-year demonstration program would offer counseling and assistance to 1,500 low-income families.

-more-

- Enabling more than 1.3 million low-income families receiving rental assistance to use the subsidy instead for first-time homeownership costs, including mortgage repayment, utilities, maintenance, and repair. Families would have to demonstrate progress toward self-sufficiency to qualify for the program.
- Launching radical "Perestroika in Public Housing." The Perestroika program would give residents of the Nation's 23 severely troubled public housing authorities the right to choose either alternative management or ownership of their individual communities.

Kemp said, "These innovative approaches will complement our larger efforts to restore economic opportunity, educational excellence, and the dream of homeownership for the poor, so we can begin to wage a real war on poverty."

The Bush Administration's new economic empowerment strategy expands on anti-poverty initiatives previously announced by President Bush. The budget again calls for creating 50 federal Enterprise Zones in depressed urban and rural neighborhoods. Investments in Enterprise Zone businesses would be exempted from the capital gains tax and would enjoy a range of other tax incentives. Congress has repeatedly rejected this Administration priority.

The Administration's sweeping Homeownership and Opportunity for People Everywhere (HOPE) initiative, which Congress funded at \$361 million in FY '92, helps residents of public and government-assisted housing manage and ultimately own their own homes. HOPE is funded at \$1 billion in the President's FY '93 budget.

President Bush said during his visit to the Cochran Gardens public housing community in St. Louis last year, "I have enough confidence in the American people to believe that they will create new hope and opportunity, that they will devise new and effective solutions if they are just given a chance."

Acting on that conviction, the President also included \$500 million in his FY '93 budget for federal matching funds to support educational choice programs for low- and moderate-income families and another \$30 million for the proposed Low-Income School Choice Demonstration Act, which would expand educational choice experiments in low-income communities.

#



U. S. Department of Housing and Urban Development

**FACT SHEET-----EDUCATION INITIATIVES
IN PUBLIC AND INDIAN HOUSING**

o **OMAHA EVENT - AMERICA 2000 - Southside Terrace**

Secretary Jack Kemp joined Education Secretary Lamar Alexander on September 5 in Omaha, Nebraska, to kick off Nebraska 2000. To emphasize the importance of including an education component in the public housing schema, Secretary Kemp visited LaFern Williams Study Center at Southside Terrace. Three other Cabinet members; Labor Secretary Lynn Martin, Transportation Secretary Samuel Skinner and Agriculture Secretary Madigan, participated in activities at traditional schools.

o **HUD/HHS PUBLIC AND INDIAN HOUSING CHILD CARE GRANTS**

On September 20, 1991, Secretary Kemp announced that twenty-two Headstart organizations across the Nation would receive \$4,724,999 to provide full-day child care services for low-income families residing in public and Indian housing developments. This was a joint effort between HUD and HHS.

o **GATEWAY GRANTS**

The National Literacy Act signed into law by President Bush on July 25, 1991, provides for competitive 2-year grants to public housing authorities for literacy programs and related activities. These are referred to as Gateway Grants. The funds are part of the authorization of appropriations that are distributed to the states by formula grants from the U. S. Department of Education. Interested PHAs should contact the State Director of Adult Education in that particular state.

o **COLLEGE HERE WE COME/I HAVE A DREAM**

Post-secondary education is becoming more and more available to public housing high school graduates. Programs like College Here We Come and I Have A Dream (now being organized on site in public housing developments) not only provide money for college expenses but also supply the necessary tutoring and counseling services that prepare the student academically as well as socially to take advantage of college opportunities.

o **EDUCATION GRANTS**

Working in partnership with local education agencies and/or colleges and universities, public and Indian housing authorities as well as resident groups may apply to the U. S. Department of Education for funds to conduct various education efforts such as basic skills training, tutoring, drug elimination programs and vocational training. More information about these grants is available in the Federal Register or call the Office of Resident Initiatives, (202) 619-8204.

EASING ASSET RULE FOR AID RECIPIENTS

Legislation Would Encourage
Small Businesses as Way
to Get Off of Welfare

Special to The New York Times

WASHINGTON, Oct. 12 — Mary Johnson speaks with all the confidence and acumen of a shrewd business professional when she talks about her plans to open an electronic billing service to process claim forms for doctors.

"My computer will communicate with the insurance company's computers by way of a modem, instead of going through the mail," she said. "This will make the payment process much speedier."

But Ms. Johnson receives Aid to Families with Dependent Children, and welfare regulations cut off benefits to anyone with big assets, like a computer, that are worth more than \$1,000. If Ms. Johnson, of Des Moines, immediately gives up her benefits, she will have no money to pay her bills while the company struggles to get on firm footing.

"They say they want people on welfare to try to get off," said Ms. Johnson, who is in a program to train low-income people to start their own businesses. "But then they don't give you any way to get started if you want to be your own boss."

To help welfare recipients like Ms. Johnson overcome what they see as a "Catch-22," Republicans and Democrats in Congress have introduced legislation intended to change the rules. But even lawmakers who support the changes are concerned that they would cost too much and help too few.

Prospects for Change

In most states, welfare recipients cannot possess more than \$1,000 in assets, excluding items necessary for everyday living, like cooking utensils and basic furniture, and they usually may have an automobile worth up to \$1,500, said David Siegel, a spokesman for the Department of Health and Human Services. He said states "have the flexibility" to change the asset rule, but many state officials say they are unaware that they can, and others say the process may take years.

Federal lawmakers have introduced legislation that take various approaches to the problem. But, in essence, the bills would allow welfare recipients to continue to receive benefits either until they reach a certain level of assets or a time limit. They would also set up public-private partnerships to provide loans and training to people who want to develop small businesses, which have five or fewer employees.

Representative Thomas J. Downey, the Suffolk Democrat whose Ways and Means Subcommittee on Human Resources recently held a hearing on the proposals, said there were questions about their cost because they would allow more people to be on welfare.

But Representative Tony P. Hall, Democrat of Ohio, said: "We don't think it's going to cost anything. We think it's going to save money, because it gets people off of welfare."

'Working Against the Law'

Some recipients of public assistance are not waiting for changes in the rules.

"We're working against the law and under the table right now," said Frank Ballesteros, executive director of Micro, a five-year-old program in Tucson, Ariz., that provides loans and training for low-income people who want to start their own businesses. About a third of the 350 people the program has helped have been recipients of received either welfare or food stamps or both.

"I don't think they're abusing the system," Mr. Ballesteros said. "I think the system is abusing them by not allowing them to take advantage of an opportunity to get off of public assistance and go into a self-sufficiency mode."

While no one has a clear idea how many welfare recipients want to start businesses, the number is not thought to be large. Pilot projects exploring whether business ownership is a viable way out of poverty for welfare dependents have been conducted in a handful of states over the past three years, with mixed results. While only small numbers of welfare dependants enrolled in the programs, those who completed them did well.

The Corporation for Enterprise Development in San Francisco sponsored programs in Iowa, Maryland, Michigan, Minnesota and Mississippi, in which the participation level varied from less than 1 percent of the A.F.D.C. recipients in the counties involved to a little more than 1 percent, said Robert Friedman, chairman and founder of the organization.

"This is not going to be a silver bullet," Mr. Friedman said. "I don't think we've found anything that offers something for everybody, but we need to offer different routes for different people."

From 1987 through 1990, 73 percent of the 728 people who enrolled in the programs completed the training and 40 percent of those, or 212 people, started businesses, according to preliminary figures collected from program operators. The exact number of businesses still operating is not available.

"I'm now off of A.F.D.C. and making it," said Jo Fires, a four-year welfare recipient, who 17 months ago started a clothing store, in Evansdale, Iowa. "It's wonderful. Nothing has felt better in a long, long time. I would say we're easily going to do \$50,000 in business this year."

But for other welfare recipients, like Ms. Johnson, owning a small business remains a dream.

"I have tried several highways in order to get off of A.F.D.C., and everything seems to be hindering me and keeping me back," Ms. Johnson told the House Select Committee on Hunger on Wednesday. "You want to survive. You want not to depend on someone else. You want to be your own person. And this program I thought was to help that, and it's not. It just keeps you down and it's not fair."

High Hopes: Crowd Enthusiastic Over Bush

His Speech On Owning Homes Gains Praise

By Cynthia Todd
and Peter Hermon
Of the Post-Dispatch Staff

PRESIDENT GEORGE BUSH doesn't scoop just anyone into his arms, and so it's a safe bet that 6-year-old Kevin Young had a lot to talk about Friday when he got home from school.

After speaking on the benefits of homeownership, Bush strode out into the rain-soaked crowd at the Cochran Gardens Apartments and hoisted up the kindergartener, who was drenched in a presidential smile.

"I told him I was happy to see him," Kevin said as his teacher hurried him and his shivering classmates back to Henry Elementary School.

"I didn't mind the rain because I never saw him before."

The rain that had pelted the crowd stopped long enough for Bush to declare that families who live in public housing deserve a chance at the American dream of homeownership — "a real bite of the apple."

It was a message meant for families such as Kevin's. The boy lives in Cochran Gardens, which covers three square blocks on the city's Near North Side and which was showcased with a presidential visit.

Kevin might have been too young to grasp its significance, but Bush's message wasn't lost on most of the people who waited up to two hours Friday morning to hear the president speak.



President George Bush emphasizes point in his speech Friday at Cochran Gardens.

A steady, often driving rain didn't wash away the enthusiasm of about 200 people who assembled in a courtyard fronted by two-story buildings at Cochran's western edge; a few had American flags displayed in their windows.

The public housing complex is home for about 2,000 residents, who live in 100 town houses and 12 high-rises.

About 45 minutes before the president arrived, the Royalaires, a drum and bugle corps that practices at Cochran, assembled in the rain. They stood at attention in their red and sky-blue jackets, white pants and white hats.

Bush praised their patience. Waiting that long in the rain, he said, "was beyond the call of duty."

Gail Toliver, director of the corps, said the group had hoped for sunny weather. But the rain failed to mar the band's performance as they played "I Believe."

The U.S. Air Force Military Airlift Command Band also performed.

When Bush arrived about 12:25 p.m., the crowd gave him polite applause, with the children vigorously waving. The president waved back.

