

THE WHITE HOUSE
WASHINGTON

May 26, 1998

WELFARE TO WORK EVENT

DATE: May 27, 1998
LOCATION: East Room
BRIEFING TIME: 11:30 am
EVENT TIME: 11:45 am (Roosevelt Room Meeting)
12:25 pm (East Room Event)
FROM: Bruce Reed

I. PURPOSE

To demonstrate your leadership in reforming the welfare system by announcing: (1) the accomplishments of the Welfare to Work Partnership in its first year; (2) a new decrease in welfare caseload numbers; (3) the first round of Department of Labor Welfare-to-Work Competitive Grants.

II. BACKGROUND

This event will celebrate the one-year anniversary of the Welfare to Work Partnership. You will announce that the Partnership has grown from 105 to 5,000 companies since it was launched at the White House last May and that its member companies hired over 135,000 welfare recipients in 1997. You will also announce dramatic new caseload reduction figures, showing that over five million people have come off the welfare rolls since you took office and over three million since you signed welfare reform into law. Finally, you will announce the first Welfare-to-Work competitive grants and highlight Congressional action on your welfare-to-work transportation proposal.

Welfare to Work Partnership Success

On May 20, 1997, 105 company executives joined you at the White House to launch the Welfare to Work Partnership. One year later, 5,000 businesses of all sizes from all 50 states have joined the Partnership and pledged to hire and retain welfare recipients without displacing current employees. In 1997, the Partnership's business partners hired 135,000 welfare recipients, and today you will challenge those companies to double their efforts by hiring 270,000 workers from the welfare rolls in 1998.

Record Welfare Caseloads Declines

You will announce new figures showing welfare caseloads have fallen to 8.9 million, a record drop of 3.3 million since you signed welfare reform into law and 5.2 million since you first took office. The welfare rolls have declined by 37 percent since January 1993, when they stood at 14.1 million, and by 27 percent since their August 1996 level of 12.2 million. The percentage of the U.S. population on welfare is at its lowest since 1969 -- 3.3 percent. The latest data from the Census Bureau's Current Population Survey show that 1.7 million adults on welfare in 1996 were working in March 1997, an increase of 20 percent over the previous year.

First Welfare to Work Competitive Grants

You will announce the first round of competitive grants from the \$3 billion Welfare-to-Work program you fought for in the Balanced Budget Act of 1997. The \$186 million in grants from the Department of Labor will support 49 innovative welfare-to-work efforts designed to move long term welfare recipients into lasting, unsubsidized jobs. These awards are the first of five rounds of competitive grants to be awarded in 1998 and 1999. Twenty five percent of the Balanced Budget Act's \$3 billion welfare to work funds are to be awarded on a competitive basis, with the remaining 75 percent to be allocated by formula to states to be used by local Private Industry Councils to help welfare recipients who have significant barriers to employment obtain and retain jobs.

Funding of Welfare-to-Work Transportation Proposal

You will praise the Congress for including your welfare-to-work transportation proposal in the ISTEA transportation bill which passed the Congress on Friday. The proposal will provide up to \$150 million a year for local efforts to help welfare recipients get to where the jobs are.

Attending this event will be: over 100 executives of small, medium, and large companies who belong to the Welfare to Work Partnership, former welfare recipients who are now successful employees, and some of the local organizations receiving the new Welfare-to-Work grants.

III. PARTICIPANTS

Briefing Participants:

Erskine Bowles
Bruce Reed or Elena Kagan
Andrea Kane

Roosevelt Room Meeting Participants:

Secretary Shalala
Secretary Herman
Erskine Bowles
Bruce Reed
Eli Segal, President of the Welfare to Work Partnership
Welfare to Work Partnership Board of Directors (*SEE ATTACHED LIST)

East Room Event Participants:

Eli Segal, President of the Welfare to Work Partnership

Jerry Greenwald, CEO of United Airlines and Chairman of the Welfare to Work Partnership.

Rhonda Costa, former welfare recipient who currently works as an Administrative Assistant at Salomon Smith Barney. Rhonda is featured in one of the Welfare to Work Partnership's PSAs and will be introducing you at this event.

[Rhonda received public assistance for one year following the birth of her first child in 1983, and again after the birth of her second child in 1994. Determined to get off welfare, in July 1996 she enrolled in a job training program at the Wildcat Service Corp., which lead her to an internship at Salomon Smith Barney. She was quickly hired and has been working there for 1 ½ years. She earns \$29,000 per year with full benefits and stock options. She has moved her family from New York City to Irvington, New Jersey, so that her two daughters could attend better schools and live in a safer neighborhood.]

IV. PRESS PLAN

Roosevelt Room Meeting -- CLOSED PRESS

East Room Event -- OPEN PRESS

V. SEQUENCE OF EVENTS

Meeting with the Welfare to Work Partnership Board of Directors in Roosevelt Room

- You will briefly greet each of the meeting participants.
- You will briefly thank the Partnership Board for coming and invite Eli Segal to lead the discussion.
- Eli will make brief remarks, and will open up the conversation. He will call on three Partnership Board Members to speak.
- You will have an opportunity to respond to each speaker and then Eli will close the meeting.

East Room Event

- You will be announced into the room accompanied by Eli Segal, Jerry Greenwald, and Rhonda Costa.
- Eli Segal will make remarks and introduce Jerry Greenwald, CEO, United Airlines.
- Jerry Greenwald will make remarks and introduce former welfare recipient Rhonda Costa.
- Rhonda Costa will make remarks and introduce you.
- You will make remarks, work a ropeline, and then depart.

VI. REMARKS

Talking Points for Roosevelt Room meeting attached.

Remarks for East Room provided by Speechwriting.

Welfare to Work Partnership Meeting Attendees

Erskine Bowles
Bruce Reed
Secretary Shalala
Secretary Herman
Administrator Alvarez

Jerry Greenwald, CEO, United Airlines, and Chairman of the Welfare to Work Partnership

United Airlines hired 760 welfare recipients with an average 69 percent welfare-to-work retention rate (double that of other entry-level employees). It has committed to hire 2,000 welfare recipients by the year 2000.

Mr. Duncan Pollock, President for North America, Ammirati Puris Lintas Advertising Agency
Ammirati Puris Lintas produced pro bono The Partnership's print and television PSA campaign.

Mrs. Barbara Turner, President, Boscart Construction

Boscart has employed 10 former welfare recipients as laborers, receptionists, and apprentices. It works with several churches in Anacostia to help train potential workers.

Mr. James (Jim) Watkins, Senior VP, Worldwide Marketing, Burger King Corporation

Burger King has hired over 6,200 welfare recipients in its corporate stores and has committed to hire 10,000 in corporate and franchise-owned stores. Retention rates are higher than normal hires.

Ms. Carolyn Stradley, President & Owner, C & S Paving Company

C & S has hired a number of parolees, some of whom received public assistance. New hires are supported by a career advancement training program and a van-pool to ease transportation burdens.

Mr. Russell (Russ) Meyer, Jr., Chairman & CEO, Cessna Aircraft Company

Of the 237 individuals who successfully completed Cessna's training program, over 200 are currently employed at Cessna and 26 are currently employed with other local Wichita companies.

Ms. Carol Parry, Executive VP, Community Development Group, Chase Manhattan Corp.

The program's goal is to tailor training programs to hire 100 welfare recipients as branch tellers, call center customer service representatives, and staff for operations functions in several business units.

Mr. John McIlwain, President, Fannie Mae Foundation

The Foundation's goal is to address barriers to employment for welfare recipients in public housing, drawing from the experience of housing programs that foster self-sufficiency.

Mr. George Stinson, Chairman, President & CEO, General Converters & Assemblers, Inc.

GCA has hired over 1,200 people off public assistance since the mid-1980s, and currently employs over 100 who have access to specialized training. An on-site child-care facility is under construction. Mr. Stinson participated in the launch of The Welfare to Work Partnership last May.

Mr. Jonathan Tisch, President & CEO, Loews Hotels

Loews Hotels and the Greater Miami Hotel Association will lead an effort of nearly 40 hotels to hire 800 welfare recipients by the year 2000, and plans to use this program as a model for other cities.

Mr. Mitchell Fromstein, Chairman, President & CEO, Manpower, Inc.

Manpower provided temporary placements and free training to thousands of welfare recipients in 1997, in part by opening offices in impoverished areas.

Mr. Brandon Keegan, Senior Vice President, Marriott International

The more than 1,000 former welfare recipients Marriott has hired have a one-year retention rate of 70 percent, compared to the non-welfare retention rate of 52 percent.

Mr. Barry Corona, Sr., President, Production Products

Production Products has hired more than 800 former welfare recipients and is a founding member of the Mid-Tec Consortium that provides industry-specific job training in the manufacturing industry.

Ms. Rachel Hubka, President & CEO, Rachel's Bus Company

In 1997, Rachel's hired 10 welfare recipients, retaining 5 as full-time office staff and school bus drivers. Ms. Hubka opened another bus company and plans to continue to hire from welfare roles.

Mr. James (Jamie) Dimon, Co-CEO, Salomon Smith Barney

Salomon Smith Barney hired 52 welfare recipients over the last two years for entry-level jobs with an average salary of \$24,000. Their retention rate over two years is 92 percent.

Edward Mueller, President and CEO of Pacific Bell.

In 1997, Pacific Bell hired 100 welfare recipients. Pacific Bell has an aggressive state-wide recruiting program and has plans to hire more welfare recipients in 1998.

Toni Fay, Senior Vice President, Time Warner

Time Warner has committed to air the Welfare to Work Partnership PSAs on all of its television stations throughout next week. Time Warner also has a welfare-to-work program in place.

Mr. James (Jim) Kelly, Chairman & CEO, United Parcel Service of America, Inc.

UPS hired more than 11,000 welfare recipients in the last 17 months. Part-time employees start with full medical benefits and job sharing options. The retention rate exceeds that of non-welfare hires.

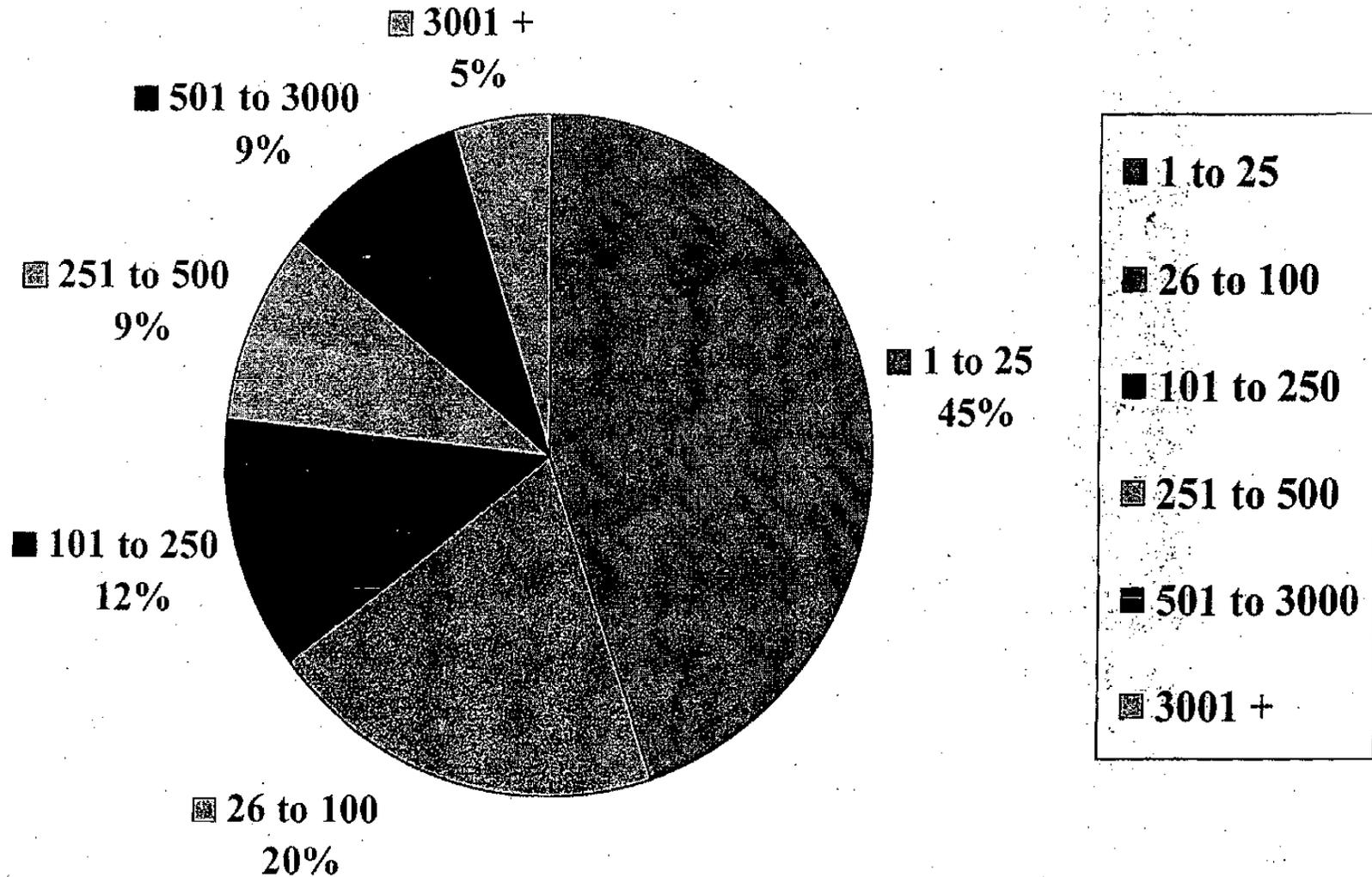
Talking points for the President in the Welfare to Work meeting:

- First and foremost, I want to thank you for all you have done to provide a second chance for people on welfare.
- Most people on welfare want to work -- and they make good employees. I am interested to hear that many of you have found that you have less turnover among your welfare hires than your non-welfare hires.
- I know that the Welfare to Work Partnership could never have grown from 105 companies a year ago to 5,000 companies today without the leadership and commitment of each and every one of you.
- I want you to know that I am personally committed to this effort, and that my Administration stands ready to help. I fought for an extra \$3 billion in welfare-to-work funds in the Balanced Budget, to help provide the least work-ready welfare recipients with the preparation they need to become productive employees. In this year's budget, I made child care and transportation -- concerns raised by you and many of your colleagues -- two of my top priorities. Just last week, we had a great success when Congress, in the ISTEA legislation, agreed to set aside funds for welfare-to-work transportation services.

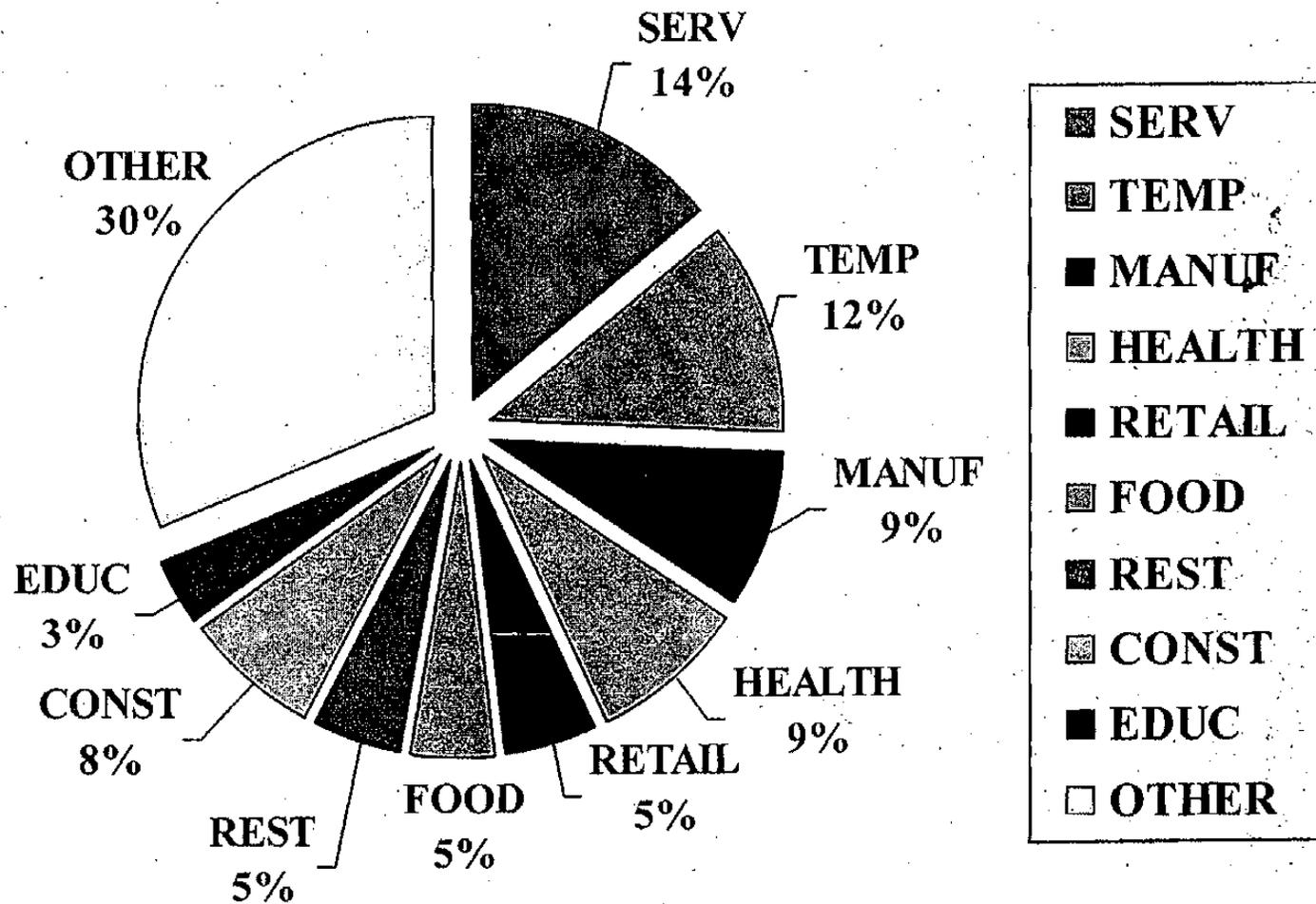
The Welfare to Work Partnership
Business Partner Profile
May 27, 1998

- 5050 Business Partners representing almost 10 million employees nationwide.
- Business Partners are from all 50 states.
- 86% of Partners have already hired or plan to hire in the coming year.
- 76% of Partners who have hired found new hires to be good, productive employees.
- 135,000 former welfare recipients were hired by Business Partners in 1997.
- 72% of Partners have fewer than 250 employees. 45% have fewer than 25 employees.
- 72% of Partners offer full-time benefits for their welfare to work hires.
- 72% of Partners offer medical benefits for their welfare to work hires.
- The leading industries for hiring include the service industry, temporary staffing, manufacturing, health care, and retail.
- The Partnership represents 38 Fortune 100 companies.
- The Partnership has 26 Governors on its Advisory Council.

