

THE WASHINGTON PAPERS

***A Commitment to Chicago
A Commitment to You***

**Prepared under the direction of
The Research and Issues Committee
Washington For Mayor Campaign**



Committee To Elect Harold Washington Mayor of Chicago.

PREFACE

The Washington Papers represent the long, hard, and careful work of several Task Forces I commissioned in my primary campaign for the Office of Mayor of Chicago. A wide range of exceptional talent drawn from all across the city was represented on the Task Forces. This is how it should be. If Chicago is to move forward, we must tap and creatively direct our city's rich and broad reservoir of talent.

I have discussed the proposals contained in the Washington Papers during my campaign with Chicagoans from every community and all walks of life. I benefitted immeasurably from these conversations, and many of their comments are reflected in these papers. So, to the members of my Task Forces and the many citizens who shared their concerns and ideas with me, I extend my deepest gratitude. Together, we are going to get Chicago working again.

Yet, it must be said that the Washington Papers are not cast in concrete. Chicago is facing, as we all know, a fiscal crisis of substantial proportions. As my Transition Team determines the exact magnitude of the crisis, we can begin to transform the plans presented here into actual programs for the betterment of all Chicago. We also must reckon with the cruel and harsh social and economic policies emanating from the Reagan administration.

As a result of these fragile local and national conditions, some of the ideas in these papers will be modified and others will not be achieved immediately. Our efforts will be steadfast, however, to achieve equity and fairness for all Chicagoans.

My administration will steer a steady course. The vision outlined here -- a united Chicago moving toward sound, humane, fair, and progressive social and economic goals -- will be the fundamental motivating force of my years as mayor.

HAROLD WASHINGTON

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Jobs

For the past four months, Harold Washington has traveled the length and breadth of this great city of Chicago. He has spoken with an enormous number and variety of citizens in their homes, churches, businesses, workplaces and community organizations. Without a doubt, their utmost concern is jobs.

Every job lost is both an individual human tragedy and part of a wider web of economic deterioration. When our citizens cannot find work, our neighborhoods die, rents go unpaid, mortgages are defaulted, businesses fail, and government revenues decline. But most of all, workers with skills and hopes lose the capacity to build their families, their communities and their city.

The Washington administration will marshal Chicago's human and financial resources to bring together a new partnership for full employment. This partnership will be a broad one, including large and small businesses, working people, labor unions, government and community organizations. Jobs through economic and community development will be the central goal. Jobs will be the standard against which public decisions will be determined and evaluated.

THE WASHINGTON FULL EMPLOYMENT PROGRAM

The Washington administration's Partnership for Full Employment will chart a new direction for the city's economic recovery. Our planning efforts will channel resources to provide an environment conducive for business, government and not-for-profit community organizations to generate employment. To build upon Chicago's strengths, the Washington administration's priorities will be:

- I. Neighborhood Development. 80 percent of Chicago's jobs are in the neighborhoods, only 20 percent are in the Loop.
- II. Preserving and Expanding the Existing Job Base. The bulk of public and private resources should support existing businesses that are attempting to expand and diversify.

- III. A Diverse Economy for Balanced Employment. In Massachusetts, a center of high-tech industry, only one new job out of eight is in high tech. High-tech industry will not provide an adequate number of jobs for Chicagoans. Rather, Chicago should focus its resources toward enabling diverse existing businesses to utilize new technology.
- IV. Maintenance and Rehabilitation. Chicago's roads, bridges and housing are deteriorated. Thousands of small scale repair and maintenance projects are needed to support economic development and provide jobs.
- V. Human Resources. Excellence in education, training and retraining is a key to employment. The Washington program will provide Chicagoans with necessary skills and link them with the contemporary job market.

The Washington program has two major thrusts:

- I. Strategies for economic and job development.
- II. Organizational structures which can implement these strategies effectively.

This program is innovative and has the singleness of purpose and an emphasis on results which can put Chicago back to work.

Strategies for Economic and Job Development

I. Support for Existing Business

The economic future of Chicago must largely be built upon the hundreds of businesses, small, medium and large, which have already made a commitment to the city and already employ our citizens. The Washington administration's strategy to preserve and expand this existing job base will:

A. Maintain and Improve City Services and Infrastructure:

Resources will be allocated on an equitable, fair and open basis, with the goal of encouraging the profitability of local business.

B. Support Smaller Businesses:

Technical assistance will be given, a well-monitored program of set-aside contracts for small and minority businesses will be established, and local purchasing of Chicago goods and services will be stimulated.

C. Institute One-Stop Shopping for Businesses:

The Washington administration will put in place staff with authority to facilitate permits, cut red tape, simplify zoning changes, and clarify and ease access to city programs.

D. Establish Task Forces for Distressed Industries:

Businesses such as the steel industry cannot be abandoned. The city must play a leadership role in finding ways to maintain the viability of Chicago's traditional manufacturing industries. As an example of this approach, a task force on the Steel Industry to chart a course for preserving the fabric of this industry and its surrounding community will be appointed.

II. Target Resources by Buying Chicago

Chicago's citizens have a legitimate claim on the jobs their tax dollars create. The city budget should be used to strengthen our economy by purchasing goods and services locally to stimulate local employment. City contracts for all goods and services will have bid incentives for local firms and for firms who hire Chicago residents.

III. Capital Financing

The expansion of employment will require a massive infusion of capital both from the public and private sectors. The Washington Administration's Capital Financing Program has three components:

- A. Reinvestment by Banks: Under the Washington administration, the city's banking business will go to those financial institutions which demonstrate their commitment to the city's economy through a Linked-Deposit Program.
- B. Venture Capital: Studies have shown that most job development takes place in small businesses, yet they have the least access to venture capital. The Washington administration will use its resources to increase the flow of needed capital to Chicago's small businesses through a new quasi-public industrial development corporation (see below).
- C. Development Subsidies: Subsidies for community development from such sources as Community Development Block Grants, Urban Development Action Grants, and Industrial Revenue Bonds will be allocated to neighborhood projects and businesses that support the goal of full employment.

IV. Fiscal Policies

The Full Employment Program of the Washington administration does not stand apart from its fiscal program. Harold Washington has already proposed to eliminate the head tax, most often identified by business as a fiscal nuisance. He is also concerned about the sales tax differential between the city and suburbs. The future elimination of this tax will ensure that no Chicago business experiences a competitive disadvantage because of this tax.

V. Affirmative Hiring

Women make up 44.3 percent of the civilian labor force, yet hold only 18.6 percent of the city's 38,000 jobs. With a population that is 40 percent black, only 27 percent of the city's workers are black. The Latino community, which comprises almost one fifth of the city's population, represents only 4 percent of City jobs. Through the elimination of patronage abuse at all levels of city government below top policy posts and through a strict adherence to affirmative action, all Chicagoans will have equal access to regular city career service employment. Affirmative action will be closely monitored with public access to the results. City employees will not be fired; attrition will provide the basis for change to a system of excellence and fairness. Special emphasis will be placed on:

- A. Unemployed Youth: All city departments will be responsible for taking the initiative in hiring unemployed youth.
- B. Collective Bargaining: Genuine collective bargaining agreements will be negotiated with all city workers.
- C. Minority Set-Asides: Special set-asides for blacks, Latinos, women and other minority contractors and jobs for long-term unemployed will be negotiated on major development projects.

VI. Education, Training and Placement

The Chicago job market is highly competitive. Chicagoans must be well trained to secure and retain jobs. There is a severe gap between city worker's skills and those required for current job openings. Today 65.7 percent of these openings can be classified as white collar. The transition from a goods-centered economy to a service economy has hit minorities and all semi-skilled workers hardest. The Washington Administration's Education, Training and Retraining Strategy has five components:

- A. Growth Sectors: In cooperation with the newly empowered Private Industry Council, training funds will be targeted to growth industries.
- B. Federal Employment Subsidies: In concert with other cities, Harold Washington will engage in a lobbying effort in Washington aimed at increasing federal funding to Chicago for a variety of job-inducing programs.
- C. Public/Private/Community Organizations Partnerships: This administration will seek to forge a strong partnership between public education, labor, the private sector and community organizations aimed at expanding training opportunities and placement for the unemployed.
- D. Job Training: A scholarship loan program will be established with tax exempt bonds to retrain displaced workers in new high growth, high skill occupations.
- E. Retraining: As shifts from occupation to occupation take place in the economy, the administration will target job retraining programs to fit in with specific business, economic and community development projects.

VII. Plant Closings

Early intervention by the city through business support and capital financing programs may keep plants in operation that otherwise would be closed. Where such efforts are unsuccessful, the administration will support plans for employee ownership where viable, or seek to retain displaced workers.

VIII. Innovative Job Development Programs

Several major cities, including Baltimore, Philadelphia, Toronto and Seattle are instituting innovative programs to generate new economic activity. The Washington administration will make Chicago a leader in creative jobs programs. Bold and financially viable programs in waste recycling and energy conservation will also be developed.

An Action Organization for Development

These eight strategies for job development require a significant reorganization of city agencies and programs, new institutional resources and authority commensurate with their important responsibilities.

I. Council on Employment and Economic Development

The Washington administration will establish a new Council on Employment and Economic Development which will have city-wide policy-making responsibility for economic development, employment and training, capital improvements, the new Industrial Development Corporation (see below) and the Private Industry Council. The Council will supersede existing economic development and training commissions. The membership of the the Council will be selected to represent small and large businesses, labor and community development organizations, as well as other institutions.

II. Department of Employment and Economic Development

The Department of Economic Development and the Mayor's Office of Employment and Training will be consolidated into an aggressive new Department of Employment and Economic Development to ensure that job development programs enhance the effectiveness of economic development efforts. This department will implement the policies established by the new Council and manage programs for employment and training, business services and community economic development.

III. Neighborhood Development Boards

Today, Community Development Block Grant allocations are made in a top-down manner by a committee of city agency heads. The scale of the decision-making results in a small number of large grants and does not facilitate community revitalization.

Harold Washington's administration will explore the establishment of Neighborhood Development Boards which would recommend the allocation of CDBG funds in their area. They will carry out a planning process and establish priorities for neighborhood needs for funding.