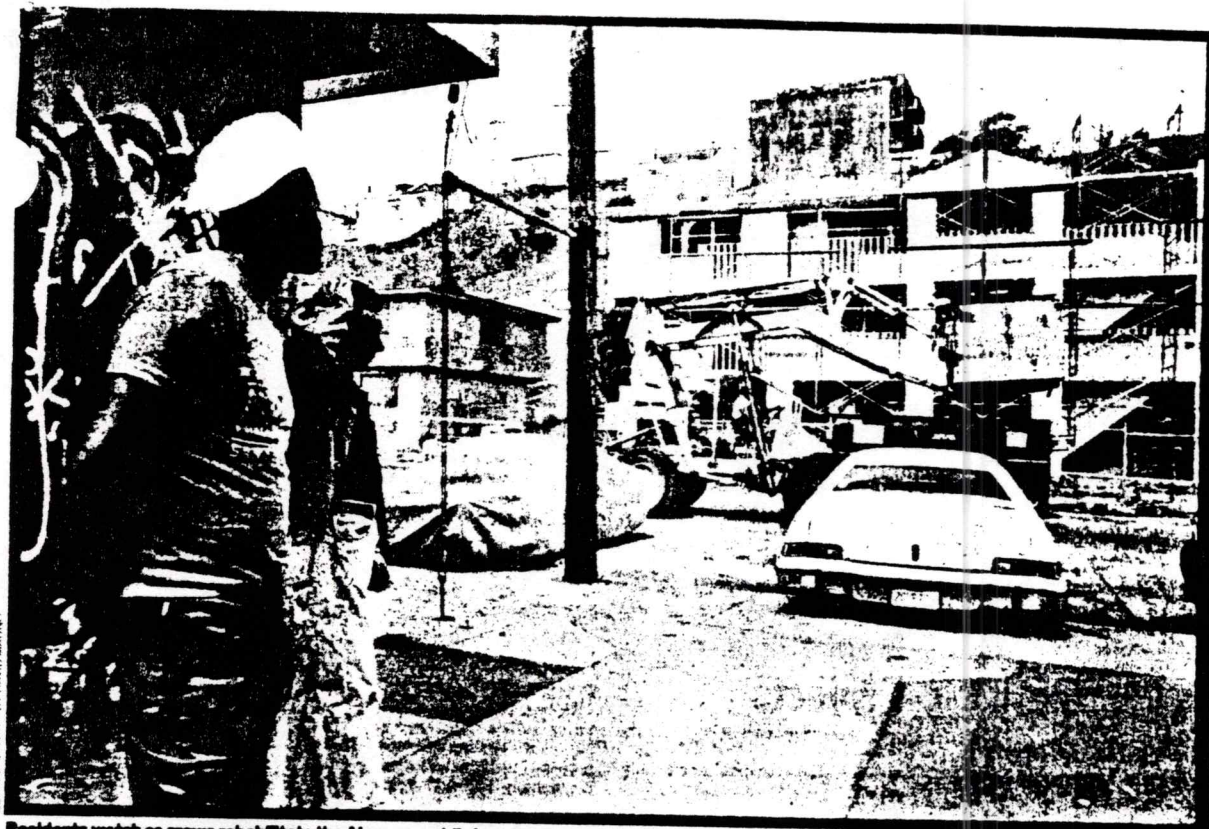
But the interest of the spectators grew markedly when Bush asked Congress to "think anew" about giving people in public housing a chance at homeownership. It was a message he shares with Bertha Gilkey, the president of the complex's tenant management board.

William Davis and Ella Pearson, officers of the Clinton-Peabody tenant association, were eager to hear how Bush hopes to expand tenant-management ownership programs.



ABOVE: Bush patting Armenta Washington's baby, Kenneth, and greeting Armenta's mother, Sheila Washington, and Bertha Gilkey (far right) on a visit to the Washingtons' apartment. ABOVE RIGHT: HUD Secretary Jack Kemp giving Gilkey a kiss in a speech at New Haven Court. Gilkey is president of the National Tenants Union. RIGHT: Residents of Cochran Gardens surging forward, hoping to touch the president as he went into the crowd.





Residents watch as crews rehabilitate the Alemany public housing project. Only three tenants got jobs in the rehab work — and that was only after tenants picketed.

Can tenants run the projects?

Tenants in the Alemany housing project say they're ready to start learning how to manage the project themselves. Is the SFHA ready to let them?

By Mary Pels

PUBLIC-HOUSING tenant Mabel Coney says she doesn't really have the time to show the camera crews from 60 Minutes around anymore.

As resident manager of the Cochran Gardens public housing project in St. Louis, Coney is all too used to visits from the media. In a telephone interview from St. Louis, she described a typical press visit: She welcomes the reporters in, shows them around the carefully maintained grounds, gives them the current statistics on unemployment in the project, describes how the residents handle drug-use by fellow-tenants and maybe winds up the tour at the day-care center. Then she sends the press home, and gets back to her daily business.

The reason for all the media attention is that Coney's public-housing project is decidedly different. As one of the nation's few self-managed public housing projects, Cochran Gardens is a story in a world where success is

Most Americans have given up on housing projects. We mentally block them out on the map, with an ever-growing circle of decay spreading out from them, as neighborhoods to be avoided.

But for many low-income Ameri-

cans, projects simply can't be avoided.

Some, like a group of residents in San Francisco's Alemany Housing Project, are involved in efforts to reclaim housing projects as viable communities, by setting up the kind of tenant-management system that Cochran Gardens tenants pioneered.

Alemany is one of several San Francisco housing projects targeted by the U.S. Department of Housing and Urban Development and the San Francisco Housing Authority for "self-management." In HUD parlance, "self-management" is not a utopian scheme for participatory democracy, but a practical arrangement, in which a group of tenants forms a nonprofit corporation that contracts with the housing authority to perform day-to-day management functions — maintenance, bookkeeping, admission of new tenants, groundskeeping and, to some extent, policing the area to cut down on crime. Public housing tenants become the managers through a "resident management corporation."

In Washington, HUD Secretary Jack Kemp is promoting this arrangement as the way to save the nation's public housing projects. "Kemp is pushing for this vigorously," said Dirk Murphy, public affairs director for HUD's San Francisco regional office. "Nationwide, the enthusiasm for self-management programs is definitely coming from HUD."

Enthusiasm for self-management in San Francisco is coming largely from a middle-aged grandmother of five. Alta Scales has lived at the Alemany housing project for 18 years. About two years ago, she told the Bay Guardian, she finally got fed up with broken windows, graffiti, delayed repairs and slow police response to complaints. She joined the tenant association.

"I saw a definite need," said Scales, "and I felt that I was going to have to be the one to get out there and do it." Now the president of the Alemany Tenant Association, Scales is eager to see the talk of self-management materialize into reality.

IT'S NOT only the tenant-management experiment that's new at Alemany this fall. If the resident-management project gets underway next month as planned, it will coincide with a massive, \$7 million inside-and-out rehabilitation of the Alemany Housing Project's 158 apartments. "The idea is certainly to start with a clean slate," said Al Nelson, the Housing Authority's director of planning and construction.

Audrey Washington, a longtime Alemany tenant who has been active, with Scales, in working for tenant management, explained why she thinks the plan would help restore the project to the kind of community she remembers there 15 years ago.

Standing in a rundown basketball court next to her still-to-be-rehabilitated building, she explained, "The people who were part of it [the community] would watch out for things like that graffiti on the wall over there. They would talk to that child's parents that was causing trouble, without getting cussed up. The managers would be going through the same thing that their neighbors are going through. There would be concern about making things look good. They could enforce rules better because they would always be here, and they would care more."

David Gillmore, director of the Housing Authority, made a similar point. Although he cautioned that it is "not a panacea," he said: "The beauty of resident management is that the people who manage the project are always there. There is something unique about the relationship between residents that manage a project and other residents."

Helen Mason, another longtime public-housing tenant activist, talked about some of the other ways she hopes resident management can improve public housing. "When the government started building public housing projects, they were supposed to be stepping stones to better things," she said. "People weren't supposed to spend their lives in projects. A lot of kids, they live in projects all the way through high school, and somehow, they are allowed to graduate high school without the

most basic skills or goal develops. They need incentive.

"I remember a neighbor I once," Mason continued. "She next to a project, mowing the lawn about everyday, taking care of yard. After awhile, out of guilt neighborhood pride, or whatever started taking care of my lawn."

"This idea of self-management supposed to provide an incentive one thing, there would be custodial and administrative, for tenants. And they would be taking of their own homes, responsible running the place."

JOBS FOR tenants, though somewhat of a sore point Alemany — and residents' own experiences with that contribute to the wary, and-see attitude that even a tenants expressed about the Housing Authority's commitment to res management.

During the summer, Scales organized a demonstration against the tractors who were rehabilitating project, demanding they comply HUD regulations that called for rehiring in rehab projects. Eventually three tenants were hired for construction jobs.

Tenants also expressed frustration with delays in the rehab project originally funded in 1987. "I'm even sure when the rehab is going done," Scales said. "Housing blame on the contractors, the contractors blame it on Housing. It disgusts me."

So far, Scales and Washington their experiences with the real management plan have raised six doubts. More than a year ago, SFHA allocated \$70,000 to Alemany tenants to manage the project, and last year the agency sent Scales and Washington to a national conference of public-housing resident management groups. Still, there been no moves toward tenant management at Alemany.

Mason said it's important that process of training residents Alemany to take over administrative tasks begin as soon as possible. "Right now, the worst project in the city Hunter's View," she said, "And it completely rehabbed in the '70s. When it was finished it was beautiful. I mean beautiful. But because the underlying problems there were never dealt with went right back to the way it been."

Scales agreed. "We've got to started really soon, otherwise all the units are going to be finished, and people are going to move back in, and clean slate will be gone," she said.

Gillmore admitted that, to an outsider, it may appear that the SFHA been dragging its feet on getting tenant management started.

"I can understand where the perception comes from," he told the Bay Guardian, "and I may bear some of the responsibility. A year and a half ago, there was a contract with a firm management training. I reviewed it and it was terrible. The Housing Authority hadn't asked for enough, and the bidders hadn't come up with enough."

But Audrey Washington, another Alemany resident who asked not to be named, told the story differently. They said they had selected the training firm, only to have the choice vetoed by the Housing Authority. "The Housing Authority do what it wants to do," Washington commented.

Gillmore said another reason for the delay was that "a year ago, the Housing Authority wasn't administratively or managerially ready to participate in this kind of demonstration. It wasn't able to manage its own way out of a bag. It wasn't even capable of overseeing its own domain. And a year

WSJ 8/1 Up From Dependency

The Supreme Court nomination of Clarence Thomas has sparked a nationwide debate over his belief that individuals must take ultimate responsibility for their lives and that encouraging "self-help" may do more for the poor than any bureaucracy.

In San Francisco, that debate isn't just academic. The residents of Hunters View and Alemany, two drug-infested public housing projects, have tried for months to win official support for their dream of taking over management of their apartments and eventually buying them from the government. But city officials, with no apparent alternative of their own to warehousing-as-usual, refused to back their efforts.

The Institute for Contemporary Studies, a local conservative think tank, met with the tenants and encouraged them to talk to the Department of Housing and Urban Development in Washington. Last month, the residents were awarded \$40,000 in HUD grants to hire consultants and train residents to manage property and own their own units. HUD's goal is to have 250 tenant-management groups in place by 1993.

Residents praise ICS, established in 1974 by associates of then Governor Ronald Reagan, for its efforts. "ICS had a conservative reputation, but they wanted us to really progress," Espanola Jackson, a community organizer, told the San Francisco Chronicle. "We have gotten no support from the so-called liberals on concepts like tenant management councils. We

want to get away from the plantation system maintained in this city by the liberal politicians."

ICS says the efforts of community activists such as Ms. Jackson are a small part of a "self-governance" strategy it wants to promote nationwide. "Public policy should encourage individuals to create and operate their own institutions that will help them rebuild or better their lives," says Robert Hawkins, ICS's president. Relying on government programs—"state governance"—only perpetuates dependency and undermines responsibility.

ICS will start its "self-governance" project by helping to set up seminars on local community solutions to social problems around the country. Its efforts are even winning plaudits from some enlightened Bay Area politicians. "Whether ICS is moving in a direction that's politically correct or not, it is clearly moving in the right direction in terms of people's needs," says San Francisco supervisor Terence Hallinan.

The ideas behind self-governance sometimes carry other names: "empowerment" or "new paradigm." Regardless of the label, such ideas are improving communities that were often written off by their government overseers. From Polly Williams and her successful choice program in Milwaukee to Espanola Jackson in San Francisco, the idea that people benefit if they have control of their destiny is gaining momentum.

