

September 14, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (219-8271) and Tom Corbett (690-6805)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Paper summarizing the relationship between welfare, work, and the (economic) well-being of families with children. A draft of this will be ready by the next Steering Committee meeting.
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option. An option paper for increasing use of the EITC and for increasing use of the advanced payment option. This was used in discussion with Treasury officials. A separate Treasury option paper is being reviewed internally (by Treasury officials) and should be available for HHS review any moment now.
- (3) Options paper on strategies for enhancing income of the working poor. A draft of this paper has been completed and reviewed internally in late August.
- (4) Options for providing supportive services and opportunities to assist low-income workers to remain in the labor force. Some work has been done on this topic within the Make Work Pay issue group.
- (5) We have started a series of what we call REAL WORLD seminars where officials grappling with relevant problems are brought in to discuss their experiences in detail with appropriate staff. The New Hope/Canadian Self Sufficiency seminar was held in late August. A second seminar (which will touch on some Work Support Agency issues) will be held this week.

Status (as of September 13, 1993):

Within three weeks we should have four products: (1) A general piece on the interaction between welfare, work, and (economic) well-being which can serve as general introduction to the working paper series; (2) a more specific paper on the work and welfare dynamic; (3) an exhaustive menu of options; and (4) a more limited set of likely policy and program options. These products are being written so that they can stand as an integrated set or as separate documents. One dilemma with the Make Work Pay agenda

is that a great deal of this work requires the cooperation of other institutional actors (e.g., Treasury); or requires action on policies that go beyond welfare reform (e.g., minimum wage); or requires a level of ongoing cooperation across issue groups that has been difficult to achieve (Work Support Agency issues).

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of September 13, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
complete	Draft of in-depth background paper on child care issues and revised cost estimates.
complete	List of discussion topics/issues which must be addressed to complete child care proposal (discussed with steering committee (7/27) with no decisions made)
complete	Internal-use-only drafts of child care proposals for team review
September 17	Analysis of current child care program reports (from States). This will allow us to project possible expenditures based on current child care usage patterns under title IV-A child care programs.

- September 24 Draft analysis of and possible proposal regarding training AFDC recipients to be child care providers. Held conference call with experts in the field (9/9) to seek input.
- September 28 Draft proposal for child care in welfare reform for MJB/Steering Committee review.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)
Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance.

Status (as of September 13, 1993):

Twenty-two papers on child support enforcement have been completed to date.

A tentative internal proposal for the paternity establishment piece of child support enforcement has been completed.

A systems group consisting of systems experts from OMB, ACF, OCSE, Information Systems Management, Information Resources Management, and SSA has been formed to study how we might better use information technology in child support enforcement and welfare. A report is forthcoming.

A meeting is being set up with non-custodial parents groups. This will be coupled with internal meetings over two days (tentatively September 22-23) for discussion of child support/visitation issues. Bob Williams of Policy Studies, Inc. will be participating.

Future Work Products and Next Steps (as of September 13, 1993)

Due Date	Product
asap	Funding and incentives paper due, child support assurance paper due.
October 1	Draft tentative internal proposal for remainder of child support enforcement. (This has been started, but many technical issues need further work.)

- October 1 Complete evaluation of automated systems capability and use of information technology under proposed reform.
- October 1 Reporting and auditing report due. IRS paper, staffing paper, and training paper due.
- October 1 Revise and refine child support issue paper.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)
Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of August 16, 1993)

Due Date	Product
August 16	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages) Final draft
August 16	Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents. Final draft

Paper on estimated number and characteristics of noncustodial parents likely to need employment services to meet child support obligations. Reviews historical evidence on effectiveness of such programs especially for men and policy options given this historical background.

August 16

Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

August 30

Final Draft

Paper on non-custodial ability to pay child support under current guidelines and hypothetical percent of income guidelines, with and without poverty protection and child support recipients by payment type (IV-D system or direct payment by noncustodial parent) and receipt of AFDC.

August 23

First Draft

September 1

Final Draft

5. Post Transitional Work

Group Leaders: Cantá Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale public employment program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o how many work experience jobs can be created, what are their characteristics
- o what options are available if work positions are not available

- o the administrative structure and cost of running such a program
- o options for compensation of workers
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Work Products and Next Steps (as of September 13, 1993)

Due Date	Product
Draft completed	Background paper on public service employment (DOL Paper, "Work and Welfare")
Draft completed	Issues confronting the group
Draft completed	Paper on cost estimates
Draft completed	Description of option
Draft completed	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
End of September	Paper on occupations where biggest future job growth is expected.
Fall	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding).

Other Activities:

Issue group members are meeting next week with Susan Straud of the White House's Office of National Service and Peter Edelman, to talk about that program. (Advocacy group representatives had advised us to look at that program as a model creating non-displacing community-based work slots.)

Paul Offner has recommended that we hold meetings with mayors and union officials in selected cities to discuss their capacity to create public and private sector jobs. We should discuss follow up.

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of September 13, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
July 12, 1993	Draft papers: 1) describing a labor force attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training. (Drafts completed, discussed with Mary Jo; decision made to re-commission background paper.)
Rest of July-- late August	Development of ideas: 1) for an education and training model which provides more investment in human capital development (and depends heavily on suggestions from DOL staff); and 2) for alternative approaches for teen parents. (First drafts discussed in group meeting on August 3; questions raised; further refinements suggested.)

Compilation of information from different departments and programs on component costs, "disability" rates and potential disability services.

Initial meetings with advocacy groups on transitional issues.

September 30

Revised background paper on what we know about education, training, and employment programs (Demetra lead)

Paper summarizing the basic principles and features of the Transitional Support Proposal

Papers Covering the Major Decisions/Options in Designing Transitional Support System

- A. Education and training prototypes
- B. Early intervention strategies
- C. Provisions for disability cases
- D. Provisions for teen parents and dependent children
- E. Sanctions

Completion of preliminary estimates and documentation of data inputs for modeling efforts

October 15

Additional Papers Covering the Major Decisions/Options in Designing Transitional Support System

- A. Scope and nature of participation/services
- B. Definition of the time limit
- C. Exemption and extension policies; special rules for special groups

October

Development of papers covering:

- A. Provisions for AFDC-UP cases
- B. Tribal programs/policies
- C. An alternative cash limit system
- D. Moving to an outcome-based system

Further refinement of transitional support models and time-limit rules to deal with special circumstances

Work on a substance abuse paper is stayed pending completion of ASPE paper.