72% of all Partners have fewer than 250 employees. 45% have fewer than 25.

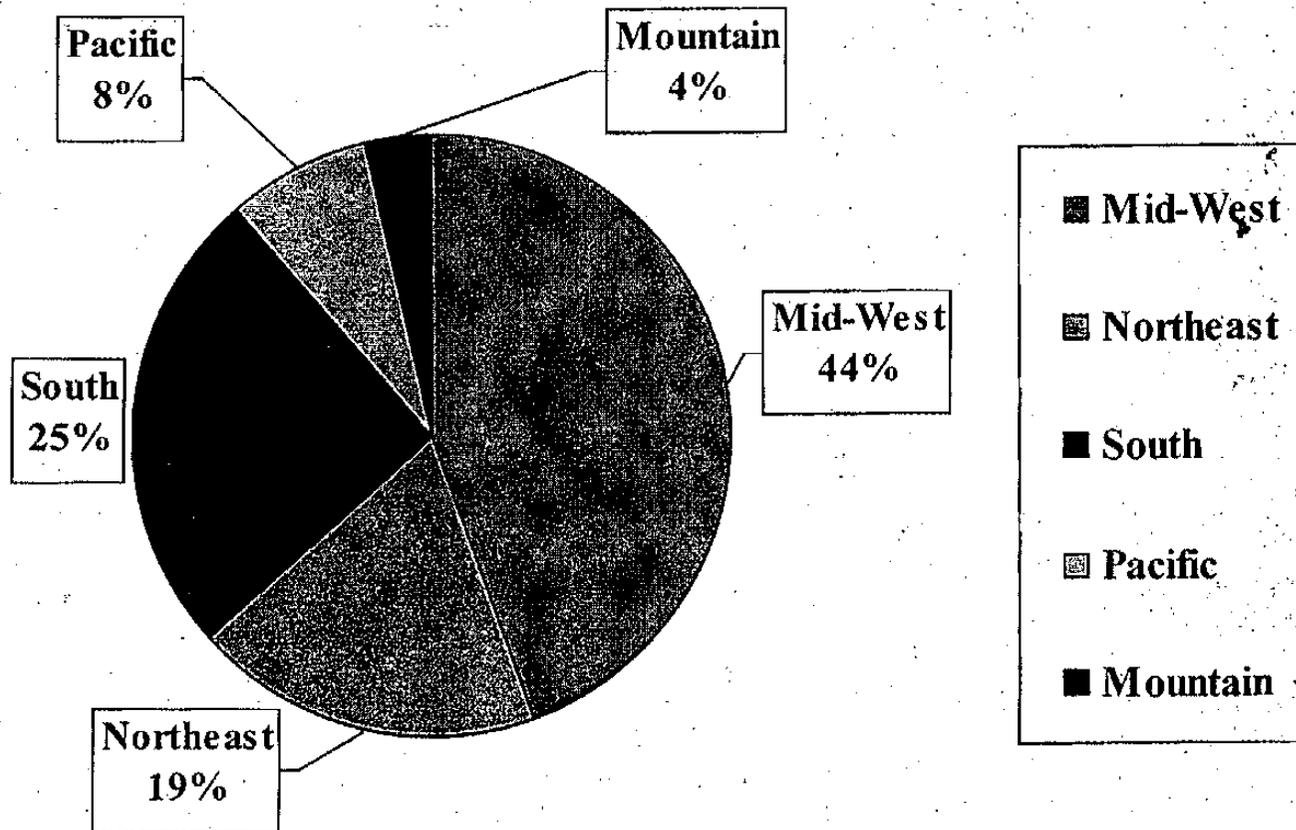


The leading industries for hiring include service industry; temporary staffing; manufacturing; health care; and retail.



The Partnership is represented in all 50 states

Note: Mid-West area includes Indiana, Missouri, Wisconsin and Illinois, where The Partnership has held major business events.





PARTNERSHIP AND PROMISE: BUSINESS LEADERS SUPPORT WELFARE TO WORK

AMONG the most trumpeted achievements of President Clinton and the Congress in 1996 was the passage of welfare reform legislation designed to change forever the role of the government in supporting those without permanent employment.

But passage of a law does not guarantee its success, as the nation has learned time and time again.

In this case success depends upon businesses providing opportunities for employment to welfare recipients. Now, more than ever, the nation's employers are in a position to make or break welfare reform efforts. With their cooperation, welfare recipients can make the transition to self-sufficiency on a large scale basis.

To that end, the Welfare to Work Partnership was organized last year to assist businesses with hiring people off public assistance.

Today the Partnership's more than 4,500 member businesses are leading the way in tackling this significant challenge. A recent study conducted by Wirthlin Worldwide, a McLean, Virginia-based strategic research and consulting firm, sheds light on the Partnership's efforts and member businesses' experiences to date. The detailed findings from this national telephone survey of 400 randomly selected Partnership member businesses are the focus of this newsletter. In essence, through this research, the "collective voice" of these pioneering executives regarding their opinions and hiring experience to date is heard for the first time.

Above all, the survey reveals that most member businesses are optimistic

about welfare to work programs' prospects for success.

In fact, the more experience companies have in hiring welfare recipients, the more optimistic they are about the potential to make this effort successful—and most (86%) have either already hired or expect to hire someone off welfare this year.

In addition, virtually all (92%) of the senior executives and upper management who participated in the study agree that, in general, the country is heading in the right direction "to address welfare issues and get people off welfare."

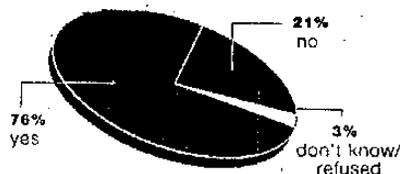
WHY MEMBER BUSINESSES ARE BECOMING INVOLVED

Executives have seen that hiring welfare recipients makes good business sense by providing them an untapped resource of employees.

In fact, most (71%) Partnership businesses say their company or industry now faces a labor shortage. And the vast majority of those surveyed (76%) say that former welfare recipients have turned out to be "good, productive employees" in their organizations. Just 21% have found this not to be the case.

EMPLOYEE SUCCESS RATES

IN GENERAL, WOULD YOU SAY THAT FORMER WELFARE RECIPIENTS HIRED BY YOUR COMPANY HAVE TURNED OUT TO BE GOOD, PRODUCTIVE EMPLOYEES?



In addition, half of companies interviewed (48%) say that their welfare hires have the same or higher retention rates than those hired through standard chan-

HIGHLIGHTS

- 1 WELFARE TO WORK**
A win-win situation
- 2 FOCUS: TRANSPORTATION**
Members comment on problems and solutions
- 2 MAKING IT HAPPEN**
Businesses report what they have accomplished
- 3 PERCEPTIONS FROM MEMBER BUSINESSES**
How do executives view those on welfare?
- 3 ONGOING CHALLENGES**
Evaluating the obstacles of hiring off welfare
- 4 FOCUS: TAX CREDITS**
Perks for participating member businesses



FOCUS: TRANSPORTATION

As respondents to this study attest, transportation is among the most-mentioned immediate need for many former welfare recipients as they enter the workforce.

Obviously the need for transportation varies by region, city, and locale. Typically, urban areas are better served by public transportation than their rural counterparts, but even strong public transport systems present costs too high for former welfare recipients to absorb.

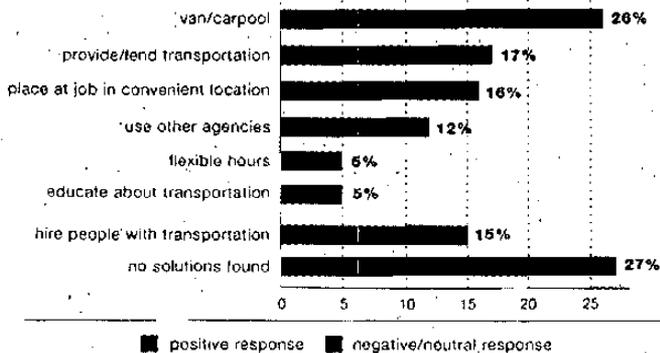
Just how serious a problem is transportation in hiring someone off welfare? On a 10-point scale where 1 is not at all a problem and 10 is a very serious problem, just over half (51%) rate it decidedly on the "problem" side with scores of 6 or higher. More than one-third (38%) gauge its severity with ratings of 8, 9, or 10.

Of the Partnership businesses who say transportation definitely presents a problem (rating it 6 or higher on the 10-point scale), there are a number of dimensions to the issue. When asked what specifically presents the greatest problem, respondents cite the following:

PROBLEM	PERCENTAGE
New hires cannot afford a reliable vehicle or car insurance	51%
Public transportation does not run near my workplace	34%
Public transportation does not operate during hours needed for our jobs	18%
Company site is in a difficult / hard-to-reach location	11%
Lack of / poor public transportation	6%
New hires live in cities, while jobs are in suburbs	3%
No driver's license	3%
Cost / can't afford transportation	2%

Many of the Partnership businesses have already instituted creative solutions to the transportation problem. The top solutions are presented in the following chart.

ADDRESSING TRANSPORTATION PROBLEMS



nels, bucking perceptions that those coming off of welfare will not stay on the job very long.

A smart solution for business, members' involvement in the Partnership has typically been initiated at very high levels within a company or organization: 61% say that the primary initiative for getting involved came from CEOs, owners, presidents or other senior management. In another 28% of organizations, the initiative came largely from middle management.

Given this vested interest from high-level personnel within member businesses, it is not surprising to find that most say their companies are quite strongly committed to hiring welfare recipients. On a ten-point scale where 1 means management is not at all committed and 10 means management is extremely committed to hiring welfare recipients, the average commitment rating for Partnership businesses is a solid 7.9. A strong majority (63%) rate themselves with an 8, 9, or 10 on the scale, while just 3% give ratings of 1, 2, or 3.

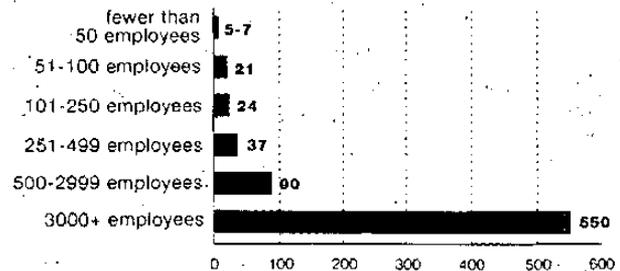
MAKING IT HAPPEN

What have businesses involved in the Welfare to Work Partnership accomplished?

According to those surveyed, the mean number of people hired per organization was an astounding 56.7 in 1997. Specifically, 252 of the 400 companies surveyed report having hired nearly 20,000 people off welfare last year alone. When projected across the Partnership's current membership, the total hires off welfare last year by member businesses is nearly 135,000 Americans.

Obviously, this number is somewhat deceptive, as smaller companies typically hire fewer employees off welfare, while large employers generally can bring many more onto the payroll; each business contributes according to its hiring needs and capabilities.

AVERAGE NUMBER OF FORMER WELFARE RECIPIENTS HIRED PER COMPANY BY COMPANY SIZE



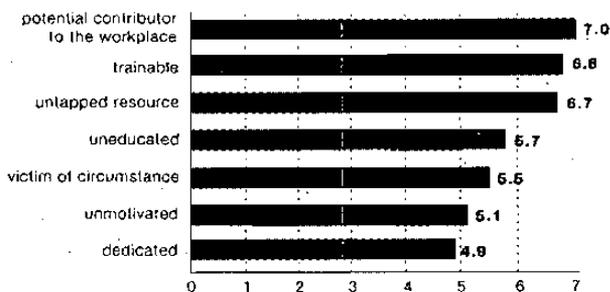
When respondents are asked to project how many people their organization plans to hire off welfare in 1998, we find very optimistic figures. The mean number of expected hires jumps to 81. In fact, just 4% of member businesses expect still to have not hired anyone off welfare by the end of the year, while 10% are not sure.

A critical measure of the long term impact of this effort, fully 72% of those businesses hiring people off welfare in 1997 offered full-time positions, and most (72%) provided health benefits as well. This information confirms that these efforts are truly opening doors toward economic viability for many who may not have had such opportunities in the past.

PARTNER PERCEPTIONS OF WELFARE RECIPIENTS

On the whole, study participants feel there is great potential for welfare recipients to become productive members of the workforce. When asked how well various traits and characteristics describe people on welfare, executives give higher scores to those attributes which suggest this positive potential. The following chart illustrates mean scores for various attributes measured on a 10-point scale where 1 means the attribute does not describe welfare recipients at all and 10 means it describes them extremely well.

ATTRIBUTES OF WELFARE RECIPIENTS



“Potential contributors,” “trainable,” and “untapped resource” definitely express a belief that welfare recipients constitute a valuable labor pool. There is also a sense, from these scores, that some frequent stereotypes of welfare recipients do not hold true, as we see in extremely moderated ratings for concepts like “uneducated,” “a victim of circumstance,” and “unmotivated.”

When asked for primary sources of potential employees to hire off welfare, nearly half (48%) men-

SOURCE	FIRST MENTION	TOTAL MENTIONS
Government social service offices	44%	48%
Community-based organizations	17%	25%
Temporary placement services	8%	12%
Ads	8%	10%
Word of mouth	7%	8%
Walk-ins	8%	8%
We locate them	3%	4%
Schools/colleges	2%	3%
Job service/state employment office	2%	2%
Church	2%	2%
Other	5%	6%

tion government social services offices. Another 25% cite community-based organizations.

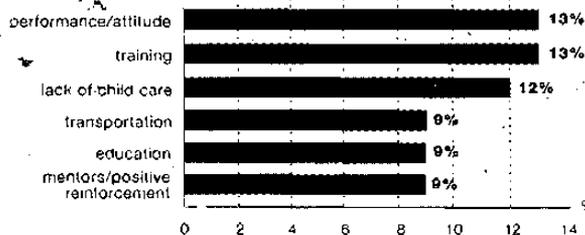
Many executives expressed a need for help in identifying and pooling potential hires off of the welfare rolls, just one of several challenges facing companies seeking to hire people off welfare.

ONGOING CHALLENGES

It is no secret that there are specific challenges facing prospective employers and welfare recipients in welfare to work. Top specific mentions include transportation for prospective employees (19%), workers’ lack of technical skills to meet job tasks (16%), employee motivation (14%), workers’ lack of educational background (12%) and job-readiness skills (10%), providing day-care for workers (10%), and a key antecedent to any of these obstacles: difficulty locating job applicants in the first place (9%).

While the majority of obstacles in hiring focus on the employee, when we ask respondents what is the number one need that former welfare recipients have after being hired by their companies, the nature of responses differs. Here the primary concerns have to do with what the employer or outside services might offer to facilitate the employment situation, as the following chart shows.

TOP NEEDS OF FORMER WELFARE RECIPIENTS UPON BEING HIRED



While all of these items can present formidable challenges for individuals making the transition from welfare to work, some are fortunate enough to find

FOCUS: TAX CREDITS

In an effort to encourage private businesses to join welfare-to-work initiatives, the federal government has established several types of tax credits which companies can take advantage of for each former welfare recipient hired.

Despite these incentives, less than one-quarter (22%) of survey participants say their organization has ever accessed either the Work Opportunity Tax Credit (WOTC) or the Welfare to Work Tax Credit.

Approximately half (51%) are aware of the credits but never accessed them, while as many as 18% say they have not heard of the credits.

Partnership businesses who have not accessed the WOTC or Welfare to Work Tax Credit give a number of reasons why they have not participated, which are illustrated in the chart below.