THE TAMPA TRIBUNE

♦ ♦ ♦ ♦

Tampa, Florida ■ Thursday, April 9, 1992

Advocates of public housing kick off national conference

By LISA LANDERS
Tribune Staff Writer

TAMPA — The start of a national public housing conference Wednesday at the downtown Tampa Hyatt Regency Hotel was similar to a presidential convention.

There were no delegates carrying signs or cheering candidates, but there were more than 450 public housing officials and residents touting programs for self-employment, and they cheered Kimi Gray, a leader in the resident self-employment movement.

"You see, it doesn't make us any difference who's going to the White House, because whoever gets there must understand that we've got a platform," said Gray, a public housing resident and president of the Kenilworth/Parkside Resident Management Corporation.

"You hear these presidential candidates talk about resident initiatives in their speeches today, and that's all right ... but we just don't want to be talked about, we want to get in the budgets. So we'll be at the convention," Gray said.

Her emotional speech drew participants to their feet and was the kickoff of three days of seminars and workshops at the Comprehensive Assistance to Support Housing (CASH) conference.

The conference is sponsored by the U.S. Department of Housing and Urban Development (HUD), the Tampa Housing Authority and the National Association of Resident

Management Corporations. It is aimed at helping low-income people take advantage of business ownership and employment opportunities through government programs, such as HOPE — Homeownership and Opportunity for People.

"I don't know of anyone who's brought more to the table for residents like our Secretary of HUD [Jack Kemp]," said Raymond Harris, a HUD regional administrator. "One of the best signs of that happening is happening right here in Tampa."

Tampa was chosen as the host of the conference because of the housing authority's nationally recognized Project REAP (Resident Enterprise Assistance Program), HUD officials said.

Conference attendees talked with REAP business owner Gussie Livingston and others about the program and toured the program. Livingston, a College Hill Homes resident, runs a day-care facility, oversees a T-shirt business managed by public housing youths and initiated a resident management training program at College Hill.

"Free enterprise, economic opportunities and entrepreneurship is the name of the game," said Paul Fletcher, HUD's special assistant for economic development. "This is what most American's dream about and it should make no difference where you come from, but rather that all the opportunities are made available to everyone."

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William Raspberry

When People Feel They Don't Matter

The good news is that so many white Americans moved so quickly to make the point that the riot-triggering Rodney King verdict is not their idea of justice.

I refer to the messages that overwhelmed the capacity of my "voice mail" machine—virtually all of them expressing incredulity that 12 decent Americans could view the evidence, including the most-watched amateur videotape in history, as other than evidence of pointless brutality on the part of the police officers involved. I refer also to the polls, the radio talk shows, the pained expressions from across the land.

The politicians found their tongues—a thoughtful Bill Clinton, an unusually eloquent Bill Bradley, an insightful Jack Kemp and others. Even President Bush said some good things Friday night, though many of us thought his concerns lay too exclusively with the violence and too little with its triggers. I'm prepared to give him the benefit of the doubt; maybe he was being careful to avoid damaging the federal government's case against the four policemen.

But I fear that, like too many Americans, he misses the connection between the outrageous Simi Valley verdict and the outrageous violence that followed it.

It's easy to miss. The rioters didn't look outraged: neither did the looters (often whole families of looters) nor the vicious attackers of anything white, nor the perpetrators of the random violence (that wasn't always as random as it appeared). They looked like what they were: by turns opportunistic, vengeful and pointlessly violent.

The confusion is in trying to see the rioting as in the mode of, say, a prison riot—as an organized protest demonstration against the status quo, with specific threats linked to specific non-negotiable demands. That's not what it was. It was, in my view, more analogous to a rampage by a berserk man whose rage is triggered by his having been reminded, once again, that he doesn't matter.

Such a man is likely to do great damage, most of it close to home, not because he expects any good to come of it but because the only time he seems to matter is when he is violent.

South Central Los Angeles, like ghettos around this country, is full of young black men who don't register on society's screen except when they are hurting someone else, or threatening to. The most consistent message they hear is: You don't matter. They hear it from schools that find them uneducable, employers who find them unemployable, cops who see them only as actual or prospective lawbreakers, and, too often, from their own families, to whose economic security they can make no contribution.

And they heard it again last Wednesday afternoon from that Simi Valley jury, which could not have been saying that Rodney King hadn't been brutalized, only that Rodney King and people like him don't matter. And then for a couple of brutal, deadly, frightening and, perhaps, cathartic days, they mattered.

I think most of America—maybe even most of black America—doesn't appreciate what it must be like to spend most of the time not mattering. It happens to all of us at least once in a while, and it happens with disturbing frequency to some of us: the black man who seems invisible to the clerk, the maitre d' or the taxi driver, or who registers on the policeman's screen not as a family man or a computer repairman but only as a potentially dangerous black guy.

But most of us spend most of our time mattering: to our employers, to our families, to our organizations, to our colleagues.

Picture what it must be like to matter only as a source of present or potential violence, and then to be told to forgo violence because it "only hurts your cause." Try to imagine what it must feel like to know that the closest anyone will come to respecting you is to be afraid of you. If you had other resources, you might try to relieve their fear in order to be seen as a worthwhile human being. But if the threat of violence is your only currency...

It's a tough point to make while the

riot-produced rubble is still smoldering, but what I am talking about goes beyond the need for white people—including white cops—to be more respectful of blacks. What is needed is for all of us to get serious about seeing to it that people have the wherewithal for self respect, without which respect for others is impossible.

We need to create jobs, and the access to them, so that young people can have the means of contributing to their families. I don't doubt that a well-designed jobs program, calculated to take the place of the factories that used to provide work for the willing, would help to strengthen inner-city families, and that it would result in more two-parent families and the good things that go with them.

We need to work with our children, not merely to diminish their violence but to give them other ways of mattering to the larger society.

And we need—black and white—to listen to Rodney King, who finally does matter: "I mean, please, we can get along here. . . . We're all stuck here for a while. Let's try to work it out."



OFFICE OF THE VICE PRESIDENT
WASHINGTON

May 15, 1992

ADDRESS THE COMMONWEALTH CLUB OF CALIFORNIA LUNCHEON

Date: May 19, 1992
Location: San Francisco Hilton Hotel
San Francisco, CA
Time: 12:35 p.m..
From: Richard Porter RWP

I. Purpose

Discuss the Administration's new strategies for improving inner cities.

II. Background

The Commonwealth Club of California, a nonprofit educational organization and public affairs forum, was founded by a San Francisco Chronicle editorial writer, Edward F. Adams, in 1903. There are about 20,000 members, mostly from Northern California. Focusing on the economy, elections, social issues and increasing involvement with area school programs are among the priorities of the organization.

The question and answer period will be moderated by the President of the Commonwealth Club, Justice Robert Merrill. He will select questions from those submitted from the audience in writing. Before joining the Court of Appeals in 1985, Justice Merrill served as a judge of the San Francisco Superior Court. In 1981, the San Francisco Trial Lawyers' Association selected him as Trial Judge of the Year. He served as president of the Commonwealth Club in 1991 and as chairman of the club's executive committee in 1990.

For almost nine decades, the Club has been host to major political figures, such as Teddy Roosevelt, Harry Truman, Dwight Eisenhower, Richard Nixon, and Robert Kennedy. Most recent speakers include President Bush, Dick Cheney, Jack Kemp, George Shultz, and Alberto Fujimori.

Your speech will be carried live on radio. A tape of the speech will also be uplinked to the NPR satellite and delivered to more than 200 radio stations throughout the nation.

III. Participants

The Vice President

Justice Robert W. Merrill, President of The Commonwealth Club

Richard C. Otter

See list of attendees

IV. Press Plan

Open Press Coverage

V. Sequence of Events

11:55 a.m. The Vice President arrives dais and is seated

12:00 p.m. Lunch is served

12:20 p.m. Richard C. Otter introduces the Vice President

12:35 p.m. The Vice President proceeds to podium and begins Remarks

1:05 p.m. The Vice President concludes Remarks and begins Question and Answer Session

1:30 p.m. The Vice President concludes Question and Answer Session and proceeds to Holding Room

VI. Attachments

List of People at Head Table

List of other Attendees

Remarks provided separately by Lisa Shiffron

ATTENDEES FOR THE COMMONWEALTH CLUB OF CALIFORNIA

Henry C. Allnutt, III
Republican Senatorial Inner Circle

Katherine Boyd
Advisory Council for Historic Preservation

J.H. Faltz
Consul General of Luxembourg
Dean, San Francisco Consular Corps.

Robert K. Gardner
President, Gardner Communications, Inc.

Richard N. Goldman
Chairman, Richard N. Goldman & Co.
Chief of Protocol, City of San Francisco

Claude B. Hutchison, Jr.
Chairman & CEO, Civic Bank of Commerce
President-Elect, The Commonwealth Club

L. W. "Bill" Lane, Jr.
Former U.S. Ambassador to Australia
Former publisher, "Sunset Magazine"

Howard Leach

Jessie Knight
Senior Vice President,
San Francisco Chamber of Commerce

Robert W. Merrill
Associate Justice,
California Court of Appeals
President, The Commonwealth Club

Carole Mayer Marshall
Superintendent, San Francisco Mint

Bruce T. Mitchell
Part President, The Commonwealth Club
Past Chairman, San Mateo County Republican Committee

Rebecca Morgan
Member, California State Senate

Richard C. Otter
Senior Vice President,
Shearson Lehman Brothers
Past President, The Commonwealth Club

Victor J. Revenko
General Manager, Organization & Human Resources Division,
Chevron U.S.A.

Ambassador James D. Rosenthal
Executive Director,
The Commonwealth Club of California

Manuel Rosales
President, Hispanic Chamber of Commerce

Gertie B. Thomas
Vice Chairman, North, California Republican Party

Eugene E. Trefethen, Jr.
Retired President, Kaiser Industries Corporation

Dorothy Vuksich
Secretary's Representative, U.S. Department of Labor

Samuel J. Wallace,
Secretary's Representative, U.S. Department of Labor

Dennis Wu
Partner in Charge, Northern California & Nevada
Financial Institutions Group, Deloitte & Touche

Tom J. Campbell
Representative, 12th District, California
U.S. House of Representatives

L. Kirk Miller
Architect
Chairman, San Francisco County Republican Committee

QUAYLE RECEPTION ATTENDEES

Allnutt, Henry-Life member, Senatorial Inner Circle.

Bates, John-Senior Managing Partner, Pillsbury, Madison & Sutro; Past President, The Commonwealth Club of California.

Behrens, Bernice-Member, Program Committee, The Commonwealth Club of California.

Bertain, Joseph G.-Attorney; Chairman, S.F. Lawyers Committee for Better Government.

Bertain, Berardine.

Joseph F. Bertain, Attorney.

Biaggini, Ben-Retired Chairman, Southern Pacific Corporation.

Bizzle, Pat-Guest of Biaggini.

Boyd, Katherine-Advisory Council for Historic Preservation.

Emerson, C. Lee-Chairman, Oregon Steel Mills.

Epstein, Joe-President and CEO, Sierra Pacific Steel; Member, Board of Governors, The Commonwealth Club of California.

Faltz, The Hon. J.H.-Consul General of Luxembourg; Dean, San Francisco Consular Corps.

Fleming, Carol-President, The Sound of Your Voice (Voice Consultant); Member, Board of Governors, The Commonwealth Club of California.

Funk, Herb-Private Investor.

Gardner, Robert K.-President, Gardner Communications, Inc.; Board of Governors and Chairman, Membership Committee, The Commonwealth Club of California.

