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RESTRICTION CODES

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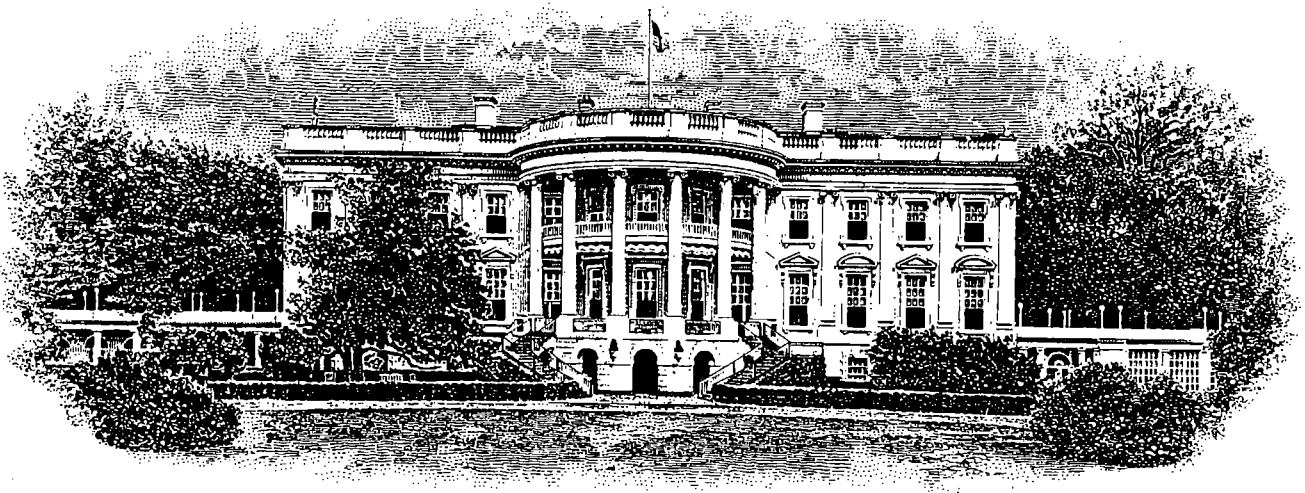
C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

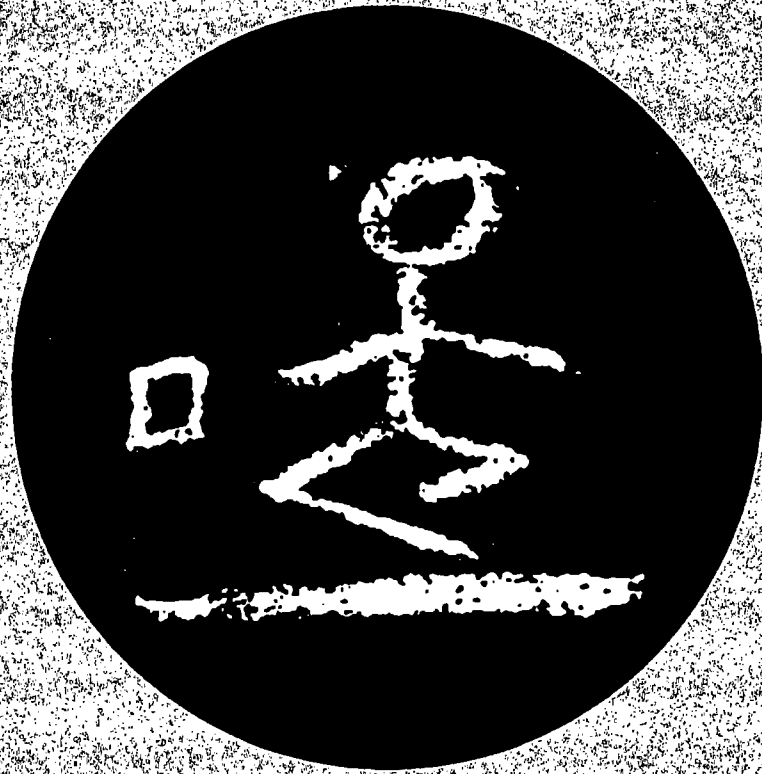


The White House



PHOTOCOPY
PRESERVATION

HOW WILL
THIS DECISION



*Affect Children
and Families?*

**WHITE HOUSE WORKING MEETING
ON
PARTNERSHIPS FOR STRONGER FAMILIES**

AGENDA

Co-hosted by
the White House Domestic Policy Council,
the National Performance Review,
the U.S. Department of Education and
the Institute for Educational Leadership

*March 12-13, 1996
Washington, DC*

Tuesday, March 12, 1996

5:30 p.m. Registration and Display Tables
*Hall of the Americas, Organization of American States Building,
17th and Constitution Avenue, NW*

6:00 p.m. Reception

6:30 p.m. Dinner

**7:30 p.m. Building Partnerships for Results—Discussion with Cabinet Members and Other
Administration Officials**

*Cabinet Secretaries and other Administration Officials will discuss important
efforts of their Departments to assure that federal programs and policies
effectively promote Partnerships for Stronger Families.*

Panel Participants:

Secretary Henry Cisneros, Department of Housing and Urban Development

Secretary Richard Riley, Department of Education

Attorney General Janet Reno, Department of Justice

*Peter Edelman, Assistant Secretary of Planning and Evaluation,
Department of Health and Human Services*

*Ellen Haas, Under Secretary for Food, Nutrition and Consumer Services,
Department of Agriculture*

Elaine Kamarck, Senior Policy Advisor to the Vice President

Moderator: Carol H. Rasco, Assistant to the President for Domestic Policy

8:45 p.m. Wrap-up and Overview of Wednesday's Meeting (Logistics)

Wednesday, March 13 *

*** Please note that security clearance to enter the Old Executive Office Building (EOB) can take up to 15 minutes. Make sure that you have some form of identification with photo, date of birth and social security number. Also, for security reasons, participants may not come and go from the EOB throughout the day.**

8:00 a.m. Introductions and Networking (Small Groups)

Continental Breakfast Will Be Served

Small group assignments are in each participant's packet of information.

Old Executive Office Building, 17th and G Street, NW

Group # 1. Room 472 (Breakfast in Room 474)

Group # 2. Room 476 (Breakfast in Room 474)

Group # 3. Room 211 (Breakfast in Room 211)

*The National Performance Review, 750 17th Street, NW
(Between Pennsylvania & H Street)*

Group # 4. Second Floor Conference Room (Breakfast in Conference Room)

Group # 5. Sixth Floor Conference Room (Breakfast in Conference Room)

8:30 a.m. Understanding State and Local Reforms for Children and Families (Small Groups)

Same small groups and locations as the 8:00 a.m. session

In small groups, state and local participants will outline, for the group, key aspects of their efforts to improve the lives of children and families. The groups will focus on two questions: What factors are essential to success? How could changes in federal, state and local roles and relationships enable greater success?

9:45 a.m. Break

10:00 a.m. Federal Action to Support Partnerships for Stronger Families (Small Groups)

Same small groups and locations as 8:00 a.m. session

The small groups will focus on the draft "Framework for Federal Action." Are the major issue areas the ones that are most significant to states and communities? If not, how should they be revised? How do effective state and local initiatives relate to these issue areas? Which actions are most important to foster and support effective state and community strategies for children and families?

12:00 p.m. Lunch and Networking

*The Indian Treaty Room, Room 474, The Old Executive Office Building,
17th and G Street, NW*

The lunch is informal, providing a time for networking and talking with colleagues from other states and organizations.

1:00 p.m. A Focus on the Issues: Identifying Next Steps (Small Groups)
Small group assignments are in each participant's packet of information.

Old Executive Office Building, 17th and G Street, NW

Group # A. Room 472—Building Capacity

Group # B. Room 476—Strengthening Data & Information Systems

Group # C. Room 211—Improving Accountability

Group # D. Room 180—Streamlining Bureaucracy

Group # E. Room 450—Financing

Each small group will look intensively at one issue area. The groups will focus on the following question: What steps at the federal, state and community levels would be most important to improve results for children and families? Each group should identify one to two major ideas or issues to share with the large group during the "town hall" session.

2:15 p.m. All Participants Proceed Immediately to Room 450

2:30 p.m. Town Hall Meeting
Room 450, The Old Executive Office Building, 17th and G Street, NW

3:45 p.m. Break

4:00 p.m. Moving Ahead: Building Intergovernmental Partnerships
Room 450, The Old Executive Office Building, 17th and G Street, NW

5:00 p.m. Conclusion of the Working Meeting on Partnerships for Stronger Families

GROUP ASSIGNMENTS FOR:

Introductions and Networking Breakfast

**Session 1: Understanding State and Local Reforms
for Children and Families**

**Session 2: Federal Action to Support Partnerships
for Stronger Families**

March 13, 1996, 8:00 am - 12:00 pm

GROUP 1 - CONNECTICUT, COLORADO, MARYLAND

Meeting in Room 472, Old Executive Office Building, 17th & G Street, NW

Facilitator: Gail Christopher

Recorder: Susan Ross

State Partners:

Connecticut:

Nicholas Carbone, Connecticut Institute of Municipal Studies
Dennis King, Executive Offices of the Governor

Colorado:

Patricia Gabow, Denver Health Hospitals
Donna Good, City and County of Denver
Barbara McDonnell, Department of Human Services

Maryland:

Patrick M. Costigan, The Enterprise Foundation
Linda Ellard, Area 1, Baltimore City Department of Juvenile Justice
Teresa Knott, Maryland Department of Education
Janis Parks, Family Preservation Initiative, Inc.
Note: Maryland will also be represented in Group 5

Federal Partners:

Carol Rasco, Domestic Policy Council
Julie Demeo, Domestic Policy Council
Reggie Robinson, Department of Justice
Jo Ivey Boufford, Department of Health and Human Services
Angela Duran, Department of Health and Human Services
John Monahan, Department of Health and Human Services
Sheryll Cashin, Community Empowerment Board
Andrew Cuomo, Department of Housing and Urban Development
Paul Dimond, National Economic Council
Amy Bennett, Department of Labor
Colin Hefferan, Department of Agriculture
Judith Burrell, Department of Transportation
Margaret Pugh, Office of the Vice President
Duane Alexander, National Institute of Child Health and Human Development

Other Partners:

Judy Jones, Carnegie Corporation

Laura DeKoven Waxman, U.S. Conference of Mayors

Angela Covert, The Atlantic Philanthropic Service Company

Neal Johnson, National Academy of Public Administration

Jennifer Miller, Annie E. Casey Foundation

GROUP 2 - MISSOURI, OREGON, IOWA

Meeting in Room 476, Old Executive Office Building, 17th & G Street, NW

Facilitator: Judy Chynoweth

Recorder: Cathy Dunn

State Partners:

Missouri:

Frank Muelheausler, Clay School

Tim Person, Jr., Office of the Mayor, St. Louis

Steven Renne, Missouri Department of Social Services

Oregon:

Grant Higginson, Oregon State Health Department

Marc Overbeck, Oregon Workforce Option

Iowa:

Sally Titus Cunningham, Iowa Department of Human Services

Harriet Johnson, IES Utilities, Incorporated

Federal Partners:

Olivia Golden, Department of Health and Human Services

Gaynor McCown, Domestic Policy Council

Terry Peterson, Department of Education

Ken Apfel, Office of Management and Budget

Katherine Abrahams, Bureau of Labor Statistics

Jim Kohlmoos, Department of Education

Gordon Litton, Department of Transportation

Mike Fishman, Department of Agriculture

Wendy New, Office of the Vice President

Judi Gold, National Performance Review

Other Partners:

Nancy Hoit, Office of the Vice President

Jule Sugarman, Center for Effective Services for Children

Carl Stenberg, University of Baltimore

Ian Riekes Triveres, George Washington University

GROUP 3 - NORTH CAROLINA, WEST VIRGINIA, ARKANSAS

Meeting in Room 211, Old Executive Office Building, 17th & G Street, NW

Facilitator: Barbara Dyer

Recorder: Tanya Oubre

State Partners:

