

League to Improve the Community, [2]

Box 49

## RESUME

Name Renault A. Robinson  
Date of Birth September 8, 1942  
Place of Birth Chicago, Illinois  
Marital status Married, four children

### EDUCATION

1947 - 1956 Corpus Christi Grammar School , Chicago, Illinois  
1956 - 1960 Hyde Park High School, Chicago, Illinois  
- 1970 B.A., Roosevelt University  
- 1971 M.A., Roosevelt University  
. 1972 - Graduate School, Northwestern University  
Urban Studies

### EMPLOYMENT

1964 - Present Chicago Police Department  
Patrolman  
1970 - Present Afro-American Patrolmen's League, Chicago, Ill.  
Executive Director  
1968 - 1970 Afro-American Patrolmen's League, Chicago, Ill.  
President  
1963 - 1964 Union Tank Car, Chicago, Illinois, Printer  
1960 - 1962 Chicago Post Office, Various Positions

### BIOGRAPHICAL SKETCHES

Who's Who In The Midwest - Marquis Who's Who - Chicago, Illinois  
1975 Outstanding Young Men of America - Outstanding Young Men of America  
Washington, D.C.  
Who's Who Among Black Americans - Northbrook, Illinois  
International Who's Who In Community Service - London, England  
Contemporary Notables, Atlanta Georgia

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Renault A. Robinson

PROFESSIONAL & CIVIC AFFILIATIONS

|                              |  |
|------------------------------|--|
| Secretary/Treasurer          | League to Improve the Community<br>Chicago, Illinois |
| National Information Officer | National Black Police Association                    |
| Member                       | Chicago Forum  |
| Member                       | Committee on Foreign & Domestic Affairs              |
| Member                       | Concerned Committee on Police Reform                 |
| Member                       | American Society of Criminology                      |
| Member                       | Meeting Planners International                       |

AWARDS

|       |  |
|-------|--|
| 1969- | Recognition Award - Catholic Interracial<br>Council of Chicago                         |
| 1969- | Civil Liberties Award - The Illinois<br>Division of the American Civil Liberties Union |
| 1970- | One of the Top Ten Men of The Year,<br>Chicago Jaycees                                 |
| 1971- | Recognition Award - N.I.U.-Black Arts Festival   |
| 1972- | Certificate of Brotherhood, Malcolm X College  |
| 1973- | Certificate of Merit, Malcolm X College  |
| 1973- | Humanitarian Award - The Youth For Christ Choir  |
| 1973- | Black Olympics Committee - Award   |
| 1973- | Certificate of Award from Search for Truth   |
| 1974- | National Association of Black Social Workers<br>Award                                  |
| 1974- | Award of Achievement - Malcolm X College<br>Phi Beta Lambda                            |
| 1974- | For Outstanding & Dedicated Service<br>Westside Christian Parish                       |

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Renault A. Robinson

1974- Recognition of Community Services,  
League of Martin, Milwaukee, Wisconsin

1974- Black S.P.E.A.R. - For Serving the Masses  
Farragut High School

1974- Achievement Award, Charles Douglas & Co.

1975- Certificate of Appreciation for Outstanding  
and Dedicated Service, B.S.P.A. 1975

1975- In Appreciation of Your Dedication to the People  
Paul J. Hall Boys Club

1975- 3RD Annual Dr. Martin Luther King Jr. Award  
SCLC - Suburban Chapter

1975- Award of Merit, Eternal Flames Production Inc

1975- National Assn. of Black Social Workers  
Service Award for Outstanding Contribution to  
the Black Community

1975- I Am My Brother's Keeper Award presented by  
Policemen for a Better Gary, Gary Indiana

1975- For Outstanding Achievement, Minority  
Alliance Group, Cook County, Illinois

1975- Outstanding Achievement Award, Black  
Students Psychological Assn.

1975- Appreciation Award - The Guardians

1976- AABS Award for Excellence

1976- Service to the Community, Newspaper Guild

1976- Humanitarian Service Award, Centers for  
New Horizons, Inc.

1976- Gratitude and Appreciation, The Kiwanis  
Club of Roseland

1976- Breadbasket Commercial Assn., 1976  
Affirmative Action Award

1976- Public Service Award, Cook County Bar Assn.

July, 1976





## LEAGUE TO IMPROVE THE COMMUNITY

7126 SOUTH JEFFERY • CHICAGO, ILLINOIS 60649 • 312 667-0477

*Julia*

March 9, 1979

Mr. Louis Martin  
Special Assistant to the President  
MINORITY AFFAIRS  
White House  
Washington, D. C.

Dear Louie:

I'd like to thank you for taking time out of your busy schedule in order to see me and Howard. We thoroughly enjoyed the meeting and the information and assistance you gave us was extremely helpful. Your counsel was invaluable and you are an asset to the President of the United States. As I promised I am sending you a copy of our overall plan to improve the quality of life in public housing through a coordinated holistic approach. We believe, as the President does, that targeting a number of different Federal agencies toward one area along with corresponding budget support can make a difference. The Federal Government is spending many millions of dollars from many different departments to try and address different aspects of complex problems. In many respects the effectiveness of the shot-gun approach is very limited and, of course, there is a lot of waste and duplication that can never be eliminated. However, by adopting the holistic approach Federal programs can be integrated and made cost effective as well as successfully change the condition they were designed to change.

Our effort is essentially a test or pilot that centers around improving the quality of life in public housing. We believe that if we reduce crime through a crime prevention program, rehabilitate the structure through a rehab program, provide job training for hard-core unemployed, and then provide jobs that impact on crime prevention, an impact on up-keep and maintenance of the facility

Mr. Louis Martin  
Special Assistant to the President  
Page Two

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will make a difference and will start this process of rebuilding the community.

In addition, we believe an experimental program to improve the quality of education is also needed along with a recreational program which will be attractive to the thousands of youngsters who live in public housing. This, obviously, will have an impact on crime and neighborhood deterioration.

Furthermore, we believe that the development of HMO to provide preventive health maintenance is sorely needed in addition to family development and youth counsel. Presently, the Government spends Federal dollars in all of these areas. Yet, the impact of these dollars is minimal. Minimal impact is caused by a lack of a holistic approach. We would hope that you will pass this concept along to Stuart Eisenstad or whomever you feel the right people. I have enclosed a copy of a proposal entitled "Youth and Family Service Project." We are happy to add that we have been informed by John Rector, Director of the Office of Juvenile Justice, that this project will be funded. This will be a second phase of our work in Robert Taylor Homes. A third phase will involve the Department of Labor and specifically Mr. Robert Taggart, Administrator of the Office of Youth Programs. This phase will involve a youth employment and demonstration project in Robert Taylor Homes that will employ approximately 100 youths.

Again, this is only the beginning, there is much more that can and will be done with the help of the White House. We can make this concept come alive and work. Please thank your Deputy, Ms. Julia Dobbs, for I know that much of your work has to fall on her. Thank you again. I look forward to seeing you on my return to Washington during the weekend of the 29th and 30th. If possible I'd like to have lunch with you on the 29th. I will call your office to confirm your availability. However, if lunch is impossible, I would still like to talk to you. Of course, subject to your availability.

Sincerely,



Ronald L. Robinson

RAR/eom  
Enclosures

3/1/79  
News.  
Chicago  
Tribune

## Afro police unit gets U.S. grant

By Monroe Anderson

RENAULT A. ROBINSON, executive director of the Afro-American Patrolmen's League [AAPL], said Wednesday that his organization has been awarded a \$250,000 federal grant for an experimental program in crime prevention at the Robert Taylor Homes public housing development on the South Side.

Uniformed doorman, along with elevator operators, may become as much a fixture in public-housing high-rises as they now are in Gold Coast ones, if the pilot program helps cut crime, he said.

The doormen and elevator operators would be part of a three-to-five year experimental program aimed at reducing crime in housing developments by improving the quality of life for the residents, Robinson said.

**THE PROGRAM, BELIEVED** to be the first of its kind in the nation, could become a national model if successful, he said.

The program will go beyond the crime-prevention efforts made a few years ago at Cabrini-Green on the North Side by focusing on more than security, Robinson said.

The Taylor program hopes to reduce crime by involving the residents.

"We think stronger families, citizen participation in the anticrime efforts, better schools, and health can reduce crime," Robinson said during a news conference held in a Taylor Homes community center, 5120 S. Federal St.

**HE SAID THAT** three of the complex's 28 high-rise buildings would be involved in the initial stages of the three-year plan.

Those buildings would have enclosed entrances with residents working as paid uniformed doormen and elevator operators, he said.

Robinson said the planners also hope to develop more day-care centers so that mothers can work, create a special educational center to better train children and adults, and eventually create a labor intensive industry that would hire 800 residents.

**THE PRIMARY OBJECTIVE** of the program is to reduce crime in the Taylor Homes, he said.

The housing development is in a police district that had 10 per cent of all murders and 12 per cent of all robberies in the city in 1976, he said.

The 28 buildings house 23,000 people, 85 per cent of whom are under 21 years of age, he said. Of the 4,100 households, 90 per cent are headed by single or divorced mothers, he added.

The \$250,000 grant, which was made to the AAPL by the United States Law Enforcement Assistance Administration, is for "generating resident involvement," he said.

The program will "make use of existing federal funds already allocated and seek the help of Federal agencies in targeting those funds at problems in Taylor Homes," he said.

# \$250,000 to fight crime in RTH

## LEAA grant funds anti-crime project at Robert Taylor Homes

By ROY HARVEY

At a press conference at Robert Taylor Homes Wednesday, Renault A. Robinson announced the receipt of a \$250,000 grant

to help reduce crime in the 28-building high-rise complex.

Robinson, executive director of the Afro-American Patrolmen's League (AAPL),

was accompanied at the press conference by Mary Cowherd, president of the Robert Taylor Homes Tenants Advisory Council, and Robert Murphy, Chicago Housing Authority director of management.

The Law Enforcement Assistance Administration grant comes after more than a year of planning between the Tenants Council and the AAPL.

The federal grant was awarded by the LEAA's Office of Community Anti-Crime Program to Robinson's organization, to oversee the three-year program. The project will consist of a director and nine community and/or youth workers.

The difference between the Cabrini-Green anti-crime program and that of Robert Taylor's is, Robinson said, "one of resident participation."

"We will build on the experience of CabriniGreen — in that experiment, tenants weren't involved in large or organized way."

With the exception of minor repairs and painting, none of the \$250,000 will go toward physical plant improvement. Those improvements will be financed from a forthcoming grant of \$20 million, expected next month, from the Department of Housing and Urban Development (HUD), Cowherd said.

Robert Taylor Homes is located in the 2nd Police District which in 1976 had 10 percent of all murders and 12 percent of

all robberies in Chicago. The 28 16-story high rise buildings house 23,000 people, 94 percent of whom are black; women are the head of the household in 80 percent of the families in the public housing complex.

After the LEAA grant runs out, Robinson expects other federal agencies will take up the funding in the crime reduction program. The effort to realize such future funding will be a significant part of the three-year program, Robinson said.

Other programs the AAPL is working to establish at Robert Taylor are: a 100-man specialized police unit funded by HUD to augment CHA security; the hiring of 24-hour elevator operators; a community elementary and adult education school; new day care centers, and Department of Interior-funded family development centers; and an in-house "labor intensive" industry, funded with CETA funds.

Asked where the manpower would come from to fill the jobs, since the overwhelming majority of families at Robert Taylor are without a male head of the household, Robinson responded: "If you announced that you had 100 jobs, you would be swamped with applicants — teenaged boys, and women."

CHA's Murphy added that the CETA-level wage of \$10,000 per year would not make residents ineligible for continued renting within the public housing complex.



### \$250,000 grant...

Renault A. Robinson announces the funding of a new federally crime-reduction program for Robert Taylor Homes. Flanking Robinson are Robert Murphy of CHA, and Mary Cowherd of the Tenants Advisory Council (staff photo by John Gunn).



**nbpca**

**NEWSLETTER**

**national black policemen's association**  
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Dear Members:

It has been a full and busy year for the National Black Police Association and its officers. We held an outstanding national conference in Chicago this summer, and the activity has not let up since. In recent days, we were down in New Orleans supporting the local chapter, which was adamantly opposed to the strike vote that many city police wanted to take. As the newsletter indicates, there are recurring themes throughout the chapters' experience: police brutality, police strikes, and employment discrimination.

NBPA is steadfast in its opposition to the unionization of police and potential police strikes. Our mission remains one of strong opposition to the use of excessive force by police. We continue to press for greater professionalism by local police, black and white. In that connection, I was heartened by the most significant and encouraging unity of the Philadelphia Guardians in their support of Brother Alphonso Deal (see Region II news). I hope all chapters see the need for the same loyalty to NBPA principles when they are called into question. This often brings us into controversy with the Fraternal Order of Police (FOP), Police Benevolent Association (PBA), and others. So be it. Our position is clear: we oppose brutality by civilians; we oppose it by police.

In Washington, D.C. I met with local chapter officers and with Region II Chairman Tony Fisher of Baltimore. I testified before a House Subcommittee, chaired by Congressman John Conyers, on the restructuring of LEAA. In that connection, we heartily supported President Carter's recommendation of Dean Norvall Morris, of the University of Chicago, to head LEAA, and therefore we fully support the final acceptance by Dean Morris to serve as special assistant to the U.S. Attorney General.

On December 12, I was a panelist testifying before the U.S. Commission on Civil Rights. The subject matter was "Evaluating and Monitoring Police Performance." Excerpts from this consultation will be published in the next newsletter. The sessions were held at the Departmental Auditorium on Constitution Avenue, in Washington, D.C.

Finally, Attorney Arthur Jefferson, of Washington, is selecting a site there for NBPA national headquarters. We're moving! My very best wishes for a Happy New Year to all of you.

Howard Saffold  
National Chairman

National Officers:

|                            |                                 |  |
|----------------------------|---------------------------------|--|
| Howard Saffold<br>Chairman | Gustave Thomas<br>Vice Chairman | Renault Robinson<br>National Information Officer |
| George Thomas<br>Treasurer | Willie Thomas<br>Secretary      |  |

REGION I

The Guardians Association of New York reports that the Law Enforcement Assistance Administration (LEAA), after full investigation, substantiated much of the Guardians' complaint of discrimination in the New York Police Department.

LEAA found discrimination in:

1. Entrance Examinations. (No longer used by NYPD, the list is still used by the Department of Correction.)
2. Assignment and evaluation of female officers.
3. NYPD disciplinary actions against black officers.
4. Issuance of Desk Appearance Tickets to whites while black citizens were arrested.
5. Failure to publicize the Civilian Complaint Review Board.

Guardian president Willie E. Ward adds that the Guardians are concerned about a recently appointed assistant commissioner for equal employment opportunity who lacks "experience and expertise in EEO."

\* \* \* \* \*

CORP (Council of Retired Police), a Guardians Association affiliate, held its fifth annual reunion and awards dinner December 6 at Antuns in Queens Village.

\* \* \* \* \*

The Batons, Inc., of Newark, N.J., held their 25th Anniversary Scholarship dinner-dance in Union, N.J. in late spring.

\* \* \* \* \*

Region I Vice Chairman Otha Buffaloe, of the New Haven (Conn.) Silver Shields, is out of the hospital but still recovering from gunshot wounds in the abdomen suffered while pursuing two suspects in mid-September. Cards are welcome addressed to him at P.O. Box 924, New Haven, CT 06504.

\* \* \* \* \*

Treasurer Rita Stapleton, of the Batons of Newark, recently became first female captain of corrections in New Jersey.

\* \* \* \* \*

Region I held its annual conference Friday, Jan. 12 to Sunday, Jan. 14, 1979, at the Granit Hotel and Country Club in Kerhonkson, N.Y. Awards were given to Person-of-the-Year Ted Meekins of the Bridgeport Guardians, and to the Bronze Shields, Organization of the Year.

\* \* \* \* \*

The following have been elected as officers of the Bridgeport, Conn. Guardians: Alerise Best, chairman; George Force, vice chairman; Garthalia Johnson, secretary; Arthur T. Carter, president; Alerise S. Best, vice president; Garthalia Johnson, recording secretary; George L. Force, treasurer; Esther Ramos,

Region I (continued)

financial secretary; and Doris Carr, corresponding secretary. The following were elected as trustees: William Piper (three years), James Giles (two years), and Alvin Rosario (one year). Regional delegates are Alerise Best, George Force, and Tony Simmons.

\* \* \* \* \*

Region I hosted the June national board meeting at the Americana Hotel in New York. Deputy Mayor Basil Patterson was luncheon speaker, and Police Commissioner Robert McGuire spoke at the reception.

\* \* \* \* \*

In July, Sgt. James Hargrove, president of the Grand Council of Guardians, spoke before 500 black men in Crown Heights. At first greeted with cat-calls, Hargrove declared: "I was a black man before I joined the New York City Police Department, and I'm here as a black man this evening. We also endorse your patrol. But before you go out on the street, make sure of some of the expertise they have given us. We know how to patrol your community. We will give you classes. We will train you. We will teach you how to deal with the man, because we know how to deal with the man!" According to a New York Times report, "the applause was thunderous."

\* \* \* \* \*

The Guardians' newsletter endorsed a letter William Colon, president of the Hispanic Society, wrote Society members, protesting that "undercover (assignment), as it stands now, is a dead-end for Hispanic officers." Colon urged Hispanics to consult with him before accepting undercover work. The Guardians say the facts and remedy also apply to black officers.

\* \* \* \* \*



The Guardians' newsletter urged members to study for sergeants' exams. The NYPD runs a career development course at the Police Academy, and John Jay College offers a Promotion and Career Training Program before exams. The college course

Region I (continued)

runs 15 weeks and costs \$135. Guardian President Hargrove urged members to study regularly, not to cram, and to study in the same quiet place every time. After 50 minutes, he advised, "get up, walk around, get the cobwebs out. Be sure, when you are studying, everyone in the family knows that you are not to be interrupted."

\* \* \* \* \*

Region II

In Cleveland last year, the Shield Club joined with the Cleveland Police Patrolmen's Association to defeat the Fraternal Order of Police (FOP), Lodge #8. As a result, the patrolmen's association became the bargaining agent for patrolmen. Later the City of Cleveland entered into a consent decree with the Shield Club in Federal court guaranteeing minority hires of 43 percent for the next eight years. FOP appealed the consent decree. The Shield Club filed suit in 1972.