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28, 1993	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16, 1993	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status: (as of September 13, 1993)

On September 8, the prevention issue group heard from NEC staff about plans for federal implementation of Empowerment Zone legislation. It appears that Empowerment Zones may represent the best chance for demonstration of the kind of neighborhood/comprehensive services prevention approaches favored by some group members.

A recommendations paper is being drafted to begin to focus the group's attention on reaching closure.

Public affairs staff will try to arrange a presentation by research and interest groups to the issue group on September 22.

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of September 13, 1993)

Due Date	Product
Completed	Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members
Completed Award	MPR -- contract to perform data analysis to support welfare reform
Completed Award	MPR -- contract to develop a micro simulation model of welfare dynamics
August 30	FSA baseline for child support simulations - draft memo completed and under review by OCSE and ASPE staff
Ongoing	MDRC -- providing welfare dynamic, program participation and deferral information in tabular form from SWIM and GAIN. ASPE staff are in the process of preparing a graphical presentation and analysis of the data received to date: completion of ASPE analysis due September 27
Ongoing	TRIM2 child support modules -- activities include: 1) imputing noncustodial parents income and characteristics in CPS using information derived from the 1990 SIPP and Oellerich/Garfinkel income imputation methodology, and 2) expanding TRIM's capabilities to simulate normative standards -- Urban Institute memo under review: completion date to be determined. TRIM2 labor supply module: concept paper completed and under review -- projected completion of module 3 to 6 months depending upon option.
Ongoing	Development of spreadsheet cost estimation models for welfare reform.
Ongoing	Development of a dynamic model of welfare.
September 20	Synthesis of what we have learned from Washington State's FIP - draft completed and under review.

September 27 Urban Institute -- briefing on findings from
Washington State's FIP

September 27 Complete first draft of working paper:
synthesis paper on what is known about the
dynamics of welfare dependency

November 1 MPR Model of Short Term Welfare Dynamics --
MPR design team will provide a briefing to
ASPE and ACF staff on the initial model
structure on Friday, September 17

August 31, 1993

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Group leader: Isaac Shapiro (219-8271) and Tom Corbett
(401-3951)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option
- (3) Options paper on strategies for enhancing income of the working poor
- (4) Options for providing supportive services and opportunities to assist low-income workers to remain in the labor force.

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway. A background paper on the Neighborhood Support Center or NEC (formerly the Work Support Agency) has been discussed by the Issue Group. A follow-up option paper has been prepared to facilitate further discussion and decision making. Issue Group work on the NEC is being expanded to include individuals from the Transitional and Post-Transitional Issue Groups so that maximum coordination can be ensured.

2. Child Care

Group Leader: Mark Ragan (401-9200)
Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)
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This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will also include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

A systems group consisting of systems experts from OMB, ACF, OCSE, Information Systems Management, Information Resources Management, and SSA has been formed to study how we might better use information technology in child support enforcement and welfare. They will be meeting regularly over the next six weeks.

Status:

Twenty-two papers on child support enforcement have been completed to date.

A tentative internal proposal for the paternity establishment piece of child support enforcement has been completed.

Future Work Products and Next Steps (as of August 30, 1993)

Due Date	Product
asap	Funding and incentives paper due, child support assurance paper due.
September 1 - 30	Draft tentative internal proposal for remainder of child support enforcement. (This has been started, but may technical issues need further work.)
September 15	Reporting and auditing report due. IRS paper, staffing paper, and training paper due.
September 15	Complete evaluation of automated systems capability and use of information technology under proposed reform.
September 1 - 30	Revise and refine child support issue paper.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)

Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of August 16, 1993)

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August 30	Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values. Final Draft

Paper on non-custodial ability to pay child support under current guidelines and hypothetical percent of income guidelines, with and without poverty protection and child support recipients by payment type (IV-D system or direct payment by noncustodial parent) and receipt of AFDC.

August 23
September 1

First Draft
Final Draft

5. Post Transitional Work

Group Leaders: Cantu Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o how many work experience jobs can be created, what are their characteristics.
- o what options are available if work positions are not available
- o the administrative structure and cost of running such a program
- o options for compensation of workers
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Work Products and Next Steps (as of July 20, 1993)

Due Date	Product
Draft completed	Background paper on public service employment
Draft completed	Issues confronting the group
July 23	Paper on cost estimates
July 27	Description of option
End of July	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)

Summer

Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

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The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of August 6, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
Under review as of July 12	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.

Rest of July--
late August

Development of ideas: 1) for an education and training model which provides more investment in human capital development (and depends heavily on suggestions from DOL staff); and 2) for alternative approaches for teen parents. First drafts discussed in group meeting on August 3; questions raised; further refinements suggested.

Compilation of information from different departments and programs on component costs, "disability" rates and potential disability services.

Initial meetings with advocacy groups on transitional issues.

August

Review of welfare dynamics info, coordination with modeling group re data needs, and development of options for time-limit rules.

Development of outline for cash-limit model (as an alternative to a time-limit).

Development of paper by DoEd presenting research information and potential strategies for addressing the educational needs of (primarily adult) recipients.

Redraft of background paper on what we know about education and training programs.

In coordination with other groups, development of information on potential effects of transitional program on child welfare system.

(NOTE: The group is deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

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Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status: (as of August 6, 1993)

Policy option papers are being prepared in the following general areas: 1) a neighborhood strategy to bring a comprehensive range of resources to bear on local areas with high concentrations of at-risk youth (perhaps coordinated with empowerment zones, and including family planning initiatives and expanded employment opportunities); 2) AFDC eligibility limitations for minor mothers; 3) paternity establishment policies with prevention potential; 4) a pre-adolescent strategy of comprehensive services aimed at children in junior high school.

On August 4, the group heard summaries from Paul Legler and Ron Mincy about where their Issue Groups were going and the extent to which a prevention perspective was being incorporated into recommendations.

On August 13, the group will hear from Dr. Laurie Zabin and Dr. Kristen Moore. Laurie Zabin was involved in the evaluation of the original Baltimore school-linked family planning clinics.