North Carolina:

C. Robin Britt, Sr., North Carolina Department of Human Resources

Cathy A. Lawrence, Warren Family Institute

West Virginia:

Steve Heasley, Governor's Cabinet

Sue Sergi, Bureau of Children and Families, Department of Health and Human Resources

Arkansas:

Don Crary, New Futures for Little Rock Youth

Federal Partners:

Katherine Wallman, Office of Management and Budget

Peter Edelman, Department of Health and Human Services

Ann Segal, Department of Health and Human Services

Linda Sizelove, Department of Health and Human Services

Diana Fortuna, Domestic Policy Council

Jennifer Klein, Office of the First Lady

Judy Heumann, Department of Education

Josephine Nieves, Department of Labor

Michael Stegman, Department of Housing and Urban Development

Bev Godwin, National Performance Review

Other Partners:

Bob Koff, Danforth Foundation

William Galston, University of Maryland

Cheryl Hayes, The Finance Project

John Kyle, National League of Cities

Damian Thorman, Kauffman Foundation

GROUP 4 - INDIANA, MINNESOTA, VERMONT

**Meeting in the National Performance Review Building, 750 17th Street, NW
Second Floor Conference Room**

Facilitator: Richard Gross

Recorder: Sarah Nathanson

State Partners:

Indiana:

Diane Wallace, Family and Social Services Administration

Cheryl Sullivan, Indiana Family and Social Services Administration

Minnesota:

Linda Kohl, Minnesota Department of Planning

Barbara Columbo Nerness, Minnesota Department of Health

John Petraborg, Minnesota Department of Human Services

Vermont:

Cornelius Hogan, Agency of Human Services

Judy Jerald, Early Education Services

Federal Partners:

Shay Bilchik, Department of Justice

Marcia Hale, Office of Intergovernmental Affairs

Jeanne Jehl, Department of Education

Nancy-Ann Min, Office of Management and Budget

Chris Jennings, Domestic Policy Council

Sally Richardson, Department of Health and Human Services

Cynthia Taeuber, Bureau of the Census

Other Partners:

Elizabeth Stief, National Governors' Association

Catriona Macdonald, Office of Representative Steny Hoyer

GROUP 5 - KENTUCKY, OHIO, MARYLAND

**Meeting in the National Performance Review Building, 750 17th Street, NW
Sixth Floor Conference Room**

Facilitator: Mark Popovich

Recorder: Leila Fiester

State Partners:

Kentucky:

Lois Adams-Rogers, Learning and Support Services
Ed Reidy, Learning Results Services

Ohio:

Penny Jordan, National Head Start Center

Maryland:

Tom Coyle, Maternal, Infant Care, and Special Projects
Sherri Killins, Empower Baltimore Management Corporation
Linda Thompson, Governor's Office for Children, Youth and Families

Federal Partners:

Jeremy Ben-Ami, Domestic Policy Council
Ellen Haas, Department of Agriculture
Judy Wurtzel, Department of Education
Ann Rosewater, Department of Health and Human Services
Bruce Katz, Department of Housing and Urban Development
Edward DeSeve, Office of Management and Budget
Elaine Kamarck, Office of the Vice President

Other Partners:

Judy Carter, Family Resource Coalition
Rhonda Lauer, Philadelphia School District
Thomas Shannon, National School Boards Association
James Connell, Institute for Research and Reform in Education
Anne Kubisch, The Aspen Institute

White House Working Meeting on Partnerships for Stronger Families

SESSION 3

Focus on the Issues: Identifying Next Steps

March 13, 1996

1:00-2:15 p.m.

Group A: Building Capacity

Facilitator: Judy Chynoweth

Recorder: Susan Ross

Room 472

Ken Apfel, Office of Management and Budget
Shay Bilchik, Department of Justice
Judy Carter, Family Resource Coalition
Sheryll Cashin, Community Empowerment Board
Gail Christopher, Gail Christopher Associates
Julie Demeo, Domestic Policy Council
Angela Duran, Department of Health and Human Services
Donna Good, Colorado
Judy Jerald, Vermont
Jennifer Klein, Office of the First Lady
Anne Kubisch, The Aspen Institute
Cathy Lawrence, North Carolina
Jennifer Miller, Annie E. Casey Foundation
Janis Parks, Maryland
Tim Person, Missouri
Carol Rasco, Domestic Policy Council
Ann Rosewater, Department of Health and Human Services
Carl Stenberg, National Academy for Public Administration
Cheryl Sullivan, Indiana Family and Social Services Administration

Group B: Strengthening Data and Information Systems

Room 476

Facilitator: Richard Gross

Recorder: Cathy Dunn

Tom Coyle, Maryland
Mike Fishman, Department of Agriculture
Diana Fortuna, Domestic Policy Council
William Galston, University of Maryland
Olivia Golden, Department of Health and Human Services
Richard Gross, Council of Governors' Policy Advisors
Neal Johnson, National Academy for Public Administration
Bruce Katz, Department of Housing and Urban Development
Robert Koff, Danforth Foundation
Barbara McDonnell, Colorado
Terry Peterson, Department of Education
Reggie Robinson, Department of Justice
Lois Adams-Rogers, Kentucky
Sue Sergi, West Virginia
Elizabeth Stief, National Governors' Association
Cheryl Sullivan, Indiana
Cynthia Taeuber, Bureau of the Census
Ian Riekes Triveres, George Washington University
Katherine Wallman, Office of Management and Budget
Laura Waxman, United States Conference of Mayors

Group C: Improving Accountability

Room 211

Facilitator: Mark Popovich

Recorder: Tanya Oubre

Duane Alexander, National Institute of Child Health and Human Development
Jo Ivey Boufford, Department of Health and Human Services
Nicholas Carbone, Connecticut
Jim Connell, Institute for Research and Reform in Education
Angela Covert, Atlantic Philanthropic Service
Andrew Cuomo, Department of Housing and Urban Development
Edward DeSeve, Office of Management and Budget
Grant Higginson, Oregon
Cornelius Hogan, Vermont
Brenda Hostetler, The Danforth Foundation
Harriet Johnson, Iowa
Judith Jones, Carnegie Foundation
Elaine Kamarck, Office of the Vice President
Sherri Killins, Maryland
Teresa Knott, Maryland
Linda Kohl, Minnesota
Jim Kohlmoos, Department of Education
Rhonda Lauer, Philadelphia Public Schools
Marc Overbeck, Oregon
Ed Reidy, Kentucky
Diana Wallace, Indiana

Group D: Streamlining Bureaucracy

Room 180

Facilitator: Jeremy Ben-Ami

Recorder: Sarah Nathanson

Amy Bennett, Department of Labor
Judith Burrell, Department of Transportation
Don Crary, Arkansas
Ellen Haas, Department of Agriculture
Marcia Hale, Office of Intergovernmental Affairs
Judy Heumann, Department of Education
Nancy Hoit, Office of the Vice President
Penny Jördan, Ohio
Dennis King, Connecticut
John Kyle, National League of Cities
Catriona Macdonald, Office of Congressman Hoyer
John Monahan, Department of Health and Human Services
Frank Muehlheausler, Missouri
Barbara Nerness, Minnesota
Margaret Pugh, Office of the Vice President
Steve Renne, Missouri
Sally Richardson, Department of Health and Human Services
Thomas Shannon, National School Boards Association
Mike Stegman, Department of Housing and Urban Development
Linda Thompson, Maryland

Group E: Financing
Facilitator: Barbara Dyer
Recorder: Leila Fiester

Room 450

Robin Britt, North Carolina
Tony Cipollone, Casey Foundation
Patrick Costigan, Maryland
Sally Titus Cunningham, Iowa
Paul Dimond, National Economic Council
Peter Edelman, Department of Health and Human Services
Linda Ellard, Maryland
Patricia Gabow, Colorado
Cheryl Hayes, The Finance Project
Steve Heasley, West Virginia
Colin Hefferan, Department of Agriculture
Christopher Jennings, Domestic Policy Council
Gordon Litton, Department of Transportation
Nancy-Ann Min, Office of Management and Budget
Wendy New, Office of the Vice President
Josephine Nieves, Department of Labor
Ann Segal, Department of Health and Human Services
Linda Sizelove, Department of Health and Human Services
Jule Sugarman, Center on Effective Services for Children
Damian Thorman, Kauffman Foundation
Judy Wurtzel, Department of Education

DRAFT
Compilation of State/Local Innovations
March 11, 1996

PARTNERSHIPS FOR STRONGER FAMILIES

States and Localities Invited to March 12-13 White House Working Meeting

Examples of Their Innovations

State and local representatives from fourteen states have been invited to the March 12-13 White House Working Meeting on Partnerships for Stronger Families: Arkansas, Colorado, Connecticut, Indiana, Iowa, Kentucky, Maryland, Minnesota, Missouri, North Carolina, Ohio, Oregon, Vermont, and West Virginia.

From each state, at least one local representative, one person from the education community, and at least one additional representative from the human services, health, economic development, labor, or justice field have been invited to participate to share their innovations with each other and with their federal partners and to provide input into plans for further action.

The invited states and localities were selected because of their innovations either directly in the children and family area or in developing a tool for use in another area that could be applied to improving results for children and families. For the purposes of the March 12-13 meeting, the following is a description of some of the innovations from these fourteen states and localities in each of the five issue areas to be discussed:

Building Capacity
Strengthening Data/Information Systems
Improving Accountability
Streamlining Bureaucracy
Financing

These summary descriptions are designed to show the diversity and creativity among States and localities. This list is not meant to be complete either in terms of the innovations among these States and localities or to infer that there are not innovations within the other 36 States.

Building Capacity:

Arkansas

Enterprise Communities: East Central; Mississippi County; Pulaski County

Colorado

Denver is a Project PACT (Pulling America's Communities Together) Site. Project PACT is a multi-agency federal/local partnership designed to empower communities to reduce crime and violence. Two key principles of PACT: (1) Local communities, not the federal government, play the lead role in crafting solutions to address local problems; and (2) Government actors at all levels must establish coordinated, multidisciplinary approaches to reduce crime and build healthy communities. The resources of the federal departments of justice, education, health and human services, housing and urban development, and labor, and the office of national drug control policy support PACT communities through technical assistance, planning, identification of best practices, and provision of information. Metro Denver PACT brings together the Governor's office, the mayors' offices of Denver and Aurora, Representative Schroeder's office, and the county commissions for Adams, Arapahoe, Boulder and Jefferson Counties. Some of Denver's activities include a metro-wide curfew, an illegal firearms enforcement strategy, and a risk factor training session which focuses on the risk factors associated with violence.

Enterprise Community: Denver

Connecticut

Living/Learning education campus in New Haven public housing for low-income, at-risk families to empower people to take control of their lives, treat families holistically, and be accountable for goals for family growth and development.

Enterprise Communities: Bridgeport; New Haven

Indiana

Local Step Ahead Councils convened in all 92 Indiana counties to complete needs assessments and develop their own plan of action for strategies that work in their local communities.

Enterprise Community: Indianapolis

Iowa

Enterprise Community: Des Moines

Kentucky

Empowerment Zone: Kentucky Highlands

Enterprise Communities: Louisville; Scott and McCreary Counties [with Tennessee]

Maryland

Baltimore--Community Building in Partnership in Sandtown-Winchester area of Baltimore is a partnership among residents, government, and the enterprise foundation to transform the neighborhood. The goal is to transform the systems of support that are not working for residents, including housing, education, health and human services, employment, and public safety. CBP partners with city agencies, community-based organizations, and state and federal agencies to implement housing, comprehensive health care, youth programs, family support, public safety, and employment initiatives.

Empowerment Zone: Baltimore

Minnesota

Interagency Technical Assistance: At the Governor's level, Minnesota has created a Children's Interagency Technical Assistance Team to serve the community-level family service collaboratives. Some of this team's responsibilities include:

- Funnel and receive technical assistance requests to focus teams. Focus teams formed in areas of: integrated service delivery; funding and finance; evaluation; governance; and information management.
- Anticipate technical assistance needs of collaboratives and respond to them.
- Identify appropriate persons and agencies to solve specific problems.
- Remove barriers that impede systemic change by eliminating administrative rules and policies and making recommendations to the Children's Cabinet on changes in state and federal policies.

