

file → Guy?

Are we supposed
to follow up with
her on appt for Kellogg

**Williams
Consulting**

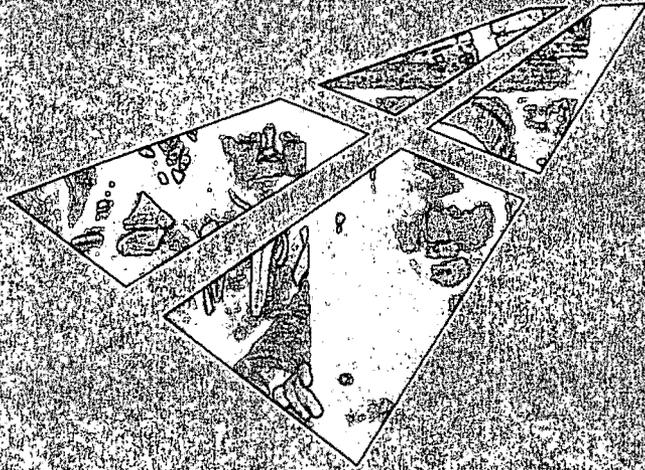
Becky Williams, L.C.S.W.

10 Ruswood Cove • Little Rock, AR 72211
(501) 225-4581

W. K. Kellogg Foundation
National Fellowship Program

W.K. Kellogg Foundation

Program
Information
and
Guidelines



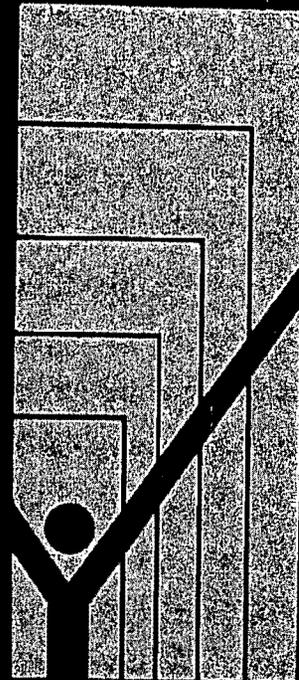
Windows of
Opportunity

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W. K. KELLOGG
FOUNDATION
NATIONAL
FELLOWSHIP
PROGRAM

1989

Group X

Clinton Presidential Records Digital Records Marker

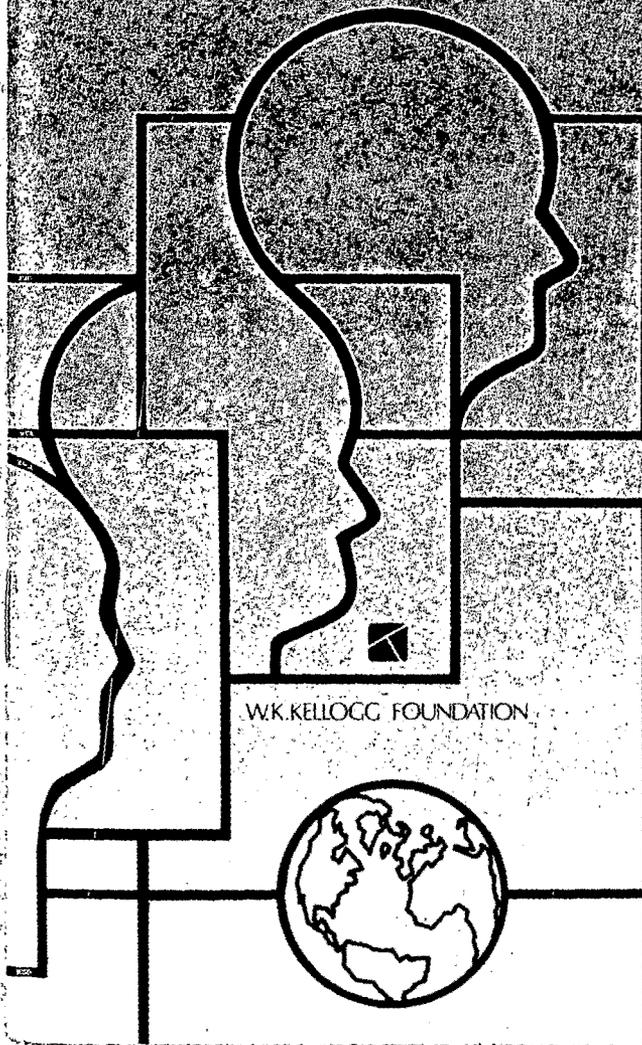
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Initiatives in Leadership

