

CHAPTER 7. COMMUNITY ASSISTANCE

45. INVOLVEMENT OF PUBLIC AND PRIVATE AGENCIES. The role of local social services agencies as a key participant in a residential security program has already been mentioned in subparagraph 5e above, and is further discussed in paragraphs 46 and 47 below. In addition, this Chapter discusses how certain other local organizations, both public and private, may contribute to a comprehensive security program. Assistance from these sources tends to center on relatively long-term measures ("Treat" and "Cure" actions), but may in some degree also contribute to immediate ("Check") measures.
46. THE ROLE OF SOCIAL SERVICES AGENCIES. A residential security program should be closely tied to the social service programs of local governmental and nongovernmental agencies. While some large LHAs have extensive in-house social service capabilities, in most lower-income housing projects, the need for such services far exceeds the capabilities of Management's own staff. However, one of the functions of Management of all HUD-assisted multifamily housing should be to maintain links with appropriate community agencies, so that the resources of the latter can be brought to bear when Management staff identifies a resident need. Even where a modest security program is contemplated, Management should contact such agencies early in the planning stage, in order to enlist their assistance in identifying relevant facts as well as for the purpose of extending its alliances. A member of Management's staff should be designated to compile current information on social services, to keep residents informed about those services, and to make individual referrals as needed. This person should maintain close liaison with the residents' organization, the Police Department and security personnel, all of which are prime sources of information about general and individual problems.
47. TYPES OF SECURITY-RELATED SOCIAL SERVICES. It is impossible to draw a precise line defining security-related social services, since all factors which contribute to a wholesome living environment are in some degree related to project security. The following list is suggestive (but not necessarily exhaustive) of the types of social services which tend to be most clearly related to combating crime and vandalism in multifamily housing:

- a. Drug abuse programs
- b. Alcohol abuse programs
- c. Employment services (training, counselling, and placement)
- d. Recreational and cultural programs
- e. Child-care services
- f. Family counselling services

- g. Physical and mental health services
- h. Offender rehabilitation programs
- i. Financial assistance programs
- j. Special services for the elderly
- k. Educational programs

48. CRIMINAL JUSTICE COORDINATING COUNCILS (CJCC.)

- a. Nature of CJCCs. A number of local governments have formed Criminal Justice Coordinating Councils to increase communication among various criminal justice agencies, to provide a framework for comprehensive planning, and to determine funding requirements. The CJCC generally develops local policy and priorities, prepares local comprehensive criminal justice plans, reviews proposals for state and federal funding, develops and implements specific projects, and monitors and evaluates programs. CJCCs vary in structure and function, depending upon the organizational, political, economic, and social realities of the particular community. They are creations of local government, usually chaired by the Mayor or other local governmental structure of the locality. They are broadly representative of law enforcement and other criminal justice agencies, as well as of the executive and legislative arms of local government.
- b. Role of the CJCC in a Residential Security Program. Of the total functions of the CJCC, those of greatest interest from the viewpoint of the Management and residents of multifamily housing are, of course, the development and implementation of concrete programs with potential impact upon crime and vandalism in residential neighborhoods. It is therefore appropriate that Management and residents of multifamily housing become deeply involved in the work of the CJCC. A representative of the LHA should definitely be a member of the CJCC. In the case of HUD-insured housing, the best method of Management participation is probably for a designee of a local management association to be a member of the CJCC. Where a city-wide federation of residents' organizations exists, it should also be

represented. If there is no such federation, it is desirable that at least one project's residents' organization have a representative on the CJCC. Since one of the main aims of the CJCC is to improve communication among the various parties involved, the interchange of views and information itself can be highly productive for Management and residents. Further, representatives of Management and residents should press for policies, priorities, and programs which will meet their needs. For example, the issue of allocation of Police Department resources might best be pursued through the CJCC. The CJCC is a prime source for exploring needs for funding

residential security programs. Aside from formal membership in the CJCC, particular Managers and residents' organizations should exploit opportunities to work informally with the CJCC staff, which may be able to provide guidance in planning a security program, or at least in identifying sources of further assistance.

49. OTHER FORMS OF COMMUNITY PLANNING AND ACTION COMMITTEES. In lieu of, or in addition to, a Criminal Justice Coordinating Council, other forms of broad-based community organizations may be employed to plan and implement comprehensive security programs. The territorial scope, as well as the breadth of participation, may vary. A metropolitan approach is desirable. Minimal representation should include, in addition to Management and residents, the office of the Mayor or other local government executive, the local legislative body, and the Police Department. Representation from the offices of the Prosecuting Attorney; the Public Defender; educational, health and welfare agencies; church, business and other nongovernmental organizations, is also suggested. A neighborhood organization of this type may be advisable, even if a city-wide or metropolitan area organization also exists. If there is already an organization whose purpose is to represent the entire range of neighborhood interests, coordinated action in the security field might best be approached through a standing committee of that organization.

50. ASSOCIATIONS OF PROPERTY OWNERS AND MANAGERS. In all larger communities, there already exist strong associations of owners and managing agents of privately-owned housing. The Management of a particular HUD-insured project can take the lead in stimulating awareness and action by such organizations. Either by developing programs of their own, or by acting as advocates for their members before agencies of local government, these associations can play a

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powerful role. LHAs have similar opportunities through local chapters of the National Association of Housing and Redevelopment officials (NAHRO). In metropolitan areas, the local NAHRO chapter may serve as a mechanism for cooperation among different LHAs.

51. BANKING SERVICES FOR LOWER-INCOME RESIDENTS. One security-related problem which ordinarily requires solution on a wide community basis is that confronted by lower-income residents in handling checks and cash. While more affluent citizens can use checking accounts and other normal banking services to safeguard their funds and facilitate financial transactions, service charges or minimum balance requirements may exclude lower-income residents from these services. As a result, lower-income people may be forced to cash checks at neighborhood stores and keep the cash proceeds on their persons or in their dwellings. The walk from the mailbox to the store and back

home, with check or cash in hand, may be particularly hazardous. Purchase of Food Stamps and money orders may present similar dangers. Moreover, where residents rely heavily upon Social Security and public assistance, theft of checks from mailboxes is likely to be a problem. Where these problems exist, the local business community (especially banking institutions), as well as local social services agencies and other appropriate organizations, should be called upon to devise new systems for safe handling of residents' funds. The following are some of the techniques which should be considered:

- a. Cost-free checking accounts might be offered by banks to lower-income people, dispensing with service charges and minimum balance requirements. At the least, banking institutions might offer services for cashing assistance checks and purchasing Food Stamps as well as money orders.
- b. A neighborhood credit union might be established, providing a convenient and safe facility for check-cashing and purchase of Food Stamps and money orders, in addition to savings and credit functions.
- c. Direct deposit to residents' bank accounts of their assistance payments, without issuance of assistance checks, might be arranged through appropriate agencies and banking institutions.
- d. Special "check day" arrangements might be made for cashing assistance checks on the premises under adequate security conditions. In one LHA, off-duty policemen provide such service for elderly residents. Management itself might provide this kind of service, using security guards; or volunteers from the residents' organization might assist.

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- e. Staggered issuance of assistance checks might be arranged by appropriate agencies, in order to avoid concentrated delivery on "check days."
- f. Group excursions, perhaps with accompanying policemen or security personnel, might be regularly scheduled for purposes of cashing checks, and purchasing Food Stamps and money orders.

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