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of July 12, 1993)

Due Date	Product
Completed	Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members

In process MPR -- contract to perform data analysis to support welfare reform -- currently at HHS Contracts office

Ongoing MDRC -- providing welfare dynamic information in tabular form from SWIM and GAIN

Week of July 19th Spreadsheet cost estimation model briefing/ meeting -- by Reuben Snipper, ASPE

July 21 (internal) Synthesis of what we have learned from Washington State's FIP

July 23 (tentative) Urban Institute -- briefing on findings from Washington State's FIP

July 23 (internal) Draft synthesis paper on what is known about the dynamics of welfare dependency

July 28 MPR -- contract to develop a micro simulation model of welfare dynamics -- currently preparing the ADP clearance papers -- due to Contracts office

July 30 FSA baseline for child support simulations

August 17, 1993

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August 30	Draft tentative internal proposal for remainder of child support enforcement.
August 30	Reporting and auditing report due. IRS paper due.
August 30	Complete evaluation of automated systems capability and use of information technology under proposed reform.
September 1 - 30	Revise and refine proposal.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)

Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of August 16, 1993)

Due Date	Product
	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial

August 16

parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
Final draft

August 16

Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.
Final draft

August 16

Paper on estimated number and characteristics of noncustodial parents likely to need employment services to meet child support obligations. Reviews historical evidence on effectiveness of such programs especially for men and policy options given this historical background.
Final draft

August 30

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.
Final Draft

August 23
September 1

Paper on non-custodial ability to pay child support under current guidelines and hypothetical percent of income guidelines, with and without poverty protection and child support recipients by payment type (IV-D system or direct payment by noncustodial parent) and receipt of AFDC.
First Draft
Final Draft

5. Post Transitional Work

Group Leaders: Canta Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o how many work experience jobs can be created, what are their characteristics.
- o what options are available if work positions are not available
- o the administrative structure and cost of running such a program
- o options for compensation of workers
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Work Products and Next Steps (as of July 20, 1993)

Due Date	Product
Draft completed	Background paper on public service employment
Draft completed	Issues confronting the group
July 23	Paper on cost estimates
July 27	Description of option
End of July	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of August 6, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
Under review as of July 12	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.
Rest of July-- late August	Development of ideas: 1) for an education and training model which provides more investment in human capital development (and depends heavily on suggestions from DOL staff); and 2) for alternative approaches for teen parents. First drafts discussed in group meeting on August 3; questions raised; further refinements suggested.

Compilation of information from different departments and programs on component costs, "disability" rates and potential disability services.

Initial meetings with advocacy groups on transitional issues.

August

Review of welfare dynamics info, coordination with modeling group re data needs, and development of options for time-limit rules.

Development of outline for cash-limit model (as an alternative to a time-limit).

Development of paper by DoEd presenting research information and potential strategies for addressing the educational needs of (primarily adult) recipients.

Redraft of background paper on what we know about education and training programs.

In coordination with other groups, development of information on potential effects of transitional program on child welfare system.

(NOTE: The group is deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status: (as of August 6)

Policy option papers are being prepared in the following general areas: 1) a neighborhood strategy to bring a comprehensive range of resources to bear on local areas with high concentrations of at-risk youth (perhaps coordinated with empowerment zones, and including family planning initiatives and expanded employment opportunities); 2) AFDC eligibility limitations for minor mothers; 3) paternity establishment policies with prevention potential; 4) a pre-adolescent strategy of comprehensive services aimed at children in junior high school.

On August 4, the group heard summaries from Paul Legler and Ron Mincy about where their Issue Groups were going and the extent to which a prevention perspective was being incorporated into recommendations.

On August 13, the group will hear from Dr. Laurie Zabin and Dr. Kristen Moore. Laurie Zabin was involved in the evaluation of the original Baltimore school-linked family planning clinics.

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of July 12, 1993)

Due Date	Product
Completed	Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members
In process	MPR -- contract to perform data analysis to support welfare reform -- currently at HHS Contracts office

Ongoing MDRC -- providing welfare dynamic information in tabular form from SWIM and GAIN

Week of July 19th Spreadsheet cost estimation model briefing/ meeting -- by Reuben Snipper, ASPE

July 21 (internal) Synthesis of what we have learned from Washington State's FIP

July 23 (tentative) Urban Institute -- briefing on findings from Washington State's FIP

July 23 (internal) Draft synthesis paper on what is known about the dynamics of welfare dependency

July 28 MPR -- contract to develop a micro simulation model of welfare dynamics -- currently preparing the ADP clearance papers -- due to Contracts office

July 30 FSA baseline for child support simulations

August 9, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (219-8271) and Tom Corbett
(401-3951)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option
- (3) Options paper on strategies for enhancing income of the working poor
- (4) Options for providing supportive services and opportunities to assist low-income workers to remain in the labor force.

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway. A background paper on the Neighborhood Support Center or NEC (formerly the Work Support Agency) has been discussed by the Issue Group. A follow-up option paper has been prepared to facilitate further discussion and decision making. Issue Group work on the NEC is being expanded to include individuals from the Transitional and Post-Transitional Issue Groups so that maximum coordination can be ensured.

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will also include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

A systems group consisting of systems experts from OMB, ACF, OCSE, Information Systems Management, Information Resources Management, and SSA has been formed to study how we might better use information technology in child support enforcement and welfare. They will be meeting regularly over the next six weeks.

Status:

Twenty-two papers on child support enforcement have been completed to date.

A tentative internal proposal for the paternity establishment piece of child support enforcement has been completed.

Future Work Products and Next Steps (as of August 6, 1993)

Due Date	Product
asap	Funding and incentives paper due, child support assurance paper due. Draft issue paper.
August 30	Draft tentative internal proposal for remainder of child support enforcement.
August 30	Reporting and auditing report due. IRS paper due.
August 30	Complete evaluation of automated systems capability and use of information technology under proposed reform.
September 1 - 30	Revise and refine proposal.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)

Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial

July 15, 1993
August 1

parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
First draft
Final draft

July 15
August 1

Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.
First draft
Final draft

July 15
July 30
August 30

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.
First draft (5 pages)
Second draft (15 pages)
Final Draft

Not assigned

Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Canta Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o how many work experience jobs can be created, what are their characteristics.
- o what options are available if work positions are not available
- o the administrative structure and cost of running such a program
- o options for compensation of workers
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Work Products and Next Steps (as of July 20, 1993)

Due Date	Product
Draft completed	Background paper on public service employment
Draft completed	Issues confronting the group
July 23	Paper on cost estimates
July 27	Description of option
End of July	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of August 6, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
Under review as of July 12	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.
Rest of July-- late August	Development of ideas: 1) for an education and training model which provides more investment in human capital development (and depends heavily on suggestions from DOL staff); and 2) for alternative approaches for teen parents. First drafts discussed in group meeting on August 3; questions raised; further refinements suggested.