Helping to build leaders
who have a multi-faceted view
of societal issues



WK. KELLOGG FOUNDATION

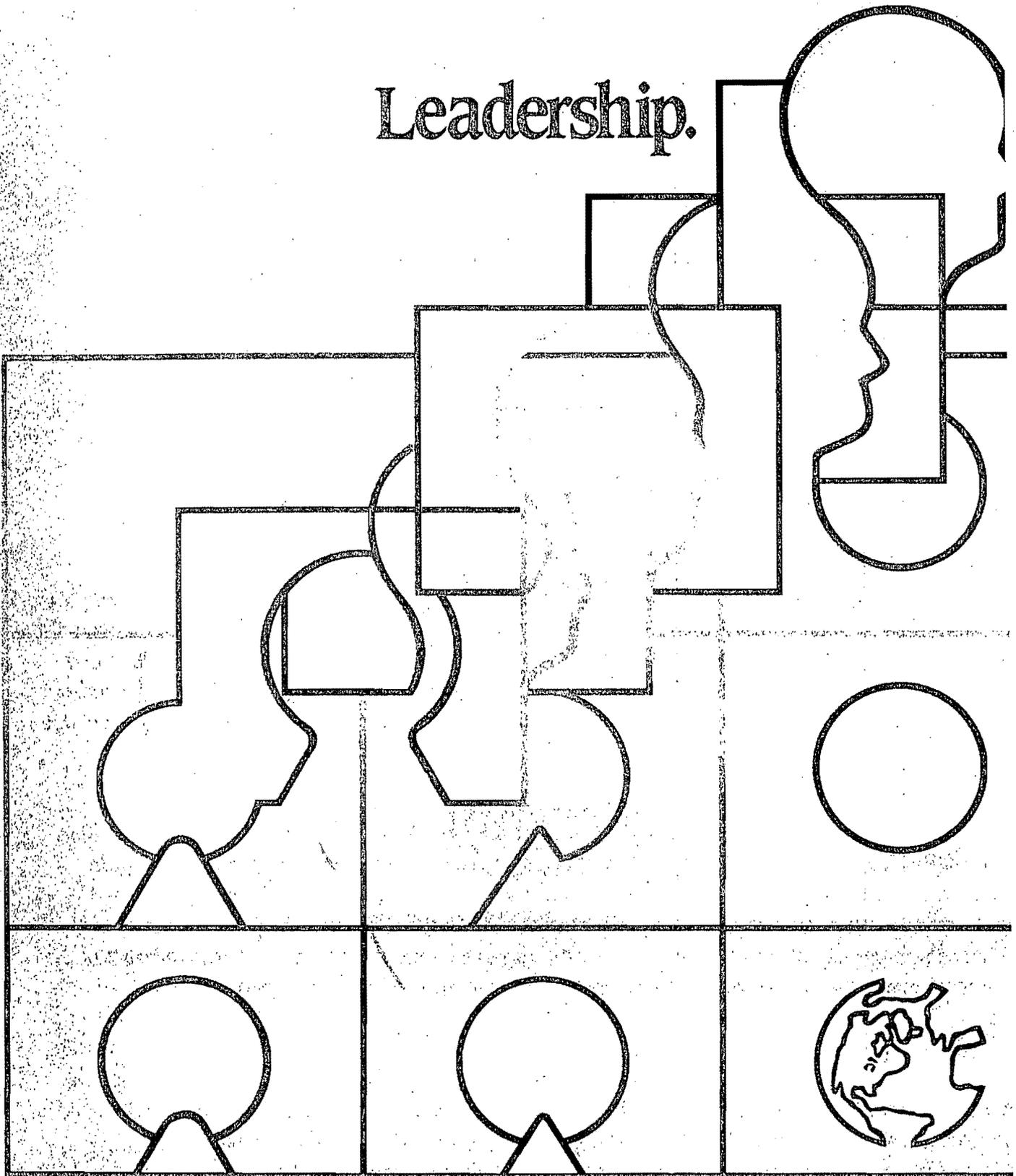
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Leadership.