IV. Chicago Industrial Development Corporation

Finally, the Washington administration will mobilize the talents of the private sector to assist in implementation of the economic recovery program. In addition to a recharged Private Industry Council with new federally mandated powers, a Chicago Industrial Development Corporation, a quasi-public body responsible to the new Department of Economic and Employment Development, will be established.

This entity will be a repository of development capital, and will be staffed by development agents enabling it to:

- A. Take Equity Positions in new developments, thus making equity capital available and ensuring a greater public return, as is done in Oakland.
- B. Participate in Development Projects as developer or co-developer, as is done in Baltimore and Philadelphia.
- C. Invest Directly in New Product or Technology Development and in projects unattractive to the private sector, as is done in communities in Connecticut, Massachusetts, California and New Jersey.
- D. Make Venture Capital Funds Available for small businesses, especially those owned by heretofore excluded groups.

Conclusion

The city of Chicago has a skilled, energetic citizenry which wants to work. The primary goal of the Washington administration will be to ensure a job for every Chicagoan who wants to work. Every program of the administration - housing, energy, public works, business development, commercial revitalization and basic city services - will be evaluated in terms of the number of jobs created for Chicagoans. It is the responsibility of the Mayor of Chicago to provide the leadership to make the "City that Works" a city of working Chicagoans. Throughout his political career, Harold Washington has led the fight to make government, at all levels, a partner in stimulating job creation and job training. As Mayor of Chicago, Harold Washington's leadership in stimulating employment and economic development will continue.

Because of a number of factors, local and national, Chicago faces a major health crisis.

Tuberculosis is on the increase, the city is experiencing an epidemic of drug and alcohol abuse, and thousands of Chicagoans are suffering and dying needlessly because of inadequate facilities and inadequate coordination of existing resources. At the same time, babies are dying in some areas of the city at a rate higher than the rates of many undeveloped countries. In fact, the infant mortality rate of Chicago, the third highest of all U.S. major cities, is a blot on the name of this great city and a challenge to the collective conscience.

This situation is intolerable. It must not continue. It will not continue. As Mayor, Harold Washington will establish health programs that improve health services for all Chicagoans.

Chicago must make creative use of existing resources (emphasizing prevention with judicious use of high technology); the coordination of federal, state, county, and city services; the maximum utilization of the unique contributions of community groups, churches, schools and health organizations. Only with the untiring leadership of the Mayor can this crisis be abated. Nothing less will assure decent health care services for thousands of Chicagoans.

Years ago, Chicago had an illustrious tradition of public health initiatives. The city must rekindle that spirit, now, by instituting reforms that will not only rescue those in dangerous straits, but will also achieve an enhanced health status for all of our people.

EMPHASIS ON PREVENTION

A great majority of illnesses and accidents can be prevented. Hypertension, malnutrition, alcohol and drug addiction, infectious and contagious diseases, correctable disorders of infancy and childhood, and most infant and maternal deaths can be prevented or contained by early diagnosis and treatment. Such efforts are not only effective in maintaining good health -- they save money and resources. For example, while it costs about \$1,000 to provide prenatal care for a pregnant woman, it costs an average of \$50,000 to preserve the life of a premature infant.

Under past administrations, the city has made little attempt to secure funding for prevention programs that are available. The state of Illinois, for example, spends \$2.70 per capita on alcoholism programs in downstate Illinois while Chicago receives only \$1.37 per capita because the city has not provided matching funds. No longer can this inequitable distribution of state resources be tolerated.

Under a Washington administration, the features of a city health initiative based upon prevention will include:

- I. Maximum involvement of community groups, churches and local people in such efforts as detecting the incidence of hypertension, screening for high-risk pregnancies, identifying drug and alcohol abuse, and providing health education. These community organizations must be given periodic reports, informing them of the medical status of their area.
- II. Establishing a direct relationship between the city Department of Health and the Board of Education, utilizing the schools as health information centers: for sexual and reproductive education, smoking, drug and alcohol abuse information, nutrition, and CPR training.
- III. Developing home health care capabilities by training health workers at various skill levels in their own communities.
- IV. Working with the state and federal governments to increase funding of prevention programs in Chicago's communities and in the schools.

UPGRADING OF HEALTH AND MEDICAL SERVICES

Although access to medical services for low income and elderly persons improved somewhat in the mid-sixties by the passage of Medicaid and Medicare, these programs did not stimulate the development of comprehensive, high quality health facilities in most Chicago neighborhoods. Their main effect was to assure that bills would be paid for services rendered in existing hospitals and doctors' offices. Recent cuts in Medicaid are putting an enormous strain on the health care system, returning many Chicagoans to the pre-Medicaid era. This is putting an overwhelming burden on Cook County Hospital and Department of Health clinics.

City-run clinics are plagued by a number of problems. The hiring of personnel has too often been based on political affiliation, rather than qualifications. Poor clinic management has resulted in waits that are usually as long as four hours, frequently much longer. Patients do not regularly see the same physician. Necessary medications and lab tests are often unavailable, as are bilingual personnel. Moreover, because there is no formal relationship between city clinics, private hospitals, county hospital and its clinics, there is no mechanism for assuring continuity of care. Thus, many patients are often "lost" when referred out by a Department of Health physician.

Despite the fact that the Department of Health operates nineteen mental health centers in the city, the "therapy" is primarily the dispensing of drugs. It is clear that a coordination of counseling and support services is needed to successfully treat mental health patients, but such networks do not exist at these centers. Resources for these approaches to mental health are being concentrated in North Side clinics despite the fact that the highest incidence of emotional and psychological disturbance -- and the greatest need for a multi-service support network -- is on the city's South Side. Further, while these clinics are supposed to be giving alcoholism treatment and counseling, such services have been primarily turned over to private non-profit agencies. The city Department of Health must become an active partner with the private not-for-profit agencies in the delivery of mental health, alcohol and drug abuse services.

The upgrading of health and medical services provided by the city under the Washington administration will begin with:

- I. Establishment of a mechanism for the unification and coordination of services between clinics, county services, and private medical providers. This will include the development of a system of data gathering and analysis that will prevent the "loss" of individual patients and give a more accurate picture of the state of Chicago's health.
- II. Implementation of a health care policy on the basis of merit and qualifications.
- III. Appointment of a Commissioner of the Department of Health who has a proven record in public health and the appointment of other top-level employees who are qualified in the specific fields in which they are hired.
- IV. Establishment of priorities of public health programs in Chicago (such as infant mortality and tuberculosis) with a coordinated plan for their solution.
- V. Creation of community-based, multi-service support networks for mental health, alcoholism and drug abuse utilizing the available resources in both the public and private sectors and training community residents as support workers.
- VI. Reevaluation of emergency medical services that will assure police protection on calls where assistance is needed, well-trained dispatchers (currently only one-half of the dispatchers are trained in prioritizing calls), and "cross training" of firemen/paramedics that will alleviate the current situation that greatly overworks EMS staff.

COORDINATION OF RESOURCES

In this time of cutbacks in Medicaid, state allocated block grants and matching funds, it is imperative that Chicago's efforts at providing health services are coordinated with those on the federal, state, and county levels. Duplication of services, under-utilization of existing funding, and general antagonisms between agencies are a luxury that we cannot afford. Governmental bodies must be supportive, not competitive.

The Women, Infant and Children's Feeding program (WIC) is being cut drastically, eliminating 25,000 from eligibility in Illinois (most of those in Chicago). Medicaid cuts are driving black doctors from the city and four hospitals in poor communities are on the brink of closing down.

Past administrations have shown a total unwillingness to go to battle for Chicago as services have been gutted by both federal and state cutbacks. Past responses have been to order additional cuts in services and be silent.

Despite the fact that the vast majority of patients at Cook County Hospital live in the City of Chicago, there is no direct working relationship between the city and county concerning its fate. The Department of Health has failed to respond to the shocking rate of re-admission (70-80%) of patients who come from state mental hospitals into city mental health clinics, or to devise a joint strategy with state officials and the not-for-profit service providers to reverse this trend.

To assure the greatest possible coordination of resources the Washington administration will:

- I. Promote the sharing of health and medical resources and technology between the governmental and private sectors to make the best use of limited funds for the greatest number of people.
- II. Actively pursue potential funding for city health programs at all levels of government and actively support increased funding from state and federal sources for Chicago's not-for-profit service providers.
- III. Establish a mechanism for the coordination of health care services (County Hospital and the state's mental health services, for example), including follow-up.
- IV. Exert influence to keep Cook County Hospital open and operating efficiently.

- V. Utilize the input of relevant city agencies in dealing with health problems for which therapeutic treatments are not always appropriate or effective. The Board of Education, for example, can be called upon for some health teaching and screening, or the Department of Streets and Sanitation can be called upon when an inordinately high incidence of accidents is found to be taking place in certain neighborhoods.
- VI. The Chicago Housing Authority must be better utilized in the provision of health services, particularly for the elderly and the youth, including educational workshops, a hotline, health screening and treatment services.

Ultimately, a national health service implemented through local community control is necessary to create a health system based on quality, equity and accessibility. In the interim, an expanded public and private not-for-profit sector funded jointly by the city, county, and state must be fought for. The mayor can give this concept the necessary potential support. Harold Washington has proven his ability as a leader in the fight for decent health care for all people.

As Chairman of the Health and Safety Subcommittee in the Illinois Senate, he led the fight that kept Provident Hospital alive through state aid. As a Congressman, he created the 1st Congressional District Health Task Force that held public hearings on Medicaid and Block Grant allocations, ran educational seminars and workshops on mental health, alcoholism, drug abuse, and sponsored community health fairs.

In summary, the city's health is in crisis. Upon Harold Washington's election, he will convene a gathering of health professionals and community health activists to set the wheels in motion for the establishment of health programs that will guarantee health care for all of Chicago's citizens. Developing a comprehensive plan of screening, education, and community-based services to decrease Chicago's infant mortality rate will be a top priority. The services of Cook County Hospital and its clinics, the Department of Health facilities, the Board of Education School Health System, and the private sector will be coordinated to assure the availability and continuity of health care. The operations of the Department of Health will be audited (for the first time in more than a decade) to eliminate waste and to ensure that funding is going for the most critical health services.



Crime

There is no place for violence in our great city. People should be able to walk the streets in any neighborhood without fear. Secure neighborhoods depend upon the active involvement of all our citizens and a relationship of trust between the people and the police.

