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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Michael Cardin to Vice President Albert Gore (partial) (1 page)	08/10/1995	P6/b(6)
002. letter	Clyde D. Thurston to George Latimer (partial) (1 page)	03/30/1995	P6/b(6)

COLLECTION:
Clinton Presidential Records
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FOLDER TITLE:
State/Local Initiatives [2]

2011-0255-S
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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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b(1) National security classified information [(b)(1) of the FOIA]
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b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

August 14, 1995

NOTE TO:
OVP -- Elaine Kamarck, Kumiki Gibson, Sheryll Cashin
DPC -- Gaynor McCown, Paul Weinstein
OEP -- Keith Laughlin
EPA -- Shelley Metzenbaum, Lou Kerestesy, Chuck Kent
Justice -- Reggie Robinson
HUD -- Bruce Katz, Howard Glaser, George Latimer
Education -- Judy Wurtzel
HHS -- David Garrison
OMB -- Ed DeSeve, Steve Redburn, Jonathan Breul

FROM: Bev Godwin
Phone: 202-632-0150 (ext. 111)
FAX: 202-632-0390
e-mail: beverly.godwin@npr.gsa.gov

SUBJECT: City Performance Partnerships

Attached for your review and comment is a first draft of a three-page explanation of what we mean by performance partnerships with cities, and some examples of outcome measures in the areas of crime and economic development. It is expected these documents will be used to facilitate the discussion with 40 mayors in Seattle August 26. [For EPA, should we use the three examples that were developed for the XL for communities initiative?]

Please provide me your comments as soon as possible. Are these the federal responsibilities we want to commit to? Are these the responsibilities we want to ask of the locals? How can the examples for your departments be improved?

CITY PERFORMANCE PARTNERSHIPS

Purpose

Thue purpose of performance parnterhsips with cities is to encourage and test a change in the way that cities, the federal government, and other levels of government relate to one another, by focusing on results and giving cities the flexibility they need to achieve them. In summary, performance partnerships focus on results through intergovernmental partnerships that enhance flexibility. Performance partnerships are not about more money, but about more effective use of funds to better achieve results.

Background

America's cities have been leading the movement toward results-driven government. Many cities have established performance measures, citizen surveys and new management approaches to focus on the results that matter to their residents.

The federal government has begun to reorient its approach as well. As called for by the Government Performance and Results Act, the National Performance Review, and the President's Budget, federal agencies are refocusing their management system on results and finding ways to give government agencies and their intergovernmental partners greater flexibility to achieve them. Federal agencies have signed results-oriented memoranda of understanding with state and local government in Oregon, witht he cities of Dallas and Tulsa, and with cities and other local governments under such initiatives as Empowerment Zones/Enterprise Communities and Pulling America's Communities Together.

The time is right to expand the effort to support results-driven government to American cities that are ready and interested in changing the basis of the relationship with their partners. The Vice President has invited cities to come forward with their innovative solutions to better achieve results in the areas of crime, economic development, housing, and the environment.

Principles of Performance Partnerships

- Focus on Results:
  - Structured and managed to achieve mutually agreed upon results that are oriented to community needs and customer satisfaction
- Partnership:
  - Shared accountability to the public for progress toward

results
- -- Intergovernmental and interagency partners work together toward desired results
- -- Partners work together to remove barriers to success

o Increased Flexibility:
- -- Reduce red tape and micro-management at all levels of the service delivery system
- -- Provide greater flexibility at all levels to achieve more effective performance towards results
- -- Mutual trust and delegation of responsibilities for HOW services designed and delivered to front-line, local level providers
- -- NOT about more money but about more effective use of funds to better achieve results

Benefits of Performance Partnerships

- o Most important benefit, and the ultimate test, are improved results
- o Better use of public resources ($ and people)
- o Greater confidence in public sector services
- o Offers a laboratory for federal, state and local participants to learn from their efforts and act on what they learn to improve service delivery
- o An opportunity for federal and local partners to design and implement solutions tailored to the specific needs of the locality
- o An opportunity to build community capacity and infrastructure directed at reaching identified and measurable goals
- o An opportunity to reinvent the way the federal government and cities work together to achieve results for Americans

Shared Responsibilities

Are there responsibilities from federal and local sections below that should be put in a section of shared responsibilities.

Federal Responsibilities

- o Provide single point of contact to help sort though the maze of federal departments, programs, and funding sources, to be a liaison to the Community Empowerment Board and other interagency forums, and to serve as convener when necessary
- o Support and facilitate locally defined outcomes and solutions
- o Process barrier removal requests (e.g., help identify source of barriers, identify possible alternatives to enhance local flexibility, process waiver requests, serve as advocate for

legislative changes when necessary)
- Provide or refer to technical assistance needed and requested by local partners (e.g., benchmarking, capacity building, violence prevention strategies such as community policing and community schools, community development financing)
- Spread knowledge of promising practices from other cities and states
- Assist with data identification, collection, analysis, and reporting
- Learn from and act upon learning (e.g., if same waiver requested by many communities, look to legislative change)

Local Responsibilities

- Identify citizen priorities and outcome measures to reflect those priorities
- Identify baseline data and set middle- and long-term performance targets
- Identify action plan for achieving results
- Identify barriers preventing successful achievement of results
- Identify flexibility needed from federal government and why that flexibility would lead to better outcomes than under current requirements
- Involve community in identifying results and barriers and in designing innovative solutions
- Identify and involve other stakeholders (e.g., state, county, community) in partnership

Responsibilities of Other Partners

These would be tailored to each partnership, but would be similar to those shown above under federal responsibilities and shared responsibilities.

Federal Contacts

Cities which are interested in pursuing the idea of a performance partnership with the federal government should contact the National Performance Review:

Beverly Godwin
202-632-0150 (ext. 111)
FAX: 202-632-0390
e-mail: beverly.godwin@npr.gsa.gov

OR

Pamela Johnson
202-632-0150 (ext. 110)
FAX: 202-632-0390
e-mail: pamela.johnson@npr.gsa.gov

SAMPLE OUTCOME MEASURES

A PARTNERSHIP TO REDUCE CRIME AND THE FEAR OF CRIME AND TO IMPROVE PUBLIC SAFETY

Examples of Possible Outcome Measures:
(Adapted from Portland-Multnomah Benchmarks and Oregon Benchmarks)

Number of Reported Crimes Against People* per 1,000 Population
(*murder, rape, robbery, kidnapping, assault)

Number of reported crimes against property* per 1,000 population
(*burglary, larceny, motor vehicle theft, arson, vandalism)

Percentage of citizens who feel safe walking alone in their neighborhood:
- -- during the day
- -- at night

Firearm injuries and fatalities rate per 1,000 population broken down by age (juvenile or adult)

Juvenile arrests per 1,000 juveniles per year

Behavior crimes* reported per 1,000 population
(*weapon laws, prostitution, drug laws, gambling, crimes against family, D.W.I., liquor laws, disorderly conduct, curfew, runaway)

Percentage of paroled offenders reincarcerated within XX years of initial release

Number of reported incidents of domestic violence:
- -- Children abused and neglected per 1,000 people under 18
- -- Spouses or domestic associates abused per 1,000 people
- -- Elderly abused per 1,000 people

BEFORE SEATTLE, WE WILL INCLUDE EXAMPLES FROM OTHER CITIES.

SAMPLE OUTCOME MEASURES
A Partnership for Economic Development

Examples Possible Outcome Measures

[Adapted from Portland-Multnomah Benchmarks]

Percentage of Citizens with incomes above 100% of the federal poverty level

Percentage of children 0-17 living above 100% of the poverty level

Percentage of citizens who rate their neighborhood livability high

Unemployment rate (as compared to metropolitan area, State, U.S.)

Total employment (in thousands) broken down by ethnicity

Average annual payroll per worker

Annual total payroll

Number of small businesses that fail in XX years

Percentage of government permits issued within the target time period or less including business licenses,building permits, water, plumbing, electrical/heating and ventilating, parking, street use, and conditional use/zoning/variances

Percentage and number of industrial site acreage identified in comprehensive plans that is actually suitable for development

Total taxes per capita as percentage of State, U.S. average

Total taxes per $1,000 income

Percentage of federal, state, and local business taxes and fees per dollars of business income

Real per capita capital outlays for public infrastructure

Percentage of total non-manufacturing jobs in metropolitan area located in downtown area

Average wages per employee in firms with fewer than XX employees

Per capita income as a percentage of U.S. real per capita income

Per capita income as a percentage of State's real per capita income, broken down by ethnicity

BEFORE SEATTLE WE WILL INCLUDE EXAMPLES FROM OTHER CITIES.
i:\stlocal\ppexamp

"Performance Partnerships"

Some of the proposals described above reflect a new concept—"performance partnerships" with States and local governments. The proposals will consolidate funding streams and eliminate overlapping authorities, create funding incentives to reward desirable results, and reduce micromanagement and wasteful paperwork. They also will begin to focus programs on outcomes and outputs, treating them as the basic measure of success. The partnerships will seek to empower communities to make their own decisions about how to address their needs, and to be held accountable for results.

With this in mind, the Administration is proposing a variety of other consolidations to provide greater flexibility and increase accountability:

- The fourth element of the President's Middle Class Bill of Rights would combine 70 education and job training programs into one system; it would provide substantial flexibility for State and local governments to develop comprehensive workforce development systems to meet their particular needs, empower individuals to choose their own training, and hold providers accountable for program performance, including job placements.
- The Public Health Service, a part of the Health and Human Services Department, proposes to consolidate 108 activities into 16 grant categories and build performance incentives into the authorizing legislation.
- The Environmental Protection Agency proposes to allow States to consolidate up to 12 media-specific grants (e.g., air, water, hazardous waste), enabling States to target resources toward their most pressing priorities while still abiding by Federal law.
- The Agriculture Department (USDA) proposes to combine funding for 14 rural development loan and grant programs and authorize USDA's State Directors to allocate funds between these programs. These Directors will work with State and local governments, other community-based organizations, and the State Rural Development Councils—whose members include

State, local, and Tribal governments, and private sector representatives—to direct funds to each State's highest rural economic development priorities. USDA's proposal will include performance measures and performance incentives.

For a picture of how the facets of these proposals relate to one another, see Table 12–3 "Performance Partnerships."

The proposals highlighted in Table 12–3 will save additional FTE (and associated administrative costs) beyond levels required by the 1994 Federal Workforce Restructuring Act. The Administration expects other FTE savings in the future as part of Phase II of the National Performance Review.

Table 12–3. "PERFORMANCE PARTNERSHIPS"

	Department of Agriculture: Rural Development Programs	Departments of Education and Labor: G.I. Bill for America's Workers	Department of Health and Human Services: Public Health Service	Department of Housing and Urban Development	Department of Transportation	Environmental Protection Agency
Number of programs consolidated.	14 existing USDA rural development loan and grant programs remain separate, but USDA State Directors would be authorized to shift funds between existing programs.	70 programs to be consolidated into one system.	108 programs to be consolidated into 16 categories.	60 statutory programs to be consolidated into 3 programs. The first stage, in 1996, consolidates into eight.	30 categorical programs would be consolidated into three broad allocations: a unified grant, State Infrastructure Banks, and a discretionary grant program.	Up to 12 media-specific State grants would be consolidated at the request of the State, although the underlying EPA programs would remain separate.
Performance incentives.	Up to 10 percent of the annual formula allocation would be withheld and awarded based on superior performance.	Increased flexibility for States and localities to use resources in ways that best meet their needs; providers that fail to meet standards or fail the market test of choice would be eliminated.	Increased funding for grantees that develop, report and show progress toward performance goals.	To keep full spending discretion, localities must meet their performance targets. Up to 10 percent of formula allocation would be withheld and distributed on performance.	Increased flexibility for recipients to use funds in ways that best meet their needs; fewer Federal requirements; ability to leverage Federal funds to generate increased total investment.	Incentives would be negotiated in work plans between EPA and the States, and could include performance-based funding and various means to encourage additional States to accept delegation of EPA programs.
Improved flexibility.	More flexibility at State level on funding priorities set by USDA in consultation with State Rural Development Councils, and State and local governments.	States and localities can design service delivery systems as they see fit to accomplish results.	Small categorical grants replaced with larger, flexible pools of funds. Grantees can decide how funds to be used.	Would remove spending restrictions from current law and replace process compliance with accountability for results.	States and localities given broader discretion to choose projects, fewer restrictions by type of mode (e.g., highways vs. transit); Infrastructure Banks allow closer aligning of expected returns with level of subsidy provided, more flexible use of contributions from State/local revenues and private fees.	Participating States would transfer funds between programs, based on agreements with EPA, without further action by Congress.

Table 12–3. "PERFORMANCE PARTNERSHIPS"—Continued

	Department of Agriculture: Rural Development Programs	Departments of Education and Labor: G.I. Bill for America's Workers	Department of Health and Human Services: Public Health Service	Department of Housing and Urban Development	Department of Transportation	Environmental Protection Agency
Improved accountability.	State-by-State work plans (embodying performance measures and accountability) would be negotiated between USDA headquarters and the USDA State Directors (in consultation with State Rural Development Councils, and State and local governments.	Improved information on jobs, labor markets, and institutional performance will empower individuals to exercise informed choice and not use poor schools, tougher quality standards on providers based on results, system goals for services and outcomes, and published performance.	Strong State planning and reporting process. Grantees will report on outcomes, and progress on broad-based public health goals as well as specific results achieved with PHS funds.	Would consolidate programs into performance-based formula grants which are accompanied by Federal conditions. Grant recipients will be accountable for locally-developed performance benchmarks.	Performance reporting will be simplified under a few large programs; Infrastructure Banks will require substantial contributions of resources from States and localities, user fee financing will assure market tests of investment decisions.	The State work plans would include an evaluation component to maintain EPA oversight while improving environmental results.
Administrative savings.	$42 million over five years with accompanying reductions in headquarters FTEs.	$31 million over five years for Federal oversight FTEs. States use savings from their program flexibility redesign for additional services.	$15 million in 1996 for 230 oversight FTEs with FTE savings more than doubling over four years for cumulative savings totalling $218 million.	$770 million over five years. Phased-in estimates of HUD administering (1) grant versus direct Federal programs; and (2) fewer grants versus the multiplicity of HUD's current grant structure.	Consolidation of grant programs would reduce grant administration costs	Lower EPA processing costs for consolidated grants, and lower EPA implementation costs in States that accept more delegation of EPA programs.
1996 BA for Performance Partnership grants.	$988 million	$14.1 billion (Discretionary BA)	$3 billion	$26 billion	$25 billion	$634 million
Locus of decision-making.	State Directors (coordinating with the State Rural Development Councils, and State and local governments) would be able to shift resources among existing programs to meet the specific needs of each State.	Most program and administrative design responsibilities are shifted from Federal to State and local levels. Individuals empowered to select training.	Five of 16 program groups will be State grant programs, where decision-making would be left to States. States will be eligible for most of the other 11 grant clusters.	Decision-making shifted to States, cities, and communities.	Fewer Federal constraints on use of funds shifts decision-making to States and localities; Infrastructure Bank decisions reflect market viability of investments.	Participating States would be able to make funding decisions based on their priorities and to simplify their administrative procedures.