Compilation of information from different departments and programs on component costs, "disability" rates and potential disability services.

Initial meetings with advocacy groups on transitional issues.

August

Review of welfare dynamics info, coordination with modeling group re data needs, and development of options for time-limit rules.

Development of outline for cash-limit model (as an alternative to a time-limit).

Development of paper by DoEd presenting research information and potential strategies for addressing the educational needs of (primarily adult) recipients.

Redraft of background paper on what we know about education and training programs.

In coordination with other groups, development of information on potential effects of transitional program on child welfare system.

(NOTE: The group is deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status: (as of August 2)

Policy option papers are being prepared in the following general areas: 1) a neighborhood strategy to bring a comprehensive range of resources to bear on local areas with high concentrations of at-risk youth (perhaps coordinated with empowerment zones, and including family planning initiatives and expanded employment opportunities); 2) AFDC eligibility limitations for minor mothers; 3) paternity establishment policies with prevention potential; 4) a pre-adolescent strategy of comprehensive services aimed at children in junior high school.

as of August 6

On August 4, the group heard summaries from Paul Legler and Ron Mincy about where their Issue Groups were going and the extent to which a prevention perspective was being incorporated into recommendations.

On August 13, the group will hear from Dr. Laurie Zabin and Dr. Kristen Moore. Laurie Zabin was involved in the evaluation of the original Baltimore school-linked family planning clinics.

10. Modeling

Group Leaders: Don Oellerich (690-5880)
Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of July 12, 1993)

Due Date	Product
Completed	Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members
In process	MPR -- contract to perform data analysis to support welfare reform -- currently at HHS Contracts office

Ongoing . MDRC -- providing welfare dynamic information in tabular form from SWIM and GAIN

Week of July 19th Spreadsheet cost estimation model briefing/ meeting -- by Reuben Snipper, ASPE

July 21 (internal) Synthesis of what we have learned from Washington State's FIP

July 23 (tentative) Urban Institute -- briefing on findings from Washington State's FIP

July 23 (internal) Draft synthesis paper on what is known about the dynamics of welfare dependency

July 28 MPR -- contract to develop a micro simulation model of welfare dynamics -- currently preparing the ADP clearance papers -- due to Contracts office

July 30 FSA baseline for child support simulations

WR-~~Issue~~
Group
July 27, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (219-8271) and Tom Corbett
(401-3951)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option
- (3) Options paper on strategies for enhancing income of the working poor
- (4) Options for providing supportive services and opportunities to assist low-income workers to remain in the labor force.

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway. A background paper on the Neighborhood Support Center or NEC (formerly the Work Support Agency) has been discussed by the Issue Group. A follow-up option paper has been prepared to facilitate further discussion and decision making. Issue Group work on the NEC is being expanded to include individuals from the Transitional and Post-Transitional Issue Groups so that maximum coordination can be ensured.

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will also include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

A systems group consisting of systems experts from OMB, ACF, OCSE, Information Systems Management, Information Resources Management, and SSA has been formed to study how we might better use information technology in child support enforcement and welfare. They will be meeting regularly over the next six weeks.

Eighteen papers on child support enforcement have been completed to date.

Status:

Work Products and Next Steps (as of July 19, 1993)

Due Date	Product
July 23	Draft tentative internal proposal for paternity establishment piece of child support enforcement.
July 23	Funding and Incentives paper due, draft of child support assurance paper due.
July 30	Draft tentative internal proposal for remainder of child support enforcement.
August 1 - 31	Revise or refine proposal.
August 15	Reporting and auditing report due. IRS paper due.
August 30	Complete evaluation of automated systems capability and use of information technology under proposed reform.
July 30	Draft issue paper(s).

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)

Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
July 15, 1993	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
August 1	First draft
	Final draft

Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.

July 15
August 1

First draft
Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

July 15
July 30
August 30

First draft (5 pages)
Second draft (15 pages)
Final Draft

Not assigned

Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Canta Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o how many work experience jobs can be created, what are their characteristics.
- o what options are available if work positions are not available
- o the administrative structure and cost of running such a program
- o options for compensation of workers
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Work Products and Next Steps (as of July 20, 1993)

Due Date	Product
Draft completed	Background paper on public service employment
Draft completed	Issues confronting the group
July 23	Paper on cost estimates
July 27	Description of option
End of July	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements

- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of June 28, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
Under review as of July 12	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.
Rest of July	Draft papers covering a "Big JOBS" model and options for rules during the intermediate period of transitional support. Subgroups on costs, "disability", and teen parents are meeting. They are charged with developing preliminary information on service costs, as we based on information on costs, efficacy, systems capacity, etc.

(NOTE: The group is deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)
Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor

markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status:

The group met July 19 and heard presentations on: a) experience with contraception services and family planning in the Teen Parent Demonstration; b) the Administration's school-to-work initiative, and the extent to which they might help provide increased opportunity for at-risk youth.

A second round of papers, focusing on pros and cons of seven possible policy option areas, was assigned for Monday, July 26. The policy option areas grew out of the group's initial papers, the July 14 Steering Committee meeting, and discussions with a group of outside experts on July 16.

A summary of the July 16 meeting has been drafted. The discussion was wide-ranging. While the group acknowledged that proven interventions are still rare, a number of insights about the prevention issue group's charge were provided.

The Working Group heard a short presentation by Belle Sawhill on the preservation issue group's themes.

First drafts of policy option papers are being collected for a meeting scheduled for Monday.

The process by which the Working Group will advocate that a prevention theme should be included in the policy recommendations of other issue groups remains to be worked out.