Enterprise Communities: Minneapolis; St. Paul

Missouri

Enhanced Enterprise Community: Kansas City, Kansas and Kansas City, Missouri

Enterprise Communities: East Prairie; St. Louis

North Carolina

Enterprise Communities: Charlotte; Halifax, Edgecombe and Wilson Counties; Robeson County

Ohio

Supplemental Empowerment Zone: Cleveland

Enterprise Communities: Akron; Columbus; Greater Portsmouth

Oregon

Enterprise Communities: Josephine; Portland

Vermont

Enterprise Community: Burlington

West Virginia

Child Family Services Plan to guide community planning efforts, support and enhance existing services, create new services, and provide a framework for services integration. Have formed Child/Family Services Plan Implementation Council, made up of equal numbers of state officials, consumers and local community representatives, to implement the state's Five Year Child/Family Services Plan.

Enterprise Communities: West Central; Huntington; McDowell

Strengthening Data and Information Systems:

Minnesota

Automated Children's Services Report Cards: Minnesota developed an on-line children's report card for every community in the State. Minnesotans can view information on-line from a variety of data bases, such as health, education, demographics and crime, and compare their communities' performance with that of other locations, regions and the state as a whole. Citizens can look at the results of a citizen survey about experience and attitudes towards crime or at maps of community progress for children based on 21 indicators. In February 1996, Minnesota announced a World Wide Web site which includes this information.

Oregon

As part of the Oregon Option healthy children cluster, Oregon has produced automated county maps for seven healthy children benchmarks (e.g., teen pregnancy rate, immunization rate, low birth weight). Through regional meetings, Oregon and federal partners are providing training on the use of this data throughout the state. Identifying both best practices and barriers based on comparative data.

Improving Accountability:

Colorado

Denver Family Opportunity--welfare reform effort of over 100 public and private partners, working to move families to complete self sufficiency through training, child care, and job placement.

Indiana

Through the Indiana Collaboration Project, a problem-solving process at the local, state, and federal levels is being implemented to resolve locally-identified issues, decrease bureaucracy and improve services to children. As a result of this process, the following outcomes have been achieved:

- Implemented an Electronic Network to provide counties with a communication system to access local, state, and federal officials to resolve barriers quickly via the InterNet and electronic mail;
- Expanded child care services to all 92 counties, serving an additional 31,000 children;
- Blended existing federal funds across several agencies to implement the Healthy Families Initiative;
- Created the Symposium on Child Care Financing bringing together seventeen counties to develop alternative funding strategies for child care;
- Pooled funding to expand school-age child care;
- Developed a common intake/release of information form across eleven state agencies.

Iowa

Welfare reform -- "responsibility with consequences" theme -- begun in 1993. Provides incentives for employment. Iowa now has 35% of welfare cases working and welfare caseloads/expenditures lowest they have been in 10 years. Department of health visits all families sanctioned for non-cooperation.

Kentucky

Comprehensive education reform begun in Kentucky in 1990:

- Establishes student performance results for all students, and requires schools to help all students successfully meet them.
- Holds educators accountable, with positive and negative consequences, including monetary rewards, the possibility of dismissal, etc. Professional development funds earmarked to help teachers prepare for changes.
- Preschool programs for at-risk 4 year olds, with parents as part of the program.
- Primary school replaces K through 3rd grade, with students progressing at their own pace. Students move into 4th grade when they master skills necessary to succeed in 4th grade.
- Extended school services provide extra instructional time for students who need it--before, after school, weekends and during the summer.

- Technology for instruction, communication and information.
- Family Resource and Youth Services Centers provide access to needed services in every school catchment area.

How this works: Kentucky schools assigned an accountability index derived primarily from measures of student performance (test scores), but also dropout rates, transition to work, and post secondary education. Baselines used to calculate "threshold improvement goals" for the next two years. Schools that exceed their goals receive monetary rewards and school staffs decide how the money will be spent. Schools improving (maintaining their baseline or showing some improvement but falling short of their goal) develop an improvement plan and have an additional two years to attain their improvement goal. Schools that show declining test scores must develop improvement plans and are eligible for monetary and technical assistance from the state. Eventually, the state expects to designate schools that chronically fail to attain achievement targets as "schools in crisis" and to take corrective action. Each school where 20% of student population eligible for free lunches funded to establish a family resource or youth services center.

Maryland

Maryland's Tomorrow High School Program, a partnership among businesses, schools and the state, operates in 75 sites, serving about 8,000 students around the state. Primary goals are to prevent dropouts and to help graduates make the transition successfully into the workplace or higher education. Provides comprehensive services, including working with students year-round and for one year after graduation, skills development, personal development, sustained parental involvement, business involvement, and staff development. Each school has a teacher or case manager who advocates for the students, defusing any crisis that might lead a student to quit school. Students identified based on factors such as low academic achievement, histories of grade retention.

Minnesota

Kids Can't Wait Vision, 1992: Individuals, communities, neighborhoods and institutions (including state agencies and programs) devise strategies and goals to enhance their support of families. Goal is comprehensive systemic change in the way services for children and families are delivered in all Minnesota communities, assuring services are family-centered, comprehensive, culturally-appropriate, community-based, inclusive, and coordinated, so that outcomes for children and families are improved. The 1994 Kids Can't Wait Progress Report shows a number of improvements over 1992 indicators.

Minnesota Milestones sets forth a vision and measurable goals for the state's future based on what Minnesotans said were their hopes for the state and their communities. The purpose of Minnesota Milestones is to determine where the state wants to be in the future and to measure long-term results over the next 5, 10 and 20 years. It gives Minnesotans a way to focus on the future and hold leaders accountable for how the state gets there. The result of a citizen-based planning process with 45 meetings across the state was a planning document, "Minnesota Milestones: A Report Card for the Future", which includes a vision for the future, 20 broad

goals and 79 ways to measure progress towards these goals. For example, under the broad goal "Families will provide a stable environment for their children" are 7 measures with specific targets such as teen pregnancy rate, runaways per 1,000 children, percentage of students attempting suicide, divorce rate, percentage of students who move more than once a year, etc.

Missouri

The Family Investment Trust, established by Executive Order in Missouri, is bridging efforts between state agencies and local communities to create a more responsive system of services for children and families. The Trust is a public/private partnership with participation by state departments of education, health, mental health, and human services, and business and civic leaders. The Trust is working toward a set of desired results for children and families. Communities interested in working in partnership with the state designate different priorities from each of the broad categories of core results (healthy child and youth development, strong neighborhoods and families, and parents working). Communities designated for Community Partnerships with the state will be empowered to negotiate new relationships with state agencies to provide a variety of services for children and families.

Missouri community education centers such as the Clay School/Friedens Haus Community Education Center in Hyde Park neighborhood of North St. Louis. Includes after-school tutoring, club and mentoring groups for children, teen leadership and job training, parenting groups, health centers, university, business, foundations, and law enforcement among the partners. Clay School has increased student attendance (from 80% to 96%) and parental involvement and volunteerism, improved academic achievement, decreased student discipline referrals, decreased student mobility, and decreased violent crimes against people by 15% in the Hyde Park community.

North Carolina

Education reform: Setting performance standards in schools. Each school must make progress against its own baseline, not system averages. Flexibility to schools regarding how to meet the standards. Cut centralized bureaucracy and shifted costs savings into local schools. Schools will get bonus funds if they meet or exceed the standards. If a school repeatedly fails to make progress, the state can take over.

Ohio

Cleveland Works, a non-profit organization that delivers job training and placement and comprehensive family services to people seeking permanent employment and an increase in their standard of living, including the opportunity to move off the public assistance rolls. Established in 1986 to provide training to adult AFDC recipients in Cuyahoga County in Cleveland. Programs of Cleveland Works centered around three cornerstones: family health, quality education, and gainful employment. Five major programs: job placement and retention, job preparation and training, "Beat the Streets", legal services, and the family development project. Through these programs, Cleveland Works provides educational

opportunities, legal services, family education, on-site health clinic, and on-site child care. Uses federal JOBS, JTPA, Head Start funds, and Food Stamps. Also, state, county, city, foundations, private contributions, and corporations. Tracks 6 results including job readiness, entry wage, job retention rates, and cost per placement.

Oregon

Oregon Benchmarks measure progress toward state's vision of well-being, enabling citizens and policymakers to focus on desired results in setting priorities and improving effectiveness of programs and services. Benchmarks are tied to a growing movement toward performance measures for state agencies.

The Oregon Option is a federal, state, and local partnership begun in 1994 to improve the intergovernmental service delivery system by focusing on results, implementing the best strategies to achieve results, breaking down barriers to results, and measuring results. Focusing on 27 benchmarks in three cluster areas: healthy children, a well-developed and educated workforce, and stable families. Supporting clusters on data/statistics and communication/information technology.

Oregon Commission on Children and Families, in partnership with local commissions is responsible for promoting the well-being of children and families. Authorized by state statutes. Includes departments of human resources, state superintendent of public instruction, county juvenile department directors association, public, and local commission members, social service professional, and business. The Commission, has selected 11 core benchmarks to address through county comprehensive community-based plans for children and families. The Commission is developing results-oriented goals around the social service system, especially in assessing the effectiveness of integrated services, school-linked services, and family resource centers. Multnomah County, Oregon uses performance contracts for social service providers.

Oregon Health Plan: Oregon's Medicaid demonstration program expands Medicaid eligibility to 100 percent of the federal poverty level and shifts delivery of services into fully and partially capitated plans and primary care case management programs. Oregon used a public prioritization process to establish the service package provided under the demonstration. Oregon's Medicaid reform Project expands coverage to 126,300 additional low-income Oregonians.

Vermont

Human services/education collaborative: The primary objective of the partnership between the Agency for Human Services and the Department of Education is to improve outcomes for all children and their families by developing a system of community supports and services. Current status: Have developed outcomes for children and families at both the state and community level. Have developed regional children and family governance teams throughout the state. Have developed a training curriculum to support communities in community development processes.

Vermont Early Education Services promotes the healthy development of younger children, prepares them to succeed in school; enhances the social, economic and personal well-being of the whole family; empowers the family to use existing community services more effectively; and works collaboratively with families and communities to expand, improve and link those services. Recent statistics on 30 families who have been in the program and tracked since 1990 indicate average family earned income has increased from \$7,377 to \$22,934. Statistics on larger groups are consistent, though somewhat lower, for families served for a shorter period of time. Vermont is continuing and expanding the services of what was the Comprehensive Child Development Program as an early Head Start program.

"Success by Six" home visiting: In 1992 Vermont introduced a "Success by Six" program which greatly expanded its capacity to reach every preschool child and family in the state. Services, including home visiting, were delivered through Parent Child Centers, the Health Department, and school nurses. Vermont's child abuse rates have dropped by 22% over 3 years.

Streamlining Bureaucracy:

Arkansas

Recently formed a Governor's Partnership Council for Children and Families to support local community capacity to produce children who are in supportive, nurturing, healthy families, and children who succeed in school. Co-chaired by the departments of health, education and human services. Membership: parents and other consumers of services; state, local and community-based public and private nonprofit agencies; professional and advocacy organizations; elected officials; and businesses. Will link existing reform initiatives across systems, focus on building stronger relationships between communities and state agencies, plan and budget across agencies, develop performance measures, provide technical assistance to communities, and identify state financial and regulatory barriers to local service integration. Five target communities identified for initial phase of work.

Colorado

Denver--school-based clinics, home visitation for first time mothers, paternity identification, Medicaid managed care initiative

Connecticut

Connecticut recently passed the Neighborhood Revitalization Act, a law similar to the Local Empowerment and Flexibility Act, but at the state level. Law allows municipalities and state to work with neighborhoods that come forward with comprehensive strategic plans and measurable goals for economic development and neighborhood revitalization, and to waive municipal and state codes and regulations that impede success. The federal government and Connecticut just entered into a partnership so that federal solutions and barriers to economic development and neighborhood revitalization would also be addressed.