How is performance measured?

Performance measures and performance targets will be developed in consultation with State and local governments and other grantees. Performance measures will include input, output, and outcome measures for the populations served.

Restructuring Programs: Other Efforts

In a host of other areas, the Administration proposes to eliminate some programs, turn some functions over to the private sector, and better focus some activities on their proper Federal roles. The savings from these proposals also will help to finance the President's middle-class tax cut and keep the budget deficit under control.

Terminating the Interstate Commerce Commission (ICC): The budget proposes to phase out the ICC, thus removing Government controls that place costly and unnecessary burdens on industry. The proposal would eliminate the bulk of the ICC's activities, including most remaining motor carrier regulatory functions and some rail functions that have outlived their usefulness. It would trans-

401-0593

898-9000

The Annie E. Casey Foundation
701 St. Paul Street
Baltimore, Maryland 21202
410/547-6600
Fax: 410/223-2956

FAX

Date: 2/15/95

To: Gaynor McCowan

Company:

Fax Number: 202/456-7028

From: Jennifer Miller

Notes/Comments: FYI -- internal notes on Local Empowerment & Flexibility Act
- Jennifer

Number of Pages (including cover sheet): 7

737-0180

July 18, 1994

TO: Ralph Smith

FROM: Jennifer Miller

RE: Local Empowerment and Flexibility Act

As we have discussed, the Local Empowerment and Flexibility Act, which is currently pending a House-Senate Conference, would provide up to 30 communities in six states the opportunity to integrate social services discretionary programs and program funds across existing federal asistance categories. If enacted, the Act would provide opportunities for AECF-Federal government collaboration, as well as important collaborative opportunities for our grantees and others who are re-examining their social services delivery systems.

The following provides some background on the Local Empowerment and Flexibility Act, outlines the major provisions, and suggests a course of action for consideration by the Foundation.

I. Background on the Local Empowerment and Flexibility Act

The Act was introduced by Sen. Hatfield (R-Ore) as part of the National Competitiveness Act. The larger Act is not at all related to the Local Empowerment and Flexibility Act, but provided a useful vehicle for the idea. The full Act is now ready for a House-Senate Conference, but a date for this has not been scheduled.

Conferees in the Senate are Rockefeller (D-W.V.), Danforth (R-MO), and Hollings (D-S.C.). House Conferees have not yet been named.

Many ideas in the Act had been discussed in relation to the EZ/EC legislation, but were not completely reflected in the final version. While the EZ/EC legislation provides an opportunity for local communities to examine federal and state barriers to comprehensive community efforts, the Local Empowerment and Flexibility Act takes it a step further by specifically emphasizing social services programs (broadly defined), and by creating a local process and plan specifically for this purpose. It is important to note that the legislation provides no new funding for planning or implementation efforts, and local flexibility plans must be cost neutral for the Federal coffers. In addition, only discretionary funds can be used in the plan -- entitlements are not fair game.

The legislation does, however, directly address many of the decategorization and integration issues that we are dealing with across our initiatives, and suggests that the demonstration program would promote the following objectives:

- o promote local delivery of social services to meet the full range of needs of individuals and families;
- o respond flexibly to the diverse needs of the Nation's communities;
- o reduce barriers between programs that impede local governments' ability to effectively delivery social services;
- o empower local governments and private, nonprofit organizations to be innovative in creating programs that meet unique needs of people in the community while continuing to address national social service goals; and
- o recognize and act on already existing planning and community involvement strategies for social services by removing federal, state, and local barriers to implementation.

II. Timeline for Implementing the Legislation

The process for implementing the legislation is as follows:

1) Legislation is Enacted;

2) Guidance for applications by local government is developed by Community Enterprise Board;

3) Local governments develop "local flexibility plans". These plans are developed with input from low-income individuals, and must include at least 1 public hearing. CEOs of local and state governments must sign off. Content must include info such as: geographical boundaries of plan; federal programs to be included; goals and measurable performance criteria; who will be served with what services; eligibility criteria; how it will be evaluated; etc.

4) Local governments submit plans to states, which must comment

and submit to Community Enterprise Board within 30 days. If they fail to submit within 30 days, the local government can submit to the Community Enterprise Board on their own.

5) Within 45 days, the Community Enterprise Board must approve or disapprove the plan. The legislation says this must happen within 180 days (6 months) of enactment, which calls into question how much time local governments will have to develop the local flexibility plans (as well as how much time the Board will have to develop guidance). Further on in the legislation it says the Board must develop regulations within 180 days -- we need to get this clarified;

6) In order to implement, the Community Enterprise Board and the local government and other organizations that will be subject to a local flexibility plan, must sign a Memorandum of Understanding, including any waiver commitments, total Federal funds to be used, total non-federal funds to be used, measurable performance criteria, and data to be collected to measure performance criteria.

7) The Community Enterprise Board, within 18 months, must report to Congress and the President on which regulations are most commonly waived under this program. This should lead to an examination, and potentially an elimination of those regulations.

On the whole, the legislation provides enough explicit language about the goals and overall direction of the Act. Much will be determined by how the Community Enterprise Board interprets the legislation for regulatory purposes, and how much they emphasize the intergovernmental aspects of this.

One could argue that 6 states and 30 communities is a limited number, and that we would prefer to see this opportunity available to all communities that are interested. On the other hand, a manageable number allows for greater ability on the part of the Federal government to play a real partnership role. The big questions are: (1) how the Board applies criteria for determining which local flexibility plans to approve; and (2) how to be sure that more than one jurisdiction in each state (on average, five from each state) are "ready" to apply.

III. Suggested Course of Action for the Foundation

1) Monitor the legislation closely as it goes through the Conference Committee;

2) Educate our staff, grantees, and friends in the field about: (a) the existence of the legislation; and (b) opportunities to further systems reform through participation in implementation of the legislation;

3) Begin discussions with Community Enterprise Board about post-enactment activities to ensure that regulations provide the most useful framework for communities to use while developing plans;

4) As soon as the legislation is enacted, begin developing a technical assistance strategy to ensure quality and quantity TA availability in development of local flexibility plans. We may hook this on to activities we undertake for EZ/EC sites as well, either in conjunction with other Foundations or on our own;

5) Develop a plan for funding current and other grantees in development of local flexibility plans, as well as implementation efforts.

I know we will be talking about this further on Friday. By then I will have a clean copy of the legislation (my Federal Register copy is real difficult to read). In the meantime, I will develop a list of people we need to "reach" to begin developing a constituency for the legislation.

I have also spoken with Janet Levy about her ideas for a collaborative foundation process around the EZ/EC legislation, and will update you when we talk on Friday.

September 6, 1994

TO: Ralph

FROM: Jennifer M.

RE: Local Empowerment and Flexibility Act

The following is a brief update on the Local Empowerment and Flexibility Act:

The major bill in which the Act is included (S. 4 and H.R. 820) is stalled: The House and Senate are having trouble agreeing on major provisions of the larger bill, all of which has little to do with the Local Empowerment and Flexibility provision (Title XI). The conferees have been named, but a date for official conference has not yet been set.

There have been major changes in Title XI that make it a less attractive bill than as previously written. The major disappointment is that there is no longer ability to waive statutory requirements. The waiver authority is no stronger in the bill now than exists under current law, meaning that only regulations, not statutory requirements, can be waived.

The good news is that under the compromise reached by House and Senate for Title XI, the Community Enterprise Board would be put into statute. Right now, there is no statutory authority for the Board, which exists only for the purposes of the Empowerment Zone/Enterprise Community legislation.

The legislation would also expand the number of communities eligible for local empowerment and flexibility status. 2/3 of the local empowerment sites would be those sites that were "runners up" for EZ/EC designation, and 1/3 would be non EZ/EC applicants. These sites would also have preference for discretionary programs coming out of the Administration, as do EZ/EC sites. All in all, this is beginning to look like a way to give more sites the advantage that EZ/EC sites have, without the additional funding.

Finally, the Senate is still attempting to work through some of the technical issues. Right now, the local governing authority would submit plans to the state, which would have 30 days to respond (they are trying to extend this to 45 days). If the state does not respond, the local governing authority can submit the plan directly to the feds. In addition, each agency that is impacted by the plan must sign a memorandum of agreement in order for the local plan to be approved.

There is no paper that anyone can share with us no, as these deals are still being worked out. People are also skeptical that the larger bills will go anywhere this session. I'll keep you informed as I hear more.

THE WHITE HOUSE

WASHINGTON

March 15, 1995

MEMORANDUM FOR ALICE RIVLIN
ELAINE KAMARCK
BEVERLY GODWIN
MARCIA HALE
MIKE SMITH
GEORGE LATIMER
SHAY BILCHIK
PETER EDELMAN
TOM GLYNN

FROM: CAROL RASCO CHR

SUBJECT: STATE AND LOCAL INITIATIVES

CC: JEREMY BEN-AMI
GAYNOR McCOWN
PAUL WEINSTEIN
MICKEY LEVITAN

Many thanks for attending Friday's meeting regarding the Clinton Administration's role in supporting state and local initiatives. The experience and insights of this group has an important role in helping to determine how we want to respond to requests we have received to enter into partnerships with states and local governments.

Oregon (and to a lesser extent West Virginia and Indiana) has served as a "test bed" for a redefinition of the relationship between the federal government and the states. At the meeting on Friday, there was consensus that we should move forward and begin thinking about ways to work with other states and localities in a more effective and efficient manner. By focusing on performance partnerships and bottom-up grant consolidation such as Senator Hatfield's "Local Empowerment and Flexibility Act," we have a unique opportunity to support existing efforts (The Oregon Option, Empowerment Zones and Enterprise Communities, and PACT), while also reaching out to other states and localities.

We will have a follow-up meeting on ~~Monday, March 20 from 2:30 - 4:00 in my office~~. By then, you will have received a memorandum from Paul Weinstein regarding Senator Hatfield's - S. 88 - proposal. Attached you will find a copy of the proposal for Performance Partnerships in the President's 1996 budget.

At the Monday meeting we will discuss:

- performance partnership proposals;
- memorandum regarding the Hatfield proposal; and
- next steps, including developing mechanisms for moving forward.

If you have any questions or want to add something to the agenda, please contact Gaynor McCown at 456-5575. Meanwhile, I'll look forward to seeing you on Monday.

GAYNOR McCOWN

OFFICE OF THE VICE PRESIDENT

WASHINGTON

September 11, 1995

MEMORANDUM TO: Shelly Metzenbaum, EPA
Harriet Tregoning, EPA
Howard Glaser, HUD
Roy Priest, HUD
Reggie Robinson, DOJ
Paul Weinstein, DPC
Gaynor McCown, DPC

FROM: Bev Godwin, National Performance Review
Sheryll Cashin, Community Empowerment Board

SUBJECT: Connecticut's Neighborhood Revitalization Zones

The State of Connecticut recently passed legislation establishing Neighborhood Revitalization Zones (NRZs), an initiative which aims to support the revitalization of poor areas by enhancing program flexibility on a state and local level. Numerous state and local agencies are collaborating on this initiative, although efforts are particularly focussed on strategies for economic development and the redevelopment of abandoned properties in areas designated as NRZs.

Attached is background information on the NRZ legislation, as well as copies of correspondence the Vice President has received from various elected officials asking that the Community Empowerment Board formally recognize the NRZs as a model for community development, and that the federal government enter into a partnership with Connecticut's state and local agencies. We feel that we must respond favorably to Connecticut's request to enter into a partnership with the federal government. We would like to meet to discuss how specifically we would reach this objective prior to drafting a formal written response on behalf of the Vice President.

This meeting has been scheduled for **Thursday, September 14 at 1:00 p.m. in the Vice President's Ceremonial Office (OEOB room 276)**. Please let Margaret Pugh know if you will be able to attend so that we may clear you into the building. She can be reached on 456-9039.

We are looking forward to discussing this with you on Thursday.

CC: Kumiki Gibson, OVP

STATE OF CONNECTICUT

DEPARTMENT OF SOCIAL SERVICES

OFFICE OF THE COMMISSIONER

JOYCE A. THOMAS
COMMISSIONER

TELEPHONE
(203) 424-5008

FAX
(203) 424-4960

Kumiki DL - copy/Log - SC will do resp.

AUG 29 1995

August 25, 1995

cc: Sheryll Cashin Please draft response VSA 9/7/95

Vice President Albert Gore, Jr.
Old Executive Office Building
Washington, DC 20501

Dear Vice President Gore:

The Department of Social Services has participated as a member of an interdisciplinary team promoting Holistic Community Development in Connecticut. Connecticut has made significant progress this year with the passage of the Neighborhood Revitalization Zone Legislation.

A number of Federal, State and local agencies in Connecticut have pledged support and resources to this exciting initiative. Neighborhood Revitalization Zones will greatly enhance the ability of the Department of Social Services to meet the goals of our ambitious new Welfare Reform Program.

The neighborhood revitalization planning process is a community based process which will involve rehabilitation of housing, creation of new businesses, crime prevention programs, job training and job development, creation of parks and open spaces and the attraction of private sector investment. As communities grow and develop, job opportunities will be created for community residents which will enable them to move from public assistance to self-sufficiency.

Because of the significant progress made in Connecticut, I request that Connecticut be designated a national model for Holistic Community Development.

