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Subseries:

OA/ID Number: 2905

FolderID:

Folder Title:
The Horizons Initiative

Stack:

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Row:

29

Section:

4

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Position:

1

The Horizons Initiative

John King



*helping hands
for homeless children*

One Kendall Square • Building 200 • Cambridge, MA 02139
Telephone 617 / 252-4362 • Facsimile 617 / 577-8967

**PHOTOCOPY
PRESERVATION**

The Horizons Initiative

Suzanne Heilman
Co-Director



Pamela G. Mann
Co-Director

*helping hands
for homeless children*

One Kendall Square • Building 200 • Cambridge, MA 02139
Telephone 617 / 252-4362 • Facsimile 617 / 577-8967

MEMORANDUM OF CALL

Previous editions usable

TO:

YOU WERE CALLED BY-- YOU WERE VISITED BY--

OF (Organization)

PLEASE PHONE FTS AUTOVON

WILL CALL AGAIN IS WAITING TO SEE YOU
 RETURNED YOUR CALL WISHES AN APPOINTMENT

MESSAGE

Re: Drinks tonight
or Fri w/ AMH

RECEIVED BY [Signature] DATE 4/6 TIME 12:10

63-110 NSN 7540-00-634-4018 STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
☆ U.S.G.P.O. : 1993 342-198/80011 FPMR (41 CFR) 101-11.6

MEMORANDUM OF CALL

Previous editions usable

TO:

YOU WERE CALLED BY-- YOU WERE VISITED BY--

OF (Organization)

PLEASE PHONE FTS AUTOVON

WILL CALL AGAIN IS WAITING TO SEE YOU
 RETURNED YOUR CALL WISHES AN APPOINTMENT

MESSAGE

Called to find
out where
AMH is

RECEIVED BY DATE TIME

63-110 NSN 7540-00-634-4018 STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
☆ U.S.G.P.O. : 1993 342-198/80011 FPMR (41 CFR) 101-11.6

**MEMORANDUM
OF CALL**

Previous editions usable

TO: R

YOU WERE CALLED BY-- YOU WERE VISITED BY--

Judy George
OF (Organization)

PLEASE PHONE FTS AUTOVON

617. 769. 9130

WILL CALL AGAIN IS WAITING TO SEE YOU

RETURNED YOUR CALL WISHES AN APPOINTMENT

MESSAGE

RECEIVED BY	DATE	TIME
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63-110 NSN 7540-00-634-4018 **STANDARD FORM 63** (Rev. 8-81)
Prescribed by GSA
☆ U.S.G.P.O. : 1993 342-198/80011 **FPMR (41 CFR) 101-11.6**

Alexis Herman

Remarks to Horizons Initiative

Boston, Massachusetts

April 9, 1994

DRAFT

DRAFT

Virtually every major city in the United States confronts a homeless problem today. Whether it be the streets of Boston or those of the nation's capital, the homeless problem continues to grow.

Many of us have become callous to the problem, intent to brush by the many cold, hungry and needy men, women and children who we see on the streets. We have resigned ourselves to see the homeless as permanent fixtures in our urban landscape, and as a permanent demographic category in the United States.

In the last twelve years, Americans have watched with dismay as the number of homeless people on the streets increased drastically despite many local, state, and national efforts to solve the problem, which only seems to be getting worse as thousands of men, women, and children -- more than ever before -- are taking to the streets to find food and shelter.

In order to come to grips with the homeless problem, we must first understand it. Homelessness is not a condition -- it is the result of mental illness, drug abuse, disability, or simply hard times. The problems that drive people into the streets are complex and persistent. They cannot be solved by a hot shower or a square meal.

Tens of thousands of homeless -- no one knows the exact number for sure -- disappear from our country's outreach programs every day. If we really want to help these people, then we must identify and address the problems that made them homeless in the first place.

Today, as the Clinton administration attempts to tackle the many problems facing our country, close attention is being paid to the plight of the homeless in America.

