



Gone Fishing

The Urban Internet Project is helping public housing residents tap the Internet

By Mark Baechtel

THE COMPUTER equipment piled on the coffee table in Gloria Therman's Highland Addition apartment doesn't look much like fishing tackle, but if the old Chinese proverb is to be believed, that's exactly what it is. "Give a man a fish and he eats for a day," the proverb says. "Give a man a fishing pole and he eats for life."

It is an analogy that John Rosenthal understands as he watches Therman trying to worm the hook, so to speak, of her new computer. Rosenthal is executive director of the National Urban Internet Project, which is trying to show public housing residents like Therman how the vast global network of computers can improve their lives—help them learn employment skills, find jobs, complete their educations, maybe create thriving small businesses. "If this is a fishing pole," says Rosenthal, "then the whole world is her ocean."

Therman is one of earliest adopters at Highland Addition, a town house and apartment complex in Southeast Washington. While she sees the huge body of possibilities before her, for now she'd settle for something more modest—like getting her freshly loaded shareware communications package to run. She tweaks as she talks.

"For a person in public housing, going on-line means that the means to better yourself aren't out of reach anymore," she says. "If someone came up to you today, out there in the courtyard, and said 'OK, I'll send you to school for free'—how are you going to do it? You leave your job, who's going to pay your rent or take care of your baby? But this," she says, patting her monitor, "This is right here. It's just like I can walk right around the corner and get my education."

The corner in this case leads to the Highland apartment unit designated as the computer training center, where, today, six donated and reconditioned AT clone computers have arrived. A group of volunteers is waking them up and installing software. Sure, these old rigs are a far cry from the leading edge, but they're only a first step. Before Highland residents do any serious surfing, they must learn the basics: Using a keyboard. Writing a letter on a word processor. Re-booting. "Giving someone a computer is a cruel joke unless you give them training to use it," says Rosenthal.

Upgraded computers and Net access are in the master plan, but their arrival depends on the generosity of donors. Rosenthal stresses that the future of the Urban Internet Project—which



"Early adopter" Gloria Therman and National Urban Internet head John Rosenthal.

has the backing of 14 groups, including the in-the-neighborhood Washington Naval District, Howard University's Urban Environment, the Bureau of Land Management and the Riddick Bowe Foundation—is in the hands of those who will benefit. It's been an easy sell to partner organizations, but it's a tougher to sell at Highland Addition.

"A lot of adults are afraid of computers," says Therman. "There are some resistant people here who've been saying they're going to hold their kids out of the computer center and all. They're afraid to get involved and learn because they're afraid to feel dumber than their kids are."

It is a familiar problem with the Internet and computers: Going on-line is intimidating and preposterously complex, and perhaps even more so for those who have had fewer years of schooling. But Therman remains enthusiastic.

"I think if we give the ordinary person access—if we take them to the computer center and show them places they can go, people they can talk to—it's going to change them, empower them. People have been calling me at home—'Gloria, when are the computers coming?' It's going to open a lot of doors, and there are people here who know that. They do."

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UPDATING YOUR IMAGE

Can two new developments in photo technology—the Advanced Photo System and affordably priced digital cameras—make your picture taking click?

THE FIRST TIME I PRESSED THE BLACK button on the front of the Canon ELPH, I nearly leapt out of my shoes.

The ELPH is a small rectangular device about the size of a pack of Marlboros, but with the sleek, titanium-sheathed look of, say, Bill Gates's garage door opener. When I touched the nearly invisible black button on the front, a handsome window of a flash suddenly rose from the camera's top edge, an aperture opened soundlessly at the front of the camera and a matte black lens telescoped neatly toward my sternum.

Now, I've seen plenty of cool gadgets in my day. But the Canon ELPH is one of the most deadly cool, among the most likely to provoke the sort of gotta-have-it zeal that sends people rushing to a retail store with a pillowcase full of nickles and a tapped-out credit card. "Yuppie porn," *Spy* magazine once called it—the kind of high-style, high-status, high-cost item that provokes quiver-

ing fits of consumer lust.

Luckily, we've been through this before at *FFWD*, and have learned that, after the first blush subsides, the more fundamental questions begin to emerge: *What does the thing really do? What are its limitations? What can I do now that I couldn't do before? What have I gotten myself into?*

And so, on the following pages, we take up those very questions about two new photo technologies that are suddenly competing for your attention and dollars: Advanced Photo System cameras (of which the above-mentioned ELPH, pictured on our cover, is an example) and consumer-priced digital cameras. The Advanced Photo System—which introduces new film, cameras and features aimed at improving life for point-and-shoot amateurs (and, not least, reviving a moribund 35mm camera market)—arrived at retailers in late April and is the subject of a multi-company marketing campaign that will extend through this holiday season. Meantime, digital cameras—formerly super-expensive computer peripherals of interest only to well-heeled desktop

CAMPUS OF LEARNERS

Talking Points

The Campus of Learners initiative is a good example of several key components of the President's vision for addressing some of our nation's complex problems: 1) the critical role of technology and telecommunications; 2) the importance of public-private partnerships; and 3) the need to re-establish community.

A significant portion -- and a very visible portion -- of public housing in our nation is not serving one of its original roles: to provide a safe and decent place to live for low-income Americans who need temporary help in getting ahead. The isolation that is fostered in some public housing is particularly debilitating to its residents -- isolation from the job market, from training skills, from the technology and knowledge that so many of us take for granted. These are all connections and opportunities that we all recognize are critical to survival in today's economy, and without them, many public housing developments have become dead-end roads to dependency.

Secretary Cisneros launched the Campus of Learners initiative to help end this isolation and provide the connections necessary for families to get ahead. This initiative is a challenge to public housing authorities and communities across the country to come together in transforming public housing communities into communities of opportunity.

In these communities, participants will enroll in an educational program of some kind -- for example, in telecommunications, computer technology, or job training. Apartments in many of these sites will be wired to give residents access to the latest computer technology, helping to close the gap between the "information haves" and the "information have-nots." Residents will agree to a time limit and, using these education, training and job opportunities, will work to "graduate" into self-sufficiency and independent lives.

The key to creating these Campus of Learners and providing expanded opportunities is establishing partnerships with relevant players in the communities -- businesses, telecommunications hubs, community centers, service agencies, churches, school districts, and very importantly, the talent and resource-filled universities and community colleges.

It is important to note -- not only for accuracy, but to understand the nature of this and other of the President's initiatives -- that Campus of Learners designation does not come attached to a pot of money. Designation gives the public housing authority and partners access to federal technical assistance, priority for expedited waivers, and priority consideration in other HUD funding. But more importantly, it requires the public housing authority to lay out a strategic plan for how the public housing development will become a campus of learning and expanded opportunities. And the key to this is partnerships with players in the community around them.

. As many of you know, this initiative did not arise out of HUD's ivory towers, but is built upon the partnerships that some of you have been involved in for years. In fact, two of the 25 designated Campus of Learners sites announced by Secretary Cisneros just a few weeks ago (Sept. 27) involve partnerships with two universities here -- Temple (President Liacouras) and the University of Pittsburgh (Chancellor O'Connor). And I believe that Wayne State (President Adamany) is working with the Detroit Housing Authority, and probably others of you as well.

. These sort of partnerships are critical to ending the isolation in public housing communities and helping residents move to self-sufficient lives. And they help universities by keeping the communities in which you exist safe and thriving. And the federal government is putting an increasing emphasis on these partnerships and collaborations in awarding grants -- for example, HUD's HOPE VI funds, just announced this week, reward public housing authorities who have entered into partnerships with the educational institutions around them.

. Campus of Learners is not the only vehicle for establishing such partnerships. But it has helped to crystallize the concept and partnerships that already existed and can serve as an inspiration to new ones.

. If you are not already doing so, I urge you to reach out to the public housing authority in your community. If you would like more information about the Campus of Learners initiative from our end, you can call: Chris Hornig, Deputy Assistant Secretary for Public and Indian Housing, at 202/708-0614 x4175.

Chris Hornig 703-0614 x4175

Col provides a focus

Self-supervising programs have been encouraged in PITAs

Key point:

- ppl there to learn, and living incidental to that
- time limit: ~5 yrs

~~New Haven~~ 42M gr

- gone nowhere in 2 yrs - on edge of default - fairly weak authority

- losing pop; list of corruption

Strong resident leader: ^{cola} Mayor Riddick → now Councilperson Alderman

Hsg Auth Exec Dir Brian Anderson named by her

ITVD has insisted on good plan + good govt → clashes w/ local politics

Beekman - now, a partner

= a lot of talk, little progress

Mayor - got hold of Hsg Authority Board

- called ITVD for help

good governance

Hsg Auth has subcontracted to local consortium dominated by resident group



Yale not a lead partner -



U.S. Department of Housing and Urban Development
Office of Public Affairs

Washington, D.C. 20410

News Release

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Victor R. Lambert (202) 708-0685

FOR RELEASE
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HUD INITIATIVE TRANSFORMS 25 PUBLIC HOUSING SITES INTO CAMPUSES OF LEARNING

DENVER - Secretary Henry G. Cisneros today announced that 25 public housing communities will become Campuses of Learners, where residents can explore the information superhighway, learn computer skills, and train for jobs in today's workplaces.

Cisneros said the Campuses of Learners "can become the new model for public housing - a place where people live temporarily while learning the skills they need to become self-sufficient."

Cisneros announced the initiative by the Department of Housing and Urban Development (HUD) today in Denver, where he opened a new Campus of Learners facility at the North Lincoln Park Development.

Families living on a Campus will receive training in new telecommunications and computer technology, and participate in job training and educational programs that will prepare them to compete in today's increasingly complex workplace.

The designees include public housing sites in St. Louis County; Union City, N.J.; Wilmington, Del.; South Bend, Ind.; Woonsocket, R.I.; Columbus, Ohio; Chicago; Cuyahoga, Cleveland; San Diego; Evansville, Ind.; San Francisco; Seattle; East Baton Rouge; East St. Louis, Ill.; Fort Worth, Texas; Hartford, Conn.; County of Los Angeles; Milwaukee; New Haven, Conn.; Omaha, Neb.; Philadelphia; Pittsburgh; Prince George's County, Largo, Md.; Portland, Ore.; and Denver.

Public housing authorities designated as Campuses of Learners will work with local school districts to develop curricula, strengthen parent-teacher relationships, establish after-school activities, create adult education classes, and encourage parental involvement. In addition, Campuses of Learners will draw from the resources of universities, vocational or

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HUD No. 96-168

-2-

technical institutes, and colleges through the creation of specialized education and technology classes.

