



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

MEMORANDUM

TO: ERSKINE BOWLES, CHIEF OF STAFF
CC: DON BAER, DIRECTOR OF COMMUNICATIONS
RAHM EMANUEL, SENIOR ADVISOR TO THE PRESIDENT
KATHRYN HIGGINS, CABINET SECRETARY
RON KLDN, CHIEF OF STAFF TO THE VICE PRESIDENT
MIKE MCCURRY, PRESS SECRETARY
BRUCE REED, DOMESTIC POLICY COUNCIL
DOUG SOSNIK, COUNSELOR TO THE PRESIDENT
GENE SPERLING, COUNCIL OF ECONOMIC ADVISORS
MELANNE VERVEER, CHIEF OF STAFF TO THE FIRST LADY

FR: ANDREW CUOMO

RE: PLANNED UPCOMING HUD EVENTS

DATE: 5/5/97

For your information, please find a list of planned upcoming HUD events which the White House may be interested in participating in.

Anti-fraud, Waste, Abuse and Crime:

- Announcement with the Attorney General (and possibly General McCaffrey) on HUD's aggressive initiative to "Get Tough" on drug dealers, gangs and violent criminals in public housing. This effort will highlight anti-crime efforts in 12 of the largest cities in the country. (Scheduled for June 3.)
- Announcement of HUD's campaign to "Get Tough" on public housing authority personnel who have defrauded the government or abused their positions of trust. This event will feature HUD's debarring of around 25 people from doing business with the government in the future. (Scheduling TRA.)
- Announcement of "One Strike and You're Out" for bad landlords. HUD is changing language in its contracts with Section 8 landlords which will allow HUD to terminate existing contracts the moment a bad landlord is found civilly liable or convicted of a criminal felony.

cc: JP
EK
TF

- Announcement with DOJ of efforts to combat civil rights abuses implicating housing issues. HUD is working to identify and build strong cases in the south and in the west. In addition, other possible areas which HUD is considering taking strong action against include: 1) predatory lending (i.e. lending at high rates to minorities); and 2) exclusionary zoning (i.e. using zoning laws to exclude minorities from being able to reside in certain neighborhoods). (Scheduling TBA.)
- Announcement of enforcement actions (e.g. civil fines) against landlords who failed to comply with recently enacted lead paint removal and disclosure laws. (Scheduling TBA.)
- Rolling announcements of HUD's Get Tough on bad landlords campaign. It is anticipated that every couple of weeks HUD will announce a range of enforcement actions taken against bad landlords pursuant to our decision to focus oversight resources in this area. (Scheduling TBA.)

Increasing Homeownership Opportunities and Promoting Community:

- Announcement of HUD's "Homes for Peace Officers" plan. This plan will make available at a 40% discount 3,000 government owned, single family houses in the country's 25 largest cities for police officers and firefighters. This program is designed to promote the concept of having peace officers live in the communities in which they work. (Scheduled for the week of May 12-16.)
- Announcement during Homeownership Week of the creation of low interest loans administered by GINNEMAE to facilitate homeownership opportunities for police officers and teachers who agree to live in the communities in which they work. (Scheduled for May 19-23.)

Others:

- Announcement of HUD's Homelessness legislation. This event will highlight our legislative agenda for dealing with the homeless. (Scheduling TBA.)
- Announcement of HUD's management reform plan. (Scheduling TBA.)
- Announcement of HUD's work to date on helping to rebuild African-American churches which had been burned down. (Scheduling TBA.)

13TH STORY of Level 2 printed in FULL format.

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Milwaukee Journal Sentinel

November 7, 1996 Thursday Final

SECTION: News Pg. 3

LENGTH: 453 words

HEADLINE: Police officer housing program cut back
But changes will allow some law enforcers to stay under exceptions

BYLINE: JESSICA MCBRIDE

SOURCE: Journal Sentinel staff

BODY:

The city's Housing Authority on Wednesday approved a plan scaling back the number of police officers living virtually free in public housing projects, but will allow a few officers who performed exceptional community service to stay under a special rent agreement.

For the past two years, under a pilot program, 20 police officers have been allowed to live in Milwaukee public housing projects for \$1 a month, provided they performed community service.

The idea behind the program was to increase safety and have officers forge relationships with residents.