The Clinton administration has taken several steps -- both direct and indirect -- to help solve this country's homeless problem. First, on a national level: more than 1.6 million new private sector jobs were created in 1993, and the number of jobs is increasing at the fastest rate in the last four years.

President Clinton has also signed the Emergency Supplemental Appropriations Act of 1993, extending unemployment benefits for up to 26 weeks for victims of the recession. The act provides \$4 billion in emergency unemployment compensation to approximately 1.9 million unemployed American workers.

The Clinton administration has also fully funded the special food supplemental program for Women, Infants, and Children, increasing average participation by 300,000 families.

Other legislation and programs, such as the Family and Medical Leave Act, the Family Preservation and Support Initiative, and the Child Immunization plan, have all worked to keep American families together and make their lives happy and healthy. But we realize that there are many who slip through the cracks of the system. That's why the Clinton administration has begun to tackle the homeless problem head on as well.

The Department of Housing and Urban Development (HUD) under the direction of Secretary Henry Cisneros, has especially been working to make a change. The approach HUD has developed with the strong support of President Clinton addresses a broad range of needs including psychiatric care, substance abuse counseling, training, housing and jobs. But HUD cannot do this alone -- it requires the assistance of local authorities and agencies -- such as the Horizon Initiative -- to truly make a difference.

For the last six months HUD has been working closely with other federal agencies, community advocacy groups, and local governments -- including Congress and the other Cabinet Departments on the "DC Initiative," and has earmarked \$20 million in federal funds for the program.

The D.C. Initiative will do a number of things to combat the homeless problem in the District.

First, it will shift the focus on homeless assistance from simply getting people off the streets to solving the problems that put them there in the first place. The Initiative will also help them make the transition from the streets to shelter and finally to permanent housing.

Second, it will require the homeless to take responsibility for themselves. The homeless must agree to accept the services offered to them and strive to become self-sufficient.

Third, it will seek to end the use of public spaces by homeless persons as residences.

Fourth, it will increase affordable housing for low income District residents and develop a fair and effective means of allocating those housing units.

The D.C. Initiative will not be just another Washington bureaucracy, however. Perhaps one of its most important features is the fact that it will be coordinated and implemented by a new, public-private entity that will bring together government agencies, community based non-profit organizations and the business community.

But why talk about the federal government's efforts to solve the homeless problem in Washington, D.C.? How do any of these programs effect the homeless here in Boston or the other cities across America?

The answer is that the D.C. Initiative's success is critical to the entire country. If we can't combat homelessness on the streets of the nation's capital, then how can we ever hope to achieve success elsewhere. What's more, the DC Initiative will offer a new formula and a new guideline on how to deal with the problem.

In the meanwhile, much needs to be done -- in Boston and in other places across the country. The work of the Horizons Initiative is vital to the effort, most importantly because this organization focuses on one of the facets of homelessness that is often overlooked or ignored: Homeless Children.

Among the homeless population, homeless children are the most understudied group. There are thousands of young people in America who are homeless, and it is through no fault of their own. Some families are unable to provide children with a safe, nurturing environment due to problems related to crime, poverty, or illness. Other families are caught in an inter-generational cycle of illegal substance abuse, academic failure, or unemployment.

As a result, homeless children find themselves not only bereft of a warm place to sleep and enough food to eat, but many of these helpless victims have their childhood stripped away.

The work of Horizons Initiative has been important because it attempts to give these children back their childhood.

In Boston, and in most major cities in the United States, approximately seventy five percent of the homeless population is families, most of which consist of single mothers and their children.

For most of these children, child care and educational opportunities are not available to them because they have not yet reached school age. What's more, they are so often moved from place to place, from shelter to shelter, from soup kitchen to soup kitchen, that their emotional and social growth are often hindered.

Horizons Initiative's programs have been instrumental in getting to the heart of the problem and focusing on the future of our country -- our children. The Playspace Program, for example, which provides appropriate play materials, space and guidance for children, is vital to helping the homeless children of Boston live a normal childhood, even if they don't have a normal home.