ASSESSING TAX CREDITS

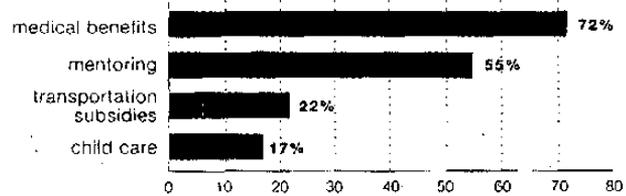


When we ask this group what would motivate them to take advantage of the available tax credits, responses center around three key barriers:

- **Information.** More than one quarter (27%) say they need more information about the tax credits generally, information about how to identify eligible potential employees, and information about how to determine whether they qualify for the credits.
- **Hiring Employees Who Qualify.** Nearly one in five (19%) cite primary barriers in finding and hiring people who qualify as well as retaining people long enough to become eligible for the credits.
- **Red Tape / Procedures.** There is a definite perception that qualifying for and processing the tax credits involves a complicated procedure, as expressed by the 11% who say simplifying the procedure would be a prime motivation for taking advantage of the credits. ■

employers who offer programs which help address these needs. According to study participants, medical benefits and mentoring are services offered by a majority of the Partnership member organizations.

SERVICES OFFERED TO FORMER WELFARE RECIPIENTS



On the other hand, relatively few offer assistance with child care or transportation subsidies which are less traditional but equally important to finding economic self-sufficiency in the workplace.

Significantly, 41% say they provide these services directly. However, 18% primarily rely on another agency for the services, while 39% use some combination of direct and agency-supported efforts.

In short, this benchmark research points to a highly optimistic group of executives who are pioneering the effort to provide jobs for thousands of Americans moving off welfare, but who remain realistic about the challenges involved and the partnership needed between the private and public sector. ■

ABOUT THE MEMBER SURVEY

The Welfare to Work Partnership is a nonpartisan, nationwide effort designed to encourage and assist businesses with hiring people on public assistance.

The primary objective of this study is to establish a benchmark of Partner businesses' perceptions of welfare to work and welfare recipients, as well as their experience to date in hiring welfare recipients.

Out of the total sample of 400 member businesses, 196 interviews were conducted among senior executives, CEOs, and owners, and 204 interviews were conducted among other vice presidents, managers, directors, and human resource executives. In addition, the sample was stratified to represent current Partnership membership by company size.

Interviews were gathered from across the United States and collected between February 11-24, 1998.

The Welfare to Work
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February 14, 1997

MEMORANDUM TO BRUCE REED

FROM: FLO MCAFEE

CC: Maria Echaveste
Lyn Hogan

RE: NEW YORK WELFARE TO WORK SITES

In looking at possible welfare to work sites in New York City, Riverside Church is an excellent choice because their new program began through a concept Rev. Forbes discussed at the January 6th breakfast.

Attached is information on another possibility, the Bowery Mission. It has several programs including an intensive, six-month jobs program.

THE BOWERY MISSION TRANSITIONAL CENTER

45-51 Avenue D, New York, NY 10009

The Bowery Mission Transitional Center is a unique public / private partnership that opened in January 1994 on one of New York City's most violent and drug-ridden blocks. In fact, the area has been identified as the largest heroin distribution operation in the United States. But the 77-bed Transitional Center has quickly become a good neighbor, earning the trust of nearby business owners and residents of the surrounding public housing projects.

The Transitional Center helps homeless men cross the bridge from despair to hope and independent living. The program is funded by the New York City Department of Homeless Services and run by the 117-year-old Bowery Mission. Homeless men arrive here from the New York City shelter system or straight off the streets. Some are Bowery Mission graduates seeking further training.

✓ A team of counselors assists the men with addiction recovery and emotional healing. Residents learn basic skills such as household budgeting and meal planning. Staff also provide vocational guidance, job placement services and housing placement. At the end of an intensive, six-month program, the men are placed in jobs that pay well enough to break their reliance on government programs. To date, the program has helped find jobs for more than 315 men.

"It was two degrees with a wind chill. I was getting high and eating out of a garbage can. My life was a dead end. (Now) I'm a changed man. I'm so proud of what God has done in my life and I'm proud of what The Bowery Mission Transitional Center has done ... I was a homeless man, but now I'm self-sufficient."

Robert Taylor, graduate, The Bowery Mission Transitional Center

THE BOWERY MISSION

227 Bowery, New York, NY 10002

The Bowery Mission has been rebuilding lives since 1879. We meet the critical, physical needs and deeper spiritual needs of desperate men suffering from homelessness and drug dependencies. We serve 500-600 meals daily and provide an average of 450 nights of shelter each week. At the Mission, the homeless are treated with a dignity and respect that breaks through their hardened hearts and sets them on a new path.

Homeless men seeking long-term restoration are challenged to rebuild their lives in our nine-month residential program, which consists of group counseling, one-on-one meetings, life skills training, computer training and Bible studies. We emphasize character development and the practical application of moral principles to matters of personal conduct, family life, finances and vocation.

Responsibility is taught through in-house work assignments such as cooking and cleaning. As a man progresses through the program, he gain increasing privileges and obligations. A Bowery Mission graduate has conquered his addictions, learned productive habits and has started rebuilding family relationships. He is ready to move on -- either to a job and permanent housing or to The Bowery Mission Transitional Center for additional training.

"Gradually, I gained my self-esteem and respect by fulfilling my responsibilities (at the Mission) ... I don't want to forget where I came from. If it wasn't for The Bowery Mission, I would be riding the A Train from the tip of Manhattan to Far Rockaway one more time."

James Monaco, graduate, The Bowery Mission

THE BOWERY MISSION WOMEN'S CENTER

218 West 15th Street, New York, NY 10011

The Bowery Mission Women's Center is a cozy, brownstone home where women ravaged by homelessness, abuse, drug habits and other crises find healing in a family setting. We focus on helping these women break old patterns, learn new, healthy habits and become reunited with their children from foster care. One-on-one counseling by trained professionals with a heart for hurting women is a key component of the program.

The women participate in an individually-paced, multilevel course of instruction that helps them develop parenting skills, tools for daily living, job skills and personal integrity. Throughout the 12-month program, hurting women work through their anger, guilt and poor choices that are usually a response to physical and sexual abuse during their childhood. This faith-based program emphasizes change from the inside out. Each woman is challenged with Biblical guidelines for experiencing a new life of hope and freedom.

Most women mature to the point where the city court system allows them to receive their children back from foster care. To date, all graduates from the program have been reunited with their children. The Bowery Mission Women's Center strives to rebuild families to stop the generational cycle of homelessness and abuse. Staff also stay in touch with graduates and their families to encourage them and promote continued growth in their lives.

"For a person who has been out there and on drugs, after a certain amount of time, you start to believe your life is over -- there is no way out. Now I have goals. I see things differently... To be able to have a relationship with my children, to sit down and talk with them and do things as a family, nothing can replace that."

Lisa Harris, graduate, The Bowery Mission Women's Center

BOWERY MISSION

45-51 Avenue D, New York, New York 10009

✓ **Bowery Mission Enterprises provides on-the-job training and paid employment for the homeless men and women in our residential programs. Gainful work is the key to self-sufficiency and breaking a homeless person's dependence on welfare and other government assistance. Bowery Mission Enterprises is committed to equipping the homeless for lives of freedom and productivity.**

The program has employed men and women from Bowery Mission programs in a construction and landscaping business and in Christmas tree sales. Since June, 1994, we have participated in a Park Avenue thrift shop partnership. Other business ventures are being planned. Employees of Bowery Mission Enterprises are earning income toward their independence and gaining marketable skills in a supportive setting where responsible behavior is taught and modeled.

Bowery Mission Enterprises aims to be a self-sustaining program that will provide income both to help the homeless afford their own housing and to support other Bowery Mission programs. The former homeless men and women involved in Bowery Mission Enterprises are developing healthy work habits and job skills that will serve them their entire lives.

"I'm learning marketing and retailing ... It's something that I'll definitely use the rest of my life."

Patricia Thornton, graduate,
The Bowery Mission Women's Center

*WR-Events***Quantum Financial & Development, Inc.**

4330 Leland Street
Chevy Chase, MD 20815
301 657 2278
301 913 2804 FAX

FAX

To: Bruce Reed
From: Sam Black
Date: December 29, 1994

pages, including cover:

Dear Bruce, It was good chatting with you and Jeremy Ben-Ami, about the role of the private sector in welfare reform. I assume you are aware of the Prisoners of Charity report with a foreword by Moynihan, issued by the Business Council of New York's Public Policy Institute. I have sent along a couple of pages from that report that note the successful Bridges to Employment Program we spoke to you about. I have also included a letter from Western, that may be of interest to you. I have the report and would be happy to get you a copy if need be.

The Prisoners of Charity

**Welfare "reforms" in New York have
done too little to break the cycle of dependency**

May 1993

**The Public Policy Institute
of New York State, Inc.
152 Washington Avenue
Albany, New York 12210
518/465-5263**

SENATOR MOYNIHAN

No one has evoked the spirit of the law better than our Governor Mario M. Cuomo:

The closest thing to a panacea for our social and economic challenges can be expressed in a single word — work. The opportunity for a good job at fair wages is an essential part of what it means to be an American and a New Yorker. Honest, productive work is the glue that holds together our families, our communities, and our sense of self-respect.

The Family Support Act included an automatic \$1 billion a year (and rising) to provide the Federal portion of the costs of the new JOBS Program designed to prepare young women for the job market.

There was a research foundation for all of this. The New York-based Manpower Development Research Corporation had established an essential fact. About half the adults who go "on" welfare go off within about two years. Quite on their own. A marriage has broken up; something like that. The people involved need income support for a relatively short period. That is what social insurance is all about. (Recall that the Social Security Act included Unemployment Insurance.) But the other half needs help. Absent genuine, mutual, reciprocal effort, these families become dependent and stay dependent. The Family Support Act directed the states to concentrate the JOBS program on these cases. Lives were at stake.

Most states leapt at the opportunity.

Not New York.

1989 went by. The Legislature did not act. Slowly, slowly — up against a deadline I had written into the legislation with us very much in mind — a half-measure made its way to the Executive Chamber. The alternatives were to enact something or lose all Federal funds. We enacted something. We would send welfare recipients back to school. As summarized in *The Prisoners of Charity*:

New York's current state policy is premised on the idea that entry-level jobs aren't good enough — because they aren't guaranteed to take recipients out of poverty status in a single bound. So instead of setting their feet on the lowest rung of the economic ladder and helping them begin a steady climb upward, New York has decided that welfare recipients should be sent back into classrooms in droves, to qualify them for better-than-entry-level jobs. And this was done despite clear evidence, from counties around the state, that programs focused directly on work experience can give more real help to more recipients, more cost effectively, than do endless rounds of schooling that is isolated from the workplace.

A trial period for employers

The program also offers a four-month trial period to employers, giving them time to assess candidates' skills, attitudes and on-the-job performance. During that time, the worker is paid by America Works, which charges the employer a flat hourly rate. Under this arrangement, all paperwork is performed by America Works — an incentive to employers wearied by high turnover rates. Employers who decide to make the hire are eligible for a tax credit of \$1,500 to \$2,500.

During the trial months, America Works monitors candidates in the workplace and offers whatever support is needed to get them through their first difficult months on the job — dealing with problems ranging from personality conflicts to proper office attire to day care problems. This close tracking during the initial weeks is seen as crucial by the America Works folks — one "caseworker" follows 15 employees, showing up on job sites almost daily.

The results America Works has achieved are nothing short of remarkable. Sixty percent of all applicants who walk through the door are placed in a job, according to co-founder Lee Bowes. For each person who remained on the job at least seven months, America Works was paid \$5,000 by the state — and so far, the success rate has been almost 70 percent. The jobs pay an average of \$14,000 a year, plus benefits, according to Ms. Bowes.

Although \$5,000 sounds like a high placement fee, it represents a considerable savings from the \$12,000 in annual benefits paid to the average welfare mother of two in New York. And it compares favorably with the \$8,259 per placement cost of the JOBS program. Given the positive difference the programs makes in the lives of its participants, it appears to be a bargain.

Initially, America Works got its applicants through placing a small want ad in New York tabloids, asking for welfare recipients wishing to go to work. The company was inundated with calls — demonstrating, again, that welfare recipients *do* want to work. Today, 60 percent of applicants are sent over by New York City's Human Resource Administration, according to Ms. Bowes. These are the city's hardest-to-place recipients, having been on welfare rolls for more than five years. The remainder tend to be friends of recipients who got jobs through America Works.

The Herkimer model

A second model operating out of Herkimer County — again, a privately run program funded with government assistance — offers many similar features. The Bridge to Employment Program has placed 1,250 out-of-work New Yorkers into jobs since September 1987, and 203 of them were public assistance recipients. The average cost to the taxpayer per placement was \$1,000.

The premise of the Bridge to Employment is that the deterrent to hiring unseasoned — and particularly marginal — workers is the

expense of making a mistake. In making any hire, employers assume a batch of legal obligations like Social Security, unemployment insurance, taxes and workers' compensation, that can last two years, even if an employee lasts only two weeks.

The program, then, offers employers an opportunity to "test drive" an employee before putting him or her on the payroll and investing any training dollars. The employee remains on the payroll of a temporary service like "Kelly Girls" for the test period and the agency, not the employer, performs all bookkeeping, record-keeping and payroll functions.

For the first two weeks, employers pay nothing if they hire a public assistance recipient or disabled candidate. For the next four weeks, they pay 50 percent of the hourly wage plus costs to the temporary agency. For the remaining weeks, they pay full costs.

It should be noted that the trial marriage works both ways: workers get an opportunity to see what they're getting into, what is expected of them, and what their routines would be. They can choose not to take the job during the 12 weeks, as well. More than 300 companies have hired through this program during the past four years; employers who reject more than three employees after the tryout period are dropped from the plan.

The Bridge program operates in the seven Mohawk Valley counties.

Both of these programs succeed because they are results-oriented. They focus on marketing a product that employers want — and they really beat the bushes for buyers. They don't ask employers to "do the right thing" by hiring a public assistance recipient — they sell a needed product.

Working with the private sector

The state or individual counties might consider offering any private-sector job placement firm a flat fee for each public assistance recipient placed long term. Further, there are hundreds of companies that contract with counties to perform a variety of training functions; some receive thousands of dollars per trainee. None is paid based on whether a graduate is placed in a job; such a market-driven approach should be considered.

The counties are slowly moving in this direction. Leading the charge is Allegheny County.

Allegheny's Social Services Department has made a point of developing close ties with the labor and business sector. A Social Services representative sits on the county's Private Industry Council, which is responsible for approving job training programs for expected job openings. The Department of Labor, PIC and Social Services operate

Western STAFF SERVICES.

Western Temporary Services Division

December 14, 1994

Mr. Sam Black
The American Institute for Full Employment
4339 Leland Street
Chevey Chase, MD 20815

SUBJECT: PLACEMENT AND JOB TRAINING OF INDIVIDUALS ON ENTITLEMENT
PROGRAMS THROUGH THE "BRIDGE TO EMPLOYMENT PROGRAM"

Dear Sam,

Western Staff Services in Upstate NY has for over five (5) years designed, implemented and operated a highly successful program which has put people into salary and tax paying jobs who previously were accepting various entitlements from the tax-payers.

Western Staff Services, Inc. (established in 1948) is an international provider of temporary help and staffing services to businesses, professional and service organizations, government agencies and health care facilities. The Company has evolved through 46 years of experience in the staffing industry, providing a wide range of staffing solutions, including replacement, supplemental, permanent and flexible staffing, and on-site and project coordination. The Company operates through a network of over 300 offices in 14 states and five foreign countries with anticipated 1994 sales to exceed \$355 million. The Upstate New York licensee contributes over \$50 million in sales to this. The Company provides staffing for all traditional personnel requirements such as secretarial, data entry, telemarketing, assembly and light industrial; more specialized skills including computer programming, engineering, designing, and drafting; and medical services for home care and health care institutions. With its wide geographic coverage and broad range of services, the Company is capable of serving the needs of large national and regional employers as well as smaller, single site organizations.

Western estimates that for calendar year 1993 the company employed over 125,000 employees on temporary and potentially permanent jobs. At any given time the Company employs over 25,000 temporary employees on assignment. Special note should be made that industry sources indicate that more than 90% of all US businesses use temporary help services.

Recently the growing cost and difficulty of recruiting, hiring, laying-off and terminating workers have prompted a greater use of temporary workers. This increase in use is to a large degree due to the cost and administrative efforts in the level and prevalence of Worker's Compensation, other employment-related claims as well as regulated/required record keeping and general paperwork. *Herein lies the value of and intense interest in the "Bridge to Employment Program."*

Through the use of a staffing firm to insulate the employer and eliminate the mandates which go along with immediately hiring an employee, it can free the employer up to provide on the job training and reduce his hiring costs/risks.

As we have discussed, our Upstate NY offices operated for five (5) years, a highly successful program sponsored by the NY State Education Department called *"The Bridge To Employment Program."*

Number of employees placed in full-time work	1,250
Number of employers (Total all years)	330
(Average) Cost to New York State Per Employee	\$1,050.00

Employees Come From Ranks Of:

- ◆ Long term unemployed
- ◆ Economically disadvantaged
- ◆ Handicapped
- ◆ Older worker
- ◆ Displaced homemakers
- ◆ Dislocated workers
- ◆ Single parent

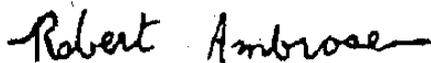
Sam, as you are aware, the utilization of Western Staff Services as a vehicle to reduce the number of those individuals utilizing entitlement programs while providing a cost effective means for an employer to try-out and hire new employees is a solid business-like approach. *// Works!*

We believe that our highly successful experience in seven (7) Upstate NY counties combined with our Nationwide resources and network of offices will strengthen the Institutes ability to devise and implement private sector full employment strategies.