"These opportunities will enable lower-income Americans living in public housing to become productive participants in America's marketplace," Cisneros said. "Providing technology to inner-city youth is not some special benefit. It's an investment the nation must make to give our young people the tools they need to compete and win in the global economy."

Cisneros said that the initiative complements President Clinton's welfare reform effort, providing public housing families with the skills needed to find jobs and move off of the welfare rolls.

The initiative will require that all participants living on a Campus of Learners be enrolled in an education program of some kind. Every apartment will be wired to facilitate the latest computer technology, and computer laboratory sites will be available for computer classes, language skills enhancement sessions, life skills training, and GED classes. Efforts also will be made to accommodate the schedules of children, the elderly, and working fathers and mothers.

The business community and other private sector partners also will be involved. Supporting the 25 sites will be an array of corporations and companies that will provide internships, job training and employment opportunities, mentoring for children and adults, telecommunications resources, after-school youth sports, apprenticeship programs for youth, and job training positions for adults.

Education programs established at participating public housing sites will last between three and five years, and residents will receive a certificate upon completion.

"This initiative provides thousands of public housing residents with the opportunity to live in a campus-like setting that is focused on learning," said Cisneros. "Offering youth and adult residents education and training with computers and more advanced technology will help ensure that they receive the skills needed to achieve meaningful employment and become self-reliant."

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CAMPUS OF LEARNERS DEVELOPMENTS

(PHA rec'd HOPE VI Planning/Implementation Funds)**
(* COL/HOPE VI Development)

25 PHAs

29 COL Developments

9 HOPE VI Developments

20 Non-HOPE VI Developments

PHA NAME**COL DEVELOPMENT**

Chicago, IL(P)**

***A bla Homes**

Columbus(I)**

Rosewind

Cuyahoga

***Outhwaite Homes Estate &
*Carver Park Extension**

Denver(I)**

North Lincoln Park Homes

East Baton Rouge

Clarksdale Apartments

East St. Louis

Phoenix Courts

Evansville

Lincoln Gardens

Fort Worth

Butler Housing

Hartford

Charter Oaks

Los Angeles(I)**

**Neuva Maravilla &
Carmelitos**

Milwaukee(I)**

***Hillside Terrace**

New Haven(I)**

***Elm Haven**

Omaha

Spenser

Philadelphia(I)**

***Richard Allen**

Pittsburgh(I)**

***Manchester (Allequippa Terrace)**

Prince George's County**Marlborough Towne****Portland****Columbia Villa****San Diego****Vista de Valle****San Francisco(**I)*****Hayes Valley****Seattle(**I)*****Holly Park****South Bend****Monroe Circle &
Laurel Court****St. Louis County(**I)****Springwood****Union City****Hillside Terrace I &
Hillside Terrace II****Wilmington****South Bridge****Woonsocket****Veteran's Memorial**

**DESIGNATED HUD CAMPUS OF LEARNERS
PROGRAM DESCRIPTIONS**

**HOUSING AUTHORITY OF ST. LOUIS COUNTY
8865 NATURAL BRIDGE
ST. LOUIS, MISSOURI 63121**

DEVELOPMENT: SPRINGWOOD

PROGRAM DESCRIPTION:

The St. Louis Housing Authority in partnership with the University of Missouri-St. Louis with more than thirty additional service providers including St. Louis Public Schools-Adult Basic Education Program, St. Louis Carpenters Joint Apprenticeship Committee, Springwood/Tiffany/Tyrell Resident Council, City of Kirkwood Planning Department, Head Start, Urban League of Metropolitan St. Louis, and Parents and Teachers Association. the site for the Operation Excel Center Campus of Learners will be located in the Family Investment Center that will provide for category five cabling as well as the internal coaxial system, data links into and out of the center.

**HOUSING AUTHORITY OF THE CITY OF UNION CITY
3911 KENNEDY BOULEVARD
UNION CITY, NJ 07087**

DEVELOPMENT: HILLSIDE TERRACE I AND II

PROGRAM DESCRIPTION:

The Housing Authority of the City of Union City Campus of Learners program will build upon the nationally recognized accomplishments of the community's public housing and the innovative school system. The program will build model technology training centers at two public housing facilities, create state-of the art networking infrastructure connecting the public housing residents to Union City Online, the community-based wide area network, design and deliver a suite of technology-based training courses targeted at learners from six years of age to sixty; provide technical and job training to over 1000 public housing authority residents; and create a model for inter-generational learning that build upon and fosters learning across families and generations.

**WILMINGTON HOUSING AUTHORITY
400 WALNUT STREET
WILMINGTON DELAWARE 19801**

DEVELOPMENT: SOUTH BRIDGE

PROGRAM DESCRIPTION:

The Wilmington Housing Authority's Campus of Learners

Program will provide residents with teachers/mentors. The housing authority in partnership with Bancroft Elementary School, East Side Charter School, the University of Delaware, Delaware State University, the Calling Card for Success, Kingswood Community Center, and Wilmington's Enterprise Community will involve the Youth Development Center with six network, Internet linked, Mac computers, an interactive Learning Center through the Satellite Housing television Network, a television production center, eight resident councils, the Step- Up Apprenticeship and Economic Development programs, the Department of Labor, Department of Human Resources, and Satellite 56 Computer Firm.

HOUSING AUTHORITY OF THE CITY OF SOUTH BEND, INDIANA
501 S. SCOTT
POB 11057
SOUTH BEND, INDIANA 46634-0057

-not university linked

DEVELOPMENT: MONROE CIRCLE AND LAUREL COURT

PROGRAM DESCRIPTION:

The South Bend "Housing University" will be an intensive on-site center of education, work preparation and personal/values development that will occur in a highly structured and integrated intervention format. The housing authority has entered into a partnership with Community Learning and Information Network (CLIN) to implement a community-linked learning and delivery system that uses information-age technologies. Additionally, the housing authority's partnership with Housing Telecommunications, Inc. (HTI), is directed to the needs of both staff and residents at the campus facilities. The Network features one-way and two-way audio and data capabilities which enables interactivity between students, the instructor, and also fellow participants at PHAS nationwide.

HOUSING AUTHORITY OF THE CITY OF WOONSOCKET, RHODE ISLAND
679 SOCIAL STREET
WOONSOCKET, RHODE ISLAND 02895

DEVELOPMENT: VETERAN'S MEMORIAL

PROGRAM DESCRIPTION:

The Housing Authority of the City of Woonsocket, Rhode Island's partnership with the University of Rhode Island (URI) and the Community College of Rhode Island (CCRI). Additionally, the housing authority is developing a cooperative agreement with Bryant College which is involved in video-conferencing technology development. The computer and telecommunications departments of the three colleges will; be integrally involved in the planning and implementation of the Campus of Learners. The Woonsocket housing Authority prepares for implementation of the Campus of Learners with established relationships with Norther Rhode Island Private Industry Council and the Northern Rhode Island Chamber of

Commerce. Henkel & McCoy, Inc. has agreed to provide technical courses and direct supervision concerning the assembly of new computers and telecommunications equipment for resale and use within Henkel & McCoy's business operations.

COLUMBUS METROPOLITAN HOUSING AUTHORITY
960 E. FIFTH AVENUE
COLUMBUS, OH 43201

DEVELOPMENT: ROSEWIND (FORMER CARVER PARK EXTENSION)

PROGRAM DESCRIPTION:

The Columbus Metropolitan Housing Authority will use a comprehensive approach to assist residents of Rosewind in job training, education and employment. The electronic media will be used to enhance the opportunities for residents through the Greater Columbus Free-Net, a project of the Ohio Supercomputer Center and the Ohio State University. The Columbus Employment Consortium has been funded to create an on-line mechanism to jobs, social services, and related services via the Free-Net. They have also established a technology-based jobs training center. There are fourteen remote access points for this information including the housing authority's main office. The City of Columbus, in conjunction with a Public Utilities Commission of Ohio settlement with Ameritech, will be funding the creation of three community computing centers that will be access training centers. The Ohio Community Computing Center Network will recruit volunteer workers and create training materials. The City of Columbus has committed resources to the creation of a fiber optic network linking community computing centers, public institutions, and other community sites.

CHICAGO HOUSING AUTHORITY
626 W. JACKSON BLVD.
CHICAGO, ILLINOIS 60661

DEVELOPMENT: ABLA HOMES

PROGRAM DESCRIPTION:

The Chicago Housing Authority in coordination will expand services to provide residents with education, job training and employment opportunities involving computer and telecommunication technology through a campus-style setting. The technology Networking Center will benefit a centrally-located facility. The authority's existing relationships with the City of Chicago Mayor's Office of Employment, the Illinois Department of Commerce and Community Affairs, Illinois Department of Employment Services, and the Chicago City College will link technology to supplement on-site information and services.

CUYAHOGA METROPOLITAN HOUSING AUTHORITY
1441 WEST 25TH STREET
CLEVELAND, OHIO 44113

DEVELOPMENT: CARVER PARK EXTENSION
OUTHWAITE HOMES ESTATE

PROGRAM DESCRIPTION:

The Cuyahoga Metropolitan Housing Authority recently modernized units are equipped for remote access. CMHA's Campus of Learners involves collaboration with Cleveland State University which will provide access to Interactive Classrooms for distance learning. The "Traveling Technology Corps," comprised of university students, will assist residents by providing in-home demonstrations and training on software applications, E-mail and internet access. Cuyahoga Community College will provide access to SMART TV Cable telecourses.

SAN DIEGO HOUSING COMMISSION
1625 NEWTON AVENUE
SAN DIEGO, CA 92113-1038

DEVELOPMENT: VISTA DE VALLE

PROGRAM DESCRIPTION:

The San Diego Housing Commission's Campus of learners will serve as a visible symbol of progress in the community, enabling public housing residents to travel the information highway on their road to self-sufficiency. Residents enrolled at the Campus will build skills, abilities, and knowledge for the 21st century; completing basic and remedial education, acquiring workplace training, and achieving computer literacy. Empowered by the Campus and community setting, the foundation of this workforce preparation will be culturally specific and culturally competent. Instruction and support services will be offered through a range of multi-disciplinary public and private partnerships. AD Computer Sales will provide technical assistance in setting up computers, loading software, maintaining equipment, networking, servers, and ensuring immediate and broad access to the Internet.