Future Resources



The W. K. Kellogg Foundation National Fellowship Program

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APPLICATI ON

W.K. KELLOGG FOUNDATION

Group XIV Kellogg National Fellowship Program

For potential leaders from academe and the public and private sectors

Program Content:

The W.K. Kellogg Foundation announces its Kellogg National Fellowship Program awards for Group XIV. This program offers outstanding American professionals an opportunity to broaden their social and intellectual sensitivity, awareness, and leadership potential. The Foundation created the program because it recognized that, while social and technical problems increase in complexity, much of the professional and disciplinary preparation people receive is extremely narrow and specialized. A basic aim of the program is to assist future leaders in developing skills and competencies which transcend traditional disciplinary and professional methods of addressing problems. To this end, the program provides experiences which equip participants to address, in creative ways, social problems and issues critical to our society.

The three-year program is designed for individuals who are in the early years of professional activity. Applicants are sought who have demonstrated a willingness and capacity to provide institutional, community, or professional leadership. Fellows may be drawn from business, education, human service agencies, and private practice. During the program, Fellows will spend approximately 25 percent of their time on Fellowship-related activities, including a self-designed learning plan for personal and professional development and participation in group seminars sponsored by the Foundation. The Foundation's belief is that the program will develop leaders who are better informed, more creative, and better suited to the needs of a changing, diversified society. The Foundation also hopes new networks of leaders will be developed that continue to grow beyond the duration of the Fellowship.

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Williams Consulting

Overview of Kellogg Fellowship Experiences Rural Development Strategies

Dates of Fellowship: June, 1989 to December, 1992

Fellowship Goals: Use an international perspective to study rural economic development models which promote sustained economic stability, self-sufficiency, local empowerment, and environmental protection. Identify strategies which make these models effective. Work with a rural organization in eastern Arkansas learning about their operation and sharing information gained in my international studies.

Places Visited: All regions of the United States. China, Chile, Ecuador, Mexico, Nepal and South Africa.

Arkansas Fellowship Activities: Worked with Arkansas Land and Farm Development Corporation, directed by Calvin King. A 12 year-old grass roots organization started to help African American and small use farmers retain land ownership. Now diversified and involved in alternative crop production, women's programming, land trust, youth leadership and mentoring, rural consortium building, farmer to farmer international exchange, advocacy, and a wide variety of other initiatives.

Lessons Learned: From my research and experiences the program components and strategies which contributed to sustained economic development over time both in the United States and internationally include the following:

1. Successful models emphasize grass roots efforts, development of local leadership, and equal support for women and men in the work force.
2. Projects with relatively modest investments of money seem to facilitate local participation and ownership much more readily than projects involving huge sums of money.
3. Local people have a tremendous capacity for development if they have confidence in what they can do and the necessary technical assistance provided with equity of participation and mutual respect. Entities such as governments and foundations can best help by enhancing these two aspects of development.