Please take special note that we view this as a business arrangement and expect to treat a venture such as this as a national account with the favorable pricing discounts that are expected.

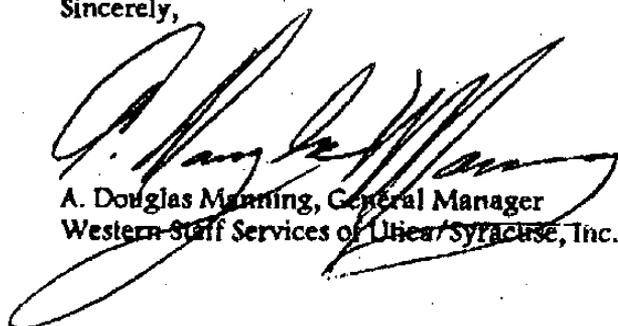
We at Western (both National Corporate as well as Upstate NY) enthusiastically look forward to continuing to work with you along the lines we have discussed.

Sincerely,



Robert Ambrose, Vice President, National
Accounts Manager
Western Staff Services, Inc.

Sincerely,



A. Douglas Manning, General Manager
Western Staff Services of Utica/Syracuse, Inc.

Neil H. Offen 11/9

Bruce Reed —

I hope all is going
well.

The attached is
"Fuji". Perhaps you
know someone who'd
be interested in
helping out.

Best.

Neil

WR-Event
Ideas



DIRECT SELLING ASSOCIATION
1666 K Street, NW, Suite 1010, Washington, DC 20006-2808
202/293-5760 • Fax 202/463-4569

November 21, 1994

TO: Mr. Dick Bartlett (Mary Kay)
Mr. Joey Carter (Home Interiors)
Mr. Glenn Clarke (Avon Foundation)
Mr. Joe Dudley (Dudley Products)
Mr. Stan Fredrick (Cameo Coutures)
Ms. Kate Gardner (Multiples at Home)
Ms. Tami Longaberger (The Longaberger Company)
Mr. Andy Horner (Premier Designs)
Mr. Jimmy Tanner (Doncaster)

CC: Ms. Barbara Tifford (Image Development Group)
Mr. Bruce Reed (The White House)

FROM: Neil Offen

RE: "Suited For Success"

A college friend of mine and her partner are involved in a non-profit program to counsel women on public assistance and provide them support and suitable clothing to allow them to successfully compete in job interviews. The enclosed letter and materials are self-explanatory (please ignore the personal paragraph). I think they are on to something and thought one or more of you might be interested in helping them, either directly or indirectly. Please let me know if you are interested.

Best regards.

tjc
Enclosure

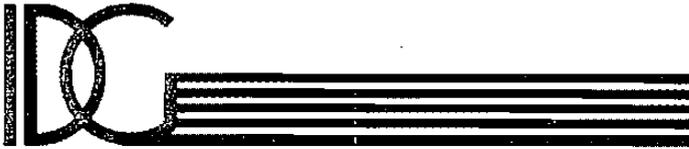


Image Development Group, Inc.

September 20, 1994

RECEIVED
SEP 23 1994
BY DLR

Neil Offen
President
Direct. Selling Association
1666 K Street NW/Suite 1010
Washington, D.C. 20006-2808

Dear Neil:

As you suggested, I am sending you some information regarding our non-profit business, Suited For Success.

You will find our mission statement (our brochure will not be printed until we have space which should be in about three weeks), some articles about our program, New York's and Chicago's.

The objective of the program is to provide women on public assistance with the clothing, counseling and support they need to successfully compete in job interviews and future work related careers. The organization also advocates the hiring of non-traditional workers and acts to change stereotypes regarding its clients.

We have a multi-cultural board comprised of 18 distinguished women in our community, plus an advisory board of men and women who are well recognized community citizens.

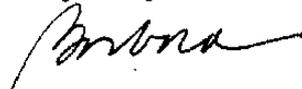
The bright side for tax payers is that these programs are economical. The program provides relief to welfare rolls. Chicago's figures indicate a savings of 9 million dollars having aided 1600 women to get jobs and San Jose, California has saved \$4.2 million of tax payer's money; however, we do need money in order to administrate our program. The cost of running an organization such as the one we are creating is approximately \$55,000. There is an excellent return for the money expended.

If you could introduce us to any one or a foundation that you feel would appreciate the purpose of such a program please let us know. Your help would be most appreciated.

On a personal note, I want you to know how much I enjoyed our "reunion". I hope you got our gift. It was very nice of you to entertain two women especially when you expected to have a well deserved quiet evening. I hope you and Carolyn will call when you get to Florida this winter. Art and I often go to Palm Beach and we would be delighted to meet you there. I do entertain a great deal, and company is always welcome at our home. If you would prefer to head "south", we could do an evening at Chez Tifford. I could arrange for a mini Queens College get together-so let me know if you're so inclined.

My thanks for your offer to help us in our new endeavor. I look forward to hearing from you.

My very best,



Barbara



SUITED FOR SUCCESS

Where Employment Potential Is Our Business

Mission:

Suited For Success is a not-for-profit corporation offering educational seminars and business attire to women on public assistance who have successfully completed community based job training programs. Services are provided at no charge to clients.

Purpose:

The goal of Suited For Success is to increase the potential for women's economic independence and self-sufficiency eliminating their need for public assistance. The organization advocates the hiring of non-traditional workers and acts to change stereotypes regarding its clients. One's ability to get hired is directly related to the image one projects. At Suited For Success, clients will become more job competitive when provided with business counselling, self enhancement courses and proper clothing.

The Operation:

Clients are referred, by appointment, to Suited For Success through approved community agencies and job training programs. Trained volunteers act as personal shoppers and counsellors to help each client select the most appropriate clothes and accessories for the pending job interview. Educational seminars provided by Suited For Success will help the client to become more competitive.

Once a client has secured a position, Suited For Success will provide two additional outfits, appropriate for the chosen line of work. Ongoing support will be offered for career advancement through continuing education programs.

History:

Suited For Success is being modeled after Chicago's *Bottomless Closet* which has been in operation for three years. It has successfully assisted over 1600 women and in the process saved the City of Chicago approximately nine million dollars. The Miami project was founded by Sonia Jacobson and Barbara Tifford, partners of Image Development Group, Inc., located in Coral Gables, Florida.

Educational programs include the following:

• **Client Training Seminars:**

Professional Image/The Mirror of Your Success
Business Etiquette/Good Manners Means Good Business
Verbal Communication / How To Improve Your Message
NonVerbal Communication/ Body Language and Its Impact
Nutrition and Your Health /It's More Than Your Looks
Self Esteem/Your Inner Voice
Sexual Harrassment/ Stand Up And Be Heard
Financial Planning/Managing Your Future

MIAMI TODAY

CORAL GABLES REPORT

VOL. 2 NO. 11

Published in cooperation with the Coral Gables Chamber of Commerce

AUGUST 1994

Success program suits job seekers

By PATRICIA LEE

Now what?

For disadvantaged women on the road to professional growth, this seeming *non sequitur* may be a logical question — after completing a job training program and acquiring the right skills for subsequent employment interviews, now what?

For some, the benefits of a training program only alleviate part of the problem. Women on public assistance may have the right skills and professional attitude when they graduate from a training program, but not the clothes to match.

But now there's help.

Thanks to the recently-formed Suited for Success, women on public assistance who graduate from community-based job training programs are provided the business attire, educational seminars and support services they need to compete successfully in their job search. The organization provides the services free.

"This," said Sonia Jacobsen, one of the founders of Suited for Success, "is a much-needed service in Miami. Job training programs provide an invaluable service, but we all know it takes more than skills.



'This is a much-needed service in Miami'

Sonia Jacobsen

"It takes a professional image, self-esteem and a confident demeanor to be successful in the business world. What we want to do is fill those gaps and allow our clients to truly be competitive."

Ms. Jacobsen and Barbara Tifford, partners in an image consulting firm called Image Development Group, Inc., founded the nonprofit program to help disadvantaged women.

Suited for Success' motto is "Where Employment Potential is our Business." To live up to the idea, after SFS accepts a client — referred by a community agency or job training program — trained volunteers step in.

They act as personal shoppers, mentors and counselors to help each client select the most appropriate clothes and accessories for the pending job interview. Once a client has a job, SFS provides two additional outfits.

"It's a fact that the wrong image can make or break the opportunity," said Ms. Tifford.

Suited for Success provides ongoing help — business etiquette, verbal and non-verbal communication, nutrition and health, financial planning and dealing with sexual harassment are among topics covered in client sessions.

"Suited for Success," Ms. Tifford said, "will cover all the areas that may not be addressed in regular training programs, but are

nonetheless just as vital."

The volunteer organization is modeled after Chicago's three-year-old "Bottomless Closet" program, which has helped more than 1,300 women. Similar organizations, affiliated with SFS, are being established in New York City and elsewhere.

Initially, programs are targeted to women but a counterpart program for men is being planned.

The Miami group is just getting

established, volunteers say, and is seeking money donations as well as new or used clothing of good quality from individuals and retailers. They are also seeking about 1,000 square feet of free or low-rent space, preferably in or near Coral Gables, in which to operate.

Anyone who is interested in being a volunteer or a donor, including corporate sponsors, is encouraged to call Ms. Jacobsen or Ms. Tifford at 859-8882.



"The wrong image can make or break an opportunity"

Barbara Tifford

Chicago • Business

CRAIN'S

EDITOR'S CHOICE

Secondhand store with a difference

Phyllis Collins walks into the Bottomless Closet boutique at 444 N. Wells St. wearing sweats, tennis shoes, a red knit headband and a demeanor of abject resignation.

But her face lightens and her body straightens as she tries on clothes. Off come the sweats, on go a black skirt, white silk blouse and coordinating jacket. Ferragamo shoes. A gold necklace. Black leather shoulder bag. Black wool and cashmere coat from Paris.

Admiring the new Her in the mirror, Ms. Collins whips off her headband, smiling from ear to ear. "I feel so good," she says.

Bottomless Closet is not your average women's boutique. The not-for-profit shop provides clothing and accessories, at no charge, to women who have completed a job-training program and hope to enter the working world. For many of the women, it will be their first experience getting a paycheck rather than a welfare check.

"One of our objectives is to help these women project professionalism in the workplace," says co-founder Donna Paulino, a Chicago management consultant. "We remove a barrier—lack of appropriate clothing—that prevents women from pursuing employment and prevents employers from hiring them."

Bottomless Closet opened its doors in mid-1991, after Chicago media consultant Laurel Baer heard a radio interview with a former welfare recipient who faced those very sartorial roadblocks. "I thought, 'This should not be happening in today's world,'" Ms. Baer says.

In their first year, Ms. Baer, Ms. Paulino and friends raised \$274,000 in cash and donated goods and services. (Major sponsors now include Amoco Corp., Helene Curtis Industries Inc., Kraft General Foods Inc., Sara Lee Corp., the Chicago Community Trust and the John D. and Catherine T. MacArthur Foundation.)



BROOKE HUMMER

Donna Paulino, left, and Laurel Baer are the co-founders of Bottomless Closet, which outfits unemployed women for job interviews.

"We opened with an inventory for 2,000 women in sizes ranging from 2 to 54," says Ms. Paulino.

Since then, Bottomless Closet has helped nearly 700 women, 60% of them still working.

After a referral from the shop's network of community organizations, clients facing job interviews get a "personal shopper" (one of 135 volunteers) who helps coordinate an outfit and lends encouragement. Once work is obtained, the client returns for a second outfit to wear on the job.

Ms. Paulino notes that the shop now has enough inventory to clothe 4,000 women. "But we really need larger size (16+) business apparel," she adds.

Clothing drives are held the second Saturday of the month. For more information, call (312) 527-9664.

MARLEE MILLMAN

Clothes that make the woman—employable

Threads of hope for the needy

By MONICA ROMAN
HER New York Business Editor

Where does a welfare recipient go when she doesn't have the money to buy an outfit for a job interview? If she's in Chicago, she can visit the Bottomless Closet, a nonprofit agency that provides clothing and counseling to graduates of local job-readiness programs. And if the agency can make the right connections in New York City, it soon may happen for women here.

Founded in 1991 by management consultant Donna Paulino and marketing consultant Laurel Baer, Bottomless Closet has helped more than 600 women achieve economic independence. It has also served as the inspiration for similar ventures in other parts of the country—Career Closet in San Jose, Calif., and Suited for a Change in Washington, D.C.

On Dec. 2, the women behind Bottomless Closet and shoe retailer Bally of Switzerland teamed up to throw a cocktail party at Bally's flagship store at 711 Fifth

Ave. Proceeds from the party will be used to introduce a wardrobe service in New York and to raise money for the Chicago-based agency.

"New York has been targeted because of the tremendous need here for something like this," said Paulino, chairman of Bottomless Closet.

Although Bally agreed to donate a minimum of \$5,000 to the nonprofit group, nearly 80 percent of the clothing given to Chicago's Bottomless Closet clients comes from women in the city who pass along used career wear to the organization.

How it works: A woman who is referred to Bottomless Closet by a community-based job-training program makes an appointment to visit its showroom and meet with a volunteer who acts as her personal shopper. With the volunteer's assistance, she picks out a suit, blouse, shoes, coat, and necessities for her job interview.

"Our clients literally change before our eyes," said Baer. "They stand taller. When they walk out, they feel like winners."

But a woman gets more than clothes from Bottomless Closet. She learns job-hunting skills and interviewing techniques from an executive recruiter or businesswoman assigned to be her mentor. More than half of

Bottomless Closet's clients have never held a full-time job, said Paulino.

In addition to teaching clients how to present a polished image at work, it also trains them how to take care of their bodies. Nutritionists provide an eight-week course on healthy eating on a budget.

Once a woman has landed a job, she gets another outfit from Bottomless Closet and continues to meet with her mentor to smooth out the transition from public assistance to the workplace.

Although Bottomless Closet is a nonprofit organization, Baer and Paulino run it as if it were a business. Before starting the venture, they did market research, held focus groups, and wrote a business plan projecting

Bottomless Closet's financial goals for the first five years of operation.

The businesslike approach extends to the agency's management structure, as well. Bottomless Closet has a 10-member board of directors, five of whom are founding members. There is also a five-member community advisory panel and 160 volunteers.

Thanks to the efforts of Baer, Paulino, and executive director Kathy Miller, Bottomless Closet has won the support of Chicago's corporate community. Kraft General Foods, Sam Lee, Helene Curtis, and Continental Bank are some of the Windy City companies that have either hired Bottomless Closet's clients or donated funds to the nonprofit group.

Earlier this year, Bottomless Closet teamed up with Hyatt Hotels Corp. to hold a panel discussion on workplace diversity for Chicago-area executives.

"Promoting diversity among Chicago corporations is a way to help us succeed in eliminating barriers that exist for women on assistance who are trying to become self-sufficient," said Paulino.

In New York, comedian Bill Cosby and politician Geraldine Ferraro are joining their support behind efforts to give the Big Apple its own Bottomless Closet.

Organizations such as The Fashion Group, the Association of Women's Economic Development, the National Association for Female Executives, the Financial Women's Association, the National Association for the Advancement of Colored People, and Image Consulting International have also joined banks to try to bring Bottomless Closet to New York.

'Clients literally change before our eyes . . . when they walk out they feel like winners.'



ADOPTEE INFORMATION ONE

POTUS

ADOPTION

EVENT

SCOTT
BAESLER

THE WHITE HOUSE
WASHINGTON

Central Ky. / Appalachia

- town mtg. on WR
- WR issue could be -
Achilles Heel for GOP party
- M-c Amas daughters
- talked to Rep. Levin
- Volatile issue - capture
w/ compassion.
- mtg. w/ 30 "single women"
from towns
- 2 programs in KY:
 - ① Residential program - day care, HCD,
Univ., private sector - community involved
- Send someone from WH to come.
 - Ad part as catalyst

THE WHITE HOUSE

WASHINGTON

January 30, 1995

MEMORANDUM FOR CAROL RASCO & BRUCE REED

FROM: RAHM EMANUEL *RE*

SUBJECT: WELFARE REFORM ROLL-OUT

cc: Leon Panetta
Erskine Bowles

Saturday's Welfare Working Session accomplished its objective: it put the President back in a central role on welfare reform. As you know, a major concern after the midterm elections was that the Republicans would claim any progress on welfare reform as their own victory. From a communications standpoint, the weekend coverage was a success. The President received credit for convening the session and the coverage repeated his core principles on welfare.

Our first priority must be to develop a strategic plan which takes advantage of this new-found environment. In the meantime, what follows are some suggestions of events which I feel would help repeat our welfare reform message.

1. Surgeon General
Presumably, we are naming the new Surgeon General on Thursday. From what I understand, the expected nominee, Dr. Foster, has taken a lead on ending teen pregnancy with innovative programs. This is a good opportunity to reinforce our welfare reform message.
2. Teen Pregnancy Commission
Within the next two weeks, we should announce our private teen pregnancy campaign.
3. Waivers
We have granted 24 waivers to 23 states. Without politicizing or unduly influencing the process, as soon as we sign the 25th state, we should release a map showing that half the country is now working under Clinton welfare reforms. Our message will be that Clinton has revolutionized welfare reform, and that our waiver system is the first step in ending welfare as we know it.