Geller, Dan-President, Dan Geller Real Estate, Inc.; former Member, Board of Governors, The Commonwealth Club of California.

Geller, Mona.

Gilleran, James, Superintendent, State of California Banking Commission.

Goldman, Richard N.-Chairman, Richard N. Goldman & Co.; Chief of Protocol, City of San Francisco.

QUAYLE RECEPTION ATTENDEES/2

Goodin, Vernon, Attorney, Bronson, Bronson & McKinnon; Past President, The Commonwealth Club of California.

Hamm, Bill-Executive Vice President, Federal Home Loan Bank.

Hills, Rueben W. III

Hoadley, Walter-Retired Senior Economist, Bank of America; former Governor, Federal Reserve Bank of Philadelphia; Past President, The Commonwealth Club of California.

Hoadley, Virginia.

Hoard, Robert.

Hoard, Janet.

Hoard sons (2).

Hoover, Howard, Partner, Deloitte & Touche, Inc.; Treasurer, The Commonwealth Club of California.

Hutchison, Claude, B. Jr.-Chairman and CEO, CivicBank of Commerce; President-Elect, The Commonwealth Club of California.

Hutchinson, William-Partner, Shuman, Schneider and Hutchinson (Investments); Member, Board of Governors, The Commonwealth Club of California.

Kaiser, Mrs. Henry J.-Club Benefactor.

Knight, Jessie-Senior Vice President, San Francisco Chamber of Commerce.

Lane, Bill-Former Publisher, Sunset Magazine; Former Ambassador to Australia.

Lane, Dorothy-Assistant to Walter Hoadley, Bank of America.

Laviolette, Sandy-Member, Program Committee, The Commonwealth Club of California.

Leach, Howard-Republican State Finance Chairman.

Livingston, Phil-Controller, U.S. Windpower, Inc.; Chairman, Alameda Region, The Commonwealth Club of California.

Marshall, Carole Mayer-Superintendent, San Francisco Mint.

QUAYLE RECEPTION ATTENDEES/3

McPherson, Peter-Executive, Bank of America; Former Administrator,
Agency for International Development.

McPherson, Joanne.

Medearis, Robert-Professor of Business Administration,
Stanford University; Chairman, PAMA Home Corporation.

Medearis, Helga.

Merrill, Warren-Executive Director, San Francisco County
Republican Central Committee.

Merrill, Laurie.

Merrill, The Hon. Robert W.-Associate Justice, California Court
of Appeal; President, The Commonwealth Club of California.

Merrill, Shirley-High School Principal.

Mitchell, Bruce-Attorney; Past Chairman, San Mateo County
Republican Committee; Past President, The Commonwealth
Club of California.

Morgan, The Hon. Rebecca-Member, California State Senate.

Odland, Lynn-Managing Partner, Deloitte & Touche.

Otter, Richard C.-Senior Vice President, Shearson, Lehman Bros.;
Past President, The Commonwealth Club of California;
Chairman, Club's Program Committee.

Perrelli, Joseph-President, California Investors, Inc.; Past
President, The Commonwealth Club of California.

Peterson, Donald-Son-In-Law of Walter Hoadley.

Peterson, Jean-Daughter of Walter Hoadley.

Purnell, Jane-Member, Board of Governors, The Commonwealth
Club of California.

Revenko, Victor J.-General Manager, Organization, Human Resources
Division, Chevron U.S.A.; Chairman, Executive Committee,
The Commonwealth Club of California.

Rosales, Manuel-President, Hispanic Chamber of Commerce of
California.

Rosenthal, Amb. James D.-Executive Director, The Commonwealth
Club of California.

QUALYE RECEPTION ATTENDEES/4

Santos, Frank.

Savia, Steven, President, Sage Group (Consultants); Member,
Board of Governors, The Commonwealth Club of California.

Schultz, Dean-President, Federal Home Loan Bank.

Sweetland, Eugene-Guest of C. Lee Emerson.

Thomas, Gertie-Vice Chairman, North, California Republican Party.

Tokinoya, The Hon. Atsushi-Consul General of Japan.

Trefethen, Eugene, Jr.-Retired President, Kaiser Industries
Corporation.

Tsukano, Fumihiko-Vice President and General Manager, Mitsui
& Co.

Vuksich, Dorothy-Secretary's Regional Representative, Region IX,
U.S. Department of Education.

Wu, Dennis-Partner in Charge, Northern California and Nevada,
Deloitte & Touche; Past President, The Commonwealth Club
of California.

Wallace, Samuel J., Secretary's Representative, U.S. Department
of Labor.

RWP



OFFICE OF THE VICE PRESIDENT
WASHINGTON

May 15, 1992

NOTE TO THE VICE PRESIDENT

FROM

ANNE HATHAWAY *anne*

SUBJECT

Industry and Business List

Attached is the industry and business list for your travel to California next week. This list identifies the top five industries for the state and the top five employers in the various cities and metropolitan areas you will be visiting.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

May 15, 1992

INDUSTRY - BUSINESS LIST FOR CALIFORNIA

Top Five Industries:

1. Services
2. Wholesale & Retail Trade
3. Manufacturing
4. Finance, Insurance & Real Estate
5. Construction

(Source: California Department of Commerce)

Top Five Businesses in Salinas:

1. Bud Antle, Inc. (3,000 employees)
408/422-8871
Produce Company
Headquarters: Salinas, California (Subsidiary of Dole Food Co., Inc.)
President: William Heintz
2. D'Arrigo Brothers Company of California (1,500 employees)
408/424-3955
Produce Company
Headquarters: Salinas, California
President & CEO: John D'Arrigo
3. Salinas Valley Memorial Hospital (1,305 employees)
408/755-0741
Private Hospital & Medical Facility
Headquarters: Salinas, California
Executive Director: Sam Downing
4. Household Credit (1,250 employees)
408/754-1400
Master Card & VISA Company
Headquarters: Salinas, California
President & CEO: Joseph W. Saunders

5. Bruce Church Company (1,200 employees)
408/758-4421
Produce Company
Headquarters: Salinas, California
President: Steve Taylor

(Source: Salinas Chamber of Commerce)

Top Five Businesses in San Francisco:

1. Bank of America NT & SA (9,385 employees)
415/622-2611/622-3661
Full Service Commercial Banking
Headquarters: San Francisco, California
Chairman, President & CEO: Richard M. Rosenberg
2. Wells Fargo Bank (7,000 employees)
415/396-6320
Bank Holding Company
Headquarters: San Francisco, California
Chairman & CEO: Carl E. Reichardt
3. Pacific Telesis (6,800 employees)
415/394-3673
Holding Company; Telecommunications
Headquarters: San Francisco, California
Chairman, President & CEO: Sam Ginn
4. Pacific Gas & Electric (6,628 employees)
415/973-1411
Electricity, Gas & Water
Headquarters: San Francisco, California
Chairman & CEO: Richard A. Clarke
5. California Pacific Medical Center (5,500 employees)
415/563-4321
Comprehensive Medical Center
Headquarters: San Francisco, California
CEO: Aubrey Serfling

(Source: San Francisco Chamber of Commerce)

Top Five Businesses in Palm Springs:

1. Desert Hospital (1,400 employees)
619/323-6511
Medical Facility
Headquarters: Palm Springs, California
CEO: David Seeley (619) 323-6370
2. The Desert Sun (350 employees)
619/322-8889
Publishers
Headquarters: Palm Springs, California
Publisher: Edward E. Manassah
3. Radisson Palm Springs (350 employees)
619/327-8311
Resort/Hotel
Headquarters: Palm Springs, California
CEO: George Harbough
4. Palm Springs Marquis Hotel & Villas (298 employees)
619/322-2121
Hotel
Headquarters: New York, New York
General Manager: Charles Roulet (619) 322-2121
5. Bird Products Corp. (211 employees)
619/778-7200
Manufacturer of Various Bird Products
Headquarters: Palm Springs, California
CEO: Phil Triolo

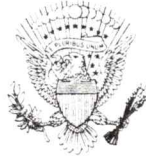
(Source: Palm Springs Chamber of Commerce)

Top Five Businesses in Los Angeles:

1. Douglas Aircraft (42,000 employees)
310/593-5511
Aeronautics
Headquarters: St. Louis, Missouri (Division of McDonnell Douglas)
CEO: John McDonnell (314) 232-0232
President: Bob Hood
2. Hughes Aircraft (32,000 employees)
310/568-6393
Aeronautics & Astronautics
Headquarters: Los Angeles, California (Subsidiary of GM Hughes Electronics Corporation)
CEO: Malcolm Currie (213) 563-7808

3. Northrop Corporation (29,000 employees)
310/553-6262
Advanced Technology Company
Headquarters: Los Angeles, California
Chairman, President & CEO: Kent Kresa (213) 201-3301
4. Kaiser Permanente (21,200 employees)
818/405-3279
Health Care System
Headquarters: Oakland, California
CEO: David Lawrence, M.D (519) 271-5990
5. Rockwell International (21,000 employees)
310/647-5000
Aeronautics & Astronautics
Headquarters: El Segundo, California
CEO: Don Beall (213) 647-5127

(Source: Los Angeles Chamber of Commerce)



OFFICE OF THE VICE PRESIDENT
WASHINGTON

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT
PRIVATE BREAKFAST MEETING REGARDING LOS ANGELES

Date: Wednesday, May 20, 1992
Time: 8:00 a.m.
Location: Private Suite
Century City Marriott Hotel
Los Angeles, CA
From: Dave Juday

I. PURPOSE

To discuss the situation in Los Angeles.

II. PARTICIPANTS

The Honorable Tom Bradley, Mayor of Los Angeles
The Honorable Deane Dana, Chairman, Los Angeles County
Board of Supervisors
Peter Ueberroth, Chairman, "Rebuild L.A."

III. BACKGROUND

The President met with local officials when he was in LA, including Mayor Bradley, Deane Dana, and Peter Ueberroth. The Mayor appointed ueberroth as the head of "Rebuild LA" on May 2.

The Federal Task Force has been working with state, county, and city officials on a daily basis.

The LA Times carried a story on Friday, May 15, regarding the Privatization of L.A.X. airport and characterized it as a "White House" initiative. While privatizing L.A.X. is not a White House initiative, privatization, in general, is. The President issued an Executive Order for the federal agencies to assist local privatization efforts, remove regulatory barriers to privatization, relax federal government recoupment of infrastructure purchased with federal assistance, and to ensure that any privately held assets will comply with current federal conditions and regulations.

Details on the federal response to the LA situation are outlined on the Los Angeles background briefing.

Attached are the biographies of the meeting participants.



CITY HALL
LOS ANGELES, CALIFORNIA 90012
(213) 485-3311

OFFICE OF THE MAYOR

TOM BRADLEY
MAYOR

TOM BRADLEY

Mayor

City of Los Angeles

Tom Bradley is now serving an unprecedented fifth term as Mayor of the City of Los Angeles. During his Mayoral tenure, which began with his election in 1973, Los Angeles has been transformed into a world city of unparalleled ethnic and cultural diversity, the financial center of the Western United States and the "Gateway to the Pacific Rim." Under Tom Bradley's leadership and direction, the city has grown and all of the people of Los Angeles have benefited. Tom Bradley's years in office have been a hallmark of public service.

As a means of reinforcing his strong emphasis on education and to shield the next generation of Los Angeles youth from drug peddlers and street gangs, Mayor Bradley has proposed an ambitious plan -- called L.A.'s BEST -- to provide computer training, tutorial assistance, and other enrichment activities to every student in the Los Angeles Unified School District's more than 400 elementary schools.