4. It is important for funding sources and external organizations or consultants to interact with local community members as equal partners. Persons external to the community organization who inadvertently take over or act in a paternalistic manner undermine the local leadership.
5. Equitable distribution of power to women and people of color in economic development is extremely important. Equitable access to education and training, participation in all aspects of development including leadership roles, and equitable access to ownership of resources help build this equity of power.
6. Projects often begin with a single focus on economic development then gradually become multidimensional including initiatives relating to education, health, housing, and other social issues.
7. Grass roots organizations best understand the strengths and the needs of their communities. The best action for the government and external institutions may be at times to identify barriers they themselves create, remove these, and get out of the way.
8. Potentially divisive environmental issues confront many rural communities. Short term gains which promote economic development but also damage the environment must be weighed against long term gains with uncertain economic potential which promote maintenance and protection of the environment.

Future Goal: Continue to make use of what I have learned to help institutions, particularly ones representing women and people of color, and low income communities attain their goals.

RESUME

Rebecca Clark Williams
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Little Rock, Arkansas 72211
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work: (501) 661-2377
fax: [REDACTED] P6/(b)(6)

Arkansas License: Licensed Certified Social Worker (LCSW C-475)

EDUCATION

M.S.W.- Arizona State University- 1975

Field Placements:

Dept. of Economic Security - Child Welfare
Retired Senior Volunteer Program

Thesis: Emergency Medical Services in Rural Hospitals

B.A. -Sociology- DePauw University-1973 (cum laude)

HONORS and AWARDS

Salzburg Seminar Fellow, "The Role of NGOs in Developed and Emerging Democracies," Salzburg, Austria, June 1993

Kellogg National Fellowship Program Award, 1989-92

Arkansas Land and Farm Development Corporation, Special Assistance Award, 1991

DePauw University Foreign Study Program, Western European Semester, 1972

Dean's List, DePauw University

Outstanding Senior Sociology Major, DePauw University, 1973

PROFESSIONAL EXPERIENCE

February, 1993 - Present

Williams Consulting

Consultation with rural based grassroots organizations in areas such as organizational development, grant writing, resource development, leadership, community needs assessment, women's and youth initiatives

Linkage between foundations and rural based grassroots organizations

Social documentation relating to social issues and social policy in rural communities
February, 1993 - Present

Grants Development Officer, Arkansas Department of Health

A shift in position and percentage of time (3/5) at the Health Department was made to allow me to continue the work with rural based grass roots organizations begun during my Kellogg Fellowship.

Development of resources

Development of computer network for sharing grant information

Grant writing and research

June, 1989 - December, 1992

Kellogg National Leadership Program Fellow

Three year leadership development for 45 national fellows

Fellowship 25% time

Area of study: International models of rural economic development

Training in: conflict resolution; cultural diversity; social documentation, writing, and photography; Outward Bound experience; Spanish; social justice and democracy; prejudice reduction; environmental protection strategies; issues in youth leadership.

International travel and study (trips of 2-3 weeks duration) : Chile, Ecuador, Nepal, China, Hong Kong, South Africa, Mexico.

Consultation with Arkansas Land and Farm Development Corporation (ALFDC)

1990 - present: served on Youth Enterprise in Agriculture (YEA) Advisory Board; assisted with grant writing; developed and coordinated joint Kellogg Fellow and ALFDC summer work project.

March, 1989 - February, 1993

Director, Child and Adolescent Health Services, Arkansas Department of Health

Planning, implementation and evaluation of child health services statewide

Supervision of personnel

Administration of \$6,000,000 budget

Development of 26 school-based health clinics

Grant writing and research

Consultation and community relations

Supervision of MSW students in administrative field placement

November, 1981 - March, 1989

Director, Medical Social Services, Arkansas Department of Health

Administration of budget, quality assurance, management information system, develop funding sources, research, and grant writing.

Supervision and management of personnel statewide (MSWs, BSWs, and graduate students)

Consultation and community relations

Direct service to maternity clinics, child health clinic, SIDS call, HIV pre and post test counseling, school-based health clinics.