4. Legislation

We have three basic options for our legislative strategy:

- (1) We introduce our own legislation.
- (2) Members of Congress introduce our legislation.
- (3) We do not have any type of Clinton legislation introduced.

I recommend option #2: that a couple Democrats in Congress introduce our legislation so that it is debated on the Hill, but the President is not tied to it. Unlike last year where introducing specific legislation would have been polarizing, I think our welfare reform proposal is something around which Democrats would coalesce.

5. Child Support Enforcement

As you know, our welfare reform proposal has a strong piece on dead-beat dads. The Republican proposals did not mention the issue at all. It is clear from the working session, however, that Representative Clay Shaw now intends to include a child support enforcement section in the Republican Bill.

Child support enforcement should be the issue we use to differentiate ourselves from the Republicans. We need to continually reinforce that any dead-beat dad legislation came about because of our proposal, and the President's personal thoughts on the issue.

In response to Republican action on this issue, we should have either the President do something to demonstrate that he is fighting for increased child support enforcement, or we should work aggressively to have an outside welfare specialist bring attention to the fact that this is a Clinton initiative. This will allow us to claim victory for any legislation that passes with a dead-beat dad provision.

The President should invite a State Attorney General and a number of mothers and their children to the White House. The participants should be mothers who, because of tough enforcement of child support, were able to avoid being on welfare. This would be a good dramatization that our proposal on dead-beat dads is important to the President.

7. Visit a jobs program that is operating under one of the Administration's welfare reform initiatives. Another opportunity to show-case our principles and agenda.

These are just a few ideas which would send a clear message to the public that the President is leading efforts and fighting for real welfare reform. Obviously, these ideas will need to be developed more thoroughly within a larger strategic context. The larger framework should incorporate: developing the overall strategy, the legislative timeline and action, research, communications, and surrogate activity.

THE WHITE HOUSE
OFFICE OF DOMESTIC POLICY

CAROL H. RASCO
Assistant to the President for Domestic Policy

To: Reed
WAM

Draft response for POTUS
and forward to CHR by: _____

Draft response for CHR by: _____

Please reply directly to the writer
(copy to CHR) by: _____

Please advise by: _____

Let's discuss: _____

For your information: _____

Reply using form code: _____

File: _____

Send copy to (original to CHR): _____

Schedule ? : Accept Pending Regret

Designee to attend: _____

Remarks: No great piece of work
except that his idea of
the lunch w/ JBS grads
has some potential
perhaps CHR



CC = Carol Rusco

OCT 25 1994

AMERICAN PUBLIC WELFARE ASSOCIATION

Kevin W. Concannon, President
A. Sidney Johnson III, Executive Director

WP Events

MEMORANDUM

To: Hillary Clinton
From: ^{init} Sid Johnson *Sid*
Subject: Welfare Reform 1995: Prospects and Problems
Date: October 21, 1994

Introduction

This memorandum follows our conversation last Friday about prospects and problems for welfare reform next year, and your request that I write you a memo expanding on my concerns and suggestions.

Everyone wants to change welfare. No one defends the current system. And unlike health care -- welfare does not directly affect all Americans and therefore does not generate fear about how change will affect them and their families.

Welfare reform will be enacted in 1995. The only question is: what kind of welfare reform will emerge.

Impact on children

The AFDC Program has a bigger impact on the lives of poor children than any other government program. Successful welfare-to-work programs can make a positive difference for children. Parents in the JOBS Program tell me they come home from a day of education or training, fix dinner, and get out their books to study. And their children get their own school books, and they study together-- something that seldom if ever happened before. Welfare reform should build on

that kind of success with legislation to strengthen families and children, not penalize them.

The political landscape

As I said last week, my major concern is that the **public and political debate about welfare reform is shifting from a centrist position to a much tougher and harsher place.** This shift is most apparent in the welfare reform legislation pending in Congress:

- ◆ **In the center** are the Administration's bill with nine cosponsors, and APWA's bipartisan proposal. Both share the goal of self-sufficiency through work by building on the JOBS program, with reasonable two year time limits, expanded child care, stronger child support enforcement, and national health care reform.
- ◆ **On the right** is the House Republican Bill, with 163 cosponsors. It mandates an education and training program, denies welfare assistance to children whose paternity is not established, places a financial cap on AFDC and Food Stamps; and cuts \$21 billion in benefits for non-citizens by ending their eligibility for AFDC, Medicaid, Food Stamps and 60 other federal programs. The recent Republican Contract with America makes some of these provisions even tougher.

Also to the right of center is the Democratic Mainstream Forum bill, with 33 cosponsors. Further to the right are bills to end AFDC altogether for families headed by unmarried women under age 21.

- ◆ **On the left** is a virtual vacuum. Congressman Matsui and 30 cosponsors have introduced a bill I would characterize as slightly left of center, with no national time limits. Other bills have one or two sponsors. There is no legislation on the left that even begins to balance the Republican bill in either its distance from the center or in having the force of 163 cosponsors.

Given this landscape, I doubt that the center will hold. Without serious pressure from the left, it seems inevitable that the center will move right, perhaps significantly. Add to this scenario projections that Republicans will pick up seats in the House and Senate, and the impact that Charles Murray's new book *The Bell Curve* could have on public and political perceptions.

Public and political perceptions

The shape of this political landscape reflects -- above all -- the perceptions people have of welfare, and welfare recipients. More than any other single factor, these perceptions will shape the welfare reform that is enacted. Moving the debate to the right is the way many elected officials and members of the public see welfare recipients as lazy, dishonest, promiscuous, drug addicted, and inadequate parents. Clearly some welfare recipients experience some of these problems, but most do not -- **certainly not the more than nine million children receiving AFDC.**

The stakes in this, as you know, are high. Yet the public and policymakers often lose sight of who really is on welfare, and the unintended consequences proposals may have for poor families with children.

Opportunity

Celinda Lake, who codirected the APWA focus group research on welfare, told us the best way to address public stigmas about welfare clients is to **put a face on welfare.**

The very best faces are successful graduates of the JOBS Program created by the 1988 Family Support Act that then-Governors Clinton and Castle were instrumental in persuading Congress to pass. The JOBS Program now has over 500,000 participants nationwide, and incorporates the exact values the public wants in the welfare system. And it works. Rigorous evaluations by the Manpower Demonstration Research Corporation in California and Florida document increased recipient earnings and reduced taxpayer costs.

Yet the JOBS program is invisible. Our focus groups and other research indicate that the public doesn't know this program exists. The JOBS program is a hidden success that needs to be unveiled and marketed. While it will not erase all the deep-seated stereotypes about welfare recipients, it represents the best hope to change some of this stigma and to move the welfare reform debate toward reason and reality.

APWA has a project that promotes JOBS successes nationally and in the states, and is holding a conference for Washington policy makers next Monday featuring a panel of successful JOBS graduates. State Human Service Commissioners have created special programs and awards to focus public attention on the achievements of their JOBS participants.

These efforts are helpful but not sufficient.

Recommendations

We need the kind of public attention and understanding that you and the President can command. Last June in Kansas City President Clinton took a major step in this direction when he met with JOBS graduates and introduced them at the press conference to unveil his welfare reform proposals.

Let me suggest two additional steps:

(1) The President could ask each Governor to identify one or two successful JOBS graduates to be honored at a White House awards luncheon he would host; invite their children as well. Holding the awards luncheon the day the Administration's welfare reform bill is reintroduced in Congress -- to assure media coverage of the JOBS graduates and underscore that the legislative goal is to build on JOBS.

(2) When you, the President, and Secretary Shalala plan domestic travel have a JOBS event on the check list of possibilities. Any of the following public/press events would be helpful.

- meet with JOBS graduates and their children in major cities and state capitols you visit or in or near airports anywhere on your itinerary
- attend a JOBS graduation ceremony -- one of the most joyful, hopeful events in American life
- visit businesses that are successfully employing JOBS graduates.

There are many good variations on this theme. The key is planning repetitive public/media events that market this outstanding program, especially the former welfare recipients who have become self-sufficient and their children. In these and related ways we can put a face on welfare, and, in so doing, help focus the welfare reform debate on facts and realities, instead of prejudices and anger.

Conclusion

Thank you for the opportunity to share my thoughts with you.

If you are interested in pursuing any of these suggestions, I would be delighted to work with you and your staff to refine them and make them happen.



THE NEW HOPE PROJECT, INC.

WR-Events

623 North 35th Street • Milwaukee, Wisconsin 53208

Telephone: (414) 342-3338

Facsimile: (414) 342-4078

October 25, 1994

Mr. Bruce Reed
Deputy Assistant to the President
Domestic Policy
216 Old Executive Office Building
Washington, DC 20506

Dear Mr. Reed,

After several attempts to secure federal funding for the New Hope Project we have finally met with success! Without your support it would not have been possible.

The New Hope Board of Directors and the New Hope staff wish to thank you for your help and support. We are busily engaged in enrolling participants into the project and looking forward to an exciting three years. The information and data gathered from the New Hope project will prove beneficial to the nation as we pursue innovative way in which to support persons in poverty.

Thank you for your part in making the New Hope Project possible. We will keep you informed of our progress.

Sincerely,

Thomas F. Schrader
President, New Hope Project
Board of Directors

Sharon F. Schulz
Executive Director



MARYLAND NEW DIRECTIONS

FAX COVER SHEET

DATE: 1/23/95TO: Bruce Reed

PHONE: _____

FAX NUMBER: (202) 456-7431FROM: J. B. HANSONNUMBER OF PAGES: 6

(includes cover sheet)

COMMENTS:

PLEASE CONTACT SENDER IF YOU HAVE ANY PROBLEMS
WITH THIS TRANSMISSION.

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MARYLAND NEW DIRECTIONS

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Mr. Bruce Reed
 Domestic Policy Shop
 (202) 456-7431

Dear Mr. Reed:

Enclosed is correspondence to the Office of Scheduling requesting that President Clinton be our key note speaker on Tuesday April 4, 1995. Also enclosed is a copy of the original letter sent (9/22/94) regarding the same matter with a follow up to Mr. Bill Galston (12/1/94). I spoke with your assistant this morning and she suggested I submit a new request to Mr. Billy Webster since the original was mailed in August and because Ms. Seidman was no longer with the office.

We hope you will urge the "powers that be" to give us very serious consideration about the president participating in our event. If there are any questions feel free to call me at (410) 235-8800 ext. 231.

Sincerely,

J.B. Hanson
 J.B. Hanson

enclosures

cc: D. Shalala

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President Bill Clinton
 White House
 1600 Pennsylvania Avenue
 Washington, D.C.

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Dear Mr. President:

On June 10, 1993, Maryland New Directions coordinated and hosted "New Choices Day", a conference for AFDC parents. This day long event was created to provide information and incentive for those individuals receiving social assistance but wanting to rid themselves of the aid and stigma. Thirty-six workshops and seminars ranging from housing, parenting skills, understanding AIDS to self-esteem building were offered. The conference became the largest of its kind in the nation. The original attendance projection was three hundred, but before closing registration eleven hundred had signed up with an additional six hundred on a waiting list. Because of the success of the first conference, the Maryland State Department of Human Resources asked us to present another; we did on March 15, 1995, with a registration of eighteen hundred. Congresswoman, Lynn Woolsey was our key note speaker.

On Tuesday April 4, 1995 we will be presenting the third annual "New Choices Day" conference. We would like to extend an invitation to you to be our morning key note speaker. You would be speaking to those in attendance who are rarely addressed about their standing in the community, yet are the center of much debate and legislation. In light of the recent election and agenda for this congress your participation of fifteen or twenty minutes will not only carry the conference participants into a feeling of hope for the day but possibly into the new century. You can make them believe that there is something out there worth striving for and that you as a person and President of the United States believe in their desire to be rid of the assistance that all too many times brands them as something they are not.

We hope you will accept our invitation to be part of this uplifting and positive day. If you have any questions I can be reached at (410) 235-8800 ext. 231.

Sincerely,

J.B. Hanson
 Public Relations Coordinator

cc: B Reed
 D. Shalala

Executive Director

Mario Coughlin

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Mr. Bill Galston
Domestic Policy Shop
(202) 456-2878

Dear Mr. Galston:

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On August 22, 1994, an invitation was extended to President Clinton to be our key note speaker for the third annual "New Choices Day" conference (see enclosed). Please note: the date given in that letter was incorrect. The day after the letter of invitation was sent the Baltimore Convention Center notified us of their mistake. In an amended correspondence I made Ricki Seidman aware that the correct conference date was Tuesday, April 4, 1995.

Last Sunday while watching ABC This Week with David Brinkley I felt that our upcoming conference was even more germane to the President's visit than ever. The topic for that week's show was Welfare Reform. The first thing Monday morning I called Ricki, at the scheduling office, and was informed that she was with MTV. Yesterday, she and I spoke and after explaining the importance of the President's participation in this year's conference she suggested I call you or Bruce Reed.

I am a strong supporter of President Clinton and I want him to achieve his goals while in the presidency. In light of the current elections he is going to need every chance at creating positive situations in order to accomplish those tasks. The "New Choices Day" conference is one such venue. By mid-April, Welfare Reform will be an incredibly hot issue. If the nation sees him speaking to one thousand recipients on AFDC, who go against the stereotype, preconceived ideas may change and of course he will be perceived as compassionate and progressive.

I hope you will take the time to call me in order that we may discuss at greater length the day's agenda and the President's involvement. I look forward to your response. I can be reached at (410) 235-8800 ext. 231 (W) or after 5:30 p.m. at P6(b)(6)

Sincerely,

J.B. Hauson
 Public Relations Coordinator

enclosure

Executive Director
 Anne Colquhoun

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Ricki L. Seidman
 Assistant to the president
 Director of Scheduling and Advance

Dear Ms. Seidman:

On August 22, 1994 we sent a letter to your office requesting that the president be our key note speaker at the "New Choices Day" conference on April 5, 1995. When we sent this letter to you we had been given the incorrect date by the Baltimore Convention Center. The correct date of the conference is **April 4, 1995**. Please make the necessary change in order to avoid any misunderstanding (and embarrassment). Thank you.

J.B. Hanson
 Public Relations Coordinator

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President Bill Clinton
 White House
 1600 Pennsylvania Avenue, N.W.
 Washington, D.C. 20500

Dear Mr. President:

On June 10, 1993, Maryland New Directions coordinated and hosted "New Choices Day", a conference for AFDC parents. This day long event was created to provide information and incentive for those individuals receiving social assistance but wanting to rid themselves of the aid and the stigma. Thirty-six workshops and seminars ranging from understanding AIDS, housing, parenting skills to self-esteem building were offered. The conference became the largest of its kind in the United States. The original attendance projection was three hundred, but before closing date eleven hundred people were registered with an additional six hundred fifty on a waiting list. Because of the success we presented another conference on March 15, 1994 where the attendance soared to eighteen hundred with a waiting list of over three hundred. Congresswoman Lynn Woolsey was the key note speaker for the opening session.

On Wednesday April 5, 1995, we will once again present "New Choices Day." We would like to extend an invitation to you to be our key note speaker for the morning. The participants in the day's event are people who are more times than not overlooked by the people of Washington, yet they are the cause of much debate and legislation. To lend your voice to those who are often not heard, nor seen, would be the essence of the spirit of Thomas Jefferson and several other of your predecessors. What you can accomplish in a fifteen to twenty minute speech will not only carry the conference participants into a feeling of hope for the next day but into the next century. You can make them believe that there is something out there worth striving for and that you as a person and as the President of the United States believe in their desire to be rid of the assistance that all too many times brands them as something they are not.

We hope you will accept our invitation to be part of this very uplifting and positive day. If you have any questions I can be reached at (410) 235-8800 ext. 231.

Sincerely,

J.B. Hanson
 Public Relations Coordinator

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

July 13, 1995

REMARKS BY THE PRESIDENT
FOLLOWING WELFARE REFORM MEETING

The Rose Garden

10:08 A.M. EDT

THE PRESIDENT: Good morning. I want to thank Senator Daschle, Senator Moynihan, Senator Mikulski, Senator Breaux, Senator Harkin for coming. Governor Carper; Mayor Archer, a county Executive from Madison, Wisconsin; Rick Phelps and the Majority Leader of the Tennessee House of Representatives; Bill Purcell for joining members of our administration here.

We have just had a good talk about welfare reform and the growing consensus around the approach taken by the bill offered by Senators Daschle and Mikulski and Breaux on welfare reform.

The American people have made it abundantly clear that they want us to fix the welfare system. It doesn't work for the people who are stuck on it, and it doesn't work for the taxpayers.

Welfare reform furthers both of the primary objectives of our administration. If it works, it will further the American Dream of opportunity and it will further the American value of responsibility. Our goal should be to help people be successful and independent workers and to build strong families.

We ought to be able to do this. We've come a long way in this debate. There's a broad consensus, for example, on tougher child support enforcement requirements. And not so very long ago, liberals opposed work requirements; they don't anymore. Not so very long ago, conservatives opposed spending money to provide child care when people move from welfare to work. Most conservatives out in the country don't any more.

In America, where people live with this issue, there is a great deal of consensus about what we ought to do. And we ought to build on that consensus here in Washington. The reason we can't is that some people on the far right are blocking any action on welfare reform, and the Senate especially now, that doesn't cut off children and parents if the parents if the parents are young, poor and unmarried. I think that is a terrible mistake. We shouldn't punish babies for their parents mistakes. We ought to be building strong families and independent workers.