HOUSING AUTHORITY OF THE CITY OF EVANSVILLE
411 S.E. 8TH STREET
EVANSVILLE, INDIANA 47713

DEVELOPMENT: LINCOLN GARDENS

PROGRAM DESCRIPTION:

The Evansville Housing Authority will add an adult education

wing to the housing authority's community center. The center will house classrooms, meeting rooms counseling rooms, a media library, offices, lounge, and day care facility. education institutions, social services. The authority will work in partnership with the University of Evansville, University of Southern Indiana, IVY Tech, and oakland City College to implement the COL program.

SAN FRANCISCO HOUSING AUTHORITY
440 TURK STREET
SAN FRANCISCO, CALIFORNIA 94101

DEVELOPMENT: HAYES VALLEY

PROGRAM DESCRIPTION:

The San Francisco Housing Authority established a team approach to include residents, corporate, small business, non-profit and public education to design a framework for technological information-based Family Services and Learning Center. The California Department of Education, City College of San Francisco, San Francisco unified School District, and San Francisco State University will work together to coordinate the provision of services to residents participating in the Campus of Learners program.

SEATTLE HOUSING AUTHORITY
7011 32ND AVENUE SOUTH
SEATTLE, WASHINGTON 98118

DEVELOPMENT: HOLLY PARK

PROGRAM DESCRIPTION:

The Seattle Housing Authority in partnership with the Holly Park Resident Council, Seattle Public School District, South Seattle Community College, University of Washington, Seattle-King County Private Industry Council, Building Trades Council of Seattle-King County, public television station KCTS, Powerful Schools, Microsoft, TCI, Rainier Chamber of Commerce, Seattle Public Library, City of Seattle's Office of Economic Development, numerous social service agencies and community-based organizations have come together to create a technologies and the information superhighway that will link Holly Park residents with schools, an onsite library, workplace and educational resources.

Housing Authority of East Baton Rouge Parish
4546 North Street
Baton Rouge, LA 70806

Development: Clarksdale Apartments and Wood Plaza

Program Description:

The Housing Authority of East Baton Rouge Parish Campus of Learners will use innovative technology as a principal means of achieving self-sufficiency in two of its residential complexes. Learning centers will be created at the site and computers will be provided for each of the 97 households. Each learning center will be networked locally and will have access to the internet through a server located at Southern University. Key partners include East Baton Rouge School District and Southern University. Also, the Housing Authority has existing relationships with the VISTA Volunteer program.

Housing Authority of the City of East St. Louis
700 North 20th Street
East St. Louis, IL 62205

Development: Phoenix Courts

Program Description:

The Housing Authority of the City of East St. Louis Campus of Learners will recruit, select, and enroll seventy-three Campus of Learners program participants. One of the goals is computer literacy for school age and young adult family members. Plans include the installation of a personal computer network serving each of the 73 residential housing units providing families internet access and other computer-based educational and personal development programs; and the creation of a distance learning center where COL participants have access to interactive learning programs. Key partners include School District #189, Southern Illinois University of Edwardsville, the State Community College, and the Educational Opportunities Center. The City of East St. Louis was recently designated as an Enterprise Community.

Fort Worth Housing Authority
212 Burnett Street; P.O.Box 430
Fort Worth, TX 76101

Development: Butler Housing Community

Program Description:

The Fort Worth Housing Authority Star Campus of Learners will be located in the Butler Community, in close proximity to the Family Investment Center. It will serve residents from all public housing sites. One hundred residents will be trained in a computer-oriented/technological/educational environment, over a five-year period, in order to become self-sufficient. Campus residential units will be physically demarcated from the rest of the community. A Multi-Media Center/Educational Center (located within the FIC in the Butler Community) will be used to conduct classroom training and provide computer and Internet resources.

Residences will be linked via computer to the Media Center.

Hartford Housing Authority
475 Flatbush Avenue
Hartford, CT 06106

Development: Charter Oaks

Program Description:

The Hartford Housing Authority Campus of Learners will be located at the Charter Oak Terrace. The Housing Authority has key partnerships with Trinity College, Capital Community Technical College, A.I. Prince Vocational and Technical High School, and Mary Hooker Elementary School, all in an effort to bring education and job training to Charter Oak residents. Southern New England Telephone Company and the Warburton Church Head Start are also partnered with the Hartford Housing Authority Campus of Learners in this program to bring residents into self-sufficiency and employment.

Community Development Commission/Housing Authority
of the County of Los Angeles
2 Coral Circle
Monterey Park, CA 91754

Development: Nueva Maraville and Carmelitos

Program Description:

The Community Development Commission Campus of Learners has drawn on a diverse field of educational partners, among them are the Hanusaki Elementary School, Garfield High School, and the Drew University of Medicine and Science. Several innovative programs will be offered through the Campus of Learners, including the two-way interactive television "distance learning" teleophthalmology program which will create a new vocation called Telemedical Technician. This project will use state of the art technology to provide real time medicine at a distance by the use of transmitted images, voice and other data to permit consultation, education, and integration in medicine.

Housing Authority of the City of Milwaukee
809 North Broadway
Milwaukee, WI 53202

Development: Hillside Terrace

Program Description:

The Housing Authority of the City of Milwaukee Campus of Learners

has as its overall goal an end to the isolation of public housing residents by improving their access to computer/telecommunication technology. This goal will complement and enhance the Urban Revitalization Demonstration Program already being administered by the Housing Authority. All residents of Hillside Terrace are required to sign a lease addendum, which stipulates that they will complete an employability plan and abide by the recommendations of this plan to continue their occupancy at Hillside Terrace. The Campus of Learners initiative is a partnership with the Milwaukee Boys and Girls Club, Silver Spring Neighborhood Center, and the University of Wisconsin-Extension.

Housing Authority of New Haven
360 Orange Street
New Haven, CT 06510

Development: Elm Haven

Program Description:

The Housing Authority of New Haven Campus of Learners, called the New Haven Family Campus Initiative, is a partnership with the City of New Haven, the New Haven Board of Education, Yale University, Southern Connecticut State University, and Elm Haven and West Rock Neighborhood residents. These entities have joined forces with state, local and private partners to deliver a rich array of technology-enhanced education, family support, and training programs to residents of Elm Haven, a HOPE VI site.

The Housing Authority of the City of Omaha
540 South 27th Street
Omaha, NE 68105

Development: Spenser

Program Description:

The Housing Authority of the City of Omaha Campus of Learners will take root in an already established base of job training and educational programming. The Housing Authority has been providing education and job training to its residents for nearly ten years in the areas of adult basic education, known as Focus Omaha. The Housing Authority is also a participant in the following HUD programs: Public Housing Drug Elimination Program, the Low-Income Housing Drug Elimination Program, YouthBuild, and YouthSports Grant.

Philadelphia Housing Authority
2012 Chestnut Street
Philadelphia, PA 19103

Development: Richard Allen Homes

Program Description:

The Philadelphia Housing Authority Campus of Learners will be located at the Richard Allen Homes public housing development in lower North Philadelphia. Richard Allen Homes is a HOPE VI grant award recipient, and, as such, has developed a network of support services which are ideally suited to expansion and development as a Campus of Learners. Since December 1994, Philadelphia has shared Federal Enterprise Zone designation with Camden, New Jersey, thus enabling the city to leverage these Empowerment Zone dollars in providing economic opportunity, affordable housing, safe communities, and social and economic self-sufficiency for children and families. The Housing Authority has partnered with the School District of Philadelphia, Temple University in Philadelphia, Community College of Philadelphia, and the Medical College of Pennsylvania for this Campus of Learners program.

Housing Authority of the City of Pittsburgh
200 Ross Street
Pittsburgh, PA 15219

Development: Manchester
Allequippa Terrace

Program Description:

The Housing Authority of the City of Pittsburgh will implement an innovative Campus of Learners program at Allequippa Terrace, one of its targeted HOPE VI communities. Fifty units will be clustered and designated for Campus of Learners participants of mixed income. A public/private partnership has been established with the University of Pittsburgh, Common Knowledge: Pittsburgh, and the Pittsburgh Board of Education. The Housing Authority of the City of Pittsburgh Campus of Learners initiative will provide an internet system capable of serving all Allequippa residents to provide the means for participants and all residents to use this system conveniently and inexpensively. Every new housing unit will be wired to provide network access where people live. The system will be linked to the public schools.

Housing Authority of Prince George's County Maryland
9400 Peppercorn Place, Suite 200
Largo, MD 20770

Development: Marlborough

Program Description:

The Prince George's County, Maryland Campus of Learners Program, "Six Year Self Sufficiency Program" will allow individuals living in public housing to become self sufficient and income secure in a 2 to 6 year period. The program targets improvement of the

individual through state of the art computer education programs provided at the onsite Computer Technology Centers, and the Media Literacy Network Center located in the Prince George's County Sports Complex. Each housing unit will be equipped with a computer. Computer and job training, plus the establishment of individualized objectives, help residents to obtain employment and to achieve homeownership. Partners include the University of Maryland, Bowie State University, Prince George's Community College, and the Prince George's County Public School System.

Housing Authority of the Portland, Oregon
135 S.W.Ash
Portland, OR 97204

Development: Columbia Villa, N. Portland

Program Description:

The Housing Authority of Portland Campus of Learners is comprised of 40 designated units at Columbia Villa. The goal is to promote self-sufficiency and independence from government assistance within 3 years. The Campus will offer access to educational and training opportunities through Portland Community College (Steps to Success); Portland State University (PORTALS, distance learning); the Urban League of Portland (computer training); and the Oregon Council for the Humanities. Of note is the PORTALS program, which is a virtual research library providing a key communication link between higher education and the community. Key partners include Portland Community College and Portland State University.

August 22, 1996

TO: CHR
FR: Molly Brostrom
RE: Campus of Learners

Per your request, attached are talking points on HUD's Campus of Learners (CoL's) initiative. I apologize for the delay on getting this information to you; Clare Doyle, who worked on this initiative at HUD, left early this summer and only recently have I been able to track down her replacement (Stella Madrid who is on loan from the Denver Housing Authority).

The description/talking points are taken from the application (also attached) that has been sent to Public Housing Authorities who are interested in developing the necessary partnerships and applying for Campus of Learners status. HUD plans to select between 15 and 20 sites for Campus of Learners designation by late September. EZ/EC status, while not a formal criteria in the application packet, is being taken into consideration in the selection process.