April, 1980 - November, 1981

Supervisor, Medical Social Services, Arkansas Department of Health

Supervised Social Work and EPSDT outreach staff for half of state, providing case management and counseling for prenatal, child health, family planning clinics, and home health patients. Supervised MSW students.

April, 1977 - April, 1980

Social Worker, Intensive Care Nursery Project, Univ. of Arkansas Medical Center

Case Management for multi-problem families, initial assessment, screening and prioritization, counseling, referral, advocacy, and follow up. Participated in interdisciplinary team in case staffing and planning, parent groups for protective service clients and grieving parents. Supervised MSW staff and students. Intensive clinical work with adolescent parents.

August, 1975 - April, 1977

Director, Urban Youth Services, YWCA, Akron, Ohio

Administrator of inner city youth and pre-school programs, and summer camps. Leader of school-based youth social development and recreation groups. Supervised social work staff, college students, and volunteers.

June - August, 1971-73

Student Intern, Vanderburg County Department of Public Welfare, Evansville, Indiana.

June - August, 1969-70

Coordinator, Summer Remedial Reading Program, First Presbyterian Church, Evansville, Indiana

June - August, 1965-69

Counselor, Summer camp for inner city youth, Evansville, Indiana

CONSULTATION

Contract with Arkansas Land and Farm Development Corporation to develop a youth

leadership component for the Youth Enterprise in Agriculture Project 1992

Contract with Arkansas Land and Farm Development Corporation for organizational development 3-93 through 3-94

Contract with New Futures for Little Rock Youth to prepare a training plan for youth gang workers Fall 1993

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

National Association of Social Workers, 1975 - present

Academy of Certified Social Workers, 1977 - present

Licensed Certified Social Worker

American Public Health Association

PROFESSIONAL AND COMMUNITY ACTIVITIES

President, Arkansas Chapter, National Committee for Prevention of Child Abuse, 1989
Annie Casey Foundation, Youth At Risk, proposal planning, Case Management Committee, 1987-88.

Arkansas Child Abuse Prevention Conference, Program Chairperson, 1987

Ford Foundation Youth at Risk Project, Policy Board, 1988

March of Dimes, Arkansas Chapter, Professional Advisory Committee, 1986

Governors Task Force on Child Abuse, Prevention Committee Chairperson, 1983-85

Arkansas Commission on Child Sexual Abuse Education, 1986-present

Bringing Down the Barriers, Substance Abuse Committee, 1987

National Committee for the Prevention of Child Abuse, Arkansas Chapter, Vice-President, Public Awareness Chairperson, 1986

National Association of Social Workers, Arkansas Chapter, Vice-President, Central Branch Representative, and Nominating Committee member

Girl Scout Troop Leader, 1983-87

University of Pittsburgh Social Work Training Committee, 1985

University of North Carolina Public Health Social Work Training Committee, 1985-87

University of South Carolina Public Health Social Work Training Committee, 1988

Surgeon General's Public Health and Domestic Violence Conference Steering Committee, Region VI Conference, 1986

GRANTS

Project Director Maternal and Child Health Coordination Grant, DHHS,
Adolescent Health Coordination, Arkansas Department of Health,

1992-97

- Project Director Johnson and Johnson Community Health Foundation, Junior High School-based Health Services, Arkansas Department of Health, 1991-93
- Program Director Maternal and Child Health Demonstration Grant, DHHS, Rural School-based Health Services, Arkansas Department of Health, 1988-91
- Project Director National Center for Child Abuse and Neglect, DHHS, "Rural Support Networks for Adolescent Parents," Arkansas Department of Health, 1987 - 89
- Project Director Title XX Grant, Summer camp for inner city youth, YWCA, Akron, Ohio, 1976
- Project Director Community Development Block Grant for inner city youth, YWCA, Akron, Ohio, 1976
- Project Director Action Grant- Retired Senior Volunteer Program, Mesa, Arizona "Community Gardens for Senior Volunteers," 1974-75

PUBLICATIONS

Williams, Becky. A journey into the soul of South Africa. Manuscript in process.