\* \* \* \* \*

Philadelphia's Guardian Civic League, Inc. held its annual achievement awards banquet in late November at the Sheraton Hotel. Honorees were Ethel S. Barnett, State Civil Service Commissioner; News Director Robert Perkins, WDAS Radio; Detective Penelope Brace, the Philadelphia police department's first female detective; and Sgt. John Green, also of the PPD. WDAS news reporter Brahlin Ahamaddiya was guest speaker. Guardian Alphonso Deal was chairman.

\* \* \* \* \*

On October 6, Guardian President Harold James filed suit in Common Pleas Court for an order to restrain the police department from interrogating Guardian members about their participation in community meetings on the issue of police abuse. The Guardians have 800 members.

\* \* \* \* \*

Al Deal, a 24-year veteran of the Philadelphia police force, was the storm center last fall of a controversy which probably helped defeat in the November election a proposed charter change to permit the city's racist Mayor Frank Rizzo to remain as Mayor. (There is a two-term limitation.) It began when the police raided the Philadelphia headquarters of the radical MOVE organization. A gun battle ensued and one officer died. Delbert Orr Africa, of MOVE, was arrested and TV news film showed him being beaten by police officers. Deal, off-duty president of the North Philadelphia NAACP, called for the officers to be fired. Mayor Rizzo leaped to their defense, and white officers began harassment of Deal to such an extent that off-duty Guardians shadowed him on his beat for

Region II (continued)

his protection. There were official complaints of cowardice lodged against him, although ten years ago he was given a citation for outstanding work by then police Commissioner Rizzo.



NAACP executive director Benjamin Hooks came to Philadelphia and addressed a rally in his behalf, urging black Philadelphians to vote against the charter change. NBPA's Howard Saffold, of Chicago, was also a featured speaker outlining NBPA's firm position against police brutality. Guardian President Harold James said that less than five percent of the Philadelphia police are abusive, but that small group ruins all police work. The American Civil Liberties Union also rallied behind Deal.

How did the election go? Frank Rizzo lost the charter change, and Philadelphia will soon have a new mayor.

\* \* \* \* \*

In Washington, D.C., the U.S. Civil Service Commission ordered a black policeman, Oatha Ray Batts, who was fired from the police department in 1973, reinstated with full back pay. Batts received \$16,000 during the long wait, but the city now must pay him \$40,000 additional. The Commission incorporated much of the findings of a city office of human rights 1978 report in its ruling. Batts charged discrimination within the department (now 44 percent black and headed by a black chief). Of 24 officers who complained about Batts' conduct, 22 were white. Of 13 officers dismissed from the force between 1971 and 1975, 12 were black. Recruited in 1970, when the department was seeking more black officers, Batts said he made "it clear" he would not "buckle under" to "oppressive" superiors, would not arrest people just to make a quota. He was once given a beat one block long (reminiscent of the Chicago Police Department ordering NBPA information officer Renault A. Robinson to patrol the alley behind headquarters.) Batts was also ordered to guard a brick wall for eight hours. Finally, he was fired for "inefficiency."

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#### REGION IV

The St. Louis Ethical Policy Society (SLEPS) hosted the spring meeting of Region IV at the downtown Rodeway Inn. Hubert Williams, director of police in Newark and president

Region IV (continued)

of the National Organization of Black Law Enforcement Executives (NOBLE), was chief speaker, and NBPA chairman Howard Saffold also spoke.

Also on St. Louis, the St. Louis Ethical Police Society is now six years old and a chapter, since 1973, of NBPA. The group publishes a newsletter, The Blue Shadow.

\* \* \* \* \*

Two Chicago policemen, Virgil Jones and Vaughn Terrell, received awards for outstanding service in early December from the Bell/Oakley/Claremont Community Organization.

\* \* \* \* \*

Pontiac, Michigan's Society of Afro-American Police (SAAP) has had a busy fall. It recently hosted the NBPA regional meeting, and in November held its ninth annual awards banquet at the Raleigh House. Abdul Haleem Farrakhan, banquet speaker, told the audience that something is wrong when almost half of Pontiac's population is black but only 22 of 182 policemen are black. SAAP President Nicholas Dinkins was master of ceremonies. SAAP has also begun a newsletter for members.

\* \* \* \* \*

Detroit's Guardians of Michigan elected the following officers for 1978-79: Mary Jarrett, president; Titus McClary, 1st vice president; William Parkman, 2nd vice president; Susie Atkinson, recording secretary; Helen Fisher, corresponding secretary; Curtis McGhee, treasurer; Larendeen Smith, financial secretary; Arthur Thomas, sergeant-at-arms; Wadiya Nyala Davis, parliamentarian; and the Rev. James Wadsworth, chaplain. Ms. Jarrett is an inspector in the Detroit Police Department.

A member, William Parkman, was recently promoted to Inspector in the Wayne County Sheriff's Department. A recent Ph.D., Parkman is also a professor at Wayne County Community College.

The Guardians' newsletter published a letter from Wayne County Sheriff, William Lucas, responding to questions about employment of blacks. Lucas stated that there was one black inspector and seven black sergeants, all at county jail, in 1968. Now there are two inspectors, seven lieutenants, eleven sergeants, three detectives, and one detective trainee assigned to all divisions in the department. Where the sheriff has discretionary appointing powers, he said, 30 percent of the officers are black.

\* \* \* \* \*

NOBLE (National Organization of Black Law Enforcement Executives) held their second annual national conference in St. Louis in June. Participants were Hubert Williams, presi-



Region IV (continued)

dent; Bishop Robinson, deputy commissioner, Baltimore; Chief William E. Dye, of the Champaign, Ill. police; Sylvester Winston, captain, Kansas City, Mo. police; and police inspector Atkins Warren, of St. Louis. Williams told the conference that most black policemen grew up in the central cities and can therefore make special contributions to the prevention of urban crime.

\* \* \* \* \*

In Springfield, Ill., Springfield Ethical Police Society has been in Federal court trying to end employment discrimination in the Springfield force. In early 1978, SEPS won a restraining order against oral tests for sergeant positions. The order was based on alleged discrimination on a written test which 57 white and 10 black patrolmen took. Forty-five whites and four blacks passed. In 1977, SEPS, headed by Leonard Day, a patrolman, sought to reopen a 1976 suit charging the city and police department with discrimination. Since Mayor William Telford has been in office, the suit charged, four blacks were hired as police officers, compared to some 75 whites. There was never a black female officer and only one black sergeant out of 19. There were also no blacks on the city's Civil Service Commission.

\* \* \* \* \*

REGION V

The Board of Directors of NBPA will meet in San Francisco at the San Francisco Hilton January 26-28. Wilbert K. Battle, of Officers for Justice, is making the arrangements for the group.

\* \* \* \* \*

NBPA Region V chairman Raymond Brown has written Chief John L. Matteson of the Pacific Grove Police Department, protesting disciplinary action taken against Officer Roger L. Webster. Brown wrote: "It appears that the basic due process procedures have not been afforded to Officer Webster."

\* \* \* \* \*

GENERAL NEWS

Police Foundation Says College Training  
Wrong Kind for Police

Echoing critics of beefed-up police weaponry and technology of a few years ago, a recent study by the Police Foundation, of Washington, D.C., says recently instituted college courses for police are too technical. The narrowly focused training programs have failed to improve police performance, the study said. Courses on urban planning, family relations and psychology would be more helpful. "Police education appears to support the status

General News (continued)

quo, teaching what the police do now, instead of inquiring what they could do differently," the report said.

\* \* \* \* \*

The Center for Community Change in Washington, D.C. has issued a revised action guide on "General Revenue Sharing: Influencing Local Budgets." The guide said new provisions of the Act have improved its civil rights and anti-bias features. Nondiscrimination protection now covers every program of local government even if only partially funded by GRS. When a local government is charged with discrimination, it must prove that no GRS funds were used in any such manner, by "clear and convincing evidence". The amendments added age, religion, and handicapped status to the previous grounds of race, color, national origin and sex. The new provisions also speed up the complaint process and provide for suspension of GRS payments until a local government corrects any discriminatory practices the Office of Revenue Sharing has found. Tougher regulations have also been added. The guide is available for \$1.50 by writing the Center, 1000 Wisconsin Avenue, N.W., Washington, D.C. 20007.

Also on revenue sharing, cases of discrimination against police departments charging discrimination in GRS fund use (the strategy first developed by NBPA Information Officer Renault A. Robinson and his lawyers in the Chicago case) are still being filed. W. J. Williams, of Vicksburg Police Department (Mississippi), has one underway since 1974. In mid-November, Treadwell O. Phillips, manager Civil Rights Division, Office of Revenue Sharing, wrote Vicksburg Mayor Travis Vance that the Civil Rights Division had found the city police department denied Williams a promotion because of race. It further found that the city continues "to maintain hiring practices and job assignments that discriminate against blacks as a class..." Williams is to get detective's back pay to 1976, plus 6 percent interest.

\* \* \* \* \*

As a courtesy to the Chicago Law Enforcement Study Group, we print the following announcement:

The Chicago Law Enforcement Study Group, a non-profit, community-sponsored, professional research organization, is conducting a major study of the use of deadly force--shootings which wound or kill. We are making a computer analysis of incidents over a four-year period in Chicago in which nearly 600 police officers and civilians shot one another, intentionally or accidentally, on or off duty. Our findings about statutory and departmental deadly force guidelines and about firearms training and maintenance will have significance for the policies and practices of urban police departments throughout the nation. Our funding does not permit us to do a comparative study, but we would welcome any information, especially statistics, that NBPA chapters or members can supply us about the use and abuse of deadly force in cities other than Chicago. Please contact: William A. Geller, Research Director, Chicago Law Enforcement Study Group, 109 N. Dearborn, Suite 303, Chicago, IL 60602.

\* \* \* \* \*

In September, two white Louisville (Ky.) police officers filed an appeal with the Kentucky Supreme Court seeking to

General News (continued)

block promotion of black patrolman David Lyons to sergeant. Lyons and his opponents, Robert K. Hart and Harold L. Mooney, were the top-three scorers on the Louisville civil service written exam. Lyons scored highest but the civil service board ranked the whites higher because of greater seniority. The Hart-Mooney reverse discrimination charges were thrown out by the Jefferson Circuit Court and the Kentucky Court of Appeals.

\* \* \* \* \*

A. U.S. Justice Department Task Force on Sex Discrimination recently reported to the White House on a review of 63 Federal agencies. Sex discrimination, while widespread, is slowly diminishing, but it is so prevalent it will take a generation to overcome, the report said. Women comprise 76 percent of those holding the four lowest-paying job categories and less than three percent of the highest-paid jobs. The task force also found sex discrimination in programs of some departments, notably Health, Education and Welfare, especially Social Security.

\* \* \* \* \*

In various cities, the question of police strikes arose recently. In Chicago, the mayor won his effort to avoid a conventional labor contract for police and firemen, thus also avoiding the possibility of strikes by police and firemen. In New York, the Guardians opposed a potential police strike in early summer. In the fall, police in Biloxi, Miss., and in Wichita, Kansas, were out on strike. The authorities in both cities quickly hired replacements. In early December, NBPA's Renault Robinson went to New Orleans to support the local Black Organization of Police who strongly opposed a strike vote taken there. Although New Orleans is 50 percent white and has a new black mayor, 90 percent of the police force is white. NBPA's position is strongly opposed to police unions, collective bargaining, and strikes by police. In a strike, black neighborhoods would be least protected and black people most victimized. For these reasons, NBPA totally opposes police unionization and the potential use of a strike.

\* \* \* \* \*

Norval Morris, dean of the University of Chicago Law School, and President Carter's nominee to head LEAA, had Senate confirmation problems last fall. Strongly supported by NBPA for the position, Morris backs handgun control, the elimination of prison terms for pot smokers, and braintrusting the LEAA reorganization. The Senate Judiciary Committee held up the confirmation, and Dean Morris withdrew. He will serve as a special assistant to the Attorney General

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General News (continued)

The Philadelphia Inquirer won a Roy W. Howard Public Service Award (Scripps-Howard) for a series exposing abuses of police power one day after the same series won a Pulitzer Prize last spring.

\* \* \* \* \*

Chicago Sun-Times columnist Sydney J. Harris highly recommended The Search for Criminal Man, by Ysabel Rennie. The book convinces, Harris wrote, "that we as yet have no easy, or even hard, answers to the problem of criminality in society. We do not know what will work, if anything will; but we do know what has been tried, time and again, and has failed. 'Getting tougher,' without doing anything else, has always defeated its own purpose.

"I recommend this book because today there is an ominous backlash against what is perceived as 'softness' in law enforcement, as a favoring of the offender more than of his victim. But law enforcement and punishment are two quite different things; long terms of deprivation for prisoners only make them more bitter and us more callous, while doing nothing to get to the roots of the social problem..."

\* \* \* \* \*

Another valuable new book on the criminal justice system is Criminal Violence, Criminal Justice, by Charles E. Silberman (Random House). Silberman zeroes in on basic problems in U.S. attitudes about crime and the way it is fought. Typical chapter heading: "Why is the War on Heroin a Sham?"

\* \* \* \* \*

Renault A. Robinson, NBPA founder and information officer, has been informed that he will receive the John D. Rockefeller III Youth Award from the Rockefeller Foundation trustees next April. The award is given for outstanding service and includes a \$10,000 prize.

\* \* \* \* \*

The National Black Police Association held its sixth annual convention in Chicago at McCormick Inn, August 21-26. Renault A. Robinson was chairman; the theme was "Crime Control, Criminal Justice and the Quality of Urban Life." Some 1200 persons attended.

Major keynoters included Sen. Charles H. Percy (R., Ill.), and Patrick V. Murphy, President, Police Foundation, Washington, D.C.

Working seminars during the five-day conference dealt with a variety of topics. The formal program was as follows:

Tuesday, August 22

Plenary Session: "The Impact of Crime on Neighborhood Development."  
Moderator: Cornelius Cooper, Director, Office of Community

General News (continued)

Anti-Crime Programs, LEAA  
H. R. Crawford, Realtor, Washington, D.C.  
Victor Rouse, Senior Research Fellow, American Institute  
for Research, Washington, D.C.  
Clyde McHenry, Assistant Secretary for Public Housing,  
Department of Housing and Urban Development, Washington, D.C.  
Virgil Poole, former Chief of Security, Chicago Housing  
Authority

Wednesday, August 23

Working Session: "Police Stress--Its Effects on the Job  
and at Home"  
Moderator: Dr. George Kelling, Director, Evaluation Field  
Staff, Police Foundation, Washington, D.C.  
Dr. Robert Wintersmith, Professor, Washington University,  
St. Louis  
Arnita Y. Boswell, Professor, University of Chicago School  
of Social Work Administration  
Dr. Gene Fox, Industrial Relations Center, University of  
Chicago.

Address: Norval Morris, Dean, Law School, University of  
Chicago, "Future Directions for Criminal Justice and  
Crime Prevention."

Address: Minister Louis Farrakhan

Plenary: "Youth Delinquency and Urban Education--Where Does  
the Black Community Turn?"  
Moderator: Robert Woodson, Senior Research Fellow,  
American Enterprise Institute, Washington, D.C.  
John Rector, Director, Office of Juvenile Justice, Law  
Enforcement Assistance Administration  
Dr. Langston "Tray" Coleman, Work, Inc.  
Fr. George Clements, Chaplain, Afro-American Patrolmen's  
League, Chicago  
Sister Falaka Fattah, Executive Director, House of Umoja,  
Philadelphia  
Judge William Sylvester White, Presiding Judge, Cook County  
Circuit Court, Juvenile Division.

Thursday, August 24

Working Session: "Police and Corrections: Should the Law  
Enforcement Community Recognize and Encourage a New  
Cooperative Relationship Between These Law Enforcement  
Functions?"  
Moderator: Benjamin Ward, Commissioner, Correctional  
Services, New York State  
Gertrude Blackwell, Deputy Superintendent, Women's Prisons  
(Ret.), New York City  
Frank Sizer, Federal Bureau of Prisons  
Philip Hardiman, Director, Corrections, Cook County, Ill.  
Plenary: "An Exchange of Concerns of Black Police Officials  
and On-Line Officers"  
Moderator: James Hargrove, Sgt., New York Police Dept.  
Gustave Thomas, Patrol Officer, New Orleans Police Dept.  
Burtell M. Jefferson, Chief, Metropolitan Police Dept.,  
Washington, D.C.  
Joyce Leland, Lt., Metropolitan Police Dept.,  
Washington, D.C.  
Samuel Nolan, First Deputy Superintendent, Chicago Police  
Dept.  
Hubert Williams, Director, Newark Police Dept.

Address: Patrick V. Murphy, President, Police Foundation,  
Washington, D.C.

Plenary: "Discrimination As It Affects Equal Employment  
Opportunities and Equal Service Delivery by Elements of  
the Criminal Justice System"  
Moderator: Ronald H. Brown, Vice President, National  
Urban League  
Irene Pace, Managing Editor, The Chicago Reporter  
Professor Leroy Clark, New York University Law School  
Edward Tripp, Commissioner, Adult Corrections, St. Louis

Friday, August 25

Working Session: "Police Unions and the Black Cop: Can  
There Be a Non-Adversary Relationship?"  
Moderator: Cynthia Sutton, Project Director, Police  
Foundation  
Jack M. Jordon, President, New York Housing, Patrolmen's  
Benevolent Association  
Willie Johnson, Sgt., Detroit Police Dept.

Plenary: "The Nation's Urban Policy: A View from  
Capitol Hill"  
Moderator: Congressman John Conyers, (D., Detroit)  
Cong. Cardiss Collins (D., Chicago)  
Cong. Ralph Metcalfe (D., Chicago)

General News (continued)

Plenary: "Police Use of Deadly Force"  
Keynote: Gilbert Pompa, Director Community Relations  
Service, Dept. of Justice  
Moderator: Bob Land, Regional Administrator, CRS, Dept. of  
Justice, Seattle  
Dr. Lee Brown, Director of Public Safety, Atlanta  
Lillian McKinney, Attorney, Philcop, Philadelphia  
Lenox Hinds, Director, National Conference of Black  
Lawyers, New York City  
Paul Takagi, Professor, University of California at  
Berkeley

Saturday, August 26

Address: Sen. Charles H. Percy, (R., Illinois)

Delegates and families also participated in a variety of  
cultural and recreational events ranging from the Art Institute's  
Pompeii A.D. '79 exhibit to tours of local discos.