Under the changes, the rent increases to \$25 a month and will be available to only 10 officers. None of the officers now in the program may apply for those 10 spots. Officials say they wanted to open some of those housing units to the thousands of low-income people on waiting lists and to allow other officers the program's opportunity.

To stay in their apartments, the current officers would have to pay 30% of their salaries a month the same percentage as other residents. That, because of their salaries, would mean rents of about \$1,000.

But the Housing Authority agreed Wednesday to allow the housing development managers to offer the officers they believe perform exceptional community service a special rent ceiling.

"It's an opportunity for new officers to come in," said Ricardo Diaz, the Housing Authority executive director, of the changes.

"However, if exceptional work is being done, we can accommodate those officers through ceiling rents," Diaz said.

The ceiling rent is calculated to equal average area rents. The special rent is being paid by 18 other project residents and is used to encourage residents to seek work and allow for working role models in the developments, Diaz said.

Bradley DeBraska, president of the Milwaukee Police Association, opposed the changes.

The Milwaukee Journal Sentinel November 8, 1996

"When you change the status quo of something good, you better have extraordinary rationale," DeBraska told Housing Authority commissioners.

DeBraska produced a memorandum signed by Police Chief Philip Arreola in 1994 informing officers of the \$1 rent, which DeBraska maintained was a contract. It says the agreement for a \$1 rent would end upon termination from the police force.

But Diaz said the officers signed leases with the Housing Authority, not Arreola.

The changes, which must be approved by the U.S. Department of Housing and Urban Development, also require officers paying the \$25 monthly to perform community service with project youth programs.

The four housing projects are: Hillside Terrace, 1545 N. 7th St., Lapham Park, 1901 N. 6th St.; Parklawn, 4435 W. Marion St.; Westlawn, 6301 W. Sheridan Ave.

LOAD-DATE: November 8, 1996

14TH STORY of Level 2 printed in FULL format.

Copyright 1996 Journal Sentinel Inc.
Milwaukee Journal Sentinel

November 6, 1996 Wednesday Final

SECTION: News Pg. 1

LENGTH: 751 words

HEADLINE: Some residents want officers to stay
Having police live in public housing provides valuable volunteers, insist those
who oppose cuts

BYLINE: JESSICA MCBRIDE and JULIO V. CANO, Meg Jones of the Journal Sentinel
staff contributed to this report

SOURCE: Journal Sentinel staff

BODY:

Some residents, police officers and community organizers are criticizing a city Housing Authority proposal to scale back a program that encourages police officers to live in public housing projects.

The program's backers say it has made a positive impact and should not be changed, pointing to officers like William Robinson, who volunteers 30 hours a month at the Westlawn Housing Development taking senior citizens to dinner and grocery shopping, running Boy Scouts groups and setting up job fairs.

Others said Tuesday that there is too much demand for the housing units to rent 20 of them to officers for next to nothing.

Ricardo Diaz, Housing Authority executive director, said the 20 officers knew when they signed up for the program that they would have to move out by the end of this year. The program is being cut back from 20 to 10 slots for officers because the waiting list for public housing in Milwaukee has 10,000 names on it.

Diaz said criticism directed at the housing authority made it "appear that we were kicking out these 20 police officers. In reality, this was a two-year agreement between the officers and the housing authority.

"We're just trying to give 10 new officers the same opportunity the other 20 had," Diaz said.

The Housing Authority votes today on the proposal to restructure the two-year-old pilot program by cutting the number of officers given a special rent break from 20 to 10 and raising that rent from \$1 to \$25 a month. The meeting is at 1 p.m. in the first-floor boardroom of 809 N. Broadway.

The rent increase reflects the minimum rent boost that went into effect several months ago for all public housing units. Diaz said residents were concerned that if the minimum rent was raised for them, it should also increase for officers.

The proposed changes also would require that the 10 hours of monthly community work the officers must do must be done in the development where the

officer resides.

Officers were sent a notice earlier this week saying they would have 60 days to move if the program were restructured. The 20 officers, including Robinson, who live in four Milwaukee housing projects would not be eligible to reapply for the special rent.

To remain in their apartments, the officers would have to pay what everyone else does 30% of their salary each month. Because of their salaries, that would mean monthly rents of up to \$1,000. Officers staying under this arrangement would not have to perform any community service.