Sincerely,

Joyce A. Thomas

Joyce A. Thomas
Commissioner

JAT:KB:h

Kumiki

AUG 14 1995

Alex,
use language from letter to CT congressman

OFFICE OF THE MAYOR
550 MAIN STREET
HARTFORD, CONNECTICUT 06103

MICHAEL P. PETERS
MAYOR

Telephone: (203) 543-8500
Fax: (203) 722-6606

August 7, 1995

The Honorable Albert Gore, Jr.
Vice President of the United States
Old Executive Office Building
Washington, DC. 20501

Dear Vice President Gore:

This week, a promising new initiative for Connecticut was unveiled with the signing into law of Public Act 340. This act will make it possible for State municipalities to create Neighborhood Revitalization Zones in areas that have decayed physically and economically to the point where they devitalize entire communities and overwhelm the entire resource response mechanism of the municipalities.

The Act promises to establish a new model for use of community empowerment and collaboration to advance the objective of revivifying these targeted areas. This legislation strengthens tools such as taking power, code enforcement, and Receiver authority which are applied as part of the revitalization process. It further enables use of waiver of state and local environment, health and safety codes and regulations that unreasonably jeopardize strategic plans developed through this collaborative process.

I wish to lend my support in asking that your office consider recognizing this ambitious effort as a model for the nation. Of equal importance is the commitment of the federal government to this collaborative effort in processing regulatory waivers

The Mayor and City Council instilled community oriented policing in Hartford, demonstrating that collaborative community efforts are the key to effectively responding to the complex problems of urban life. Neighborhood Revitalization Zones will help Connecticut's municipalities to build upon the successes of these existing efforts by bringing powerful physical and financial forces to bear upon the problems that we seek to resolve together.

I hope we can count on your assistance.

Best regards,

Michael P. Peters

Michael P. Peters
Mayor

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Michael Cardin to Vice President Albert Gore (partial) (1 page)	08/10/1995	P6/b(6)

COLLECTION:
Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:
State/Local Initiatives [2]

2011-0255-S
rc229

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Hey – use language [illegible] letter to CT Congress

cc: Sherrill

[illegible]

State of Connecticut
HOUSE OF REPRESENTATIVES
STATE CAPITOL
HARTFORD, CONNECTICUT 06106-1591

REPRESENTATIVE MICHAEL J. CARDIN
FIFTY-THIRD DISTRICT

P6/(b)(6)

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[001]

MEMBER
EDUCATION COMMITTEE
FINANCE REVENUE & BONDING COMMITTEE
HUMAN SERVICES

August 10, 1995

Honorable Albert Gore, Jr.
Vice President of the United States
Old Executive Office Building
Washington, DC 20501

Dear Mr. Vice President:

I would like to add my voice of support with others from our state for the continuing investment in Neighborhood Revitalization Zones. With the recent passage in our Legislature for allowing communities to take bold steps in enhancing their neighborhoods, it has given a very positive symbol that the State is willing to work together to bring back the grandeur of our cities. I would like to thank you for your past support and your work as Chairman of the Community Empowerment Board on this issue.

In closing I would also like to thank you and the rest of the Administration for taking such stands on Education, Health and Security and Arts in light of the Republican mockery of these important areas of our society. Thank you and best regards.

Sincerely,

Michael Cardin

Michael Cardin
State Representative

Printed on recycled paper

1) Paul Weinstein
Hatfield Waiver
Legislation
— should
mention/
endorse?

(3) Or ask them to identify
statutory changes they would
like & work w/
them & others to seek
more flexibility?

Congress of the United States

Washington, DC 20515

cc: Sherrill
Cashin

June 6, 1995

(2) Even if not,
should we give focused
attention through here CEB?

Please draft a response
Kumiki 6/12/95

The Honorable Albert Gore, Jr.
Vice President of the United States
Old Executive Office
Washington, D.C. 20501

Dear Vice President Gore:

We are writing you in your capacity as Chairman of the Community Empowerment Board to seek your review of, and reaction to, a legislative proposal pending in the Connecticut General Assembly.

As you will note from the enclosed, the legislature is considering a bill to allow for the creation of Neighborhood Revitalization Zones (NRZ) throughout the state of Connecticut.

The process which led to this proposal grew out of a recognition that government regulations often frustrate efforts to revitalize our nation's most distressed areas. Throughout Connecticut, derelict properties and blighted neighborhoods languish in a state of decay in part due to various regulations emanating from the federal, state and local levels.

The pending legislation seeks to confront this challenge by empowering local communities to establish NRZs as mechanisms for coordinating and expediting revitalization efforts in the community. To qualify as an NRZ, communities would be required to undertake a strategic planning process aimed at sustainable economic and community development, similar to that required of applicants for federal Empowerment Zone/Enterprise Community designation.

Connecticut was fortunate to have two of its cities, Bridgeport and New Haven, designated as Enterprise Communities. This legislation reflects the commitment of the state to expand this innovative concept to other communities in Connecticut.

Once constituted, an NRZ would be eligible for expedited waivers of state regulations which impede fulfillment of the strategic plan. In effect, qualifying communities would enter into a revitalization partnership with the state and local government to eliminate the barriers which have hindered their economic development efforts to this point.

Clearly, the ability to legislate similar cooperation at the federal level lies outside the bounds of the Connecticut General Assembly.

We recognize the importance of regulations in protecting the rights of individuals, but also recognize the appropriateness of providing flexibility -- especially when it is in support of a community-driven strategic plan. As you know, cooperative federal involvement in the area of regulatory waivers was an integral part of the Empowerment Zone/Enterprise Community legislation.

As supporters of this proposal, we would appreciate your review of the enclosed with a focus on how the federal government can join this emerging partnership.

Specifically, we would like to know if the federal government can grant some form of recognition to Connecticut NRZs and direct department and agency heads to give expedited consideration to waiver requests from NRZs. If not, are there other ways -- possibly through some form of pilot program recognizing the state's efforts -- where the federal government can be supportive of this very worthy initiative.

We appreciate your consideration and look forward to your reply.

Sincerely,

Christopher Shays
Member of Congress

Barbara B. Kennelly
Barbara Kennelly
Member of Congress

Sam Gejdenson
Member of Congress

Nancy L. Johnson
Nancy Johnson
Member of Congress

Gary A. Franks
Member of Congress

Rosa L. DeLauro
Rosa DeLauro
Member of Congress

Chris Dodd
Christopher J. Dodd
United States Senator

Joseph I. Lieberman
United States Senator

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RECEIVED
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REP. CHRISTOPHER SHAYS
BRIDGEPORT

Congressman Chris Shays
U.S. House of Representatives
March 7, 1995

Dear ~~Congressman Shays~~, Mike

On behalf of the Connecticut Institute of Municipal Studies and the Neighborhood Revitalization and Reinvestment Task Force, I would like to thank you for your continued support in the work of the Neighborhood Revitalization Task Force. Your leadership and commitment to developing creative approaches to solving the problems confronting our urban and poorer communities is critical to revitalizing neighborhoods. Michael Fox from your office has been an invaluable support and resource on your behalf. His testimony before the Select Committee on Housing February 28,1995 certainly demonstrated the type of federal, state and local collaboration the legislation is seeking to affect neighborhood revitalization.

The nature, causes, and solutions to problems vary enormously from state to state, from city to city and indeed, neighborhood to neighborhood. As discussed, the dramatic changes in Connecticut's economic and social fabric demand a new model of governance that brings together federal, state and local governmental entities in a collaborative partnership to deal holistically with revitalization.

The Connecticut General Assembly is acting on the recommendation of the task force to allow the designation of Neighborhood Revitalization Zones,(NRZ) in neighborhoods suffering from abandoned, foreclosed and blighted property, fear of personal safety and overall deterioration.

As outlined in the legislative summary, the NRZ will provide a structure on the local level to deal with all the issues impacting neighborhood revitalization and economic development ... local control and Empowerment.

In response to your request to define the role of the federal government in implementing the Neighborhood Revitalization strategic plan, I have outlined some areas for federal involvement and action:

- Government Agency Funds: allocation of funds should provide maximum feasible flexibility to assist NRZ in implementing the strategic plan.

*Federal recognition of the NRZ areas and participation with the Neighborhood Committee to establish a process to obtain federal waivers for rules and regulations that are deemed an impediment to the implementation of the plan.

*Authorize Federal agencies to use ORE properties as assets for neighborhood revitalization and be allowed to waive agency rules and regulations for property disposition to assist the implementation of the NRZ plan: for example, demolition, home ownership, rehabilitation, and economic development.

*For new construction and rehabilitation allow sweat equity and volunteers

Examples of existing areas that are potential barriers to revitalization:

*targeting federal funds and programs by census tracts that promote segregation by race and class in neighborhoods. Need to encourage mixed income communities.

*strict compliance with state historic preservation rules, allow certain kinds of rehabilitation to be provided to homes over 50 years without individual clearance. (the Council of State Commuhity Development Agencies has identified 24 rehabilitation measures that should be waived)

*Property disposition rules that are costly, time consuming and keep property in limbo.(establish a central data base of ORE for streamlined disposition)

*site improvement and administration costs should be permissible according to the NRZ plan.

*Needs formula should be waived if it does not meet the NRZ plan

*Housing Quality Standards: allow local jurisdiction to develop standards in accordance with the NRZ plan.

*Environmental remediation and clean up: recognize old industrial sites are in older urban areas. Allow federal agencies with jurisdiction over redemption to participate in negotiations with NRZ committee.

*One for one replacement: allow for negotiation and adaptability in accordance with the NRZ plan.

*One for one replacement: allow for negotiation and adaptability in accordance with the NRZ plan.

The Clinton Administration has initiated two major national programs: the Department of Housing and Urban Development's Empowerment Zone Grant Program and the Judicial Department's Comprehensive Communities Program. Both call for strategic planning on the local level and a process for obtaining federal waivers. These serve as a models of community Empowerment and call for maximum flexibility and participation on the part of federal and state government.
We believe the establishment of Neighborhood Revitalization Zones will create a permanent structure to achieve these goals.

Mike Fox is researching these issues from a federal government perspective and working with representatives of the Connecticut delegation on behalf of the effort.

In conclusion, the Neighborhood Revitalization Zone legislation is attempting to create a new model for neighborhood revitalization based on devolution of authority to local neighborhoods and making all government entities with jurisdiction accountable to the people they serve.

We believe Connecticut is poised to become a national model for Neighborhood Revitalization and we look forward to working with you to accomplish this goal.

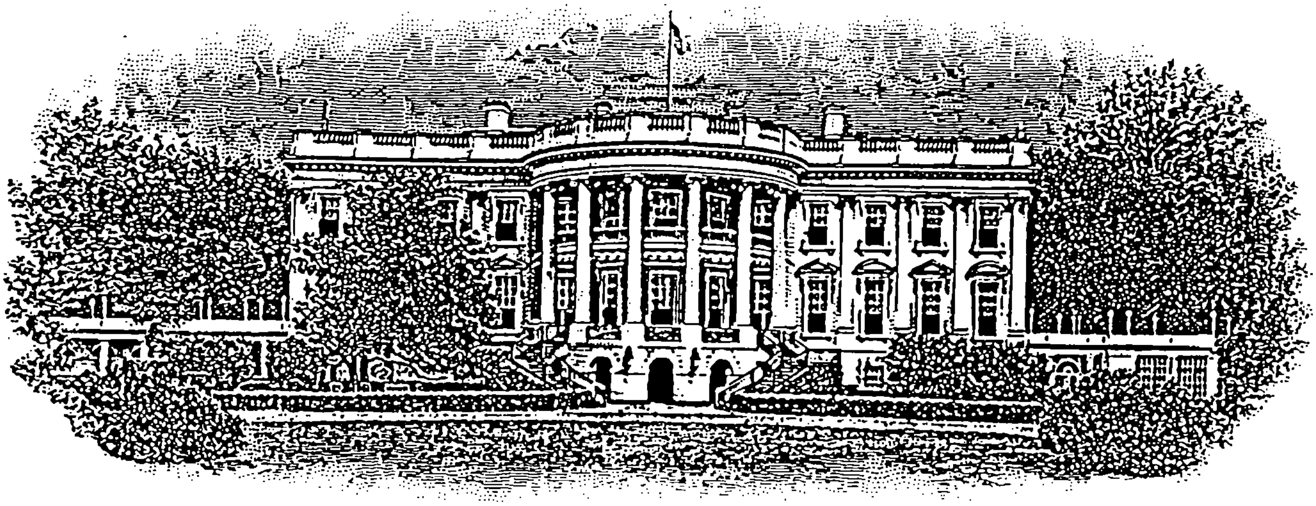
Thank you for your dedication and hard work.

Sincerely,

Elizabeth Crichton Brown
Project Manager

cc. Michael Fox
Ed Mann

The White House



FACSIMILE TRANSMISSION COVER SHEET

R. GAYNOR McCOWN
SENIOR POLICY ANALYST
THE DOMESTIC POLICY COUNCIL
PHONE: 202 - 456 - 5575
FAX: 202 - 456 - 7028

TO: Harry Nelson

FAX NUMBER: 742-4990 (805)

TELEPHONE NUMBER:

PAGES (INCLUDING COVER):

COMMENTS: Per our discussion.

Summary of Legislation

"Let's give our children a future. Let us take away their guns and give them books. Let us overcome their despair and replace it with hope. Let us, by our example, teach them to obey the law, respect our neighbors, and cherish our values. Let us weave these sturdy threads into a new American community that can once more stand strong against the forces of despair and evil because everyone has a chance to walk into a better tomorrow."

President William Jefferson Clinton
State of the Union Address
January 25, 1994

Congress is well aware that policies and programs affecting children and their families must support and encourage the cooperation of existing organizations such as schools and community organizations. Several major pieces of recent or pending legislation present tremendous opportunities and challenges for schools and community-based organizations as they devise comprehensive strategies to serve children and families. The following list is not meant to be comprehensive, but it provides insight into the type of initiatives that promote comprehensive strategies.

Newly enacted or implemented legislation includes:

- **The Empowerment Zone/Enterprise Community Initiative**, administered by the Departments of Housing and Urban Development and Agriculture, is one of the Clinton Administration's most ambitious projects to promote community development and provide jobs and economic opportunities. Through this initiative, the federal government offers to create compacts with communities and state and local governments. More than 800 communities have submitted applications under this initiative; each application contains a comprehensive and strategic plan for change, with performance-based benchmarks. By participating in this initiative, community residents, businesses, financial institutions, service providers, neighborhood associations, and state and local governments can form or strengthen partnerships to support revitalization.