\* \* \* \* \*

EXCESSIVE FORCE

Chicago patrolman Jiles Barksdale recently filed excessive  
force complaints against two other officers, alleging they  
struck and choked his son, Warren Parham, near his North Side  
home. Town Hall District officers J. Antosh and M. Franco dis-  
puted the 16-year-old varsity athlete's claims. They said they  
had stopped the youth and three others in what they termed a  
high-crime area when they were observed cutting through an alley.  
They further alleged Parham shoved one officer in the chest.  
Parham has been charged with battery against a police officer.

\* \* \* \* \*

In Houston, Texas, some 500 Hispanics rallied last spring  
to protest one-year prison terms given three former city police-  
men convicted of violating the civil rights of a Mexican-  
American, Joe Campos Torres, who died in their custody. Torres  
was found floating in a bayou. The Justice Department went to  
court, saying the sentences were "entirely inappropriate," but  
lost.



In a later case of excessive force in Houston, Randall  
Webster, 17, of Shreveport, La., was shot in the back of the

Excessive Force (continued)

head after a chase in 1977. The officer was exonerated by the county grand jury, but in 1978 a civilian witness supporting the policeman recanted and admitted he lied. The case was later further investigated by a federal grand jury. Finally, the police chief fired five policemen and accepted the resignation of a sixth involved in the cover-up. The action brought to 11 the number of Houston police fired or resigned in one month, including assistant police chief Carrol M. Lyon, accused of extortion.

\* \* \* \* \*

The Tennessee Advisory Committee of the U.S. Civil Rights Commission issued a 129-page report in September saying that "police misconduct is both pervasive and uncontrolled" in Memphis. The Justice Department has prosecuted two policemen for brutality and is investigating 19 others, putting "Memphis right behind Houston and Philadelphia," according to a Chicago Defender editorial. A subcommittee of the UN Human Rights Commission is also investigating Memphis police after three civil rights groups had wearied of waiting for U.S. action.

\* \* \* \* \*

In an unusual move, Chicago U.S. Attorney Thomas P. Sullivan, while announcing that no indictments would be brought against seven police officers who shot and killed six civilians, urged the state legislature to change the law to better protect victims of police excessive force. Sullivan said one possibility was deleting burglary as an offense justifying deadly force. Most of the civilian victims were young men, several teenagers. Sullivan called for "vigorous public discussion and consideration" of the Illinois law permitting police to use deadly force in certain conditions when capturing suspected felons. Citizens Alert, an action group, urging faster action than legislative change, is holding mass meetings.

\* \* \* \* \*

In convention (see above), NBPA condemned police excessive force in resolution. "It is widely recognized," the resolution declared, "that brutality is perpetrated most frequently by white police officers against black citizens. However, we are fully aware that black police officers also engage in such abuse of power. We condemn these acts by black officers, just as we condemn brutality on the part of any police officer and pledge to act against it." Brutality, the resolution continued, "poisons" the police-community relationship and police violence begets community violence. Brutality ranges from deadly force to verbal abuse, NBPA said. The resolution also scored television series showing police "constantly engaging in violence." NBPA called for penalties for brutality, black officers in dis-

cipline systems, and thorough, outside, independent investigations of citizen complaints. NBPA also seeks Federal law banning excessive force by police.

\* \* \* \* \*

RECRUITMENT

Ms. Bonita P. Cox, minority recruitment specialist for the Massachusetts Department of Correction, would welcome any training programs, curricula, films, or other information regarding the training of correctional officers in race relations, human relations, or stress awareness. Her address is: Department of Correction, Commonwealth of Massachusetts, Staff Development Division, Training Academy, P.O. Box 697, Shirley, Mass. 01464.

\* \* \* \* \*



Marvin W. Dulaney, 27, a black Ph.D. candidate at Ohio State University, is studying the role and history of black law enforcement officers. The 10-city study, funded by LEAA, includes Atlanta, Chicago, Cleveland, Houston, Miami, Los Angeles, and St. Louis. He is to find better ways to recruit and utilize black officers. He found black police were first hired in the 1890s in the North, and in the 1940s in large southern cities.

\* \* \* \* \*

We are anxious to get the Newsletter on a permanent, regular basis. Will you please fill out the form below and send it in to us? Thanks very much.

Editor-in-Chief:  
Renault A. Robinson  
National Information Officer

312-667-7384

I want to receive future issues of the National Black Police Association Newsletter.

Yes  
 No

If not, why not? \_\_\_\_\_

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Department \_\_\_\_\_  
Organization \_\_\_\_\_

Send to National Black Police Association  
1180 E. 63rd St.  
Chicago, IL 60637  
312-667-7384



In November of 1972 The National Black Police Association was chartered as a not-for-profit corporation in the State of Illinois. At that time there were eleven Black police associations which made up the N.B.P.A. The cities involved were: New York, New York; Newark, New Jersey; Pittsburgh, Pennsylvania; Philadelphia, Pennsylvania; Denver, Colorado; New Orleans, Louisiana; Detroit, Michigan; and Chicago, Illinois.

On July 28, 1973 the Board of Directors met in Philadelphia and twenty-two Black police associations were represented and were members of the N.B.P.A.

The National Black Police Association was established:

to improve the relationship between Police Departments as institutions and the Black community

to evaluate the effects of the policies and programs within the criminal justice system on the Black community

to establish a free and rapid flow of information through a national communications network

to increase and enhance black police performance through shared experiences and education

to act as a mechanism to recruit minority police officers on a national scale, and

to work toward a police reform in order to eliminate police corruption, brutality and racial discrimination.

The NBPA currently has 65 member associations in 22 states.

The National Black Police Association has established five regions throughout the United States. This structure of regional breakdown provides the NBPA with its organizational interrelation (see regional organization). Each region elects one regional chairman and four regional delegates and each region appoints a regional treasurer and a regional information officer. These elected and appointed officers represent all of the associations in their respective regions.

The organization is governed by a National Board of Directors. The Board of Directors consists of the five regional chairmen and the twenty regional delegates. All policy and responsibility of operations are the sole responsibility of the National Board of Directors.

**REGION I N.B.P.A. REGIONAL ORGANIZATION**

REGION I  
Maine  
Vermont  
New Hampshire  
Massachusetts  
Connecticut  
New Jersey  
Rhode Island  
New York

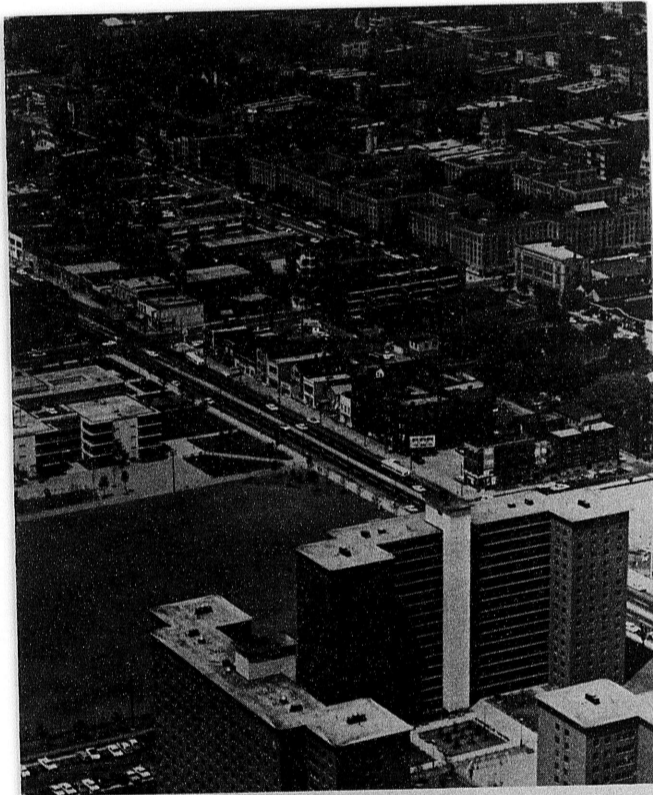


REGION II  
Ohio  
West Virginia  
Virginia  
North Carolina  
South Carolina  
Kentucky  
Delaware  
Pennsylvania  
Maryland  
District of Columbia  
Tennessee

REGION IV  
Indiana  
Illinois  
Michigan  
Wisconsin  
Nebraska  
North Dakota  
South Dakota  
Minnesota  
Missouri  
Kansas

REGION V  
Wyoming  
Montana  
Idaho  
Washington  
Oregon  
Arizona  
Alaska  
Nevada  
Utah  
California  
Hawaii

REGION III  
Louisiana  
Arkansas  
Oklahoma  
Texas  
New Mexico  
Colorado  
Florida  
Georgia  
Alabama  
Mississippi



Robert R. Taylor Homes

*Division*  
**TAYLOR HOMES**  
**NEWS**

**AAPL** is coming soon to

Robert Taylor Homes

**to help you!**

The dedicated young black policemen who started the Afro-American Patrolmen's League are coming to Robert Taylor Homes to serve you. AAPL's executive director is Renault A. Robinson, and Howard Saffold is president. They also began the League to Improve the Community (LIC).

LIC, AAPL's community service arm, has secured funds from the U.S. Law Enforcement Assistance Administration to start a three-year pilot anti-crime program in the Robert Taylor Homes. We think stronger families, citizen participation in anti-crime efforts, better schools and health can reduce crime.

AAPL will help Taylor residents help themselves to fight crime, improve schools and health care, and strengthen the Taylor Homes tenants' organization. AAPL will do this through educational programs, community organization, and by helping you make the available city, state, and federal services more accountable to you.

What do we mean -- making agencies more accountable to you?

There are many social agencies and governmental services available in the Robert Taylor Homes area. AAPL will soon give you a list of all of them and what they are supposed to do for you. Some help kids on dope or alcohol or who can't find jobs. Others help unwed pregnant mothers or residents learn how to shop better for food and clothing.

AAPL will identify all resources that are free or low-cost. These may include: (1) services for ex-offenders, job counseling and probationary services; (2) services for victims of crime; (3) legal services for consumers, including divorce, custody cases, credit and bankruptcy; (4) counseling and health services as to physical and mental illness; (5) school services, including truancy; (6) services on how to deal with prisons and jails: House of Correction, County Jail, etc., if a relative or spouse is incarcerated.

Sometimes you will need help for a problem like these or other ones, and the proper agency may be very helpful. Sometimes the agency may not be helpful. The AAPL staff will meet with you in groups, and you will discuss the services available in Robert Taylor Homes and how much they help you. You will also decide, as a group,

what services you need. You and the professional staff at AAPL can decide what agencies should do for Taylor residents -- that is, set standards. These groups will continue to meet and to talk about how well the social and governmental agencies are doing at Taylor Homes. AAPL will supply outside experts to help you decide whether an agency is helping all it should.

When the groups decide an agency is performing well, they will tell the agency. If the agency is not helping people solve their problems, AAPL will help you meet with the agency people to discuss what is going wrong. That is what we mean by "making an agency accountable to you."

When a Taylor resident has a problem, he or she will try to get help from the proper agency. If the help is not given, then the Taylor resident should bring it to AAPL group sessions so that the group can suggest ways to solve the problem.

The AAPL pilot program will single out three of the Robert Taylor buildings. It will have, however, a general educational crime prevention program for all 28 buildings. The pilot program will include workshops for residents on crime prevention, criminal and juvenile justice, and landlord-tenant responsibility for security. The program will also begin tenant foot patrols, use of Operation Identification for personal property, and a mobile youth-managed crime prevention-information van.

AAPL will build on and broaden the friendly working relationship of the Taylor Homes tenant councils and LIC, which began meeting in 1977 to discuss crime prevention. Much of the AAPL program came out of a 10-month planning process undertaken by LIC and the Tenants Advisory Council to seek fresh ways to involve residents in more crime prevention, community organization and education in problem solving.

AAPL has a limited budget and a limited staff. If we are to be effective in helping you help yourselves, we cannot respond to individual problems. We can be effective and make wise use of our federal grant by setting up programs to affect large groups of Taylor residents. With your help, we will try to do this.

If one tenant is robbed or burglarized, AAPL will not get involved. If several hundred residents come to AAPL meetings and re-



port inadequate protective services, AAPL will bring them together with the local police to iron out overall crime prevention problems.

If one tenant has a broken window, AAPL will not get involved. If 30 to 40 residents attend AAPL meetings and report severe maintenance problems, AAPL will help them discuss overall maintenance problems with C.H.A. Our job will be to help groups of Taylor residents take part in activities designed to obtain better services for Taylor Homes.

AAPL is a pioneering, pilot project. If we are successful at Robert Taylor Homes in helping residents make greater use of existing facilities and agencies, and therefore reduce crime and family destruction, the program could be duplicated in other cities. When the AAPL grant ends, it is our hope that the not-for-profit Local Action Committee (LAC) in Taylor Homes will apply for the same kind of grant and continue the work at Taylor.

AAPL will work with resident councils to build community awareness of community needs and how to meet them. AAPL will not do the job for you.

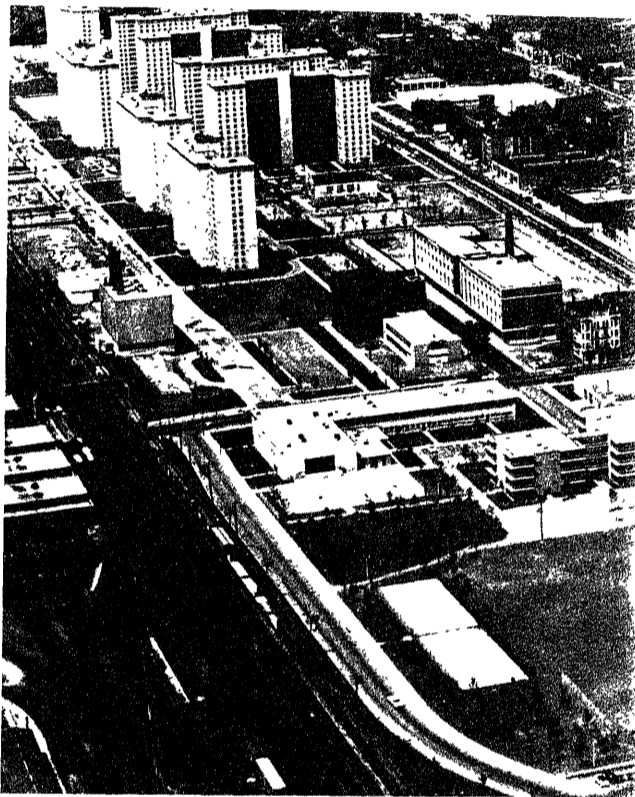
AAPL will be a helping agency only -- helping you to help yourselves.

Isn't that what we all want? Strong, independent black communities coping with and solving our problems, as neighbors, together?

We believe there are times you need help, and we know there is a great deal of expert counsel and assistance available to you. We want to bring you and those resources together.

Look for us soon -- you'll be hearing from us.

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**AAPL**

1180 East 63rd Street Chicago, Ill. 60637 667-7384

YOUTH AND FAMILY COUNSELLING SERVICES PROJECT FOR THE  
ROBERT TAYLOR HOMES IN CHICAGO, ILLINOIS.  
ONE OF THE LARGEST PUBLIC HOUSING DEVELOPMENTS IN CHICAGO

Prepared by:

The League to Improve the Community  
1180 East Sixty Third Street  
Chicago, Illinois 60637  
(312) 667-0477

Mr. Renault A. Robinson  
Executive Director

YOUTH AND FAMILY COUNSELING SERVICE PROJECT -- ROBERT TAYLOR HOMES

I. INTRODUCTION

A. The Robert Taylor Homes

The Robert Taylor Homes is one of the largest public housing developments in the City of Chicago. Completed in 1962, the development spreads from 39th to 54th and State Streets on Chicago's Southside. It includes some 28 sixteen story buildings, with 4,313 families (nearly 21,000 residents). More than 90% of the families are black, headed by women, and living below poverty level. More than 15,000 of the residents are under the age of 21.

Public housing developments in this nation are traditionally administered as islands for the poor and discouraged. Many of the ingredients that are considered crucial to healthy and viable communities have been beyond the reach of public housing tenants. The problems which these tenants daily face include high unemployment, poor schools, inadequate day care, health care, and poor law enforcement services.

High density, close quarters, limited services or recreation resources and economic insecurity are, unfortunately, common conditions in many of the nation's public housing developments. Where there is no hope, there is despair; where opportunities for improvement are few and where there is no power, there is alienation and anger. Among the most positive developments in the public housing arena to date, has been the aggressive formation of tenant councils. These groups have done much to translate tenant concerns and outrage into informed deliberations on strategy, common recognition of needs, effective advocacy and collective action.

The Robert Taylor Homes, on Chicago's Southside, has the problems associated with most public housing complexes. However, it also has a number of strong and

committed tenant groups and leaders. The residents' council wants to build its capacity to prevent criminal victimization within the development's apartments and common usage areas. They require help in devising and expanding an approach. They want to develop a program which provides constructive, creative energy outlets for the unemployed and disillusioned youth who reside in the Taylor Homes community.

The Robert Taylor Homes is located in Chicago's Second Police District -- a District which accounted for 10% of all murders committed in the city in 1976; 12% of all robberies; 6% of all thefts (including auto thefts). The crime rates are disproportionate to the District's percentage of the overall city-population. The incidence of crime in the Robert Taylor Homes is a topic of serious police concern, resident grievances, and media sensationalism.

\*CRIME BY MAJOR INDEX CATEGORY CHICAGO 2ND POLICE DISTRICT  
(January 8, 1976 to January, 1977)

|                    |                                   |
|--------------------|-----------------------------------|
| Murder             | 80                                |
| Rapes              | 80                                |
| Robbery            | 1975                              |
| Aggravated Assault | 1086                              |
| Burglary           | 1487                              |
| Thefts             | 3925                              |
| Auto Thefts        | <u>1057</u>                       |
| 2nd District Total | 9690 (total # of crimes reported) |

\*Source: Chicago Police Department Statistical Section.