Williams, Becky. Child abuse prevention: rural support networks for adolescent parents, in Conway, P. (ED), Empowering families for better health. University of South Carolina, College of Social Work, Spring, 1989.

Williams, Becky. Helping communities build effective child abuse prevention programs...the Arkansas model, in St. Denis (ed.), Family violence: public health social work's role in prevention. University of Pittsburgh, School of Public Health, Spring, 1989.

Elders, J.M., Williams, Becky, and Harris, Z. Invest a nickel, save a dime... school based health services for Arkansas. Journal of the Arkansas Medical Society, 85 (6), 1988.

Williams, Becky. Models of staff and community needs assessment, in Watkins, E.

and Melnick, L (ED), Implementing Solutions to Problems of Mortality and Morbidity. University of North Carolina, Chapel Hill, School of Public Health, 1987.

Book review for Health and Social Work Journal. Book reviewed: Hobbs, N., Perrin, J., and Ireys, H. Chronically ill children and their families. Fall, 1988.

Book review for Health and Social Work Journal. Book reviewed: Stray-Gundersen, K. (ed.), Babies with Down Syndrome: A new parents guide. Winter, 1989.

Book review for Health and Social Work Journal. Book reviewed: Corr, C. and Corr, D. Hospice approaches to pediatric care, and Thompson, R. Psychological Research on Pediatric Hospitalization and Health Care: A review of the literature. Winter, 1988.

Williams, Becky. Assessment of needs, program planning, and resource allocation, in St. Denis, G. (ed.), Social Factors in the Health of Families: A Public Health Social Work Responsibility. University of Pittsburgh School of Public Health, 1986.

Book review for Discharge Planning Update. Book reviewed: Health Care USA: 1984, Volume I, the National Report by National Citizens Board of Inquiry into Health in America. Spring, 1985.

PROFESSIONAL PRESENTATIONS AT NATIONAL MEETINGS

"Child abuse prevention: rural support networks for adolescent parents." Public Health Bi-regional Social Work Conference, May, 1988, University of South Carolina, Columbia, South Carolina.

"Helping communities build effective child abuse prevention programs...the Arkansas model." Public Health Social Work Institute, April 25, 1988, University of Pittsburgh School of Public Health.

"Models of staff and community needs assessment." Public Health Bi-regional Social Work Conference, May, 1987, University of North Carolina conference in New Orleans, Louisiana.

"Needs assessment and program planning." Public Health Social Work Institutes, March, 1985 and 1986, University of Pittsburgh School of Public Health.

"Child abuse: protection through prevention." National Association of Social Workers Conference on Health, November, 1983, Washington, DC.

"Adoption and the intensive care nursery." National Association of Perinatal Social Workers, August, 1980, San Antonio, Texas.

file

new investment areas or targeted populations, offering more services or increasing their volume of business. This will ensure that the funding process remains competitive and dynamic as individual community needs change.

In most cases, matching funds from another source on at least a 1:1 basis are required. Applicants must compete for available funds.

When can CDFIs to apply for assistance?

There will be some delay before the Fund starts to award assistance to CDFIs. President Clinton will nominate an Administrator who must, in turn, be confirmed by the Senate. Fund staff must be hired to draft and implement the rules and regulations under which the Fund will operate. Once administration for the Fund is in place, applications for assistance can be processed and assistance awarded on a competitive basis.

Other Provisions of the Act

- protect homeowners from exorbitant fees and unscrupulous practices by lenders
- improve the detection of money laundering
- reduce the regulatory and paperwork burden on our financial institutions, and streamline regulatory requirements
- help small businesses and those who help provide businesses with commercial real estate by removing barriers to backing securities with small business or commercial real estate loans

Prepared by:
Office of Public Affairs
Department of the Treasury
1500 Pennsylvania Avenue, NW
Washington, DC 20008

**The Community
Development
Banking
and
Financial
Institutions
Act
of 1994**



The Community Development Banking and Financial Institutions Act of 1994

community investment
consumer protection
help for small businesses
streamlined regulation

What is CDFI?