Once again, let me emphasize that organizations like the Horizons Initiative are vital to the homeless population across America. Only with the help of these organizations that manage to keep the hope and the spirit of homeless children alive will President Clinton and our administration be able to effectively combat the homeless problem and ultimately conquer it.

The children of our country are the hope of our future. Last year, the Clinton Administration initiated a number of programs that will improve the life, welfare, and education of children in the United States.

Law enforcement today is probably more important to more Americans than it has ever been in the history of our country, and President Clinton has made a commitment to making our communities safer. In the last three decades, violent crimes have increased three hundred percent. Over the last three years, a third of Americans have either had themselves or someone in their family victimized by violent crime. If this is the environment in which our children live, how can there be any hope for their future and the future of our country?

The President realizes the seriousness of the crime problem in America. His crime bill would put 100,000 more police on the streets of our country and mobilize resources to fight drugs and crime in our nation's schools.

The President has also worked to reform our country's educational system -- to make the United States the best educated country in the world. Without proper education, our children will not have the proper foundation on which to build their lives. Ultimately, we will not have a proper foundation on which to build our country. That's why the President signed the Student Loan Reform Act of 1993. Not only will the Act reduce the cost of loans and save \$3 billion over the next five years. More importantly, it will make college more affordable for students across America. Other programs, like the President's Goals 2000 program, will help set tough, world class academic and occupational standards and will give our teachers and students the tools they need to meet them.

Last, but certainly not least, the President's efforts on health care reform are vital to all Americans -- most especially children. That's why the President has introduced the Health and Security Act of 1993, which is a comprehensive reform plan that guarantees comprehensive health coverage for all Americans.

Every year fewer and fewer Americans get to choose their doctors. We're paying more money for less care. Right now, the insurance companies call the shots. They decide who's covered and who's not. Our administration is dedicated to promoting a health care system that everyone can rely on.

Unless these programs are implemented -- crime, education, and health care reform -- then our country cannot move forward. More importantly, our children will not have the proper environment in which to live, learn, and prosper. They will lack the tools and basic needs necessary to make them into the leaders of tomorrow.

In his State of the Union Address, the President said," Let us take away their guns and give them books. Let us overcome despair and replace it with hope. Let us, by our example, teach them to obey the law, respect our neighbors, and cherish our values. Let us weave these sturdy threads into a new American community that can once more stand strong against the forces of despair and evil because everybody has a chance to walk into a better tomorrow." Let us give our children that chance to walk into a batter tomorrow. Together we can make a difference. With the help of Horizons Initiative and other groups like it around the country, we can give our future back to our children.

-END-



DEPARTMENT OF HEALTH & HUMAN SERVICES

A fax message from:

Melissa T. Skolfield

Deputy Assistant Secretary for Public Affairs

Phone: (202) 690-6853

Fax: (202) 690-5673

To: Flo McAfee
Public Liaison

Fax: 456-6218 Phone: _____

Date: 4/21 Total number of pages sent: _____

Comments:

Aris Zafere asked me to send the
attached - for more, call Emily Bromberg
at 401-6953 -

Remarks
Donna E. Shalala
Secretary
U.S. Department of Health and Human Services
at
The National Head Start Association
Louisville, KY
April 15, 1994

Thank you, Theo McIntyre [Metlaskatla Tribe Head Start director in Alaska].

I'm pleased to be with you in Louisville for the 21st National Head Start Association Annual Training Conference.

Many of you have seen the hit movie Aladdin -- I'm sure your children have -- over and over and over.

For many children and families, you are like the Genies that make wishes come true. Thanks to you, children in our Head Start programs get health screenings and life-saving immunizations. Thanks to you, they are provided a warm, nurturing environment -- where they can learn and grow and feel secure. And, thanks to you, their parents and families become more involved in their lives.

You are what a caring society is all about -- offering opportunity where there is potential, and providing hope where there is hopelessness.