Harold Washington will organize and lead a city-wide campaign for safe homes and safe streets. He will use the resources of the Mayor's Office to ensure maximum protection in the Loop and the neighborhoods, and he will lead a campaign for professionalism that will bring new respect to Chicago police officers and the Chicago Police Department.

Because of political interference, inadequate coordination of available personnel, and the lack of a coherent police and public safety policy, the war against crime in the Loop and the neighborhoods has been a limited war, punctuated by false starts and public relations gimmicks. The manipulation of crime statistics, the inequitable distribution of police assignments, the high rate of "unfounded" crimes against women, the increasing number of assaults on police officers and the criticism of police officers in black and Latino communities are all symptoms of a crisis in the city's system of community safety.

Harold Washington will address this crisis with a long-range program designed to encourage police/community cooperation and to increase the professionalism of the police department. This program will be based on four general guidelines:

I. Reorganization of police and public safety functions designed to reduce crime, save money and increase efficiency.

II. New emphasis on crime reduction and prevention along with the current emphasis on investigation and apprehension.

III. Development of new programs that encourage police/community cooperation and police accountability.

IV. Elimination of racial inequities in the Police Department.

To achieve these objectives, Harold Washington will undertake vigorous initiatives in the following areas:

POLICE OPERATIONS

He will pursue substantial improvement in city's criminal justice system, focusing on the following initiatives:

I. A search for a highly qualified Police Superintendent from within, to provide strong professional leadership, direct resources to the control of serious and organized crime, work closely with the communities to make streets safe and reduce the fear of crime.

The first task of the new Police Superintendent will be to restore integrity to Chicago's system of reporting crime, using independent measures of crime occurrence to provide accurate data for allocating police resources.

II. An audit of all of Chicago's police operations and management functions will be made by an independent professional organization to determine the effectiveness of the Police Department -- something which has never been done before. A full disclosure of this report will be made to the public. The Chicago Crime Commission has been requested to perform this audit.

III. 1,000 new police officers will be employed, if budget funds are available.

IV. High crime areas will be targeted by patrol and investigative personnel and additional police officers will be posted in those areas to prevent crime before it occurs. Specific strategies will be aimed at prevention and apprehension.

V. The Police Department's Detective Division will be increased in size and their efforts will be focused on making arrests instead of being geared toward statistical paperwork. Detectives will be put out on the streets to stop crime. Personnel will be assigned to neighborhoods in which they live, whenever possible.

VI. The Bureau of Field Tactical Services, which is currently responsible for Public Transportation Units (CTA), Public Housing Units (CHA) and Gang Crimes Units, will be abolished. Because crime reduction is better achieved if local residents are more directly involved, the Washington administration will return much of the responsibility for day-to-day safety maintenance to individual districts.

New relationships between the Police Department and both CTA and CHA will be developed, tailored to the operations of the particular agency, and to the cooperation of riders and residents. Local residents and neighborhood policemen know the gang leaders; they can be, they want to be, responsible for reducing crime.

VII. Foot patrols will be provided for neighborhood commercial strips to protect neighborhood businesses.

VII. Comprehensive police protection will be provided for all segments of Chicago's public transportation system.

IX. The Police Department Rape Unit will be reestablished.

X. Police officers will be assigned to each of Chicago's schools to protect our children. The officers assigned will be trained to prevent youth involvement in crime, as well as enforce the law.

XI. Security will be provided at each of the City's senior citizen housing developments.

XII. Radio-equipped uniformed elevator operators will be provided for the City's public housing. These operators will have direct linkage to the police, and police protection in the projects will be guaranteed.

XIII. Chicago's Youth Division will be reconstituted. Instead of merely processing juvenile offenders, youth officers will be trained to understand and manage problems of our children and assist them in avoiding crime. These officers will be trained to, wherever possible, refer young people with problems to appropriate social service agencies, instead of sending them to jail.

XIV. The Office of Professional Standards will be reorganized. This office, which has been marked by scandal, inefficiency and political interference, will no longer be located in police headquarters; nor will it be staffed by persons waiting for appointment to the police department or relatives of policemen and politicians. Investigations will be performed by independent professional investigators. Appeals from the decisions of the investigating body will be available through the Police Board. All policies of the Police Board, including the policy of referring officers with repeated citizens' complaints of brutality to psychological counsellors, will be adhered to. The Washington administration will insist on respect for and protection of officers performing legitimate duties and it will insist on proper action against officers who violate their oaths and bring shame on the Department.

XV. The Office of Corporation Counsel will be reorganized and staffed by full-time attorneys who are not permitted to maintain private law practices. The Washington administration will also give careful attention to the recommendations of the forthcoming study of the Corporation's Counsel's Office by the Chicago Council of Lawyers.

XVI. Traffic ticket quotas will be abandoned.

XVII. A vigorous program will be instituted to stamp out criminal activities by youth gangs. Job training and recreational programs will be provided for our children to protect them from gang influence and provide them with an alternative to gang involvement.

XVIII. A comprehensive social and psychological support system will be made available to help police officers adjust to job-related problems, and thus enable them to provide the best services for Chicago's citizens.

XIX. New police recruits will receive a thorough education in community and human relations. Police-citizen interaction and cooperation will be emphasized in training police officers and defining the role of police officers. All of Chicago's current police officers will receive continuing education in human and community relations.

XX. Patronage will be eliminated from the beat rep program. The size of the beat rep program will be doubled and the program will be made available throughout the City. This will be aimed at establishing a City-wide beat level liaison force to be the focal point of police-citizen interaction.

XXI. A victim/witness protection program will be initiated. This program will provide witnesses and victims of crime with all the assistance needed to assist them in helping to prosecute criminals and to recover from criminal acts. The services of this agency will include such things as transportation, family services, assistance in obtaining medical help and help in obtaining compensation from State agencies. All of this will increase conviction rates, elicit greater citizen cooperation and provide needed remedial services.

COMMUNITY SAFETY

Community accountability and participation will be fostered through development of special programs at all levels of service. The new administration will study successful crime reduction/citizen participation programs of cities like Minneapolis, Detroit and New York City. Staff will be assigned at every level to work with community organizations and to develop programs in which citizens participate, rather than respond to public relations gimmicks. Among the special programs the new administration will develop is a team to work on responses to crimes against women, such as rape and spouse battering. Staff will be made available to work with citizens on legislative and training programs to enhance community participation in law enforcement.

Alternative ways to assign police officers will be explored. The primary method of assignment today is random car patrol. The new administration will explore "park and walk" programs, team policing, and other methods of assignment. By using a combination of citizen programs, innovative assignment methods, and special training and sensitivity programs, and making crimes statistics available to community groups, Harold Washington's administration will improve the safety of all Chicagoans.

FARINESS IN HIRING

Harold Washington's administration will also remove the inequities in police and public safety systems. Racial discrimination within the Police Department will be ended. Before the recent lame duck promotions, only one of the 78 captains serving Chicago was black, and there were no Latino captains. Overall, the department had less than 25 percent black personnel, and less than 5 percent Latino personnel. This attitude was reflected in the deployment of personnel as well. Although minority neighborhoods show a higher crime rate than white neighborhoods, there has been, over recent years, a 35 percent increase in patrol personnel in predominantly white areas, against a less than 1 percent increase in such personnel in black areas.

These and other initiatives will be combined with cost-saving programs, such as the re-deployment of personnel and the elimination of duplication of functions. In the long run, however, the greatest savings can be achieved through a reduction in crime. This can only be achieved by involving the whole community. Harold Washington will involve the whole community. He will take the lead in reorganizing police and crime prevention functions, encouraging police/community cooperation and increasing the professionalism of the Police Department. He is committed to making our criminal justice system just and fair, free of political taint, and responsive to the needs of all Chicago citizens.

Housing

Chicago citizens have pioneered some of the most innovative housing strategies found anywhere in the country, often under adverse circumstances. The Washington administration intends to utilize the ingenuity and experience of these individuals and organizations. The city will become a willing, competent partner in meeting the housing aspirations of Chicagoans, in lobbying for the funds to avail ourselves of every possible dollar from the federal government, and in equitably allocating these funds.

The Washington administration will mark a turning point in the maintenance and development of Chicago's existing housing stock; the provision of greater assistance to those who have the fewest resources, and an increase in the role of community organizations in housing policy. The Department of Housing and the Chicago Housing Authority will be reorganized and reformed to implement these policies.

Creative partnerships between financial institutions, neighborhood organizations, private developers, and local government will be the key to standard, affordable housing in sound, vital, and safe neighborhoods. These partnerships will encourage the greatest feasible investment in housing. Benefits to housing consumers and producers will also provide an enlarged tax base which will ensure a high level of city services.

What are the problems?

- I. Chicagoans of low- and moderate-income suffer from a rapidly shrinking rental market

Continuing deterioration, abandonment of housing and involuntary displacement of people remain monumental problems in Chicago. From 1970 to 1979 there was a gross decline of 125,000 housing units. The loss was greatest in rental units, which provided shelter for low- and moderate-income households. Virtually all of the 60,000 units of new housing built in this period were in luxury high-rises on the lakefront. Hence, during this period Chicagoans of modest means suffered a decrease in housing supply greater than the net loss of 65,000 units.

Since 1980 the picture has improved little. There has been almost no new construction of low-income housing by the private sector apart from the 2,500 units of rehabilitated housing, mostly undertaken by neighborhood-based and non-profit groups.

II. Homeowners are being squeezed by a declining availability of services, financing and rapidly increasing costs

The city's own Melaniphy Report concedes that mortgage redlining - the exclusion of whole neighborhoods - was still a major feature of bank home lending through 1979. Since then, because of high interest rates, loans have been extremely scarce or nonexistent. Insurance redlining follows a similar pattern.

Where other cities have implemented successful urban homesteading programs, Chicago has allowed 60 percent of its FHA foreclosed houses to stand vacant. Minimal efforts have been made to use city deposits in financial institutions as a lever to direct mortgage and development funds to neighborhoods.

Higher property taxes and increased energy costs compound the problems of Chicago homeowners and renters alike. The decline of the private housing stock is further accelerated by a continued lack of a meaningful city housing policy, the failure to implement effective condo-conversion regulation, and ongoing redlining and real estate speculation.