Under the L.A.'s BEST (Better Educated Students for Tomorrow) plan, parents will be able to voluntarily keep their children at school from 2:30 to 6:00 p.m. each school day to learn and play. A pilot program is already underway at 19 city schools.

With Mayor Bradley at the helm, the City of Los Angeles has implemented a sweeping and effective 18-point traffic mobility plan to reduce both traffic congestion and air quality. One component of the Bradley traffic plan is his proposal to remove 70 percent of all heavy-duty trucks from city streets during rush hour.

-2-

To protect the integrity of community neighborhoods, he cracked down on the unrestrained, runaway construction of mini-malls, fought for passage of a "slope density" ordinance to manage the growth of residential developments along scenic hillsides, and put a new environmental review process into effect for large-scale developments. The Bradley-proposed Neighborhood Protection Ordinance would mandate landscaping for apartment complexes, prohibit paving of front lawns, and promote the "greening" of Los Angeles by banishing "concrete jungles."

Mayor Tom Bradley has also proposed spending more than \$2 billion in tax increment funds from the city's revitalized Downtown Business District to fund affordable housing and services for the homeless over the next 20 years. It is the most expansive housing plan in the United States.

Because of Tom Bradley's strong and consistent concern for the environment, the City of Los Angeles is embarking on the most ambitious recycling program in the country. By 1994, "trash day" will become "recycling day" for more than three million city residents. To fight the global warming trend known as the greenhouse effect, the City of Los Angeles will plant millions of trees in the coming years. Under the Mayor's guidance, the city stopped dumping sludge into the Santa Monica Bay. In addition, Bradley proposed a comprehensive 63-point Air Quality Plan.

The public service legacy of the Tom Bradley era in the City of Los Angeles includes:

- *The 1984 Summer Olympic Games -- the most successful Olympiad in the history of the quadrennial international sports competition.

- *Expansion of the Los Angeles International Airport and the Los Angeles Harbor -- leaders in the world for cargo and commerce.

- *A leader in developing the Los Angeles Metro Rail Project and Los Angeles County's light rail system as a 150 mile rapid transit program when completed.

Tom Bradley has devoted himself to meeting the needs of the people of Los Angeles. Through his devotion, he has helped build and shape Los Angeles into a city where people from all walks of life and all ethnic and cultural backgrounds can live, work and prosper in harmony.

#

DEANE DANA

Chairman

Los Angeles County Board of Supervisors
Supervisor, Fourth District

Member :

Coliseum Commission,
past president

Regional Airport Authority
chairman 1987-88

County Transportation Commission,
Chairman 1986

California Society of
Professional Engineers

California Association of
Compensatory Education

Navy League of the United States

American Legion Post 302

Elks Lodge No. 888

California Motion Picture Council

Californians for a Strong America

California Shore and
Beach Preservation

Pepperdine University Associates

International Footprint Association

Venice-Marina Rotary Club

Executive Board, LA Area Council
Boy Scouts of America

Town Hall of California

California Ocean Reserve
Management (CORM)
Advisory Committee

Los Angeles Conservancy

Key Actions:

SUPERVISOR DANA, currently in his third term on the Board of Supervisors, has played key roles in transportation improvements; shelter programs and funding for homeless families and single women; creation of anti-gang programs in schools, and in meeting long-term solid waste disposal needs countywide. He is a strong advocate of privatization in County government, a contracting program that has already saved the County \$246.6 million annually.

He was first elected to the Board from the Fourth District in November, 1980 and was re-elected in 1984 and in 1988 when he received 75 percent of the votes. The Fourth District extends from Marina del Rey on the northwest boundary southerly and easterly along the coastal and county line out to Diamond Bar on the east.

SUPERVISOR DANA has twice served as chairman of the Board of Supervisors, and has been president of the Coliseum Commission and the Southern California Regional Airport Authority.

Background:

He brings to County government nearly 28 years of marketing, administrative and engineering experience with Pacific Telephone Company. He served in the U.S. Air Force and holds a mechanical engineering degree from Stevens Institute in Hoboken, N.J. In addition, he is a registered engineer with the State of California.

The Supervisor and his wife Doris reside in Palos Verdes Estates. She is the former Doris Weiler of Oyster Bay, N.Y. They have four children, Deane III, Marguerite, and twins Diane and Dorothy, and four grandchildren.

Honors:

Honors accorded SUPERVISOR DANA include the State of Israel's "Torch of Liberty" in 1986; the California Center for Family Survivors of Homicide's "Most Caring Public Official" award in 1985, and an honorary Doctor of Laws degree bestowed by Pepperdine University, also in 1985.

PETER V. UEBERROTH

Ueberroth was born in Evanston, Illinois on September 2, 1937. He lived in Iowa, Wisconsin and Pennsylvania before moving to northern California where he lettered in baseball, football and swimming at Fremont Union High School.

He attended San Jose State University on an athletic scholarship in water polo. He led his team and the league in scoring in 1957-1958. He also competed in the 1956 United States Olympic water polo trials.

Following graduation from San Jose State, where he earned a degree in business, Ueberroth married Virginia (Ginny) Nicolaus and moved to Hawaii. There, he launched a career in the travel industry at the age of 22.

1990 - Present

PETER V. UEBERROTH is an investor.

1984 - 1989

Ueberroth served as the sixth Commissioner of Major League Baseball. He was elected to this position by the 26 Major League owners in Tampa, Florida on March 3, 1984.

1980 - 1984

Ueberroth served as President and Chief Executive Officer of the Los Angeles Olympic Organizing Committee (LAOOC), the private non-profit organization responsible for staging and operating the 1984 Los Angeles Olympic Games.

Under his leadership and management, the first privately financed Games resulted in a surplus of \$222 million which today supports youth and sports programs throughout the United States.

1963 - 1980

Ueberroth founded First Travel Corporation in 1962. When he sold the company in 1980, it was the second largest travel business in North America with over 300 wholly owned retail travel agencies.

Ueberroth was a member of the Young President's Organization for 22 years and was elected its International President in 1981.

Ueberroth has been the recipient of numerous awards, including in 1984, Man of the Year from TIME MAGAZINE.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Vitae	Re: Peter Ueberroth; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Quayle Vice Presidential Records
Office: Deputy Chief of Staff's Office
Series: Porter, Richard, Files
Subseries: Subject Files
WHORM Cat.:
File Location: California 5/18/92 [2]

Date Closed: 8/20/2025 **OA/ID Number:** 21804-021b

FOIA/SYS Case #: 2025-0878-F

Appeal Case #:

Re-review Case #:

Appeal Disposition:

P-2/P-5 Review Case #:

Disposition Date:

AR Case #:

MR Case #:

AR Disposition:

MR Disposition:

AR Disposition Date:

MR Disposition Date:

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- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

PETER V. UEBERROTH
PAGE II

He has been awarded the French Legion d'Honneur; Royal Order of the Polar Star from His Majesty, the King of Sweden; he is one of two Americans to ever receive the Olympic Order-Gold from the International Olympic Committee; and the Sports Torch of Learning award and Scopus Laureate award from the American Friends of The Hebrew University.

He has received honorary degrees from:

Notre Dame	Pepperdine
Ohio University	Holy Cross
Claremont-McKenna	LaFayette
Maryland	Loyola-Marymount
San Jose State	Monterey Institute
Rensselaer Polytechnic	USC

Ueberroth's own story about the Olympic Games, MADE IN AMERICA, a best seller, was published by William Morrow in 1985.

He is a member of the board of directors of The Coca Cola Company, Hawaiian Airlines, Morrison-Knudsen Corporation and TransAmerica Corporation.

The Ueberroths reside in Southern California. They have four children: Vicki, (b)(6); Heidi, (b)(6); Keri, (b)(6); Joe (b)(6), and two grandchildren.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT
MEETING WITH THE SOUTH CENTRAL KOREAN MERCHANTS' ASSOC.

Date: Wednesday, May 20, 1992

Time: 11:20 -- 11:50 a.m.

Location: Mt. Carmel Recreation Center

From: Dave Juday

I. PURPOSE

This meeting is intended to be a candid discussion of the community problems faced by Korean merchants in South Central LA; it's also an opportunity to learn of the positive programs the Korean business community have undertaken in this neighborhood.

II. BACKGROUND

The South Central Korean merchants' Association was officially formed in January of 1992. The group is comprised primarily of recent immigrants from Korea who own small businesses in the area. The LAPD's 77th division has formed a strong cooperative relationship with the Association, and cites it as one of the best examples of partnership among the police, business, and youth.

This same general group of merchants started supporting youth programs in 1988, including a non-profit youth service agency called "People Who Care Youth Center" (established in 1974 and serves approximately 300 youth per year). Some of their activities have included: raising \$10,000 in a year for youth activities; a fashion show for 13-18 year-olds; sponsoring community clean-ups and block meetings; and; sponsoring baseball and basketball leagues; and providing a store front to house the People Who Care Youth Stationery Store, that has employed 10 youth over a two-year period.

Many of the Korean business people city-wide allege that most rioting was targeted at Korean areas. It is currently estimated that one-third of the total \$1 billion in damage was sustained by Korean businesses. The State Department received two telegrams from the American Embassy in Korea expressing Korea's concern regarding looting and rioting targeting Korean citizens in LA. The Korean Ambassador met with Assistant Secretary of State Solomon to discuss this situation and last weekend met with Mayor Bradley. A delegation of Korean officials travelled to L.A. to help Korean citizens and Korean-Americans.

The President met with Korean leaders on May 7, in Koreatown; he also made an address on Radio Korea -- the only 24 hour Korean language radio station in LA. Radio Korea served as a lifeline during the riots -- a merchant was trapped in her store by a riotous mob; she called the station which aired her plea for help, and within minutes others were there to move the mob. Radio Korea has also been the distribution and storage area for food and clothing donations for the Korean community.

FEDERAL HELP TO BUSINESS

SBA Administrator Pat Saiki was in Los Angeles on April 30; she also accompanied the President on May 6-8. SBA will provide low-interest disaster loans up to \$500,000 for business losses that exceed insurance coverage (and up to \$100,000 to homeowners). Preliminary estimates is that loans will total about \$300,000 million.

FEMA "hotlines" are capable to receive calls in Korean, Chinese, Thai, Laotian, as well as Spanish, and of course English. FEMA, through the Presidential disaster declaration will make assistance available to the City and County of Los Angeles. Included in those grants are personal grants of up to \$11,500 to meet urgent needs like food, clothing, and housing, and medicine to people who lost their homes.

Commerce has placed representatives of the Minority Business Development agency in the DAC's. The DOC has made \$25 million available in Economic Development Assistance to local governments. The Treasury Department has established a task force from among the financial regulators -- Federal Deposit Insurance Corporation (FDIC). Office of Thrift Supervision (OTS) Federal Reserve, Comptroller of the Currency -- to facilitate the restoration of economic activity and rebuilding. The regulators are working on details of a plan and are working with financial institutions on a case-by-case basis too. Further, the Federal Home Loan Bank System will make \$600 million available through the Community Investment Program. CIP funds are made available to financial institutions to cover costs and administrative fees so that loans can be made toward low-income housing projects and commercial and economic development activities. There are 13 thrifts and three commercial banks who are members of the FHLBank system in LA County. Dan Evans will meet with system members in LA on May 29.

Furthermore, the President announced a six part program to strengthen urban areas; it is based on three principles: first, establish law and order -- second, create jobs; -- third, provide opportunity and help people become independent. The program includes Weed and Seed, HOPE, America 2000, Welfare Reform, Job Training 2000, and Enterprise Zones that would provide a zero cap gains rate, deferral of personal taxes for small investors who invest in businesses located in zones and tax credit for employees of businesses in zones.