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of July 12, 1993)

Due Date

Product

Completed

Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from

the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members

In process	MPR -- contract to perform data analysis to support welfare reform -- currently at HHS Contracts office
Ongoing	MDRC -- providing welfare dynamic information in tabular form from SWIM and GAIN
Week of July 19th	Spreadsheet cost estimation model briefing/ meeting -- by Reuben Snipper, ASPE
July 21 (internal)	Synthesis of what we have learned from Washington State's FIP
July 23 (tentative)	Urban Institute -- briefing on findings from Washington State's FIP
July 23 (internal)	Draft synthesis paper on what is known about the dynamics of welfare dependency
July 28	MPR -- contract to develop a micro simulation model of welfare dynamics -- currently preparing the ADP clearance papers -- due to Contracts office
July 30	FSA baseline for child support simulations

July 13, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (219-8271) and Tom Corbett
(401-3951)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option
- (3) Options paper on strategies for enhancing income of the working poor
- (4) Options for providing supportive services and opportunities to assist low-income workers to remain in the labor force.

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway. A background paper on the Neighborhood Support Center or NEC (formerly the Work Support Agency) has been discussed by the Issue Group. A follow-up option paper has been prepared to facilitate further discussion and decision making. Issue Group work on the NEC is being expanded to include individuals from the Transitional and Post-Transitional Issue Groups so that maximum coordination can be ensured.

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will also include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

Status:

Work Products and Next Steps (as of June 28, 1993)

Due Date	Product
asap	Develop proposal for evaluation of automated systems capability under proposed reform.

July 1 Complete final drafts of papers to be compiled in a binder to serve as background material for Working Group, Issue Group and others developing the child support enforcement and insurance proposal.

July 1 - 30 Draft issue paper(s).

July 15 Draft tentative internal proposal for paternity establishment piece of child support enforcement.

July 15 Funding and incentives report due, IRS paper due

July 30 Draft tentative internal proposal for remainder of child support enforcement.

August 1 - 31 Revise or refine proposal.

August 15 Reporting and auditing report due.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)
Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
July 15, 1993	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
August 1	First draft
	Final draft

Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.

July 15
August 1

First draft
Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

July 15
July 30
August 30

First draft (5 pages)
Second draft (15 pages)
Final Draft

Not assigned

Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Cantá Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o the administrative structure and cost of running such a program
- o options for compensation
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits
- o unit cost estimates
- o how many CWEP jobs can be created, what are their characteristics, and what education and training is required to do the work.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
Week of June 21	Description of two CWEP options, and a CWEP/community services option
Week of June 21	Background paper on public service employment
July 15-31	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.
	Background paper on how welfare reform efforts relate to the current DOL agenda

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements

- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of June 28, 1993)

Due Date	Product
July 2, 1993	- Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
July 10	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.
Rest of July	Draft papers covering a "Big JOBS" model and options for rules during the intermediate period of transitional support.

(NOTE: The group is deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)
Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique and prioritize options.
August 16	Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader: Richard Bavier (395-3844)

Working Group Liaison: Isabel Sawhill

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility

for the bearing and rearing of children.

Status:

The group held its first meeting July 2, discussing a draft paper setting out its scope, and brainstorming about policy options. Assignments were made for summaries of: a) our knowledge of the effectiveness of prevention strategies; b) current and planned programs for at-risk youth. Members also were encouraged to begin drafting policy options for discussion. A second meeting was scheduled for Wednesday morning, but it appears that it may have to be rescheduled for next week.

On Friday, Amitai Etzioni will chair a meeting of outside experts to discuss prevention issues and policy options.

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

This group is responsible for developing and providing information for policy guidance; development of cost estimation model; development of a welfare dynamics model; providing benefit cost estimates and impacts; and additional information required to explain the proposals.

Status:

Work Products and Next Steps (as of July 12, 1993)

Due Date	Product
Completed	Abt Associates -- Larry Orr provided a briefing to HHS staff on their research related to welfare reform -- materials from the meeting include a draft paper, Informing the Welfare Debate, distributed to Steering Committee members
In process	MPR -- contract to perform data analysis to support welfare reform -- currently at HHS Contracts office
Ongoing	MDRC -- providing welfare dynamic information in tabular form from SWIM and GAIN
Week of July 19th	Spreadsheet cost estimation model briefing/ meeting -- by Reuben Snipper, ASPE
July 21 (internal)	Synthesis of what we have learned from Washington State's FIP

- July 23 (tentative) Urban Institute -- briefing on findings from Washington State's FIP
- July 23 (internal) . Draft synthesis paper on what is known about the dynamics of welfare dependency
- July 28 MPR -- contract to develop a micro simulation model of welfare dynamics -- currently preparing the ADP clearance papers -- due to Contracts office
- July 30 FSA baseline for child support simulations

File:
WIL - Issue
Groups

June 29, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (219-8271) and Tom Corbett
(690-6805)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution and increasing utilization of the advanced EITC option
- (3) Options paper on strategies for enhancing income of the working poor

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway. A background paper on the Work Support Agency has been discussed by the Issue Group. A follow-up option paper has been prepared to facilitate further discussion and decision making.

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work

requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will also include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

Status:

Work Products and Next Steps (as of June 28, 1993)

Due Date	Product
asap	Develop proposal for evaluation of automated systems capability under proposed reform.
July 1	Complete final drafts of papers to be compiled in a binder to serve as background material for Working Group, Issue Group and others developing the child support enforcement and insurance proposal.
July 1 - 30	Draft issue paper(s).
July 15	Draft tentative internal proposal for paternity establishment piece of child support enforcement.
July 15	Funding and incentives report due, IRS paper due

July 30 Draft tentative internal proposal for remainder of child support enforcement.

August 1 - 31 Revise or refine proposal.

August 15 Reporting and auditing report due.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)
Working Group Liaison: Wendell Primus

This group will examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
July 15, 1993	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
August 1	First draft
	Final draft
July 15	Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.
August 1	First draft
	Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

July 15 First draft (5 pages)
July 30 Second draft (15 pages)
August 30 Final Draft

Not assigned Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Canta Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o the administrative structure and cost of running such a program
- o options for compensation
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits
- o unit cost estimates
- o how many CWEP jobs can be created, what are their characteristics, and what education and training is required to do the work.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
Week of June 21	Description of two CWEP options, and a CWEP/community services option
Week of June 21	Background paper on public service employment
July 15-31	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies. Background paper on how welfare reform efforts relate to the current DOL agenda

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants following the transitional support period will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Work Products and Next Steps (as of June 28, 1993)

Due Date	Product
July 2, 1993	Draft paper providing a detailed description of a full participation, participant choice model. (Completed June 25 and discussed June 28.)
July 10	Draft papers: 1) describing a labor attachment model; 2) presenting options for the short-term, no-mandate period of assistance; and 3) providing background information on what we've learned about education and training.
Rest of July	Draft papers covering a "Big JOBS" model and options for rules during the intermediate period of transitional support.