III. Chicago Housing Authority residents are forced to bear the disastrous consequences of mismanagement

The U.S. Department of Housing and Urban Development commissioned a recent report on the CHA which described Chicago's public housing programs as one of the worst in the nation and called for the resignation of the CHA Chairman.

The evaluation commissioned by HUD found:

A) CHA tenants have only token representation on the local project advisory councils, while the real decisions are being made by a central policy board that is insensitive to tenant needs.

B) CHA provides a lucrative market for politically-connected contractors and suppliers whose performance agreements are not subject to public scrutiny.

C) Long range planning efforts (regarding such matters as elevators, modernization and energy conservation) are consistently CHA's poorest areas of performance.

D) There is inadequate supervision, control and information on security matters.

IV. Providers of new and rehabbed housing are frequently unnecessarily frustrated in their attempts to house Chicagoans

Archaic building codes, a maze of red-tape, and political favoritism all work to discourage the efforts of individual rehabbers, private developers, and community based housing efforts. The city has systematically diverted community development funds away from housing purposes, and has been lax in aggressively pursuing the availability of private capital for development.

Housing Goals and Strategy of
the Washington Administration

The Washington administration will give maximum attention to providing a decent, affordable home, and a suitable living environment for all Chicagoans. The strategy to achieve this objective will include the following components:

I. Conservation of the existing housing stock

To permit our stock of existing housing to deteriorate and become abandoned is a waste of one of our most valuable resources. As an explicit policy objective, the city will develop aggressive new programs for housing rehabilitation, with particular emphasis placed on multi-family rental housing (in which more than 70 percent of Chicagoans live.) Program initiatives will include the use of City funds to leverage private participation in housing finance, and to make these funds available to the neighborhoods. Tax-exempt bonding for multi-family housing rehabilitation, a mortgage guarantee pool, a Neighborhood Self-Help grant program, expanded energy conservation initiatives, and a moderate rehabilitation financing program are among the top goals of this effort.

II. Greater public-private cooperation

Private corporations, foundations, and financial institutions will be invited to join the city in new financing initiatives to increase the flow of private and public mortgage financing and to help determine the use of those resources to meet the needs of all income groups.

III. Increased citizen accessibility to housing assistance

The new administration will work to stimulate housing assistance for the benefit of consumers as well as producers. It will take an active role in combating discrimination in the allocation of resources in housing. Neighborhood housing courts, labor equity bids on delinquent properties and restructuring the building permit process by community organizations to encourage competent, planned improvements in the housing stock will also be explored. Early intervention programs to prevent displacement will be pursued.

IV. Housing for the elderly

The elderly often present special housing problems which need specialized solutions. Increased opportunities for reverse annuity mortgages, live-in tenants and group housing will be developed by the Washington administration. This will occur alongside the continued fight for increased state and federal funds.

V. A shelter program for the homeless

Chicago has been slow to respond to the needs of its 12,000 to 20,000 homeless citizens, a problem exacerbated by the economic recession and the shortage of affordable rental housing. The city will work in cooperation with churches and other public and private agencies to provide sufficient shelter for the thousands of homeless, transforming unused buildings into temporary shelters when necessary.

VI. Operating subsidies for low-income people

With dramatic cutbacks in the federal Section 8 Rental Payments Assistance Program, Harold Washington's administration will explore alternative approaches to operating subsidies for housing people with limited incomes. One approach might be an invested revolving fund, established from philanthropic, private and public institutions. The administration will also press hard in Washington, D.C. for federal assistance.

VII. A comprehensive improvement program for public housing

To fulfill the promise of safe, sound, and affordable housing to Chicago Housing Authority tenants, the Washington administration will enact extensive reforms including:

- Examining the CHA for change in all areas including maintenance, purchasing and energy use.

- Making new appointments to the board, increasing formal tenant involvement in policy-setting and program implementation and strengthening the power of the building councils.

- Making jobs and safety for tenants top priorities, for example, by employing residents as elevator operators.

- Improving tenant screening and establishing a new Tenant Code.

- Starting a comprehensive energy conservation program.

- Monitoring CHA's implementation of federal court orders to spend remaining funds on scattered site housing in ways that support overall neighborhood development.

VIII. Reorganizing the Department of Housing

A top housing professional will be appointed Commissioner of the Department of Housing with direction to make maximum use of current resources, implement greater cost efficiencies, and develop new housing initiatives.

The Washington administration will also:

- Recast the Housing Assistance Plan (HAP) to target those in greatest need.

- Better utilize Community Development Block Grant (CDBG) funds to leverage private financing for housing production.

- Consider establishing a Housing Commission, representative of all sectors of the housing industry, including community representatives, to recommend policies for city housing assistance programs.

- Explore the expansion of the department into a Department of Housing and Community Development, modelled after a similar department in Baltimore.

IX. Regulatory initiatives including a Tenant Bill of Rights

The Washington administration will promote through ordinance a Tenants Bill of Rights that would include a Fair Rent Commission (assuring fair leases) and other measures to protect the rights of tenants.

Revisions to the Building Code, community-based housing courts and non-cash bids by non-profit organizations for tax-delinquent properties are among possible additional regulatory initiatives.

Summary

Harold Washington's program for affordable housing will be cost-effective and well-managed. His legislative record from sponsorship of an anti-redlining act to fair housing has demonstrated his concern. These proposals represent the way he will lead the city toward renewed neighborhoods and its people toward decent shelter.



Neighborhoods

Life in many Chicago neighborhoods is under assault. A sense of powerlessness prevails. Senior citizens are often forgotten, unprotected and exploited. Youth are undereducated, underemployed, and often provocative in their aimlessness.

The unwaivering premise of Harold Washington's campaign is that the best solutions come from the communities themselves. Chicago's greatest resource is the energy, experience and creativity of its 3 million Chicago residents.

The Washington program for neighborhoods is to mobilize the city's vast assets on behalf of people in the neighborhoods and organize the apparatus of city government, and other sectors to work for them. This program has two major sections:

I. Strategies for neighborhood empowerment.

II. Organizational structures for neighborhood empowerment.

STRATEGIES FOR NEIGHBORHOOD EMPOWERMENT

In every issue area -- jobs and economic development, housing, health, etc. -- there is a strong emphasis on neighborhood empowerment and an articulation of programs to achieve it. These programs derive from a set of common strategies:

I. INVEST IN THE NEIGHBORHOODS

80 percent of the city's jobs are located outside the central business district, where past Mayors have spent most community development funds. An inordinate amount went to support ineffective administration and planning. Similarly, much of the employment and training funds are spent on wasted training for jobs that don't exist or for expensive consulting contracts. The Washington program will give priority to the distribution of resources to the neighborhoods.

Examples include:

- A) Implementing innovative, job-creation programs in co-operation with neighborhoods in the areas of energy conservation and waste recycling.
- B) Purchasing city services from Chicago's small businesses and community-based organizations.
- C) Providing employment in building management for community residents willing to serve as abandoned housing receivers.
- D) Involving community organizations in the delivery of preventive health services.

II. REINVEST IN OUR COMMUNITIES, RATHER THAN REPLACING THEM

Around \$20 million per year in community-development funds are spent on land clearance for new construction, often destroying old neighborhoods and removing people's homes for grand scale development. The emphasis of the Washington program is to invigorate and revitalize existing assets and structures:

- A) Retaining existing business.
- B) Rehabilitating existing housing stock.
- C) Increasing involvement of neighborhood residents -- senior citizens, church members, etc. -- in preventive health practices rather than overinvesting in large, impersonal, inefficient, bureaucratic health systems.
- D) Involving communities in support of the educational process.

III. WORK WITH COMMUNITY-BASED ORGANIZATIONS

These organizations have longstanding and diverse experiences in determining neighborhood needs, and in designing and delivering programs to meet them. The Washington program respects this tradition and will make maximum use of community-based organizations.

Examples include:

- A) Establishing a system of neighborhood review of local development projects in which the city plays a role.
- B) Contracting with neighborhood organizations for housing rehabilitation or the delivery of health services and children's services.

- C) Supporting neighborhood organizations in their efforts to deliver alcohol and drug abuse programs, and senior citizen programs.

ORGANIZATIONAL STRUCTURES FOR NEIGHBORHOOD EMPOWERMENT

Harold Washington knows that success with implementing these strategies requires both a shift in decision-making emphasis from top-down to bottom-up, and a concomitant strengthening of neighborhood organizations' capacities. He also knows that neighborhoods must have a formal basis from which to participate. Harold Washington's administration, in cooperation with the neighborhoods, will consider a number of organizational structures to carry out this objective. One option would be the development and staffing of neighborhood planning boards.

I. NEIGHBORHOOD PLANNING BOARDS

These Boards would have responsibility for recommending priorities for the use of Community Development Block Grant funds in their neighborhoods, among other possible activities. They would carry out a planning process and prioritize neighborhood needs.

Under such a plan, Harold Washington would consider:

- A) Establishing planning areas with cognizance of unique neighborhood characteristics and ward boundaries.
- B) Making appointments to such boards from a list of nominees submitted by neighborhood organizations, or support neighborhood elections.
- C) Decentralizing certain functions of the Department of Planning, assigning personnel to the Boards as well as office space and other resources.
- D) Asking these Boards to identify physical, social, and economic needs, establish local priorities, analyze budget proposals, develop local plans, and, perhaps, review zoning changes.

II. OTHER ORGANIZATION CHANGES

Harold Washington will invoke a Freedom of Information Act upon taking office that will ensure communities full access to needed information and mechanisms to make it readily available to them.

CONCLUSION

A major premise of all of Harold Washington's programs is that all neighborhoods are populated with a wealth of talent and expertise. Washington's neighborhood programs aim to work with existing community-based organizations and City Council members to eliminate wasteful bureaucracy and political payoffs. Washington intends to go directly to the heart of neighborhood problems and work with communities toward the solution of them.



Education

"Unless we begin right now to drastically improve Chicago's educational system, our city's continued decline both economically and socially is assured." -- Harold Washington.

The highest priority for the Washington administration -- creating jobs for all Chicagoans--simply cannot be achieved without a drastic overhaul of our public schools and city colleges and tangible cooperation among our public and private educational institutions.

The Washington's administration's aim is nothing less than a major uplifting of the education and training available to both young people and adults in every Chicago neighborhood.