The Clinton Administration shares your commitment to our children and our future. That's why, in a very tough budget year, we've made rock-solid commitments to children and families.

President Clinton has proposed a 21 percent increase in Head Start funding for FY 1995. That's a 45 percent increase since he took office.

We've proposed a 19 percent increase in child care for working families.

And a 28 percent increase for infant immunizations.

I know that you play a vital role in increasing immunization rates by making sure your children are vaccinated. But as we embark on a historic immunization campaign, I challenge you to reach out to families with younger children who may not be getting the shots they need.

The President has led us in developing a continuum of targeted efforts aimed at helping children and families. And at the same time, we are embarking upon a larger agenda to provide opportunity and security to all Americans -- which translates into big gains for children.

This means major initiatives like health care reform, welfare reform, and the crime bill.

All of which greatly impact Head Start families, so it is critical that Head Start plays a role in each of them.

Take violence prevention, which is a major part of the crime bill. Recently, I visited a Chicago program called Rainbow House that trains families and Head Start staff in violence prevention.

One little boy at Rainbow House learned how to prevent family violence from occurring. When his mother was about to hit him, he reminded her, "You can't do that, my bedroom is a violence-free zone."

His mother had attended the program with him, and she called upon her own new coping skills to find a better way to discipline her child. That's what I call a successful program -- and that's what prevention, and Head Start, are all about.

I applaud you for bringing conflict resolution into your programs -- and I urge you to keep doing more. And, because prevention is the centerpiece of the Health Security Act, you also have an important role to play there.

For years, your programs have taken a pro-active approach to health -- providing children with health screenings, immunizations, and referrals to doctors and dentists.

The President's health care plan will mean new clinics in underserved areas -- we will need you to make them a part of your referral network -- and we will need you to educate parents about how to use the new health services available to them and their children.

Head Start is also a part of our efforts to transform our broken-down, counterproductive welfare system.

It inspires me that you've recruited almost one-third of all your employees from among Head Start parents -- many of whom were on welfare. These are important entry-level job opportunities that we need you to continue to offer to parents.

And, we will need you to share with us your experience in launching low-income parents into secure, rewarding jobs.

Head Start ties in with every item on our domestic agenda. And your programs function the same way in communities -- tying together resources for families, bringing hope to children, and empowering parents to lift themselves out of poverty.

I was very pleased to see that the Gainesville Head Start program was featured recently on a television show about empowering families. They've developed a great new program that pools health, social, and educational services into a family-centered "one-stop shop." Under one roof, a parent can earn a GED, explore job training programs, see a doctor or nurse, and learn to read, as well as enroll their children in Head Start.

Core

3

And that's what Head Start is all about: Comprehensive services. Empowerment. Support for the entire family.

This is an historic time for all of us who have made Head Start the nation's pre-eminent early childhood development program. We're about to turn 30, and we've started doing some very grown-up things.

Last January, it was really exciting to announce the reauthorization request -- joined by eight members of Congress -- four Democrats and four Republicans. They had all come to the table with the Clinton Administration to develop a remarkable Head Start bill.

And, I'm pleased that this bill successfully ^{last} passed through the Senate Labor and Human Resources committee ~~on~~ Wednesday -- a major step toward becoming law.

Many of you made valuable contributions to the Reauthorization effort by testifying before the joint Senate and House hearing -- and I'd like to thank you for your work.

We can all be proud of what we've accomplished through the Reauthorization. It sets high quality standards for all programs. It underscores the need for appropriate staffing levels and training requirements. It supports local choices about the kinds of services that work best for families and communities. And, it proposes comprehensive services for some low-income families with children under three years old.

As we design these services, we're building on the success of our migrant Head Start programs, our parent and child centers, and our comprehensive child development projects -- all of which already are serving families with children under three.

The Reauthorization was a landmark bipartisan moment in American social policy -- now we need to work together to make sure that it becomes law.

All of you are leaders in your communities: together, we all must lock arms to lead Head Start into the 21st Century.

And this means looking in the mirror. We must closely examine every program and insist on the highest quality in every single one. Nothing less will do.