III. SEQUENCE OF EVENTS

Upon arrival at the Mt. Carmel Recreation Center, THE VICE PRESIDENT proceeds to meeting room, greets participants around table, takes seat, and opens meeting.

IV. PARTICIPANTS

Jay Lee, President, South Central Korean Merchants' Assoc.
Steven Chon, Steve Chon's Chevron
Sae Hoon Lee, Gage Swapmeet
Steve Lee, B&B Beauty Supply
Kwang Woong Park, Park Super Market
Leo Kim, Kim's Mobile Station

Capt. Paul Jefferson, Commanding Officer, 77th Division, LAPD
others TBD -- to be supplied before meeting

V. PRESS PLAN

Coverage of opening of meeting only.

VI. FOLLOW-UP

Photographs, correspondence, and potential requests TBD

TALKING POINTS FOR THE VICE PRESIDENT
MEETING WITH SOUTH CENTRAL KOREAN MERCHANTS' ASSOC

- o Thank you for coming here today.
- o I know the President was near here a couple of weeks ago; I had the chance to talk top him some about what he saw, ...
(CONVERSATION WITH PRESIDENT)
- o This morning I also met with Mayor Bradley, Deane Dana, and Peter Ueberroth to discuss the situation here in LA.
- o I want to thank everybody who was involved restoring the calm amid the chaos here in Los Angeles -- the good people who want their community back.
- o The President is very committed to rebuilding LA and has directed a great deal of resources to begin that process,
- o To sustain that process of growth and rebuilding for generations to come, we will pursue (with redoubled efforts) a new urban agenda -- a community agenda
- o The President has met with Congressional leaders and has made a call for action.
- o Our plan is simple:
 - * First, establish law and order;
 - * Second, create jobs;
 - * Third, expand opportunity and help people achieve independence
- o Today, I want to hear from you. I want to gain a better perspective of this neighborhood, what has worked, what hasn't worked, and what should be done.
- o With that, I'd like to open this up to a frank and candid discussion, and to hear from you.

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OFFICE BUREAU Minority Bus. Dev. Agency		DATE SUBMITTED 5/20	DOCUMENT TITLE MOU Between MBDA/DOC and the Mayor's Ofc., LA, CA	NO. OF PAGES 7	
TO	NAME AND MAILING ADDRESS OF RECIPIENT Richard Ponter Ofc. of The Vice Pres. Old Exec. Ofc. Bldg Wash. D.C. 20501		RECIPIENT'S TELEPHONE NO. 202/456-6640	FACSIMILE TELEPHONE NO. 456-62	
			PROJECT APPROPRIATION NUMBER		
COMMENTS For your information					
FROM	NAME AND BUILDING ADDRESS OF SENDER F. Patricia Callahan, Chief, Legislative and Intergovernmental Affairs, MBDA U.S. Department of Commerce Wash., D.C. 20230		TELEPHONE NO. 202/377-5641	TRANSMISSION RECORD	
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NEWS

MAYOR TOM BRADLEY

Date:

TUESDAY, MAY 19, 1992

Release:

IMMEDIATELY

Contact: Bill Chandler
Vallee Bunting
(213) 485-5182

BRADLEY SIGNS MEMORANDUM OF UNDERSTANDING WITH COMMERCE DEPARTMENT TO
ESTABLISH MINORITY BUSINESS DEVELOPMENT AGENCY CENTERS

In an effort to further assist the needs of minority business owners whose establishments were destroyed in the recent civil disturbance, Mayor Tom Bradley today signed a memorandum of understanding with U.S. Department of Commerce officials to develop a Minority Business Development Agency Center in City Hall. The six-month program, to be operated in conjunction with the Mayor's Office of Economic Development, will provide business consultants with expertise in packaging city-related disaster emergency loan program applications to minority-owned businesses seeking assistance in re-establishing their enterprises damaged or destroyed following the April 29 insurrection.

Through the Mayor's Office of Economic Development, up to \$6 million in federal, state and city funds are being reprogrammed to provide disaster relief. Minority Business Development Center staff will assist business owners with developing and finalizing loan packaging agreements in addition to providing general accounting services.

"The commitment of this federal resource is a major boost to minority business owners who have suffered damage and devastation in the riots. People can now come to City Hall and have Minority Business Development Agency staff provide the assistance with investigating the loans, grants and other resources available through the city of Los Angeles," Bradley said.

-more-

City Hall, Room 305, Los Angeles, California 90012

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"Up to now, the Minority Business Development Agency Centers were operating in the many disaster relief centers established by the Small Business Administration and the state of California. With this new City Hall component, business owners can fully explore the financial options available to rebuild their businesses and to rebuild the city of Los Angeles. I would urge all those affected by this terrible tragedy to use this City Hall Center."

The Minority Business and Development Agency will mobilize the resource of its delivery network system by:

Placing business consultants at City Hall for a limited time to assist the city in conducting preliminary packaging of city-related disaster/emergency loan program applications, and provide general accounting services to include intake and screening for the minority businesses victimized by the recent civil disturbance;

Finalizing the loan packages and providing further general accounting services using the resources at the Minority Business Development Center location;

Grant supplementary funding for the Los Angeles Minority Business Development Center to place business consultants at City Hall at no cost to the Los Angeles minority business community;

Designate appropriate national and regional officials as a liaisons to work closely with the city for successful implementation of this joint initiative.

The Mayor's Office of Economic Development will provide the space for the new center and will designate appropriate staff to work closely with the program. The Minority Business Development Agency and the city of Los Angeles will jointly monitor the progress of the program and will identify representatives to ensure the implementation of the obligations set forth in the memorandum of understanding.

"The reestablishment of small businesses is essential for the

economic survival of the city of Los Angeles. I am heartened that the these business consultants will provide the fiscal know-how to minority businesses to spearhead this important effort," Bradley said.

The Mayor's Office of Economic Development is securing revenue for disaster relief efforts. Funds that are presently being reprogrammed for emergency loans are \$1 million from the Department of Commerce's Economic Development Administration; \$450,000 from the state of California; \$1.6 million from the Community Development Department; and \$1 million from the Economic Development Office. An additional \$3 million is being requested from the Economic Development Administration through their Sudden and Severe Economic Dislocation Fund program.

In addition to announcing the establishment of this new center, Bradley was also joined by Small Business Administration officials to reiterate the aid available to residents who have lost their homes and businesses to violence of the insurrection. Oscar Wright, SBA regional director, also outlined efforts to relocate an SBA office in the city of Los Angeles.

Participating in today's event were Joe Lira, director, U.S. Department of Commerce Minority Business Development Agency; Rodolfo Guerra, Business Development Specialist, Minority Business Development Agency; Oscar Wright, Regional Director, Small Business Administration; and Wil Marshall, director, Mayor's Office of Economic Development.

#

MEMORANDUM OF UNDERSTANDING
BETWEEN THE
MINORITY BUSINESS DEVELOPMENT AGENCY
U.S. DEPARTMENT OF COMMERCE
AND THE
MAYOR'S OFFICE
CITY OF LOS ANGELES, CALIFORNIA

This agreement is entered into this 19th day of May 1992, by and between the Minority Business Development Agency, an agency of the U.S. Department of Commerce (hereinafter called MBDA) and the City of Los Angeles, California (hereinafter called the City),

I. AUTHORITY

WHEREAS, pursuant to Executive Order 11625, MBDA coordinates as consistent with law the plans, programs, and operations of the Federal Government which affect or may contribute to the establishment, preservation, and strengthening of minority businesses; and provides Federal funds to a number of organizations across the nation, including locations in the Los Angeles Metropolitan Statistical Area, which extend management and technical assistance services to minority business enterprises;

WHEREAS, many minority businesses in Los Angeles affected by the April 29 through May 4, 1992 civil disturbances in Los Angeles have an urgent need for management and technical assistance in packaging disaster/emergency loan applications and general accounting services;

WHEREAS, the City of Los Angeles seeks to assist the minority business community whose businesses were devastated by the civil disturbances through a joint project with the Minority Business Development Agency;

WHEREAS, MBDA and the City both having an interest in assisting the minority business community in Los Angeles hereby agree to provide additional support and resources to reinforce MBDA's Minority Business Development Center(s) located in Los Angeles to enable the Centers to render management and technical assistance at no cost to the minority business community. The Federal and City coordination of this Memorandum of Understanding will conserve Government resources, avoid duplication of effort, improve productivity and assist minority businesses.

It is therefore understood and agreed that MBDA and the City will cooperate in the following manner:

1. The City will furnish to MBDA's Los Angeles Minority Business Development Center(s) adequate office space, business machines and equipment, consumable supplies and secretarial support toward preliminary packaging of disaster/emergency loan applications and general accounting services to be provided to the Los Angeles minority business community.
2. The City will provide the Minority Business Development Center(s) with the use of communication and other devices necessary to implement this joint initiative.
3. The City will designate appropriate staff to work closely with MBDA and the Los Angeles Minority Business Development Center(s) for successful implementation of this joint initiative.

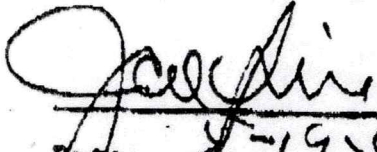
MBDA and the City of Los Angeles will jointly perform the following tasks:

1. Each Party will monitor the progress, provide oversight under this agreement, and meet on a weekly basis to assess the progress and make any needed improvements.
2. Each Party will designate a representative who shall be responsible to ensure the implementation of the obligations pursuant to this Agreement. Such a person will serve as the point of contact between the parties during the term of this agreement, which shall commence upon execution of both Parties.

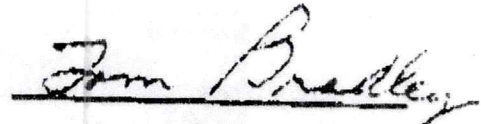
This memorandum of Understanding constitutes the entire agreement between MBDA and the City of Los Angeles with respect to the matters described, except to the extent that it may be modified or amended by the Parties, provided that such modification or amendment is in writing and is executed by authorized officials of the Parties of this agreement.

This agreement remains in effect for six months from the date of execution unless terminated by either Party, upon twenty (20) days written notice.

JOE LIRA
Director
Minority Business Development Agency
U. S. Department of Commerce


Date: 5-19-92

TOM BRADLEY
Mayor
City of Los Angeles
California


Date: 5-19-92

II. SCOPE OF WORK

MBDA agrees to perform the following tasks:

1. MBDA will mobilize the resources of its delivery network system through the Los Angeles Minority Business Development Center(s) by:
 - a. Placing business consultants at City Hall for a limited time to assist the City to conduct preliminary packaging of City-related disaster/emergency loan program applications and provide general accounting services to include intake and screening for the minority businesses victimized by the recent civil disturbances.
 - b. Finalizing the loan packages and providing further general accounting services using the resources at the Minority Business Development Center(s) location.
2. MBDA will grant supplementary funding to the Los Angeles Minority Business Development Center(s) to place business consultants at City Hall for a limited time to provide management and technical assistance at no cost to the Los Angeles minority business community to assist in packaging of the disaster/emergency loan applications and general accounting services as it relates to the City's lending programs and other Federal loan programs available.
3. MBDA will designate appropriate national and regional officials as liaisons to work closely with the City for successful implementation of this joint initiative.