Each of the 28 residential facilities in the housing development has some semblance of a tenants council. Representatives from these building councils collectively form the Robert Taylor Homes Local Advisory Council. Surveys conducted by the Advisory Council, with the assistance of the League to Improve the Community, reveal that resident security and services for juveniles are among the top priorities and concerns of tenants. There was particular concern expressed about the plight of children and juveniles

as offenders and victims of crime (truancy, child abuse, juvenile unemployment, juvenile crime).

In direct response to requests from the Robert Taylor tenants, the League to Improve the Community (LIC), proposes to establish a comprehensive program of counselling and other social service supports. Tenants and city officials have long noted that existing services to the Taylor complex are woefully inadequate. Further, the proposed program would compliment an existing tenant crime prevention program that LIC initiated in the Taylor Homes, September, 1978. The crime prevention program, described in attachment A, is supported by an 18-month \$234,000 grant from the Office of Community Anti-Crime Programs-LEAA.

The proposed Youth and Family Counseling Services Program will have four major program components:

-- Family Focused Counseling. Individual counseling sessions for youth; family counseling to include parents or guardian; peer group counseling sessions for youth.

-- Crisis Intervention Services - 24-hour capability for response to and/or intervention in family crises; staff hotline.

-- Parent Education and Effectiveness Training. Training sessions on handling family stress, child discipline, prevention of child abuse.

-- Referral Services. Appropriate social agency referrals; serving as an agent in securing adequate multi-faceted services required to improve family conditions.

## II. BACKGROUND AND CAPABILITY OF THE APPLICANT ORGANIZATION - LIC

The League to Improve the Community (LIC) is a non-profit, community-based crime prevention organization in Chicago, Illinois. Its primary goal is to reduce the level of crime and fear of crime in Chicago's minority communities. Since 1971, this organization of concerned residents, clergy, and local media representatives has promoted and encouraged citizen involvement in crime prevention and criminal justice/law

enforcement systems. Through educational workshops on crime prevention, personal safety courses, and a citizens complaint/referral service, LIC has affected and involved over 10,000 residents. Further, it has a historically close working relationship with the highly successful Afro-American Patrolmen's League, a broad array of public and private social service agencies, and numerous independent neighborhood organizations. LIC has translated citizen concern about crime into viable action programs -- programs that marshal citizen resources to address the community's stake in crime prevention and neighborhood development.

A. Role of the Afro-American Patrolmen's League

The League to Improve the Community (LIC) is an independent, community-managed organization that grew out of early initiatives by Chicago's Afro-American Patrolmen's League. This Patrolmen's League is a highly noted, voluntary corporation of black police officers that was established in 1968 for the purpose of promoting racial justice in the Chicago Police Department, and improving police service/accountability to the black community. Although the League to Improve the Community (LIC) is the applicant, it is important and appropriate to examine its "roots" in the history of the Afro-American Patrolmen's League.

In the late 1960's Chicago, like many urban centers throughout the nation, faced the growing and vocal discontent of its economically, politically, and socially oppressed minority citizens. It was in this era of increased citizen consciousness about rights and entitlements that the Afro-American Patrolmen's League was born. By 1968, citizen complaints about police abusive conduct and apparent racial discrimination within the Chicago Police Department had reached alarming proportions. Concerned black police officers and citizens came together, that year, to expose problems and inequities,



explore solutions and strategies, and to build an advocacy base for reform and accountability in law enforcement. In 1969, a relatively young Afro-American Patrolmen's League was well along in establishing a complaint and referral service as a means of responding to citizen complaints about police misconduct. A volunteer staff of black policemen evaluated complaints, advised citizens of their rights and suggested remedial action.

In 1970, the Afro-American Patrolmen's League accelerated its campaign against racial discrimination in the Chicago Police Department by filing a lawsuit, Robinson vs Conlisk. The thrust of the lawsuit was, first, against the discriminatory treatment of all black policemen in regards to promotion, assignment and discipline, and second, against the arbitrary and capricious treatment of police officers who were League members. After initiating the lawsuit, the League members focused their attention on discriminatory hiring procedures and filed administrative complaints with LEAA, the Justice Department, and the Office of Revenue Sharing. The purpose of filing these complaints was to illicit the participation of the federal government in investigating discrimination as it pertained to the police department's use of federal funds.

The League's lawsuit of 1970, and the Justice Department's lawsuit of 1973 were consolidated and brought before U.S. District Court Judge Prentice Marshall. Based on the federal investigations which indicated evidence of widespread discrimination, the judge found that the Chicago Police Department's employment practices had a racially discriminatory impact on black and Latino applicants and ordered the Department to develop a new hiring standard.

While the trial was in progress, the Illinois Law Enforcement Commission, the state planning agency, withheld \$4 million from the Chicago Police Department for its failure to report racial employment data. The Office of Revenue Sharing withheld \$114 million. The impact of the League's litigation has been felt by police departments

throughout the nation and numerous appeals have been filed to dilute or modify the Marshall decision. Nevertheless, by 1974, the League had achieved substantial victories in efforts to rid the police department of discriminatory practices. It succeeded in invalidating the patrolmen's and sergeant's written examination, height/weight requirements, background investigations and specious efficiency ratings. More definitive information on the Afro-American Patrolmen's League appears in Appendix A to this submission -- excerpts of an annual report.

In 1973, the League launched a major campaign to reform the police disciplinary system. The League discovered through its work with the citizens' complaint and referral program that charges of police misconduct were too often glossed over by the Department's Internal Affairs Division. Joining with Congressman Ralph Metcalfe and numerous citizen groups, the League urged the creation of an independent investigation team. They were instrumental in creating the Office of Professional Standards, a civilian review panel.

In addition to its local reform and community education activities, the Afro-American Patrolmen's League joined with similar groups across the country in founding the National Black Police Association (NBPA). Established in 1972, the Association was formed to improve relationships between police departments as institutions and the black community, and to eliminate corruption, brutality and racial discrimination in departments. NBPA has 64 member associations in 22 states.

B. Formation of the League to Improve the Community

Although the Afro-American Patrolmen's League has often been in an adversary position with the police department, it has brought about significant reform in a vital city institution; it helped to alleviate pervasive hostility and distrust between the police and the black community. Concerned that their departmental reform and litigation

efforts would deflect too much energy from initiatives in community involvement and crime prevention education, the Afro-American Patrolmen's League (in 1970) spawned a citizen education/action arm -- The League to Improve the Community (LIC). This organization is non-profit, tax-exempt, with its own board, officers and staff, and operates as a totally separate (community-based and controlled) entity.

LIC assumed responsibility for management and operation of the Afro-American Patrolmen's League's original citizen complaint and referral service. Chicago area church leaders, representatives from numerous Southside Chicago community organizations and tenant groups, lawyers, locally and nationally recognized media personalities who are actively concerned about crime in minority communities, and local criminal justice reform activists are members of the LIC Board.

Specific operational components of the program include referrals to the appeals components of various criminal justice/law enforcement agencies; referrals to appropriate legal counsel; referrals to social service agencies. The field operations component emphasizes community organizing around a crime prevention agenda, using existing structures such as block clubs, church groups, tenant councils, social clubs, neighborhood associations and other community-based groups. Over the years, LIC has expanded and refined the referral service. It has served nearly 1,000 persons per year and has also conducted numerous workshops on community crime prevention and personal safety.

C. EXPERIENCE IN FUNDED PROGRAMS

In 1974, LIC received a three year grant from the Illinois Law Enforcement Commission (Grant No. 1907, 1448 and 2316) to continue and expand its services. LIC has established a remarkable record of success in soliciting significant community involvement in the crime fight. It successfully administered state and private grants totalling over \$500,000.

In September, 1978, LIC was awarded a \$245,000 grant from LEAA's Office of Community Anti-Crime Programs. The funds are being used to implement an 18-month crime prevention project in the Robert Taylor Homes. The project's staff (Director, four community facilitators, one youth worker/organizer, researcher/writer, community crime prevention specialist), in consultation with members of the Taylor Homes Tenant Council, conducts an intensive crime prevention/tenant involvement effort in three of the twenty-eight buildings, and a general crime prevention/education/information components that services the entire complex.

The crime prevention project uses a multi-faceted program approach that includes:

- Use of audio-visual aids and media as a vehicle for tenant involvement, education, and action around various crime prevention concerns and measures (institution of a crime prevention information campaign, replete with educational messages, slogans, posters, public service announcements, distribution of literature);
- Strengthening and organizing tenant groups to facilitate increased tenant interaction, collective initiatives against crime (and related causative problems such as high youth unemployment);
- Creation of a youth video project to document workshops, meetings, problems, concerns and activities in crime prevention, providing a constructive training and service outlet for a number of youth in the community, deterring their involvement in crime;
- Formation of an ongoing Residents Task Force on Crime Prevention to insure consistent monitoring of crime prevention needs and concerns of the tenants; to serve as a tenant lobby for improved security; to serve as an indigenous organizing body for new and/or expanded crime prevention programs for Homes development; to institutionalize the residents' response to crime prevention;
- Planning and implementation of a pilot, paid tenant foot patrol (or security service) -- one which is sensitive to resident concerns and, in part, accountable to the residents' council; explore expansion of the tenant security force as a community-wide paid service, using CETA or Local Housing Authority funds; provide substantive training programs for patrollers.

The League to Improve the Community has a clearly established capacity to

involve, train, educate, and provide supportive counselling to tenants of the Robert Taylor Homes. It has a proven track record in program administration and program development.

III. PROGRAM DESCRIPTION: YOUTH AND FAMILY COUNSELING SERVICE PROJECT

A. Goals and Objectives

The League to Improve the Community requests \$265,551.88 to provide the staff, facilities, and materials necessary to implement a comprehensive counseling and social services support program for Robert Taylor youth and families. Intense counseling supports will be directed to residents of three target buildings in the Taylor Homes complex (some 3,500 residents). Broad parent education/training services and social agency referrals will be offered to all residents of the complex. Preliminary surveys indicate that one in every four youth (aged 12 to 18) living in the Robert Taylor Homes has had a negative encounter with the criminal justice system and has been involved in some major or minor level of criminal activity. Pre-adjudicated youth and first offenders often become repeat offenders. LIC believes that a comprehensive treatment model to service varied family and youth needs can aid in deterring juvenile delinquency.

Specific goals and objectives of the LIC program include:

1. To divert pre-adjudicated youth, first offenders and troubled youth away from the criminal justice system and into alternative programs.

--The project, over one year, proposes to divert a minimum of 120 youth from continued criminal involvement. Continued involvement is defined as being arrested and being charged by the courts for a particular offense -- in addition to prior charges--or being processed by the courts for revocation of release status.

--This objective will be measured by assessing recidivism rates. The number and nature of court and police referrals will also be used as a measure.

2. To develop a network of services for core clients and all Robert

Taylor Homes tenants which will strengthen the educational and psychosocial performance of youth and which will empower their legal guardians with parenting and family interaction techniques that help reduce family tension, crisis, and juvenile vulnerability to criminal involvement.

--The project will attempt to reduce youth alienation through programs that involve them and their families in a range of counseling, education, recreational, employment activities in the Taylor Homes complex.

-- The project will attempt to improve employability of youth through direct vocational and employment counselling/training, tutorials, and student advocacy.

--It is anticipated that 120 families will be intensely serviced through the project and that at least 400 families will be general participants in one or more aspects of the project's services.

3. To strengthen the core family group of delinquent or trouble-prone youth through crisis-intervention, parent training, counseling and social service referrals.

-- To coordinate a network of supportive services for Taylor Home families, and to offer special parent effectiveness training seminars/workshops and counseling.

-- To establish a 12-hour staff hot-line for families in crisis.

-- To utilize individual and family counseling as a vehicle for assessing core family needs for social service support, employment/employment training, alcoholism and drug abuse prevention, and health care.

B. Basic Assumptions and Rationale for the Development of the Project

First, the planning, implementation, and control of a counseling diversion program is more effective when carried out at the neighborhood level. Second, in a community-based diversion/counseling program, every effort can be made to involve the client population in all aspects of the program's operation. Third, in any supportive services program, the thrust should be on diverting juveniles away from the criminal justice system, not away from the family or community. In some cases, a child may not be able to stay within the structure of his own family. If alternative placement is absolutely necessary, then the child should be placed in a stable family unit within the neighborhood.

Fourth, cases entering any diversionary program should not be labelled as a "juvenile delinquent". Instead, the cases shall be referred to as "family or youth in need". Fifth, any neighborhood-based diversion program should develop, in serviced families, a sense of self-worth, hope and unity. Finally, any neighborhood diversion program should not only be concerned with directing youth away from the juvenile justice system, but also should be a catalyst in developing the full positive potential of each youth/child in his or her neighborhood and family environment.

C. Operation of Program Components

1. The In-Take Process

In-take of the core client population of 120 pre-adjudicated youth, first-offenders and youth in-need or crisis will come from a variety of referral sources. LIC has already established viable relationship with the Robert Taylor Homes Tenant Council, juvenile officers of the Chicago Police Department, the Cook County Department of Public Aid, court officers, the Chicago Urban League, Afro-American Family Services, Firman Community Services, and public schools serving Taylor Homes youth. The intake-process will include in-depth individual interviews by the project's senior counselor. Social worker and crisis aid social service referrals will be made where warranted. Assessment of service and counseling needs will be prepared during the in-take interviews.

2. Elements of the Diversion Program

The project proposes to divert a minimum of 120 juveniles from further involvement with the courts and eventually off any adjudicatory status. The youth referred must be between the ages of 12 through 18. The youth will be referred from sources cited in '1' above (Intake Process). The project's funding will cover services over a twelve to fourteen month period. The diversion strategy involves pro-



viding a network of direct services to client youth and their families that seek to strengthen the educational, vocational, psycho-social life skills required by youth. The primary family adults would also be required to participate in the individualized service plan through once-a-week counseling and other support activities.

The project intends to meet the educational needs of referred youth by performing educational assessments and prescribing tutorial programs for strengthening the youth's general academic skills. Specifically trained tutors will be regularly assigned to implement programs detailed to each client's needs. Follow-up at the public schools will be handled by the project's counselors, youth advocates and family intervenors, in an attempt to coordinate educational supports and monitor the participation and development of the youth in the school environment.

The project will also perform career assessments and vocational guidance, along with employment training referrals and placement referrals. It is LIC's belief that enhancing the youth's potential for adjustment and success in academic achievement not only contributes to positive self-concepts of youth, but improve employability. In many instances jobs and some form of financial assistance for families-in-need serves as a deterrent to continued criminal involvement.

The project will address psycho-social skills of referred youth/families through the use of individualized and group counseling, seminars and training sessions on parent-effectiveness and family interaction, use of video-tape and films as a vehicle for self-expression and creativity, planned recreational supports, role-playing, creative dramatics, and graphics arts. The project will also seek to involve youth in a variety of community service ventures (escort services for the elderly, paint-up/fix-up projects, building security surveys, big-brother/big-sister efforts) benefiting the broad community of tenants in the Taylor Homes complex.

On an intensive level, individual counseling facilitated by project staff and consultants will deal with issues which are significant to the youths' social adjustment and which foster more healthy interaction with family members and neighbors. Topics might include: dealing with authority, abuses of authority, drug problems, peer-group relationships, setting limits and controls, the ability to communicate thoughts and feelings freely, self-concept, youth and the law, academic performance and career objectives, dealing with frustration, penal systems, and sexuality.

a. Family Counseling

The family counseling component of the project includes several categories of counseling. It is anticipated that all referred youth and walk-in clients will be involved in two to three counseling sessions per week. Each session will average 1½ to 2 hours of counseling per week. Categories of counseling include:

-- Peer group counseling (youth groups and adult groups). These sessions will be led by a project team that includes a senior counselor, social worker, and, if warranted, the youth advocate or family intervenor. After three or four meetings of the same group, project staff involvement may be reduced to one staff member and leadership of the group may even rotate among youth participants. Overall aims of group counseling include: to aid in developing positive self-images, to develop new ways of relating to peers, to develop a sense of responsibility for one's behavior and actions, to develop peer group support for positive changes in behavior and self-image; to understand the global nature of personal problems, to provide youth with information on problems commonly confronting teenagers, to improve family communication, to equip participants with skills for more effective handling of family disputes, to aid participants in identifying and tapping other service resources, to examine employment problems and opportunities, to discuss elements of effective parenting, to examine the problems of drug abuse/alcoholism and family disruption.

-- Individual sessions will stress the interpersonal functioning of clients. Aspects of his or her day-to-day life will be explored as the client is assisted by project counselors in recognizing conflict situations and their alleviation. Ongoing counseling using various modalities will be used in identifying, assessing and eliminating negative social, environment and psychological factors affecting the clients troubled behavior. Clients will receive at least two hours of individual counseling per week. Ad hoc emergency counseling will be available to the client at least twelve

hours per day..

b. Counseling Modalities

The staff teams participating in counseling sessions will utilize a variety of techniques in individual/group dynamics. These include role playing, group problem-solving, use of tape recorders (with permission) to provide feedback on each member's participation in sessions, trips to relevant agencies, training films, as needed use of a social-psychiatrists, rap-sessions with ex-offenders or rehabilitated offenders and representatives of drug treatment programs.

3. Crisis Intervention/Dispute Settlement for Families In Need

Highly trained volunteers, supervised by on-duty counselors and family intervenors will man a 12 hour hot-line for families in crisis. The hot-line will operate during peak conflict hours Monday through Saturday (2:00 A.M.). Individuals manning the hotlines will be accomplished in the use of mediation, encouraging conciliation, and non-binding arbitration. They will also have at their disposal a comprehensive listing of other emergency service agencies (rape victim services, child abuse prevention services, police, ambulances, fire department, on-call doctors). The hot-line facility will be located within the Taylor Homes complex.