A few points to highlight:

- Public housing authorities are applying for Campus for Learners **designation**, not specific funding. The designation will give them access to technical assistance, priority for expedited waivers, and consideration for future funding.
- The vision behind the Campus for Learners initiative is to transform select public housing sites into launching pads to self-sufficiency for residents. In return for the opportunity to live in and participate in a CoL, residents will agree to undertake educational training, computer and telecommunications skills, job training, and pursue employment opportunities. Fulfilling established goals would create a foundation for economic lift and allow residents to "graduate" to greater independence in either private or other public housing.
- The vision is also to create community: replacing high rises with housing that blends into the community, and thus replacing the isolation associated with public housing with connections that encourage self-sufficiency. These connections, partnerships -- between the public housing authorities, schools, businesses, and non-profits -- are the key to a CoL's success.

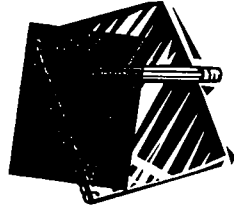
My impression (at least while Clare was working on the initiative) is that while it began almost as more of a concept than substance, the initiative seems to be taking off. It has generated significant interest from PHAs, school districts, universities, and has helped to crystallize a number of efforts across the country. It is very symbolic of the direction HUD is going--promoting self-sufficiency and using public housing as a launching pad.

Please let me know if you have any questions or if I can provide more information.

cc: Jeremy Ben-Ami, Elizabeth Dryc

Creating a Campus of Learners:

Bringing Education and Computer Technology to Public Housing Communities



• The Campus of Learners Initiative •

On August 29, 1995, Secretary of Housing and Urban Development Henry Cisneros announced the exciting new concept, "Campus of Learners," and challenged public housing authorities (PHAs) across the Nation to join HUD in transforming public housing communities into learning environments. Secretary Cisneros has moved quickly to make this innovation a reality. On October 24, 1995, he convened a day-long conference in Washington, D.C., to focus on HUD's Campus of Learners initiative. PHA officials, mayors, city managers, and private-sector partners and educational institutions from across the Nation were invited.

During the past 3 years, Secretary Cisneros has encouraged PHAs across the Nation to develop innovative ways of reinventing public housing. The Campus of Learners initiative is designed to do just that.

Under this program, HUD will designate between 15 and 20 Campus of Learners sites. Designations will be awarded to PHAs that prepare creative strategic plans to provide residents with education, job training, and employment opportunities involving computer and telecommunications technology through a college campus-style setting.

The initiative is designed to transform public housing into safe and livable communities where families undertake training in new telecommunications and computer technology and partake in educational opportunities and job training initiatives with local businesses.

Computer technology can contribute to youth education as well as adult job training initiatives. It enhances student achievement and the professional development of residents looking to become competitive in the job market.

Comprehensive training, education, and supportive services, coupled with telecommunications technology, can help develop the vital career skills necessary to compete in the economy of the 21st century. By providing this training, the initiative supports local economic development efforts aimed at smoothing the transition from dependency to self-sufficiency for public housing communities.

The Campus of Learners concept is modeled after several creative computer- and education-oriented programs that visionary PHAs have initiated across the Nation. See appendix A for descriptions of Campuses of Learners already under way.

The Campus of Learners initiative requires you to rethink the role of the local PHA in your community and how it can be a catalyst for public housing residents to transform their lives. This designation kit explains the Campus of Learners

Creating a Campus of Learners

concept, who is eligible for this initiative, what your strategic plan should address, the criteria that will be used to evaluate your submission, and the designation process.

• What is a Campus of Learners? •

The Campus of Learners initiative is designed to provide residents with an opportunity to live in a college campus-like setting that is focused on learning. As a condition of living on campus (in the community), residents will agree to enroll in an education program involving computer technology, job training, and comprehensive education and support services. Residents of public housing communities will succeed in becoming self-reliant if they receive assistance in obtaining comprehensive training, education, and support services and if they receive help with finding gainful employment.

Offering youth and adult residents education and training with computers and more advanced technology is needed to impart invaluable skills. However, the acquisition of technology will not be enough. Computer and telecommunications education and job training skills can be tools for improving learning and employment prospects if these skills are an integral part of a comprehensive, long-term education program similar to a college education that lasts between 3 and 5 years. A comprehensive, structured education program, coupled with computer training, provides skills that can improve and change the lives of residents.

Although transition to private-sector housing is a goal of the Campus of Learners initiative, it is not a fixed mandate. It is envisioned that upon completion of the Campus of Learners program experience, successful participants could move to such private housing or to other public housing.

Campus of Learners programs should clearly focus on offering education and job training that is applicable and appropriate for addressing the needs of residents. These programs may enhance learning opportunities for the youth and improve the employment prospects for adults. Each effort should be linked to the educational and employment needs of youth and adult residents as well as the potential job opportunities that may be available in the community and the Nation's rapidly changing economy.

• Goals of the Initiative •

The mission of the initiative is to transform selected public housing developments in cities across the Nation from places of economic and social isolation to campuses where every resident can pursue education opportunities. Every resident living in campus (public) housing would be in an education-oriented curriculum. The goals of the initiative, which parallel the goals of the Clinton administration's domestic agenda, are as follows:

- ✓ To establish centers of education, where residents are admitted to a Campus of Learners based on their willingness to participate in an education program of some kind.
- ✓ To replace the isolation that fosters permanent dependence with the connections that encourage self-sufficiency.
- ✓ To inject an education ethic into inner-city communities.
- ✓ To equip residents with the education and computer skills necessary to compete for new jobs.
- ✓ To change the perception of public housing as a dead end to a platform or launching pad for an independent life.

• Key Principles of • the Initiative

The framework of the Campus of Learners program is embodied in the following key principles. As you prepare your submission, you should be guided by these elements.

Strategic vision for change. A vision for change describes what you want your public housing community to become—a safe and attractive community where residents live like university students and take classes in a variety of courses, including computer skills, that are vital for them to succeed in today's workplace.

The Campus of Learners initiative can be a success only if it begins with a clear definition of the educational and training needs of residents as well as the challenges that confront them in obtaining gainful employment. Providing only computer skills may not be adequate for all residents. Some may need an array of support services and assistance with basic education before moving on to more involved education and training. For example, some persons may need to earn a general equivalency diploma (GED).

Education programs should be offered to residents of all ages, ranging from developmental day care for young children to self-improvement classes for the elderly.

Each potential Campus of Learners designee is encouraged to think boldly and to develop ambitious plans. We hope that you will enthusiastically build a comprehensive strategy for addressing the needs of residents.

Economic opportunities for residents. The first priority in helping residents of public housing move toward self-sufficiency is to create economic opportunities—to help residents obtain jobs. Creating jobs and helping residents obtain gainful

employment in the community provide the foundation for residents to become self-reliant and for the community to revitalize itself. Entrepreneurial training or business development initiatives and job training initiatives are other key elements for providing economic opportunities.

Education, training, and access to technology. Residents who have been provided with educational training as well as computer and telecommunications skills will be better equipped to compete in the mainstream job market that is becoming more complex as we move toward the 21st century. It is essential that PHAs tap into private- and public-sector resources to provide job training, education, and employment opportunities to residents in the public housing developments.

Community-based partnerships. Providing education, job training, supportive services, and employment opportunities to help residents become self-reliant should begin with broad participation from many segments of a community. These participants include school districts, community colleges and universities, businesses, foundations, social service agencies, religious organizations, and other community-based organizations. Also, the residents themselves are critical partners in this economic development and educational initiative.

Communities that work together are the communities that can rise together. Communities cannot help residents succeed with only public resources. Private and nonprofit *support* and *involvement* are critical to the success of the Campus of Learners initiative. Through creative partnerships, the Campus of Learners initiative will transform public housing developments from places that are often physically, socially, and economically separated from mainstream society into electronic and education campuses.

Stella Madrid - Managing CFL Initiative - 708-5029
Denver Hsg Authy (on loan from)

CFL Designation - t.a. ^{HOPE VI & other} ^{probly t.a. HUD funding} expeditions waves, ^{consideration for} future funding

final selection → Sept. 27 - announcement → 15-25
proposals have been reviewed

[HOPE VI funding - NOFA out - contains bonus pool for CFL]

^{considering}
- looking @ E.E./CC, Ed. Tech

↳ not a formal criteria in selection design kit



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001

FAX TRANSMISSION

DATE: May 17, 1996

NUMBER OF PAGES (including this page) 6

To: Molly Brostrom FROM: Clare Doyle

FAX: (202) 456-7028

PHONE: (202) 708-1728

COMMENTS: Ms. Brostrom, Ms. Doyle asked that I fax this to
you. Please call if you have questions. Thank you

A. F. Craig

A. F. Craig

MAR-18-1996 13:55 FROM DHA EXECUTIVE DEPT.

TO

12027082476 P.02

Walter & Claire Doyle 3/27/96

Business

Rocky Mountain News Mon., March 18, 1996

Rocky Mountain News
Business Updates on **7 NEWS**
Weekdays 5-7a.m.

Don Knox, Business Editor — 892-5242 • e-mail — biz-rmn@csn.net

Rebirth of North Lincoln

Victorian-style homes built as model community rise on site of former dingy housing project

By John Rabchuck

Rocky Mountain News Real Estate Editor

Denver's first public housing project deteriorated into a den of drug dealing, assaults and burglaries before it was razed in late December 1994.

Today, the North Lincoln Park Project, with low-density, Victorian-styled homes, is poised to be reborn as a national model for public housing.

Even a bordering retail strip, which the Denver Housing Authority is selling to DiLeon Realty, won't be allowed to have liquor stores, adult book stores or other uses that could attract a seedy clientele.

"I think everyone has been talking about what needs to be done at public housing for the last 40 years, and this will be the first time in the nation that something will really be done," said Sal Carpio, executive director of the Denver Housing Authority, which owns the 14-acre project between Osage and Mariposa streets, south of Colfax Avenue.

"This will be the model for the nation,"

The new complex will have 206 units, where 700 people will live. The old project, which was built in the late 1940s and closed two years ago, had 422 units.

"This will be very much improved, very modern, very contemporary," said Stella Madrid of the Denver Housing Authority.

"We're working hard to change the image of public housing. We reduced the density by half. There will be a lot of open space, and it will be well lighted."

In the past, "there were a lot of dark and vulnerable spots" where drug dealers could

hide, she said. The housing administration worked closely with the Denver Police Department to make it safer for residents and police, she said.

The new community will provide housing for generations on welfare.