"Our hope is that if they want to stay, they're certainly welcome, but it would be no different than the residents who have jobs and pay 30% of their salary or residents on Social Security who pay 30% of their income," Diaz said.

The program was designed to encourage officers to move into the Hillside Terrace, Westlawn, Parklawn and Lapham Park developments, to develop rapport with residents and to improve safety.

Some residents interviewed Tuesday said they had come to count on the officers.

"I think it's wrong," said Harriett Kussman, 77, a Westlawn resident. "I hate to lose our officer (Robinson). We look forward to him. We're elderly and we're alone. Who else would do that for us? Why not have the ones who have experience? We feel safer."

Robinson, 50, a 19-year officer, has lived in Westlawn Housing Development, 4435 W. Marion St., for 11/2 years.

"It was a low blow," Robinson said. "In my opinion, if someone's productive they should be allowed to stay. I sacrifice a lot of my time."

Gloria Wyatt, a community organizer at Westlawn, said officers made an impact by working as mentors with at-risk youths and in Big Brother/Big Sister programs.

"I know they've had an impact on the kids just by observing the changes," she said.

Because almost 50 officers were interested in the program when it was launched two years ago, Diaz said he expects many will apply this time around.

"Turnover is necessary," said Ald. Don Richards, a Housing Authority Board member. "The Housing Authority wants to get new officers in."

"The police officers do not have to live in public housing, they are paid a good salary and can live somewhere else. We decided to reduce it from 20 to 10 given the need of houses for people who don't have options the police officers do."

And some residents agree.

The Milwaukee Journal Sentinel November 7, 1996

Frances Garland, 40, a Westlawn resident, said she is behind in her rent and facing eviction.

"I think it's unfair to have them pay \$1," she said.

LOAD-DATE: November 7, 1996

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U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF POLICY DEVELOPMENT AND RESEARCH

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NUMBER OF PAGES INCLUDING COVER SHEET: 8

NOTE:

TLF - Here's ~~some~~ early info* on police
in PTH issue. I'm still trying to find out
how many PTH authorities currently
have officers living in their complexes.

Thought you might also like to
read some "best practices" on fighting
crime in public housing from a
9/96 HUD publication. - MRS

* NOT OFFICIAL // NOT CLEARED, etc., etc.

draft -- draft

draft -- draft

GENERAL INFO ON PUBLIC HOUSING & POLICE

Police in Public Housing

- o Several PHAs have allowed local police and other security personnel to live in public housing at reduced rents for almost a decade. In order to deter criminal activity at public and indian housing developments, Congress amended the statute in 1990 to allow police and other security personnel to occupy public and indian housing (Section 519, National Affordable Housing Act). The regulation was final in 1994 ("Public and Indian Housing Exemption from Eligibility Requirements for Police Officers and Security Personnel"; HUD Notice: PIH 94-78 (HA), issued October 28, 1994).
- o The rule applies to police officers and other security personnel not otherwise eligible for occupancy. Others who provide tenant-oriented services may live in public housing if the HUD field office approves a unit for "conversion". One such unit per development can qualify for operating subsidy if the purpose is to support tenants' economic self-sufficiency or anti-drug activities.
- o Under the Assistant Secretary for Public and Indian Housing (currently acting Kevin Marchman), the Office of Crime Prevention and Security works with public and indian housing authorities to improve security and deter criminal activities on site. One current alternative is to design or redesign developments to create "defensible space" allowing residents to prevent crime themselves. For example, front porches encourage residents to meet/recognize neighbors and learn their habits, thus recognizing strangers or unusual behavior more quickly.

Community Policing

- o Police rarely live in neighborhoods they patrol -- not part of the original concept of community policing. It is most successful anecdotally -- not in high crime areas. Living and working in same community adds much strain to officer's lifestyle ("on duty" all day long); many do not want to move their families to high-crime areas.
- o Real police presence is staff intensive -- with shift changes/breaks, an average of 5-6 officers are needed for 24-hour coverage of an area.
- o Building confidence and trust of residents requires much time and patience (lots of coffee breaks, chatting). Other police officers often consider it "soft" work.