THE COMMON PURSUIT OF QUALITY EDUCATION

The Washington administration will place special emphasis on the rebirth of the two public institutions that educate the vast majority of Chicagoans: the public schools and the city colleges. Harold Washington will provide strong positive leadership for Chicago education focused on five related priorities:

- I. Strong leadership from the Mayor's Office in cooperation with the Board of Education and the Chicago City Colleges, to ensure education and training that promote economic and job development.
- II. Basic governing reforms in the public schools and city colleges that will bring major improvements in educational quality, in public accountability, and in student and parental participation.
- III. Removing petty politics from the operation of the public schools and city colleges.
- IV. Additional funding for education tied to sound fiscal management and educational reform.
- V. Creative use of city programs and resources to improve the educational environment outside the schools for all students.

LINKING EDUCATION AND ECONOMIC DEVELOPMENT

Chicago is far behind other cities in taking realistic steps to link education and economic development. For example, Boston has put into operation a compact between businesses and Boston's educational institutions. Boston businesses have guaranteed jobs to city high school graduates who acquire specified competencies; in return, the school system has committed itself to carry out major reforms for upgrading its educational program. It is this kind of bold approach that will be needed in Chicago so that our schools and city colleges can play their essential role in promoting economic and job development.

Chicago's public schools and city colleges frequently teach obsolete skills for jobs that don't exist, while businesses fail and wage-earners are fired because skill training that is desperately needed to survive in today's economy is not available. With leadership from The Washington administration's consolidated Department of Employment and Economic Development, Washington policies will assure:

- I. Accurate analysis of the job skills needed to preserve and create jobs in Chicago.
- II. Development of close cooperation among representatives of public and private education institutions, businesses, and the public to plan and carry out training programs to teach needed skills.
- III. Major involvement of business and the public sector in providing on-the-job training.
- IV. Research studies analyzing the competencies needed for tomorrow's jobs indicate that it is folly to predict what vocational skills will be relevant even five years from now. The competencies most certain to guarantee future employability are the ability to read with understanding and write with clarity, to master the basics of math and science, to solve problems creatively.

Harold Washington will make the development of these critical skills among our young people and adults a top Priority in providing leadership for education.

- I. He will insist on a continual assessment by the public schools and city colleges of their success in teaching these critical skills and broad public involvement in increasing that success.

- II. He will ask the business community to give a hiring preference to graduates of Chicago schools who have achieved specified levels of mastery of basic skills.
- III. He will target financial resources to support any training efforts that can deliver in teaching literary and vocational skills effectively, including schools, colleges, businesses, non-profit groups, and community-based groups.
- IV. He will continue to support bilingual education as an important avenue for the mastery of English and the teaching of basic skills essential for employability.

Chicago's outstanding state and private colleges and universities provide a rich resource, largely untapped in the past, that the city must draw upon for skilled faculty and graduates to aid our economic development effort.

BASIC GOVERNMENT REFORMS IN PUBLIC SCHOOLS AND CITY COLLEGES

Desperately needed improvements in the public schools and city colleges will depend on strong leadership at both the top and the bottom. The governing boards and the top administrators of these two systems must provide forceful direction by setting priorities and standards and monitoring performance. It is also critical to recognize the positive role that teacher organizations can play, by working cooperatively with them in this reform process.

Large educational bureaucracies cannot be reformed only from the top down. Creativity and commitment in local campuses, schools and neighborhoods must be unleashed by giving those who have the most immediate stake in the quality of schools a major role in improving them--the parents, teachers, local administrators, neighborhood groups, and local businesspeople.

As Mayor, Harold Washington will champion basic reforms, in cooperation with the Board of Education and the City Colleges, designed to bring major improvements in educational quality in accountability and in student and parental participation.

THE GOVERNING OF THE CHICAGO PUBLIC SCHOOLS:

- I. Public School Board. Harold Washington believes that the current method of school board appointment is too overtly political and does not provide adequate attention to quality education or sufficient public accountability. He will explore statutory provisions for a panel to nominate appointees. Or, if this does not prove satisfactory, he will look into the election of school board members from local districts.

- II. Appointments to the Current Board. Harold Washington will reconstitute a Citizens' Advisory Committee on School Board Nominations in order to make immediate school board appointments. The committee will consist of parents, active community members, member of civic groups, and businesspeople. He will select board members from those who are nominated by the committee.
- III. Increased authority for District Superintendents and Principals. Harold Washington believes that within a system-wide framework of priorities and standards, district superintendents and principals must be given increased authority in running the schools and held accountable for that authority.
- IV. School Improvement Councils in Every School. A major change that Washington will explore with the Board of Education and the Superintendent of Schools is the establishment of School Improvement Councils in every public school. These councils would be composed of equal numbers of parents and teachers, as well as administrators, students, community representatives, and local businesspeople. They would be charged with conducting a systematic assessment of the strengths and weaknesses of their local schools, and would be given resources to design school reforms. Chicago can learn much from similar programs already in operation in Florida, California, and South Carolina and in large cities like Boston and New York.

THE GOVERNING OF THE CHICAGO CITY COLLEGES

- I. Appointments to the Board of Trustees. Harold Washington will form a Citizens' Advisory Committee on the Chicago City Colleges that will identify candidates for positions on the Board of Trustees. He will select board members from those who are nominated by the committee.
- II. Development of Other City College reforms. Harold Washington will ask the Citizens' Advisory Committee on the Chicago City Colleges to work with the City Colleges and Chancellor in developing recommendations for other changes in the governing of the City Colleges. Increased roles for individual college administrators, faculty and their organizations, students and the public will be considered in determining how the individual colleges can be improved.

III. Improve Adult Education and Job Training

Harold Washington will encourage the City Colleges to revise the CUSI (Chicago Urban Skills Institute) in order to increase adult literacy and to establish job training programs in genuine partnership with community based organizations.

REMOVING PETTY POLITICS FROM EDUCATION

The constant injection of petty politics and favoritism into the operation of the public schools and the city colleges has harmed their ability to provide quality education. Harold Washington will move decisively to halt the political sabotage of Chicago's schools and city colleges.

He will provide strong public leadership on educational issues vital to the survival of our city. But he will not function as the behind-the-scenes head of the public schools and city colleges. These responsibilities will be left to the Superintendent of Schools and the Chancellor. He will remove petty politics from our public education institutions by addressing the following issues:

- I. Outside interference in the awarding of public school and city college contracts will end. He will encourage open bidding procedures which will serve as a deterrent to political manipulation.
- II. The hiring and often the supervision of thousands of employees who work for the public schools and city colleges is now under city government control. Harold Washington will seek a shift in responsibility for these employees to the educational institutions for which they work.
- III. A potent safeguard against political manipulation of our public schools is full public access to program and financial information. Harold Washington will insist on freedom of information procedures so that public education can be constantly scrutinized by watchdog citizens groups and by the press to root out political interference.

ADDITIONAL FUNDING TIED TO SOUND MANAGEMENT AND REFORM

Harold Washington has had the courage to advocate needed increases in funding for public education in Chicago. However, his advocacy can be effective only if existing financial resources are used as efficiently as possible and if new resources are introduced into the educational system in such a way that they provide incentives for reform.

- I. He has proposed and will fight for an increase in the state income tax, with a substantial portion of the resulting revenues going to public education.
- II. In the past, the city administration has missed many opportunities to help obtain increased state and federal revenues for the schools. He will use his extensive knowledge of state and federal government to lobby for legislation and funding levels that will bring money into Chicago's public education system.
- III. He will insist on meaningful public participation, model budgeting and accounting procedures, and freedom of information to ensure that presently available funds for public education are used effectively. Restoring public confidence in the financial practices and priorities of the public schools and city colleges is essential for a successful campaign to obtain more money.
- IV. When he supports requests by the public schools and city colleges for additional funds. Harold Washington will insist that as significant a portion of new funds be directed toward reform priorities as is realistically possible.

USING CITY RESOURCES TO AID THE SCHOOLS

The city government and other municipal bodies have vast resources that can, with a modicum of cooperative planning, serve the educational purposes of the city's schools and city colleges.

Under the Washington administration, each city agency will examine its operations and identify tangible ways that its activities and resources may be able to aid our schools and city colleges.

For example, city agencies may establish cooperative work programs. City-sponsored summer job programs will have a meaningful literacy and vocational training component. Coordination of school and Park District resources will be improved.

Harold Washington was a leader in sponsoring progressive educational legislation and served on the Senate Higher Education Committee. As a Congressman he serves on the House of Representatives Education and Labor Committee and formed, in his district, the First Congressional District Education Task Force. This Task Force sponsored numerous public hearings and workshops on educational issues.

SUMMARY

As Mayor, Harold Washington will be a powerful advocate for quality education in the public schools and city colleges. In return for his support, he will expect a great deal from them. The schools must become an integral part of a program to save Chicago's economy and to create jobs. Decision-making within public schools and city colleges must be shared with those in every Chicago neighborhood whose futures are determined by the quality of the programs the schools offer. And open access to information and unassailable fiscal management must provide the foundation on which he can stand to fight for more educational funding.

Because the city's future depends so heavily on our capacity to make basic changes in the schools, he will play a leadership role in making Chicago city government a resource for learning.



Women

Women comprise a majority of the population in Chicago and women's issues merit far more serious consideration from city government than they have received from recent administrations. While the discrimination and victimization of women has been given extensive public attention, no effective or imaginative leadership has been demonstrated by the Mayor's Office to solve these problems.

As Mayor, Harold Washington will take immediate steps to address women's concerns, focusing on the following areas:

- Create an Office of Women's Affairs. This office will monitor and promote women's concerns in conjunction with all city agencies through research and program development initiatives and community outreach.
- Convert the impotent Chicago Council on Human Relations into an effective enforcement agency with full power to resolve discrimination charges and promote affirmative action within city government and with contracting organizations.
- Expand existing human rights ordinances for the City of Chicago.
- Establish direct links between City Hall, community organizations and agencies in order to provide open lines of communication between the Mayor's Office and the women of Chicago.
- Realign existing programs for women into effective, coordinated, multi-service initiatives which utilize established city facilities in cooperation with local women's organizations and service providers, and which reflect a consistent philosophy and standard of service.

These steps are necessary to deal with women's daily problems in many areas, the most immediately pressing of which are employment, housing, health care and violence.