Other elements of the crisis -intervention component includes the presence of a crisis-intervention team, on-call ten hours per day. The team will include the project's social worker or senior counselor, a youth worker, and two family crisis intervenors. One to two evenings per week (Wednesdays and Fridays) a social-psychiatrist will work with the team. The team will also be based in an LIC facility within the Taylor Homes complex. The team will be trained and skilled in facilitating resolution of neighbor or family disputes. The techniques employed will include:

- a. Negotiation. Where appropriate, facilitation of negotiation will occur when disputing members of a family or neighbor-tenants can arrive at a settlement with a minimum of third party involvement to temper violent potential of a dispute, concede their individual interests in reaching a mutually acceptable solution.
- b. Conciliation, whereby a third-party attempts to encourage negotiation among disputing family members. This party serves as a "go-between" in communications among disputant members, sometimes providing a neutral place for negotiation, etc.
- c. Mediation, involving active third-party participation in processing the dispute, offering advice on possible resolution, arranging meetings between disputing parties, providing follow-up counseling and referrals, drawing up agreed upon terms of resolution, etc.
- d. Separation (temporary) of disputing members. In heated situations, it is sometimes necessary to separate parties for a cooling off period or for "safe haven". The intervention team will have access to a variety of temporary shelters for such purposes.

4. Employment Referral For Youth and Their Families

Upon entering the program, each client's employment and training history will be taken by the Vocational Counselor to determine what skills the resident may already have. The consulting Educational Specialist, Vocational Counselor, and Community resources will be used to determine the client's areas of expertise, abilities, and interests. The Vocational Counselor will assist clients in the development of a resume; identification of/and preparation to improve marketable skills; exploration and practice of employer/employee relations; seeking and maintaining employment. The vocational counselor will also provide information on specific job requisites and current development of the job market in the Metropolitan Area, and will be responsible for meeting other pertinent employment-related needs of clients.

Because of the difficulty an individual with a criminal encounter and drug/alcohol history has in convincing an employer to hire him, staff efforts will be concentrated in the area of job development. Primary emphasis will be on obtaining commitments of job slots from area employers. This will partially be obtained through educating and sensitizing the potential resource via literature, media, individual and group contacts. Clients will be referred to the Employment Service, the Civil Service Commission, and other community sources. Clients will also be encouraged to seek employment through personal contacts they may have.

5. Education

Each client's educational level will be discussed with him or her in terms of pursuing the next obtainable level while in the program. Since most offenders have not completed high school or its equivalent, obtaining a GED while participating in the program will be a high priority. This will be an important step in developing a good self-concept and fostering an attitude of positive growth and development. The Educational Specialist (consultant) will test residents to determine who are candidates for GED participation and who may need a remedial program. The Specialist will also be sensitive to signs of possible brain dysfunction or any other learning disability which would preclude their participation.

All clients who do not have a high school diploma or GED and have been tested and found capable of securing one, will be encouraged to attend GED or Basic Education classes. Program staff will enlist the cooperation of the Division of Adult and Continuing Education, Public Schools; Literacy Action Board; and the University of Chicago in providing teaching assistance. A tutorial program for those clients in need of individualized assistance will be developed.

Clients will also be employed in tutoring as their volunteer assignment, if qualified.

Those clients possessing a High School diploma or GED will be encouraged to obtain a Basic Education Opportunity Grant, for the purpose of furthering their education. Increasing clients' educational levels is a factor in expanded job opportunities.

Another aspect of the educational component will be the providing of substance abuse education to clients. This will be accomplished through the means of a film/discussion series, focusing on usage and abuse, effects and treatment. Qualified consultants, either paid or volunteer, will give lectures on the physiological affects of drugs/alcohol on the body.

Literature on the subject will be made readily available to all program participants and their families. Increasing residents' awareness is one of the initial steps in their making personal commitments to do something about their problem.

6. Recreation

Lack of opportunity and exposure to various recreational and cultural activities have led many persons to indulge in other questionable pursuits, often leading to criminal involvement. The project's recreation program will acquaint clients with alternative leisure time activities. All youth will be encouraged to use the recreational facilities of the community. Schedules of events open to the public will be posted and transportation arranged. Free tickets for paid events are frequently made available to LIC and will be distributed to clients. Clients will also be encouraged to participate in team sports, as well as cultural and media projects conducted through other LIC programs.

7. Volunteer Involvement

There will be two categories of volunteer involvement in the project. First, youth clients may be trained for a variety of volunteer services to residents of the complex. Such services might include tutoring young children, escort for the elderly, volunteer aides in day care centers, volunteer aides in the formation of sport teams, developing posters with public services messages on them for Taylor Homes tenants, court monitoring, and other pertinent activities. Volunteer participation by the youth will enhance their sense of self-worth, give them experience and training for future job references, and provide a useful community service. In addition, the project staff will try to develop volunteer opportunities within agencies outside of the housing complex (e.g. senior citizen centers, local hospitals, local volunteer clearinghouses).

In the second category of volunteerism, residents from the Robert Taylor Homes and surrounding community will be encouraged to assist in providing a supportive environment for clients, members of the community will be sought to provide clients with support, friendship and to participate in the recreational and social activities. Local centers on volunteerism will be called upon to assist in training volunteers in determining appropriate volunteer roles. Already, the University of Chicago's School of Education has expressed some interest in deploying students to assist LIC in structuring and implementing an appropriate on-site and off-site tutorial program.

IV. STAFFING AND PROJECT MANAGEMENT

The staff of the proposed LIC Youth and Family Counseling Services Project will include a Project Director (50% time), a Deputy Director/Social Worker (100% time), three senior counselors (100% time each), two youth-advocates (100% time), twelve



part-time family intervenors and youth aides (20% time each), a social psychiatrist (25% time), an administrative aide (100% time), and a clerk typist (100% time). These staff members will receive supplemental supports from a variety of volunteers, consultants, and related social service agencies.

The Director, at 50% time, will assume responsibility for coordination and administration of the program. Specific duties include development of an overall work plan for the project; identification of staff training needs and resources; broad delegation of staff assignments; development of bi-monthly and quarterly reports for the LIC Board of Directors and the funding agencies; fiscal administration of the project; staff evaluation; and maintenance of liaison relationships with the funding sources and other supportive service agencies.

The Deputy-Director/Social Worker, at 100% time, will serve as the second-in-command of the project, also functioning as its head in the absence of the director. This person will: serve as the lead team member in developing or approving appropriate service/treatment plans for clients; act as the central facilitator in initial meetings with clients; collect and analyze data, and in the initial meetings of various counseling groups; maintain a discrete caseload (critical need or high-need cases) for individual counseling sessions. Other responsibilities involve: collection of resource materials to facilitate counseling sessions; attendance at court hearings of referred clients; assistance in developing a parent effectiveness-training program, review of individualized service/treatment plans for clients, aid to the Executive Director in evaluating staff and program operations.

The three (full-time) counselors will assume responsibility for providing individual and group counseling services to clients. They will, guided by consulting education specialists, perform career and vocational assessments of clients, refer clients to

part-time family intervenors and youth aides (20% time each), a social psychiatrist (25% time), an administrative aide (100% time), and a clerk typist (100% time). These staff members will receive supplemental supports from a variety of volunteers, consultants, and related social service agencies.

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The Deputy-Director/Social Worker, at 100% time, will serve as the second-in-command of the project, also functioning as its head in the absence of the director. This person will: serve as the lead team member in developing or approving appropriate service/treatment plans for clients; act as the central facilitator in initial meetings with clients; maintain a discrete caseload (critical need or high-need cases) for individual counseling sessions. Other responsibilities involve: collection of resource materials to facilitate counseling sessions; attendance at court hearings of referred clients; assistance in developing a parent effectiveness-training program, review of individualized service/treatment plans for clients, aid to the Executive Director in evaluating staff and program operations.

The three (full-time) counselors will assume responsibility for providing individual and group counseling services to clients. They will, guided by consulting education specialists, perform career and vocational assessments of clients, refer clients to

appropriate tutorial activities, and make other appropriate social service referrals. The counselors will conduct the initial or in-take interviews and assessments of problems and needs of clients. Counselors will also participate in weekly team conferences to coordinate and assess progress of treatment plans. They will also advise and consult with the youth-advocates and family intervenors on follow-up services or in-home services for clients. They are directly answerable to the Director and Deputy Director/Social Worker.

Two full-time youth advocates will be employed to: conduct follow-up home visits and school visits, coordinate implementation of the tutorial programs, organize recreational and volunteer-community service activities, serve as peer advisors for youth clients, provide references or support in court appearances (where deemed appropriate or warranted). They will also assist the Deputy Director and Director in identifying other social service programs and resources that support the youth's development. In alternating months, each youth advocate will be assigned to the crisis-intervention team or hot-line service.

Twelve family intervenors/youth aides will be employed part-time (20% time) to help man the crisis-intervention hot-line and serve on the crisis-intervention team. They will also conduct follow-up home visits to ensure continued progress and supportive services for clients. They will be deployed to aid families who are not a part of the project's intensive service caseload and who may require relatively fewer intervening supports or services. The family intervenors/youth aides will receive four-weeks of initial training in crisis intervention from the University of Chicago, the Chicago Police Department and the local Law Enforcement Criminal Justice Planning agency. Their training will be ongoing through the project's 12-month operation and they will participate in bi-monthly staff development sessions as well as conferences in Chicago or Washington, D.C. on issues pertaining to family crisis-intervention, youth delinquency

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prevention, and family services. Most, if not all of the intervenors, will have had some current or previous employment experience in social services, police services, and juvenile criminal justice systems. See exhibit 1-A and 1-B for a summary description of the staff and consultant positions, duties, qualifications and time commitments proposed for the project.

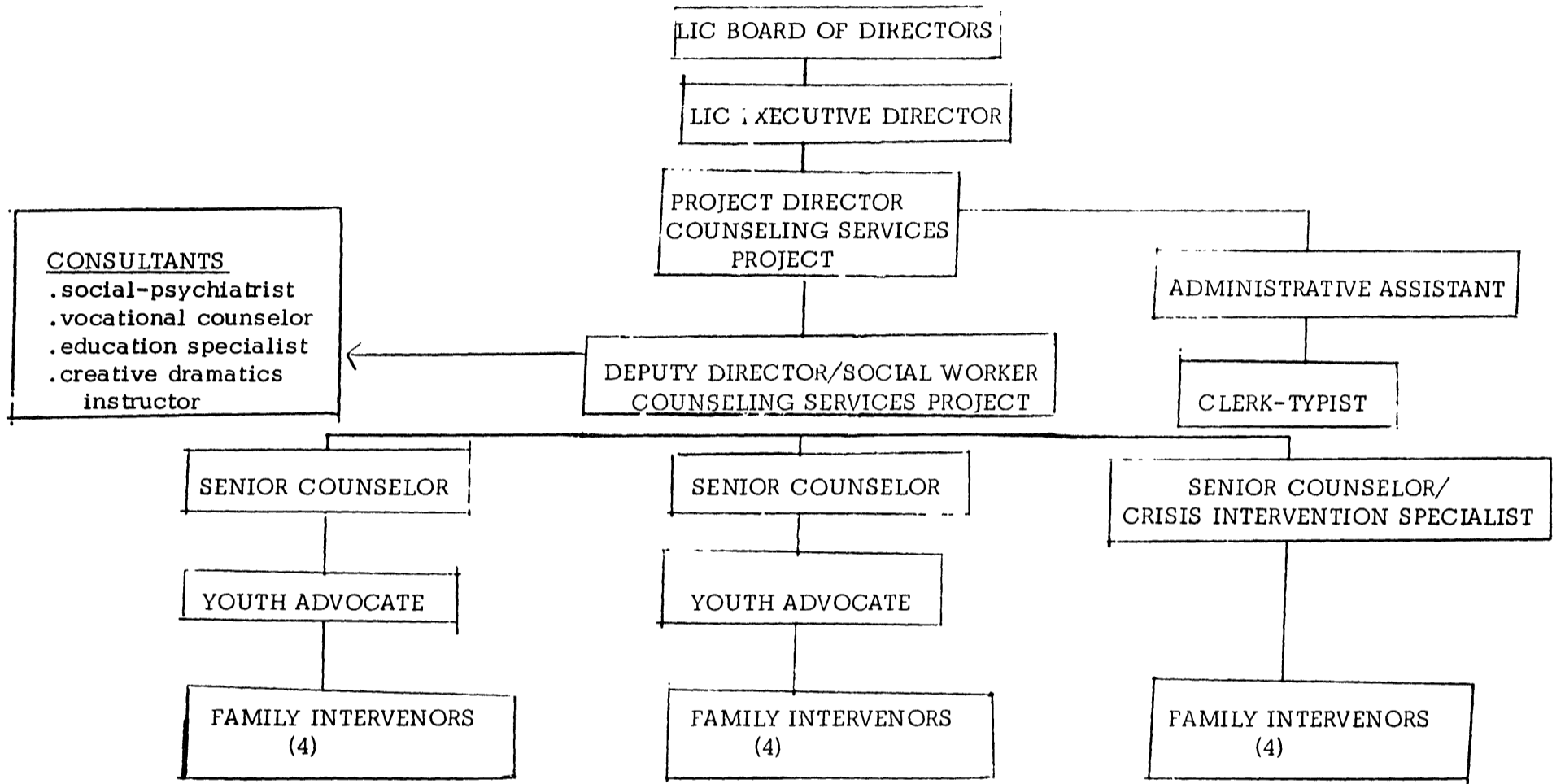
## STAFF AND CONSULTANTS

| POSITION                          | DUTIES  | QUALIFICATIONS   | TIME | GRANT FUNDS | NEW EMPLOYEE     |
|-----------------------------------|---|--|------|-------------|------------------|
| Project Director                  | Overall responsibility for implementation and operation of grant  | M.A. degree and/or 8 years experience (including 4 in supervisory capacity and 2 in administration)                            | 50%  | Yes         | No               |
| Deputy Director/<br>Social Worker | Has supervisory and administrative responsibility for grant, maintains individual caseload  | M.S.W. degree and 5 yrs. experience (including 3 in supervisory capacity and 2 in administration)                              | 100% | yes         | yes              |
| Three Senior Counselors           | Under supervision of Deputy Director assumes specifically delegated responsibilities; acts in absence of Social Worker, management of moderate caseload | M.A. degree and 1 year experience, or B.A. degree and 3 years experience   | 100% | yes         | yes              |
| Vocational Counselor              | Training and employment placement counselor and employment development expert for clients   | M.A. degree or B.A. degree and 2 yrs. experience (or specialized voc., business training and/or experience may be substituted) | 15%  | yes         | no<br>Consultant |
| Educational Specialist            | Develops and operates education and training programs designed to meet client needs   | M.A. degree or B.A. degree and 2 yrs. experience preferably in field of specialization.  | 10%  | yes         | no<br>consultant |
| Two Youth Advocates               | Developes and maintains contact with liaison persons from community agencies, makes referrals and does follow up, direct services to youth.             | B.A. degree and 2 yrs. experience, preferably in community resource development with services, delinquency prevention, etc.    | 100% | yes         | yes              |
| Administrative Assistant          | Performs secretarial, clerical and administrative duties to assist supervisor   | 1 year college, and 4 years experience or High School diploma and 4 yrs. exper.  | 100% | yes         | yes              |

| POSITION                                | DUTIES  | QUALIFICATIONS  | TIME | GRANT FUNDS | NEW EMPLOYEE |
|---|---|---|------|-------------|--------------|
| Clerk-Typist                            | Performs secretarial and clerical duties to assist unit supervisor in meeting needs of program  | High School diploma and 2 years experience or Secretarial School graduate and 1 year experience | 100% | yes         | yes          |
| Twelve Family Inter-venors/Family Aides | Monitors and conducts follow-up for clients, their families, available for assistance to clients in need after hours and on weekends, crisis-intervention | 2 years college and 2 years experience or High School diploma and 3 years experience            | 20%  | yes         | yes          |
| Social Psychiatrist                     | Psychiatrist services and referrals   | Established by Department of Social Services.   | 10%  | yes         | yes          |

FAMILY AND YOUTH COUNSELING SERVICES PROJECT FOR ROBERT TAYLOR HOME TENANTS

ORGANIZATION CHART





| <u>GOALS</u>   | <u>OUTPUT MEASURES</u>                                     | <u>POSITION RESPONSIBLE</u>   | <u>TIME-FRAME</u>           |
|--|--|---|-----------------------------|
| 1. To implement program design for diverting 120 juveniles out of referred group.  |  |   | Twelve Months               |
| <u>Task 1:</u><br>To hire staff  | # of eligible juveniles referred.                          | Executive Director  | First 60 days of funding    |
| To finalize referral and in-take procedures and necessary data.  | # of completed social and family profiles                  | Director and Deputy Director Counselors,                            | First 90 days of funding    |
| <u>Task 2:</u><br>To finalize aspects of monitoring the subsequent acts of referred clients.   | # of client families agreeing to cooperate with monitoring | Project Director and Deputy Director                                | First 90 days               |
|  | # Offenses reported in District by clients referred.       | Deputy Director/Social Worker, Counselors, Youth Advocates          | Ongoing                     |
| II. To finalize counseling component and implement it. To monitor all agreements between Project and client families                                     | # of families serviced                                     | Project Director<br>Deputy Director                                 | Third through twelfth month |
| <u>Task 1:</u><br>To design 2 hours a week for different groups of family members, the parent effectiveness program/seminars. To begin counseling groups | # of families contacted                                    |   |                             |
|  | # of consultants involved                                  | Deputy/Director Counselors, Family Intervenors, Social Pyschiatrist | Fourth to twelfth month.    |
|  | # of _____ n the _____ s a week.                           |   |                             |
| <u>Task 2:</u><br>To operate and evaluate family effectiveness sessions.   | # of meetings and # of participants.                       |   |                             |
|  | # of changed patterns of dealing with juveniles            | Deputy Director Counselors  | Fourth to twelfth month.    |

| <u>GOALS</u>  | <u>OUTPUT MEASURES</u>   | <u>POSITION RESPONSIBLE</u>  | <u>TIME-FRAME</u>  |
|---|--|--|--|
| <p>III. To develop a work of services to clients referred</p>   |  |  |  |
| <p><u>Task 1:</u><br/>To determine required sessions for educational programing</p>                             | <p># of clients in need educational remediation<br/># of prescribed tutorial programs</p>            | <p>Counselors, youth advocates, counsultants</p>                       | <p>Third to twelfth month</p>                            |
| <p><u>Task 2:</u><br/>To finalize contracting with academic agencies for tutors and assessors.</p>              | <p># of tutors and students<br/># of diagnostic prescriptions</p>                                    | <p>Counselors, youth advocates, counsultants</p>                       | <p>Third to twelfth month</p>                            |
| <p><u>Task 3:</u><br/>To determine regular contact with schools of clients</p>                                  | <p># of school conferences held</p>  | <p>Counselors, youth advocates, counsultants</p>                       | <p>Third to twelfth month</p>                            |
| <p><u>Task 4:</u><br/>To determine the necessary vocational referrals</p>                                       | <p># of clients in need of vocational school placement</p>   | <p>Counselor, youth advocates, counsultants</p>                        | <p>Third to twelfth month</p>                            |
| <p><u>Task 5:</u><br/>To determine twice a week individual and group counseling sessions for clients</p>        | <p># of clients seen on a weekly basis<br/># of groups a week and make-up of participants</p>        | <p>Counselor, youth advocates, counsultants</p>                        | <p>Third to twelfth month</p>                            |
| <p>1. is<br/>inter...</p>   | <p># disputes referred</p>   | <p>Counselor, family intervenors</p>                                   | <p>Third to twelfth month</p>                            |
| <p><u>Task 6:</u><br/>To require necessary drug and alcohol screening of clients referred with this problem</p> | <p># of clients in need of this care<br/># of drug information sessions planned during 12 months</p> | <p>Counselor, family intervenors<br/>Counselor, family intervenors</p> | <p>Third to twelfth month<br/>Third to twelfth month</p> |
| <p>IV. To divert a minimum of 120 juveniles from further involvement</p>  | <p># of progress determined cases over 12 month<br/># of failures determined over 12 months</p>      | <p>Project Director<br/>Deputy Director</p>                            | <p>Third to twelfth month</p>                            |