Tenants and Crime:

Promoting Safe Neighborhoods

Drugs and drug-related crimes are growing problems in many communities. Unfortunately, low-income families, including some Section 8 recipients, are especially likely to live in areas where drug-related crimes occur more frequently. Terminating housing assistance to Section 8 participants who are found to be engaged in drug-related crimes or serious lease violations and adopting other creative crime prevention and response strategies are essential, both to guarantee safe housing for Section 8 renters and to protect them from "guilt by association" when criminal activity occurs in their neighborhoods.

The Challenge

Initiating effective crime prevention and response programs is a special challenge for Section 8 program administrators, because the units are typically scattered throughout the community. One consequence is that program participants are often blamed for crimes for which they are not responsible. Program administrators need to determine whether Section 8 participants are, in fact, contributing to criminal patterns in their neighborhoods. Whatever that determination shows, local housing agencies need to address the perception as well as the reality, if that is the case, that Section 8 participants contribute to neighborhood crime.

Innovative Practices

The housing authorities highlighted here have adopted different types of successful strategies: two have formed partnerships with local police departments and one has implemented a community-based crime prevention program.



Partnerships with Police

Oakland's Early Alert on Crime

Oakland's 8,000 Section 8 certificate and voucher holders are widely dispersed throughout the community. To prevent criminal activity in housing units occupied by Section 8 recipients from damag-

ing the reputation of the program and the many law-abiding families who benefit from it, the **Oakland (CA) Housing Authority** (OHA) works with the Oakland Police Department (OPD) using a two-pronged strategy:

- **The Early Alert on Crime Program.** The OHA works collaboratively with the police department to identify assisted families who may be engaged in criminal activities. An officer from the housing authority's Security Services Department (whose officers are trained by the Oakland Police Department) reviews the city's drug arrest logs daily at the OPD offices to identify arrests made in units leased to Section 8 recipients. If, after investigating and verifying the facts, it appears that a Section 8 tenant has committed a criminal offense, the housing authority moves to terminate housing assistance.
- **Landlord Education.** The OHA's partnership with the Oakland Police Department has also led to an initiative to educate landlords about their responsibility for controlling crime on their properties. The OPD has developed a training program for owners, agents, and property managers on preventing illegal activities in rental properties. This program is available free of charge to the landlords participating in OHA's Section 8 program. To date, approximately 400 landlords who rent units to Section 8 recipients have attended these sessions.

The Oakland Housing Authority takes a proactive approach to dealing with Section 8 tenants involved in or threatened by illegal activity. The Section 8 program staff used to be the last to know when there was a problem; now staff are able to deal with problems in a timely and effective fashion.

Using these strategies, the Oakland Housing Authority takes a proactive approach to dealing with Section 8 tenants involved in or threatened by illegal activity. The Section 8 program staff used to be the last to know when there was a problem; now staff are able to deal with problems in a timely and effective fashion.

The OHA's two-part crime prevention program has not required additional resources, because it has built on existing activities funded by a HUD Public Housing Drug Elimination Program (PHDEP) grant, extending those activities from public housing to the Section 8 program.



Alameda County's SMASH Program

The **Housing Authority of Alameda County (CA)** (HAAC), which administers nearly 5,000 Section 8 certificates and vouchers, also decided the best solution to both its crime and image problems was a partnership with the local police.

- The housing authority created the ***Specialized Multi-Agency Safe Housing (SMASH) program***, in conjunction with the Hayward Police Department and the HUD Office of the Inspector General (OIG). The police department selects troubled neighborhoods to target for the SMASH program. When the police identify a particular address as a location where criminal activity is taking place, HAAC staff search their databases to see if any Section 8 participants live at that address so that police can be as specific as possible in search warrant requests for targeted properties. The police, in turn, provide evidence to support the housing authority's efforts to terminate the housing assistance of tenants who have committed crimes or are defrauding the Section 8 program or other social service agencies. Investigators from the HUD Office of the Inspector General play an active role in the SMASH operations and act as the program's liaison with federal agencies such as the Secret Service and the Bureau of Alcohol, Tobacco, and Firearms.
- The housing authority established a new position, ***Program Integrity Administrator (PIA)***, and hired a former police officer to fill the job. The PIA uses information from the SMASH operations to identify Section 8 recipients who have committed a crime or fraud, or violated program rules, so that assistance can be terminated. He also coordinates the housing authority's work with the police and other investigative agencies and educates police on ways the housing authority and police officers can work together to prevent the recurrence of criminal activities in targeted properties. For example, he asks police officers to attend hearings to support the housing authority's efforts to terminate the assistance of participants who violate program rules.
- Alameda's police partnership program is also directed at overcoming Section 8's image problem and community perceptions about the extent to which Section 8 participants are responsible for crime. An aggressive public speaking campaign is designed to educate the community about the program. The housing authority's executive director frequently speaks at public forums and meets with local police. These presentations have allowed her directly to address rumors about Section 8 tenants causing problems in specific buildings or neighborhoods.