(NOTE: We are deferring the development of a paper on the major issues underlying transitional assistance.)

7. Economy and Private Sector Jobs

Group Leader: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will assess policies such as wage subsidies/bounties and job development with a view toward developing an options paper focused on private sector employment. This group is also working on several background papers about the economy and labor markets for those leaving welfare.

In addition, this group will work closely with the Modeling group to suggest inputs from the perspective of the national economy, the impact of national policy initiatives, and the role of labor markets.

Status:

Work Products and Next Steps (as of June 23, 1993)

Due Date	Product
July 9, 1993	Complete analytical briefs on topics related to the jobs pool, welfare caseload, and labor market interactions
July 28	Complete three half-day working meetings to (1) review and discuss the analytical papers, (2) brainstorm for options, and (3) critique

and prioritize options.

August 16

Complete Economy and Jobs options papers

8. Welfare Simplification

Group Leader/Working Group Liaison: Kathi Way (456-7777)

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention

Group Leader: Richard Bavier (395-3844)
Working Group Liaison: Kathi Way

This group will examine issues related to designing a welfare policy that is pro-family and encourages personal responsibility for the bearing and rearing of children.

Status:

Potential issue group members are being identified, and the initial meeting of the group is planned for the week of June 28.

10. Modeling

Group Leaders: Don Oellerich (690-5880)
Working Group Liaison: David Ellwood

Status:

WR - Issue
Groups
June 22, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Isaac Shapiro (619-8271) and Tom Corbett
(690-6805)

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution of the EITC
- (3) Options paper on strategies for enhancing income

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

A first draft of the publishable paper has been prepared and discussed with the Working Group liaison; revisions are underway.

2. Child Care

Group Leader: Mark Ragan (401-9200)

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
complete	Outline of a revised background paper.
complete	Preliminary model for estimating the child care cost implications of various approaches to welfare reform as options are refined.
July 9, 1993	Draft of in-depth background paper on child care issues and revised cost estimates.

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

Status:

Work Products and Next Steps (as of June 10, 1993)

Due Date	Product
June 11, 1993	One page report due from each team on what they see as the major issues.
June 14 - 18	Meeting with teams to discuss work status, gaps and additional work needed, and completion of papers.
	Special meeting for restructuring team and attorneys on legal issues involving restructuring.
	Develop memo on a proposal for evaluation of automated systems capability under proposed reform.
July 1	Complete final drafts of papers to be compiled in a binder to serve as background material for Working Group, Issue Group and others developing the child support enforcement and insurance proposal.

July 1 - 30 Draft issue paper.

July 15 Draft tentative internal proposal for paternity establishment piece of child support enforcement.

July 15 Funding and incentives report due

July 30 Draft tentative internal proposal for remainder of child support enforcement.

August 1 - 31 Revise or refine proposal.

August 15 Reporting and auditing report due.

4. Noncustodial Parents

Group Leader: Ron Mincy (690-5880)
Working Group Liaison: Wendell Primus

This group will continue to examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
July 15, 1993	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
August 1	First draft
	Final draft
	Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will

also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.

July 15 First draft
August 1 Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

July 15 First draft (5 pages)
July 30 Second draft (15 pages)
August 30 Final Draft

Not assigned Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Canta Pian (690-7148) and Ray Uhalde (219-8660)
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o the administrative structure and cost of running such a program
- o options for compensation

- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits
- o unit cost estimates
- o how many CWEP jobs can be created, what are their characteristics, and what education and training is required to do the work.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
Week of June 21	Description of two CWEP options, and a CWEP/community services option
Week of June 21	Background paper on public service employment
July 15-31	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies.
	Background paper on how welfare reform efforts relate to the current DOL agenda

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is now responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Status:

Work Products and Next Steps (as of June 18, 1993)

Due Date	Product
July 2, 1993	Outline of models for how a system requiring client participation during the first two years could work.
July 9	Draft decision memos on various questions related to the rules that would govern a time limit and a short term period of assistance during which there would be no mandatory participation.
Early July	Draft background papers on education and training programs and issues around the time limit.

7. Private Sector Job Development

Group Leaders: Paul Dimond (456-2800)

Working Group Liaison: Bruce Reed

This group will be examining how efforts to move significant numbers of low wage earners in the work force will match with projected macroeconomic trends. It will also be responsible for developing strategies for employing people coming off AFDC in the private sector.

Status:

8. Program Simplification

Group Leader/Working Group Liaison: Kathi Way

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

Work Products and Next Steps (as of June 21, 1993)

Due Date	Product
Complete	Preliminary meeting with HHS representative to discuss interactions and simplification.
Week of June 21	Preliminary meetings schedules with Ellen Haas (Agriculture) and Michael Stegman (HUD) to discuss interactions and simplification and plan for more detailed discussions involving staff.

9. Prevention/Intact Families

Group Leader:

Working Group Liaison: Kathi Way

This group will examine the issues related to teen pregnancy, single parent families and intergenerational welfare dependency.

Status:

10. Modeling

Group Leaders: Don Oellerich (690-5880)

Working Group Liaison: David Ellwood

Status:

File: WR - ~~Working Groups~~
Issue Groups
DRAFT

REVISED STRUCTURE AND CHARGES FOR ISSUE GROUPS

At a meeting last week of the Working Group chairs, several steps were taken to help the issue groups with their work:

- o issue groups have been reconfigured
- o permanent leaders have been assigned to nearly all groups
- o one liaison from the Working Group has been assigned to each group to provide concrete, ongoing policy direction. This should eliminate the need for large-scale meetings with the Working Group chairs
- o the charges of most of the groups have been narrowed to provide clearer direction for the next round of work products
- o an early July deadline has been established for each group to produce a specific set of products to be agreed upon by the group leader and the Working Group liaison by June 11. Most groups are expected to produce background papers and options outlines, but specific products will vary by issue group.