BUDGET NARRATIVE

Fourteen Months

1. PERSONNEL

|   |   |              |
|---|---|--------------|
| <u>Project Director</u><br>Overall administration<br>and management of project  | 50% time on basis<br>of an annual salary<br>of \$26,000 for full-<br>time service | \$ 15,166.66 |
| <u>Deputy Director/Social<br/>Worker.</u> Assists in super-<br>vision of day-today opera-<br>tions of project. Oversees<br>development of client treat-<br>ment and service plans. Main-<br>tains high-need counseling<br>caseload. | 100% on annual<br>salary of \$23,500  | \$ 27,416.66 |
| <u>Three Senior Counselors</u><br>conduct individual and<br>group counseling.   | 100% time each<br>at \$15,000 each per<br>year                                    | \$ 52,500.00 |
| <u>Two Youth Advocates</u><br>Plan support<br>ing, tutorials.   | 100% time each at<br>annual salary of<br>\$12,500 each                            | 29,166.66    |
| Administrative Asst.  | 100% time at<br>\$11,200  | 13,066.66    |
| Clerk-Typist  | 100% time at<br>\$8,700   | 10,150.00    |
|   |   | <hr/>        |
|   |   | \$147,466.64 |
| Fringe benefits 17%<br>(approved in prior years)  |   | 25,069.33    |
|   |   | <hr/>        |
| Total Personnel   |   | \$172,523.97 |

\* Note: A fourteen month budget allows one-month for start-up planning and finalization of design and one month for closure and phase-down. It also allows the last month for aggressive exploration of alternative supports for continuation and/or expansion of program effort.

FOURTEEN MONTHS

II. TRAVEL

Project Director.

Four round trips Chicago/D.C.  
for consultation with LEAA and  
representation at conferences  
Airfare \$158 per rt. Average of  
two days' stay per trip at \$50 per  
diem. \$158 X 4 (+) \$50 X 8

\$1,032

Deputy Director/Social Worker  
Two round trips Chicago/D.C.

516.00

Counselors (3). Each counselor  
may attend at least one seminar/  
conference on issues related to  
program services. It is anticipated  
that several such conferences will  
be held in Washington D.C. during  
the course of the project and that  
others will be in Chicago or elsewhere  
in the state of Illinois. A minimum  
travel allotment covering anticipated  
trips for three counselors to D.C.  
is therefore budgeted.

Three round trips to D.C. at  
\$158 per rt (+) \$50 per diem X  
6 dys.

774.00

Local travel anticipated by project  
staff to and from court/social service  
agencies in behalf of clients. Past  
experience indicates that such travel  
will average 300 miles per month X  
15¢ per mile (mileage reimbursement)

630.00

Total Travel

\$2,952.00

III. Equipment

Two Electric (Selectric) Typewriters  
used at \$480 @. To rent would cost \$50  
per month

\$ 960.00

Five desks (used) at 75 @. For Deputy Dir.  
counselors, youth advocates

375.00

Five chairs (used) at \$35 each

175.00

Two conference tables for staff meetings  
and group counseling sessions. At \$125 each (used)

250.00

Twelve incidental chairs for counseling sessions  
(group) (used) at \$25 per chair

300.00

Three file cabinets (used) at \$70 @ 210.00

EQUIPMENT

Three portable tape recorders at \$50 each (wholesale) \$ 150.00

Two typing stands at \$25 @ (used) 50.00

Three literature display racks for client literature at \$60 each (Used) 120.00

---

Total Equip. \$2,590.00

IV. SUPPLIES

Consumable supplies for staff (pens, paper, staples, etc.) at an average of \$15 per month per staff person who is full time and \$5 per month for all part-time/contractual staff. (8 full-time staff and 13 part-time staff) Figured on basis of 12-months. 2,220.00

12 doz recording cassetts at \$18.50 per dozen 222.00

Xerox paper. 100 reams X \$6.00 per ream over course of 14 month project. 600.00

V. CONTRACTUAL

Printing Contractual. Office copier at \$140 per month X 14 months. To purchase would cost in excess of \$3800 1,960.00

12 Family an average of 3 hours per day, five days per week of 15 hours per week. Compensation at \$5.70 per hour. To be utilized for 11 months. \$45,144.00

(note Unemployment compensation on such part-time employees is 2%) 902.88

Social-psychiatrist at 7 days per month at \$160 per day. For 12 months 13,440.00

Vocational Guidance Specialist at 6 days per month at \$110 per day. For 10 months. 6,600.00

Education Specialist at 5 days per month at \$75 per day for 12 months. 4,500.00

CONTRACTUAL (continued)

Project attorney at \$50 per day X 50  
days of service during 12-months. 2,500.00

Total Contractual (printing/consultants) \$75,046.88

VI. OTHER

Postage at average of \$120 per month  
for 12 months and \$80 per month for 2 months \$1,600.00

Printing - flyers to announce program,  
brochures on project services, announcements  
on parent-effectiveness training and other  
seminars, group counseling calendars,  
reporting forms \$1,500.00

Telephone (pro-rated on projected usage  
at \$225 per month) 3,150.00

Twelve Hour-hot-line, with recorder message  
capacity. At \$32.50 per month (for 12 months) 390.00

Rent for 14-months (It is anticipated that  
the housing authority will provide space in  
the Robert Taylor Homes complex at a nominal  
rent of \$400 per month) -- far less than the  
maximum \$7.50 per sp. ft. per full-time staff  
LEAA guidelines permit. 5,600.00

Total Other \$10,640.00

VII. CONSTRUCTION

Partitioning to provide for counseling  
and intake interview cubicles. Estimate  
for partitioning and shelving for four  
such cubicles at \$1800 materials and labor \$ 1,800.00

Total PROJECT BUDGET \$265,551.88

APPENDIX A  
AGENCY FORMS

INTAKE FORM

\_\_\_\_\_  
INTAKE COUNSELOR

\_\_\_\_\_  
ASSIGNED COUNSELOR

\_\_\_\_\_  
PROBATION OFFICER

\_\_\_\_\_  
DATE

\_\_\_\_\_  
NAME

\_\_\_\_\_  
ADDRESS

\_\_\_\_\_  
TELEPHONE NUMBER

\_\_\_\_\_  
MARITAL STATUS: MSWD CL

\_\_\_\_\_  
DATE OF BIRTH

\_\_\_\_\_  
NO. OF DEPENDENTS

\_\_\_\_\_  
CLIENT LIVES WITH

RELATIVES & OTHER INTERESTED PERSONS:

| NAME  | ADDRESS & TELEPHONE NO. | RELATIONSHIP |
|-------|-------------------------|--------------|
| _____ | _____                   | _____        |
| _____ | _____                   | _____        |
| _____ | _____                   | _____        |

EMPLOYMENT:

| EMPLOYER | ADDRESS | SUPERVISOR | SALARY | DATES | WHY LEFT |
|----------|---------|------------|--------|-------|----------|
| _____    | _____   | _____      | _____  | _____ | _____    |
| _____    | _____   | _____      | _____  | _____ | _____    |
| _____    | _____   | _____      | _____  | _____ | _____    |

PUBLIC ASSISTANCE:        YES        NO    HOW LONG: \_\_\_\_\_  
 AMOUNT OF GRANT: \_\_\_\_\_  
 NAME: \_\_\_\_\_    TELEPHONE NO. \_\_\_\_\_  
 FINANCIAL: \_\_\_\_\_    TELEPHONE NO. \_\_\_\_\_

EDUCATION & TRAINING:

| SCHOOL | DATES | COMPLETED | CERTIFICATE OR DEGREE |
|--------|-------|-----------|-----------------------|
| _____  | _____ | _____     | _____                 |
| _____  | _____ | _____     | _____                 |
| _____  | _____ | _____     | _____                 |

ARREST RECORD: INSTANT OFFENSE \_\_\_\_\_ DATE \_\_\_\_\_

| PRIOR OFFENSES | DATE  | DISPOSITION |
|----------------|-------|-------------|
| _____          | _____ | _____       |
| _____          | _____ | _____       |

DRUG USAGE: \_\_\_\_\_ HOW LONG \_\_\_\_\_ LAST CONTACT & TYPE \_\_\_\_\_

OTHER PROBLEMS: ALCOHOL \_\_\_\_\_ MENTAL \_\_\_\_\_ EMOTIONAL \_\_\_\_\_ PHYSICAL \_\_\_\_\_



INTAKE INTERVIEW CONTINUED:

A. WHAT CLIENT SEES AS PROBLEM: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. WHAT COUNSELOR SEES AS PROBLEM:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

C. OVERALL ASSESSMENT & TREATMENT PLAN:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

D. REPORTING SCHEME:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E. SERVICES PROVIDED AT INTAKE:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

III. SHORT TERM GOALS (90 DAYS OR LESS)

GOALS

TASKS

---

COMPLETED

DATE OF NEXT REVIEW: \_\_\_\_\_

\_\_\_\_\_  
CLIENT'S SIGNATURE

\_\_\_\_\_  
COUNSELOR'S SIGNATURE

\_\_\_\_\_  
SOCIAL WORKER'S SIGNATURE





Monthly Program Reports

Name of Program \_\_\_\_\_

Reporting Month/Year \_\_\_\_\_ Contract Number \_\_\_\_\_

Executive Director \_\_\_\_\_

Section 1

1. Number of Active Clients (from preceding months) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

1a. Number of Significant Others (from preceding months) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

2. Number of New Clients (this reporting month) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

2a. Number of New Significant Others (this reporting month) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

3. Number of Existing households Receiving Family Services TOTAL \_\_\_\_\_

3a. Number of New households Receiving Family Services TOTAL \_\_\_\_\_

4. Number of Client Terminations (this reporting month) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

a. Client completed treatment program M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

b. Client could not be contacted M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

c. Client refused services M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

d. Other favorable (specify) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

e. Other unfavorable (specify) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

4a. Number of Significant Others Terminated M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

5. Number of clients not accepted in program M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

( ) \_\_\_\_\_

\_\_\_\_\_

Section 2

|     |  |   |   |       |       |
|-----|--|---|---|-------|-------|
| 01  | Number of Clients Employed or in School/<br>Training (end of the month)      | M | F | TOTAL | _____ |
| 02  | Number of Clients Unemployed or not in<br>School/Training (end of the month) | M | F | TOTAL | _____ |
| a.  | Number with means of support   | M | F | TOTAL | _____ |
| b.  | Number without means of support  | M | F | TOTAL | _____ |
| 03  | Number of Clients with Medical Insurance                                     | M | F | TOTAL | _____ |
| 04  | Number of Clients with no Medical Insurance                                  | M | F | TOTAL | _____ |
| 05  | Number of Clients Actively seeking employment<br>(end of the month)          | M | F | TOTAL | _____ |
| 06  | Number of Clients Actively involved in<br>employment/training/school         | M | F | TOTAL | _____ |
| 07  | Number of job placements for clients   | M | F | TOTAL | _____ |
| 07a | Number of job placements for significant<br>Others                           | M | F | TOTAL | _____ |
| 08  | Number of school/training placements for<br>clients                          | M | F | TOTAL | _____ |
| 08a | Number of school/training placements for<br>significant others               | M | F | TOTAL | _____ |
| 09  | Number of clients and significant others<br>given financial aid              | M | F | TOTAL | _____ |
| 10  | Total amount of financial aid  | M | F | TOTAL | _____ |

Section 3

|     |   |   |   |       |       |
|-----|---|---|---|-------|-------|
| 001 | Number of clients receiving individual<br>Counseling/therapy      | M | F | TOTAL | _____ |
| 002 | Number of clients receiving group<br>Counseling/therapy           | M | F | TOTAL | _____ |
| 003 | Number of clients receiving family<br>counseling/therapy          | M | F | TOTAL | _____ |
| 004 | Number of hours clients received individual<br>counseling/therapy | M | F | TOTAL | _____ |
| 005 | Number of hours clients received group<br>counseling/therapy      | M | F | TOTAL | _____ |

006 Number of hours clients received family counseling/therapy M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

007 Other Treatment-Related Services (within program) M \_\_\_\_\_ F \_\_\_\_\_ TOTAL \_\_\_\_\_

Specify \_\_\_\_\_  
\_\_\_\_\_

008 Number of client and client-related contacts

a. Office TOTAL \_\_\_\_\_

b. Field TOTAL \_\_\_\_\_

c. Telephone TOTAL \_\_\_\_\_

Section 4

0001 Number of Clients referred from:

|                               |   |   |       |
|-------------------------------|---|---|-------|
| Courts                        | M | F | Total |
| Welfare                       | M | F | Total |
| Hospitals                     | M | F | Total |
| Family Members                | M | F | Total |
| Tenants Council               | M | F | Total |
| Half-way House                | M | F | Total |
| Churches                      | M | F | Total |
| Police                        | M | F | Total |
| Housing Authority             | M | F | Total |
| Tenant Neighbors              | M | F | Total |
| Youth Groups                  | M | F | Total |
| Walk-ins                      | M | F | Total |
| Department of Motor Vehicle   | M | F | Total |
|                               | M | F | Total |
| Department of Human Resources | M | F | Total |
| Other                         | M | F | Total |
| Other                         | M | F | Total |
| Other                         | M | F | Total |



FOLLOW-UP TREATMENT PLAN

Agency Name: \_\_\_\_\_ Date: \_\_\_\_\_  
Client's Name: \_\_\_\_\_ Reg. No.: \_\_\_\_\_  
Admission Date: \_\_\_\_\_ Probation/Parole Exp.: \_\_\_\_\_  
Aftercare Counselor: \_\_\_\_\_ U. S. P. O.: \_\_\_\_\_

1. Treatment:

Follow-up Contact schedule: \_\_\_\_\_  
Type and frequency of counseling: \_\_\_\_\_  
Other supportive services and activities (frequency of each: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Definitions:

Goals: The aims, purposes, or end products to be accomplished as a result of treatment, based upon the client and the program services

Tasks: The activities, actions, behavior or steps the client must do or take in order to reach the goal. These are objective and observable and become the basis upon which progress notes are written.

II. Long-term Goals (more than 90 days):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\*Copies: 1st - Aftercare  
2nd - Client

May 1, 1979

Dear Renault:

Many thanks for sending us a copy of the Youth and Family Counseling Services proposal. I was delighted to hear that LEAA is funding it. Keep up the good work and let me know how we can help.

Sincerely,

Julia Dobbs  
Legal Deputy  
to Louis Martin

Mr. Renault A. Robinson  
Executive Director  
The League to Improve  
the Community  
1180 East 63rd Street  
Chicago, Illinois 60637

DOBBS/cwc

2nd DRAFT

LEAGUE TO IMPROVE THE COMMUNITY

P R O P O S A L :

COMMUNITY ACTION, DEVELOPMENT & SERVICE IN THE ROBERT TAYLOR HOMES,  
Chicago, Illinois

I. INTRODUCTION

The League to Improve the Community is a non-profit, tax exempt, community based organization founded in 1970 for the primary purpose of reducing the level of crime and fear of crime in Chicago's minority communities. Its Board of Directors is composed of Chicago area church leaders, representatives from local community organizations and tenants groups, lawyers and locally and nationally known media personalities, and criminal justice reform activists.

The League was founded by the Afro-American Patrolmen's League, which was established in 1968 to promote racial justice in the Chicago Police Department and to improve police service and accountability to the black community. Its program of litigation and community education, service and action led to major reforms in the Chicago Police Department and brought it national attention. It has played a major role in the establishment and leadership of the National Black Police Association, which has 64 member associations in 22 states.

Several years ago the League assumed responsibility from the AAPL for the operation of a Community Education and Referral Service.

Its components include referrals to legal counsel, social service agencies and the appeals units of various law enforcement and criminal justice agencies; community education on crime prevention and personal safety; and community organizing for crime prevention. This program serves nearly 1,000 persons per year throughout the Chicato area.

Early in 1978 the League began the operation of a second major program - a Tenant Community Crime Prevention Project in the Robert Taylor Homes on the southside of Chicago. This program was established at the request of, and in close collaboration with, Local (tenants) Advisory Council of this public housing project after nearly a year of careful planning. Its principal components include intensive organizing, educating and mobilizing of tenants in three buildings with respect to crime prevention, as well as operating youth and media programs on the subject throughout the entire housing complex.