- **Goals 2000: Educate America Act**--the centerpiece of President Clinton's education agenda--recognizes and supports the need for a more comprehensive approach by providing resources to states and communities to develop and implement comprehensive education reforms aimed at helping all students reach challenging academic and occupational-skill standards. The law--which addresses school readiness; school completion; competency in challenging subject matter; science and mathematics achievement; literacy; safe, disciplined, and drug-free schools; and parental participation--asks states and local education agencies (LEAs) to create broad-based planning groups that include educators; parents; business leaders; and representatives of health agencies, social service agencies, and community organizations that work with children and youth.

- **The School to Work Opportunities Act**, jointly administered by the Departments of Education and Labor and signed into law in May 1994, provides seed money for states and districts to develop programs that integrate challenging standards and workplace skills so that students graduate from high school with the knowledge and skills they need enter their chosen professions or continue their education. These opportunities can enable this group--70 percent of American youth--to find employment with career potential.

- **The Violent Crime Control and Law Enforcement Act of 1994** contains significant funding for efforts to prevent crime and violence among children and youth and in communities. The Ounce of Prevention Council, with $1.5 million available for 1995, will coordinate new and existing crime prevention programs, including many oriented toward youth; $88.5 million will be available for competitive grants between 1996 and 2000. The Community Schools provision, administered by the Department of Health and Human Services, will provide funding for supervised after-school, weekend, and summer programs. This provision will receive $37 million in 1995 and $530 million for 1996 through 2000. The Family and Communities Endeavor Schools (FACES) program, administered by the Department of Education, will provide $243 million in funding for in-school and after-school activities.

- **PACT (Pulling America's Cities Together)**, administered by the Department of Justice, recognizes that the needs of children, youth, and families vary dramatically from community to community. PACT, a pilot program located in five cities, is a locally planned and operated initiative that brings together the strengths and resources of these communities to meet the needs of each locality.

- **The Family Preservation and Support Program**, authorized as part of the 1993 budget agreement, includes almost $1 billion over five years for states to improve the well-being of vulnerable children and their families, particularly those experiencing or at risk of abuse and neglect. Because the multiple needs of these children and families cannot be addressed adequately through categorical programs and fragmented service delivery systems, states are encouraged to use the new program as a catalyst for establishing a continuum of coordinated, integrated, culturally relevant, and family focused services. Services range from preventive efforts to strengthen families by providing crucial support to services for families in serious crisis or at risk of having children removed from the home.

- **Youthbuild**, administered by the Department of Housing and Urban Development, was authorized as "Youthbuild (Hope for Youth)" under the Housing and Community Development Act of 1992. With $40 million available for program implementation and development in fiscal year 1993, Youthbuild's goal is to provide economically disadvantaged youth with education, employment, and leadership skills through opportunities for meaningful work with their communities. Training includes on-site construction work and off-site academic and job skills development.

- **Head Start**, administered by the Department of Health and Human Services, has an impact on child development and day care services, the expansion of state and local activities for children, the range and quality of services for young children and their families, and the design of training for staff involved in such programs. Head Start has served more than 13.8 million children and their families since 1965; grants are awarded to local public or private non-profit agencies.

Proposed or prospective legislation includes:

- **The reauthorization of the Elementary and Secondary Education Act** (ESEA), currently in conference, strongly encourages states and LEAs to coordinate services. ESEA's priority is high standards for all children, with the different elements needed for a high-quality education well aligned so that the education process works smoothly to help all students reach those standards. The proposal requires LEAs to identify in their Title I plans (distributed on a formula basis) exactly how they will coordinate education, health, and social services. The House and Senate versions of the bill both contain strong provisions addressing the need for collaboration.

- **The Welfare Reform Bill** would support teen pregnancy prevention programs at 1,000 middle and high schools. The programs would emphasize counseling and a skills-based approach while providing opportunities to develop sustained relationships with adults. National Service volunteers would play an important role in staffing programs.

Several other ongoing initiatives support the role of schools and community-based organizations in developing comprehensive strategies for children and families:

- **Safe and Drug-Free Schools and Communities**, administered by the Department of Education, supports comprehensive strategies that include drug prevention curricula and programs linking schools and communities; the version proposed for reauthorization has an increased focus on communities.

- **Youth Fair Chance**, administered by the Department of Labor, is designed to provide comprehensive employment and training services to youth (14-21 years old) and young adults (22-30 years old) in high-poverty areas of urban and rural communities.

- **Even Start**, administered by the Department of Education, is a family-focused program providing participating families with an integrated combination of early childhood education, adult literacy, basic skills instruction, and parenting education.

CHILD WELFARE

"We have a national interest in the welfare of our children. Let's reform welfare. Let's cut the deficit. But let's not mix up the two and pretend that one is the other. Let's put our children first."

President Clinton
National Association of Counties
March 9, 1995

The Clinton Position

The Clinton Administration is committed to improving the child welfare system to ensure the safety of children and strengthen the capacity of parents to nurture healthy children. Given the critical nature of these services, the Administration supports an approach that provides states and communities with the flexibility to develop services that are responsive to the needs of their citizens.

Accomplishments

- **Family Preservation and Support Act.** This legislation, passed in 1993, provided almost $1 billion over five years for the development of preventive and supportive services.

- **Waivers and Demonstration Projects.** The President signed legislation authorizing development and implementation of 10 state waiver / demonstration projects in the child welfare arena.

- **Multi-Ethnic Placement Act**. Legislation passed in 1994 will help increase the number of adoptions, by allowing certain factors such as race to be considered in the adoption process but prohibiting discrimination based on race or ethnicity.

- **Increased Funding.** The Administration has increased adoption and foster care funds have increased by almost $600 million from 1994 - 1995.

draft 4/15/95

March 14, 1995

MEMORANDUM FOR CAROL RASCO
ALICE RIVLIN
ELAINE KAMARCK

FROM: Paul Weinstein
The Federalism Working Group

SUBJECT: **Waiver/Performance Partnership Legislation**

Background

There is a growing movement at the State and local level for relief from the myriad of duplicative and outdated regulations, and requirements tied to getting Federal assistance. In addition, public trust in state and local government, although weaker than decades ago, remains much stronger than confidence in the federal government. In a time of declining availability of Federal resources, waivers/flexible funding streams is one of the few incentives remaining at the Federal level. Last year, we proposed on two occasions, legislation that would have given the Federal government the authority to provide waivers in a one-stop process to local governments who develop a comprehensive strategic plan. The Senate passed this legislation as an amendment to S.4 "The Competitiveness Act by voice vote, but the House would only agree to non-statutory waiver authority, and the bill died in conference.

Several existing federal programs allow a fair amount of flexibility to provide waivers to states in administering programs within statutory and regulatory guidelines. The best known are the demonstration authorities in welfare and Medicaid. those particular authorities were designed to allow state experimentation with new ideas for research and evaluation purposes, not as a vehicle for regulated state flexibility. The process of considering and approving waivers on a case-by-case basis is a cumbersome as any other aspect of a top-down system of government. Paperwork requirements are steep, reviews are lengthy (although this administration has greatly improved and accelerated the review process as directed by EO 12875), and ultimate decisions on whether to grant waivers become steeped as much in politics as in a desire to give states a measure of flexibility.

The current grant system is broken, there are too many funding categories, suffocating regulations and paperwork, misdirected emphasis on remediating rather than preventing problems, and no clear focus measurable outcomes. The system stifles innovation and squanders resources without achieving sufficient results. Performance partnerships offer improvements to the current system.

Under this approach, communities desiring flexibility in funding streams request waivers based on an integrated or strategic plan. The plan would treat outcomes and outputs as the basic measure of success and would reward desirable results. If the Federal government believes the plan has merit, they provide a series of waivers that allow the state and local governments to mix funding streams as long as it is consistent with their plan.

Hill Interest

Last year, this Administration worked closely with Senator Hatfield on passing an improved version of the Local Flexibility Act. Earlier this year, Senator Hatfield reintroduce similar but broader legislation -- S.88, the Local Empowerment and Flexibility Act of 1995, and seems very interested moving this legislation forward. This legislation contains some of the recommendations the Administration made last year, but not all. Because of this Administration's work with Oregon on its benchmark plan/performance partnership, Hatfield is particularly interested in granting the Federal government and its agencies broad waiver authority.

Senator Dodd's staff has indicated to us a strong interest in moving some type of waiver legislation this year. Dodd's staff supports waiver legislation to reward distressed urban communities. In Connecticut, the Governor's Office is considering awarding enterprise zone designations to several cities in the state, and they wish to include federal waivers along with state grants and local tax incentives. Dodd's staff is talking with Democrats in the Senate who opposed the Local Flexibility Act last year (Sarbanes, Biden). Dodd's staff would like to narrow the bill in scope to provide waivers to distressed communities.

In the House, Chairman Bill Clinger of the House Government Reform Committee was a major supporter of the Local Flexibility Act and would could expect his support this year.

Hatfield Bill

The Hatfield bill would create a Flexibility Council to review applications for approval of local flexibility plans. The plans must be approved or disapproved within 45 days. Approval of the plan is based on the meeting of 6 criteria, including 1) specific goals and performance criteria; 2) outcome measurements; 3) geographic targeting; 4) a rationale for need, including service and economic circumstances; 5) and an evaluation system.

The Council consists of 19 members of the cabinet as well as the Assistants to the President for Domestic and Economic Policy. The waivers it can provide are broad in range. Waivers are for Federal programs in which financial assistance is available, directly or indirectly, to a local government or qualified organization to carry out the specified program. State or tribal governments could not apply for waivers. However, when a local government applies for a waiver, the State is given the right to comment on the plan. However, State endorsement is not a prerequisite for approval of the local flexibility plan.

The Council may not waive any requirement that enforces any constitutional or statutory right of an individual, including any right under --

- Title VI of the Civil Rights Act of 1964;
- Section 504 of the Rehabilitation Act of 1973;
- Title IX of the Education Amendments of 1972;
- Age Discrimination Act of 1975;
- American with Disabilities Act of 1990.

Nor may the Council grant waivers for --

- Grants received on a maintenance of effort basis; or
- Payment of a non-Federal share of funding of an activity under a covered Federal financial assistance program.

This legislation is sunset after five years unless Congress passes a joint resolution to continue to program.

Recommended Changes

While the Hatfield bill encompasses much of what the Administration proposed last year and would reward the types of benchmarking proposals put forth by the State of Oregon, if the Administration decides to endorse the bill, we will want to ask them for several changes. These could include:

- Allowing waivers to apply to States and Tribal Governments;
- Narrowing the criteria of those who can apply or providing some priority consideration to communities of greater need or distress sot that the departments can process requests in reasonable time frames;
- Replace the Council with the Community Empowerment Board (CEB) and expand the membership of the CEB to include Defense, Energy, FEMA, and Veterans Affairs;
- A provision that would develop an expedited approval process for small dollar awards;
- Exclusions with regards to any Federal law or regulation that pertains to financial management requirement such as the Single Audit Act, public or individual health or safety, environmental protection, labor relations, labor standards, occupational health and safety, pensions, taxation, banking standards;
- In the case of a waiver application by a locality involving funds which go the State for distribution to localities, the waiver application must be approved by the State as well as the locality;
- Waivers should be time-limited;
- Each head of an agency must support granting a waiver within their agency's jurisdiction before it is approved by the CEB.

Pros and Cons of ~~Supporting~~ Waiver/Performance Partnership Legislation

Advantages

- State and local governments have provided strong anecdotal evidence of the difficulty in developing comprehensive plans without flexibility from the Federal government;
- Promotes innovation and the development of new solutions at state and local level;
- Performance Partnerships are a better means of insuring positive outcomes than the traditional regulatory approach of command and control;
- Performance Partnerships are a logical alternative to block grants;
- Builds on President's EZ/EC initiative;
- Would fulfill Presidential campaign promise laid forth in Putting People First, in which the President and Vice President promised to create a City Assistance Flexibility Program to allow cities to redirect the use of 15% of the federal assistance they receive to meet their own community priorities and fund their local revitalization efforts;
- At a time of limited Federal resources, a non-budgetary impacts means of supporting economic and human development.

Disadvantages

- Requires substantial interagency cooperation that is not attainable without considerable efforts and use of scarce White House personnel. In addition, some have argued that this

approach is still too bureaucratic and top heavy at the Federal level;
- Our legislation excluded a broad range of programs areas, including anti-discrimination, environmental protection, health safety regulations, banking regulations, tax policy, labor standards, etc. The new Congress may not agree to exclude these program areas from waiver authority.

Options

1. Support Hatfield -- One legislative option would be to offer our support of the Hatfield bill with some recommended changes. Senator Hatfield, despite the Balanced Budget Amendment episode, is a powerful Republican legislator who controls the Committee which will be greatly impacted by this bill. However, if we offer the support too soon, we will reduce our leverage to improve the bill. We have a good working relationship with Hatfield's staff based on last year's effort, and we could ask to meet with their staff with the enticement of a Presidential endorsement.

2. Develop A Democratic Alternative -- Another alternative would be to work with Senator Dodd and a Democratic House Member on a Democratic alternative. The appeal of this approach is that Dodd is a key Democratic Member who could get some of the Democrats who opposed this legislation last year on board. In addition, a Democratic bill would help to define the difference between the President and the Party's vision of Federalism versus the Republican block grant approach. It may also help in negotiations with Hatfield if we have arc own bill. The problem with this strategy is that it decreases the likelihood of passage, and this may not be a good partisan issue.

3. Combined Approach -- A third alternative would be to combine both approaches and follow a two-track model. The Administration would begin drafting its own bill, working in conjunction with Senator Dodd's staff, while negotiating an agreement with Hatfield. The goal of this approach would be to develop a bipartisan bill which would be supported by POTUS and cosponsored by Hatfield, Dodd, Clinger, and a House Democrat. The downside of this approach are small, while the positives of passing a bipartisan bill which divides the Republicans on the issue of block grants is strong. However, getting such a bipartisan agreement will be difficult.

Conclusion

We should present this legislation as a core component of our reinventing government initiative and challenge Congress to recognize that the traditional programs are not sufficiently flexible to respond to the creative ideas and solutions to community problems being developed at the state, local, and community level. Even if the legislation becomes too controversial to pass, it would serve to change the debate on this issue and would underscore that the President is a leader on this subject.