1. Make Work Pay

Group leader:

Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution of the EITC
- (3) Options paper on strategies for enhancing income

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's. Children's allowance?

Status:

Product/Deadline:

2. Child Care

Group Leader: Mark Ragan

Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status: The group has produced an analysis of options and costs for children of different ages. This analysis will be presented to Mary Jo Bane on Friday, June 11, and next steps determined at that time.

Product/Deadline:

3. Child Support

Group Leader: Paul Legler

Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Product/Deadline:

4. Absent Parents

Group Leader: Ron Mincy

Working Group Liaison: Wendell Primus

This group will continue to examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

Status:

Product/Deadline:

5. Post Transitional Work

Group Leaders: Canta Pian and DOL rep

Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o the administrative structure and cost of running such a program
- o options for compensation
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits

Status:

Product/Deadline:

6. Transitional Support

Group Leaders: Ann Burek and Mary Ann Higgins

Working Group Liaison: Mary Jo Bane

This group is now responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
- o an intermediate period of transitional support during which all recipients are required to do something
- o a mandatory end to AFDC benefits after the intermediate period for all who can work. Issues related to compensation and sanctions for non-participants will be dealt with by the Post Transitional Work group. Exemptions from the work requirement will be dealt with by this group.

The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Product/Deadline:

The group will be drafting three products over the next four weeks, and will produce an outline of them by June 11:

- 1) Background papers on (a) issues in time limited welfare and (b) lessons from existing education and training models by June 30
- 2) Options for satisfying the mandatory activity requirement in the intermediate term as well as for determining what is the appropriate activity for individual recipients.
- 3) Draft decision memos on "rules" questions including:
 - "emergency assistance": how long should it last; how often should it be possible to receive it
 - sanctions for failing to participate in the "intermediate" term
 - exemptions: would there be any in the intermediate term; how would infant care be treated; would infant care be a one time exemption
 - exemptions from work in the longer run; what would be required of and provided to those considered unable to work

7. Private Sector Job Development

Paul Diamond *Bette Sawhill*
Group Leaders: NEC/OMB
Working Group Liaison: Bruce Reed

Other Govt. Programs
- Employment Zones
- Nat. Service
- H. Care

This group will be examining how efforts to move significant numbers of low wage earners in the work force will match with projected macroeconomic trends. It will also be responsible for developing strategies for employing people coming off AFDC in the private sector.

Product/Deadline:

8. Program Simplification

Group Leader/Working Group Liaison: Kathi Way

Waivers

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status: Kathi Way will meet with HUD, USDA, and HHS representatives during the week of June 7 to determine the best way to proceed with the work of the group and to determine a schedule and proposed products for the group.

9. Prevention/Intact Families

Group Leader: Sawhill (?)
Working Group Liaison: Kathi Way

This group will examine the issues related to teen pregnancy, single parent families and intergenerational welfare dependency.

10. Modelling

Group Leaders: Don Oellerich/Donna Pavetti
Working Group Liaison: David Ellwood

W.R.: Issue
Staff

June 14, 1993

ISSUE GROUP STATUS REPORT

1. Make Work Pay

Group leader: Bill Prosser, temporary (690-6805)
Working Group Liaison: David Ellwood

The group has been working on:

- (1) Publishable background paper summarizing the work vs. welfare issues covered in the first Working Group presentation
- (2) Options for simplifying distribution of the EITC
- (3) Options paper on strategies for enhancing income

The group is now also responsible for the development of a detailed write-up of the Work Support Agency and how such an agency would fit into the overall delivery of services and financial support to the current AFDC population. David Ellwood will prepare a 3-4 page outline to guide the group's efforts. The "Other Support Services" group had begun some preliminary work on the Work Support Agency, and their work will now be folded into this issue group's.

Status:

2. Child Care

Group Leader: Mark Ragan (401-9200)
Working Group Liaison: Mary Jo Bane

This group is responsible for assessing the additional child care needs created by the changes in the transitional support system. In particular, it will examine capacity issues, cost implications, and the effect of the Head Start expansion. Two priorities are to examine options for dealing with infant care and to explore possible ways in which child care provision can be used as a community service assignment to fulfill mandatory work requirements.

Status:

Issues

- 1) Working Paper on demand for low wage jobs
- 2) Alternative Service Delivery Group - no profit
- 3) Children Tax Credit proposal

3. Child Support Enforcement and Insurance

Group Leader: Paul Legler (690-6172)
Working Group Liaison: Wendell Primus

This group is responsible for fleshing out the details of proposals in the areas of paternity establishment, creation and enforcement of support orders, and a possible system of child support assurance/insurance. The work of this group will include an examination of the costs and benefits of a children's tax credit as opposed to a system of child support insurance.

Status:

Work Products and Next Steps (as of June 10, 1993)

Due Date	Product
June 11, 1993	One page report due from each team on what they see as the major issues.
June 14 - 18	Meeting with teams to discuss work status, gaps and additional work needed, and completion of papers. Special meeting for restructuring team and attorneys on legal issues involving restructuring. Develop memo on a proposal for evaluation of automated systems capability under proposed reform.
July 1	Complete final drafts of papers to be compiled in a binder to serve as background material for Working Group, Issue Group and others developing the child support enforcement and insurance proposal.
July 1 - 30	Draft issue paper.
July 15	Draft tentative internal proposal for paternity establishment piece of child support enforcement.
July 15	Funding and incentives report due
July 30	Draft tentative internal proposal for remainder of child support enforcement.

August 1 - 31 Revise or refine proposal.
August 15 Reporting and auditing report due.

4. Absent Parents

Group Leader: Ron Mincy (690-5880)
Working Group Liaison: Wendell Primus

This group will continue to examine the needs of the absent parent and will propose ways in which services, programs, and/or additional requirements can or should be targeted to this group in addition to the custodial parent.