Alameda's police partnership program is also directed at overcoming Section 8's image problem and community perceptions about the extent to which Section 8 participants are responsible for crime. An aggressive public speaking campaign is designed to educate the community about the program

Results have been very impressive. The housing authority has terminated assistance for tenants involved in criminal activity. Unauthorized people have been "kicked-out" of units rented by

Section 8 recipients. SMASH operations have helped residents “take back” five apartment complexes where many Section 8 recipients live, and overall community support for the program has been very strong.

The housing authority has now launched seven major SMASH operations, with a new program in place in Union City and one being planned in Fremont. The housing authority’s participation in SMASH and the other activities of the Program Integrity Administrator are funded as part of its regular Section 8 administrative budget.



Community Crime Prevention Initiative

When the ***Richmond (VA) Redevelopment and Housing Authority (RRHA)*** experienced serious problems with crime and drug trafficking in several private properties with large numbers of Section 8 recipients, it targeted these properties for a community crime prevention initiative. Modeled after the RRHA’s Gilpin Safe Neighborhood Initiative and Safe Neighborhood Action Program (SNAP) programs, the new initiative involves organizing tenants to address problems in their developments and to create links among tenants, police, local businesses, and social service agencies.

VISTA volunteers work with residents in selected properties to develop leadership capacity, build community stability, and increase resident involvement in crime prevention activities focused on substance abuse and drugs. Before beginning work in targeted developments, the volunteer organizers meet with the property owners to tell them about the program and get their consent. The volunteers then begin to help tenants to organize resident councils, start tenant-run programs and activities, and tap into community resources. For example, residents solicit nearby businesses for donations to support youth activities and work with the local police department to gain a more visible police presence in their developments.

Although they don’t have hard crime statistics to prove it, RRHA staff believe the program has reduced crime in the targeted locations and has helped strengthen the communities. They cite instances of residents being more aware of criminal activities in their neighborhoods and cooperating with police. Some of the program’s other achievements include helping tenants form a resident council, organize holiday parties, sponsor activities for chil-

dren, and in one development, organize and staff a summer camp program for youth. Likewise, in another community, the volunteer has been instrumental in setting up an after-school tutoring program, a foodbank, a resident association, and a women's support group, as well as a number of other activities that offer alternatives to crime and drugs.

The volunteer has been instrumental in setting up an after-school tutoring program, a foodbank, a resident association, and a women's support group, as well as a number of other activities that offer alternatives to crime and drugs.

This innovative crime prevention program is being conducted at very little cost to the RRHA. The seven VISTA volunteers are entirely subsidized by Americorps/VISTA. The only cost to the housing authority is for staff time to train and work with the volunteers.

Contacts:

Oakland, California

Ms. Eddie J. Williams, Housing Assistance Manager, Oakland Housing Authority, 1619 Harrison Street, Oakland, California 94612, (510) 874-1557

Alameda, California

Ms. Ophelia Basgal, Executive Director, Housing Authority of Alameda County, 22941 Atherton Street, Hayward, California 94541, (510) 727-8513

Mr. Ted Schwartz, Program Integrity Administrator and Supervising Fraud Investigator, Housing Authority of Alameda County, 22941 Atherton Street, Hayward, California 94541, (510) 727-8519

Richmond, Virginia

Ms. Nell Latney Morris, Assistant Director for Assisted Housing, Richmond Redevelopment and Housing Authority, P.O. Box 26887, Richmond, Virginia 23261, (804) 780-4881



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Tom F. -
Ideas from your
Guarantee Milwaukee City
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March 27, 1997

public housing
Mayor's ideas

Rahm Emanuel
Senior Advisor to the President
Office of the President
1600 Pennsylvania Ave. N.W.
Washington, D.C. 20500

Dear Mr. Emanuel:

Congratulations on your very successful return to the West Wing. The President made an outstanding choice in you. I am confident that you will continue to challenge President Clinton and the administration to build a better and safer Union.