The City of Los Angeles agrees to perform the following tasks:



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DATE: 5/21

TO: Richard Porter FROM: Bob Hawkins

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1 Cover Sheet + 2 Pages

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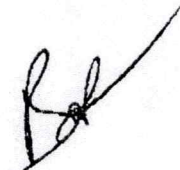
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Donald Rumsfeld
Robert B. Shapiro
Aaron Wildavsky

*Members of the
Executive Board

TO: Richard Porter
FROM: Bob Hawkins 
DATE: Vice President's Visit
SUBJECT: Vice President's Quayle's Visit

Again, thank you. From our point of view the meeting was a complete success. I think there is great value in having the Vice President do more of these round tables. I would also suggest that if he does do more of these round table discussions, and he makes a speech, he should do at least a speech that really focuses on urban policy and people. I thought his speech at the Commonwealth Club was fine and on target, but it drowned out the human interest side of the Vice President's meeting with the women. I have shared some of my thoughts with Ken Adelman which I am sure he will share with you.

I would like you to think about writing a letter to Mayor Frank Jordan of San Francisco (see enclosed sample) which basically states that the Vice President would like to create a partnership with the mayor and ICS to make HOPE work in San Francisco. The Mayor talks a good game but has a hard time delivering. He lives in what can only be called a hostile political world where he is trying to do the right thing. I think if he knew that the Vice President wants to act on the commitments made at Hunters View, he would be much more likely to take action. We are close to starting tenant management at Hunters View. If we can get it rolling, I would like to see a follow-up visit for the Vice President in the fall showing what teamwork can do to make a real difference.

May 21, 1992

The Honorable Frank Jordan
Mayor of San Francisco
City Hall
San Francisco, CA

Dear Mayor:

I want to express my thanks again to you for joining me at the Hunters View Roundtable. I am most impressed with the will and spirit of these women. I also know that tenant mangement will make a real difference in their lives.

I hope you will join me in an action partnership to make tenant management happen in San Francisco. I know that Bob Hawkins and CACE have built a foundation to make tenant management happen. I would like to develop a working relationship between our staffs to assist CACE in making tenant management a reality. I will provide any assistance in Washington to make sure that all barriers are removed and all possible help will be forthcoming.

I hope we can join forces to make a good program happen.

Sincerely yours,

MEMORANDUM
OF CALL

Previous editions usable

TO:

RW

☒ YOU WERE CALLED BY ☐ YOU WERE VISITED BY--

David Powers
OF (Organization)

HUP

☒ PLEASE PHONE ☐ FTS ☐ AUTOVON

708 2690

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☒ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

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U. S. Department of Housing and Urban Development
Washington, D.C. 20410-7000OFFICE OF THE ASSISTANT SECRETARY
FOR COMMUNITY PLANNING AND DEVELOPMENTFACSIMILE COVERSHEETDate: May 7, 1992To: Richard PorterNo. of pages faxed 15
(including cover sheet)FAX Number: (202) 456-6216Contact Number: 456-6640From: David Powers
Dept. of HUDFAX Number: (202) 708-3336Contact Number: 708-0270COMMENTS:Please call Shelva, 708-0270, when received.

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U. S. Department of Housing and Urban Development
Washington, D.C. 20410-7000

OFFICE OF THE ASSISTANT SECRETARY
FOR COMMUNITY PLANNING AND DEVELOPMENT

MEMORANDUM FOR: Richard Porter
FROM: David M. Powers *David M. Powers*
SUBJECT: Empowerment examples in California

Attached are two examples of empowerment themes in public housing complexes. The San Francisco case involves a resident management board being established in a public housing complex. The Los Angeles situation is a joint HUD/HHS/Labor initiative to provide job training and supportive services in public housing areas.

From our homeless programs office, we have two cases in Los Angeles that might be applicable. In one, we funded the Salvation Army for \$2,307,613 for a transitional housing project that focused on improving skills, employment readiness, and direct career placement of the 21 families housed in the project. The second case, a project called Weingart Center, is also a transitional housing facility. Run by a lady named Maxine Johnston, Weingart Center offers a broad array of empowerment centered supportive services. Ms. Johnston has actually briefed the Domestic Policy Council staff on her work. Anna Kondratas was real high on Ms. Johnston.

As far as HOPE 3 and HOME are concerned, no actual grants have been made. The HOPE 3 applications are in review at the present time. HOME grants for the three cities in question have been approved, but not allocated. The City of San Francisco will receive \$8,206,000; Salinas will receive \$663,000; the City of Los Angeles will receive \$35,621,000; and Los Angeles County will receive \$13,149,000. The City of Los Angeles should be notified of their grant by the end of next week, after Congressional notification. San Francisco will also be notified next week. No word yet on when Salinas will be notified. As HOME is a Congressional rather than Administration initiative, I do not think that it would be wise to play it up real big.

As far as arranging visits to these projects for Vice President Quayle, I would recommend calling our Regional Administrator for Region Nine, Robert J. DeMonte, at (415) 556-4752. Also, our Community Planning and Development Directors, Gordon McKay in San Francisco (415/556-5576) and Herb Roberts in Los Angeles (213/983-7235) will be of help.

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EMPOWERMENT EXAMPLES
San Francisco, California

GENEVA TOWERS

Example: A seven member Geneva Towers Resident Council has recently been elected at Geneva Towers. The council, which is in the initial stages of organizing, will undertake the tasks of: mobilizing residents with a common desire to better the conditions at Geneva Towers; planning and organizing improvement efforts; educating residents on HUD requirements; communicating to increase levels of involvement; and, negotiating to bring about improvement in Geneva Towers and its neighborhood.

Background: A year ago, Geneva Towers was a dilapidated Multifamily towers with approximately 500 units. In June of 1991 the Department foreclosed because the owners had allowed the complex to severely deteriorate. Currently, Geneva towers is managed by The John Stewart Co., under contract with HUD. Basic repairs are underway, and improvement plans are being prepared. The newly formed resident council is key to building a communication link with residents and empowering residents to exert increased influence over both their current living conditions and their future.

**FINAL
DRAFT**

**A REVIEW OF BEST PRACTICES
IN TWELVE CITIES:
COORDINATION OF HOUSING AND JOB TRAINING SERVICES**

Prepared for:

**U. S. Department of Labor
Employment and Training Administration
Washington, D.C.**

Prepared by:

**Westat, Inc.
Rockville, Maryland**

January 1992

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1. LOS ANGELES, CALIFORNIA

THE COMMUNITY SERVICE CENTER PROGRAM

1.1 Background

The Community Service Center Program is a 2-year pilot venture between the Los Angeles Housing Authority and the Community Development Department. Program dollars are received primarily from the Department of Labor (DOL), the Department of Housing and Urban Development (HUD), the Department of Health and Human Services (HHS), and the city's general fund. Services are delivered through on-site Centers established at five of the city's most trouble-plagued public housing developments -- Ramona Gardens, Nickerson Gardens, Mar Vista Gardens, San Fernando Gardens, and Rancho San Pedro.

The genesis of the Community Service Center Program lies in the harsh economic and social conditions for many persons living in the city of Los Angeles -- particularly in certain public housing developments. Non-White ethnic minorities constitute the majority of the city's population. Communities beset by poverty and related urban ills have become concentrated in east and south central Los Angeles. These impoverished communities are characterized by high rates of labor force nonparticipation, unemployment, school dropouts, gang-related crime and violence, drug abuse, and exclusion from the American mainstream. Gang violence and drug abuse are especially problematic and have increased dramatically in the last several years.

At public hearings leading to the selection of the five housing developments as locations for the comprehensive Community Service Centers, residents complained that drug problems and gang activities in the projects made them fearful and unable to pursue outdoor activities. They expressed a desire to improve the quality of their lives, broaden their economic horizons, enhance the nature and range of social services available to the community, and provide alternatives to gang and drug-oriented lifestyles. They said that just the concept of such a program had begun to make a difference in the outlook of public housing residents.

The focus on improved assistance for public housing residents actually began with a city policy giving "bonus points" to proposals from potential service providers that offered special activities for those living in projects. Eventually the idea for a comprehensive, multi-targeted approach

emerged. In 1988, Los Angeles received a 1-year National Youth Welfare grant of \$100,000. This money was used to hire a consultant to develop the Community Service Center Program concept. The first Community Service Center opened in November 1989 and the second in January of 1990. Three other Centers (making a total of 5) became operational in July 1990.

1.2 Program Mission

The Community Service Center Program has two main components -- the youth component and the young adult/adult component:

- The youth component, operated with HHS dollars, is designed to help keep young people from participating in gang activities or abusing drugs, as well as to provide positive alternatives to teenage pregnancy, dropping out of school, or breaking the law.
- The young adult/adult component, operated with DOL dollars, is designed to help participants obtain long-term, stable, unsubsidized employment, graduate from high school or attain the GED, enter post-program training, and/or acquire employment competencies.

For both components, the Program's purpose is to enable residents to effectively and realistically deal with the troubling circumstances of public housing, to enter the mainstream of American society, and to become self sufficient. The goal is to give these individuals the self confidence, problem-solving skills, and other personal and collective capabilities to improve their communities or to move to other locales on their own terms.

1.3 Client Considerations

Program clients are public housing residents comprising two main groups that correspond to the two program components outlined above. The HHS grant provides Youth Gang/Drug Prevention Program monies (under the 1988 Anti-Drug Act) to serve youth ages 8-16 and their families. The DOL grant provides Job Training Partnership Act (JTPA) monies to serve young adults ages 16-21 and adults ages 22-55. In addition to the HHS and JTPA grants, both of which have specific eligibility requirements, HUD provides Community Development Block Grant (CDBG) monies with which all residents of public housing may be served.

The Community Service Centers target at-risk populations. To date this year, 43 percent of the JTPA clients served have multiple barriers to employment, such as school dropout or potential dropout, offender, teenage parent, welfare recipient, handicapped, limited English, reading skills below seventh grade, lack of significant work history, or homeless.

The population profile of the five housing developments hosting the Community Service Centers indicates that 41 percent of the residents are adults and 59 percent are minors. Ethnicity figures show that 61 percent of the residents are Hispanic, 27 percent are Black, 6 percent are Asian, and 5 percent are Caucasian.

1.4 Activities and Services

The Community Service Centers offer a comprehensive and integrated approach in which a wide array of client assistance options is available, with each activity and service strengthened and reinforced by other program offerings. The Centers represent the first effort at establishing a single entity for direct service delivery by the City of Los Angeles since the inception of JTPA, under which responsibilities for actually providing client activities were previously contracted out to existing agencies and organizations. The Centers provide most activities directly, secure the delivery of other assistance through in-kind arrangements, and purchase the remaining services clients need. Dollars from the HHS, DOL, and HUD grants are effectively combined with local resources to ensure the development and operation of a sound and compatible program. Activities and services occur on-site at the Centers' public housing development locations as much as possible.

The Community Service Center Program's array of activities and services facilitates flexible and multi-faceted responses to client needs and assistance requirements. The key elements of this approach are as follows:

Case Management -- Individualized, relevant strategies are developed for assisting each client. In the practice of case management, service needs are identified, diagnosed, and prioritized. Based on assessment findings, the case manager works with the client (an individual and/or family) to develop a plan of action specifying short and long-term goals, existing barriers, and activities mix.

The case manager links the client to prescribed services that can be delivered at the Center or in another location. This brokering process can be as simple as providing information or making a referral, or as complicated as providing the client with extensive counseling in preparation for receiving certain forms of assistance. The case manager also acts as an advocate to help the client communicate with and negotiate the rigors of the Center, other agencies, or the outside world, such as accompanying a client to court or assisting a client in securing AFDC benefits.