EMPLOYMENT

The economic plight of women in our society continues to worsen. Three out of five families living below the poverty line are headed by women. Two out of three older people living in poverty are women. All projections now indicate that if current trends are allowed to continue, this situation will escalate even more dramatically.

Women work in growing numbers. But they are concentrated in a few dead-end sectors of the labor market. They still earn only 59 cents for every dollar earned by men. However, increasingly they bear major financial responsibility for their children.

To begin to stem the growing tide of female poverty and improve employment opportunities for women, the Washington administration will advocate expanded employment and training opportunities in growth areas such as high technology industries and in non-traditional service and trade sectors. One means of affording this training will be to explore establishment of "one-stop service centers". These centers would provide education and training, offer other needed services, such as day care and support programs, and lend technical assistance to women in business for themselves.

Of special importance to this administration will be the availability of low-cost day care programs throughout the city. These programs have shown themselves to be among the most cost-effective, as they allow and encourage sustained employment for women previously on welfare.

In addition, the Washington administration will vigorously pursue all available avenues for affirmative action, including increased hiring of women and opening up city contracts to include minority and women business owners.

HOUSING

Discrimination against women renters and home purchasers, especially those who head households, is rampant in the city of Chicago. The City Council has watered down the fair housing ordinances so thoroughly that realtors and landlords can ignore them with impunity. The existing ordinance does not prohibit discrimination against women with children, for example.

Eighty percent of the households in public housing are headed by women. Yet the special needs of women living in this housing are rarely addressed by the city. There are no effective emergency or support services, such as rape crisis programs, for women in public housing, even though the needs are extraordinarily high. Women who are raped and request a transfer are seldom

permitted to move. Day care services are needed to assist working women or those attending job training programs, yet such day care is virtually nonexistent at public housing sites. The Washington administration would develop rape victim services, day care, and job training programs accessible to women living in public housing.

Finally, with respect to women's housing needs, this city has repeatedly failed to give adequate financial support to organizations which provide emergency shelter for women. There is currently no emergency shelter exclusively for women provided by the city. The Washington administration will explore establishment of safe, well-staffed shelters for women in need of temporary housing because they have been evicted or are escaping domestic abuse.

HEALTH CARE

The financial resources of women and their families dwindle, while health costs soar. Employed female heads of households earn an average of \$12,484 per year. This is only one-third over the official poverty level of \$9,300 for a family of four. Ninety-one percent of families receiving Aid to Families with Dependent Children in Cook County are headed by women. The average payment per family is approximately \$3,600 per year. Many doctor visits and medications have been eliminated under Medicaid.

Under these conditions, effective leadership from City Hall is essential to providing basic and adequate health programs through the city's Department of Public Health. Among the many health concerns which deserve major attention are family planning, maternal and infant care, infant mortality and teenage pregnancies.

In Illinois, an estimated 245,000 low- and marginal-income women have no access to family planning services and two-thirds of these women live in metropolitan areas. Additional children born to indigent families help perpetuate crippling life-situations. Inadequate infant and child care facilities complicate a woman's ability to finish school, enroll in special work training programs, or become employed. Federally supported family planning clinics are at capacity levels. In 1981, they only had funds to serve about 20 percent of the women in need. The availability of family planning programs for women able to pay for services is also being threatened by passage of legislation which would prevent them from operating. The Washington administration will lobby for increased federal funds, work to identify supplemental city funds, and oppose ordinances that would obstruct provision of family planning services.

Those women who have children are faced with enormous odds. In Chicago last year, 1,046 babies died. Chicago ranks among the 10 worst cities for proportion of mothers starting prenatal care late in pregnancy, and the numbers of births to women under age eighteen. The city government has failed to play a leadership role or to develop programs that would stem these atrocious conditions. The Washington administration is pledged to work toward this end.

Finally, there is a mounting problem of teen-age pregnancy. Today, 22 percent of Chicago births are to teen-agers whose families are seven times more likely to live in poverty than other families. Babies born to teen mothers are two times more at risk of death than babies born to older mothers. Young mothers must also be encouraged to stay in school and finish their education so they can adequately provide for their families. Unfortunately, many today never finish high school and find themselves tied to a life of poverty. More attention must be given to the prevention of teen pregnancy through new approaches to sex education, family planning and family counseling, and by promoting alternative goals and opportunities for women.

VIOLENCE

Violence against women is a serious problem in our city whether it takes the form of domestic violence, rape, street attacks or child abuse. The causes of this behavior can best be addressed by supporting existing programs and developing additional community-based social services and educational programs. These programs work to augment strong sanctions imposed by the courts against violent behavior.

It is difficult to determine the exact incidence of rape in Chicago because of the Police Department's failure to maintain accurate statistics on the reporting of the crime. Half of all rape cases reported to the Chicago police are thrown out as unfounded, a rate higher than in any other city in this country.

A recent Sun-Times survey found that: black women, who face the highest risk of rape, have the fewest resources in their communities; services for non-English speaking rape victims are almost non-existent; and few hospitals have established advocacy programs.

Working through the Office of Women's Affairs, the Washington administration will: 1) develop community-based rape service programs to provide supportive counseling, court advocacy, and outreach to the community, including educational programs in the schools; 2) work with the Superintendent of Police in reviewing the reestablishment of the special police unit to respond to rape calls and to support in-depth training for officers in evidence retrieval and sensitivity to rape victims; 3) advocate legislation to provide additional funds for victim services, create extended prison terms for rape, and provide additional medical benefits for rape victims in insurance coverage.

The incidence of domestic violence in Chicago, as elsewhere, is shocking. Between March 1, 1982 and July 22, 1982, the Chicago Police Department received 1,624 calls for disturbances where husbands were beating their wives. This is the most under-reported crime in the United States. Yet, Chicago domestic violence victims and their children often have no place to go for safety and counseling.

The Washington administration will look to community groups to assist with the development of a citywide response to the needs of domestic violence victims.

The Washington administration will: 1) seek funding to support the existing shelter and counseling services for battered women and their children and establish additional community-based services; 2) work with the Superintendent of Police to assure that victims are treated in accordance with the Illinois Domestic Violence Act and that the police maintain accurate statistics on the incidence of domestic violence; 3) support efforts to create a centralized court to hear all cases of domestic violence and seek funds to assist in staffing this court with trained social service workers and advocates; and 4) create a city-wide educational program on the rights of victims of domestic violence.

The most talented individuals will be sought for the Washington administration. Women will be brought in at all levels, with authority and pay equal to their male counterparts. All relevant city agencies will give a major priority to addressing -- and resolving, as soon as possible -- the problems outlined above.



Seniors

Harold Washington cares about Chicago's Senior Citizens. The Washington administration plans to develop a comprehensive system of health, housing and human services for the elderly by establishing a city Department of Aging with a policy making board truly attentive to the needs of the elderly.

More than 345,000 Chicagoans have reached and passed the age of sixty-five. Sixty percent of this number are women. By 1984 more than one-fifth of the city's population will be 60 or above. More than 155,000 or forty-five percent of our senior citizens live below the poverty line. Thousands of other who manage to survive on Social Security and private pensions hover on the brink of economic disaster. Far too many of the elderly find that securing the simplest and most essential needs, such as shelter, food and medical care, can lead them to disaster or force them to endure a nightmare of bureaucratic indecision and personal humiliation. Securing adequate income, nutrition, shelter, transportation, and comprehensive services at the neighborhood level will become a major focus of city policy.

Instead of concerted attacks upon these devastating problems, seniors issues have been turned into a festival of public relations for the Mayor's Office. The Office on Senior Citizens and Handicapped (OSCH) has squandered its 12 million dollar budget on blundering administration and bureaucratic waste.

Almost 107,000 of those aged 65 and over live in single-person households. Seniors in critical need of housing are confronted with CHA waiting lists two years long. They must endure up to an eight week wait for emergency food assistance. Serious illness or death resulting from neglect are imposed by an administration that is insensitive to senior needs. Those delays and insensitivity are intolerable and unacceptable to Harold Washington.

The Washington program for seniors will include giving representation to seniors in all policy-making bodies. In place of the current Advisory Council on Aging, Harold Washington will establish a Department of Aging with a new decision-making board with representatives from all organizations and agencies which serve the elderly. Seniors must be acknowledged as a powerful citizens' block in Chicago. Life after 60 is not a period inexorably marked with massive physical or mental deterioration. Seniors insist on and should make their own life-determining decisions. To facilitate this promotes dignity and vitality.

This new department will review policies of other city departments as they relate to the problems of Chicago's elderly. The new board will function as an internal advocate within the city government to ensure that the Chicago Housing Authority (CHA) provide safe and comfortable housing for seniors and that the Chicago Transit Authority (CTA) maintains accessible and affordable transportation. To ensure that city departments comply with this agenda, the Washington administration will explore requiring relevant new city programs, as well as existing programs, to submit a Senior Citizen Impact Statement to the Mayor's Office with each year's budget proposals. The agenda of senior citizens must be systematically incorporated into the general concerns of the government of the City of Chicago.

SENIOR HEALTH

Harold Washington pledges to positively restructure Chicago's system of health and human service delivery. A Central Community Coordinating Network will be established to identify, monitor and deliver comprehensive health and human services to seniors. Each community and neighborhood in Chicago must become the nexus of services for those in need to improve the quality of life for seniors.

Neighborhood Senior Citizens Councils, with increased staffing--including seniors themselves--must become the principal focus of activity in identifying the elderly with extreme needs. It is this network that will have the greatest role in seeing that persistent problems like adequate security systems for various CHA buildings are solved, or that complaints against inadequate nursing homes are attended to promptly and effectively.

CRIMES AGAINST SENIOR CITIZENS

The Washington Administration will re-examine the practices and policies of the Chicago Police Department's Senior Citizen Division. Harold Washington believes that the plight of seniors habitually subjected to crime or threats of crime has not been adequately treated. A new strategy is urgently required in order to reverse the shocking situation in which seniors are routinely victimized by burglars, muggers, assailants and con artists. Fear of crime keeps most Chicago senior citizens off the streets at night, even those who live in calm neighborhoods and have never been attacked. In more than fifty percent of the cases where senior citizens are injured by criminal assault, the injuries sustained never heal, and there is no way to measure the impact of lost resources on a individual trying to pay rent, food and health costs on a fixed income. One of the top priorities of the Police Superintendent, under the Washington administration will be immediate attention to senior citizen problems and the development of a senior citizens crime prevention program.