Indiana

Step Ahead: Indiana Collaboration Project encourages coordination and cooperation among federal, state, local and private programs; discourages duplication of services; and allows local flexibility regarding program implementation. State government employees are moving to a facilitating role rather than a monitoring, regulatory role.

Indiana and West Virginia submitted to the President consolidated plans for children and families, which identified 199 federal programs serving children and families.

Iowa

Council for Human Investment (CHI) created through legislation in 1993. Members appointed by Governor include departments of economic development, education, human services, and health, and public, private, and legislative members. Two responsibilities include developing a long-term human investment strategy with broad policy goals and

benchmarks, and conducting customer satisfaction surveys of the users of public services. Initial focus on economic development, work force development, and strong family.

Kentucky

Commission on Families and Children, recently established by Executive Order, responsible for “planning, implementation, and direction of a family-oriented system of community supports and services” for children and families. Includes all state-level departments that serve children, members of local communities, the private sector, and parents.

Maryland

Governor’s Subcabinet for Children, Youth, and Families, originally established by Executive Order, then by State law in 1993, responsible for overall planning, coordination, and monitoring of children’s and family services. Includes departments of human resources, education, health and mental hygiene, juvenile services, and budget and fiscal planning, and the office for handicapped individuals. Reforming services on an interagency basis through local management boards. Required to phase in a statewide system of interagency budgeting and funding by 1998. The Subcabinet operates under five principles:

- Increase local authority to implement and monitor services on an interagency basis.
- Maximize family-centered, home- and community-based services, including interagency case management and a single point of access to multiple agency services.
- Shift resources to prevention and early intervention efforts.
- Ensure that the interagency budget for children and families reflects Subcabinet and local priorities and that agency budgets have the flexibility to address common priorities.
- Ensure system-wide oversight, monitoring, collaboration and accountability through the Subcabinet.

Minnesota

State level: the newly-created Department of Children, Families and Learning [includes former department of education]; the Children’s Cabinet; the Legislative Commission on Children, Youth and Families; the Pew Charitable Trusts-funded integration project; the Children’s Interagency Technical Assistance Team; the public/private Action for Children Commission; the Minnesota Family Investment Program; MinnesotaCare; the Department of Human Services Children’s Initiative.

Local level: the family services collaboratives; children’s mental health collaboratives; family preservation and support project; early childhood family education and learning readiness programs; and Head Start’s project cornerstone.

Missouri

Missouri’s Caring Communities, a school-based effort to link or co-locate health and human services with education reform efforts within the schools. Attempting to integrate educational improvement efforts with human service reform. Goals are to create a culture within the

school building that teaches the whole child, and to develop community systems that support and encourage community learners. Have identified 60 school sites in 7 communities -- supported by \$24 million budget crossing five agencies (the departments of elementary and secondary education, health, mental health, labor and industrial relations, and social services). Desire partnership with communities in the truest sense, which means the state devolves authority to the community.

North Carolina

Smart Start early childhood initiative started in North Carolina in 1993. An effort to reshape human services and improve the health and well-being of young children and families through a collaborative "top down" and "bottom up" strategy and a public-private partnership. Includes several goals and objectives, all driven by the overriding goal that every child start kindergarten healthy and ready to learn. Not focused only on young children, but on families and, less directly, on the role communities play in mobilizing efforts and resources on behalf of young children and families. Provides child care, health care and other services to children, and a variety of family support services. Looks to find new approaches to governance and the delivery of human services. The North Carolina Partnership for Children oversees Smart Start. Local programs are planned and initiated by county partnerships for children. Twenty-four such partnerships representing 32 counties are receiving Smart Start funds.

Project Uplift began as a pilot in North Carolina in 1987 to work with families in a public housing community in Greensboro. Includes a full-day child development center; a family resource center which offers adult education and job training, transportation, child care, parenting education, nutrition services, health care, and social and emotional development programs; and a literacy program for mothers and children.

Ohio

Ohio is one of five Ed-Flex States, meaning that the Secretary of Education has devolved authority to grant Goals 2000 waivers so that the state can grant waivers to local school districts without coming back to the U.S. Department of Education for permission.

Lucas County, Ohio Family and Children First Council supports strong, nurturing and healthy families by creating and implementing an innovative, family centered and community responsive collaborative system of services. Council includes executive and direct service staff from all the publicly funded youth and family serving systems, United Way, and a broad representation of community family advocates, consumers of services, service providers and community leaders. Providing family centered services at neighborhood-based Family Resource Centers, with outplacement of service resources from all the publicly funded family service systems.

Oregon

Oregon is one of five Ed-Flex States, meaning that the Secretary of Education has devolved authority to grant Goals 2000 waivers so that the state can grant waivers to local school districts without coming back to the U.S. Department of Education for permission.

West Virginia

West Virginia Governor's Cabinet on Children and Families oversees the system reform efforts. Want to create a better system of services, one that actively solicits community input and begins to allow decision making at the lowest possible level. Striving to create a system that is family focused, coordinated, integrated, and accessible. One of the primary means to do this is to establish local community organization (family resource network) in all counties to conduct local level assessment, planning an evaluation across programs and systems. To date, 7 family resource networks formally recognized to serve 11 counties; 19 under review to serve 24 additional counties. Six FRNs have designed and implemented family resource programs which incorporate or are developing single point of entry intake and family assessment procedure and all focus on early identification of family needs and preventive approaches.

Consolidated plan for children and families, which identified 199 federal programs serving children and families, submitted to the President.

Financing:

Iowa

Scott County, Iowa Child Welfare Decategorization Project: Beginning with two counties in 1987 and later expanding to any interested counties, Iowa has passed legislation allowing counties to decategorize funds and to carryover funds from one fiscal year to the next. The purpose of the initiative is to protect children through early intervention and the use of the least restrictive services to meet client needs. Funds are freed for the development of less restrictive services by reducing the use of expensive residential care and relying more heavily on community-based services. In Scott County, decategorization creates a child welfare fund by combining funds from the Iowa Department of Human Services, the Seventh Judicial District Court, and Scott County. Funds are not actually pooled; however, clients are served as if this were the case. A plan of service is developed for the client, and the agencies have funding flexibility (through the Iowa state legislation) to provide the services that are needed, rather than based on narrowly defined categories. The legislation has allowed the agencies more flexibility in how state dollars are spent. Iowa has attempted to create flexibility in federal programs through available means (e.g., waivers; the new definition of Early and Periodic Screening, Diagnostic, and Treatment).

Minnesota

Minnesota Family Services Collaboratives grant program. Consolidates funding of some federal programs.

Minnesota is also establishing integrated funds, or pooled resources, within the local family service collaboratives.

North Carolina

Budgeting by key function rather than by department. North Carolina is moving toward an outcomes budget. Have organized the work of the state by 11 functions. This year, 8 of the 11 functions are part of the state's new performance budget. Tried to realign the legislative committee structure to match the 11 functions but were not successful.

West Virginia

West Virginia is examining financing models at both the state and local levels which pool funding across programs to support integrated family based services. The State legislature passed a law giving the Governor's Cabinet on Children and Families the ability to pool state funds for children. A pooled fund, "Family Resource Planning Fund", has been created at the state level drawing on various federal and state funding streams for the purpose of sharing the costs of collaborative local level planning and evaluation through Family Resource Networks (FRNs). Some FRNs have been successful in negotiating local level agreements among service providers to pool funds to help support the FRN activities as well as direct service delivery.

PARTNERSHIPS FOR STRONGER FAMILIES

draft 03/12/96

In his State of the Union Address, President Clinton said: "Our first challenge is to cherish our children and strengthen America's families. Family is the foundation of American life. If we have stronger families, we will have a stronger America." This effort -- Partnerships for Stronger Families -- is about meeting that challenge and strengthening families. The following principles offer guidance about how to do so:

Invest Early and Prevent Crises. Early intervention can help to avoid the need for long-term supports. Attention and resources should focus on providing early help and support to enhance the strengths of families and prevent crises.

Respond to Families not Problems. Rather than drawing rigid boundaries between services and supports for families, government must be able to respond flexibly. Families do not come in neat packages, the supports they need do not fall into discrete programs, and governments cannot respond with "one size fits all" policies. Each member of a family must be seen in the context of their family and community -- not as a disconnected individual with isolated problems.

Account for Results. Success of these partnerships should be measured by results -- good indicators of the strength of families and the growth of children -- not by inputs such as dollars spent or numbers of people serving or being served.

Facilitate and Support Local Efforts. The Clinton Administration is committed to supporting bottom up reform. Families live and work in communities, and efforts to improve results should build on local initiatives. To be successful, partnerships for stronger families must engage all stakeholders at the local level: neighborhood and community leaders, schools, nonprofit and for-profit organizations, local government, the faith community, the media and families themselves.

Provide Opportunities for Parents to Meet Their Responsibility. In the end, successful partnerships for stronger families must build on the fundamental role of both parents in raising their children. Mothers, fathers, and other caregivers must accept their responsibility as nurturers, first-teachers, partners with schools, mentors of their adolescents, and coaches during life transitions. Federal, state and local policies should reinforce that critical responsibility and provide parents the opportunity to fulfill it.

DRAFT

PARTNERSHIPS FOR STRONGER FAMILIES
FRAMEWORK FOR FEDERAL ACTION
WORKING DRAFT
03/12/96

BACKGROUND

The Clinton Administration is committed to working in partnership with other levels of government and with communities and families themselves to strengthen American families. Through this effort, the federal government will be coordinating a number of existing initiatives and starting some new ones designed to make it a more supportive and responsive partner.

A Federal Working Group on Partnerships for Stronger Families -- comprised of representatives from the Departments of Health and Human Services, Education, Housing and Urban Development, Justice, Labor, Transportation, Commerce, and Agriculture; and the National Performance Review, the National Economic Council, the Domestic Policy Council and the Office of Management and Budget -- has tentatively identified five issue areas and a series of action steps to be pursued by the federal government in order to assist local and state efforts to strengthen families. In each of these areas, the federal government will work toward developing partnerships with states and communities. To make these partnerships happen, all levels of government must take responsibility change. The areas are broadly defined and are intended to help organize the effort and bring fragmented pieces together. These issue areas will form the basis for dividing the Federal Working Group into teams to press forward following White House Working Meeting on Partnerships for Stronger Families on March 12-13. The issue areas are:

BUILDING CAPACITY
STRENGTHENING DATA AND INFORMATION SYSTEMS
IMPROVING ACCOUNTABILITY
STREAMLINING BUREAUCRACY
FINANCING

ACTION STEPS

This document -- Framework for Federal Action -- includes existing efforts and steps that have been proposed. Most of the action steps identified are administrative in nature. However, included in this document is an indication of legislative action, pending and otherwise, that will help enable the federal government to be more responsive to the needs of communities and families. Please note that this document is a working draft and still subject to change. Also, the specific action steps identified could in many cases be appropriately discussed under more than one issue area, so no great significance should be attached to their location.

BUILDING CAPACITY

This issue area encompasses action steps to ensure that those charged with implementing policies and managing programs at all levels of government, as well as those outside government, are providing and receiving as much appropriate training and technical assistance as possible in implementing comprehensive strategies.

a. Individual Agency Efforts With Communities Around Comprehensive Services

Department of Justice (DOJ) intensive support to thirty communities on coordinated services.

In the next two years, the Department of Justice will undertake an aggressive training effort -- including intensive support to thirty additional communities and general technical assistance for interested communities -- to focus on the coordination and utilization of similar federal, state and local activities.

DOJ's Office of Juvenile Justice and Delinquency Programs (OJJDP) training and technical assistance on implementing risk-focused prevention strategies, assessing risk and resource data.