"The principles of the new North Lincoln will be self-sufficiency," Madrid said. "Families will be recruited with the understanding it is transitional

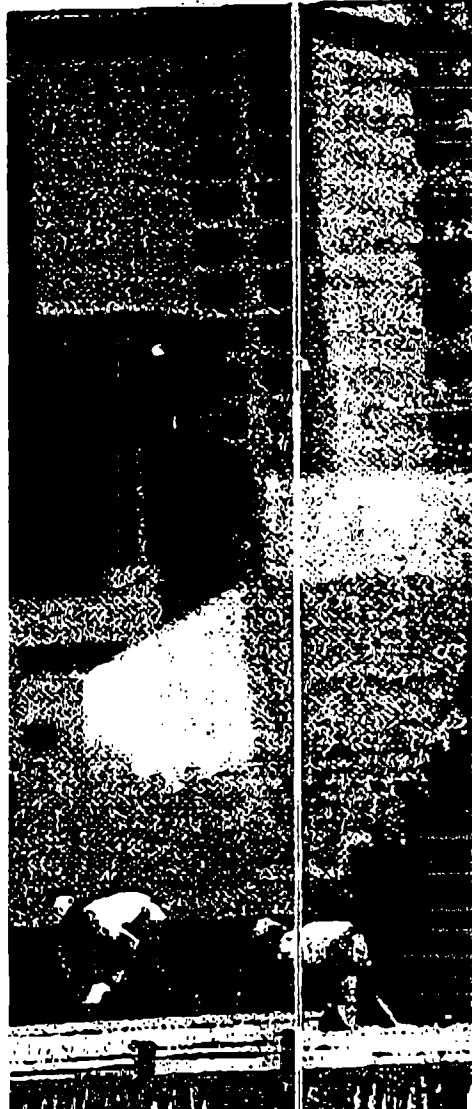
housing. They have to participate in a meaningful job search or with education plans."

Other than seniors, who will be housed separately, people will be expected to move out within five years, she said.



Rocky Mountain News/1940

Denver's Lincoln Park Homes were built in the 1940s. By the 1990s, the housing project had deteriorated into a haven for drug dealers and other criminals.





Edgar M. E. / Rocky Mountain News

nes on the old Lincoln Park site.

he said.

Prototype for public housing

The \$14 million project, to open in the second quarter of 1997, is being financed by the U.S. Department of Housing and Urban Development. HUD director Henry Cisneros will announce shortly whether Lincoln Park will be chosen as a prototype for public housing across the country.

"The idea is to break the cycle of poverty," said Tony Hernandez, regional administrator for HUD's Denver office. "I think it has a very good chance of being chosen."

Wired for high-tech

The complex will include a Campus of Learning, which will work closely with the nearby Auraria college campus and the Denver Public Schools.

"This will be an atypical public housing in that it will be built with complete wiring for the new technology for data transmission and fiber optic wiring," she said. "We are working closely with Tele-Communications Inc., U S West and Public Service Co. of

See NORTH LINCOLN on 31A



Taxpayers
outlook

Smuggling

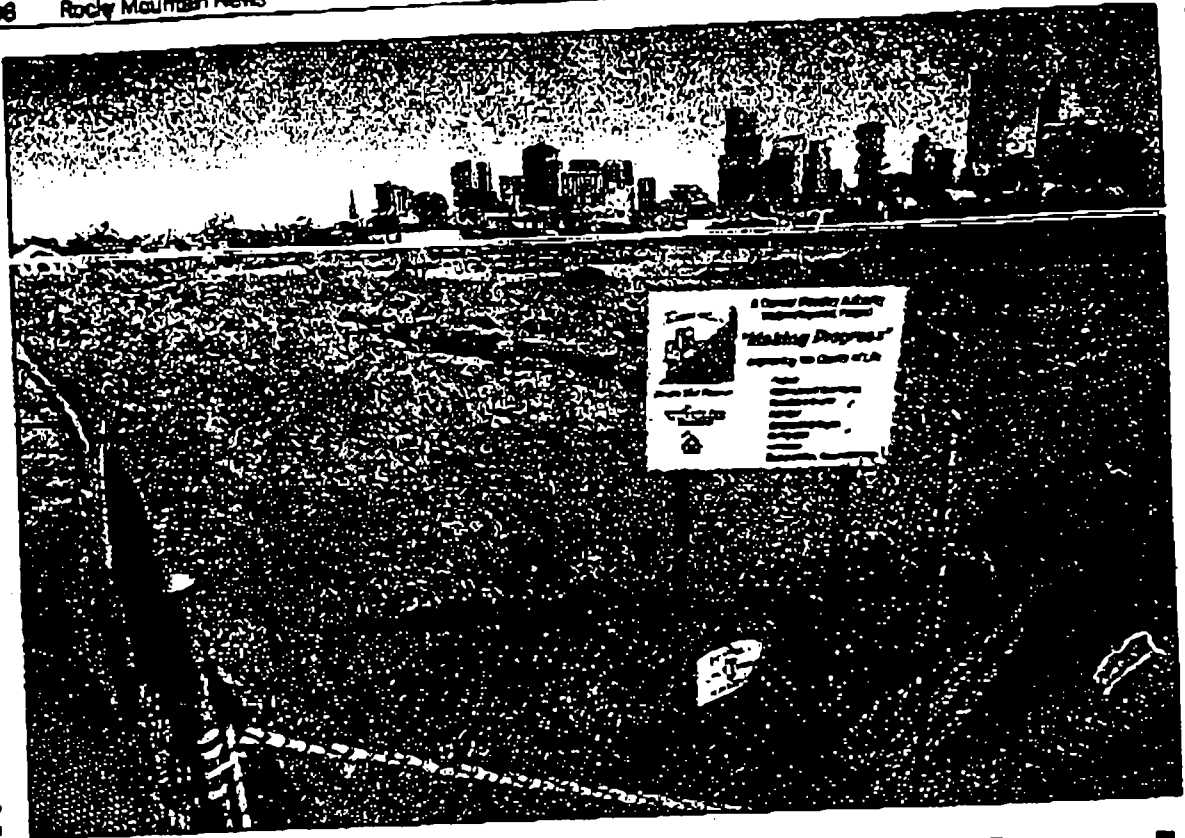
AT A GLANCE

■ **Herberto Cruz** South Florida financial planner

Mon., March 18, 1996 Rocky Mountain News

A dream in the making: The site, between Osage and Mariposa streets, south of West Colfax Avenue. A retail center nearby will not be allowed to have liquor stores or adult bookstores.

Essences by Suarez/
Rocky Mountain News



Retail site geared to neighborhood

NORTH LINCOLN from 28A

Colorado."

But there won't be free computers or cable TV.

"That will be (the residents') choice," she said.

While DHA is selling 2.6 acres along West Colfax to Dikeou Realty, she noted that there are strict covenants on what kind of businesses can be brought in.

"In the past, public housing has been a magnet for liquor stores, adult book stores and other undesirable places," she said. "The retail portion will be a buffer from Colfax and also will provide an amenity to the neighborhood."

The center will include small stores, a fast-food restaurant and a gas station. More than 46,000 cars pass the site each day, and more than 183,000 people live within a three-mile radius, according to a study by Trammell Crow Co., an adviser to the housing authority.

"I think it is a great location," said Darrin Revious, a broker with Grubb & Ellis.

University of Colorado-Denver professor Frank Ford was glad to learn that such care is being taken in the retail portion.

"Three years ago, I helped develop a 10-point 'North Lincoln Bill of Rights' with the La Alma Lincoln Park Neigh-

borhood Organization," said Ford, associate director of the urban program in UCD's Colorado Center for Community Development. "One of the things we talked about was the importance of what kind of retail tenants go in. It doesn't help a community to have an adult book store next door."

Ford said the new community sounds like a great improvement over the old project, and could serve as a national model.

"I think it is excellent idea. I'm particularly pleased that the DHA responded so positively to the neighborhood's bill of rights."

North Lincoln Park Homes Campus of Learning

Location and nearby amenities of the
DHA Lincoln Park Homes Campus of
Learning:

- West Osage Avenue & West 13th Avenue
- Directly across from Auraria Campus
- Less One mile West of Downtown
- On the RTD Light Rail System
- One mile from Health & Hospitals
- Easy access to numerous RTD bus routes

The Housing Authority of the
City and County of Denver
Occupancy Department
2650 Welton Street, 3rd Floor
Denver, Colorado 80205
303-298-0300 Ext. 100

DHA - Equal Housing Opportunities

North Lincoln Park Homes Campus of Learning



New Modern
Affordable Townhomes

Denver Housing Authority

Proposed

Beginning in late Spring of 1996, the Denver Housing Authority will be accepting apartment rental applications from eligible family residents.

Occupancy will begin in September of this year at the newly redeveloped DHA North Lincoln Park Homes - future site of the Campus of Learning located in West Denver - La Alma/Lincoln Park Neighborhood.

The DHA North Lincoln Park Homes is for families seeking education, training and upward mobility.

Reason

Located at

1401 Mariposa Street
Denver, Colorado 802053

North Lincoln Park Homes Advantages

- Study rooms/Telecommunication Rooms - Access to World Wide Web Internet services
- On-site family educational assessments and referrals
- On-site employment assessment referral
- Required 5 year term limit of occupancy
- Computer hook-ups in all homes
- Cable hook-ups
- Handicapped accessible units
- Court Yard family environment
- Safe Tot Lots for Children of the City
- Natural lighting throughout site
- Laundry facilities
- Recreation rooms

Community Services

Opportunities for residents Building Independence

- Family Child Care Co-ops (training provided)
- Family Meal Co-ops
- Tutoring services
- Community Leadership
- Community building opportunities

North Lincoln Park Homes Eligibility requirements:

- Must meet federal HUD housing requirements
- Must meet federal HUD Campus Of Learning Program Requirements
- Required reference checks, police checks, landlord checks, etc

Eligible Denver Residents must make inquiry at:

DHA Rossonian Building
Occupancy Department
2650 Welton Street 3rd Floor
Denver, Colorado 80205
303-733-0300 Ext. 400
Occupancy Manager
Monday-Friday
8:00 a.m. - 4:00 p.m.

DHA Headquarters Building
1700 West Colfax Avenue
Denver, Colorado 80205
Operations
Monday-Friday
8:00 a.m. - 4:00 p.m.