PARTNERSHIPS

Local institutions, churches, schools, hospitals and service organizations must be brought into the effort to create a more aware community where the problems of seniors are recognized and alleviated. Not all problems of the elderly can be solved with more funding or the more efficient use of resources. Some solutions require a fundamental change in awareness, attitudes and responses. The Washington administration will strive to create more effective support for our elderly neighborhoods. In doing so, we will strengthen the city as a whole, and help preserve the dignity and well-being of Chicago's most cherished resource, its senior citizens.

HOUSING, TRANSPORTATION AND NUTRITION

As Mayor, Harold Washington will work with the federal and state governmental agencies, as well as private and philanthropic agencies, to generate new and better housing programs for Chicago's seniors. The influence of the Mayor's Office will be used to encourage for-profit and not-for-profit organizations and businesses to concentrate on senior citizen housing needs.

As Mayor, Harold Washington will work to assure that Chicago's seniors have access to good public transportation at reasonable cost, that Chicago's seniors have adequate shelter and that they not suffer from hunger and malnutrition.

Harold Washington's program for seniors is based upon respect, fairness and caring for people.



Arts

Harold Washington is committed to a Chicago cultural renaissance. A product of Chicago's rich pluralistic heritage and the first expression of the new renaissance -- he will be a leader and speak for a program to make Chicago one of the most exciting and creative cultural centers in the United States.

This program will deal in depth with the deterioration in the cultural status of the city. Because of political manipulation and the lack of a long-range cultural policy, the status of great cultural institutions like the Chicago Public Library has declined, and there is a widespread feeling, according to a Chicago Tribune report of March 14, 1983 that "Chicago is quickly becoming a third-rate city in the matter of art and culture."

Harold Washington will reverse this trend by implementing a creative cultural program based on six guidelines:

I. A broadbased, city-wide program that reflects the richness and cultural diversity of our multi-ethnic, multi-racial heritage.

II. Democratic decision-making with continuous input from all segments of the population, including the consumers and producers of cultural products.

III. Cross-cultural interchanges between communities and between neighborhoods and the Loop.

IV. Consolidation and expansion of existing programs and the elimination of waste and duplication of effort.

V. New initiatives designed to free Chicago cultural institutions of the dead hand of patronage and political interference.

VI. New initiatives in the field of culture and tourism designed to create additional jobs for Chicagoans.

To achieve these objectives, Harold Washington will lead the implementation of an eight-point plan:

I. He will, using existing positions and budgets, and building on the experience of other creative municipalities, consolidate existing and fragmented positions and functions into a single Office of Cultural Affairs. The director of this office will be charged with the responsibility of: 1) recommending a long-range cultural policy; 2) organizing and coordinating cultural programs; and 3) maintaining liaison with the Park District, the Chicago Public Library and the leaders of major cultural institutions, including museums and galleries. The Office of Cultural Affairs will also serve as a resource and information center which will inform organizations, communities and individuals of alternative funding sources in the private and public sectors. It will speak out for increased funding and for its fair distribution.

Under this arrangement, the work of the Chicago Council on Fine Arts will be restructured and its program broadened. Under the new framework, the work of the Council will be re-focused within a larger context.

II. He will name a nonpartisan Advisory Commission on Cultural Affairs, representing all segments of the community. The commission will seek input from all Chicagoans, review recommendations of grant-making panels and advise the director of Cultural Affairs. The commission will develop a clear and equitable policy that will ensure distribution of funding throughout the city and a fair balance between various disciplines -- including visual arts, performing arts, literary arts, and the humanities -- and the needs of large and small arts and cultural organizations both downtown and in the neighborhoods.

III. He will increase the cultural leverage of the city by making more efficient use of funding from the existing hotel-motel tax fund. From 1976 to 1981, a total of \$28.1 million flowed into city coffers from this fund. Most of this money was used to pay for big events which, in addition to their genuine merits, were exploited for political purposes. Harold Washington will reverse this process. He will commit at least \$1 million of the money received from this fund for grant-making for Chicago art and culture. Panels of professionals, patrons and community representatives will review applications for grants.

IV. He will use the power of his office to make the City Council Committee on Landmarks and Culture an effective generator of pro-arts and pro-culture legislation. As Mayor, he will urge this committee to hold a series of public hearings on the developmental needs of the cultural arts. These hearings could focus on such issues as the gross admissions tax, city involvement in arts promotion, the acquisition and development of performance space, such as the North Loop theaters, and cooperation with educational institutions.

V. He will move immediately to name professionals and community leaders, not political hacks, to the Library Board and the governing bodies of other cultural institutions.

VI. He will ensure that cultural institutions, minority groups, and community representatives are fairly represented in appointments to the Cable-TV Commission, and that the cultural and educational implications of this powerful new medium are fully developed.

VII. He will use the resources of his office to ensure that a central library is developed as rapidly and as inexpensively as possible without undue interference from politicians and private interests.

VIII. He will use the resources of his office to insure that additional resources are allocated to local libraries and regional centers, such as the Woodson Regional Library, the Humboldt Park Library, the Pilsen Library, the Bezazian Library, and the Bridgeport Library.

A Harold Washington administration will encourage these and other cultural initiatives.

Under Harold Washington's administration, there will be an unprecedented revitalization of our pluralistic heritage. Chicago has always been a haven for great writers like Carl Sandburg, Richard Wright, Gwendolyn Brooks and Saul Bellow. It was the birthplace of modern architecture. It was the scene of the adaptation of the blues and other Afro-American art forms to an urban milieu. It is the home of great institutions and museums, such as the Art Institute, the Field Museum of Natural History, the Museum of Science and Industry, the DuSable Museum, The Polish Museum of America, the Lyric Opera and the Chicago Symphony. It has a lively and diverse theater, talented producers of film and video and it is on the cutting edge of the urban adaptation of Latino rhythms and culture.

A product and a symbol of this rich pluralistic heritage, Harold Washington is committed to the view that culture has a significant role to play in the new Chicago Renaissance. A man of culture, with a deep appreciation of art, literature and music, he will be the first true advocate of the arts to occupy the Mayor's office. As Mayor, he will democratize our heritage, depoliticize it and make it available to larger publics. Under his administration, culture will become once again the possession of all the people, and the expression of their deepest values.

Few single items have had a more devastating impact on the people of Chicago than rising utility bills. There are even fewer areas where city government has wasted more opportunities for creative, comprehensive and forceful programs. Harold Washington is committed to an aggressive energy program which will help city residents deal with sky-rocketing gas and electricity costs, save the city millions of dollars in its own budget, and -- at the same time -- generate thousands of jobs in the city's neighborhoods.

CHICAGO'S ENERGY BILL

Chicagoans spent some \$4.5 billion on energy in 1982. Of this, almost \$3.4 billion -- 80 percent -- was directly exported from the city. This represents over twice the city budget, or more than \$1,000 for every Chicago resident.

Chicago's electric bills are already the highest in the Midwest, and are expected to double again before the end of the 1980's. From 1970 to 1981, average wages in Chicago rose by about 135 percent. But during the same period, the price of 500 kilowatt hours of electricity more than tripled, far outstripping people's ability to pay.

The natural gas picture is equally bleak. Gas prices have almost doubled in the past three years, and, by U.S. Department of Energy estimates, will go up by at least 25 percent over the next twelve months.

UTILITY RATES AND THE ICC

The Illinois Commerce Commission has routinely granted some of the largest rate hikes in history to Commonwealth Edison and Peoples Gas, culminating last year in \$660 million granted to Commonwealth Edison, and \$64.5 million to People's Gas. Now People's Gas is asking for an additional rate hike because of the mild winter. The city's Corporation Counsel, which is charged with representing the city's interests in these cases, has not made effective representation before the ICC and, at times, even failed to file briefs on behalf of city ratepayers.

THE UTILITY TAX

The city of Chicago has actually had an interest in seeing utility rates go up, since as the rates go up, the city's utility tax revenue -- 8 percent of every customer's bill -- goes up. It is not surprising, therefore, that the current administration has failed to oppose increases before the Illinois Commerce Commission. Chicago is more dependent on this tax than any other city in the state or the country: it provides more than one third of all city revenues, or a projected \$312 million in 1983, and, if left unchecked, by 1988 will total over \$600 million. The city charges a higher rate than any other city; and customers pay a higher percentage of their gas bills -- 12.6 percent -- in taxes (including state taxes) than anywhere else. Harold Washington's program is designed to break our dependence on this regressive hidden tax.

THE CITY'S OWN ENERGY BUDGET

The city itself is a major customer of both gas and electricity -- and a notably wasteful one. All told, including the Chicago Housing Authority, the Board of Education, the Park District, and the city's own municipal buildings, over \$120 million is spent on energy. Huge potential savings are possible in these buildings -- which would reduce their drain on the city's budget, and generate much needed funds for other purposes.

THE WASHINGTON PROGRAM

As Mayor, Harold Washington plans to propose a far-reaching program with essential elements designed to yield energy savings.

- I. Relief will be given to low-income families. Harold Washington will use the resources of his office to help those least able to pay higher utility bills. Measures considered include effective enforcement against shutoffs during winter months and more flexible disconnect/reconnect and payment terms. A Fuel Fund could be established to be jointly financed by the city (with utility tax revenues), the two utilities and donations from private corporations, to provide no-interest loans and grants to help avoid shut-offs.

Harold Washington will explore the possibilities of a utility tax "life line" which would exempt low-income families from paying the utility tax, either through rebates or advances, based on a previous year's utility bill.

- II. Steps will be taken to hold the line on gas and electric rates. Harold Washington will ensure that his administration intervenes before the ICC and other regulatory bodies. An Office of Consumer Counsel would be set up in the Corporation Counsel's Office to challenge unfair utility rate hikes and represent Chicago consumers.

The Washington administration will also monitor the Federal Energy Regulatory Commission, which actually controls three-quarters of the price of natural gas. The administration will work with the state congressional delegation to oppose the Reagan administration's efforts to decontrol natural gas.