I'm not the only person who feels this way. Yesterday, I had a meeting with the Catholic bishops, who deeply oppose the extreme position of these far right senators. And they're helping to lead the fight against it. They think it's cruel and they believe it will even lead to more abortions.

I also think that people in the state legislatures and the governor's offices throughout the country should think about the approach that is being offered on the other side. We believe it could constitute a huge, unfunded burden on state and local governments -- people actually dealing with the welfare reform issue in the years ahead.

MORE

Now, there is an alternative. This shouldn't be hard. We basically all agree on what ought to be in a welfare reform proposal. It isn't getting done because a few senators with an extreme position have decided that it is in their political interest to block any welfare legislation. The United States Senate should not practice "just say no" politics on welfare reform. We can fix this problem.

Every week that goes by, thousands of welfare mothers stay on welfare instead of going to work simply because they can't afford child care. Every week we don't make our child support laws as tough as we possibly can, we leave 800,000 people on welfare who could be off welfare if they got the child support to which they are legally entitled. Every day without welfare reform drains our economic strength, saps our community spirit and prevents Americans from being able to live up to their full potential.

We need to work together and get this job done. This coalition is growing. We're going to continue to work. We need help. We cannot pass welfare reform without Republicans and Democrats working together. It is time to move away from the extreme position toward the common ground of sensible welfare reform.

I thank all these people who are here for supporting that.

Q Mr. President, is it time for the U.N. troops to get out of Bosnia and for the U.S. to lift the arms embargo, as Senator Dole and others are proposing?

THE PRESIDENT: Well, first of all, let me comment on the events of the last few days. I am very disturbed about what has happened in Srebrenica. We are very concerned about the fate of the refugees. And we have been working hard for the last couple of days to determine what options there are to deal with the immediate humanitarian problems. And we intend to do everything we can on that. And that is the first and foremost thing.

The truth is that the Bosnian Serbs should do what they did the last time this crisis arose, they should withdraw. And the United Nations should go back in there and reestablish the safe area, and the people should be able to go home. But we have to deal with the humanitarian crisis.

Now, on the second issue, let me remind you of what my position has always been and what it still is today. The Europeans have tried to take the lead, under the umbrella of the United Nations, in minimizing the loss of life in Bosnia, in keeping the conflict from spreading and in urging a diplomatic resolution of the war. They are still committed to do that.

I believe if the Rapid Reaction Force idea, which the French and the British have pushed, had been fully implemented before this occurred, this problem could have been minimized.

I still do not believe that it is in the interest of the United States to collapse and force the Europeans out of their willingness to put ground troops on the ground in Bosnia to try to minimize the loss of life and limit the spread. If the United Nations mission does collapse, then I believe that, together, the allies should all vote on the arms embargo. That is the best way to keep the NATO position unified, to keep the world position unified, and to avoid overly Americanizing the dealings in Bosnia should the U.N. mission collapse.

I'm quite concerned about that. The Europeans have been willing to try to solve what is clearly the toughest problem they

face on their own continent in the aftermath of the Cold War. I have tried to be supportive of that. There are serious problems now with this. Unless we can restore the integrity of the U.N. mission, obviously, its days will be numbered.

But let's not forget that it has accomplished a dramatic reduction in the loss of life since 1992 and the conflict has not spread. This is a serious challenge to the U.N. mission. It must either be resolved or there will have to be some changes there.

Q Mr. President, on another welfare issue that's headed for your desk, what are you going to do about this tobacco issue that is headed for your decision?

THE PRESIDENT: Well, I haven't -- let me say this -- I have not received a recommendation from the FDA. I saw the news reports today and they struck me as somewhat premature inasmuch as I have not yet received either a recommendation or, as the news reports indicated, requests for my own guidance on that yet.

But we have had some discussions and I can tell you this: My concern is apparently what the FDA's concern is, and that is the impact of cigarette smoking, particularly on our young people, and the fact that cigarette smoking seems to be going up among our young people and certainly among certain groups of them. And I think we ought to do more about that than is being done and I'm willing to do that. But I want to see exactly what their recommendation is.

Q Mr. President, how do you answer the charge that the White House has injected politics into the base closing process?

THE PRESIDENT: First of all, it is absolutely false. I intend to answer it in the letter that I write today, but since you gave me a chance to do it, I'll answer it.

Let's look at the facts here. Where is the politics? This Base Closing Commission made far more changes in the Pentagon plan than either any of the three previous base closing commissions, far more. They've been under a lot of political pressure. I understand that. I don't disagree with all the changes they made.

They acknowledge -- secondly, under the law they are supposed to take into account economic impact. Based on their report, which I have read -- and I urge all of you to read it if you haven't -- before you make any judgments about where there was political influence, I urge all of you to read it. They took 23 bases or realignments off that the Pentagon recommended, off the list; and then put nine more on, three of which happen to be in California, with the biggest job loss by far in San Antonio at Kelly Air Force Base; rejecting the Defense Department's recommendation that instead of closing these two big Air Force depots, they take an across-the-board cut in all five of them. That's what they did.

Apparently, in all of their deliberations the only place where they took economic impact into account was at the Red River Depot on the border of Texas and my home state. It is clear that -- I think they have a case there. It would have almost doubled unemployment in that community.

But let's look at the facts on this politics. This is about economics. In the report itself they acknowledge that at Kelly Air Force Base 60 percent of the employees are Hispanic; 45 percent of the Hispanics employed in the entire area work there; that it will have a devastating impact, and they were willing to shut down about 16,000 jobs, when there was another alternative that saved at least as much money, according to the Pentagon, or nearly as much, according to them.

Secondly, in California here are the facts. I have not seen these anywhere. I have not seen these anywhere. The law requires economic impact to be taken into effect -- into account. Here are the facts.

When this Base Closing Commission process started, California had 13 percent of the population, 15 percent of the people in military, 20 percent of the defense budget. In the first three base closings they sustained 52 percent of the direct job losses. We're not talking about indirect jobs, we're not talking about speculation -- 52 percent.

In this recommendation the Pentagon hit them pretty hard, recommended closing Long Beach, a big facility. This Base Closing Commission, not satisfied with that, made a decision that they had to add back a lot of other jobs. So they decided to take almost all the jobs they took out, out of one place, San Antonio, Texas, and by closing three California bases -- taking the California job loss in this round to almost 50 percent.

Now, you tell me that my concern over that economic situation when their unemployment rate is 8.5 percent, they have borne over 50 percent of the burden of the job loss, is political. My concern in San Antonio, Texas, where one decision could virtually wipe out the Hispanic middle class is political, when there was another alternative that the Pentagon said was better for national security -- I am tired of these arguments about politics.

My political concern is the political economy of America and what happens to the people in these communities and are they being treated fairly.

Now, I do not disagree with every recommendation the Base Closing Commission made, but this is an outrage. And there has been a calculated, deliberate attempt to turn this into a political thing and to obscure the real economic impact of their recommendations in San Antonio and California, which were made solely so they could put back a lot of other things.

Now, let's not --

Q Why do you think they did that?

Q Have you accepted their recommendations?

Q What is the reason that they did that?

THE PRESIDENT: I don't know. I'm not imputing motives to them. I'm just saying it's very interesting to me that there has been almost no analysis of anything. This whole thing immediately became, well, this is a big political story about California. This is an economic story and it's a national security story. And there has been no analysis of what got put back and why, and what got taken off and why.

And I have been doing my best to deal with what is in the national interest. There are two considerations here. We have to reduce our base capacity. That's the most important thing. We have twice as much base capacity as we need, more or less, for the size of the military force we have. That is a national security interest. And that is my first and most important duty.

But, secondly, under the law, economic impact was supposed to be taken into account, and as nearly as I can determine, it wasn't anywhere -- never in these determinations, with the possible exception of the Red River Depot, based on my reading of the report.

Now, the question is, is there a way to accept these recommendations, because even though I think they're far -- they're

not as good as what the Pentagon recommended and they do a lot more economic harm for very little extra security gains -- is there a way to accept them and minimize the economic loss in the areas where I think it is plainly excessive. And that is what we have been working on. That is what I've been working hard on. But I just want you to know that I deeply resent the suggestion that this is somehow a political deal.

I have not seen anything written anywhere that the state of California lost 52 percent of the jobs in the first three base closings and that this commission took them back up to nearly 50 percent in this one, even though they only have 15 percent of the soldiers and their unemployment rate is 50 percent above the national average. I haven't seen anywhere what this was likely to do to the Hispanic middle class and to the people of San Antonio, Texas, unless we can save a lot of those jobs there so that a lot of other things could be put back in 10 or 11 places around the country.

And I think that you folks need to look at the real impact of this. I am trying to do my job to reduce the capacity of the bases in the country consistent with the national interest and still be faithful to the statute requiring us to deal with the economic impact on these communities.

END

10:23 A.M. EDT

To: List*

From: Jeremy Ben-Ami

Date: September 1, 1993

Re: Scheduling Speaking Engagements

Over the coming months as we develop a welfare reform plan, many national organizations will be holding conferences and important meetings at which we will want to be represented. Appearing at these events allows us to present our views directly to some of the most interested and important audiences to whom we need to be speaking.

We have been in contact with over 100 organizations interested or active in welfare reform and identified a list of upcoming events (attachment 1). This list was reviewed with the Welfare Reform Communications Group and recommendations were made on who could best represent the administration at a particular event. We will continue to do this for future events to which we are invited or which we identify.

As we identify meetings and conferences which we recommend that you attend on behalf of the Working Group, you will be receiving a copy of the attached meeting request form (attachment 2). This will provide you with general information regarding date and location, as well as available background information on the conference and organization. We would appreciate your returning this form as soon as possible so all of the final arrangements can be made.

We understand that you already have many demands on your time, but these appearances are crucial to the public outreach efforts of the Working Group. If your schedule does not permit you to attend, we would appreciate your recommendation for a substitute. Thank you very much.

List*

Mary Jo Bane
David Ellwood
✓Bruce Reed
Walter Broadnax
Robert Carver
Ellen Haas

Wendell Primus
Ann Rosewater
Isabel Sawhill
Michael Stegman
Fernando Torres-Gil
Kathi Way
Issue Group Leaders

*Please note: Attachment 1 is for information only. We will be contacting you soon with more detailed information on the conferences you have already been recommended to attend!

Attachment 1

CONFERENCES**AUGUST**

Southern Christian Leadership Conference
August 24-28th - Washington DC
Contact: Dr. Joseph Lowery - (404) 522-1420
Note: Carol Rasco attended

SEPTEMBER

National Family Planning and Reproductive Health Association
September 9-12th - Washington DC
Contact: Shauna Walden - (202) 628-3535
Recommended to Attend: Not Sending a Representative

Congressional Black Caucus - Legislative Conference*
September 16 - Washington, DC
Contact: Carol Corp - (202) 225-3265
Recommended to Attend: Walter Broadnax

National Hispanic Bar Association
September 23-26th - San Francisco, CA
Contact: Carlos Ortiz - (201) 348-4900 x 226
Recommended to Attend: Not Sending a Representative

OCTOBER

National Head Start Association*
October 2-5th - Washington, DC
Contact: Linda Likins - (703) 739-0875
Recommended to Attend: Mary Jo Bane

American Association of Public Welfare Attorneys
October 2-6 - Chicago, IL
Contact: Sue Demers - (518) 474-9493

Children Now
October 4-5th - Los Angeles, CA
Contact: Amy Abraham - (510) 763-2444
Recommended to Attend: David Ellwood

AFL-CIO
October 4-7th - San Francisco
Contact: Georgia Dunfee - (202) 637-5229
Recommended to Attend: TBD

American Psychiatric Association
October 8-12th - Baltimore
Contact: Ask for anyone in Meetings and Management - (202) 628-6060
Recommended to Attend: Not Sending a Representative

National Panhellenic Council
October 14-17th - Lexington, KY
Contact: William Jefferson - (301) 630-4970
Recommended to Attend: Avis LaVelle

National Coalition for the Homeless*
October 15-18th - Washington, DC
Contact: Dawn Sydney OR Joan Alker - (202) 775-0223
Recommended to Attend: David Ellwood

National Black Children Development Institute
October 20-22nd - New York, NY
Contact: Erica Tollett - (202) 387-1281
Recommended to Attend: Mary Jo Bane

American Association of Children/ Resident Centers
October 20-23rd - Cambridge, MS
Contact: Claudia Waller - (202) 638-1604
Recommended to Attend: Not Sending a Representative

National Alliance of Business*
October 25-26th - Washington DC
Contact: Marilyn Werkheiser - (202) 289-2888
Recommended to Attend: Bruce Reed

National Caucus and Center on Black Aged
October 26-30th - Washington DC
Contact: Kayla Johnson - (202) 656-0006
Recommended to Attend: Not Sending a Representative

Center for Law and Education*
October 27-28th
Contact: Paul Weckstein - (202) 543-6300
Recommended to Attend: Mary Jo Bane

Family Service America*
October 28-31 - Milwaukee, WI
Contact: Eric Kurtz - (202) 347-1124
Recommended to Attend: Tom Corbett

Girl Scouts, USA
October - Minneapolis
Contact: Carman Votaw - (202) 659-3780
Recommended to Attend: Ann Rosewater

American Academy of Pediatrics
October 30-November 3rd - Washington DC
Contact: Susan Ziemnick - 1800-433-9016
Recommended to Attend: TBD, Mary Jo Bane

NOVEMBER

National Association of Social Workers
November 3-6 - Orlando, FL
Contact: Jo Waugh - (202) 408-8600
Recommended to Attend: Mary Jo Bane/David Ellwood

Church Women United
November 4-7 - Minneapolis
Contact: Pat Rumer - (202) 544-8747
Recommended to Attend: Wendell Primus

Food Research and Action Center (FRAC)
November 7-9th - Washington, DC
Contact: Ellen Vollinger - (202) 986-2200
Recommended to Attend: David Ellwood

National Association of Child Advocates*
November 12th - New Brunswick, NJ
Contact: Eve Brooks - (202) 828-6950
Recommended to Attend: Mary Jo Bane

National Low Income Housing Coalition
November 12-15th
Contact: Frances Williams - (202) 662-1530
Recommended to Attend: David Ellwood

National Child Support Advocacy Coalition
November 11-14th - New Brunswick, NJ
Contact: Bruce Clatterbuck - (202) 828-6950
Recommended to Attend: Paul Legler

National Association of Counties*
November 21-22 - San Francisco, CA
Contact: Tom Joseph - (202) 942-4230
Recommended to Attend: TBD

POSSIBLE SEMINARS TO SET UP OR ATTEND WITH NO DATES

Center for Law and Social Policy
Sponsoring forums around country
Contact: Karen Schuessler - (202) 328-5140
Recommended to Attend: TBD

Urban Institute
Brown Bag Lunch Seminars
Contact: Susan Brown - (202) 857-8702
Recommended to Attend: TBD

* Expressed interest in having someone from the Working Group OR have a particularly relevant topic.

Working Group on Welfare Reform, Family Support and Independence

MEETING REQUEST

Today's Date: _____

You have been recommended to represent the Working Group at the conference listed below. The Office of Public Outreach appreciates your participation, time and support. If you have any questions, please contact Toby Graff at 401-9258.

The Conference:

Organization:

Event:

Date(s):

Location:

Number of Attendees:

Expected Participation:

If your schedule does not permit you to attend, please recommend a substitute:

Comments: _____

Please return this form as soon as possible to Toby Graff at ACF, 370 L'Enfant Promenade, 7th Floor or fax: 205-9688. Thank you for your cooperation!

THE WHITE HOUSE
WASHINGTON

File:
WELFARE -
EVENTS

May 20, 1993

Gary J. Stangler, Director
Missouri Department of Social Services
P.O. Box 1527
Broadway State Office Building
Jefferson City, Mo 65102-1527

Dear Gary:

Thank you so much for your letter of May 13th. Because of the pressing nature of budget deliberations and the finalizing of health care reform decisions, I fear my calendar is more crowded than ever for the next several weeks. However, I have asked Bruce Reed and Kathi Way who are leading the Welfare Reform effort for the Domestic Policy Council to be in touch with you to hold the meeting you have requested.

Thank you so much for the informative packet of information and I know you will hear from Bruce or Kathi soon.

Sincerely,



Carol H. Rasco
Assistant to the President for
Domestic Policy

CHR:rk

bcc: Kathi Way
Bruce Reed.



MISSOURI
DEPARTMENT OF SOCIAL SERVICES
P.O. BOX 1527
BROADWAY STATE OFFICE BUILDING
JEFFERSON CITY, MO 65102-1527
314-751-4815, FAX: 314-751-3203
TDD: 1-800-735-2966, VOICE: 1-800-735-2466

MEL CARNAHAN
GOVERNOR

GARY J. STANGLER
DIRECTOR

May 13, 1993

Carol Rasco
Chief Domestic Policy Advisor
The White House
Washington, DC 20500

Dear Carol:

Recognizing the extreme demands on your time, I respectfully request that you visit with two individuals who are key to our welfare reform efforts in Missouri:

- Bob Rogers, President of the Kauffman Foundation
- Bert Berkley, Chairman of the Board of Tension Envelopes, Inc., and chair of our Local INvestment Commission (LINC), a local governance entity for human service programs.