CAMPUS OF LEARNERS Goals	NORTH LINCOLN HOMES Denver, CO
Public Housing as a Launching Pad to Self-Sufficiency	Living on campus is a privilege not and entitlement. Fulfilling resident goals will lead to a transition to private housing. North Lincoln Homes will create a foundation for economic lift.
Create Campus-like Environment	Demolished High-Rise dwellings and rebuilding on a smaller scale, less-dense victorian-style townhouses.
Integrate Public Schools into Campus of Learners	Coordinating with Denver Public Schools to promote stronger ties between school and residents and kids.
Partner with Universities and Community Colleges	Auroria Community College system is located across the street from North Lincoln Homes. PHA and Auroria are creating special programs and opportunities for residents.
Provide Access to Technology	New housing units will have access to telecommunications for educational purposes through partnership with TCI. TCI will provide education technology classes and training and the community learning center.
Resident Participation As Condition of Living on Campus	Developing a resident "pledge" modeled after the Warren Village mandatory education/employment contract which is successful in the Denver area.
Fostering Employment Opportunities	Developing Comprehensive Employment and Job Training Opportunities for Residents through access to the Rocky Mountain Technology Academy, School to Work and JPTA opportunities.

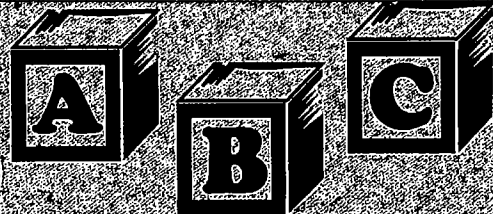
Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

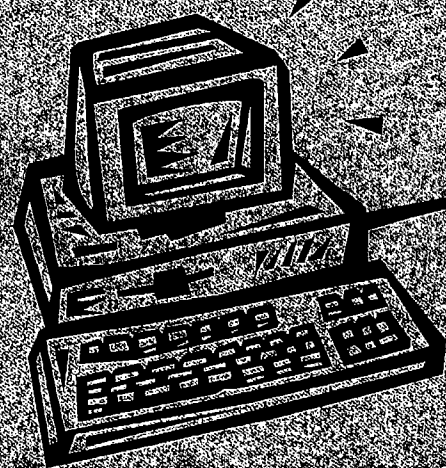
This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

Campus of Learners *Learners*



Campus



U.S. Department of
Housing and Urban Development



DESIGNATION KIT



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

October 23, 1995

TO: President William Clinton
Vice President Al Gore

FROM: Henry G. Cisneros *Henry Cisneros*

SUBJ: Creating Economic Lift in Public Housing through Technology and Education Partnerships

I am pleased to share with you an exciting new initiative we have named, "Campus of Learners", being developed by the Department of Housing and Urban Development. The goal of the new initiative is to transform selected public housing developments in cities across the nation from dead end projects to campuses where every resident is pursuing educational opportunities. This initiative recognizes the importance of an education-oriented "contract" between residents and each campus, whereby residents agree to enroll in an education program as a condition of living on campus.

The Campus of Learners initiative combines private and public sector resources by incorporating education, technology and job training opportunities in public housing developments. Through creative partnerships with school districts, universities, community colleges, and corporations, the Campus of Learners initiative will transform public housing developments from places that are often physically, socially and economically separated from mainstream society into electronic and education campuses for the 21st century.

In addition to the Department's allocation of resources, cities such as Atlanta, Hartford, Denver, South Bend, New Haven, and East St. Louis have secured commitments from the private sector, local school districts and universities to implement the Campus of Learners initiative within eighteen months.

Funding for this initiative is coming from a number of existing HUD resources. Public housing agencies, for example, are using capital funds for rehabilitation and redevelopment to construct Campuses of Learners. I am hoping to expand existing efforts markedly in FY 1996. The Senate FY 1996 appropriations bill contains \$500 million for a major initiative designed to demolish and redevelop some of the nation's worst public housing projects. If appropriated, the Department will use these resources to implement the Campus of Learners initiative. The Department has identified the Senate initiative as one of our highest priorities for the upcoming VA/HUD appropriations conference.

On October 24th, representatives from the aforementioned cities, TeleCommunications Inc. (TCI), universities, and several housing authorities will meet in Washington, D.C. to

exchange information about the campuses under development in their communities. On October 30th, the Campus of Learning initiative will be discussed at the Domestic Policy Council's bi-monthly meeting coordinated by Carol Rasco. On November 1st, Secretaries Reich, Riley, Brown, Shalala and I will explore ways to bring additional federal resources to the initiative.

The "Campus of Learners" initiative advances important goals of your domestic agenda:

- to establish centers of education where residents are admitted to a Campus of Learners based on their willingness to participate in an education program of some kind.
- to replace the isolation that fosters permanent dependence with connections that encourage self-sufficiency.
- to inject an education ethic into inner city communities.
- to equip residents with the education and computer skills necessary to compete for new jobs.
- to change the perception of public housing as a dead-end to a platform, or launching pad, for an independent life.

Key elements of the Campus of Learners initiative include the following:

- *Build Physical Campuses for Learning and Living:*
Create new human scale safe living environments that integrate schools, parks, community colleges and universities. Use architecture, landscaping, fencing, and access points to build livable human scale developments and replace the traditional street system. In short to build identifiable campuses where there are now only "projects."
- *Integrate Area Schools into Campuses of Learners:*
Schools will be physically incorporated into the campus plan to ensure access and security. Public Housing Authorities will work with local school districts in development in curriculum development, parent-teacher relationships, after-school activities, and adult education classes.
- *Partner with Universities:*
Harness the resources of universities, vocational, technical institutes and colleges through specialized education and technology classes, share computer hook-ups, mentoring programs, and student-supported housing in the development. Some faculty members will be invited to live "on-campus" and act as academic advisors.

- *Provide Access to Technology:*
Wire every unit in the Campus of Learners site. Computer lab sites on campus will be available for computer classes, language skills, life skills training, and GED classes to accommodate the schedules of working mothers, children and the elderly.
- *Encourage Private Sector Sponsorship:*
Encourage corporate sponsorship of the local Campus of Learners sites, including job training and employment opportunities, mentoring for children and adults, telecommunications resources, and youth sports programs.
- *Provide Education and Learning for Residents of all Ages:*
Enrolling in an education program of some kind will be a requirement to live on campus. All residents, children, adults, and senior citizens, will have access to education in nearby schools and campus education centers.
- *Foster Employment Opportunities:*
Partner with local businesses for job placement and opportunity for residents who complete adult education training, computer programs, or other programs.
- *Create Safe Communities:*
Design apartments and living centers with an emphasis on safety and limited access. Extend "boundaries" of public housing to nearby schools, community colleges and universities.
- *Change the psychology of public housing as a permanent residence:*
Emphasize the importance of inner-city education and job training as critical rungs in the ladder of economic opportunity. Churches, businesses and volunteer organizations will establish strong mentoring/leadership networks.

Examples:

The North Lincoln Homes Campus of Learners Denver, CO

A unique public/private partnership between the Denver Housing Authority, TeleCommunications, Inc.(TCI), the Community College of Denver, Denver University, and the Denver School District will provide a network of educational resources, streamlined access to family services, and viable employment and training programs to transition North Lincoln's public housing residents off public assistance and into self-sufficiency. All 206 apartments in North Lincoln Homes will be designed and constructed with computer wiring bringing technology into the homes of lower income Americans. In coordination with TCI, access to high technology computer learning services will be provided at an on-site Family Learning Center at North Lincoln Homes.

*The Charter Oak Campus of Learners
Hartford, CT*

The Charter Oak public housing site is transforming a place of partially vacant apartment complexes to a comprehensive learning and living center. Mayor Michael Peters is working with the Hartford School District, Trinity College, and others to wire all of the units in Charter Oak, to expand the traditional boundaries of the development to include nearby elementary and technical schools, and to offer adult education opportunities to residents.

*"Housing University"
South Bend's Campus of Learners*

The South Bend Housing Authority is establishing a "Housing University" for all public housing in South Bend designed to assist residents to empower themselves through self-sufficiency. The Housing University will network with area schools, community centers, service agencies and churches. Families will develop an individually tailored education and training program called a "Family Empowerment Plan." South Bend has developed technology partnership with the Community Learning and Information Network, and the Technology Lab 2000 to provide technology access for all residents. In addition, nearby schools and on-site computer centers will provide a technology-enriched curriculum for all residents with classes in K-12 for children, and child care, life skills, employment skills for adults, as well as, teenage pregnancy counseling and conflict resolution for youths.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001

MEMORANDUM

TO: Paul Dimond

FROM: Bruce Katz *BK*
Mike Stegman *MS*

SUBJ: FY 1997 Budget: Urban Policy Initiatives

DATE: October 24, 1995

Introduction

HUD believes that the principal goal of Administration urban policy should be to link people to work, both by reinvesting in distressed urban communities and by reconnecting the residents of these communities to jobs and opportunities in the larger metropolitan marketplace.

As you know, the Administration's National Urban Policy Report explicitly rejects the false dichotomy between policies that empower poor people and policies that revitalize distressed places. People-oriented policies and place-based policies are complementary, not competing, and must be pursued in tandem if we are to have any hope of ending the isolation and despair of distressed inner-city communities.

The Administration's challenge is to devise more effective means -- programmatic initiatives and reforms, organizational restructuring -- of serving people-in-places. We believe that HUD's contribution to the Administration effort should consist of the following five initiatives:

formation of a new Department of Housing and Community Empowerment which will have as its principal mission the support of locally designed revitalization strategies through the integration of federal services;

a restructuring of the federal relationship with cities, giving Mayors greater power to make decisions about funding allocations and priorities that better reflect the unique circumstances of their communities;

a "mobility strategy", designed to link low income families who live in distressed urban communities with economic opportunity in the metropolitan marketplace as a whole;

a "Campuses of Learners" initiative, designed to transform public and assisted housing developments through the integration of education, technology and job training opportunities; and

a "Homeownership Zones" proposal, to support the creation of large-scale homeownership communities in inner-city neighborhoods.

A New Department of Housing and Community Empowerment

HUD's main objective in the FY 1997 Budget is to focus on serving "people in places" through the integration and coordination of services. We seek to complete the transformation of the Department into one that "puts communities first", into a new Department of Housing and Community Empowerment. The notion of helping communities forge comprehensive, integrated, locally-generated solutions to their problems will be the driving force for all this new Department does. It will shape and affect the way we organize, the functions our staff perform, the programs we design and administer, and how we relate to the network that delivers our product and our ultimate customers.

Most Federal programs -- even after significant streamlining and consolidation -- are still rigidly prescriptive; the ability of localities to use funds creatively and tailor them to local needs is highly limited. Mayors consistently argue that the way the Federal government is organized to respond to community problems too often undermines our ability to be part of the problem-solving process even when local solutions are possible and when local leaders have good plans.