Case management is designed to ensure that all forms of assistance delivered by various service providers to a client are coordinated, efficient and beneficial. Further, client progress is carefully tracked. The case manager must be continuously aware of the services the client receives and his emerging and/or changing needs and makes any adjustments to the plan of action. This is done by talking with the client and his family, peers, teachers, trainers, etc.; reviewing records and reports; and observing individual performance. Case management also includes post-program planning and followup services.

Assessment -- Subsequent to outreach and intake, and prior to action plan development, each program participant undergoes a complete assessment which includes: basic skills testing; career aptitude testing and evaluation; social and economic assessment; physical examination; visual examination; psychological evaluation; and emergency dental examination.

Basic Skills Training -- Center staff conducts basic skills remediation classes. The Los Angeles Unified School District (LAUSD), under contract to the Program, provides GED preparation, English-as-a-second-language (ESL), basic skills instruction (reading, writing, math), cooperative vocational education, and vocational ESL. This effort is called Literacy Skills at Work. LAUSD, on an in-kind basis, also staffs Alternative Education and Work Centers at each of the five program locations; participants receive individualized instruction, and progress at their own pace through competency-based basic education curricula.

Tutorial Services -- Tutorial services are furnished by college-level students, public library programs, community-based organizations affiliated with LAUSD, and other public and private groups, all of whom provide such assistance via in-kind contributions.

Vocational Skills Training -- Vocational skills training options available through (and/or arranged by) Center staff include classroom training, on-the-job training (OJT), customized employer

training program, work experience, and tryout employment. Occupational exploration is available to those in the youth component. Based upon assessment findings, clients are placed in the appropriate offering. Expenses associated with training provided to clients by outside sources are paid for by the Center. Every effort is made to contract with agencies and organizations that provide free or partially funded services, and to seek assistance such as Pell grants, etc.

Because of the Community Service Center Program's commitment to serve a high-risk clientele and its persistence in locating unsubsidized employment for program completers, the length of vocational training varies from 3 to 24 months. This is a much longer training range than is found in most JTPA programs.

Entrepreneurial Training -- The Coalition for Women's Economic Development (CWED), on a contractual basis, conducts a 12-week class on how to plan, establish, and operate a business.

Mentor Program -- Adult volunteers are recruited from the public and private sectors to act as mentors and positive role models for participants. The objective is to establish one-on-one, supportive relationships. These are supplemented by nurturing group activities, including leadership training and exposure to lifestyles outside the atmosphere of the housing development. In-service workshops for mentors are provided by the Center.

Motivational Training -- Motivational seminars conducted by Center staff are designed to eliminate internal barriers to successful school completion and long-term employment, such as low self esteem, poor self image, and lack of self confidence. In-service workshops are used to provide technical assistance for Center staff in the area of motivational training.

Gang/Drug Prevention -- Early intervention and diversion efforts focus on controlling the spread of gang and drug-related activities. These are tailored by Center staff to the youth component clientele within each housing development.

Cultural, Recreational, and Social Activities -- Various city departments, public agencies, and private organizations furnish participants in the youth component with ongoing opportunities such as field trips to museums, plays, concerts, community events, athletic contests, campsites, historical venues, etc.

Special Programs -- Several city departments sponsor special programs for clients as in-kind contributions. These include: cultural affairs -- cultural enrichment activities and "Art in the Park"; library -- literacy program; personnel -- occupational training "Youth Academy"; police -- gang education and drug prevention programs; public works -- coordinated work program for housing developments; and recreation and parks -- organized sports and recreational activities.

Local colleges and universities offer classes for youth component clients in subjects such as nutrition, self defense, personal development, and computers. The "Keepers of the Dream" Project has brought celebrities and other high achievers into the housing developments -- as speakers, role models, and so on -- to demonstrate to young people that legitimate life styles are possible.

All Community Service Centers are part of their area's Youth Advocacy Program (YAP) operated under the Los Angeles Community Development Department. YAP is a collaborative approach to provide at-risk youth ages 6-17 with alternatives to gang membership and gang violence.

The Youth Service Academy (YSA) is a partnership program sponsored by the City of Los Angeles and LAUSD. Its mission is to prepare students in danger of not earning a high school diploma for success in school and in the workplace. Barriers to remaining in school include: over-age for grade placement; teen parent; self supporting; financial need; family problems; crime or abuse victim; low self-esteem; and lacking career direction. Students must be motivated and willing to participate in all Academy activities. YSA clients often benefit from training provided at the Community Service Center as well as taking advantage of the OJT program available through YSA.

Counseling -- Intensive, sustained client counseling services, including one-on-one, group, peer, and family counseling, are provided as necessary by Center staff and outside professionals. Related activities include self-help groups, parenting classes, parent volunteer efforts, conflict mediation training, values clarification workshops, and communication skills workshops. Also offered are programs to guide public housing residents in taking an active role in shaping the well-being of the community, their families, and themselves.

Support Services -- Participants receive stipends for such items as child care and transportation costs. The stipends are provided in the form of learning reinforcement payments funded

through various private and public resources. Such stipends are considered necessary to help disadvantaged clients remain in the program long enough to acquire the job skills required for securing and retaining employment.

Job Placement – Job development activities commence at program entry and continue after placement as part of post-program case management services. Identifying and securing job commitments from employers is an ongoing effort. In addition, pre-employment/work maturity skills training is conducted at each Center.

1.5 Linkages

One of the keys to the Program's success has been each Center's ability to use existing public and private resources to establish linkages that maximize the opportunities for clients to receive needed services in a supportive, timely, and efficient fashion. Each Center director has his/her own network of personal contacts among social service providers.

The numerous collaborative linkages achieved by Community Service Centers encompasses city departments, community-based organizations, local education agencies, post-secondary academic institutions, and private businesses. Among these linkages are Memorandums of Understanding with the following city departments:

- Los Angeles Housing Authority provides operating space and utilities for the Centers at each of the five public housing developments.
- Department of Aging provides one special program assistant worker to each Center under the Senior Citizens Employment Program.
- Department of Cultural Affairs provides scholarships for children in classes offered at the Junior Arts Center School.
- Los Angeles Public Library (LAPL) endeavors to place qualified Center participants in LAPL job or training opportunities.
- Los Angeles Police Department (LAPD) provides various forms of training for Center staff, equipment and uniforms for clients interested in the LAPD Explorer Program, and finger-printing of mentor applicants.
- Department of Recreation and Parks (DRP) endeavors to place qualified Center participants in DRP job or training opportunities.

Linkages have also been established with the City of Los Angeles Fire, Personnel, and Public Works Departments, the County of Los Angeles Children Services, Health, Probation, and Social Services Departments, and the County's Northeast Juvenile Justice Center.

1.6 Funding

The major sources of funding for the Community Service Center Program are HHS (Anti-Drug Act), DOL (JTPA), HUD (CDBG), and the City of Los Angeles general fund, supplemented by in-kind contributions and other local resources. HHS dollars support the youth component and DOL dollars support the young adult/adult component. CDBG funds are used throughout all Program activities and services. The Program's total budget for FY 1990-91 was \$3.3 million.

1.7 Program Management

The Community Service Center Program is administered by the operations manager, who is centrally based in the Community Development Department. Each Center has a director who is fairly autonomous in running the Program activities of the youth and young adult/adult components, yet directly accountable to the operations manager.

The youth component at each Center is supported by a senior case manager, and one to three community case managers. The young adult/adult component at each Center includes a senior case manager, a job developer, and two community case managers. Each Center also has a basic education instructor, outreach/intake personnel, clerical and support staff, and volunteers, as well as participants from a variety of programs, e.g., "summer youth," who provide temporary assistance.

In a departure from its usual policy of contracting out services, the Community Development Department, itself, is directly operating the Community Service Center Program with exempt positions (outside city personnel procedures). The Program also makes aggressive efforts to hire residents of the public housing developments. Job applications and announcements are mailed to

Resident Advisory Councils, Housing Development Offices, and all residents living in the five projects in which Centers are located. Currently, 15 percent of the Program's staff are public housing residents.

1.8 Results

The HHS grant was originally for a 2-year period and was extended for a third because of the success of the youth component. Evaluation reports indicate improved school performance and retention, increased knowledge of the risks and consequences of drug and gang involvement, and a dramatic rise in parental involvement. Gang activity in the immediate vicinity of the Centers has decreased along with reduction in drug dealing activity around one of the Centers. The original target of serving 350 youth and their families has been met. This figure has since been raised to better meet the needs of the residents.

Over the past year, more than 300 clients have been enrolled in the JTPA young adult/adult component and 43 percent have multiple barriers to employment. Approximately 38 percent of those leaving the Program have entered unsubsidized employment, and 26 percent have attained employment competencies. In addition, 85 percent of those in the young adult/adult component who have tested for the GED have been successful.

Clients are very supportive of the Program. They feel it has made a difference in their lives, is well accepted in the community, enables needy people to better themselves, and should be expanded with more staff, more money, and more time.

1.9 Local Factors

The Community Service Centers are consistently well received at all levels -- from the City Council to the public housing residents themselves. The transportation system -- perhaps the "weakest link" -- has received mixed reviews, but was not perceived as constituting a major barrier to Program success.

The newness of the Center concept did not affect the start-up of the HHS component, but it did slow the initial JTPA efforts. The City's first experience in direct JTPA service delivery caused several problems. Initially, payments to participants were not processed in a timely manner. Some delinquency also occurred in paying bills (e.g., for program supplies), and City purchase orders were not always readily accepted. Further, Community Development Department information system (MIS) capabilities were initially inadequate for handling data from service providers. Finally, some early turf battles occurred among community-based organizations but were eventually resolved successfully.

Community Development Department officials feel that more lead time is needed for program planning and development and federal grant submission, especially given the strictures and procedures involved. In addition, establishing more commonalty across federal grant programs, e.g., eligibility criteria, allowable activities, and performance objectives, would eliminate much duplication, fragmentation, and waste.

1.10 Lessons Learned

The following lessons have been learned thus far through the operation of the Los Angeles Community Service Center Program.

- Form as many service linkages as possible with a large and varied network of public and private organizations; include the private sector from the outset.
- Ask public housing residents what they want and need; gain community trust, acceptance, and support; establish good relationships with resident advisory councils, and get them to "buy into" the program; include housing development residents and advisory councils in program design and development as early as possible.
- Avoid making promises to the public housing community that cannot be kept; avoid changes in services (i.e., offering something and then taking it away).
- Deliver services on-site in the public housing developments in a facility with adequate space to serve clients efficiently and comfortably.
- Program directors should have the authority to make decisions and should be skilled/successful managers and leaders with local "networking" contacts.
- Carefully match staff qualifications with the requirements of program positions; success comes primarily from staff capabilities and effort; staff should be cross-trained in each others duties; hold weekly staff meetings to create team spirit.

- Programs with multiple funding sources should have a common intake point and, to the extent possible, a common delivery point; hold to a minimum those situations in which clients are referred to "outside" services in which they must deal with a separate (off-site) staff.
- Be aware that when you open a Center in a public housing development, targeting is often resisted -- by both clients and staff.
- Maintain constant contact with clients; secure family and parental involvement in program efforts to make clients ready for employment.
- Programs in housing projects need to establish tenure -- rather than providing just a "quick fix" -- in order to maintain community support and client confidence.
- Publicize and build upon program successes -- within both the public housing development and the community at large.

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