The group will also be collecting data on the ability of fathers to pay support.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date

Product

July 15, 1993	Paper on current financial incentives for payment of child support under current systems and proposed changes (e.g., employment and training proposals resembling those in Downey-Hyde, EITC for noncustodial parents, child support treated like alimony, increased maintenance allowances for second families). This paper will include estimates of the cost of proposed changes (30 pages)
August 1	First draft
	Final draft

July 15	Paper on services issues for non-custodial fathers including the merits and availability of (teenage pregnancy prevention, parental responsibility, and parenting services targeting current and prospective non-custodial fathers as a vehicle for prevention and paternity establishment. The paper will also discuss mediation/conflict resolution services to increase cooperative parenting among married and unmarried couples and to increase child support payments by divorced and never-married non-custodial parents.
August 1	First draft
	Final draft

Executive summary type paper entitled Values and Practices for a Noncustodial Parents Policy. This paper will articulate what values, in our view, should guide a reform of policies affecting the incentives (carrots and sticks) and services for non-custodial parents, how these values are or are not manifested in current policies, systems, and what policy changes might occur to create a better match between policies, systems, and values.

July 15

July 30

August 30

First draft (5 pages)

Second draft (15 pages)

Final Draft

Not assigned

Paper on the characteristics of non-custodial parents who pay and do not pay child support primarily by reason for non-payment (e.g., inadequate income, employment; non-cash and in-kind payments, other) and the ability of noncustodial parents to pay child support under alternative schemes for a minimum assured benefit (20 pages). If time permits this will be expanded into a more rigorous analysis of the determinants of non-payment and the effects of payment on the status of non-custodial parents and their current households.

5. Post Transitional Work

Group Leaders: Canta Fian (690-7148) and DOL representative
Working Group Liaison: Wendell Primus

The immediate focus of this group is on the issues and costs of implementing a large-scale CWEP-like program. Issues to be examined include:

- o lessons from past public employment programs
- o whether and how the public and non-profit sectors can generate a large number of flexible community service positions
- o the administrative structure and cost of running such a program
- o options for compensation
- o sanctions for non-participation
- o the role of and interaction with food stamps and housing benefits
- o unit cost estimates
- o how many CWEP jobs can be created, what are their characteristics, and what education and training is required to do the work.

Status:

Work Products and Next Steps (as of June 11, 1993)

Due Date	Product
June 21, 1993	Description of two CWEP options, and a CWEP/community services option
June 21	Background paper on public service employment
July 15-31	Report on CWEP and other work experience programs: costs, implementation, impacts (MDRC with Rockefeller funding)
Summer	Background papers on job subsidy programs for welfare recipients and other populations (Urban Institute with foundation funding). These papers will be done in conjunction with the group developing private sector employment strategies. Background paper on how welfare reform efforts relate to the current DOL agenda

6. Transitional Support

Group Leaders: Ann Burek (401-4528) and Mary Ann Higgins (401-9294)

Working Group Liaison: Mary Jo Bane

This group is now responsible for designing a system of support including financial and education and training programs that incorporates the following elements:

- o a short period of emergency assistance without requirements
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The issues being dealt with by the Disabilities group will also be handled by this group. Steve Bartolomei-Hill (690-7148) will continue to be responsible for focusing on issues of particular concern to the disabled and will consult with the group of people initially pulled together for this purpose.

Status:

7. Private Sector Job Development

Group Leaders: NEC/OMB

Working Group Liaison: Bruce Reed

This group will be examining how efforts to move significant numbers of low wage earners in the work force will match with projected macroeconomic trends. It will also be responsible for developing strategies for employing people coming off AFDC in the private sector.

Status:

8. Program Simplification

Group Leader/Working Group Liaison: Kathi Way

This group is responsible for examining the interactions of the food stamps, AFDC, and housing subsidy programs and finding ways of improving their interaction and simplifying their operation.

Status:

9. Prevention/Intact Families

Group Leader:

Working Group Liaison: Kathi Way

This group will examine the issues related to teen pregnancy, single parent families and intergenerational welfare dependency.

Status:

10. Modeling

Group Leaders: Don Oellerich (690-5880) and Donna Pavetti (690-7507)

Working Group Liaison: David Ellwood

Status:

*File:
welfare reform -
Issue Groups*

ISSUE GROUPS

MAKING WORK PAY

Making Work Pay - Bill Prosser, temporary Issue Group leader

- o Economic Incentives and Economic Support: EITC, Other Credits and Transfers

IMPROVE CHILD SUPPORT ENFORCEMENT

Child Support Enforcement and Insurance/Assurance - Paul Legler, Issue Group leader

- o Paternity Establishment
- o Collecting Child Support: Central Registries, Information Reporting, Updating, Other Methods
- o State versus Federal Role, State Incentive Payments
- o Child Support Insurance/Assurance

Absent Parents - Mark Fucello, temporary Issue Group leader

- o Incentives, Supports and Responsibilities for Absent Parents

EDUCATION, TRAINING, AND SUPPORT SERVICES

Providing Education, Training and Support - Mary Ann Higgins, temporary Issue Group leader

- o Education and Training Strategies, JOBS, JTPA, Links to Education, etc.

TIME-LIMITED, TRANSITIONAL SUPPORT

Transitional Assistance - Ann Burek, temporary Issue Group leader

- o Characteristics, Dynamics, Needs, Health Status and Abilities of Welfare Recipients, Single Parents, Two-Parent Families, Absent Parents, and other groups
- o Employability Screening Mechanisms; Administration and Design Issues for Time-Limits
- o Transitional Economic Support
- o Service Delivery, Client Focus, and Quality Management

Post-Transitional Welfare and Work - Cantia Pian, temporary Issue Group leader

- o Work Strategies After Transitional Welfare (links closely with Make Work Pay groups)
- o Child Care and Other Support Services (same groups as above)

AFDC Simplification - Diann Dawson, temporary Issue Group leader

CROSS-CUTTING

Child Care and Other Supports - Mark Ragan, temporary Issue Group leader

- o Child Care
- o Medical Care, Transportation, Social Supports

Disability - Issue Group leader to be assigned

- o Ongoing Support for Those Temporarily or Partially Unable to Work

Cost Estimates/Analysis - Wendell Primus, temporary Issue Group leader

- o Cost Estimation
- o Financing

Please contact Ann McCormick at 690-5880 or Jeremy Ben-Ami at 401-6954 to identify staff who will participate on these issue groups, as well as an agency contact person and a communications point person.