The problems in local communities, in short, are multi-faceted and place-based. Any given neighborhood revitalization effort may have transportation, environmental, educational, housing, community development and economic development elements. Yet that is not how the federal government is organized or federal programs are designed. HUD and other Federal agencies are still slaves to traditional organizations, to specialization, and to hierarchy.

A new Department of Housing and Community Empowerment will reorganize HUD and the federal government in a way that is responsive to communities and their problems. It will build upon the lessons of the Administration's premier urban initiative: empowerment zones and enterprise communities. The idea behind this initiative was simple: give localities the chance to develop and implement comprehensive plans that are tailored to the needs

of individual communities and place federal programs and personnel in support of these long-range strategies. That is the basis for a partnership, but it can only be a workable partnership if the federal role is entrepreneurial, respectful of local visions and as focused on results as they are.

We envision the creation of a "right-side-up" cabinet department that literally inverts the organization chart, putting the federal representatives who meet the public on the highest level and arraying every other function in support of the front-line staff. The new agency will naturally divide functions between those that are Washington-based (e.g. policy, research, budgeting, Congressional relations) and those that should be located in communities (e.g. customer service, performance oversight, consulting role, training). The new division of responsibilities will compel the shifting of resources and personnel from HUD's headquarters to our 81 field offices (see attached map). Such a reorganization and redeployment will underscore the principal focus of community service, local partnership and problem solving.

In many respects, the new Department will come to resemble a large consulting firm operating nationwide. Like such firms, the Department will be a "clearinghouse of best practices", informing communities of the most innovative and effective strategies that are ripe for replication. HUD staff will be called upon, particularly as federal funds become more scarce, to help local actors perform their jobs successfully -- develop comprehensive revitalization plans, assemble multiple layers of financing and subsidies to develop affordable housing, support activities that rebuild neighborhood economies and generate jobs.

The Department will also be reorganized to ensure the cross-integration of services and resources. The current barriers between Departmental cylinders (e.g. public housing, community development, FHA, fair housing) will be broken down at local offices where teamwork and integrated action will be encouraged and rewarded.

Such coordination, to be successful, must extend beyond the Department. We envision the new Department providing a service to other Cabinet agencies, setting up collaborative local networks of Federal officials who are involved, acknowledged, heeded, trained and promoted for their community effectiveness. It might even be possible to turn over some federal functions to a local governance structure or to contract them to local governments. The next step in reinvention of Federal agencies should be from the ground up, not from the top down.

Finally, the new Department will be organized to rely on corporate forms of organization and governance where appropriate. The Department, for example, will contain a Federal Housing

Corporation to enhance its presence at the low-end of the homeownership market. The Department will also house a "bad bank" entity, along the lines of the Resolution Trust Corporation, to dispose of troubled multifamily assets and carry out the comprehensive restructuring of the older assisted portfolio.

One of the primary missions of the new Department will be to equip HUD personnel with the skills necessary to succeed in the reinvented world of federal housing and community development. As programs become consolidated and allocated by formula, HUD staff will need to help States, localities and citizen groups devise comprehensive community strategies. As the Department receives enhanced powers to address the problems of troubled public housing agencies, HUD staff will need to become experts in corporate restructuring and management of distressed real estate.

Very importantly, the new Department will set up private collaboratives to train and retrain the nation's network of housing and community development providers: community development corporations, public housing agencies, state and local governments, housing managers, homeless providers, fair housing enforcement entities, affordable housing lenders. For too long, HUD has defined success narrowly -- when funds are awarded or obligated, when rules are promulgated. True success, however, only occurs when the outcomes of federal housing and community development policy are realized (e.g. the rehabilitation of affordable housing). To ensure such success, the new Department must constantly buttress the skills, capacities and capabilities of the real delivery system.

The new Department will also exploit the rise of new communications technology -- cable television, satellite networks, computer mapping capabilities -- to ensure that information is disseminated to the maximum extent feasible throughout the housing and community development network. In so doing, the new Department will partner with existing information-sharing entities which already serve certain segments (e.g. public housing agencies, community development corporations) of the community. The ability to communicate instantly through multiple media and multiple networks obviates the need for old-style hierarchies to disseminate information. It creates the potential for a "virtual", place-based organization to emerge.

The new communications technology will accelerate the transition to "paper-less" offices and processes. This transition is already underway. The Office of Community Planning and Development, for example, now requires local jurisdictions to submit one consolidated plan instead of eight separate and overlapping planning documents. Development of the consolidated plan is aided by computer maps, supplied by HUD, which show the

existing allocation of federal resources in local neighborhoods. The new consolidated plans are submitted on computer discs, which make them more accessible to the general public.

In addition, FHA is borrowing the most advanced techniques from modern insurance companies by establishing back-office, administrative processing centers. Such centers have already dramatically reduced the processing time for approval of FHA's single-family mortgage product and have contributed to the growth in business and revenues. We are rapidly approaching the time when the Department's main clients (e.g. public housing agencies, state and local governments) can communicate with the Department almost exclusively through the computer network.

The method by which the new agency is created will itself be unique. During 1996 HUD will enter into an unprecedented partnership with a fortune 500 company or combination of companies. The partnership will help the Department re-engineer its basic functions to enhance service to customers. The partnership will also focus on how to use technology to further the new mission. The lessons of corporate restructuring will be applied throughout the transition period.

Beyond Reinvention: A New Relationship with Cities

As described above, the consolidation trend in HUD and elsewhere will still leave in place programs with tightly defined missions and requirements. At HUD alone, for example, localities will receive a mix of HOME, CDBG, McKinney, HOPWA and public housing capital funds that may not reflect local priorities and needs. HUD believes strongly that we need to give Mayors the power to make decisions about funding allocations and priorities that better reflect the unique circumstances of their communities.

HUD's FY 1997 budget will, therefore, give high performing jurisdictions the power to allocate a portion of HUD funds in a way that better reflect the unique circumstances of their communities. Specifically, performing jurisdictions would be given the authority to "flex" up to 10 percent of each formula program to enable a laser focus on those activities that constitute local priorities. In a particular jurisdiction, for example, the highest local priority might be neighborhood economic development. The Mayor, after appropriate local consultation, would be permitted to shift funding from one or multiple programs to CDBG to accomplish this objective. Such flexibility could trigger immense innovation and discipline at the local level and rearray federal programs in support of local priorities.

Clearly, such flexibility should not be limited to HUD programs. Local jurisdictions receive an array of other federal

funds (e.g. education, transportation, job training) that also should be made fungible at the discretion of a performing jurisdiction. "Flexing" between these interagency funds could be made permissible either to achieve nationally prescribed objectives (e.g. the emerging "HOPE University" concept) or at the discretion of local jurisdictions that are superior performers across-the-board and have presented comprehensive community revitalization strategies. These relatively small program changes could trigger immense innovation and focus at the local level and rearray federal programs in support of local priorities.

Mobility Initiatives: Linking People to Work

Today, urban Americans are more likely to find employment in the suburbs of our great metropolises than in the central cities. Between 1977 and 1987, two-thirds of net employment growth in America's 60 largest metropolitan areas was located in the suburbs. Over the same period, the suburbs captured 120 percent of the net job growth in manufacturing, while central cities suffered absolute losses in manufacturing employment.

As jobs, wealth, and economic opportunities have migrated outward, poor communities in the central city (and in older suburbs) have become increasingly isolated from the opportunities of their metropolitan regions, the nation, and the emerging global economy. Most jobs in the American labor market today are filled through employee referrals, direct application at the work site, and other informal mechanisms. Vacancies are not widely publicized, and job seekers need personal recommendations from people that prospective employers trust. Thus, inner-city residents face real barriers to finding employment in outlying areas where job opportunities are expanding fastest.

Some employers may be attracted back to central cities by the availability of investment capital, by the redevelopment of brownfields, and by progress in combatting crime and violence -- all of which are components of the Clinton Administration's Community Empowerment Agenda. But in conjunction with rebuilding employment opportunities in the central cities, federal policy must also help establish functional linkages between the people who live in the inner city and the expanding opportunities to be found throughout the metropolitan region.

Therefore, we propose three initiatives for FY 1997, each of which effectively links poor people who live in distressed urban communities to opportunities for upward mobility in the metropolitan marketplace as a whole:

- A \$75 million investment in the Bridges-to-Work initiative will enable 1,000 inner-city residents in each of 50 cities to find and keep jobs in the suburbs. Participating workers

will receive assistance with job search, transportation, child care, and other barriers that may stand in the way of commuting from the central city to a suburban job. This initiative has the potential not only to link individuals to suburban jobs, enabling them to start the climb out of poverty, but also to revitalize the distressed neighborhoods in which participants live.

- Expansion of the Empowerment Zone wage credits in the federal tax code will include employers outside EZs who employ a significant number of Zone workers. Like Bridges-to-Work, this initiative has the potential to replenish the resources of inner-city neighborhoods and to forge more extensive connections between distressed neighborhoods and the metropolitan labor market as a whole.

- A total of 50,000 housing certificates will be earmarked to assist families who wish to move from high-poverty, distressed neighborhoods to areas that offer better educational and employment opportunities. Evidence has shown that -- with proper screening and support -- the opportunity to move to a lower poverty neighborhood can lead to economic independence for poor families. In particular, young people whose families moved from distressed inner-city communities to the suburbs have proven more likely to stay in school, choose college track courses, attend college, find jobs, and earn more than the minimum wage.

These three initiatives empower people to overcome the barriers to opportunity that perpetuate the isolation and despair of many inner-city neighborhoods. By re-entering the world of work and responsibility, residents of distressed neighborhoods can rebuild their lives and their communities.

Campuses of Learners

In many large urban communities, public and assisted housing developments act as an impediment to economic opportunity for communities and residents alike. The sheer density and presence of many developments discourages private investment in marginal neighborhoods. The geographic, economic and social isolation of developments also hinders families in their efforts to move from dependency to self-sufficiency.

HUD's "Campus of Learners" initiative is an effort to connect public housing developments and residents to the mainstream of urban economic life. This initiative combines public and private sector resources by incorporating education, technology and job training opportunities in public housing developments. Through creative partnerships with school districts, universities, community colleges, and corporations, the Campus of Learners initiative is transforming public housing

developments from places that are often separated from mainstream society into electronic and education campuses for the 21st century. Atlanta, Hartford, Denver, South Bend, New Haven, and East St. Louis have already secured commitments from the private sector, local school districts and universities to implement the Campus of Learners initiative within the next eighteen months.