On the plane on my way to Washington D.C. in my new capacity as the Deputy Director of Intergovernmental Affairs representing Mayor John O. Norquist, I came across a dated Newsweek article on your rumored assignment as the chair of the weekly policy strategy discussions with the President and members of the administration.

I had the pleasure of serving as the Rhode Island State Director for the 1996 Clinton/Gore Campaign. It was an extraordinary opportunity and worthwhile experience. On behalf of the candidates, I had the honor to speak and listen to hundreds of enlightened citizens. What I heard and still hear today is that America truly yearns for Washington D.C. to understand and assist with real life challenges. Citizens want to hear about how the administration is aggressively protecting and educating families. People have little interest in the reasons why partisanship and personalities sidetrack achievement.

Enclosed you will find recent achievements of Mayor Norquist. They include Milwaukee Police Officers living in public housing for a \$1 per month and the Mayors Milwaukee Guarantee Program that assures city residents attending public or private schools who have achieved at least 2.5 Grade Point Average and 90% attendance record be admitted to participating colleges and technical schools or receive priority in job training, interviews and hiring.

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March 26, 1997

My recommendation is that you take an honest look at what we are doing in Milwaukee to address real life challenges and solicit other cities to share their achievements. Formulate a "What's Working" guide to be reviewed and discussed. I would then suggest you invite participating Mayors to one of your weekly meetings and find practical means to compliment their progress.

Your administration is an advocate for families. Because of your commitment, I have pledged to continue to assist you and the President in making real life challenges manageable for Americans. Please take my suggestions as a testament of my support to your achievements and my responsibility to serve.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'O' followed by a horizontal line that tapers off to the right.

Orson C. Porter
Deputy Director of
Intergovernmental Affairs

COMMUNITY ACHIEVEMENTS OF MAYOR JOHN O. NORQUIST

POLICE & FIRE

*The increase of minorities to the position of police officer over the last six to seven years, which has resulted in a total of over 500 minority officers on the Milwaukee Police Department as of 1994, twice the number of ten years ago.

*Participation of community groups in the training of new officers, including visit's by new recruits to community organizations.

*A 16-hour cultural diversity training program was provided to all members of the Milwaukee Police Department during the past year.

*There has been a targeted increase in recent years by the Police Department to outreach to numerous block clubs and community groups.

*The move of the Fire and Police Commission office from the Police Administration Building to 809 N. Broadway to make the Commission more accessible and less intimidating to complainants and job seekers.

*Established Police in Public Housing program to improve safety in public housing. Police pay \$1 per month to live in public housing units.

*The Milwaukee Fire Department FOCUS program: door to door effort to educate central city residents on fire safety, and provide residents with free smoke detectors and batteries.

*After-school tutoring for children by firefighters at various Milwaukee Fire Department firehouse.

JOBS

*Projects assisted by the Department of City Development programs since 1988 have created 8,524 jobs.

*The North Avenue Commerce Center represents a new 16 acre mini-industrial park located in the heart of Milwaukee historic "30th Street Industrial Corridor."

The first phase of the public-private partnership is expected to create about 75 permanent manufacturing jobs and as many as 450 permanent manufacturing jobs within 10 to 15 years.

*Organized the 1995 Mayor's Youth Job Fair, which drew nearly 2000 young people to City Hall to apply for employment with over 50 private-sector companies. Over 30% found full-or partime positions with 52 local employers.

*Summer Youth Employment Program. To strengthen the link between school and work, the Norquist Administration in June 1989 expanded the City's Summer Youth Employment Program.

*The Jobs Fund was established in 1994. It provides grants to businesses that need to buy equipment in order to expand employment. 9 African-American owned businesses received grants from this program in 1994 and 1995, this is out of a total of 20 grants awarded.