I know that you're as committed to quality as I am.

You've all read the Advisory Committee's report, and you know how important it is that we pull together and launch an effort to implement its recommendations.

The report recommends three key steps -- sort of like Aladdin's three wishes. And, as the appointed Genies, it's up to us to make this wish list come true for our children.

First, we need to forge new partnerships. To serve our children well, we have to do a more thorough job of linking Head Start with the schools, WIC, AFDC, and other programs.

Second, we need to make Head Start accessible for more children and families. This means offering more full-year, full-day programs to meet the needs of parents who work or are training for work. It also means looking at ways to serve more families who have younger children who would benefit from Head Start. And, it means extending Head Start to more of the children who are eligible for the program, but can't attend because funding is not high enough to serve them.

Third, and most important, in everything we do, we have to insist on excellence and an ethic of continuous improvement.

Make no mistake -- I know that many programs are up to par, but I also know that across the country, quality is uneven. I want you to take this as my personal mandate. We all need to take a look at:

- o How well we are managing our program and our money.
- o Whether the staff is trained well enough to keep up with changing times.
- o How effectively we are reaching mothers and fathers.
- o Whether classrooms, playgrounds, and facilities are in excellent condition -- and if they enhance the community.

Every single person involved with Head Start has the power to make a program better.

Let me tell you about a Head Start teacher who made a difference in Winona, Missouri. One day, she overheard a man on the street giving directions to the Head Start center. The man said, "It's that dingy building with all the junk in the yard."

The teacher was so angry that she mobilized a major clean-up effort. She led a team that removed garbage, planted trees and bushes, and painted the building and playground equipment.

Now the site is clean and tidy -- reflecting Head Start's pride from the inside to the outside.

We can all do this. Like Aladdin, when he took flight on his magic carpet -- and saw the world from a whole new angle -- we can all take a fresh look at the services we provide children: the facilities, the teaching, the activities, the meals, and even the games the children play.

We can all ask, "Are we doing enough? Is our program worthy of our children?"

Together, we will preserve and strengthen the great tradition of Head Start that has enhanced the lives of 13 million children and their families since 1965.

It won't be as easy as rubbing Aladdin's lamp, but together we will be the Genies that make our children's dreams come true.

Best wishes for a successful conference. Thank you.

**FOR RELEASE UPON DELIVERY
THURSDAY, FEBRUARY 10, 1994**

***REMARKS BY**

DONNA E. SHALALA

SECRETARY OF HEALTH AND HUMAN SERVICES

**PRESS CONFERENCE ON THE REAUTHORIZATION OF HEAD START
WASHINGTON, D.C.**

***THIS TEXT IS THE BASIS OF SECRETARY SHALALA'S ORAL REMARKS.
IT SHOULD BE USED WITH THE UNDERSTANDING THAT SOME MATERIAL MAY
BE ADDED OR OMITTED DURING PRESENTATION.**

Thank you for coming.

I want to recognize the leadership -- Democrat and Republican -- Senate and House -- on this critical issue.

Thank you Senator Kennedy. Senator Dodd. Senator Kassebaum. Representative Ford. Representative Martinez. Representative Goodling. And Representative Molinari.

This is a remarkable group of leaders.

This bipartisan group of Congressional members showed a true commitment to America's littlest citizens.

In advance of legislation being submitted, they sat down at a table with this Administration, worked out their differences, and came up with a remarkable Head Start bill that puts America's children first.

This is the first time in recent memory that this has happened. And I thank you.

I'm sure future generations of scientists, policy makers, and perhaps a future Senator or House member, will one day thank you, too.

The President's budget, with a \$700 million dollar increase for Head Start, bolsters a long bipartisan tradition of support behind our nation's most successful pre-school and family support program.

This bipartisan group builds on the President's strong commitment. They have developed a new contract to serve America's most needy children.

They rigorously reviewed the recommendations of the bipartisan Advisory Committee on Head Start Quality and Expansion, led by our own Mary Jo Bane, Assistant Secretary of the Administration of Children and Families.