Whichever option or mix of options we choose, we will need the active involvement of high profile administrative officials. It would probably make sense to appoint one lead administration official -- such as the Vice President, Director Rivlin, -- who would lead the fight for this legislation and would serve as the Administration contact with Members of Congress. We cannot achieve passage of this bill without this support. In addition, when we reintroduce this bill, we should state explicitly state that it is an Administration priority and is integral to our reinventing government efforts. Introducing this legislation with POTUS and VPOTUS as well as Hatfield, Dodd, and Clinger, would be an excellent REGO II event.

Second, the President should issue a memorandum directing OMB and all other agencies to 1) include, where appropriate, waiver language in legislation the Administration submits to Congress, 2) request, where appropriate, that waiver authority be included on legislation that the Administration is asked to comment on through the Statement of Principles (SAP) process, and 3) direct the CEB to coordinate and develop a streamlined application process for this additional waiver authority for rural and urban communities that come forward with a strategic plan. This legislative approach will give us the flexibility to work with one committee chairman at a time instead of six or seven as we did during this past year. On a one on one basis, I believe we can convince the various chairmen to provide the executive branch with additional waiver authority. If we have to deal with all six chairmen at once, we may get stonewalled again. The disadvantage of this approach is that it will take a longer time period to achieve broad waiver authority for the Administration.

THE WHITE HOUSE
WASHINGTON

- Is there some room to package Paul Weinstein
- Different jurisdictions
- If we were willing to support the Hatfield bill - Institutional a mechanism for doing this
- Pull all of this together in a "program"
- Pull
- We have a number of things going on now we get ~~[illegible]~~ no credit for it
- HARNESS the momentum AND BUILD ON WHAT IS ALREADY BEING DONE

THE WHITE HOUSE
WASHINGTON

- BOTTOM UP / TOP DOWN

- CAN WE FIND A WAY TO MAKE
  THIS MORE GENERAL

* PERFORMANCE PARTNERSHIP MAKES
  WAIVERS A MOOT point

Press from BOTH DIRECTIONS:

- Broad Statutory Authority

- Would rather have this than 97/EC

- The

- Individual Empowerment

- General Support will come if
  we have gotten ____

FAX

Alliance for Redesigning Government

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(202) 347-3190, FAX (202) 347-3252

Subj: Partnership for Results – Oregon Option

TO:	Mike Fishman	Steve Henigson	Lorraine Chang
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	Alma Hobbs	Ta Zitans	Jonathan Breul
	William P. Butz	Maureen Kennedy	Cynthia Taeuber
	Linda Trageser	George Latimer	Kathy Wallman
	Talmira Hill	Michael Stegman	Joe Wholey
	Janice Jackson	Shay Bilchik	Beverly Godwin
	Mickey Levitan	Michael J. Dalich	Pamela Johnson
	Gaynor McCowan	Sarah Ingersoll	Jane McNeil
	Ann Segal	Kristen Kracke	John Gregrich
	David Garrison	Reggis Robinson	Duncan Wyse
	Connie Revell	Marc Overbeck	Chuck Dimond
	Gaynor McCown	Deirdre Molander	Margaret Dunkle
	Jennifer Miller		

FROM: Mark Popovich
202-347-3190

Total pages: 7

Date: April 12, 1995

PARTNERSHIP FOR RESULTS -- THE OREGON OPTION

Draft Meeting Synopsis

From Barbara Dyer and Mark Popovich
Alliance for Redesigning Government
202-347-3190, Fax: 3493-0993,
1120 G Street NW, Suite 850, WDC 20005

Please Contact With Any Proposed Changes
For the Intergovernmental Interagency Action Team
April 4, 1995, National Performance Review Conference Room

PARTICIPANTS:

Washington: Bev Godwin, Jonathan Breul, Lorraine Chang, Talmira Hill, Cynthia Taeuber, David Garrison, Kristen Kracke, Gaynor McCown, Margaret Dunkle, Barbara Dyer, Mark Popovich
Oregon: Duncan Wyse, Connie Revell, Deirdre Molander, Marc Overbeck
Seattle: Steve Henigson, Smith Piper

UPCOMING MEETINGS/EVENTS OF NOTE
The next session of the Interagency Action Team will be on Tuesday, May 2, 3:00-4:45pm eastern.
The Workforce Development Cluster is meeting in Washington on April 10 (8:00-8:00) and April 11 (8:30-12:00) at the Bureau of Labor Statistics Conference Center, 2 Massachusetts Ave, N.W., Rooms 7 & 8. Please call Lorraine Chang, DOL at 219-4195 if you plan to attend.
Rasco Oregon Visit: Gaynor McCown, DPC, is working on a visit by Carol Rasco to meet with Governor Kitzhaber and other Oregon Officials for some time in May.
Data/Statistical Cluster: The next session, to include a conference call with Oregon representatives, is scheduled for April 17 from 3-5PM from Bureau of Labor Statistics Conference Room #7. Contact Cynthia Taeuber, DOC.

ACTION ITEMS
Documenting Success Stories and Reflections on Process: All cluster and work group leaders are expected to provide documentation of success stories to date and what's working/not working in terms of process by COB, Friday, April 14. Contact ASAP to Bev Godwin, NPR, at Phone: 632-0150 ext 111 or Fax: 632-0390.
Oregon Site Visit: IEL would like help in identifying and securing participation in by administration and agency officials. Respond ASAP to Margaret Dunkle at 202-822-8405.

INTRODUCTION/AGENDA REVIEW: Bev Godwin, NPR
Bev Godwin convened the meeting and reviewed the handouts. (attachments may be available upon request) These included:

o March 22nd letter responding to Minnesota's request regarding initiating a federal/state performance partnership

o Godwin Memo of March 30th regarding recent legislation that exempts meetings with state, local, or tribal elected officials or their designees from certain provisions of the Federal Advisory Committee Act

o Alice Rivlin memo of March 28th to heads of executive departments and agencies regarding performance partnerships

o Alice Rivlin memo of March 8th to heads of executive departments and agencies designated as Performance Measurement Pilot Projects regarding submission of FY 1996 Performance Plans under GPRA

o Alice Rivlin memo of March 3 to heads of executive departments and agencies regarding spring review on program performance

o Meeting notes from March 16th Data Cluster meeting of the Federal Statistical Agencies

OREGON SITE VISIT: Margaret Dunkle, IEL
The trip schedule and invitations are coming together well. The first day will focus on meetings with individual families to look at the kinds of problems and issues they deal with in "the real world". The group will also meet with Governor Kitzhaber and U.S. Senator Hatfield.

The invitations have been well received on the Hill. Likely participants include: Senator Hatfield's Legislative Director; Senator Packwood's staffer on welfare reform; representatives from the General Accounting Office; the Staff Director of the House Subcommittee with jurisdiction over GPRA; a staff from the Senate Housing Subcommittee; a lead staff person from the Minority Leader's staff. Executive branch participants will also include Mike Fishman from Ag and Ann Segal from DHHS. IEL would appreciate help in identifying and securing participation from the appropriate level from other executive branch agencies.

PROPOSAL FOR PARTNERSHIP AGREEMENT: Duncan Wyse, Oregon

Recognizing the significant progress that has been made since the inception of the Oregon Option Initiative, Mr. Wyse asked whether the next move should include a memorandum that reports on progress, changes, and interconnections across agencies and issues that have been accomplished so far. This type of memorandum would put the effort in context and provide others with a better overview of results that are being achieved.

To assess appropriate next steps, Bev Godwin asks all cluster and workgroup leaders to provide documentation of success stories. This information needs to be sent in to her at NPR by COB Friday, May 7th. Please include information on the process: what's worked well? what's been hard? what could be done differently to support success?

This information will also be useful to Gaynor McCown, Domestic Policy Council, as she prepares briefing materials and a schedule for a trip by Carol Rasco to Oregon some time in May. Ms. Rasco plans on meeting with Governor Kitzhaber and other Oregon officials. Duncan Wyse and Ms. McCown will be making contact to coordinate schedules and itineraries.

UPDATES FROM THE CLUSTERS:

Data/Statistics Cluster: Cynthia Taeuber, Department of Commerce: (Handout -- Meeting Notes for a March 16th Meeting of the Federal Statistical Agencies)
A meeting of the Federal Statistical Agencies was held on March 16th. This was the second meeting of the group, but this session included only the federal statistical agencies to bring everyone up to speed. The group discussed the role these agencies and statistical policymakers need to play in support of both the Oregon Option and Performance Partnerships.

Ron Wilson, Public Health Service, reported on the ongoing work by the Healthy People 2000 initiative. Based on that discussion, it's clear that the federal goals differ from the data needs arising from Oregon Option and the Performance Partnerships. The focus of Healthy People 2000 is on the production of national-level data. Data choices for providing break outs at the state and local level are very limited. Issues that arise include: infrequent collection and production of data; relevance to states; availability and consistency across states; and ability to track change over shorter time spans. One major conclusion of the group is that the statistical systems are not up to meeting the expectations of policymakers for social indicator and outcome-tracking data. In many cases, the information is not likely to be available or will not be available at substate levels. The group is discussing how best to make a decentralized statistical system work. They'll be looking at how they can help states develop expertise on federal data sources and how to access it. They'll also continue to discuss steps that may be necessary to ensure states can get help finding and securing access to federal statistical sources.

The area resource file from the Health Resources Administration is one source of data at the county level. It has been provided to Oregon. However, the program that produces this data is in jeopardy. The group will look at how they might pull together funds from federal statistical agencies to keep the work going and to put it on-line.

The next meeting, to include a conference call with Oregon participants, is scheduled for April 17th from 3-5:00pm at the Bureau of Labor Statistics Conference Room #7. During the session, the group will tackle a select list of Oregon Benchmarks and will determine what state and substate data might be available beyond what Oregon already knows about.

The Oregon Benchmarks data directory is available in draft form. It identifies the data sources and contact information used in developing the benchmarks. The federal agency participants will contact their counterparts in Oregon based on this listing and will brainstorm on data needs, problems and opportunities. A discussion of their conclusions is slated for the April 17th session.

Oregon partners are also planning on a future meeting that will include all state data systems, federal statistical agencies, and decisionmakers and policymakers from both levels. The goal is to more clearly identify information needs, problems and options for addressing them.

Deirdre Molander, Oregon, reports that as part of the Enterprise Community effort, Oregon has selected three counties to focus their data exploration and development work. They'll be looking at data availability at the census track, neighborhood and county levels for a list of about 25 benchmarks in these three counties.

Jonathan Breul, OMB suggested that its important to involve the agencies' Inspector General offices. They have sometimes raised barriers to getting information that may be needed in a more performance-oriented system. Both the IGs and OMB should know about the problems and be directly involved in helping to solve them. Bev Godwin also suggested the cluster contact Margaret Dunkle to involve staff from congressional committees and subcommittees with jurisdiction over census and federal statistical policy.

Stable Families Cluster: Duncan Wyse, Oregon
The Oregon partners have completed and sent out initial copies of their proposal and strategy. The action plan identifies five topics where the federal role or decisions will be key: reforming the funding system and formulas to reward success; increasing the focus on and investment in JOBS; changes in eligibility; quality control requirements and regulations; and overcoming the requirement for control groups in the current waiver authority.

David Garrison, DHHS, contacted Ralston and was told that they have not had any discussions with Oregon regarding this proposal since the March 7th Task Force meeting. In their view, a specific proposal needs to be completed by Oregon and submitted to the appropriate channels in DHHS for considering waiver requests. Oregon and DHHS have been operating with a different viewpoint on next steps to this point. Oregon has been operating on the premise that policy level officials needed to be engaged first to clear the way for a specific and formal waiver request. Garrison reiterated that Oregon should submit a formal proposal in order to move the request forward. He indicated that Ralston is prepared to make a recommendation and move it up the chain of command within DHHS. However, they would first need to lay out a detailed reform proposal. Once a proposal is submitted, Oregon will be in the que for consideration within DHHS. Garrison and Wyse have scheduled a call to work out the details.

Bev Godwin emphasized that they should not slow down the process for moving Oregon's proposal forward. Both approaches should be pursued. The Section 1115 waiver process should be initiated. DHHS can then consider the proposal and indicate what can and cannot be done through the current authorities. At that point, a strategy can be followed for addressing any outstanding issues.

Healthy Children Cluster: Connie Revell, Oregon
The Cluster continues to make progress and to build capacity to carry out their strategy to achieve the benchmarks. Recently the Oregon Preschool Immunization Consortium met with Ms. Revell, Ta Zitans (DHHS), and three top officials from the Center for Disease Control. The CDC group included Chuck Goldman, who is in charge of performance partnerships for the Center. They've agreed to work with Oregon on addressing interim measurement issues and to fast track Oregon as a performance partnership state.

The social security number issue has been resolved with the help of Pamela Johnson. SSN will be used as a universal identifier in the immunization registry. However, the problem differs from the issues raised in the workforce cluster. In the case of the registry, procedures are already being used to get privacy waivers or consent from the participants. And, the SSN will be used more narrowly by the registry than is being contemplated in the workforce cluster.

Workforce Cluster: Lorraine Chang, DOL and Marc Overbeck, Oregon
Most of the work since the March 7th session has focused on the five workgroups and completing the plan and arrangements for the April 10-11th meeting in Washington of the Oregon and Federal partners in the Workforce Cluster. The session will run from 8:00 - 8:00pm on Monday, April 10 and from 8:30-12:00 on Tuesday, April 11th. The planning group is finalizing an agenda and will send out copies to members of the task force. All task force members are invited to attend the sessions. The sessions will be held at the Bureau of Labor Statistics Conference Center, 2 Massachusetts Ave., N.W. in Rooms 7 & 8 (Old Post Office Building Across from Union Station). Please let Lorraine Chang, DOL, know if you plan on attending by calling her at 219-4195.

OTHER BUSINESS: Bev Godwin, NPR
The next session is scheduled for Tuesday, May 2nd from 3:00-5:00pm Eastern time. The sessions may be moved from the NPR conference room to the National Academy of Public Administration/Alliance for Redesigning Government offices. The next agenda will detail arrangements. Participants should prepare to discuss whether it is necessary to increase the frequency of Task Force meetings from once to twice each month.

April 3, 1995

Memorandum

To: Waiver/Flexibility Legislation Group

From: Paul Weinstein

Subject: Meeting

You are all invited to attend a meeting on Friday, April 14, at 10:30 a.m. in room 211 of the OEOB. The purpose of the meeting is to discuss waiver/flexibility legislation currently pending in Congress. You should have already received copies of the waiver requests made by EZ and EC applicants. If you have not please contact Mark Filak at 456-5566 so they can be sent to you as quickly as possible.