The purpose of our visit is to apprise you of the community's direct ownership, direction and assistance in financing the welfare reform efforts recently announced by Governor Mel Carnahan and Mayor Emanuel Cleaver. You may recall, I sent you the media materials used in that announcement. We are seeking to retain waivers granted by HHS and to push for final resolution of our waiver request at USDA. These waivers allow us to use benefits as wage supplements as part of an economic development strategy to attract jobs to the inner city that otherwise were going offshore. Several manufacturing firms have expressed interest and are working with us on this effort.

In addition to our welfare reform efforts, Mr. Rogers and Mr. Berkley would like to provide you with the results of our focus group research on family and child welfare issues, which was conducted in ten cities across the United States and, I believe, are helpful as you push your strategies on family support and family preservation in the president's budget, and for other efforts on child welfare reform.

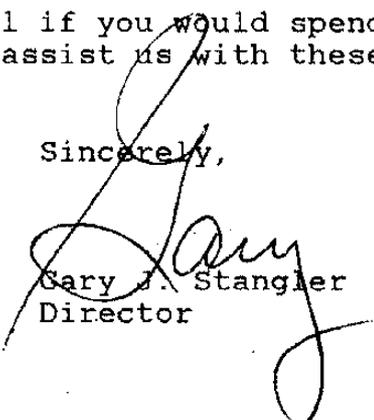


May 13, 1993

Page 2

I would be very grateful if you would spend a few minutes with us, and both learn and assist us with these efforts. Best personal wishes.

Sincerely,


Gary J. Stangler
Director

GJS:dl



**EXECUTIVE OFFICE
STATE OF MISSOURI**

MEL CARNAHAN
GOVERNOR

P.O. BOX 720
JEFFERSON CITY, MO 65102

For immediate release,
February 18, 1993

For information,
call Chris Sifford at
314-751-3222

**Governor Carnahan Announces Work Program That Focuses on
"Ending Welfare As We Know It"**

Governor Mel Carnahan announced today that Missouri has received federal approval for waivers designed to move people from "welfare rolls to payrolls." Joining Governor Carnahan, were the Kansas City initiators of the proposal, Mayor Emanuel Cleaver II and Bert Berkley, chair of the area's Local INvestment Commission (LINC).

Carnahan said this effort is a breakthrough initiative that links human services with economic development. He emphasized that it will change the way we look at welfare and will help put welfare recipients to work.

The initiative, called 21st Century Community, is the first of its kind in the nation to receive federal flexibility that will allow welfare grants to be used as wage supplements for up to 48 months. Qualified employers will use the cash grants to supplement wages and provide an adequate, workable wage that will not only help welfare recipients get off welfare but out of poverty.

"For too long we have tried to solve our social ills through antiquated welfare programs. We must change that outmoded way of thinking and bring in the vital piece that is missing - economic development," Carnahan said. "Without this link, we will never successfully get people on the payrolls and out of poverty, revitalize neighborhoods and attract business to our inner cities. This exciting waiver reform movement allows us to experiment in a number of areas that before were never open to us. And more importantly it offers promise for the future."

The ten-year demonstration project came about through a series of partnership strategies among local, state and federal governments, community organizations, neighborhood associations and the business sector. The strategies incorporate and strengthen already existing programs in the areas of comprehensive "learning readiness", job creation and progression, family and neighborhood support, wage supplementation, community-based enterprises, and child support enforcement.

Mayor Cleaver echoed Carnahan's enthusiasm for the 21st Century Community project by saying, "This is a bold, yet pragmatic approach to moving people from long-term dependency to stable, private sector employment. I'm proud to say this transition will take place through a process of revitalization of our inner city neighborhoods."

The project is a two phase effort, building on programs already in existence. The first phase, covering the areas mentioned above, will be put into place almost immediately. Future plans will include: tax incentives for employers, investors and non-supplemental employees, expansion of community-based business support and job training/employment preparation.

Bert Berkley chairman of the board of Tension Envelopes and chairman of LINC, explained that the local commission will take management responsibility for the project. LINC, a 23-member board appointed last fall by Department of Social Services director Gary Stangler, is designed to coordinate human services at the local level to better meet the needs of the area's residents.

"This initiative involves people from all areas of the community and it reshapes our whole approach to social and economic issues. I am extremely pleased that Governor Carnahan has joined Mayor Cleaver, LINC and all the signatories of our compact to help focus on changing our social and economic infrastructures in our inner cities," Berkley said.

Signatories of the 21st Century Compact are: Keith Brown, Project NeighborHOOD; Marcellus Hughes, Black Chamber of Commerce; Drue Jennings, Kansas City Chamber of Commerce; Jan Kreamer, Greater Kansas City Community Foundation; Estella Morales, Hispanic Chamber of Commerce; Bob Rogers, Kauffman Foundation; Ed Smith, Civic Council and Gary Stangler, Missouri Department of Social Services.

Agenda
21st Century Community
News Conference
10:00 AM, February 18, 1993
University of Missouri - Kansas City
52nd and Holmes
Education Building, Room 115

Chairman of Local Investment Commission (LINC) - Bert Berkley,
Welcoming remarks and introductions. Berkley recognizes UMKC Chancellor Dr.
Eleanor Schwartz

Berkley introduces Governor Carnahan - (the Governor will be on a tight
time frame to meet the President - he will be leaving before news
conference is over)

Missouri Governor Mel Carnahan - addresses how the 21st Century
Community project will help put people to work and change the welfare
system.

Kansas City Mayor Emanuel Cleaver II - addresses the Goals of the 21st
Century Communities initiative and implications for the community.

Bert Berkley - talks about how LINC will play a role and
introduces signatories to the 21st Century Community compact.

Signatories are:

Keith Brown, Project NeighborH.O.O.D.

A. Marie Young, Black Chamber of Commerce

Drue Jennings, Kansas City Chamber of Commerce

Janice Kremer, Greater K.C. Community Foundation

Estella Morales, Hispanic Chamber of Commerce

Steve Rolling, (representing Bob Rogers) Kauffman Foundation

Ed Bull, Civic Council

Gary J. Stangler, MO Department of Social Services

Berkley introduces businessmen, Mike Williams, Mitch Valencia, and
Scott Westlake - partners who are interested in being the first 21st
Century Community enterprise.

Questions from the media

Local INvestment Commission (LINC)

VISION/MISSION

The primary objective of LINC is to reform the human services system at the community level. LINC will connect with all human service initiatives in Kansas City to:

- establish service flexibility going beyond "business as usual";
- view families-in-need holistically;
- move from crisis-focused to primary and preventive services; and
- design services that encourage family independence, not system dependency.

AUTHORITY

LINC will serve as an agent of the state and will therefore incur no legal liabilities. The state human services director will enforce LINC's recommendations.

BUILDING ON EXISTING FOUNDATIONS

It is essential that LINC identify and learn from public and private agencies of the community with local collaborative experience. Emphasis will be on innovative programs and supporting those programs "that work."

GEOGRAPHIC DATA

LINC will initially focus its attention and conduct needs-assessments on the population in the Kansas City limits, south of the Missouri River. Although this area will define the target population, the intention is to improve the entire system of service rather than on segmenting participants and services. The

Commission will use existing data bases and will build upon them to establish a context for analysis and projection of trends..

ACCEPTANCE STRATEGY

It is necessary to achieve acceptance from a wide variety of state and community leaders. Their support and endorsements will be critical to LINC's achievement of systems reform. To meet this level of acceptance, committee members' commitment to the commission is vital.

OPERATING PRINCIPLES AND PLANS

The director of the Department of Social Services will appoint the LINC chair and vice-chairs. Once established, the Commission will appoint committee chairs, vice-chairs and then select members for the professional committees listed below.

Commission membership will be broad and inclusive and comprised solely of lay volunteers. Individuals receiving services will be represented, as well as business leaders, community and neighborhood activists, involved citizens and area professionals.

-Professional Committees

Committee members will provide technical expertise to the Commission. They will be selected for their talent, knowledge and expertise in their specific profession. LINC's eight professional committees are:

- aging
- welfare reform
- health care (Medicaid access)
- children and family services
- school-linked services
- housing
- business development
- security

Objectives, priorities and guiding principles will be set by Commission members for subcommittees' reaction and response. The guiding principles will give each subcommittee an overall direction and a common theme.

The professional committees will work with and address both Commission members and program participants alike, thus incorporating all levels into the system reform process.

-Professional Cabinet

A professional cabinet of advisors will help guide the Commission, providing them with technical assistance. The cabinet consists of recognized professionals from various disciplines.

COMMUNICATION PROCESS

A strategy for effective, ongoing communication with DSS staff, the community, the provider population, the Commission professional committees, and the media will be developed. Guiding principles will be set by LINC members with the professional committees setting their own individual goals for their specific areas. A two-way process will be developed to share information. The committees must also devise ways to gather information through a variety of means--i.e. hearings, interviews, focus groups, etc.

EDUCATIONAL PROCESS

Educating the Commission, program staff, the community, office holders, the media and other stake-holders will take place on a variety of levels. Some will require in-depth knowledge and training, while others may only need to be kept apprised of LINC's progress.

The educational process will not only serve to educate but motivate as well. Focus will be on the need to change the way we do business and how the community can play a larger role in shaping the future for Missouri families.

--Internal

All members of LINC and its subcommittees will receive issue specific training and briefings through activities such as site visits, focus groups, hearings, workshops, interviews and seminars.

--External

The Commission must keep in mind the need to communicate new ideas with local stake-holders and advise them of the Commission's progress. They will also report on successful programs and determine how to address programs that are outdated or not working.

FUNDING

One of LINC's goals will be to bring together public and private funding. Through the use of incentives and redirecting of funds, LINC will have impact on discretionary and entitlement programming, thus allowing greater flexibility and financial priority setting to be made at the community level.

The feasibility of expanding the use of available federal funding will also be explored by LINC. Private monies may be utilized to enhance programs and to match federal dollars.

SHORT-TERM FOCUS

The importance of building on short-term successes will help LINC move toward its goal of systems reform. Targets for short-term successes include:

- out-posting state personnel to sites beyond state offices;
- creating more flexible working hours;
- reviewing eligibility requirements; and
- reducing staff turnover and improving morale.

LONG-TERM FOCUS

LINC's focus for the long term will be:

- **develop broad-based outreach;**
- **create outcome-focused contracting;**
- **assess and expand managed or coordinated care health services;**
- **invest in a training commitment for staff and providers; and**
- **commit to consistent and ongoing communication, emphasizing successes along the way and building in community ownership.**

LOCAL INVESTMENT COMMISSION

Bert Berkley

Tension Envelope Corporation
819 East 19th Street
Kansas City, MO 64108
816/471-3800
816/283-1498 (fax)

John (Jack) C. Craft

Craft Fridkin Shaffer & Rhyne
4435 Main Street
Kansas City, MO 64111
816/531-1700
816-753-3222 (fax)

William (Bill) H. Dunn

J.E. Dunn Construction
929 Holmes
Kansas City, MO 64106
816/391-2517
816/391-2510 (fax)

SuEllen Fried

P6/(b)(6)

Donald Gardner

Group One Architects
4049 Pennsylvania
Kansas City, MO 64111
816/531-1486

Anita Gorman

P6/(b)(6)

Adele Hall

P6/(b)(6)

Judy Hunt

P6/(b)(6)

Herman Johnson

Herman Johnson Company
912 Baltimore
Kansas City, MO 64105
816/221-1771
816/221-1772 (fax)

Rosemary Smith Lowe

Santa Fe Neighborhood Assn.
3232 E. 29th Street
Kansas City, MO 64128
816/921-0277

Mark McAfee

Rite-Way Magic Supply
P. O. Box 304
Grandview, MO 64030
816/763-7723

Estella Morales

City of Kansas City, MO
Planning & Development Dept.
414 E. 12th St., 15th Floor
Kansas City, MO 64123
816/274-1841
816/274-1840 (fax)

John Palmer

EDP Enterprises
11827 W. 112th Street, #101
Overland Park, KS 66210
913/469-5603

Bob Rogers

E. M. Kauffman Foundation
4900 Oak
Kansas City, MO 64112-2776
816/932-1010
816/932-1100 (fax)

Paul Rojas

P6/(b)(6)

Landon Rowland

KC Southern Industries
114 West 11th Street
Kansas City, MO 64105
816/556-0393
816/556-0192 (fax)

Tom Savage

Rockhurst College
1100 Rockhurst Road
Kansas City, MO 64110
816/926-4000
816/926-4588 (fax)

David Stanley

Payless Cashways
P. O. Box 419466
Two Pershing Square
Kansas City, MO 64141-0466
816/471-5500
816/234-6077 (fax)

Lisa Thomas

P6/(b)(6)

Melrene Todd

P6/(b)(6)

Rachel Whipple

Kansas City Police Dept.
Street Narcotics Unit
1328 Agnes
Kansas City, MO 64127
816/482-8223
816/482-8179 (fax)

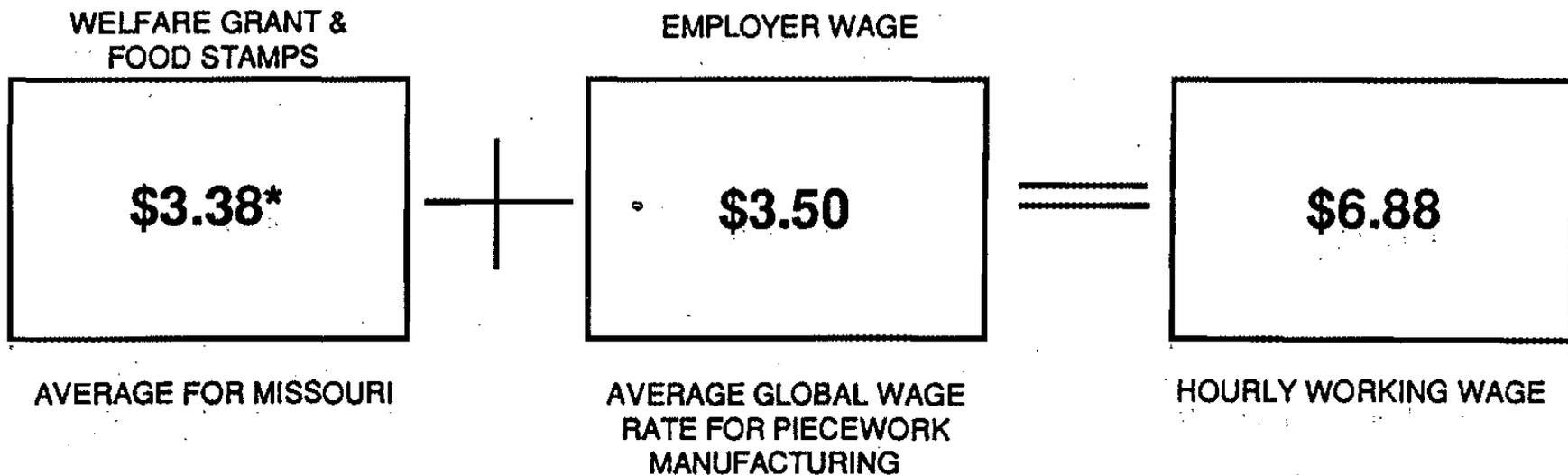
Barry Wilkinson

Heavy Construction Workers
Local Union #663
7820 Prospect
Kansas City, MO 64132
816/444-0062
816/822-9906 (fax)

Rose Woodley

P6/(b)(6)

EXAMPLE OF WAGE SUPPLEMENTATION



WAIVER ALLOWS PARTICIPANTS TO RECEIVE HEALTH CARE AND/OR CHILD CARE FOR UP TO FOUR YEARS

(*This example is based on a three-member family receiving maximum benefits)

21st Century Community

Kansas City, Missouri

February 18, 1993

Overview

The 21st Century Community initiative is a ten-year, comprehensive approach to the development of low-income urban communities. Kansas City, Missouri is the first community in the nation to receive approval as a pilot site. 21st Century Community will be pursued through a series of partnership strategies among government, the private sector and local community organizations. These strategies will incorporate successful approaches, such as Head Start, Futures, Futures Connection and child support enforcement, bringing them together with new initiatives in areas of job creation, wage supplementation, work skills and job skills, comprehensive "learning readiness," and family and neighborhood support.

Status

Kansas City's Local INvestment Commission (LINC) - a 23 member board designed to coordinate human services at the community level, will have responsibility for managing the 21st Century Community initiative. In partnership with the city government, civil leaders and the state of Missouri, LINC will prepare to implement the 21st Century Community initiative and will have management responsibility.

A strategic plan and a compact for the implementation of the 21st Century Community for Kansas City was signed by major community leaders. The signature page of the compact indicates the level of support for the initiative from the business community, foundations, and civic organizations (see attached sheet).

In order to implement the 21st Century Community initiative, an application for a federal waiver was submitted to the U.S. Department of Health and Human Services (HHS). The waiver request was to:

- allow the Aid to Families with Dependent Children (AFDC) grants to be used as wage supplementation for a period up to 48 months;
- allow wage supplementation participants to accumulate assets up to \$10,000 during the 48 month period for certain uses, such as college or to start a business;
- allow wage supplementation participants to remain eligible for non-wage benefits, such as Medicaid and child care services during the 48 month period; and
- ensure that children receive child support payments and get the maximum amount of support benefits available to them while allowing the parent to participate in wage supplemented employment.

This federal approval gives Kansas City the opportunity to move forward with transforming economically disadvantaged communities and moving them into socially healthy and self-sustaining environments.