*Creation of the Workforce Diversity Institute. The Institute is a joint project with the Mayor's Office, Miller Brewing/area businesses and the Metropolitan Milwaukee Association of Commerce aimed at boosting workplace diversity in Milwaukee. A "Best Practice" guide was also developed to assist area businesses in the recruitment and retention of minorities.

*Achieved designation of 32 census tracts in Milwaukee's central city as a federal Enterprise Community; obtained \$3 million Enterprise Community grant that will be used to link workers to employment opportunities.

*Sponsored a variety of public housing resident employment initiatives, including contracting with the Milwaukee Community Service Corps to provide job training, requiring contractors on the Hillside renovation to employ residents, and creation of a data base describing the skills and education of residents and applicants for public housing.

*MEDC has made 293 loans. Of these 86 were made to minority-owned businesses.

*The Capital Access Program, in which MEDC participates in the formation of a loan loss reserve, has made 173 loans since it was started in 1992. Of these, 51 were made to minority-owned businesses. (These loans facilitated creation of 198 jobs and retention of 437 jobs)

*Sold 19 acres in City-owned industrial parks (on the bus line), retaining 263 jobs.

*40% of the City of Milwaukee new hires during the first six months of 1995 were minority.

*Equal Opportunity Enterprise Program has awarded \$128,000,000 to MBE/WBE/DBE vendors since 1988. During the same period the EOEP Revolving Loan Program has loaned \$1,352,000 in recycled dollars. Of those 70 loans to small businesses, it retained 525 jobs.

*Adopt A University. The City of Milwaukee has developed an innovative recruiting program designed to increase the pool of minority employees in job classification that have a history of underutilization. Several predominately black colleges were targeted for their history of graduating minority candidates in curriculums that are accredited by the City.

*The Department of Public Works has required that inner-city residents residing within the Community Development Block Grant boundaries be hired for 21% of all hours worked on all construction projects.

Housing

*Walnut Street Housing Initiative. This will involve the construction of over 45 units of single family detached homes for sale to moderate income buyers. When complete, the project will have a total cost of over \$6 million, including \$500,000 in CDGB funds and about \$1.0 million in TIF financing.

*New Convent Housing Phase II. This will involve the construction of an additional 34 units of rental housing next to the phase I development. The City has already committed \$500,000 in CDGB funds for phase II.

*ICRC Johnson Housing Project. This will involve the construction of 24 units of new rental housing in the area of 11th and Meinecke. The project will cost over \$2 Million. The City has already committed over \$300,000 and is selling the land at a nominal cost.

*Garden Homes Development. The City is working with the Housing Assistance Corp. to acquire and renovate 100- 200 units of housing in the vicinity of 27th and Capitol. Over \$1 million has been set aside to assist in this project.

*Alike Campus Circle, The Master Lock "Campus" project involves working with Metcalfe Park residents and merchants to create a new sense of neighborhood and better quality of life to area residents.

*Garnered \$44 million from HUD to make substantial improvements at Hillside Public Housing Development and undertake self-sufficiency activities at Hillside.

*Expanded cooperative effort with Milwaukee Public Schools to offer hands-on housing rehabilitation training to students at Milwaukee Trade and Technical and Custer High Schools.

*Operated Milwaukee Valve program, which supplied home ownership counseling, neighborhood marketing and down payment/closing cost assistance grants to increase home ownership in Milwaukee.

*In cooperation with First Bank, established RENU mortgage program. RENU loans include financing for home purchase and rehabilitation and the services of a DCD rehabilitation specialist to help plan and contract for property renovation.

*Created home ownership program to assist public housing residents to buy homes.

Projects

*Continued to revitalize Dr. Martin Luther King Jr. Drive through public works activity, selective sale of commercial property for historically appropriate renovation, and the sale of land for new development such as Malone's Fine Sausage, YWCA Enterprise Center and MLK Health Center.

*Convention Center. 160 million dollar project (30% will go to minority businesses) Mayoral appointee Randy Crump was the only minority appointed to the Wisconsin Center Board.

*The Riverwalk System. This \$10 million dollar project also has a 30% DBE requirement.

*Completed sidewalk replacement project in areas between 27th street, North 35th Street, West Brown Street and West Galena Street and between North 20th Street, North 27th Street, West Fond du Lac Ave., and West Center Street at a cost of \$480,000.