Attached is a copy of the Hatfield Bill, a memo describing the options, and a list containing all of the names, phone numbers, and fax numbers of the people who will be involved.

It would also be appreciated if you could have your comments on the Hatfield Bill ready when you come to the meeting.

If you need to be cleared into the OEOB please provide your birthdate and your Social Security to Mark at the above number.

Name	Phone	Agency	Fax
Lorraine Chang	219-4195	DOL/ETA	273-3554
Mike Smitt	401-3389	Education	401-3075
Maureen Warren	708-1547	HUD	401-6725
Beverly Godwin	632-0150 x111	NPR	632-0390
Sheryll Cashin	456-5369	CEB/HUD	456-2223
Reggie Robinson	307-5933	DOJ	514-7805
Peter Eldleman	690-8157	HHS	690-7595
Mickey Levitan	456-5572	DPC	456-7028
Gaynor McCown	456-5575	DPC	456-7028
Dave Garrison	690-6060	HHS	690-5672
Jay Rouse	205-6808	SBA	205-6832
Mark Mazur	395-5147	CEA	456-6809
Judith Burrell	366-6524	DOT	366-7952
Alvin Brown	690-4730	USDA	690-4737
Paul Dimond	456-2800	NEC	456-6623

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Increase job opportunities for all segments of the population, including youth and others likely to outmigrate due to the lack of employment opportunities.				
2. Benchmark:	#	1.	Increase the number of jobs by 4% within two years.		
3. Baseline:	Current number of jobs. Jackson 1,549 Clinton 2,203 Wayne 85			**Source:**	1990 Census and 1991 Ec. Dev. Cab. & Monticello/Wayne Co. Chamber of Commerce
4. Participating Entities:	Jackson Co Dev Assn (JCDA), Co Judge, Local Businesses, KHIC, Clinton/Wayne Industrial Development Authority (CWIDA)				
5. Benchmark Activity:	#	1.1	Hire 2 Economic Development Directors	**Application Page #:**	138
6. **Cost/Sources:**	**Total Cost:**		$4,000,000	**Source:**	EZ $400,000/year
7a. Task/Project:	#	1.1.a	Develop job description		
7b.		**Start Date:**	4/95	**End Date:**	4/95
7a. Task/Project:	#	1.1.b	Advertise		
7b.		**Start Date:**	5/95	**End Date:**	5/95
7a. Task/Project:	#	1.1.c	Interview		
7b.		**Start Date:**	6/95	**End Date:**	6/95

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity

5. Benchmark Activity:	#	1.1	Hire 2 Economic Development Directors	**Application Page #:**	138
7a. Task/Project:	#	1.1.d	Hire		
7b.		**Start Date:**	7/95	**End Date:**	7/95
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity

1. Category of Need:	Increase job opportunities for all segments of the population, including youth and others likely to outmigrate due to the lack of employment opportunities through the expansion of existing and creation of new businesses.				
2. Benchmark:	#	1	Same as Page 1		
3. Baseline:	Same			**Source:**	Same
4. Participating Entities:	Same				
5. Benchmark Activity:	#	1.2	Develop a multi-county industrial park near the Clinton/Wayne County Line	**Application Page #:**	139
6. Cost/Sources:	**Total Cost:**	$2,000,000		**Source:**	EZ, other leverage $500,000
7a. Task/Project:	#	1.2.a	Identify accessible, suitable land		
7b.		**Start Date:**	5/95	**End Date:**	7/95
7a. Task/Project:	#	1.2.b	Develop site preparation plans, survey and plat		
7b.		**Start Date:**	7/95	**End Date:**	9/95
7a. Task/Project:	#	1.2.c	Design and implement marketing plan for industrial park.		
7b.		**Start Date:**	9/95	**End Date:**	Ongoing until

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	#	1.2	Same as Page 3	**Application Page #:**	139
7a. Task/Project:	#	1.2.d	Design and construct Buildings for specific tenants		
7b.			**Start Date:** 9/96	**End Date:**	9/98
7a. Task/Project:	#	1.2.e	Develop financing for Industrial Park tenants		
7b.			**Start Date:** 9/96	**End Date:**	9/98
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Increase job opportunities for all segments of the population, including youth and others likely to outmigrate due to the lack of employment opportunities through the expansion and creation of new businesses.				
2. Benchmark:	#	1.	Same as above		
3. Baseline:	Same			**Source:**	Same
4. Participating Entities:	Same				
5. Benchmark Activity:	#	1.3	Construct speculative industrial building in Jackson County Industrial Park	**Application Page #:**	138
6. Cost/Sources:	**Total Cost:**	$1,000,000		**Source:**	EZ
7a. Task/Project:	#	1.3.a	Site selection		
7b.		**Start Date:**	6/96	**End Date:**	7/96
7a. Task/Project:	#	1.3.b	Construction Bid Solicitation		
7b.		**Start Date:**	7/96	**End Date:**	9/96
7a. Task/Project:	#	1.3.c	Contractor Selection		
7b.		**Start Date:**	9/96	**End Date:**	9/96

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	#	1.3	Construct speculative industrial building in Jackson County Industrial Park	**Application Page #:**	138
7a. Task/Project:	#	1.3.d	Site preparation		
7b.			**Start Date:** 9/96	**End Date:**	10/96
7a. Task/Project:	#	1.3.e	Building construction		
7b.			**Start Date:** 10/96	**End Date:**	12/96
7a. Task/Project:	#	1.3.f	Design and implement marketing plan to attract tenants		
7b.			**Start Date:** 9/96	**End Date:**	9/98
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity

1. Category of Need:	Increase job opportunities for all segments of the population, including youth and others likely to outmigrate due to the lack of employment opportunities.				
2. Benchmark:	#	1.	Increase the number of jobs by 4% within two years.		
3. Baseline:	Current number of jobs. Jackson 1,549 Clinton 2,203 Wayne 85			**Source:**	1990 Census and 1991 Ec. Dev. Cabinet & Monticello/Wayne Co. Chamber of Commerce.
4. Participating Entities:	Jackson Co Dev Assn (JCDA), Co Judge, Local Businesses, KHIC, Clinton/Wayne Industrial Development Authority (CWIDA)				
5. Benchmark Activity:	#	1.4	Establish Development Venture Capital Fund for each of the two Zone areas	**Application Page #:**	144
6. Cost/Sources:	**Total Cost:**	$11,000,000		**Source:**	EZ (annually this revolving loan fund will leverege $2,750,000
7a. Task/Project:	#	1.4.a	Establish Fund and Assemble Funding Commitments		
7b.		**Start Date:**	Starts 4/95	**End Date:**	12/95
7a. Task/Project:	#	1.4.b	Create Business Development and Retention Strategy		
7b.		**Start Date:**	9/95	**End Date:**	1/96
7a. Task/Project:	#	1.4.c	Prospecting For Business Expansions		
7b.		**Start Date:**	1/96	**End Date:**	4/97

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	#	1.4	Establish Development Venture Capital Fund for each of the two Zone areas	**Application Page #:**	144
7a. Task/Project:	#	1.4.d	Assist Firms According to Retention Strategy		
7b.		**Start Date:**	1/96	**End Date:**	4/97
7a. Task/Project:	#	1.4.e	Finance Expansions and Retentions		
7b.		**Start Date:**	1/96	**End Date:**	4/97
7a. Task/Project:	#	1.4.f	Technical and Management Assistance and Monitoring		
7b.		**Start Date:**	1/96	**End Date:**	4/97
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Develop a diversified, sustainable agricultural base with a planned reduction of reliance on tobacco farming.				
2. Benchmark:	#	2.	Decrease by 2% per year the percentage of tobacco-related agricultural activities.		
3. Baseline:	Acreage devoted to Tobacco Cultivation			**Source:**	USDA Crop Reports
4. Participating Entities:	KHIC, Clinton & Wayne Co Ag Ext Agents, Ag Diversification Ctte (ADC), Cumberland Farm Products, Inc., Co-op Members, Jackson Co Chain of Life Assocs., Wilson Fields, Local Banks				
5. Benchmark Activity:	#	2.1	Establish Alternative Crop Venture Fund	**Application Page #:**	141
6. Cost/Sources:	**Total Cost:**		$300,000	**Source:**	50% EZ, Local leverage $300,000
7a. Task/Project:	#	2.1.a	Identify Alternative Crops		
7b.	**Start Date:**		10/95	**End Date:**	12/95
7a. Task/Project:	#	2.1.b	Identify and Select Tobacco Farmers to Participate		
7b.	**Start Date:**		12/95	**End Date:**	1/96
7a. Task/Project:	#	2.1.c	Implement Program		
7b.	**Start Date:**		4/96	**End Date:**	9/96

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Develop a diversified, sustainable agricultural base with a planned reduction of reliance on tobacco farming.				
2. Benchmark:	#	2.	Same as above (or Increase local production of farm produce to levels that support Cumberland Farm Products, Inc.)		
3. Baseline:	Acreage devoted to Tobacco Cultivation (or Info on current production levels)			**Source:**	USDA Crop Reports
4. Participating Entities:	KHIC, Clinton & Wayne Co Ag Ext Agents, Ag Diversification Ctte (ADC), Cumberland Farm Products, Inc., Co-op Members, Jackson Co Chain of Life Assocs., Wilson Fields, Local Banks				
5. Benchmark Activity:	#	2.2	Establish $1,000,000 credit line for Cumberland Farm Products, Inc. members and others	**Application Page #:**	141
6. Cost/Sources:	**Total Cost:**	$1,000,000		**Source:**	50% EZ, Local leverage from Local Bank $1,000,000
7a. Task/Project:	#	2.2a	Assess Capital Needs for Co-op Members		
7b.	**Start Date:**	6/95		**End Date:**	12/95
7a. Task/Project:	#	2.2b	Establish Market Outlets for Product		
7b.	**Start Date:**	6/95		**End Date:**	12/95
7a. Task/Project:	#	2.2c	Work with Co-op Members to Increase Output		
7b.	**Start Date:**	1/96		**End Date:**	9/96

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	#	2.2	Establish $1,000,000 credit line for Cumberland Farm Products, Inc. members and others	Application Page #:	141
7a. Task/Project:	#	2.2.d	Finance and Implement Program		
7b.		Start Date:	10/96	End Date:	4/97
7a. Task/Project:	#				
7b.		Start Date:		End Date:	
7a. Task/Project:	#				
7b.		Start Date:		End Date:	
7a. Task/Project:	#				
7b.		Start Date:		End Date:	
7a. Task/Project:	#				
7b.		Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Develop a workforce that is prepared for work in a wide range of technologies and businesses.				
2. Benchmark:	#	3.	Increase job related knowledge of local residents and supply of employable workers by 300 persons.		
3. Baseline:	Existing Workforce Levels			**Source:**	DES Reports by County
4. Participating Entities:	KHIC, Dept. of Voc. Rehab., SE Kentucky Rehab. Inds, Inc. (SEKRI), Community College System, KY ST U Gov Services Center, Local Businesses				
5. Benchmark Activity:	#	3.1	Establish a Sheltered Workshop in each Zone area	**Application Page #:**	142
6. Cost/Sources:	**Total Cost:**		$1,300,000	**Source:**	50% EZ, Leverage funds from Local Sources $1,300,000
7a. Task/Project:	#	3.1.a	Coordinate With Existing Shelters		
7b.	**Start Date:**		10/96	**End Date:**	12/96
7a. Task/Project:	#	3.1.b	Identify Sites for Sheltered Workshops		
7b.	**Start Date:**		1/97	**End Date:**	3/97
7a. Task/Project:	#	3.1.c	Develop Business and Social Investment Plan for Workshops		
7b.	**Start Date:**		1/97	**End Date:**	4/97

CONTINUATION PAGE

Name of Designated Area:	Economic Opportunity

5. Benchmark Activity:	#	3.1	Establish a Sheltered Workshop in each Zone area		Application Page #:	142
7a. Task/Project:	#	3.1.d	Start Construction, Staffing and Training for Workshops			
7b.			Start Date:	4/97	End Date:	12/98
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Develop a workforce that is prepared for work in a wide range of technologies and businesses.				
2. Benchmark:	#	3.	Increase job related knowledge of local residents and supply of employable workers by 300 persons.		
3. Baseline:	Existing Workforce Levels			**Source:**	DES Reports by County
4. Participating Entities:	KHIC, Dept. of Voc. Rehab., SE Kentucky Rehab. Inds, Inc. (SEKRI), Community College System, KY ST U Gov Services Center, Local Businesses				
5. Benchmark Activity:	#	3.2	Establish Entrepreneurship training courses in cooperation with KHIC and the EDU Rural Dev Center	**Application Page #:**	144
6. Cost/Sources:	**Total Cost:**		$700,000	**Source:**	100% EZ
7a. Task/Project:	#	3.2.a	Develop Course Outline		
7b.		**Start Date:**	6/95	**End Date:**	8/95
7a. Task/Project:	#	3.2.a	Identify Course Instructors		
7b.		**Start Date:**	6/95	**End Date:**	7/95
7a. Task/Project:	#	3.2.b	Develop Course Syllabus		
7b.		**Start Date:**	6/95	**End Date:**	8/95

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Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	**#**	3.2	Establish Entrepreneurship training courses in cooperation with KHIC and the EKU Rural Dev Center	**Application Page #:**	144
7a. Task/Project:	**#**	3.2.c	Teach Courses		
7b.		**Start Date:**	9/95	**End Date:**	Ongoing
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Develop a workforce that is prepared for work in a wide range of technologies and businesses.				
2. Benchmark:	**#**	3.	Increase job related knowledge of local residents and supply of employable workers by 300 persons.		
3. Baseline:	Existing Workforce Levels			**Source:**	DES Reports by County
4. Participating Entities:	Add LEITF, Library Board Clinton Fiscal Court				
5. Benchmark Activity:	**#**	3.3	Renovate and Expand the Clinton County Library Facility and Increase its Electronic Telecommunications capability.	**Application Page #:**	158
6. Cost/Sources:	**Total Cost:**	$1,000,000		**Source:**	100% EZ
7a. Task/Project:	**#**	3.3.a	Select Architect		
7b.	**Start Date:**	4/96		**End Date:**	5/96
7a. Task/Project:	**#**	3.3.b	Preliminary Design and Final Design		
7b.	**Start Date:**	5/96		**End Date:**	11/96
7a. Task/Project:	**#**	3.3.c	Solicit Construction Bids		
7b.	**Start Date:**	12/96		**End Date:**	2/97