OJJDP will provide training and technical assistance related to implementing "risk-focused" prevention strategies. OJJDP will also provide local communities and grantees with Delinquency Prevention Program Community Self-Evaluation Workbooks to assist them in building self-evaluation capacity.

Community Empowerment Board technical assistance efforts for Empowerment Zones and Enterprise Communities.

The 17 agencies of the President's Community Empowerment Board, led by the Departments of HUD and USDA, are responding to the technical assistance and training needs of the 105 designated Empowerment Zones and Enterprise Communities. These federal resources include specialized assistance with federal program implementation and local administrative structures; conferences and other information-sharing opportunities for communities to learn from one another's successful projects; and timely, responsive action on local flexibility and barrier removal requests.

HHS and Education Guide on Medicaid Reimbursement for School-Based Care

In collaboration with the Department of Education, and state and local health and educational agencies, HHS (HCFA) is planning to develop a guide for schools to facilitate understanding of the scope of benefits which may be accessed in serving children receiving medical services

in schools. This guide will provide comprehensive technical assistance in the area of Medicaid reimbursement for school-based care.

HHS / the Center for Disease Control (CDC) Collaboration with USDA's Special Supplemental Nutrition Program for Women, Infants and Children (WIC)

The CDC has been working with USDA's WIC program to improve Medicaid / EPSDT and project the needs for states in the development of performance criteria in child health.

Use the HHS video on managing for results more broadly throughout the Federal government.

The Department of HHS has developed a training video on managing for results, to be used in conjunction with their regional meetings to further develop public health performance partnership grants.

USDA and NPR "Managing for Results" training on the Web – training tool that could be valuable to other agencies, intergovernmental partners.

As part of the Oregon Option, the National Performance Review is partnering with the Department of Agriculture to develop an internet-based "Managing for Results" training, using the Oregon Option and Oregon benchmarks as examples.

USDA's Team Nutrition promotes healthy diets for children through a partnership of families; schools; communities; government; and health, education and food industry organizations.

Team Nutrition Schools serve as the community focal point for empowering children and families to make food choices for a healthy diet -- a critical factor in health and educational success. Team Nutrition provides, science-based nutrition messages to children in a language they understand, and reinforces the message through parents, educators and the food service personnel in homes, schools, and communities across the Nation.

b. Interagency Technical Assistance Teams

Justice/Education initiative on conflict resolution and out of school youth.

Within the next year, the Departments of Justice and Education will begin implementing a joint initiative directed at providing interested communities with promising conflict resolution programs and best practices in responding to the problems of youth who are in danger of leaving or who have left the educational mainstream. The initiative will provide assistance to selected jurisdictions and sites to develop or

enhance conflict resolution programs and programs for youth who are outside the educational mainstream, including those who are dropouts, truant, afraid to go to school, suspended or expelled. To help achieve these goals, a series of conferences, regional forums and intensive training and technical assistance programs will be held and co-sponsored by DOJ and DoE. Collaborative efforts will focus on prevention, early intervention and support services.

Education partnership with federal agencies and the Institute for Educational Leadership to align agency technical assistance efforts to comprehensive initiatives.

The Department of Education (DoE) plans to develop a partnership with other federal agencies and the Institute for Educational Leadership to align technical assistance efforts provided by the different agencies with other comprehensive initiatives serving the same communities.

Statistical Agency initiatives to provide technical assistance.

On an ongoing basis, agencies within the Federal Statistical System -- comprised of statistical units within each Cabinet agency -- are briefing state organizations about local area data produced by federal agencies. In addition, these agencies are assisting states in their efforts to develop statistical files from local program administrative records.

c. Training Federal Employees In New Approaches

HUD will be engaging in major retraining to prepare staff for reinvented roles.

One of HUD's primary missions will be to equip personnel with the skills necessary to succeed in the reinvented world of federal housing and community development. Federal staff will be trained on how to move from professionals who write and enforce rules to "change agents" who lead the deregulation agenda and help local officials adjust to and succeed in the new environment. As programs become consolidated and allocated by formula, HUD staff will help states, localities and citizen groups devise comprehensive community strategies.

STRENGTHENING DATA AND INFORMATION SYSTEMS

The third issue area encompasses steps to maximize the use of data technology in support of comprehensive service programs. These include helping states and localities develop their own systems to manage information across agencies, examining how information is provided to customers on federal programs and resources, and improving how states and localities report to the federal government electronically.

a. Assisting States In Designing Systems To Share Information Across Agency Lines

HHS/ASPE three state demo to link data from AFDC, Medicaid, Child Support, Child Welfare and other programs.

HHS is working to link data across programs. The Assistant Secretary for Planning and Evaluation is funding three states -- California, Massachusetts, and Iowa -- to link data from various programs (such as AFDC, Medicaid, Child Support Enforcement, Child Welfare, Unemployment Insurance, and Vital Statistics) to provide them the ability to study such issues as caseload dynamics, recidivism, and participation rates. In addition, they will be able to look at multiple benefit use and the economic, social and demographic characteristics of multi-service use populations.

HHS developing/sharing prototype child welfare information system.

HHS has developed a Statewide Automated Child Welfare Information System (SACWIS). Through this initiative, the Administration for Children and Families is providing enhanced Federal funding and technical assistance to States to support the development of comprehensive information systems for children and families served by the child welfare system. As part of this system, the Administration for Children and Families is working in partnership with a group of States and a private contractor, to develop a prototype that States can use to support and enhance their own information system development, tailored to the needs of each State.

HHS funding to Chapin Hall to build child-oriented, multiple program database. Creates complete record for every child receiving public aid in Illinois.

HHS has provided funding to Chapin Hall at the University of Chicago to build a child-oriented, multiple-program database using linked administrative data from a number of programs, including AFDC, Medicaid, Food Stamps, special education and foster care.

HUD EZ/EC information system.

The Department of Housing and Urban Development has provided

software to the 105 Empowerment Zones and Enterprise Communities and its grantees, which includes geo-maps of cities, down to the neighborhood and street level, showing where federal projects are located.

Oregon's Shared Information System (SIS).

The SIS developed for the State of Oregon combines records from ten program agencies into a statistical data base with standard definitions. The Census Bureau is working with Oregon to determine ways that State records could be used for national statistical purposes and to foster communication with other states on Oregon's success in handling technical and confidentiality issues that arise in using administrative records for statistical purposes.

USDA's support for Western Governor's Health Passport

The Health Passport Project will link state agencies and private entities in delivering maternal and child health services and WIC via portable electronic card technology. It will improve access to health care and supporting services by facilitating the sharing of information among programs. Families are empowered because they control the health information and benefit access on their personal smart card.

b. Information On Federal Programs And Resources

Coordinating Council on Juvenile Justice and Delinquency Prevention recommendation to develop a Management Information System on Federal youth violence reduction activities.

This system will provide ongoing information on Federal activities (grants, training, technical assistance, documents, milestones and accomplishments) to address youth violence and delinquency.

Education 1-800-USALEARN, on-line information, and Web page.

The Department of Education intends to increase access to information about Department Services and initiatives through 1-800-USALEARN and on-line information dissemination. The Departments Web page was rated among the best 5% of all Web pages.

EZ/EC Homepage

The Departments of USDA and HUD have established a WEB site -- <http://www.ezec.gov> -- providing information about federal resources, local accomplishments, and upcoming events of interest to the Empowerment Zones and Enterprise Communities. This site also points to other federal agency homepages as well as the Federal Register in

order to provide communities with timely information about upcoming federal grant opportunities. EZ / EC communities all have received on-line software and training --- an effort that will give hundreds of low-income families access to the information superhighway for the first time.

Note: Clearinghouses -- A number of programs have clearinghouses on youth programs, resources and information. Some of these are accessible through 800 numbers, others are now available on-line.

c. National Data/Statistics on Well Being of Children

Oregon Option statewide effort to develop benchmarks and data systems to track results.

As part of the Oregon Option, the Intergovernmental Healthy Children and the Data / Statistical Clusters have been working together to improve the databases and the display of data related to the healthy children benchmarks. Maps and tables --- by county --- have been developed to indicate how counties are doing in relationship to other counties and the state on benchmarks such as teen pregnancy, immunization among 2 year olds, and the infant mortality rate. Furthermore, Oregon has just announced statewide regional training workshops entitled "Doing the Right Thing With Data" to teach community partners how to work with these statistics -- as a tool for shaping policy, building bridges, and stimulating action in the communities.

Interagency Forum on Child and Family Statistics.

To foster coordination, collaboration, and integration of data gathered on child and family issues and information reported on child and family conditions, the Office of Management and Budget, the Census Bureau, the Center for Education Statistics, the National Center for Health Statistics, the Bureau of Labor Statistics, the National Institute of Child Health and Human Development and the Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services have joined in creating an Interagency Forum on Child and Family Statistics to gather improved data about children and report on childhood indications in a more regular and systematic manner. ASPE -- a member of the Forum -- will soon issue a comprehensive report on child well-being, using data drawn from all available Federal sources.

Census Bureau initiatives to provide data on communities more frequently.

A number of efforts are underway to address the need for more timely

data at the local area level. For example, the Bureau of the Census is currently testing a proposed American Community Survey that would provide demographics and housing data annually for geographic areas with populations greater than 250,000 and would provide annually updated averages for rural areas, census tracts, and block groups.

d. Other Electronic Tools To Assist Communities

DOJ / OJJDP interactive CD-ROM for local jurisdictions to obtain information about programs and strategies that can be effective in reducing youth violence.

In FY '96, OJJDP will produce and disseminate an interactive CD-ROM program, which will enable local users to apply the forms and protocols, risk assessment information, and research and guiding principles provided on a diskette to strategies that address local needs.

Statistical Agency technical assistance via the internet.

Agencies in the federal statistical system are increasingly providing access to experts via the internet. For example, the Census Bureau now has an "Ask the Expert" option for users who visit the agency's home page and the Bureau of Labor Statistics home page includes a contract list of experts familiar with the agency's programs and products.

e. Helping States and others Meet Data Collection Needs

Statistical Agencies exploring processes for meeting federal data needs -- starting with Oregon.

An important part of the Oregon Option has been a strong focus on data and statistical needs associated with a results oriented government. The Office of Management and Budget and the Census Bureau convened several federal statistical agencies in a Data Cluster to partner with Oregon on data and statistical issues.

IMPROVING ACCOUNTABILITY

This issue area is that of improving accountability. One of the key principles of a reinvented intergovernmental partnership is managing for results, and evaluating and rewarding performance. All intergovernmental partners -- including the federal government -- need to look closely at how performance and outcomes are measured and evaluated.

a. Shared accountability – Achieving Benchmarks In Partnership

Oregon Option as pilot of this partnership in "shared accountability."

The Oregon Option is a pilot test for a results oriented approach to intergovernmental service delivery, to serve as a model for improvements nationwide. All partners are accountable for results rather than one level of government overseeing another and not feeling responsible for achieving results.

b. Outcomes-Based Evaluation Models for Comprehensive Service Efforts

HHS/ASPE Steering Committee on Evaluation reviewing existing work in the field and holding design workshops to produce an evaluation strategy for comprehensive community initiatives.

The Committee will develop a set of prototype evaluations that could be pilot-tested by communities. The Committee will also generate a set of measures for assessing progress toward improved outcomes in communities.

The School to Work Opportunities office is establishing a system of "progress measures" in partnership with states.

DOJ/OJJDP evaluation of six Safe Futures sites that will test Comprehensive Strategies.

OJJDP will support a national evaluation concurrent with the funding of six Safe Futures demonstration sites that will test OJJDP's Comprehensive Strategies. The participating communities will be expected to demonstrate a strong capacity for data collection and analysis to support an evaluation component addressing both process and outcome measures. Partnerships between local and national evaluators will be encouraged.

DOJ/OJJDP also helping to build local evaluation capacity and strengthening national and local partnerships to evaluate Federal initiatives.

OJJDP will expand the technical assistance and training role of the evaluation contractor. In addition to conducting evaluations of

individual projects, the contractor will be responsible for helping to build local evaluation capacity and strengthening national and local partnerships to evaluate federal initiatives.