Health

*Breast Cancer Awareness Project. Initiated by the Mayor, the Milwaukee Breast Cancer Awareness Project (MBCAP) is a joint public/private partnership staffed by the Health Department. It includes "Mobile Care for Women," a mobile unit that provides on-site mammographies to high risk, economically disadvantaged women in the city.

*Immunizations. After the nationwide measles epidemic of 1989-1990, the city Health Department launched an aggressive program to address the low immunization rates in the City.

*Childhood Lead Poisoning Prevention Program. This model includes education of parents and health care providers, screening of children, outreach and education, laboratory testing, case management of patients, certification of contractors who perform lead abatement in homes, inspection of lead abatement projects, testing of abatement techniques, and funding of some abatement through grants when available.

*Focus Seven/2000 Teen Pregnancy. The Department has operated the Prenatal Education and Assessment Program (PEAP) in the city's middle and high schools. This program is particularly geared to protecting and promoting the health of young mothers and children during pregnancy and after birth.

The Health Department is also working to prevent repeat pregnancies among young women who have already given birth to one child in order to enable them to manage their lives and continue their education and professional training.

*Nurse-Managed Clinics at Metcalfe Park and Silver Spring. The Health Department has supported the development of two nurse-managed clinics which will offer a broad range of services to area residents. Silver Spring Neighborhood center clinic is staffed by the UWM School of Nursing. The Metcalfe Park Clinic is staffed by Marquette University College of Nursing.

*Violence Prevention. The Health Department now employs a full-time Health Educator who works with the community on the prevention of violence.

*Home Visits. Health Department nurses prioritized home visits to high risk infants and their families, especially in cases where there is a substance-abusing mother, a lead poisoning case, communicable disease and neglect situations.

*WIC (Women's Infant's and children's Nutrition Project). The Health Department runs four WIC clinics at locations in the central city to provide nutrition education, vouchers for healthy foods, and other related support services to mothers and their young children to help assure their healthy growth and development.

*Municipal Health Services Program. The Health Department owns two central city health centers, Isaac Coggs on the north side and Johnston Community Center on the south side.

*School Health. Public nurses are assigned to the Milwaukee Public Schools to provide screenings and other nursing services.

Education

*School to Work. The City of Milwaukee is an active partner with MPS (STW) initiative. DPW and DCD have ongoing STW projects with Kosciusko Middle School (Bridges Program) and Custer High School (Riverwalks Program) respectively.

In addition, eight other City departments/divisions have offered proposals for additional STW projects, including the Wisconsin Center, Police, Fire, Forestry, etc.. Moreover, the Health Department is a member of a STW Health cluster of many area Hospitals and clinics.

*TIME/One-on-One Mentoring Program. At Mayor Norquist's request, the City in October 1989 started the TIME (Tutoring Individuals Makes Excellence) program, which matches at-risk students from MPS with volunteer City of Milwaukee employees. In partnership with YWCA, seeks to help students at Cass School to improve their academic performance.

*The Milwaukee Guarantee assures city residents attending public or private school who have achieved at least 2.5 Grade Point Average and 90% attendance record that they will be admitted to one of 42 participating colleges, universities, and technical schools or receive priority in job training, interviews and hiring.

*Community Computers. The Mayor and Common Council agreed to provide 1.3 million for computers for neighborhood libraries and the Central library. Already in 1995 the library has installed over 80 new computers to augment its 50 existing computers.

Community Service

*Mayor Business Awards. In the course of producing goods and providing services, employers have chosen to address human and urban problems. The Mayor's Awards for Business Excellence recognize businesses in the following categories; Workforce Diversity, Youth Employment, Family Friendliness, Development Zone of the Year, Community Service, Environmental Protection and Corporate Citizen of the Year.

Also established the Mayor's Business Award Scholarship Fund for low income and minority students.

*Significantly expanded City's annual celebration of life and work of Dr. Martin Luther King Jr., and established King Scholarship Fund and fundraising luncheon. Over \$73,000 has been raised for Milwaukee area students to attend college.

*Mayor's Cup for Community Service. In 1990 Mayor Norquist created the Mayor's Cup for Community Service to promote volunteerism among elementary, middle and high school students.