Although it is too early to make definitive judgements on the success of this project, there are several preliminary indications of its value in terms of crime reduction and community involvement. Furthermore, the League has reached two general conclusions which form the general premises on which the following proposal is based:

A. Major reduction in the problem of crime is related, in the last analysis, to similar reductions in the size of other community problems.

B. The key to the solution of all or most of these problems is the active involvement of the community that is

affected by them.

With these premises in mind the League proposes to utilize the Crime Prevention Project as a means or lever to establish a broader, multi-functional program of community action, development and services in the Robert Taylor Homes.

## II. THE PROBLEM AND THE RESPONSE

### A. The Target Community: A Profile

The Robert Taylor Homes on the central southside of Chicago is the largest public housing project in the world. It is composed of 28 sixteen-story buildings that extend for a mile and a half. It houses more than 4,000 families totaling nearly 21,000 persons. The average family is composed of more than five persons and three quarters of the residents are under 21 years of age. All of the residents are of minority background. Median household income as of December 1977 was \$4,455. An estimated 91% of the households receive Aid to Dependant Children and virtually all of the rest some otherform of governmental assistance. Eighty-four (84%) percent of the families are headed by one parent (primarily the mother).

High density, close quarters, and economic insecurity are, of course, common conditions in many of the nation's public housing developments; Robert Taylor Homes is

obviously no exception. Where there is no hope, there is despair; where opportunities for improvement are scarce and where there is no power, there is alienation and anger. Small wonder, then, that these housing projects are virtual breeding grounds for crime and other indicators of social pathology.

Robert Taylor Homes is located in Chicago's Second Police District, which in 1976 accounted for ten (10%) percent of all murders in the city and twelve (12%) percent of all robberies. The rates for all crimes are disproportionate to the District's percentage of the overall population of the City. The incidence of crime in Robert Taylor Homes is a topic of serious police concern, resident grievance and media sensationalism.

Taylor Homes is also located in two of Chicago's 76 community areas - Grand Boulevard and Washington Park. It is not surprising that these areas rank extremely high - 74th and 75th respectively - on a composite list of 31 social problem indicators with respect to income, environmental conditions, health, education and skills, and personal and family well-being that was assembled by the Council for Community Services (now United Way) of Metropolitan Chicago in 1975.

Given the traditional approach to the location, design and the administration of public housing projects as islands for the poor, it follows that the usual primary societal response to the difficulties of the residents is to pour in greater quantities of human services of various kinds. A large number of them exist in or near Taylor Homes, and in recent years an additional \$40 million dollars' worth have been expended on behalf of the 13,000 residents of a near-northside public housing complex - more than \$3,000 for every man, woman and child.

It is incontestable that this approach, and these sums, have had beneficial results for certain individuals and families. And yet, when areas such as Robert Taylor Homes are examined over times, the simple addition of more services seems to result in very little beneficial change in terms of improved family stability, educational progress, lower rates of crime and delinquency, higher levels of income or whatever. Equally significant, the infusion of services does little to solve the underlying problem of the dependence of the "clients" on the providers of the services and the established systems of social control of which they are a part. This problem is especially acute in public housing projects, where the residents - landlord relationship is uniquely unequal. If anything, the increase in services provided by most established agencies and institutions - no matter how much they seem to be needed and despite the real

value they may be to certain persons - actually increases the dependence of the community in general and decreases its collective ability to help itself. In this sense it compounds the problems of its residents.

B. The League's Response: Objectives

The League to Improve the Community certainly does not wish to deprive anyone in Robert Taylor Homes of services that he or she truly needs and in some cases it will be seeking to increase those services (see below). But the essence of its strategy is to use the talents, skills and hopes of the people in the area to solve their own problems in partnership with the resources of the wider community, as represented by its agencies, institutions, enterprises, profession and other resources. This principle can be more clearly enunciated in terms of the four general objectives of the program:

1. To maximize active citizen participation in policy-making and programming. The activities of the Local Advisory Council to improve management practices and living conditions in Robert Taylor Homes and the involvement of residents in the League's Crime Prevention Project are existing examples of work toward this objective. The proposed program will



include many others, as described below.

2. To maximize mutual aid opportunities. As public assistance recipients and public housing tenants, the residents of Robert Taylor Homes are dependant on the larger society for many aspects of their existence; their consumption of other public services increases this dependancy. In order to redress the balance, at least to some extent, it is important to help the residents help themselves. One of the best ways to do so is to facilitate and amplify opportunities for mutual aid. Countless examples of mutual aid can already be found, such as neighbors caring for each others' small children or cooking for each other in emergencies. By designing or redesigning programs that foster mutual aid on a larger scale, the program will help residents move toward a degree of independence of control of their own lives.

3. To increase local accountability of institutions and agencies. The accountability of society's institutions and agencies for their performance depends on the power of those to whom they are responsible and/or on how carefully they are scrutinized. Therefore an important objective of the program is to increase the oversight and, hence the accountability, of local agencies and institutions serving residents of Robert Taylor Homes. This is not a matter of seeking confrontation for the sake of confrontation; it is a matter of assuring that the community's expectations for performance of

stated responsibilities are in fact carried out in this area, just as they usually are in middle class and affluent areas.

4. To maximize opportunities for employment and career development. The relationship between employment and independence is too obvious to require discussion. The Robert Taylor Homes Local Advisory Council and the League have been successful in obtaining work opportunities for residents on the staff of the housing project itself and in some of the programs operating in the project. A basic objective of the program described in this proposal will be to maximize opportunities both for employment and for career development. This will apply not merely to low level Chicago Housing Authority positions but to self-help projects, service agencies and institutions and business and industry in or near the community.

Finally, these general objectives will be translated into more specific, operational objectives associated with each of the program's functions and components that are described in the succeeding section.

### III. PROGRAM FUNCTIONS AND COMPONENTS

As will become evident, the League's program for community action, development and services is neither a plan to pour more and more services into Robert Taylor Homes, nor is it an attempt to build an empire. It is, rather, a strategy to get maximum value from existing programs, to fill in obvious gaps, to enhance coordination,

cooperation and accountability and, above all, to help liberate people, rather than increase their dependency and despair. To do these things will require carrying out two basic functions; community education and action and program development.

A. Community Education and Action

The function of community education and action is intended to help achieve all of the objectives stated above and especially those involving citizen participation and accountability. Carrying out this function involves the performance of three major activities:

1. Monitoring - In order to achieve the accountability and citizen participation objectives, it is necessary in the first place to have systematic means of monitoring the performance of local agencies and institutions. The League to Improve the Community currently obtains informal feedback from a) participants in the service programs it sponsors; b) members of the Taylor Homes Advisory Council and c) members of the Afro-American Patrolmen's League. In addition, however, it has devised and is now administering a detailed questionnaire to local agencies in connection with the Crime Prevention Project. This will provide data and additional contacts for the detailed design and development of a system whereby residents and their indigenous organizations can monitor on an ongoing basis the performance of the management of Robert Taylor Homes

itself and of the human services programs that are intended to help them. This system, in turn will provide essential support for other aspects of the community education and action function.

2. Community Education - The second major activity is education of the local community with respect to the problems, issues and resources that are available. The Youth Gang Video/Mobile Van component of the League's Crime Prevention Project is an example: in this project youth themselves prepare and present audio-visual materials on crime prevention. A variety of educational devices will be employed, including the mass media, workshops and other meetings in each building and personal visitations. The educational process will be two-way; to present information on problems and resources to residents and to obtain feedback from them on their problems and needs for assistance and their experiences with local resources.

3. Advocacy - Advocacy embraces a variety of specific actions that are of different orders but that are all intended to achieve the general objectives of the program. Some typical examples of different types of advocacy are as follows:

\* Intervention with a local institution, such as a public school or public assistance office, to assure that it complies with a certain rule or regulation on an equitable basis in a particular individual case.

\* Cogent presentation of the rationale for changing a policy or administrative regulation of a public body in the interests of those it serves. An example is the need to provide a means whereby families whose income now exceeds the Chicago Housing Authority maximum can continue to reside in a CHA project.

\* Organized action to obtain a new community service.

B. Program Development

The second major function is to facilitate development of new or revised human service programs on the basis of the expressed needs of the residents of Robert Taylor Homes.

1. Education - It is axiomatic that employment (aside from that which is menial, ill-paid, sporadic and without hope of advancement), depends on the mastery of basic academic skills, together with the sense of confidence and pride in accomplishment that accompanies such mastery. Hence any serious and comprehensive community development effort in an educationally and vocationally deprived area must have a strong educational component. That component should be a joint

responsibility of the principal public education institution - in this instance the Chicago Public Schools - and the community itself.

In cooperation with the League to Improve the Community, the district administration of the Chicago Public Schools has designed and is prepared to operate a series of basic educational programs which may be briefly described as follows:

a. Basic Skills for Elementary School Students - Although success in high school requires that students at least be able to read high school textbooks, a recent study of six Chicago inner-city high schools found that many entering freshmen read at the fourth grade level. In order to reduce this skills gap, Chicago School District 13 will operate a special Basic Skills Program for Robert Taylor Homes residents aged 9 through 15 and enrolled in local elementary schools.

Students in grades four through seven who are at least a half-year behind the norm in reading will be bussed from their regular schools for a special 20-week highly-structured program which emphasizes the development of reading, writing and language arts skills in a quiet, orderly, well-disciplined setting.

Students who have completed eight grades of school but cannot meet graduation requirements (e.g. proficiency tests) will attend

reading and language arts skills classes at DuSable High School for one semester. They will then be tested and then either receive a diploma from their local elementary school or repeat the program.

Certificated teachers will be assisted by classroom aides, who will be residents of Robert Taylor Homes or the area immediately surrounding the housing complex.

b. DuSable Community School - Day School - DuSable High School, the largest educational institution serving Robert Taylor Homes, has recently been renovated and is in excellent physical condition. It is an ideal facility for conversion from a traditional high school to a true "community school" offering a variety of educational and related human services both to youth and to adults.

The function of the day school will be to serve youth aged 13 to 18. To educate them successfully requires both recognition of, and an attempt to deal with, a myriad of serious problems which they face and which directly affect their attendance and ability to learn. For example, twenty-one (21%) percent of the female students at DuSable are mothers. Most students live in poverty and some cannot even afford to come to school properly clothed, and so do not come at all. Others are needed to care for their younger siblings while their mothers work. As a result more than fifty (50%) percent of Taylor Homes youth fail to attend school regularly and more than sixty-two (62%) percent drop out before completing

high school.

In order to deal with these problems, the day school will supplement its regular academic program with a variety of special resources.

\* An expanded work-study program will allow more students to obtain employment and work experience and remain in school. A full-time vocational counselor will assist students in gaining employment. A work-training coordinator will articulate the work and academic components of students' programs. Any stipends for work experiences will be available for younger students who cannot be employed in the community.

\* An on-site Child Development/Day Care program will be established for the student/mothers and their children. This program will virtually eliminate non-attendance problems for these mothers and enable them to earn class credit for learning parenting skills.

\* A four-week summer program will be established for incoming freshmen. This program will help them improve the skills they will require as high school students and adjust to their new setting, thus greatly increasing the possibilities for academic success in the future.

\* Make-up programs, either through an extended school day or a summer session, will be instituted for students who have failed courses that are necessary for graduation.



Such programs will prevent dropping out by some students who are reasonably conscientious but who lack credits to graduate with their classmates.

c. DuSable Community School - Evening School -

The evening school program will be heavily oriented toward offerings which will enable Robert Taylor Homes residents overcome educational and other barriers to employment and satisfactory performance of other important roles in their lives, especially home management and parenthood.

\* The academic component will include a G.E.D. program, so that adults of all ages have at least some access to the job market; a variety of academic offerings that permit drop-outs and others to obtain a regular high school education and diploma; and a vocational education program that provides the requisites for entry level positions in fields such as practical nursing, office work, food service, child care, cosmetology and automobile repair.

\* Vocational counseling will also be provided, in order to enhance the possibility that the students' greater employability actually results in employment.

\* Since personal problems (family stress, alcoholism, drug addiction, physical or mental illness, etc.) often interfere with academic progress and vocational success, a

limited amount of general counseling will also be available in the evening school. This will be articulated with other counseling services that are provided as part of the League's total program or elsewhere in order to avoid duplication of effort.

The League will play two roles in the area of education. The first will be to act as a community advocate with respect to the Chicago Public Schools. It will encourage and assist the Board of Education to establish the programs described above, based on the "felt needs" of local residents. Assistance will take such concrete forms as an assessment of residents' educational desires, publicity about educational offerings and feedback of community reaction.

The second role in adult education will be to co-sponsor mutual aid programs with the Local Advisory Council. In these programs residents will teach and learn from each others. Many residents are highly competent in some of the same subjects that are often taught under the aegis of formal institutions and utilizing their knowledge and skills has several advantages; it enhances their sense of their value, it provides them with additional income, it fosters a sense of neighborliness, it decreases dependance on "outside" resources, it is economical and it is convenient. In addition, because subject matter, budgeting, cooking, food preservation, nutrition, use of credit, clothesmaking, cooperative buying, preventive health, etc. - it helps low-income people stretch their dollars.

The League will furnish a Program Coordinator to assess needs and wishes, recruit resident teachers, schedule offerings, make arrangements, etc. It will also provide stipends for the resident teachers.

2. Youth and Family Leadership Development - The League's experience with the Crime Prevention Project, as well as its other activities, has corroborated the conclusions of many observers that unstable family life, the absence of positive adult role models and the lack of meaningful outlets for their energy are key factors in the lives of most crime-prone youth. Therefore, the League proposes to operate a multi-functional program designed to strengthen the ability of young people and their families to function more effectively and constructively both on their own behalf and for the well-being of the community.

a. Youth and Family Counseling - a pilot group of 120 families in three buildings will be helped to prepare and implement a "family development plan" of goals and objectives for the family as a whole and each of its members. Implementation efforts will include a variety of counseling modalities for the family unit and individual members, including mutual support sessions by participant families, on at least a

once weekly basis.

b. Family Development Centers - three Centers, open to the entire Taylor community, will provide a variety of educational, cultural and recreational activities that in some respects are similar to those of other community centers but that are especially intended to enhance family life. Typical activities will include classes and discussion groups on such topics as effective parenting and childrearing, interior decoration, male/female relationships, youth-adult relationships and community life; clinics and workshops in financial management, home management, use of credit and banking; films dealing with family themes ("Sounder" and "Claudine", for example), history and world cultures; and contests and projects structured around family and community improvement themes, such as gardening, mural painting and housekeeping. (Many of these activities have also been described above in the discussion of the League's role in adult education for mutual aid, but great care will be taken to avoid duplication of effort and saturation of the community. In the end the residents themselves will play the decisive role in determining exactly what and how many activities are undertaken).

c. Youth Councils - Youth councils will be organized in order to enable local youth to learn and exercise leadership roles with respect to the identification and solution or amelioration of problems affecting them and the development of new opportunities for their future. Council members will receive training in organizing skills, problems identification, program planning, action strategies, conflict resolution and related topics. They will then receive counsel in carrying out their roles as youth advocates within their buildings and planner/organizers of projects selected by them and other local youth. The Youth Councils will also serve as advisors to the overall program described in this proposal.

Initially the councils will be organized in three buildings in the Taylor complex, but once they are organized and functioning, this activity will be expanded to the other buildings.

d. Parent Councils - Parent Councils will be organized first in the three pilot buildings and then throughout the housing complex. Their role will be more limited than that of the Youth Councils because the Local Advisory Council of Robert Taylor Homes already exists to carry out some generalized advocacy and programmatic functions. The Parent Councils will explore and develop strategies that are specifically intended to improve the quality

of parenting and of youth and family development. This will involve two principal activities: advising and assisting League staff in developing and implementing the programs that have been outlined above and assisting families to become supportive of each other.

3. Recreation - While recreation is not a "cure" for juvenile delinquency and youth crime, the lack of opportunities for constructive and satisfying use of leisure time obviously contributes to increased anti-social behavior. Despite the enormous number of children and youth (15,000) in Robert Taylor Homes and the existence of a large number of physical facilities (three large social centers in the complex and comparable space in several elementary and high schools that serve students from Taylor Homes), recreational programs are practically non-existent. Agencies cannot be found to operate programs in the Taylor Homes' centers and the Chicago Public Schools discontinued its community recreation program some years ago for financial reasons.

The Board of Education is prepared, however, to offer a recreation program for children aged 6 - 19 in seven elementary schools and DuSable High School. The program will operate throughout the school year during the afternoon and early evening hours. Activities will include basketball, swimming, chess, drama, games and others, depending on the wishes of the young people themselves and the facilities and equipment that are available.

Preference will be given to Robert Taylor Homes' residents in the selection of staff for the recreation program.

4. Day Care - Although there are a few day care and Head Start programs in the community, the amount of service they provide is insufficient to meet the need for it. The League and others have documented situations where older children were kept from school to care for their younger siblings. Because of the low-income families involved, operating funds should be available from public sources, especially Title XX of the Social Security Act. The need, then, is for start-up funding for program development and capital expenses.

The League does not propose to operate day care programs. It sees its role either as finding an appropriate and willing operator or as creating one, using indigenous resources. This has been done by the Center for New Horizons and is consistent with the overall strategy and objective of community development.

5. Health - The Chicago Department of Health and a number of private physicians have small clinics around the edges of Robert Taylor Homes. What is lacking, however, is a facility that can provide - a) comprehensive out-patient care, b) education on preventive health care, and c) access (linkage) to inpatient care.

(NOTE: This section needs to be developed after consultation with Mid-Southside Health Planning Organization and possibly others).

6. Employment - The first phase of the employment program will be to train and place 80 CETA workers on jobs within Robert Taylor Homes as "Social Security Aides:"

a. Elevator Operators - These people will virtually eliminate the constant and often-serious problems (assaults, rapes and vandalism and non-operation of the elevators themselves) associated with passenger-operated elevators in Robert Taylor Homes.

b. Lobby Superintendants - These people will control entrance to the buildings and the moving out of furniture, major appliances and similar items. Their presence will greatly curtail burglary, robbery and violence.

c. Information Aides - These people will respond to complaints, provide information and obtain assistance from other Chicago Housing Authority staff, police, para-medics and others as needed.