Immediate Activities

- **Job Creation - Recruiting businesses to establish community-based enterprises creating "new" jobs that would have otherwise gone "off shore."**
- **Community-Based Enterprises - Starting and expanding entrepreneurial training and business management mentoring.**
- **Wage Supplementation - Identifying and assisting employers who will provide a "workable wage" for welfare recipients through a cash welfare grant and the wage the employer would pay overseas. For welfare recipients to be eligible they must:**

- be income-assisted residents who, at the time of employment, are receiving AFDC and food stamps;
- volunteer for training that provides work skills as well as job skills; and
- be a parent who is required to make child support payments to a child in an income-assisted household;

(Wages paid to eligible community residents will be provided up to 48 months, during this period they will continue to receive health care and/or child care).

- **Job Progression - Tying wage supplemented employment to guarantees of non-subsidized jobs that take people off welfare and out of poverty.**
- **Job Development - Focusing on job entry education and work skills training in preparation for jobs. These activities will be coordinated with existing Job Training Partnership Act programs, FUTURES, GED programs, etc.**
- **Learning Readiness and Education - Establishing a comprehensive learning readiness strategy that will ensure that every child within the community arrives at school with their fullest potential for learning. The strategy will focus on identified, preventable causes of diminished learning capacity, such as low birth weight, prenatal exposure to drugs or alcohol, lack of preventive health screenings and immunizations, inadequate nutrition, etc.**

Immediate Activities Continued

- **Learning Readiness and Education. . . .**
 - **ensuring that comprehensive case management will secure the provision of needed health and human services to each child and to families with multiple needs; and**
 - **determining that Head Start programs, Parents As Teachers and local schools will form an integrated network to provide a comprehensive package of parenting and early childhood development services for school-age and preschool-age children.**
- **Comprehensive Family & Neighborhood Supports - Working with neighborhood-based family support networks to integrate service planning, coordinate service delivery and financing, ensure service continuity, provide both immediate and direct access from any point of entry, and ensure overall system accountability for meeting individual and family needs.**

Future Activities

- **creating "community banks" for personal and business credit to support community-based enterprises;**
- **expanding networks of early childhood education and child care; and**
- **tax incentives.**

Management

The initiative is a collaboration of parties to the compact. These parties include:

- **Kansas City Mayor's Office**
- **Local INvestment Commission**
- **local Civic Council**
- **Black Chamber of Commerce**
- **Kansas City Chamber of Commerce**
- **Hispanic Chamber of Commerce**
- **Kansas City Greater Community Foundation**
- **Kauffman Foundation**
- **Missouri Department of Social Services**

Management Continued

The overall management of the 21st Century Community will be achieved by the leadership of LINC, and supported by the local community organizations. LINC will act as the focal point for the effort. LINC, through its committees and professional cabinet will provide the staffing for various components of the initiative.

Evaluation

The initiative will be evaluated by an independent third party who will assess impacts on community residents, businesses, and the community infrastructure and conduct a cost-benefit analysis from the perspectives of the participant, the community, the government, and the taxpayer. The evaluation will be longitudinal (i.e. to assess changes affecting both individual community residents and the community itself over time).

Federal and State Costs

Overall, implementation of the 21st Century Community will result in both a net decrease in federal and state outlays and a net increase in revenues over the course of the ten-year project period. The ten-year period will allow flexibility for initial outlays that will create future savings.

Next Steps

Many tasks remain to support this initiative. These fall into two categories, state tasks and community tasks.

State tasks include:

- apply for a waiver for Food Stamp income to be used to support wage supplementation;
- work with HUD to establish rent ceilings within the target area; and
- request discretionary federal and philanthropic funding to fill gaps identified by the limitations of programmatic funding.

Community tasks include:

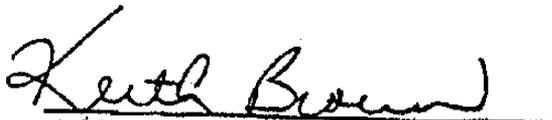
- establish work groups under LINC to conduct the strategic planning;
- establish private wage supplemented employment opportunities;
- establish job progression opportunities for employees participating in wage supplementation;

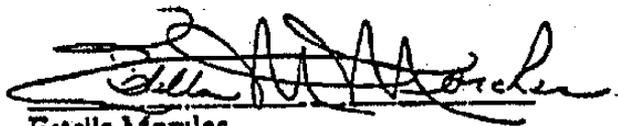
- **coordinate community job placement and training efforts with the local Full Employment Council;**
- **establish early education and daycare resources within the target community;**
- **establish a systematic approach to supporting entrepreneurial endeavors within the target community;**
- **link the education initiative with AMERICA 2000 schools, and**
- **establish community collaboration to work with the local and state agencies to develop family support centers.**

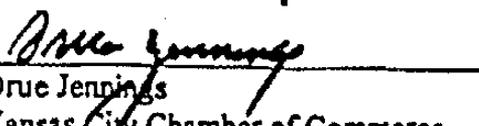
We, the undersigned, support the 21st Century Communities compact for the Kansas City, Missouri community. We support the concept of the plans as stated in the compact document.

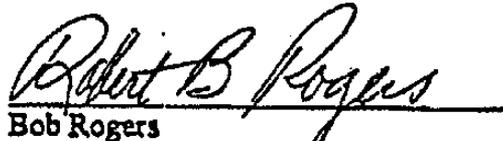

Bert Berkley, Chairperson
LINC

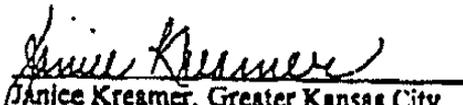

Emanuel Cleaver II, Mayor
Kansas City, Missouri

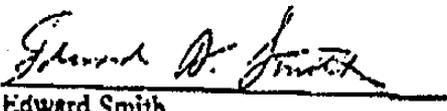

Keith Brown
Project NeighborH.O.O.D.


Estella Morales
Hispanic Chamber of Commerce

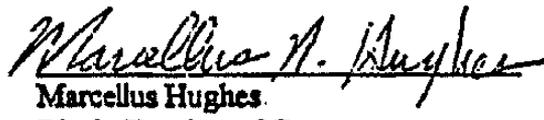

Drue Jennings
Kansas City Chamber of Commerce


Bob Rogers
Kauffman Foundation


Janice Kreamer, Greater Kansas City
Community Foundation


Edward Smith
Civic Council


Director
Missouri Department of Social Services


Marcellus Hughes
Black Chamber of Commerce

File
Welfare - Events

5/10/93

Proposed Welfare Reform Site Visits

Site	Contact	Site Description
Washington DC, Weed and Seed -- Langston/Carver Terrace Sections of DC (Public and Private Housing)	Steve Rickman 727-3151	<p>On-site holistic services: "Safe Havens" (after school services); Health Care Center; Boys and Girls Club; transitional housing; Mayor's Economic Empowerment Center (decentralized government offices); 2 after-school centers; "Refuge of Hope" (volunteer outreach, counseling, food, clothing); Senior Citizens Nutrition Center (food, yoga, socializing); Girl Scout's Teen Pregnancy counseling; WIC.</p> <p>Planned on-site services: Head Start; entrepreneurship programs; Lutheran Church case management services for homeless and others; computerized learning center.</p>
Family Partnership of Frederick County (MD)	Marguerite Radtke (301) 846-2206	<p>On-site: Family Literacy (GED, ABE, reading with your children); Parent Education; Employability (career planning, training opportunities, job counseling); health education; family life skills; case management to various other services.</p> <p>Many of these services are in collaboration with JTPA/JOBS, Adult Ed, the Parent/Child Program, IBM.</p>

Site	Contact	Site Description
<p>Worker-Owned Publishing Cooperative Association (WOPCA)</p>	<p>Ann Marie Ross Chairperson Adult Computer Training Schools (ACTS) 4219 Aspen Dr. Alexandria, VA</p>	<p>Funding for the Worker-Owned Publishing Cooperative Association (WOPCA) is expected momentarily. This project will provide Desktop publishing training to those individuals who choose to continue their development from students to worker-owners. The WOPCA is offered in association with and supported by two community based organizations that have worked closely together in establishing and operating an Adult Computer Training School (ACTS) for over four years.</p> <p>ACTS develops free training materials and provides volunteer instructors for the WOPCA. The Human Development Committee at St. Louis Catholic Church furnishes the equipment used by ACTS through grants and donations. ACTS served 207 students in its three-years. Virtually all students were beneath the poverty level.</p> <p>The other sponsor, United Community Ministries (UCM), a non-profit organization provides the testing and screening of computer training students and job placement of program graduates. UCM also has a program called "The New You" in which low-income and minority persons are paired with successful business persons who act as mentors for an extended period of time.</p> <p>As the program develops, in addition to the hand-on technical skills acquired through the ACTS and The New You programs there will be further training in business management and in servicing the specific needs of customers in a credible and timely manner-- as well as in the fields of accounting,</p>

Site	Contact	Site Description
<p>Montgomery County Child Care and the Workplace Program</p>	<p>Rosalind B. Smith Chief, Child Care Division Montgomery County Department of Family Resources</p>	<p>This program serves low-income workers. Chief among its accomplishments are: 1) A very high percentage of participant families leave the program for self-sufficiency; 2) Most families gain child support; 3) I&R services are contracted out; 4) Families are required to participate in family counseling; 5) Child care subsidies are available; and 6) The program has achieved an outstanding record of establishing child care programs in the workplace.</p>
<p>Fairfax County DSS, Route 1 Site</p>	<p>Gary Gortenburg Fairfax DSS (703) 324-7752</p>	<p>Comprehensive services: JOBS; AFDC and FS eligibility; JTPA; FS E&T; informal link with CSE (was site of NAB coordination training); ABE training; office skills training; Mental Health services; Refugee Cash Assistance and Employment Programs; Emergency Fuel/Cooling Programs</p>
<p>Prince George's County/Project Independence Program Kellogg Stress Institute</p>	<p>Virginia Kellogg Kellogg Stress Institute (KSI) (301) 577-3775 Site: 311-68 Place Seat Pleasant, MD Mon-Fri 10:30 a.m.- 12:30 p.m. Classroom #1</p>	<p>KSI offers, as contract services, stress support group training as part of the Prince George's County, MD JOBS program Project Independence. KSI conducts a series of courts: 1) Stress support groups for AFDC recipients/Welfare to Work, 2) Job Readiness for AFDC recipients, and 3) Case Management through Client Support Groups. Participants described the stress support group as "the pulse of the Project Independence program -- it keeps us going."</p>

Site	Contact	Site Description
Southern Maryland Tri-County CAC Hughesville, Md. 20637	Mr. Dana M. Jones Executive Director (301) 870-3770 FAX: (301) 274-0637	<p>This Community Action Agency covers three counties - Charles, Calvert, and St. Mary's. Serves approximately 15,000 individuals each year.</p> <p>CAA runs the following programs:</p> <ul style="list-style-type: none"> - Outreach - LIHEAP - Head Start - Senior Companion (volunteer program) - Emergency Services (shelters and food [mobilize a lot of private resources for use in this program]) - Weatherization - Large housing component: Sweat equity housing [own a couple of subdivisions for low-income; rehab; new construction; own and operate a construction company which includes training low-income] - Home Buyers Club - [personal responsibility program - working with 125 heads of households - helping them with financial planning; savings for home ownership; fixing bad debt credit, etc.] - Have spun off a number of successful programs including Federal Credit Union, catering business, three non-profit housing groups.

Site	Contact	Site Description
Eastern West Virginia Community Action Agency 401 Maple Avenue Moorefield, West Virginia 26836	Mr. Kenneth L. Pack Executive Director (304) 538-7711 FAX: (304) 538-7478	This Community Action Agency covers a six county area. Serves approximately 5,000 individuals each year. CAA runs the following programs: <ul style="list-style-type: none"> - Outreach - Community organizing - Weatherization - TEFAP - Work with ministerial associations on crisis programs - Housing - have own crews building houses; do major rehabs - Have a VISTA volunteer project - [one of the VISTAs is counselling women on getting child support - encountering lots of problems re receipt of child support payments and welfare]

Site	Contact	Site Description
<p>Monticello Area CAA 215 East High Street, Suite 7 Charlottesville, Va. 22901</p>	<p>Mr. Kenneth Ackerman Executive Director (804) 295-3171 FAX: (804) 977-4847</p>	<p>This Community Action Agency covers the city of Charlottesville and four counties. Serves approximately 1,500 individuals each year.</p> <p>CAA runs the following programs:</p> <p>Education and Training:</p> <ul style="list-style-type: none"> -Head Start (9 centers and home based) -Parents in Education -Project Discovery - helping students in families where no one has been to college - [address relevance of education, self-esteem, teen pregnancy, etc. - working with several hundred students starting in 6th grade] -Job training - JTPA funds - [working with out of school youth and adults - includes Youth Conservation Program] <p>Family and Community Support Services</p> <ul style="list-style-type: none"> -Outreach - working one on one with families -Housing - counselling; emergency assistance [have a number of apartments which they make available to homeless (not shelters - clients must agree to participate in certain programs - these individuals are then moved into partially subsidized/transitional housing)]. -Child Health Partnership - [a Virginia Regional Health Department initiative - work with families who traditionally use hospital emergency rooms - arrange for a primary care provider to serve as the family's general practitioner and have home visitors who provide intensive case management - this assists in early prevention.

Site	Contact	Site Description
Fauquier Community Action Committee 73 Lee St. P.O. Box 22 Warrenton, Va. 22186	Mr. Herbert Guerrant Executive Director (703) 347-7000 FAX: (703) 347-4732	This program serves approximately 2,300 individuals each year. Clients: 65% African-American; 35% Caucasian CAA runs the following programs: <ul style="list-style-type: none"> - Outreach - Housing - new construction; rehab; Section 8 rental assistance; HUD's HOME program; Indoor Plumbing Program - Head Start - Homeless Shelter - LIHEAP - Emergency Food and Services

Site	Contact	Site Description
<p>Alexandria Department of Social Services 2525 Mt. Vernon Avenue Alexandria, Virginia 22301 Ms. Suzanne T. Chris, Director (703) 838-0700</p> <p>Richmond City Department of Social Services Marshall Plaza Building 900 E. Marshall Street Richmond, Virginia 23219-2383 Mr. Michael A. Evans, Director (804) 780-7430</p> <p>Chesapeake Bureau of Social Services 100 Outlaw Street P. O. Box 15098 Chesapeake, Virginia 23228- 0098 Mr. Walter D. Clark, Director (804) 543-9211</p>	<p>I. Guy Lusk, Director Division of Benefit Programs (804) 692-1701</p>	<p>Local Departments of Social Services in Virginia administer both income maintenance and social services programs. The programs in Virginia are state supervised and locally administered. Agencies utilize a combination of federal, state, and local funds. Income maintenance programs provided by these agencies include AFDC, AFDC-UP, Food Stamps, and Medicaid. Social Service programs include Child Care (Title IV-A, CCDBG, and Title XX), JOBS, Adoption Assistance, Foster Care, Adult Services, and Child Protective Services.</p>

Site	Contact	Site Description
<p>Certification Center 645 H Street, NE Washington, D.C.</p>	<p>Mr. James Butts, Director Income Maintenance Administration (202) 724-5506</p>	<p>Income maintenance programs in the District of Columbia are state administered through a network of certification centers located around the city. They utilize a combination of federal and DC funds. Programs available through the Certification Centers include AFDC, AFDC-UP, Food Stamps, Emergency Assistance, and Burial Assistance. Food Stamp ID cards are also processed at the certification centers.</p>
<p>Wicomico County 201 East Baptist Street Salisbury, Maryland 21802</p> <p>Anne Arundel County 80 West Street Annapolis, Maryland 21404</p> <p>Prince George County 6111 Ager Road Hyattsville, Maryland</p> <p>Baltimore City 1510 Guilford Avenue Baltimore, Maryland 21202</p>	<p>Cathy Cook, Director Office of Program Administration (410) 333-0718</p>	<p>Income maintenance programs in the State of Maryland are state supervised and locally administered. Programs administered by the county offices include AFDC, AFDC-UP, Food Stamps, and Medicaid.</p>

Site	Contact	Site Description
<p>Philadelphia County Assistance Office Boulevard District 4109 Frankford Avenue Philadelphia, Pennsylvania 19124 Bill Stroup, Deputy Director (215) 560-2150</p>	<p>Ms. Yvette S. Jackson, Deputy Secretary Office of Income Maintenance (717) 783-3063</p>	<p>Income maintenance programs in the Commonwealth of Pennsylvania are state administered through a system of county offices. Agencies utilize a combination of federal and state funds. Programs administered through the county offices include AFDC, AFDC-UP, State funded General Assistance, Food Stamps, Medicaid, JOBS, and Title IV-A Child Care (except At-risk).</p>
<p>NORTHEAST SERVICE CENTER 1624 Jessup Street Wilmington, Delaware 19802 Ms. Nancy Pearsall, Director (302) 577-3101</p>	<p>Elaine Archangelo (302) 577-4429</p>	<p>Income maintenance programs in the State of Delaware are state administered through a system of service centers. Service center programs utilize federal, state, and local funds. Twelve of these centers are integrated human service or "one stop shopping" centers which house a variety of public and private human service agencies and administers programs such as AFDC, AFDC-UP, Food Stamps, General Assistance, Emergency Assistance, Employment and Training, Child Day Care, Child Support Enforcement, and Public Health.</p>