

guidance. The counterinsurgent Carbone, who is directly affiliated with the proterrorist Institute for Policy Studies, was recently touted in a newsletter put out by Lee Webb of the Conference on Alternative State and Local Public Policies (a front for the neo-Fabian Institute for Policy Studies in Washington) for his pioneer work in getting "welfare recipients and municipal unions" to participate in schemes to pass the poverty around.

Last year, Carbone, along with Brian Hollander from the Hartford Institute for Criminal and Social Justice, designed a program to circumvent the Davis-Bacon Act, which requires construction workers in the area to be

unionized. Carbone and collaborators smuggled in low-wage laborers under the rubric of "weatherizing" homes and were allegedly employed in the Community Energy Corporation.

Hartford has many such anti-union nonprofit public corporations, several short-lived and all modeled in some way on the so-called Maverick Corporation. That corporation hires drug addicts and ex-convicts at minimum wage for housing rehabilitation and furniture refinishing. The firm spends \$200,000 each year in government funds and is sometimes a nonunion subcontractor for unionized firms.

Maverick Corp. A Pretty Impressive Show, Says Ford Foundation

Last summer, the Ford Foundation conducted an on-site evaluation of Hartford, Connecticut's Maverick Corporation, a nonprofit public corporation designed to bust the city's trade unions. The following description of the program, supplied to EIR by a source in Hartford, shows the operation to be little more than a 17th century workhouse.

The Setting: Most of the Maverick work sites are set in a 67,000 square foot plant formerly owned by Emhart Co., a bottling concern. A clear example of the use of the Director's business skills is his negotiation with Emhart of a deal whereby Emhart sold Maverick the building for \$300,000 and has contracted with Maverick for machine dissembling, stock warehousing and inventory, and occasional machine assembly thereby providing Maverick with the income necessary to purchase the building. Most of the plant is a huge open space cut up into hives of activity...Across the street is tire recapping and several blocks away the housing rehab project. Every area was active except furniture stripping where one supervisor was recently hospitalized with a heart attack. A gas station, one of the first enterprises, has recently closed as uneconomic and unsatisfactory to operate.

Contracts for goods produced by Maverick's enterprises come from private and public sources. There are four salespeople hustling jobs. The City of Hartford has passed a resolution favoring Maverick as a provider of goods and services where possible — a return on their substantial CETA investment.

Following precepts that the supported work experience should approximate as closely as possible the real world of work, Maverick operates very much like a regular business enterprise. Most employees have walked in (some on referral) and if eligible...are either employed or assigned to the control group. There is a two hour orientation on Maverick's rules and regulations (mostly attendance). Job assignments are on the basis of current vacancies; often newcomers start on housing demolition.

Organization of program: Participants include ex-offenders, AFDC recipients and youth. A new category of

youth "independent heads of household" will be discussed below. 88 out of the current population of 225 are youth (according to categories; some of the ex-offenders are youth too, so the percentage is higher). None are high school graduates nor have been employed for 30 of the past 60 days. All start at \$2.50 an hour with an immediate incentive bonus of getting \$2.67 an hour if on time every day that week. Twelve months is an unalterable cut off date...

Among the "real work" practices of Maverick are the absence of any formal grievance procedure, individual problems handled on an ad hoc basis with the Director's having final say; no vacations; holidays paid only if employee is present for work the day before and day after the holiday. An incentive gimmick used by Maverick is based on non payment of social security. As a non-profit agency it is allowed not to pay into social security. The Director believes the \$5.85 a week out of the employee's check which would go to FICA has more meaning for them as cash than as social security especially for 17-20 year olds. ...

Certainly Maverick is perceived as a success in Hartford; it is employing 225 people who would otherwise be unemployed, it is generating \$1 million in revenues, it is providing some necessary low cost goods to the city. It has become the focus of two associated efforts — housing rehabilitation and an Able Bodied Youth program.

Housing Rehabilitation: In order to have more work to do, Maverick purchased for \$1.00 from a bank a condemned six family dwelling on Elmer St., a few blocks away from Maverick's factory. They rehabbed the building for \$72,000 and are presently renting five of the apartments for a total income of \$15,000. They cannot sell the house because of the neighborhood. In concert with Hartford's own plans to rehabilitate parts of the city and with the blessing of Nick Carbone, the all powerful chairman of the City Council, Maverick has taken over the total upgrading of a six-square block area (including their first house), 175 structures...

Maverick, so far, owns the buildings it is rehabbing. Income from sales or rent go back into the project.

Able Bodied Youth: Part and parcel of the housing effort is a new program, authorized by the state legislature, whereby 100 able-bodied youth ages 17-20, independent heads of household on general assistance will be employed by Maverick in the housing rehabilitation. The crews will also include regular

Maverick employees...

Comments: Maverick certainly looks good: there is hustle and bustle and visible products. The housing rehab program makes sense (and fits with the other ventures in this area we've seen). The results in terms of the most important measure — the employment (and eventual labor force success) of heretofore unemployed or unemployable persons — are unclear...