STREAMLINING BUREAUCRACY

The fourth area includes steps that reduce the paperwork and other bureaucratic requirements that states, local governments and other partners confront in seeking assistance from the federal government. Steps would include coordinating the application processes required to pursue comprehensive programs, providing a single point of contact for communities and other mechanisms for simplifying requirements.

a. Applying for Discretionary Funding

The Department of Education is streamlining the process for managing discretionary grants application and management.

A serial process requiring actions by several program and fiscal offices is being converted to more customer-friendly team approach which will simplify and speed up grantmaking.

Streamlining Special Education discretionary funding.

The Department of Education is proposing a streamlining of special education discretionary grant programs for specialized functions such as training and research. Fourteen narrowly focused programs would be consolidated into five core areas.

Joint Request for Proposals (RFP) across DOJ/ OJP (Office of Justice Programs) Bureaus and programs.

OJP is considering a joint RFP across the OJP Bureaus.

b. Consolidated Plans

HHS/ACF expansion of number of states consolidating plans and planning processes.

In the guidance implementing the Family Preservation and Support program, ACF invited and encouraged states to consolidate plans for other child welfare programs into the comprehensive joint planning process. A number of states did this in the first year. ACF will work with additional interested to consolidate their plans and the planning processes in order to reduce paperwork and to encourage more holistic and comprehensive planning for programs serving families and children at-risk.

c. Single Point of Contact

HUD will create a single point of contact for each of about 183 jurisdictions.

HUD will create a single point of contact for jurisdictions with populations 150,000 or which are the largest city in each state and

counties with populations over 700,000. Instead of Mayors and local leaders working with three or four HUD offices to get answers on community priorities, one contact will be appointed for each jurisdiction.

HUD will be the single point of contact under the MOU (Memorandum of Understanding) with Connecticut. The HUD contact will serve as an interagency representative and convener.

Under the MOU with Connecticut -- signed by the Vice-President, the Domestic Policy Council, the Office of Management and Budget, HUD, EPA, and the State of Connecticut -- Connecticut would establish Neighborhood Revitalization Zones and a process for communities and governments to work together to support them. HUD will be the lead agency on this partnership and assign a field representative as the ongoing single point of contact, serving as an interagency representative and convener.

Governing Council on Children and Youth.

As part of the Department's reinvention proposals, HHS has established a Governing Council on Children and Youth. The goals of the Council are to: exercise leadership by recommending priority areas for investments of attention and resources; foster communication and build relationships across the Department of Health and Human Services, between HHS and other departments, and between HHS and private sector organizations; and to improve the quality, comprehensiveness and availability of resources both by removing barriers and by facilitating collaborative initiatives that streamline service delivery for children, youth and their families. As one of its first tasks, the Council helped to develop a "Children's Budget" as part of the Department's FY 97 budget submission. A youth subgroup is working to flesh out the "Safe Passages" proposal that was part of the Children's Budget. The Council has also started the "Healthy Child Care America Campaign," a national effort to raise awareness of the importance of healthy and safe child care.

d. Auditing

Education is working to align the process of integrated review of program implementation at the state level with the single-state audit process.

FINANCING

The actions in this issue area are designed to maximize the flexibility that states and other grantees have in using money they receive from the federal government. (Simplified application for funding is discussed in the "Streamlining Bureaucracy" section.) In many cases, specific legislative authority is being sought or has been granted to combine categorical funding streams or to permit waivers of statutes and regulations that currently prevent more comprehensive approaches from being implemented. The Administration's proposal to combine funding streams and provide greater flexibility are linked to increasing accountability for results.

a. Provide Greater Flexibility Within Existing Statutory Authority

Federal / State / Local Partnerships

Oregon Option

The federal government has entered into a formal partnership with the State of Oregon -- based on a Memorandum of Understanding -- to encourage and facilitate cooperation among federal, state and local entities to redesign and test a results-based approach to intergovernmental service delivery. With a primary focus on human investment benchmarks -- healthy children; stable families; workforce development; and cross-cutting data and statistical issues -- the Oregon Option is NOT about more money, but about re-directing funds to better achieve agreed-upon results.

Connecticut Neighborhood Revitalization Partnership

With a primary focus on neighborhood revitalization, economic development, and housing issues, this agreement -- based on a Memorandum of Understanding -- is to encourage and facilitate cooperation among federal, state and local entities. Like the Oregon Option, the partnership with Connecticut requires a major shift in roles and responsibilities for local, state and federal stakeholders.

Indiana

Mechanisms have been developed by which one contract may provide funding for multiple services to individual counties and / or a mechanism to allow multiple state agencies to blend funds to share expenses for collaboration activities around one activity have been developed.

West Virginia

A blended funding pool -- Family Resource Planning Fund -- administered by the Governor's Cabinet on Children and Families has been developed. The planning fund is used for: contracts with family resource networks; technical assistance and training for family resource networks; and support of the cabinet office.

Ed Flex Waivers

The Department of Education has approved Ed-flex waivers for five states (Oregon, Kansas, Massachusetts, Ohio and Texas). Each state has developed a comprehensive school improvement plan approved by the Secretary of Education. Under Ed-flex authority, the state must waive its own statutory or regulatory requirements, and is given authority to waive federal statute without coming to the U.S. Department of Education for further permission. Districts and schools affected by the waivers are held accountable for the academic performance of their students. The Department of Education has authority to designate one additional Ed-flex state, which they plan to do soon.

Empowerment Zones/Enterprise Communities

Recognizing the need for an entirely new kind of partnership between the federal government and low-income communities, the Clinton Administration has designated 105 economically distressed urban and rural areas as Empowerment Zones (EZs) or Enterprise Communities (ECs). In order to encourage and support bottom-up comprehensive revitalization in EZs and ECs, the President created the Community Empowerment Board (CEB), chaired by Vice-President Gore and comprised of the heads of 17 federal agencies. CEB agencies reward comprehensive planning and local innovation in the EZ/ECs with additional targeted program resources and a coordinated response to eliminating unnecessary regulatory or other federal impediments.

Family Preservation and Support

In implementing this Clinton Administration initiative, the Administration for Children and Families (ACF) at HHS has and continues to engage in innovative strategies related to program design and implementation at the federal, state and community levels. As part of a consultation process for the design of the program, ACF met with more than 2,500 people, including state government officials, representatives from community-based organizations, researchers and other experts, and families to be served by the program. As states

began to implement the legislation, they were encouraged to use all or most of their first year funds (up to \$1 million) to conduct a comprehensive and inclusive joint federal-state planning process. Several states have reported institutionalizing the comprehensive planning bodies created in response to the Family Preservation and Support initiative in order to support ongoing implementation and monitor the progress toward meeting established goals.

Medicaid and Welfare Waivers

Under section 1115 of the Social Security Act, HHS is authorized to grant states waivers of current laws governing the AFDC and Medicaid programs. This authority is intended to give states the flexibility to demonstrate alternatives that better match their residents' needs. HCFA is also working closely with several states to develop proposals under section 1915 of the Social Security Act. The 1915 authority offers states the flexibility to develop and implement creative alternatives to institutionalizing Medicaid-eligible individuals. HCFA works closely with states, both directly and through their Non-institutional Long Term Care Technical Advisory Group to continue to develop streamlined and innovative approaches to better serve Medicaid eligible children and adults. The section 1915 authority also permits states, among other things, to require enrollment of their Medicaid populations into managed care arrangements.

b. Performance Partnership Grants

President Clinton's FY 1996 Budget proposed the consolidation of 271 separate programs into 27 "Performance Partnerships" in the areas of public health, rural development, education and training, housing and urban development, transportation and the environment. Assuming legislative approval, HHS, HUD and other agencies will be proceeding with the creation of new performance partnerships that combine categorical funding into more flexible spending streams with accountability and rewards for performance. The Federal Working Group would help track how these are being developed, how states and localities are being apprised of the flexibility, and how lessons learned may be used by other programs and departments.

c. Other Legislative Action

The Local Empowerment and Flexibility Act

The Clinton Administration supports the Local Empowerment and Flexibility Act, currently pending in Congress. This bill proposes broad statutory and regulatory waiver authority in response to comprehensive

strategic plans --- centered around goals and measures of progress toward the goals --- developed at the local level.

HUD proposals for flex funding

The Department of Housing and Urban Development will seek legislative authority to support the creation of community partnerships in which government, intended beneficiaries, private-sector interests, community-based organizations, educational and medical institutions, and foundations develop a shared vision on how to focus and integrate government resources in the affordable housing and community development area.

Department of Education proposals for special education.

The Department of Education is seeking changes in due process procedures of the Individuals with Disabilities Education Act (IDEA) designed to encourage early-stage mediation to resolve issues about the educational program or placement for children with disabilities. The changes are intended to protect the rights of children and parents and have the promise of providing early, single resolution of due process issues.

As of 3/11/96

WHITE HOUSE WORKING MEETING ON CHILDREN AND FAMILIES
PARTICIPANT LIST

STATE PARTICIPANTS

ARKANSAS

Don Crary
Executive Director
New Futures For Little Rock Youth
209 W. Capitol
Little Rock, AR 72201
tel: 501-374-1011
fax: 501-688-8342

COLORADO

Patricia Gabow, M.D.
Chief Executive Officer
Denver Health and Hospitals
777 Bannock Street
3rd Floor - Administration
Denver, CO 80204 - 4507
tel: 303-436-6600
fax: 303-436-5131

Donna Good
Senior Assistant to the Mayor
City and County of Denver
1437 Bannock Street
Room 350
Denver, CO 80204
tel: 303-640-2358
fax: 303-640-2329

Barbara McDonnell
Executive Director
Department of Human Services
1575 Sherman Avenue
Denver, CO 80203
tel: 303-866-5096
fax: 303-866-4740

CONNECTICUT

Nicholas Carbone
President
Connecticut Institute of Municipal Studies
State Capitol, Room 417
Capitol Ave.
Hartford, CT 06106
tel: 203-240-0291
fax: 203-240-8309

Dennis King
Executive Assistant for Urban Affairs
Executive Offices of the Governor
State Capitol of Connecticut
Capitol Avenue
Hartford, CT 06106
tel: 203-566-4840 x331
fax: 203-524-7396

INDIANA

Cheryl Sullivan
Secretary
Indiana Family and Social Services Administration
402 W. Washington Street
P.O. Box 7083
Indianapolis, IN 46207-7083
tel: 317-233-4452
fax: 317-233-4693

Dianna Wallace
Step Ahead/Quality Director
Indiana Family and Social Services Administration
402 W. Washington St.
P.O. Box 7083
Indianapolis, IN 46207-7083
tel: 317-232-1684
fax: 317-233-4693

IOWA

Sally Titus Cunningham
Deputy Director for Services
Iowa Department of Human Services
Hoover Bldg., 5th Floor
Des Moines, IA 50319-0114
tel: 515-281-6360
fax: 515-281-4597

Harriet Johnson
Vice President
IES Utilities, Inc.
200 1st Street, SE
Cedar Rapids, IA 52401
tel: 319-398-4411

KENTUCKY

Lois Adams-Rogers
Deputy Commissioner of Learning Support Services
Capital Plaza Tower - 17th Floor
500 Mero Street
Frankfort, KY 40601
tel: 502-564-3301
fax: 502-564-6952
email: lrodgers@plaza.kde.state.ky.us

Ed Reidy
Deputy Commissioner
Learning Results Services Bureau
1932 Capital Plaza Tower
500 Mero Street
Frankfort, KY 40601
tel: 502-564-2256
fax: 502-564-7749
email: ereidy@plaza2.kde.state.ky.us

MARYLAND

Patrick M. Costigan
Vice President and Director of Neighborhood Transformation
The Enterprise Foundation
Neighborhood Transformation Office, Third Floor
218 West Saratoga Street
Baltimore, MD 21201
tel: 410-727-8535
fax: 410-727-8620