The Community Development Banking and Financial Institutions Act of 1994, signed by President Clinton on September 23, is a landmark bill that will bring technical and financial assistance for community development to needy areas and populations.

The Act complements and builds on other legislation designed to empower communities through their local institutions, including the Bank Enterprise Act, Community Reinvestment Act, and the Second Mortgage Market Enhancement Act. Provisions of the new law are designed to help consumers, businesses, and banks.

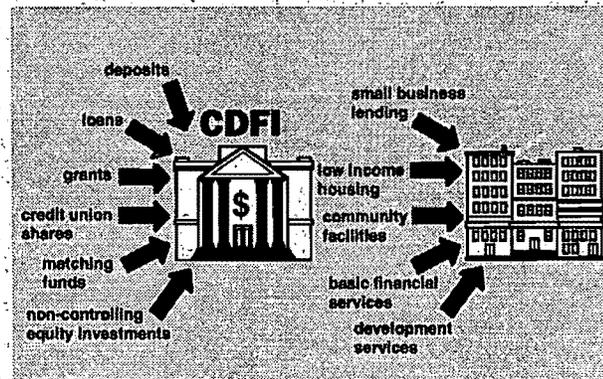
As much as \$500 million will be available over four years to establish a Fund to which community development financial institutions (CDFIs) can apply, to finance the Bank Enterprise Act, and to administer the provisions of the Act. For Fiscal Year 1995, \$125 million has been appropriated.

The CDFI Fund

Who can get help from the CDFI Fund?

The Act creates a new Fund to assist existing and newly-established community development financial institutions serving "investment areas" or "targeted populations":

- An **investment area** is a geographic area, including an Indian reservation, that meets objective criteria of distress developed by the Fund and has **significant unmet needs** for loans or equity investments or is located in an empowerment zone or enterprise community.
- A **targeted population** is individuals, or groups of individuals, including Indian tribes, who are low-income persons or otherwise lack adequate access to loans or equity investments.



A CDFI can be an efficient and effective vehicle for development. It may leverage Fund assistance with other funds from the private sector, and then lend the money out in its community. A CDFI may provide development services in conjunction with equity investments or loans. It must provide accountability to the area or population it serves,

and may not be an agency of any government jurisdiction.

The Fund can also provide assistance to a "community partnership" between a CDFI and a "community partner." In this way a CDFI can work with an established entity such as a depository institution, holding company, credit union, nonprofit organization, state or local government agency, or quasi-governmental entity. Assistance provided by the Fund to community partnerships can go only to the CDFI, not the community partner.

The Fund may provide:

- up to \$5 million during a three-year period to any one CDFI and its affiliates;
- up to \$3.75 million in additional assistance for a CDFI to establish an affiliate or subsidiary outside of the state or metropolitan area currently served by the CDFI;
- up to 5% of its funds to enhance the liquidity of CDFIs.

What will the application criteria for Fund assistance be?

At a minimum, the applicant must show that it is, or will be, a community development financial institution. It must have a comprehensive strategic plan documenting the needs of the investment area or targeted population and how it will address those needs.

As CDFI-funded organizations become an integral part of economic development efforts in communities across the country, the Act also requires that those organizations grow. To receive additional funds, they must show that they have met their performance goals and that they are expanding to

FEB 4 REC'D

THE WHITE HOUSE

WASHINGTON

February 3, 1994

MEMORANDUM FOR FE MORALES MARKS

DEPUTY ASSISTANT SECRETARY FOR FINANCIAL
INSTITUTIONS, DEPARTMENT OF THE TREASURY

FROM: Paul Weinstein
Domestic Policy Council

SUBJECT: Community Development Bank and Financial
Institutions (CDBFI) Fund Application

feb

As we discussed last week, we believe it is important to begin drafting the application and application guide for the CDBFI program. We would like to model the application and guide on the Empowerment Zone/Enterprise Community (EZ/EC) application materials, albeit a much shorter version (the application guide should be no more than eight pages in length). It is very important that the application and guide be user-friendly, since the applications will be targeted to low- to moderate-income communities. The actual application itself should be a pullout section in the middle of the application guide.