And these leaders agreed with the Advisory Committee that quality must be the guiding principle as we strategically plan for the future and for the expansion of Head Start.

They agreed that there must be flexibility in local communities to meet the different needs of families....Whether these families live in rural or urban areas...Whether they need fulltime or all year-round services.

And these leaders agreed that some programs must meet the needs of very young children, those who require extra help to have a fighting chance for a head start in life.

Let me emphasize why I believe Head Start is on the cusp of a new era of greatness. An era of renewing the American dream for millions of American children.

For the first time, this bill ensures that past performance of every Head Start program will be a factor in receiving future expansion funds.

The bill contains tough new provisions that define the expanded quality standards for every Head Start program.

Grantees will be held accountable for reaching these standards -- and they will lose their funding if they fail to correct their deficiencies.

To help our grantees meet these standards -- this bill has new provisions to enhance the development and training of Head Start staff.

This is critical. We must remember that Head Start relies on the skills of more than one hundred thousand front-line teachers, counselors, and managers.

It's these employees -- these loving and caring adults -- who establish positive relationships with Head Start children and their families.

These Congressional leaders also agreed on the strategic plans to smoothly and efficiently expand Head Start.

This proposed legislation allows Head Start more flexibility to design the scope of services, including whether programs operate all day or all year.

This flexibility is important in an era when most parents work, go to school, or participate in job training.

By coming together now, by endorsing the Head Start reauthorization bill, and by stressing its emphasis on quality and its tough provisions on those who don't measure up, these Congressional leaders are coming through on a 29-year-old commitment to our nation's disadvantaged children.

Thank you.

F/O
I called her back
to flash out #5
2/17/94
5, 6, 12

The Horizons Initiative

4/9

FAX TRANSMITTAL SHEET

DATE: 2/14/94 TIME: 12:00 NUMBER OF PAGES: 2

DELIVER TO: Ruby Moy

COMPANY: The White House FAX NUMBER: 202-456-2983

FROM: Sue Heilman

MESSAGE:
We are very excited that Ms. Herman
has accepted for April 9 at the Kennedy
Library. Attached is the questionnaire filled
out.

Please let me know about her travel
arrangements and how we can help.

Thank you!

Sent 2/15/94

Pix

PLEASE CHECK THE NUMBER OF PAGES SENT. IF FAX IS INCOMPLETE
CALL 252-4362.