Funding for this initiative is coming from a number of existing HUD resources. Public housing agencies, for example, are using capital funds for rehabilitation and redevelopment to construct Campuses of Learners. The Department's FY 1997 budget also requests \$500 million for a major initiative designed to implement the Campus of Learners initiative in the context of demolishing and replacing some of the nation's worst public housing projects.

Key elements of the Campus of Learners initiative include the following:

- *Build Physical Campuses for Learning and Living:*
Create new human scale safe living environments that integrate schools, parks, community colleges and universities. Use architecture, landscaping, fencing, and access points to build livable human scale developments and replace the traditional street system. In short to build identifiable campuses where there are now only "projects."
- *Integrate Area Schools into Campuses of Learners:*
Schools will be physically incorporated into the campus plan to ensure access and security. Public Housing Authorities will work with local school districts in development in curriculum development, parent-teacher relationships, after-school activities, and adult education classes.
- *Partner with Universities:*
Harness the resources of universities, vocational, technical institutes and colleges through specialized education and technology classes, share computer hook-ups, mentoring programs, and student-supported housing in the development. Some faculty members will be invited to live "on-campus" and act as academic advisors.
- *Provide Access to Technology:*
Wire every unit in the Campus of Learners site. Computer lab sites on campus will be available for computer classes, language skills, life skills training, and GED classes to accommodate the schedules of working mothers, children and the elderly.
- *Encourage Private Sector Sponsorship:*
Encourage corporate sponsorship of the local Campus of Learners sites, including job training and employment

opportunities, mentoring for children and adults, telecommunications resources, and youth sports programs.

- **Provide Education and Learning for Residents of all Ages:**
Enrolling in an education program of some kind will be a requirement to live on campus. All residents, children, adults, and senior citizens, will have access to education in nearby schools and campus education centers.
- **Foster Employment Opportunities:**
Partner with local businesses for job placement and opportunity for residents who complete adult education training, computer programs, or other programs.
- **Create Safe Communities:**
Design apartments and living centers with an emphasis on safety and limited access. Extend "boundaries" of public housing to nearby schools, community colleges and universities.
- **Change the psychology of public housing as a permanent residence:**
Emphasize the importance of inner-city education and job training as critical rungs in the ladder of economic opportunity. Churches, businesses and volunteer organizations will establish strong mentoring/leadership networks.

Homeownership Zones

Many older American cities which have experienced substantial job, population and income declines have disproportionately large rental housing stocks. This is due, in part, to the conversion of once owner-occupied housing into a larger number of smaller rental units, typically absentee-owned. While the transition of urban housing stocks from owner to rental occupancy are both cause and effect of neighborhood decline, there is growing acceptance of the proposition that distressed communities cannot be turned around without a significant expansion in their homeownership populations.

HUD proposes a \$200 million "Homeownership Zones" initiative to support the creation of large scale homeownership communities within empowerment zones, enterprise communities and other areas of chronic economic distress. The initiative is designed to reclaim abandoned neighborhoods, attract back to the city hardworking moderate- and middle-income families, and stimulate business creation and private investment.

The initiative would operate as a challenge grant, requiring localities to compete for funds by proposing creative, cost-effective homeownership strategies using a combination of their own resources, private capital and federal program incentives. The

most competitive proposals would bring to their programs a wide range of non-federal resources, such as city-owned land, waivers of local impact fees and other assessments, including the elimination of state and local regulatory barriers to affordable housing.

To ensure adequate scale, each participating locality would be required to develop a minimum of 250 homes in a targeted area to successfully compete for federal resources. The program would operate in existing BZ/ECs, and in qualified census tracts and areas of chronic economic distress that presently govern the mortgage revenue bond program.

The \$200 million in federal grants would be used for deferred payment second mortgages, up to \$5 million per participating locality. Up to \$25,000 in deferred second mortgage money would be provided for single family dwellings; up to \$45,000 for two-family dwellings; and up to \$65,000 for three-family dwellings.

If deemed appropriate, the program could be expanded to include a series of tax options. We offer three options for consideration:

An expanded Mortgage Credit Certificate (MCC) program that would raise the mortgage tax credit in homeownership zones from the existing \$2,000, to \$4,000 per family per year; and that would make the MCC tax credit refundable. This is necessary to enable young, lower-income, first-time homebuyers with children who currently take the child care deduction to take full advantage of the MCC tax credit. The federal government could apportion an additional \$500 million in private purpose bond cap authority for cities to use only for expanded MCCs in homeownership zones.

A postponement of the capital gains tax for current homeowners who sell their homes to buy less expensive homes in designated zones by allowing them the option of deducting the gain from their basis in their homeownership zone dwelling.

A rehabilitation tax credit for historic structures occupied by the taxpayer as his or her principal residence. This tax credit is identical to that created in S. 1002 and H.R. 1662 -- the Historic Homeownership Assistance Act -- introduced this year by Senators John Chafee and Bob Graham, and Congressman Clay Shaw and Congresswoman Barbara Kennelly. The rate of the credit is 20 percent of qualified rehabilitation expenditures (same as the current credit). Rehabilitation would have to be performed in accordance with the Secretary of the Interior's Standards for Rehabilitation, with certain exceptions. The Joint Committee on Taxation has

estimated the revenue loss of this measure to be \$239 million over a five-year period.

We believe the homeownership zone initiative furthers the Administration's overarching urban policy goal of bridging the divide between poor people living in distressed communities and the economic opportunities in the larger metropolitan marketplace. The private sector is reluctant to risk its capital in job-creating investments in cities without a strong nucleus of homeowners whose financial and non-financial commitments to their neighborhoods reduces the local costs of doing business, expands the local tax base and otherwise creates a local climate for positive change.

HOPE UNIVERSITY INITIATIVE: Connecting People to Opportunity

This possible 1997 initiative would help connect the residents of poor communities -- including at-risk youth and their parents -- with opportunities for learning and employment. It builds on an emerging set of initiatives at HUD to bring education and employment opportunities to low-income housing through a combination of technology and services. HUD's initiatives exploit the incentives of property owners to invest in their residents as a way of preserving their investments and increasing their returns.

This initiative would expand that approach in scope and enlarge its impact, in part by making existing Federal funding more flexible and letting communities concentrate it on innovative efforts in the poorest areas. Rather than create another Federal program, the initiative would give local leaders who have demonstrated both commitment and initial success the ability to combine funding from specified Federal grant programs and use it in a flexible way consistent with the general purposes of those programs. This approach builds on the principles of HUD's reinvention and the National Performance Review.

The HUD Community Connections/Campus Learning models are the core of a new approach to the problems of poor communities. This approach can exploit the sudden availability of low-cost computer and telecommunications technology. In contrast to previous efforts that separately addressed housing, employment, education, and other needs, this approach would allow community leaders and property owners to construct comprehensive development and support systems and then capture the returns on these investments directly in the form of increased rents, reduced security and maintenance costs, and stronger community connections. The Federal government would capture savings in the form of reduced subsidy costs.

THE PROBLEM

Our nation risks losing a generation of inner-city residents to violence, inadequate education, and hopelessness. While decades of Federal programs have attempted to solve the multiple problems faced by these communities, numerous barriers to the implementation of effective local efforts remain. Often a wide array of public programs exists to serve youth and families, but these services are fragmented along functional and agency lines. Housing programs have worked in isolation from education, employment, and other services.

Developing a more comprehensive and effective approach to the issues facing our cities requires: (1) concentrating attention and resources on poor communities, and especially on at-risk youth and their parents; (2) supporting, on a broad scale, new models for connecting people with opportunity that are developed and run by community leaders, property owners, and private firms; (3) making the Federal government a better partner, capable of letting communities that want to tackle this problem use existing funding streams in innovative ways and rewarding their

efforts; and (4) exploiting newly available and increasingly inexpensive computing and telecommunications technology.

A NEW APPROACH

Although several design issues are still open, it could include the following elements:

- Focus on providing youth/families with integrated, intensive services. The goal would be to support localities in their efforts to create new models for concentrated, integrated delivery of various services to both youth and their families to help them develop into healthy productive members of their communities. Localities would be empowered to build collaborative initiatives involving city governments, churches, schools, non-profits and others to more effectively and efficiently meet the full range of needs of individuals, families and communities. The efforts of Kent Amos in the District of Columbia are one example of this comprehensive approach. Amos' program provides day care and head start for pre-school children; after-school care and food for teens; high school equivalency and other workplace training and counseling for adults; and may begin to provide limited health care services to children and families -- all in a single central city location.
- Allow combining of Federal grant funds across Federal agencies. Communities could, at their option, combine a certain proportion of their funding from each of several programs in different departments (could include HUD, Education, Labor, HHS, Justice, and others) into a single flexible local fund in order to carry out their proposed plan. The ability to combine funds to better address local needs is one of the cornerstones of the initiative; it is also one of the most difficult to implement. The combined funds would be used to meet the general purposes of the source programs, but would not be subjected to extensive rules and regulations on uses of funds and eligible activities. This may require waivers of rules and/or statutory requirements of the various formula grant programs that are the source funds. Although community participation would be voluntary and communities would likely combine only a portion of their formula grants, these existing grant programs could provide up to \$20 billion in available Federal resources. Using Federal money from existing grant programs allows the possibility of a far greater Federal commitment than would be possible through a new categorical grant program.
- Use a university residential model. Especially in assisted housing but also in other poor communities, the most promising approaches may be those that create an environment for learning where people live. Educational opportunities can be offered to people of all ages, exploiting modern technology and tapping existing project income and reserves to pay capital costs. The resulting gains in income and reductions in project maintenance and security costs are directly beneficial to residents and property owners. These returns can be internalized and reinvested to build social and economic capital throughout the neighborhood. Working models of this have been created in HUD-assisted housing here

in Washington and elsewhere. However, these models could be broadened if communities were able to easily link to other services -- such as day care, nutrition, health care, counseling -- to build comprehensive systems of support for personal growth and community development.

- Use a performance contract approach. As a condition for pooling formula grant funding, as in the Empowerment Zones program, communities could be required to develop strategic plans describing how the resources would be used in conjunction with State, local, and private sector resources and committing to specific performance benchmarks. These plans would list the Federal grant funds to be combined and the services that would be integrated, and show how the integrated approach would improve program effectiveness. Continued or expanded pooling of funds would be contingent on achieving interim performance targets.