The application and guide should not look like the typical government application, with a presidential seal on the cover. It should have a glossy, business look, maybe with a color photo of a community scene, or a drawing. Remember, the guide will be given to business persons as well as community groups, so it must be tailored to both groups.

I believe the following format would be an appropriate starting point for discussion:

- Introduction -- The application guide should open with a quote on the CDBFI initiative from the President (along with photo) and then should follow with a discussion of the goals of the program: To expand the access to capital, credit, and basic banking services to low- and moderate-income communities; spur private sector investment and empower the entrepreneurial spirit in distressed areas; build on proven community-based solutions to the problems of our inner cities and distressed rural areas etc.

If the final legislation includes a CDBFI Board with agency heads as members (Treasury, Commerce, SBA, USDA, HUD), then the introduction should include a letter from them expressing their commitment of support;

- Key Principles -- The second section of the application guide should describe the guiding principles of the program: listing the criteria for selection: targeted low-income area;

management experience; amount of private sector match; extent of community involvement; economic performance goals; etc. We need to meet to flush these out in greater detail;

- Application Process -- The third section of the guide should provide specific statements and answers about program benefits and types of assistance, eligibility criteria, designation procedures, timelines and dates, and technical assistance. In this section, or at the end of the guide, we need to reserve space for a listing of names and addresses of persons at the CDBFI Fund to contact regarding questions or information about the program and application;

- Business Plan -- A discussion of key factors the CDBFI Fund will consider in evaluating an applicant's business plan;

- Conclusion -- Probably a statement from the head of the CDBFI Fund.

It might be useful if we could get a printing cost estimate.

cc: Carol Rasco
Paul Dimond
Sheryll Cashin

THE WHITE HOUSE

WASHINGTON

March 2, 1994

MEMORANDUM FOR VERONICA BIGGINS

FROM: Carol Rasco *CR*
Paul Weinstein

SUBJECT: Administrator of the Community
Development Bank and Financial
Institutions Fund *file*

The purpose of this memorandum is to apprise you that a new Federal government agency may come into existence over the next couple of months as a result of legislation submitted to the Congress by the President last summer.

In July of 1993, the President sent to the Congress legislation to establish a Community Development Bank and Financial Institutions Fund (CDBFI). The purpose of the CDBFI Fund is to make investments in a network of community development banks and financial institutions that would provide lending, investment, and basic banking services to underserved communities. The creation of the network of CDBFIs was a significant campaign commitment.

This legislation passed the House of Representatives and the Senate Banking Committee last year in bipartisan fashion. We expect Senate floor action shortly. The bills in the House and the Senate require that the President designate, and the Senate confirm the Administrator/Chair of the CDBFI Fund.

An ideal Administrator/Chair of the CDBFI Fund would be someone who has experience in banking, community development, knowledge of the foundation world, and a background in government at the local and State level.

If you have any questions regarding this legislation, please contact Paul Weinstein at x6-7930.

cc: Bob Rubin

OUT

18-7022

IDENTIFICATION OF FILE MATERIAL

File Designation	Date	Description	CHARGED TO	D CHA
Richard M. Krause	MM	MM	MM	3
Carl S. Ruelle	5/29/84	(Chas. E. Price)	MM	6
John F. Mueller	Wyo	All JB File	K. Bulloch	6
NELSON DEWLINGER	E(KIRA) de la GARZA	Recommendation	Scott Hallenbeck	5
John S. Cooper	JB File	JB File	Jan	5
Paul Diegelman	CP	CP	Strickarty	5