Tom Coyle
Assistant Commissioner for Maternal, Infant Care and
Special Projects
Baltimore City Health Department
303 East Fayette Street, Suite 100
Baltimore, MD 21202
tel: 410-396-9994
fax: 410-347-7602

Linda Ellard
Area Director, Area 1
Baltimore City Department of Juvenile Justice
321 Fallsway
Baltimore, MD 21202
tel: 410-333-6877
fax: 410-333-2888

Sherri Killins
Chief of Operations
Empower Baltimore Management Corporation
111 South Clavert Street, Suite 1550
Baltimore, MD 21202
tel: 410-783-4473
fax: 410-783-0526

Teresa Knott
Project Administrator for Student Assessment
Maryland Department of Education
200 West Baltimore Street, Seventh Floor
Baltimore, MD 21202
tel: 410-767-0643
fax: 410-333-0052

Janis Parks
Director
Family Preservation Initiative, Inc.
2330 St. Paul Street, Second Floor
Baltimore, MD 21218
tel: 410-396-7140
fax: 410-243-1161

MINNESOTA

Linda Kohl
Director of Minnesota Planning
658 Cedar Street
St. Paul, MN 55155
tel: 612-297-2325
fax: 612-297-2820
email: linda.kohl@mnplan.state.mn.us

Barbara Columbo Nerness, R.N., J.D.
Assistant Commissioner
Minnesota Department of Health
717 Delaware Street, SE, Suite 260
Minneapolis, MN 55414
tel: 612-623-5462
fax: 612-623-5794
email: barbara.nerness@health.state.mn.us

John Petraborg
Deputy Commissioner
Minnesota Department of Human Services
444 Lafayette Road, Second Floor South
St. Paul, MN 55155
tel: 612-296-6993
fax: 612-296-5868
email: john.petraborg@state.mn.us

MISSOURI

Frank Muehlheausler
Principal
Clay School
3820 N. 14th Street
St. Louis, MO 63107
tel: 314-231-9608
fax: 314-231-1660

Tim Person, Jr.
Executive Assistant to the Mayor
City Hall, Room 200
1200 Market Street
St. Louis, MO 63108
tel: 314-622-3201
fax: 314-622-4061

Steven Renne
Deputy Director
Missouri Department of Social Services
P.O. Box 1527
Broadway State Office Bldg.
Jefferson City, MO 65102-1527
tel: 314-751-8082
fax: 314-751-3203

Linda Thompson
Special Secretary
Maryland Office for Children, Youth and Families
301 West Preston St., Suite 1502
Baltimore, MD 21202
tel: 410-225-4160
fax: 410-333-7549

NORTH CAROLINA

C. Robin Britt, Sr.
Secretary
North Carolina Department of Human Resources
101 Blair Drive
Raleigh, NC 27603
tel: 919-733-4534
fax: 919-715-4645

Cathy A. Lawrence
Executive Director
Warren Family Institute
105 South Front Street
P.O. Box 619
Warrenton, North Carolina 27589
tel: 919-257-1134
fax: 919-257-2277
email: catlaw@aol.com

OHIO

Penny Jordan
Vice President
National Head Start Center
668 Euclid Ave., Suite 700
Cleveland, OH 44114
tel: 216-696-9077
fax: 216-696-0770

OREGON

Marc Overbeck
Project Director, Oregon Workforce Option
Workforce Quality Council
255 Capitol Street, NE
Suite 126
Salem, OR 97310
tel: 503-378-3921
fax: 503-378-4789

Grant Higginson
State Health Officer
Oregon Health Division
800 NE Oregon Street
Portland, OR 97232
tel: 503-731-4000
fax: 503-731-4078

VERMONT

Cornelius Hogan
Secretary, Agency of Human Services
103 South Main Street
Waterbury, VT 05671-1204
tel: 802-241-2220
fax: 802-241-2979
email: conh@ahs.state.vt.us

Judy Jerald
Executive Director
Early Education Services
The Parent Child Center of Windham County
218 Canal Street
Brattleboro, VT 05301
tel: 802-254-3742
fax: 802-254-3750

WEST VIRGINIA

Steve Heasley
Financing and Program Consultant
Governor's Cabinet
Bldg 1, Room 9
1900 Kanawha Blvd East
Charleston, West Virginia 25305
tel: 304-558-0600
fax: 304-558-0596
email: heasley_s@wvlink.mpl.com

Sue Sergi
Commissioner, Bureau for Children and Families
Department of Health and Human Resources
Bldg 6, Room 617
1900 Kanawha Blvd East
Charleston, West Virginia 25305
tel: 304-558-1037
fax: 304-558-4194

DANFORTH FOUNDATION

Robert Koff
Program Directors
The Danforth Foundation
231 S. Bemiston Ave., Suite 1080
St. Louis, MO 63105
tel: 314-862-6200
fax: 314-862-2003
email: rkoff@interserv.com

POLICY STUDIES ASSOCIATES

Leila Fiester
1718 Connecticut Avenue, NW
Suite 400
Washington, D.C. 20009
tel: 202-939-5339
fax: 202-939-5732

Sara Nathanson
Research Assistant
1718 Connecticut Avenue, NW
Suite 400
Washington, D.C. 20009
tel: 202-939-5336
fax: 202-939-5732

OTHER PARTICIPANTS

Judy Langford Carter
Executive Director
Family Resources Coalition
200 South Michigan Avenue, Suite 1600
Chicago, IL 60604
tel: 312-341-0900
fax: 312-341-9361
email: hn2131@handsnet.org

Gail Christopher
President
Gail C. Christopher Enterprises, Inc.
1400 Shepherd Street, NE - Suite 277
Washington, D.C. 20017-3023
tel: 202-269-5947
fax: 202-269-0417
email: gcce@aol.com
birthdate: 7/12/50

Judy Chynoweth
Executive Director
Foundation Consortium
1321 Garden Highway
Sacramento, CA 95833
tel: 916-646-3646
fax: 916-922-4024

Tony Cippollone
Associate Director
The Annie E. Casey Foundation
701 St. Paul Street
Baltimore, MD 21202
tel: 410-223-2990/2926
fax: 410-223-2927

James P. Connell
Director of Research
Institute for Research and Reform in Education
710 Glengarry Road
Philadelphia, PA 19148
tel: 215-242-2060
fax: 215-242-2257

Angela Covert
Program Officer
The Atlantic Philanthropic Service Company
20th Floor 521 5th Ave.
New York City, NY 10175
tel: 212 916-7306
fax: 212 922-0360

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Margaret Dunkle
Director, Policy Exchange
Institute for Educational Leadership
1001 Connecticut Ave., NW
Suite 310
Washington, D.C. 20036
tel: 202-822-8405
fax: 202-872-4050

Barbara Dyer
Public Management Consultant
131 12th Street, NE
Washington, D.C. 20002
tel: 202-546-9712
fax: 202-544-0466

William Galston, Ph.D.
School of Public Affairs
University of Maryland
College Park, MD 20742
tel: 301-405-6347
fax: 301-314-9346
email: bgalston@puafmai.umd.dedu
(only on 3/13)

Richard Gross
Executive Director
Council of Governors' Policy Advisors
400 North Capitol St., Suite 390
Washington, D.C. 20001
tel: 202-624-5386
[REDACTED] P6(b)(6) [601]
fax: 202-624-7846

Cheryl Hayes
Executive Director
The Finance Project
1341 G Street, NW - Suite 820
Washington, D.C. 20005
tel: 202-628-4200
fax: 202-628-4205

Nancy Hoit
Advisor to the Vice President on Family Policy
1175 Main Street
Hingham, MA 02043
tel: 617-749-5563
fax: 617-749-5638

Neal Johnson
Executive Editor, The Public Innovator
National Academy of Public Administration
131 12th Street, N.E.
Washington, D.C. 20002
tel: 202-347-3190
fax: 202-347-3252

Judy Jones
Senior Advisor
Carnegie Corporation of New York
437 Madison Avenue
New York, NY 10022
tel: 212-371-3200
fax: 212-754-4073

Anne C. Kubisch
Director
Roundtable on Comprehensive Community
Initiatives for Children and Families
The Aspen Institute
345 East 46th Street, Suite 700
New York, NY 10017-3562
tel: 212-697-1226
fax: 212-697-2258

John Kyle
Program Director, Children and Families in Cities
National League of Cities
1301 Pennsylvania Avenue, NW, 5th Floor
Washington, D.C. 20004
tel: (202) 626-3000
fax: (202) 626-3043

Rhonda Lauer
Associate Superintendent
Office of Schools
21st and the Parkway
Philadelphia, PA 19103
tel: 215-299-7840
fax: 215-299-3472

Catriona Macdonald
Senior Legislative Assistant
Office of Congressman Steny Hoyer
1705 Longworth. H.O.B.
Washington, DC 20515
tel: 202-225-4131
fax: 202-225-4300

Jennifer Miller
Annie E. Casey Foundation
701 St. Paul Street
Baltimore, MD 21202
tel: (410) 223-2938
fax: (410) 223-2956

Mark Popovich
The Alliance for Redesigning Government
1120 G Street, NW
Suite 850
Washington, D.C. 20005
tel: 202-347-3190
fax: 202-347-3252

Thomas A. Shannon
Executive Director
National School Boards Association
1680 Duke Street
Alexandria, VA 22314
tel: 703-838-6700
fax: 703-548-5613
email: shannon@nsba.org

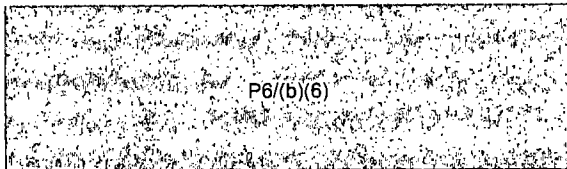
Dr. Carl Stenberg
Dean of the Yale Gordon College of Liberal Arts
University of Baltimore
1420 N. Charles Street
Baltimore, MD 21201-5779
tel: 410-837-5361
fax: 410-837-5336
email: cstenberg@ubmail.ubalt.edu

Elizabeth Stief
Senior Policy Analyst
National Governors' Association
444 North Capitol Street, Suite 267
Washington, D.C. 20001
tel: 202-624-7873
fax: 202-624-5313

Jule M. Sugarman
Chairman
Center on Effective Service for Children
2555 Pennsylvania Ave, NW
Suite 610
Washington, D.C. 20037
tel: 202-785-9524
fax: 202-833-4454

Damian Thorman
Kauffman Foundation
4900 Oak Street
Kansas City, MO 64112
tel: 816-932-1401
fax: 816-751-6866

Ian Riekes Triveres



Laura DeKoven Waxman
Assistant Executive Director
The US Conference of Mayors
1620 Eye Street, NW
Washington, DC 20006
tel: 202-861-6707
fax: 202-293-2352
email: uscm@cais.com

FEDERAL PARTICIPANTS

DEPARTMENT OF AGRICULTURE

Michael Fishman
Acting Director of Office of Analysis and Evaluation
Department of Agriculture
3101 Park Center Drive
Alexandria, VA 22302
tel: 703-305-2017
fax: 703-305-2576

Ellen Haas
Undersecretary for Food, Nutrition and
Consumer Services
Department of Agriculture
14th and Independence Avenue, SW
Room 240E
Washington, D.C. 20250
tel: 202-720-7711
fax: 202-690-3100

Colin Hefferan
Acting Administrator
USDA-CSEES
Department of Agriculture
Room 305A
Jamie L. Whitten Building
Washington, D.C. 20250-2201
tel: (202) 720-4423
fax: (202) 720-8987

DEPARTMENT OF EDUCATION

The Honorable Richard W. Riley
Secretary
Department of Education
600 Independence Ave., SW
Washington, D.C. 20202
tel: 202-401-3000
fax: 202-401-0954

Judy Heumann
Assistant Secretary
for the Office of Special Education and Rehabilitative Services
Department of Education
330 C Street, SW, Rm. 3006
M.E.S. Building
Washington, D.C. 20202
tel: 202-205-5465
fax: 202-205-9252