- III. Harold Washington plans to undertake a fundamental restructuring of the regressive utility tax, which increased by \$120 million -- or 60 percent -- under Mayor Byrne. If left unchecked these revenues will reach more than \$600 million by 1988. He advocates a gradual easing of the city's dependence on this tax in two ways. First, he supports a "cap" on utility tax revenues, in other words, the total amount of utility tax revenues would not be allowed to grow as rapidly as in the past. A limit on the increase in gross tax revenues would effectively lower the rate below the current 8 percent, yielding immediate benefits to bill payers. Secondly, a portion of the increase in tax revenues would be used to finance the proposed Fuel Fund, Office of Consumer Counsel and Energy Bank (see below).
- IV. A Chicago Energy Conservation Bank will be created. Every building in the city -- commercial, residential, industrial -- could, with adequate financing, save at least 25 percent of its energy use. Washington plans to capitalize a Chicago Energy Bank. The Bank will be a centralized source of grants, low-income loans, and other services for a massive residential conservation program.

The Chicago Energy Bank would be capitalized with utility tax revenues, or revenue bonds issued by the city. Its primary purpose, however, will be to leverage private dollars from banks and savings and loans for conservation improvements. One means by which the Washington administration may do this is by using its ability to borrow at tax-exempt interest rates, or to extend tax-exempt credit to participating banks, and in turn, making loans to individual property owners. The private banks might originate and service loans themselves, or the Energy Bank could undertake this function. In addition, loans may be serviced by the utilities through their regular monthly bills, as has been done in Minneapolis.

The Chicago Energy Bank might also receive Community Development Block Grant funds to "write down" interest rates on loans to low-income families, to provide emergency cash "weatherization" grants to tenants in the winter months, and to provide a "loan guarantee fund" which may secure otherwise risky loans.

- V. Savings at the CHA, the Board of Education, and other municipal buildings will be affected. More than \$120 million a year is spent on utility expenses each year at the CHA, the Board of Education, and in the city's own buildings. Harold Washington plans to save the city millions of dollars each year through a conservation program in each of these facilities.

The administration will explore financing for this program by taking revenues which the city now pays itself in utility taxes and creating a Municipal Conservation Investment Fund. This Fund would be self-financed over the years with a portion of the savings generated as a result of the initial conservation investment.

- VI. An Energy Jobs and Economic Development Program will be implemented. According to the Chicago Energy Commission, thousands of jobs could be created if a massive conservation program were undertaken in the city. Harold Washington will seek venture capital and other start-up funds to help small businesses and neighborhood-based enterprises to take advantage of the huge potential employment.

CONCLUSION

The Washington energy and utilities program will, in combination, dramatically reduce overall expenditures on energy, both by individuals and the city itself. It is a crucial and central component of Washington's overall commitment to revitalizing the city's economy, rebuilding its neighborhoods and putting citizens back to work.



Fiscal Policy

Harold Washington is the only candidate for Mayor prepared to implement the long-range fiscal policy Chicago will need to reverse the continuing drift toward financial disaster.

Chicago is in the grip of a hidden and dangerous financial crisis as a result of the irrational and fiscally irresponsible policies of prior administrations. This problem has been compounded by financial brinkmanship, the imposition of hidden taxes, and the addition of unnecessary and wasteful dollars to the budgets of selected City departments. It has been further exacerbated by the imprudent sacrifice of the state's annual operating subsidy for the CTA and the RTA gas tax by the prior administration. This lack of foresight cost the transit system \$35 to \$50 million, the amount lost as a result of the switch in revenue sources.

More than \$500 million in new taxes for all city funds has been added since 1979; nearly \$500 more paid by every Chicago household! All to pay for extraordinary increases in the budget, like the increase of more than \$111 million in the budget of the Department of Streets and Sanitation since 1979.

Chicago has lost jobs at a net rate of 11,500 per year, housing units at a net rate of 3,500 per year and population at a net rate of 36,000 per year for each of the past 12 years. With these losses, Chicago's tax base and vitality are eroding. The financial plight of the city can no longer be hidden behind misleading representations to the Chicago community that there is no fiscal crisis, that taxes are going down, that interfund borrowings have stopped, that the city's budget is balanced. None of this is true. Dramatic tax increases since 1979, substantial increases in long-term per-capita debt, an unbalanced city budget, and looming deficits in the Board of Education and Chicago Transit Authority belie such claims. This fiscal instability continues to drive businesses and people out of Chicago, leaving additional joblessness in its wake.

Chicago desperately needs a Mayor who can develop a long-range fiscal policy that receives broad support from the city's neighborhoods, businesses, trade unions and other institutions, and contributes to economic prosperity for the neighborhoods and downtown.

Harold Washington's 10-point fiscal policy will initiate actions for a new Chicago city government under three broad categories:

BUDGET MANAGEMENT

The professional approach the Washington administration will take in managing the budget of Chicago's City government will be based on three goals:

- I. An open process for setting program priorities and budget allocations with timely input from all Chicagoans and, importantly, the City Council.
- II. A modern management system which ensures effective service delivery. A spirit of cooperation will be fostered between city agencies and residents and businesses.
- III. Alternative productivity approaches and innovations that will maximize city dollars, produce savings and improve services.

Specific strategies to meet these goals will focus on the following:

- I. Cuts in city and related local government budgets to eliminate unnecessary waste, through the institution of productivity improvements and the exploration of innovative programs and services.
- II. Improving and opening up the budget preparation and planning process. A professional, effective budget management system will be established and multi-year policy, financial and management plans developed to guide operating, capital and special program budgets. Effective principles of zero-based budgeting will be instituted in the preparation of future budgets, and serious attention will be given to the efficient allocation of funds for priority city needs articulated by the neighbor needs. A Freedom of Information Executive Order will be issued immediately upon taking office to open the city's business to the public, followed by an ordinance of the City Council.
- III. Establishment of a Neighborhood Service Delivery operation, codified by ordinance, that institutes a neighborhood/ city government partnership in setting program priorities and service delivery. Through this vehicle, service delivery improvements will be efficient, evenhanded and responsive to the needs of all city communities.
- IV. The elimination of unnecessary expenditures, releasing funds for priority city needs.

REVENUE AND TAXATION

The Washington administration will direct a responsible program for improving the revenue and taxation situation in Chicago that achieves four principal goals:

- I. Enhancement of Chicago's revenue sources through growth policies that expand the declining tax base and more broadly distribute the costs of city services.
- II. Development of a proper mix of state and local taxes so that all those who work or own property in Chicago pay their fair share. Chicago must promote progressive state and local tax policies that do not penalize the city by placing extraordinary burdens on the residents and businesses that are least able to afford them. This will permit reductions in the most regressive local taxes.
- III. Better management practices that yield increased revenues from federal and state governments, from charges and fee activities for proper municipal activities, and from investments of public funds.

To achieve these goals, Harold Washington's administration will do the following:

- I. Intergovernmental revenues will be increased. A specific state tax plan has been offered as one key initiative, designed to increase annual revenues to the city by more than \$100 million and increase annual revenues to the State of Illinois by more than \$700 million, enabling the state to meet its legal responsibilities in education and transportation; and achieve both while providing tax relief to approximately 60 percent of Chicago's households.
- II. Financial management practices will be improved. A Chicago Investment Policy will be developed and codified by ordinance. It will call for a comprehensive Linked-Deposit Program, leveraging greater returns from city funds. A modified, yet prudent, pension-fund investment program will be encouraged, seeking higher returns to reduce property tax payments and targeting investments to sound Chicago businesses, thereby stimulating job creation.
- III. The mix of local taxes will be reviewed, with an eye toward reducing the dramatic increases in regressive local taxes. A Chicago Tax Reform Commission will be impanelled to review and make recommendations about reducing regressive local taxes, such as property, sales and utility taxes, and developing a more equitable tax structure. The commission will give priority attention to the repeal of the remaining head tax, saving Chicago businesses \$18 million annually, the repeal of the special one cent city sales tax and the imposition of a cap on future utility-tax revenues.

THE WASHINGTON PAPERS

A Commitment to Chicago

A Commitment to You

Abstract

The campaign document, presented as a guide to the “transition” following Washington’s victory in the general election in May 1983. Reflecting the work of numerous committees, the document lays out general goals in sections on Jobs, Health, Crime and Community Safety, Housing, Neighborhoods, Education, Women’s Issues, Senior Issues, Art and Culture, Energy and Fiscal Policy.

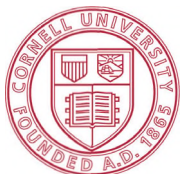
Author: Committee to Elect Harold Washington Mayor of Chicago

Date and Status: Chicago: The Committee. n.d. given [but 1983]

Language: *English*

Dimensions: 8.5" x 11"; 0-vii + 52 pp.

Metadata Keywords: Harold Washington Campaign; Issue Papers



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The new administration will also explore ways in which the base from which revenues are derived can be expanded and municipal and private resources invested in local job-creating economic development.

LEVERAGING MUNICIPAL FINANCIAL RESOURCES

Chicago has not maximized the returns on the investment of its resources, nor achieved full financial participation of private, philanthropic and other public institutions toward job-creating economic development and housing. Chicago's next Mayor will need to be resourceful in searching for innovative ways to achieve four goals in this area:

- I. Raise additional revenues from federal and state funds (and city resources released from presently wasteful expenditures) which can be devoted to special programs and critical needs.
- II. Invest city funds in ways that yield high financial returns while using invested funds to influence the actions of the institutions in which the funds are invested.
- III. Use city funds as leverage with private institutions so that there can be coordination with city resources in an effort to achieve joint objectives.
- IV. Use other city government powers, such as purchase, contract and business investment incentives, to ensure that institutions with which the city does business respond to critical Chicago needs.

To achieve these goals, Harold Washington will use the powers of his office to:

- I. Ensure Chicago's financial resources -- treasury funds, pension funds, Community Development Block Grant funds, among others -- will be used for new partnership initiatives that leverage additional resources from private, philanthropic and other public institutions, to create jobs and to improve Chicago's economy.
- II. Ensure that city purchases are made from Chicago businesses in order to create jobs.
- III. Work cooperatively with other resource-allocating organizations, such as the United Way, trust and corporate foundations, trade unions, and county government on joint programs.

The long-term fiscal policy of the Harold Washington administration will emphasize stability, proper program priorities, and recognize cost limitations. It will foster an atmosphere of confidence and the recognition by Chicagoans that they are paying their fair share. The policies will be clear and open to scrutiny by all.