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Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	**#**	3.3	Renovate and Expand the Clinton County Library Facility and Increase its Electronic Telecommunications capability.	**Application Page #:**	158
7a. Task/Project:	**#**	3.3.d	Construction		
7b.		**Start Date:**	3/97	**End Date:**	9/97
7a. Task/Project:	**#**	3.3.e	Purchase New Volumes and Equipment		
7b.		**Start Date:**	6/97	**End Date:**	9/97
7a. Task/Project:	**#**	3.3.f	Install a computer system and other sources of information which will connect into the Clinton-Madison Network.		
7b.		**Start Date:**	9/97	**End Date:**	10/97
7a. Task/Project:	**#**	3.3.g	Orientation of staff and local residents as to use of knowledge base.		
7b.		**Start Date:**	11/97	**End Date:**	4/98
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Promote entreprenurial activity.				
2. Benchmark:	#	4.	Increase the number of independent small businesses by 133 new businesses.		
3. Baseline:	0 - (Absolute Increase)			**Source:**	NA
4. Participating Entities:	KHIC, Wilson Fields, Inc., Local Banks, Image Entry, EDP, Local Vocational/Tech Schools, SBA Micro-Lending Program				
5. Benchmark Activity:	#	4.1	Start 25 range chicken farming houses within 2 years	**Application Page #:**	145
6. Cost/Sources:	**Total Cost:**	$2,000,000		**Source:**	EZ, Leverage provided by Local Banks $10,000,000
7a. Task/Project:	#	4.1.a	Identify Entrepreneurs and Sites		
7b.	**Start Date:**	10/95		**End Date:**	12/95
7a. Task/Project:	#	4.1.b	Arrange Financing		
7b.	**Start Date:**	1/96		**End Date:**	4/96
7a. Task/Project:	#	4.1.c	Entrepreneurial Training Program		
7b.	**Start Date:**	2/96		**End Date:**	6/96

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Name of Designated Area:	Economic Activity				
5. Benchmark Activity:	**#** 4.1	Start 25 range chicken farming houses within 2 years		**Application Page #:**	145
7a. Task/Project:	**#** 4.1.d	Purchase stock and materials, start operations			
7b.		**Start Date:**	9/96	**End Date:**	4/97
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity

1. Category of Need:	Develop a workforce that is prepared for work in a wide range of technologies and businesses.				
2. Benchmark:	#	4.	Increase the number of home-based businesses. (Re-word)		
3. Baseline:	Same			**Source:**	Same
4. Participating Entities:	Same				
5. Benchmark Activity:	#	4.2	Start 50 home-based businesses in each Zone area in 2 years	**Application Page #:**	145
6. Cost/Sources:	**Total Cost:**	$400,000		**Source:**	57% EZ, SBA Micro Loans will provide leverage $300,000
7a. Task/Project:	#	4.2.a	Define professional relationship between Image Entry, Inc. and home-based industry		
7b.		**Start Date:**	4/95	**End Date:**	7/95
7a. Task/Project:	#	4.2.b	Establish selection system for finding participants in the home-based business program		
7b.		**Start Date:**	4/95	**End Date:**	7/95
7a. Task/Project:	#	4.2.c	Develop and implement training program for interested participants.		
7b.		**Start Date:**	4/95	**End Date:**	10/95

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Name of Designated Area:	Economic Activity				
5. Benchmark Activity:	#	4.2	Start 50 home-based businesses in each Zone area in 2 years	**Application Page #:**	145
7a. Task/Project:	#	4.2.d	Establish financing for equipment for participants and help them purchase computer workstations.		
7b.		**Start Date:**	4/95	**End Date:**	7/95
7a. Task/Project:	#	4.2.e	Provide 100 multi-media workstations for selected participants in the data entry home-based business program and expand the capability of these workstations to include CD ROM capability for family educational purposes.		
7b.		**Start Date:**	10/95	**End Date:**	Ongoing
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Economic Opportunity				
1. Category of Need:	Promote entrepreneurial activity.				
2. Benchmark:	#	4.	Increase the number of independent small businesses.		
3. Baseline:	Same			**Source:**	Same
4. Participating Entities:	Same				
5. Benchmark Activity:	#	4.3	Support 2 entrepreneurial start-ups per year in each Zone area	**Application Page #:**	144
6. Cost/Sources:	**Total Cost:**	$2,000,000		**Source:**	EZ, $1,000/year leverage will be provided by SBA for this revolving loan fund - $8,000,000
7a. Task/Project:	#	4.3.a	Identify and screen initial potential candidates.		
7b.	**Start Date:**	6/95		**End Date:**	10/95
7a. Task/Project:	#	4.3.b	Entrepreneurial Training Program		
7b.	**Start Date:**	10/95		**End Date:**	2/96
7a. Task/Project:	#	4.3.c	Develop business plans		
7b.	**Start Date:**	1/96		**End Date:**	4/96

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Name of Designated Area:	Economic Opportunity				
5. Benchmark Activity:	#	4.3	Support 2 entrepreneurial start-ups per year in each Zone area	**Application Page #:**	144
7a. Task/Project:	#	4.3.d	Arrange financing		
7b.			**Start Date:** 4/96	**End Date:**	6/96
7a. Task/Project:	#	4.3.e	On-site technical assistance in start-up		
7b.			**Start Date:** 6/96	**End Date:**	8/96
7a. Task/Project:	#	4.3.f	Continuing business assistance		
7b.			**Start Date:** 8/96	**End Date:**	Ongoing
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Tourism				
1. Category of Need:	Building upon our natural resources, with their protection and enhancement in mind, develop the Zone as a year-round recreational destination.				
2. Benchmark:	**#**	5	Increase the number of tourists visiting the area, therefore increasing the number of tourism-related jobs and increasing the revenues from tourism-related activities.		
3. Baseline:	Tourism Visitation 1994			**Source:**	U.S. Corps of Engineers, Kentucky Department of Tourism, ARC
4. Participating Entities:	City and County Governments., Chamber of Commerce, Tourism Commissions, County Officials, Private Investors, JCDA The Nature Conservancy, U.S. Forest Service, KHIC, EKU Local School Systems, Local Banks, Local Citizen Groups, JDIDA.				
5. Benchmark Activity:	**#**	5.1	Develop a downtown revitalization plan for City of Albany emphasizing tourism generating and support activities	**Application Page #:**	146
6. Cost/Sources:	**Total Cost:**	$500,000		**Source:**	70% EZ, 30% Local leverage $200,000
7a. Task/Project:	**#**	5.1.a	Develop Revitalization Plan RFP with Community Input		
7b.		**Start Date:**	7/96	**End Date:**	10/96
7a. Task/Project:	**#**	5.1.b	Select Planning Firm		
7b.		**Start Date:**	10/96	**End Date:**	10/96
7a. Task/Project:	**#**	5.1.c	Prepare Plan with Community Input		
7b.		**Start Date:**	10/96	**End Date:**	4/97

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Name of Designated Area:	Tourism				
5. Benchmark Activity:	#	5.1	Develop and implement a downtown revitalization plan for Albany	**Application Page #:**	146
7a. Task/Project:	#	5.1.d	Implement plan		
7b.		**Start Date:**	5/97	**End Date:**	Ongoing
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Tourism				
1. Category of Need:	Building upon our natural resources, with their protection and enhancement in mind, develop the Zone as a year-round recreational destination.				
2. Benchmark:	#	5	Increase the number of tourists visiting the area, therefore increasing the number of tourism-related jobs and increasing the revenues from tourism-related activities.		
3. Baseline:	Tourism Visitation 1994			**Source:**	U.S. Corps of Engineers, Kentucky Department of Tourism, ARC
4. Participating Entities:	City and County Governments, Chamber of Commerce, Tourism Commission, County Officials, Private Investors, JCDA The Nature Conservancy, U.S. Forest Service, KHIC, EKU Local School Systems, Local Banks, Local Citizen Groups, JDIDA				
5. Benchmark Activity:	#	5.2	Building amphitheater near Lake Cumberland	**Application Page #:**	146
6. Cost/Sources:	**Total Cost:**	$500,000		**Source:**	100% EZ
7a. Task/Project:	#	5.2.a	Select site		
7b.		**Start Date:**	6/96	**End Date:**	6/96
7a. Task/Project:	#	5.2.b	Solicit design proposals		
7b.		**Start Date:**	7/96	**End Date:**	9/96
7a. Task/Project:	#	5.2.c	Select designer		
7b.		**Start Date:**	9/96	**End Date:**	9/96

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Name of Designated Area:	Tourism				
5. Benchmark Activity:	**#** 5.2	Build amphitheater near Lake Cumberland		**Application Page #:**	146
7a. Task/Project:	**#** 5.2.d	Solicit construction bids			
7b.		**Start Date:**	12/96	**End Date:**	1/97
7a. Task/Project:	**#** 5.2.e	Select contractor			
7b.		**Start Date:**	1/97	**End Date:**	2/97
7a. Task/Project:	**#** 5.2.f	Construct amphitheater			
7b.		**Start Date:**	3/97	**End Date:**	7/97
7a. Task/Project:	**#** 5.2.g	Develop Program			
7b.		**Start Date:**	8/97	**End Date:**	12/97
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Tourism				
1. Category of Need:	Building upon our natural resources, with their protection and enhancement in mind, develop the Zone as a year-round recreational destination				
2. Benchmark:	#	5	Increase the number of tourists visiting the area, therefore increasing the number of tourism-related jobs and increasing the revenues from tourism-related activities		
3. Baseline:	Tourism Visitation 1994			**Source:**	U.S. Corps of Engineers, Kentucky Department of Tourism, ARC
4. Participating Entities:	City and County Governments, Chamber of Commerce, Tourism Commissions, County Officials, Private Investors, JCDA The Nature Conservancy, U.S. Forest Service, KHIC, EKU Local School Systems, Local Banks, Local Citizen Groups, JDIDA				
5. Benchmark Activity:	#	5.3	Implement City of McKee's Downtown and Beautification Plan and develop and implement plan for downtown Annville and Sand Gap	**Application Page #:**	150
6. **Cost/Sources:**	**Total Cost:**	$500,000		**Source:**	50% EZ, Local sources provide leverage $500,000
7a. Task/Project:	#	5.3.a	Develop RFP (Annville and Sand Gap)		
7b.		**Start Date:**	1/96	**End Date:**	2/96
7a. Task/Project:	#	5.3.b	Select Designer/Planner (Annville and Sand Gap)		
7b.		**Start Date:**	2/96	**End Date:**	2/96
7a. Task/Project:	#	5.3.c	Prepare Plan (Annville and Sand Gap)		
7b.		**Start Date:**	3/96	**End Date:**	6/96

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Name of Designated Area:	Tourism				
5. Benchmark Activity:	#	5.3	Implement City of McKee's Downtown and Beautification Plan and Develop and implement plan for downtown Annville and Sand Gap	**Application Page #:**	150
7a. Task/Project:	#	5.3.d	Implement Plans		
7b.			**Start Date:** 1/96	**End Date:**	Ongoing
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Infrastructure				
1. Category of Need:	Develop safe, reliable and efficient transportation system that will accommodate travel for residents, tourists and industry in order to stimulate economic growth				
2. Benchmark:	#	6	Increase the number of visitors arriving by air		
3. Baseline:	Number of visitors by air and number of aircraft served - 1994			**Source:**	Flight records - FAA
4. Participating Entities:	County Governments, Local Airport Board, CWIA, KHIC				
5. Benchmark Activity:	#	6.1	Develop a transport class airport for Clinton/Wayne Counties with a 5,500 foot runway to facilitate passenger and business travel	**Application Page #:**	152
6. Cost/Sources:	**Total Cost:**	$475,000		**Source:**	6% EZ, Leverage other sources of Federal & State $7,400,000
7a. Task/Project:	#	6.1.a	Select site and obtain permits		
7b.		**Start Date:**	1/97	**End Date:**	4/98
7a. Task/Project:	#	6.1.b	Issue design construction RFP		
7b.		**Start Date:**	4/98	**End Date:**	Ongoing
7a. Task/Project:	#	6.1.c	Select Designer		
7b.		**Start Date:**	6/98	**End Date:**	Ongoing

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Name of Designated Area:	Infrastructure				
5. Benchmark Activity:	#	6.1	Develop a transport class airport for Clinton/Wayne Counties with a 5,500 foot runway to facilitate passenger and business travel	**Application Page #:**	152
7a. Task/Project:	#	6.1.d	Preliminary and Final Design		
7b.			**Start Date:**	**End Date:**	Ongoing
7a. Task/Project:	#	6.1.e	Solicit Construction Bids		
7b.			**Start Date:**	**End Date:**	Ongoing
7a. Task/Project:	#	6.1.f	Select Contractor		
7b.			**Start Date:**	**End Date:**	Ongoing
7a. Task/Project:	#	6.1.g	Construct Airport		
7b.			**Start Date:**	**End Date:**	Ongoing
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Infrastructure				
1. Category of Need:	Establishing an adequate water supply and access for all residents and industry allowing for growth				
2. Benchmark:	#	7	Increase the No. of Households and businesses with access to an adequate water supply by 30%		
3. Baseline:	Existing levels of water service			**Source:**	County water department records and well permits
4. Participating Entities:	Local government and water associations, JCDA, KHIC, drilling contractors				
5. Benchmark Activity:	#	7.1	Build reservoir(s) and water lines for future water supply (Jackson County)	**Application Page #:**	153
6. Cost/Sources:	**Total Cost:**	$5,000,000		**Source:**	50% EZ 50% Local and Federal Sources $5,000,000
7a. Task/Project:	#	7.1.a	Form committee to investigatge construction of proposed reservoir		
7b.		**Start Date:**	1/96	**End Date:**	1/96
7a. Task/Project:	#	7.1.b	Apply for reservoir and water line funding		
7b.		**Start Date:**	1/96	**End Date:**	4/96
7a. Task/Project:	#	7.1.c	Permitting, environmental studies and site		
7b.		**Start Date:**	1/96	**End Date:**	4/97