Jeanne Jehl
Executive Director
Working Group on Comprehensive Services
Department of Education
600 Independence Avenue, SW
Portals Building, Rm. 604
Washington, D.C. 20202
tel: 202-260-1854
fax: 202-260-7767
email: jeanne_jehl@ed.gov

Jim Kohlmoos
Assistant to the Assistant Secretary
Office of Elementary and Secondary Education
Portals Building, Rm. 4000
1250 Maryland Avenue, SW
Washington, D.C. 20202
tel: 202-401-0113
fax: 202-205-0303

Tanya Oubre
White House Fellow
Department of Education
600 Independence Ave., SW
Washington, D.C. 20202
tel: 202-205-0687
fax: 202-401-3095

Terry Peterson
Counselor to the Secretary
Department of Education
600 Independence Avenue, SW, Rm. 6133
Washington, D.C. 20202
tel: 401-3414
fax: 205-5377
email: gale_belton@ed.gov

Sue Ross
Department of Education
600 Independence Ave., SW 20202
tel: 202-401-1265
fax: 202-401-3036

Gerald Tirozzi
Assistant Secretary
Office of Elementary and Secondary Education
Portals Building, Rm. 4000
1250 Maryland Avenue, SW
Washington, D.C. 20202
tel: 202-401-0113
fax: 202-205-0303

Judy Wurtzel
Special Assistant to the Undersecretary
600 Independence Avenue, SW, Rm. 5164
Washington, D.C. 20202
tel: (202) 401-3281
fax: (202) 401-3095

DEPARTMENT OF HEALTH AND HUMAN SERVICES

The Honorable Donna E. Shalala
Secretary
Department of Health and Human Services
200 Independence Ave., SW
Washington, D.C. 20201
tel: 202-690-7000
fax: 202-690-5673

Jo Ivey Boufford
Principal Deputy Assistant Secretary
Department of Health and Human Services
Hubert H. Humphrey Building, Rm. 716-G
200 Independence Avenue, SW
Washington, D.C. 20201
tel: 202-690-7694
fax: 202-690-6960

Angela Duran
Special Assistant to the Assistant Secretary
Department of Health and Human Services
200 Independence Avenue, SW
Hubert H. Humphrey Building, Rm. 415F
Washington, D.C. 20201
tel: 202-690-5883
fax: 202-690-6518

Peter Edelman
Assistant Secretary for Planning and Evaluation
Department of Health and Human Services
200 Independence Avenue, SW
Hubert H. Humphrey Building, Rm. 615
Washington, D.C. 20201
tel: 202-690-7858
fax: 202-690-7383
(only on March 12)

Olivia Golden
Commissioner
Administration for Children, Youth and Families
Mary E. Switzer Building, Rm. 2026
330 C Street, SW
Washington, D.C. 20201
tel: 202-205-8347
fax: 202-205-9721

James Monahan
Director for Intergovernmental Affairs
Department of Health and Human Services
200 Independence Avenue, SW
Hubert H. Humphrey Building, Rm. 600E
Washington, D.C. 20201
tel: 202-690-6060
fax: 202-690-5672

Sally Richardson
Director, Medicaid Bureau
7500 Security Avenue, Room C4-26-14
Baltimore, MD 21244
tel: 410-786-3870
fax: 410-786-0025

Ann Rosewater
Deputy Assistant Secretary
Administration for Children and Families
370 L'Enfant Promenade, SW, 6th Floor
Washington, D.C. 20447
tel: 202-401-5180
fax: 202-205-3848

Ann Segal
Deputy to the Deputy Assistant Secretary
Human Services Policy
Department of Health and Human Services
200 Independence Avenue, SW
Hubert H. Humphrey Building, Rm. 404E
Washington, D.C. 20201
tel: 202-690-8410
fax: 690-6562

Linda Sizelove, Co-Director
Office of Medical Services in Medicaid Bureau
H.C.F.A.
C4-14-15
7500 Security Blvd.
Baltimore, MD 21244
tel: 410-786-3255
fax: 410-786-3252

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

The Honorable Henry Cisneros
Secretary
Department of Housing and Urban Development
451 7th St., SSW
Washington, D.C. 20410
tel: 202-708-0417
fax: 202-619-8153

Andrew Cuomo
Assistant Secretary for
Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Rm. 7100
Washington, D.C. 20410
tel: 202-708-2690
fax: 202-708-3336

Bruce Katz
Chief of Staff
Department of Housing and Urban Development
451 7th Street, SW, Rm. 10000
Washington, D.C. 20410
tel: 202-708-2713
fax: 202-708-2476

Michael Stegman
Assistant Secretary for Policy Development and Research
Department of Housing and Urban Development
451 7th Street, SW, Rm. 8100
Washington, D.C. 20410
tel: 202-708-1600
fax: 202-619-8000
email: michael_a._stegman@hud.gov

DEPARTMENT OF JUSTICE

The Honorable Janet Reno
Secretary
Department of Justice
Constitution Ave. and 10th St., NW
Washington, D.C. 20530
tel: 202-514-2001
fax: 202-514-5958

Shay Bilchik
Administrator
Office of Juvenile Justice and Delinquency Prevention
633 Indiana Avenue, NW, Rm. 742
Washington, D.C. 20530
tel: 202-307-5911
fax: 202-307-2093

Reggie Robinson
Deputy Assistant Attorney General
Dept. of Justice
633 Indiana Avenue, NW, Rm. 1300
Washington, D.C. 20530
tel: 202-307-5933
fax: 202-514-7805

DEPARTMENT OF LABOR

Amy Bennett
School-to-Work Office
400 Virginia Avenue, SW
Suite 210
Washington, D.C. 20202
tel: (202) 401-6222
fax: (202) 401-6211

Josephine Nieves
Employment and Training Administration
200 Constitution Avenue, NW, Rm. N4459
Washington, D.C. 20210
tel: 202-219-6236
fax: 202-219-7190
email: ETA.JTP.NIEVESJ@doleta.gov

DEPARTMENT OF TRANSPORTATION

Judith Burrell
Special Assistant to the Secretary
Dept. of Transportation
400 7th Street, SW, Rm. 10200
Washington, D.C. 20590
tel: 202-366-6524
fax: 202-366-7952
email: judith_burrell@postmaster2.dot.gov

Gordon Litton
Administrator
Federal Transit Administration
400 7th Street, SW, Rm. 9328
Washington, D.C. 20590
tel: 202-366-4040
fax: 202-366-9854

DOMESTIC POLICY COUNCIL

Carol Rasco
Assistant to the President for Domestic Policy
White House, West Wing, Second Floor
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-2216
fax: 202-456-7028

Jeremy Ben-Ami
Deputy Assistant to the President for Domestic Policy
White House, OEOB #218-A
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-2216
fax: 202-456-7028

Julie Demeo
Special Assistant to the Domestic Policy Advisor
White House, West Wing, Second Floor
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-5392
fax: 202-456-7028

Diana Fortuna
Senior Policy Analyst
White House, OEOB #224A
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-5570
fax: 202-456-7028

Chris Jennings
Special Assistant to the President for Health Policy Development
White House, OEOB #212
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-5575
fax: 202-456-5542

Gaynor McCown
Senior Policy Analyst
White House, OEOB #210
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-5575
fax: 202-456-7028
email: mccown_g@al.eop.gov

OFFICE OF THE FIRST LADY

Jennifer Klein
Special Assistant to the President for Domestic Policy
White House, West Wing, 2nd Floor
Washington, D.C. 20500
tel: 202-456-2599
fax: 202-456-2878

OFFICE OF MANAGEMENT AND BUDGET

Ken Apfel
Associate Director, Human Resources
Office of Management and Budget
White House, OEOB #260
17th and Pennsylvania Avenue, NW
Washington, D.C. 20503
tel: 202-395-4884
fax: 202-395-5730

The Honorable Edward DeSeve
Controller
Office of Management and Budget
White House, OEOB #349
1600 Pennsylvania Avenue, NW
Washington, D.C. 20503
tel: 202-395-3585
fax: 202-395-3047

Nancy-Ann Min
Associate Director, Health and Personnel
Office of Management and Budget
White House, OEOB #262
17th and Pennsylvania Avenue, NW
Washington, D.C. 20503
tel: 202-395-5178
fax: 202-395-7289

Katherine Wallmann
Chief Statistician
Office of Management and Budget
White House, NEOB #10201
17th and Pennsylvania Avenue, NW
Washington, DC 20503
tel: 202-395-3093
fax: 202-395-7245

NATIONAL ECONOMIC COUNCIL

Paul Dimond
Special Assistant to the President for Economic Policy
National Economic Council
White House, OEOB #225
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-2800
fax: 202-456-2223

COMMUNITY EMPOWERMENT BOARD

Sheryll Cashin
Staff Director
Community Empowerment Board
Office of the Vice President
White House, OEOB #564
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-5369
fax: 202-456-9054
email: cashin_s@a1.eop.gov

Margaret Pugh
Policy Coordinator
Community Empowerment Board
Office of the Vice President
White House, OEOB #564
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-9039
fax: 202-456-9054

INTERGOVERNMENTAL AFFAIRS

Marsha Hale
Assistant to the President for Intergovernmental Affairs
White House, OEOB #106
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500
tel: 202-456-2896
fax: 202-456-2889

OFFICE OF THE VICE PRESIDENT

Elaine Kamarck
Senior Policy Advisor to the Vice President
White House, OEOB #271
Washington, D.C. 20500
tel: 202-456-2816
fax: 202-456-6429

Wendy New
Special Assistant
Office of the Vice President
White House, OEOB #271
Washington, D.C. 20500
tel: 202-456-2816
fax: 202-456-6924
(only on March 13)

NATIONAL PERFORMANCE REVIEW

Judi Gold
National Performance Review
750 17th Street, NW
Suite 200
Washington, D.C. 20006
tel: 202-632-1182
fax: 202-632-0390

Beverly Godwin
National Performance Review
750 17th Street, NW
Suite 200
Washington, D.C. 20006
tel: 202-632-0374
fax: 202-632-0390
email: beverly.godwin@npr.gsa.gov

BUREAU OF THE CENSUS

Cynthia M. Taeuber
Director, Customer Liaison Office
Bureau of the Census
Washington, DC 20233
tel: 301-457-2479
fax: 301-457-2642
email: ctaeuber@info.census.gov
(only on March 13)

BUREAU OF LABOR STATISTICS

Katherine Abrahams
Commissioner
Bureau of Labor Statistics
2 Massachusetts Ave, NE, Rm 4040
Washington, DC 20212
tel: 202-606-7800
fax: 202-606-7797

**NATIONAL INSTITUTE OF CHILD HEALTH AND
HUMAN DEVELOPMENT**

Duane Alexander
Director,
National Institute of Child Health and
Human Development
Bldg 31, Room 2A03
9000 Rockville Pike
Bethesda, MD 20892
tel: 301-496-3454
fax: 301-402-1104

NATIONAL CENTER FOR EDUCATION STATISTICS

Jeanne Griffith
Acting Commissioner,
National Center for Education Statistics
555 New Jersey Ave, NW
Room 400F
Washington, DC 20208-1828
tel: 202-219-1828
fax: 202-219-1736

NEXT STEPS

White House Working Meeting on Partnerships for Stronger Families

March 12-13, 1996

What next steps will you take to help enable stronger families?

Be as specific as you can. Identify factors for success and who your partners will be.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page or a sheet of stationery. There is no handwriting or other markings on the page.

Name: _____

Agency/Organization: _____

State: _____

Please turn in this form before you leave the meeting!

FEEDBACK FORM

White House Working Meeting on Partnerships for Stronger Families

March 12-13, 1996

What was the most important or useful thing you gained from this Working Meeting?

When you are back at your job, how will you use the information and contacts from this meeting?

What next steps should be taken to move this agenda for stronger families ahead? By whom? When? How should success be measured?

Optional

Name: _____

Agency/Organization: _____

State: _____

Please add any other comments on the back of this form.

Please turn in this Feedback Form before you leave the meeting!