It is anticipated that the Social Security Aides will greatly reduce crime. The principal problems will be limited to those that are caused by people who actually reside in each building,



because others will be unable to gain entrance except by invitation - a far cry from the present situation.

The CETA workers will be referred and paid by the Mayor's Office of Manpower and supervised by the Robert Taylor Homes management staff. The League's role, with the Local Advisory Council and CHA management, will be to organize and monitor this phase of the employment program.

The second phase will be to seek employment for Taylor Homes residents in businesses and small industries in the surrounding community to the extent that this does not suplicate the work of existing job placement services. A special feature of the second phase will be to establish small enterprises on either a cooperative or commercial basis that create new job opportunities. Additional day care centers or family day services, home aid service and home repair specialists are possible examples.

7. Police Service - In order to improve police service in Robert Taylor Homes the League proposes two programs:

a. Special Police Unit - A special unit of the Chicago Police Department, such as the one that is now functioning effectively in the Cabrini Green housing project on the north side of Chicago, should be established in Robert Taylor Homes. Hopefully it will be funded by the Illinois Law Enforcement Commission.

Members of this unit will be carefully selected, specially trained and well paid (detective's salary). In addition to their normal training and duties, they will be capable of doing some types of youth work, detective work, traffic patrol and informal counseling. The basic idea is to create a group of police "generalists" who perform a variety of functions and work exclusively in Taylor Homes, so that they know, and become known, in the housing complex and hence are more effective than police personnel who are in and out of it.

- b. Youth Advocacy - The problems of youth who are in trouble with the law (especially if they are low-income minority youth) are often exacerbated by factors associated with the encounter itself; regardless of their innocence or guilt of the original charge, actions such as resisting arrest, missing court dates or skipping bail compound their difficulties. Therefore the League proposes a youth advocacy program whereby twenty (20) experienced police officers will be hired on a part-time basis to counsel youth in trouble with the law on their rights and responsibilities and to intercede as appropriate with the Police

Department and the judicial system. This activity will be closely coordinated with others that are described above in the section on Youth and Family Counseling.

This program will be operated by the Afro American Patrolmen's League. The Chicago Police Department permits police officers to accept outside employment for a maximum of 20 hours per week.

#### IV. SCHEDULE

Because of the complexity of this program its complete development will necessarily take about a year and will be accomplished in stages.

The first stage, as noted at the outset, is now in effect in the sense that the Crime Prevention Program, which is currently in operation, is seen as a means of launching this wider effort.

The next stage will consist of launching the activities that are part of the Community Education and Action function, namely; Monitoring, Community Education and Advocacy. The reason for beginning these activities as soon as possible is that - a) they are essential for providing data and opinion that is necessary for detailed program planning, b) they foster development of local leadership and inter-organizational relationships, both of which are essential for establishing the various additional components

of the complete programs and c) they cost less than some of the direct service programs which will follow.

The next stage will be to begin carrying out the Program Development function. (It should be emphasized that to some extent the two stages will overlap as dictated by community priorities, developmental opportunities and available funding). In general those components which can be mounted relatively easily with existing resources, such as CETA workers, will be started first. Others, such as new health services, may take longer.

- V. ORGANIZATION OF THE PROGRAM )
- VI. STAFF AND OTHER RESOURCE REQUIREMENTS ) (To be completed
- VII. BUDGET ) after further
- ) planning).

## AAPL/LIC/NBPA

### FORMATION OF THE AFRO-AMERICAN PATROLMEN'S LEAGUE

In the late 1960's Chicago, like many urban centers throughout the nation, faced the growing and vocal discontent of its economically, politically, and socially oppressed minority citizens. It was in this era of increased citizen consciousness about rights and entitlements that the Afro-American Patrolmen's League was born. By 1968, citizen complaints about police abusive conduct and apparent racial discrimination within the Chicago Police Department had reached alarming proportions. Concerned black police officers and citizens came together, that year, to expose problems and inequities, explore solutions and strategies, and to build an advocacy base for reform and accountability in law enforcement. In 1969, a relatively young Afro-American Patrolmen's League was well along in establishing a complaint and referral service as a means of responding to citizen complaints about police misconduct. A volunteer staff of black policemen evaluated complaints, advised citizens of their rights and suggested remedial action.

In 1970, the Afro-American Patrolmen's League accelerated its campaign against racial discrimination in the Chicago Police Department by filing a lawsuit, Robinson vs. Conlisk. The thrust of the lawsuit was, first, against the discriminatory treatment of all black policemen in regards to promotion, assignment and discipline, and second, against the arbitrary and capricious treatment of police officers who were League members. After initiating the lawsuit, the League members focused their attention on discriminatory hiring procedures and filed administrative complaints with LEAA, the Justice Department, and the Office of Revenue Sharing. The purpose of filing these complaints was to illicit the participation of the federal government in investigating discrimination as it pertained to the police department's use of federal funds. The League's lawsuit of 1970, and the Justice Department's lawsuit of 1973 were consolidated and brought before U.S. District Court Judge Prentice Marshall.

### FORMATION OF THE LEAGUE TO IMPROVE THE COMMUNITY

Although the Afro-American Patrolmen's League has often been in an adversary position with the police department, it has brought about significant reform in a vital city institution; it helped to alleviate pervasive hostility and distrust between the police and the black community. Concerned that their departmental reform and litigation efforts would deflect too much energy from initiatives in community involvement and crime prevention education, the Afro-American Patrolmen's League (in 1970) spawned a citizen education/action arm -- The League to Improve the Community (LIC). This organization is non-profit, tax exempt, with its own board, officers and staff, and operates as a totally separate (community-based and controlled) entity.

LIC assumed responsibility for management and operation of the Afro-American Patrolmen's League's original citizen complaint and referral service. Members of the LIC Board consists of Chicago area church leaders, representatives from numerous Southside Chicago community organizations and tenant groups, lawyers, locally and nationally recognized media personalities who are actively concerned about crime in minority communities, and local criminal justice reform activists.

#### FORMATION OF THE NATIONAL BLACK POLICE ASSOCIATION

In addition to its local reform and community education activities, the Afro-American Patrolmen's League joined with similar groups across the country in founding the National Black Police Association (NBPA). Established in 1972, the Association was formed to improve relationships between police departments as institutions and the black community, and to eliminate corruption, brutality and racial discrimination in departments. NBPA has 64 member associations in 22 states.

#### ACTIVITIES

##### Afro-American Patrolmen's League/League to Improve the Community

- A. Police Employment Practices Litigation. The League plays an extremely active role as lead plaintiff in the federal court police employment litigation. Current activities in that respect include:
1. Final judgments are being formulated in the District Court on claims which Judge Marshall has just ruled for the League in principle: harassment of the AAPL by the Police Department, and individual's damage claims for discrimination.
  2. Issues just resolved by the Supreme Court in favor of the League must now be implemented in the District Court: orders invalidating the 1974 Sergeants' examination, and imposing a 60-40 promotion ratio for new sergeants.
  3. Monitoring, enforcement, and continuing litigation of the basic patrolmen's hiring issues which have been partially resolved in the District Court:
    - a) Monitoring and enforcement of the City's compliance with respect to the first group of new patrolmen, a process which will not be completed until that group finishes their probationary one-year period.
    - b) Continuing litigation regarding validity of the new patrolmen's examination, which is in the first year of a three-year process.
    - c) Continuing litigation over the composition of the second group of new patrolmen, since the City artificially constructed the first group to achieve a 38% Black proportion and the remaining candidates include a much lower Black percentage.
    - d) Continuing litigation with respect to the validity of the sergeants' examination.

NOTE: Although the League has prevailed on all of the basic issues in the lawsuit, following through to implement those victories continues to be a very time-consuming process. In all of the above issues, the AAPL plays a unique role as lead plaintiff. Often in public interest litigation the plaintiff's role is nominal and the lawyers control the case. In this case, the AAPL is deeply and continuously involved in the analytical and decision-making activity in the litigation.

- B. Relationships with new black patrol officers and sergeants. As a product of success in the employment discrimination litigation, many black officers are being promoted to sergeant. It is vitally important that these officers receive support in performing well in their new jobs and overcoming the many difficulties they are encountering.
1. Relationships with Individual New Patrol Officers and Sergeants:
    - a) Individually counseling new officers at the League office on their duties, their working conditions, and survival in the Chicago Police Department.
    - b) Receiving and responding to the particular problems and complaints of new officers (relationships with superiors, disciplinary complaints, Training Academy problems of new recruits, etc.).
    - c) Visits to police district stations to talk with new black officers, observe problems and assist in their resolution.
    - d) Providing legal counsel and sometimes legal representation (by the League's staff General Counsel) on disciplinary problems, discharges of probationary officers, and issues such as the scope of authority of new sergeants.
    - e) Intervention with supervisory personnel, including district commanders and command personnel at Police Headquarters on problems effecting individual new black officers.
  2. Relationships with New Black Officers on a Group Basis:
    - a) In order to address on a collective basis the problems encountered by new black officers, the League has undertaken a series of seminars in which League personnel and Police Department personnel participate. Although there have been some problems in securing the cooperation of the Superintendent's Office it is hoped that these problems may now be resolved.
    - b) From the seminars and from the interaction with individual officers described above, the League will feed-back its perceptions and recommendations to the Police Department training program, so that existing problems may be addressed institutionally. The Superintendent has agreed to meet with the League for this purpose and respond to its feedback.
- C. Relationships with Present AAPL Membership and Black Police Officers. Prior to the influx of black officers caused by the successful litigation, there were already more than 2,000 black officers in the Department, many of whom are AAPL members. The League provides services to them which are similar in many respects to the services described above to new officers; however, the emphasis is naturally less on the entry problems of a new job and more on the harassment which AAPL members incur for their advocacy of police reform.
- a) Providing practical and legal counsel to policemen on problems relating

to the scope of their authority and the performance of their police duties.

b) Providing practical and legal counsel on disciplinary complaints, particularly in proceedings of the Internal Affairs Division, Complaint Review Panel, and the Police Board.

c) Receiving and responding to AAPL members' complaints of harassment directed against them by supervisors or commanders (these being problems such as transfers or undesirable assignments where the harassment does not reach the level of disciplinary complaints).

d) Making visits to police district stations to meet with the men, gather data, and respond to problems.

e) Supporting black police who intervene in police-citizen situations to halt the mistreatment of citizens. There are several of these cases each year, which are especially significant because corrective action by other police officers is one of the best potential solutions to abusive police conduct.

f) Monitoring all activities and directives of the Police Department with respect to personnel administration, and counseling and advising black officers on how they are affected by these developments. This also sometimes involves lobbying for particular reforms in personnel administration.

D. AAPL - LIC involvement in general police reform issues. The League, from its inception in 1968, has played a role in promoting police reform that is unique for a police organization. The League has taken a leadership role in Chicago not only in pursuing issues internal to the Department such as the discrimination and other personnel issues discussed above, but on issues that effect the overall performance, integrity and efficiency of policing in Chicago. The League is uniquely suited for this role by virtue of its personal understanding of law enforcement issues and its ability to generate information unavailable to civilians and to speak on law enforcement issues with an authority civilians cannot match. Among the issues on which the League is currently active as a watch-dog, an advocate, and an information resource are:

1. Police brutality. Having been instrumental in bringing about the 1973-74 reforms, including the creation of the Office of Professional Standards and the recognition by the Department of abusive police conduct as a major policy issue, the League continues to be active in responding to citizen complaints, evaluating the performance of police officials, and demonstrating that a police organization can effectively bridge the gap to advocacy and representation of civilians' rights at the hands of the police.

2. Police Spying. The League's employment law suit, which also included a claim of Intelligence Division harassment and spying, produced the first extensive documentation of the nature and scope of political spying by the Chicago Police. The League to Improve the Community continues to be involved as plaintiff in the federal court class action litigation challenging such political spying.



3. Crime control policy. The League serves as a principal analyst, resource and advocate on such basic issues of law enforcement policy as:

- a) Patrol policy and related issues of the deployment of police resources;
- b) Victimless crime;
- c) Personnel issues related to the over-all quality of police personnel, e.g., educational requirements and the availability of lateral entry into police management positions.

4. Political patronage in police operations. Political domination of the Police Department is a consistent target of the League's activities including the negative effects of political influence with respect to both personnel decisions and the allocation of police services.

5. Training. The League is a consistent advocate of improved training programs for policemen, both at the level of the Police Academy and the day-to-day training of personnel in the field.

6. Rules and regulations. The League serves as an analyst and commentator on police regulations and command policies on a wide variety of subject matters, e.g., regulations governing the use of fire arms by police.

7. Response to particular issues. Often the performance of the Police Department has a major impact on the course and resolution of significant social problems. A recent example is the voluntary school busing program, in which police policy and activities had a significant effect on the outcome of the program both at the school sites themselves and with respect to the harassment of black citizens working or traveling in the Southwest Side neighborhoods where feelings were running high over school busing. As always, the League is called on in these situations to articulate for the public appropriate courses of police action and to perceive, communicate and organize against improper police activity or failures of police performance.

E. Police-Community relations. An area of League activity that also involves interaction with the community is the promotion of good police-community relations through public education about the role of the police and how citizen groups can secure the best police service. All of the following issues are addressed by the League through appearances before community and church groups, appearances on the broadcast media, and responding to inquiries from individuals citizens and organizations:

1. Counseling groups on how to develop working relationships with their local police officers and District command personnel.
2. Educating the public about Police Department personnel, structure, and duties.
3. Encouraging citizen participation in neighborhood crime control programs and other crime prevention activities.

An example will relieve the generality of the foregoing:

Individuals or community groups often approach the League with a particular problem of police service in their neighborhood. They are not familiar with either police policy or the responsibility or authority of various police officials. The League, from its base of experience and knowledge, can and does offer advice and often becomes involved in helping the person or group seek a resolution of the problem. Recently, in the wake of the school busing controversy on the Southwest Side, black citizens working in that area were repeatedly beaten and harassed by groups of aroused whites. The League received many complaints and appeals for assistance from those persons and their families, and spent many hours assisting those persons in seeking to secure a police response to the situation so that the personal safety of those black citizens would be protected.

F. AAPL - LIC's local role in the National Black Police Association. As one of the local police organizations holding membership in the NBPA, the Chicago League is involved in:

1. Providing office space for the National Headquarters, basic staff service for the maintenance of the NBPA organization, and the communications and coordination functions that a national office typically performs for a national organization with over 60 local chapters.
2. Implementing NBPA policy on a variety of issues through the League's local programs and activities.
3. Assisting other local black police organizations around the country in seeking to replicate the AAPL-LIC experience and success in Chicago, on the full range of issues that the League has addressed locally. This involves many trips to other cities to advise and counsel the local police organizations there, on all aspects of organizing and operations: building membership, fund raising, community contacts, litigation, public advocacy, and the struggle for recognition and acceptance on the part of local police executives.
4. Responding with advice and counsel to the crises that develop for local police organizations in other cities.
5. Participation in regional and national NBPA meetings and conventions.

This work, which AAPL-LIC views as local chapter activity as distinguished from its staff and leadership role in NBPA as a national organization, involves perhaps 30-50 trips a year to other cities to work with the local black police organizations there. Both the time commitment and the travel expense are substantial.

#### National Black Police Association

1. NBPA annual convention and regional meetings. All aspects of program and logistics for regional NBPA meetings, annual conventions, and interim meetings of the NBPA executive board are handled through the national office

by or under the supervision of the National Information Officer.

2. Counseling local chapters. The national staff provides advice and counsel to the more than 60 local black police organizations who are NBPA members, with respect to a widely varied set of issues. These issues involve both organizational matters such as membership, fund raising, and relationships with the local Police Department, as well as the positions and activities of the local chapters on issues of police performance and reform, such as employment discrimination, police brutality, crime control policy, police-community relations, and police personnel administration.

3. Employment litigation. NBPA national staff advises local chapters and coordinates their activities with respect to employment discrimination litigation which is being carried on by most of the NBPA chapters. In addition, the national organization litigates certain issues at a national level, such as the lawsuit attacking LEAA's failure to take administrative enforcement action against police departments in response to complaints or in response to findings of discrimination made in other forums such as the courts. NBPA was represented in that lawsuit by attorneys from the staff of the national ACLU.

4. Relationships with federal agencies. NBPA maintains active relationships with all of the federal agencies having responsibilities in the area of public employment discrimination policy and enforcement. These include the Law Enforcement Assistance Administration, the Office of Revenue Sharing, and the Employment Section of the Justice Department. These relationships, carried on by the NBPA national staff, involve dealing with the agencies concerning a range of policy issues and individual enforcement actions or complaints.

5. Crime Control policy. NBPA, through its national staff, works with many public and private agencies to define and advocate policies concerning the law enforcement profession and the crime control activities of the police that will lead to the best police service for all citizens.

6. Congressional Relations. NBPA maintains, through its national staff, extensive relationships with members and committees of congress and their staffs, concerning both public employment discrimination policy and law enforcement policy.

7. Black police leadership. NBPA is involved in a continuous consultative and supportive process among the growing body of black police executives around the country and other leaders in black police activities. This process involves both defining and promoting the role and goals of black police officers, and assisting those black police executives in addressing the unique problems that confront a black administrator of a city police department.

8. Justice Department relationships. With the change of administrations in Washington, NBPA has formed a new and active relationship with the leadership of the U.S. Justice Department. This involves working closely with Justice in

the following respects:

a) A personal consultative relationship with Attorney General Bell, the Deputy and Assistant Attorneys General, and other top staff regarding all Justice Department operations. This relationship extends to the law enforcement activities of the Justice Department as well as its personnel decisions and grant-making decisions.

b) NBPA acts as a watch-dog on the performance and policy of the Law Enforcement Assistance Administration, including its activities with respect to employment discrimination in law enforcement agencies, its grant-making policy, and the structural issues raised with respect to LEAA reorganization.

c) NBPA serves as an advocate and resource for the Justice Department with respect to minority involvement in criminal justice at the federal and local levels. This involves representing the interests of both minority police officers and law enforcement administrators, and minority citizen groups whose participation in law enforcement activity is so essential to successful crime control.

d) As an element of its relationship with the Justice Department, NBPA has been pledged the opportunity to review and comment on all major policy changes within the Justice Department.