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Name of Designated Area:	Infrastructure				
5. Benchmark Activity:	#	7.1	Build reservoir(s) and water lines for future water supply (Jackson County)	**Application Page #:**	153
7a. Task/Project:	#	7.1.d	Land acquisition		
7b.		**Start Date:**	4/97	**End Date:**	6/97
7a. Task/Project:	#	7.1.e	Reservoir engineering and design		
7b.		**Start Date:**	6/97	**End Date:**	12/97
7a. Task/Project:	#	7.1.f	Construction		
7b.		**Start Date:**	1/98	**End Date:**	12/98
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Infrastructure				
1. Category of Need:	Ensure that all residents, businesses and institutions have adequate fire protection services				
2. Benchmark:	**#**	8	Increase the No. of locations and populations served by fire protection services		
3. Baseline:	1994 Fire Protection Service Areas and Locations			**Source:**	County Governments and local fire departments and volunteers
4. Participating Entities:	Local government, fire departments and volunteer associations, KHIC				
5. Benchmark Activity:	**#**	8.1	Install fire hydrants on all existing 6" water lines	**Application Page #:**	154
6. Cost/Sources:	**Total Cost:**	$1,000,000		**Source:**	EZ, Other Federal and Local Sources for Leverage $2,000,000
7a. Task/Project:	**#**	8.1.a	Engineering study for location of hydrants		
7b.	**Start Date:**	6/95		**End Date:**	12/95
7a. Task/Project:	**#**	8.1.b	Cost estimates for acquisition and installation		
7b.	**Start Date:**	1/96		**End Date:**	3/96
7a. Task/Project:	**#**	8.1.c	Selection of contractor and implementation		
7b.	**Start Date:**	4/96		**End Date:**	6/97

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Infrastructure				
1. Category of Need:	Ensure that all residents, businesses and institutions have adequate fire protection services				
2. Benchmark:	#	8	Increase the No. of locations and populations served by fire protection services		
3. Baseline:	1994 Fire portection service areas and locations			**Source:**	County governments and local fire departents and volunteers
4. Participating Entities:	Local government, fire departments and volunteer associations, KHIC				
5. Benchmark Activity:	#	8.2	Build and equip four rural fire staitons in Zone	**Application Page #:**	154
6. Cost/Sources:	**Total Cost:**	$800,000		**Source:**	100% EZ
7a. Task/Project:	#	8.2.a	Site selection		
7b.	**Start Date:**	10/95		**End Date:**	4/96
7a. Task/Project:	#	8.2.b	Fire station design		
7b.	**Start Date:**	4/96		**End Date:**	12/96
7a. Task/Project:	#	8.2.c	Select contrator and construct		
7b.	**Start Date:**	1/97		**End Date:**	9/97

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Name of Designated Area:	Infrastructure				
5. Benchmark Activity:	#	8.2	Build and equip four rural fire stations in Zone	**Application Page #:**	154
7a. Task/Project:	#	8.2.d	Equipment Purchase Process		
7b.			**Start Date:** 1/97	**End Date:**	9/97
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Infrastructure				
1. Category of Need:	Develop adequate waste management system				
2. Benchmark:	#	9	Recycle 10% of the solid waste generated in the zone		
3. Baseline:	Increase over current non-existent program			**Source:**	N/A
4. Participating Entities:	County Governments, KHIC, Cumberland Co-op, individual farmers				
5. Benchmark Activity:	#	9.1	Construct and equip a multi-county recycling and composting facility near Clinton/Wayne County line	**Application Page #:**	155
6. Cost/Sources:	**Total Cost:**		$2,000,000	**Source:**	EZ 100%
7a. Task/Project:	#	9.1.a	Establish demand levels and plant capacities		
7b.	**Start Date:**		10/95	**End Date:**	2/96
7a. Task/Project:	#	9.1.b	Engineering/design studies for plant construction		
7b.	**Start Date:**		2/96	**End Date:**	6/96
7a. Task/Project:	#	9.1.c	Site selection and acquisition		
7b.	**Start Date:**		6/96	**End Date:**	12/96

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Name of Designated Area:	Infrastructure				
5. Benchmark Activity:	#	9.1	Construct and equip a multi-county recycling and composting facility near Clinton/Wayne County line	**Application Page #:**	155
7a. Task/Project:	#	9.1.d	Working drawings, contractor selection and construction		
7b.			**Start Date:** 1/97	**End Date:**	12/97
7a. Task/Project:	#	9.1.e	Operator selection		
7b.			**Start Date:** 6/97	**End Date:**	12/97
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Quality of Life				
1. Category of Need:	To create an attractive, alternative environment for youth				
2. Benchmark:	**#**	10	To reduce the incidence of juvenile crime by 10%		
3. Baseline:	1994 juvenile complaints to the courts in the Zone			**Source:**	Court records for Clinton, Wayne and Jackson County
4. Participating Entities:	County Judges, County Administration, Correction Personnel				
5. Benchmark Activity:	**#**	10.1	Build a community youth center and swimming pool at Mt. View Parks in Albany, Clinton County	**Application Page #:**	97
6. Cost/Sources:	**Total Cost:**	$1,000,000		**Source:**	EZ, Local leverage $500,000
7a. Task/Project:	**#**	10.1.a	Select site		
7b.	**Start Date:**	1/96		**End Date:**	2/96
7a. Task/Project:	**#**	10.1.b	Develop RFP		
7b.	**Start Date:**	2/96		**End Date:**	3/96
7a. Task/Project:	**#**	10.1.c	Select a designer		
7b.	**Start Date:**	3/96		**End Date:**	9/96

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Name of Designated Area:	Quality of Life				
5. Benchmark Activity:	#	10.1	Build a community youth center and swimming pool at Mt. View Park in Albany, Clinton County	**Application Page #:**	97
7a. Task/Project:	#	10.1.d	Preliminary and final design		
7b.		**Start Date:**	3/96	**End Date:**	9/96
7a. Task/Project:	#	10.1.e	Solicit construction bids		
7b.		**Start Date:**	9/96	**End Date:**	12/96
7a. Task/Project:	#	10.1.f	Select contractor		
7b.		**Start Date:**	1/97	**End Date:**	1/97
7a. Task/Project:	#	10.1.g	Construction		
7b.		**Start Date:**	2/97	**End Date:**	7/97
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Quality of Life				
1. Category of Need:	To create an attractive, alternative environment for youth				
2. Benchmark:	#	10	To reduce the incidence of juvenile crime by 10%		
3. Baseline:	1994 Juvenile complaints to the courts in the Zone			**Source:**	Court records for Clinton, Wayne and Jackson County
4. Participating Entities:	County Judges, County Administration, Correction Personnel				
5. Benchmark Activity:	#	10.2	Renovate existing facility (if economically feasible) in Jackson County for a community center	**Application Page #:**	160
6. Cost/Sources:	**Total Cost:**	$575,000		**Source:**	EZ, Leverage provided by Local and Other Sources $425,000
7a. Task/Project:	#	10.2.a	Prepare RFP		
7b.		**Start Date:**	1/96	**End Date:**	2/96
7a. Task/Project:	#	10.2.b	Select Designer		
7b.		**Start Date:**	2/96	**End Date:**	2/96
7a. Task/Project:	#	10.2.c	Preliminary and Final Design		
7b.		**Start Date:**	2/96	**End Date:**	8/96

CONTINUATION PAGE

Name of Designated Area:	Quality of Life				
5. Benchmark Activity:	#	10.2	Renovate existing facility (if economically feasible) in Jackson County for a community center	**Application Page #:**	160
7a. Task/Project:	#	10.2.d	Solicit Construction Bids		
7b.		**Start Date:**	8/96	**End Date:**	9/96
7a. Task/Project:	#	10.2.e	Select Contractor		
7b.		**Start Date:**	9/96	**End Date:**	
7a. Task/Project:	#	10.2.f	Construction		
7b.		**Start Date:**	10/96	**End Date:**	3/97
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Quality of Life				
1. Category of Need:	To create an attractive, alternative environment for youth				
2. Benchmark:	#	10	To reduce the incidence of juvenile crime by 10%		
3. Baseline:	1994 juvenile complaints to the courts in the Zone			**Source:**	Court records for Clinton, Wayne and Jackson Counties
4. Participating Entities:	County judges, county administration, correction personnel				
5. Benchmark Activity:	#	10.3	Build a community/youth center in Wayne County	**Application Page #:**	98
6. Cost/Sources:	**Total Cost:**	$750,000		**Source:**	100% EZ
7a. Task/Project:	#	10.3.a	Select Site		
7b.		**Start Date:**	1/96	**End Date:**	2/96
7a. Task/Project:	#	10.3.b	Prepare RFP		
7b.		**Start Date:**	2/96	**End Date:**	3/96
7a. Task/Project:	#	10.3.c	Select Designer		
7b.		**Start Date:**	3/96	**End Date:**	3/96

CONTINUATION PAGE

Name of Designated Area:	Quality of Life				
5. Benchmark Activity:	#	10.3	Build a community/youth center in Wayne County	**Application Page #:**	98
7a. Task/Project:	#	10.3.d	Preliminary and Final Design		
7b.		**Start Date:**	3/96	**End Date:**	9/96
7a. Task/Project:	#	10.3.e	Solicit Construction Bids		
7b.		**Start Date:**	9/96	**End Date:**	12/96
7a. Task/Project:	#	10.3.f	Select Contractor		
7b.		**Start Date:**	1/97	**End Date:**	2/97
7a. Task/Project:	#	10.3.g	Construction		
7b.		**Start Date:**	3/97	**End Date:**	9/97
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Quality of Life				
1. Category of Need:	Improve and expand the emergency and medical health care capabilities and facilities in the area				
2. Benchmark:	#	10	Reduce response time for EMS by 20% in areas presentlyserved and increase coverage by 5,000 persons		
3. Baseline:	1994 average response time and population served			**Source:**	Records of present providers
4. Participating Entities:	County governments, medical professionals, fire department, White House Clinic				
5. Benchmark Activity:	#	10.4	Purchase four new ambulances for both Jackson and Clinton/Wayne Counties 161	**Application Page #:**	
6. Cost/Sources:	**Total Cost:**	$200,000		**Source:**	100% EZ
7a. Task/Project:	#	10.4.a	Solicit bids		
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#	10.4.b	Purchase ambulances		
7b.		**Start Date:**	6/95	**End Date:**	3/96
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

Withdrawal/Redaction Marker
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. letter	Clyde D. Thurston to George Latimer (partial) (1 page)	03/30/1995	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:

State/Local Initiatives [2]

2011-0255-S
rc229

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Partnership Minnesota

A New Vision for Intergovernmental Cooperation

Mr. George Latimer
Director of Special Actions Office
U.S. Department of Housing & Urban Development
Washington D. C.

March 30, 1995

Dear George:

Thanks for coming out and energizing us with a new challenge. We are still trying to digest all of the implications of this issue, but it does appear to be an area where Partnership Minnesota can add value.

I spoke with Bev Godwin and she sent me the latest information on the memorandum of Understanding on the Oregon Option. I think Minnesota is well positioned to participate in a complementary process. I have also made contact with Morrie Anderson, the Governor's new Chief of Staff, to alert him to our involvement and to make us available as a resource. I have been told that a response to the Governor's letter has now been prepared. It basically proposes a meeting between the two staffs to pursue specific opportunities. I hope that Partnership Minnesota can be involved.

There are multiple strategies that could or should be going on simultaneously to improve the intergovernmental process. My first thought is that waivers are an inefficient "band aid" approach to dealing with restrictive legislation and executive agency policies. One strategy should be to identify restrictive legislation and pursue strategies to have it revised. Secondly, we need to identify and modify restrictive agency policies and regulations. This can be accomplished now through Executive Order and/or NPR initiatives.

Before we enter the turf-infested waters of inter-agency waivers however, we should first ensure that we have efficient and effective processes in place for handling internal waiver requests. It is my experience that most agencies have cultures that discourage waiver requests. In reality though, most federal agencies have more flexibility than they know or admit. It is much easier to maintain the status quo. We must change that culture.

We hope to meet with appropriate members of the Governor's staff in the near future. We are also trying to identify the other key stakeholders in this issue. We obviously need to establish buy-in from the legislature. We will keep you advised as things develop in Minnesota. Please keep us informed of any developments on your end. You can reach me at P6/(b)(6) or FAX P6/(b)(6) Sincerely,

[002]

Clyde D. Thurston

Clyde D. Thurston

copy to: Bev Godwin

March 22, 1995

The Honorable Arne H. Carlson
Governor of Minnesota
St. Paul, Minnesota 55155

Dear Arne:

Thanks so much for your letter of February 6. I'm glad to know about your work with the Minnesota Milestones program, and I welcome your suggestions.

Redefining the relationship between different levels of government has been a top priority for our Administration. If we are to better meet the needs of our people, giving state and local governments maximum flexibility to make funding decisions is essential.

As you know, we are working with the state of Oregon on its "benchmark" process, which contains some of the very elements you outlined in your letter. We are also engaged in partnerships with Indiana and West Virginia to allow for grass roots -- not top down -- planning for services to children and families.

We are interested in exploring possibilities for entering into a partnership with Minnesota, and I have asked members of the Domestic Policy Council, the National Performance Review, and several cabinet agencies to be available to meet with your staff. Please have your staff contact Gaynor McCown, Senior Policy Analyst at the Domestic Policy Council, to pursue this. She can be reached at (202) 456-5575.

Minnesota has learned some important lessons about efficiency, effectiveness, and cooperation, and we look forward to working with you.

Sincerely,

UNITED STATES DEPARTMENT OF EDUCATION

OFFICE OF THE UNDER SECRETARY

MEMO

TO: Gaynor McCown

FROM: Bill Kincaid, 205-0704

DATE: March 31, 1995

RE: Information on Ed-Flex and other Flexibility Initiatives at ED

I enjoyed our visit(s) last night and look forward to getting more involved with work being done on state and local initiatives, especially with respect to waivers.

Judy Wurtzel is hand-carrying you the "flexibility letter" letter we are sending out from the Secretary to local school superintendents. It contains:

1) A brief description of the Ed-Flex demonstration program (on p. 3 of the first attachment);

2) The most recent version of our waiver guidance (Attachment A),

3) The Ed-Flex statutory provisions (immediately following waiver guidance, section 311(e).

As you requested, enclosed are additional documents on flexibility and waivers:

l) Oregon's Ed-Flex plan and addendum.

2) Ed-Flex Federal Register notice.

3) A brief description of our Waiver Action Board and waiver review process.

I hope this information is helpful. Let me know if you have any questions.