One Kendall Square • Building 1500 • Cambridge, MA 02139



helping hands
for homeless children

Telephone 617 / 252-4362 • Facsimile 617 / 577-8967

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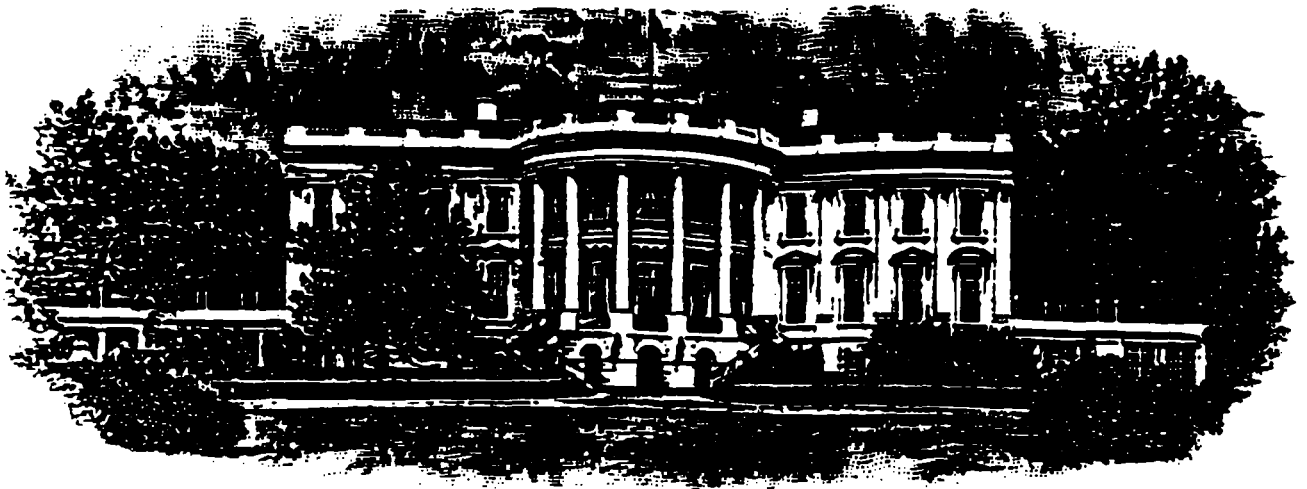
1. **EVENT:** The Horizons Initiative. 5TH Annual Benefit Gala
2. **DATE:** April 9, 1994
3. **TIME:** 6:00 - 11:00 pm
4. **LOCATION:** John F. Kennedy Library, Dorchester, MA
5. **PURPOSE:** Event is main fundraiser for organization. each year.
6. **BACKGROUND:** Organization runs programs for homeless children and their families.
7. **PARTICIPANTS:** 350-400 community leaders
8. **PRESS PLAN:** Public service announcements to local media, i.e. radio, t.v., newspapers
9. **DRESS:** Semi-formal
10. **WEATHER:** Could be 40°; could be 60°; could be raining.
11. **SEQUENCE OF EVENTS:** 6:00-7:00: tour of museum
7:00-8:00: cocktail reception
8:00-9:30: dinner and speakers and awards
12. **THEME OF PROGRAM:** Helping Hands for Homeless Children
9:30-11:00: dessert and dancing
13. **COMMENTS:**
14. **CONTACT:** (Indicate daytime and home numbers of lead contact and alternate)

Sue Heilman w: 252-4362

h: 492-7543

Joan Donahue: h: 235-9952

} all are 617 area code



OFFICE OF PUBLIC LIAISON

Alexis Herman, Director
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Fax (202) 456-6218

FACSIMILE TRANSMITTAL SHEET

Number of Pages (Including Cover) 3

To Sue Heilman

Fax Number 617 577 8967

Office Number _____

Date 2/14/94

From Ruby Moy

***** COMMENTS *****

Pix enroute

Corporate Office
51 Morgan Drive
Norwood, Massachusetts
02062
617-769-9130

D O M A I N

FAX
617-769-3580

30

December 28, 1993

Ms. Alexis Herman
Assistant to the President, Director of Public Liaison
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20006

Dear Alexis,

I hope your holiday was a special retreat and that you were able to get a day's break in the action.

With the advent of the new year upon us, I thought we could start planning your visit to Boston. I know there are a lot of happenings in Washington right now, and your broad-based responsibilities make many requirements of your time. However, if you feel like leaving it all behind for a day, I would love to host you here.

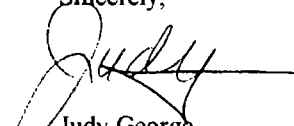
I have been looking forward to taking you on a tour of the city and introducing you to some key individuals whom you would be interested to meet, who are involved in promoting women in the workplace. It would also give me an opportunity to show you one of The Horizons Initiative Playspaces in action at one of the Boston area shelters.

If you have some time available in January, I will keep my schedule flexible to arrange a date.

I'll give you a call next week to see what your calendar looks like. I've enclosed a recent article so you can see some of the exciting things happening at Domain.

I send you my warmest wishes for the New Year.

Sincerely,



Judy George
Chairman & CEO



IF YOU ARE LIKE MOST ENTREPRENEURS,
CREATIVITY SPARKED YOUR COMPANY'S
INITIAL SUCCESS. HOW ARE YOU GOING
TO KEEP THAT ENERGY FLOWING?

On the Creative Edge

BY DONNA FENN

Y

ou've done it. Those months of tinkering in your garage have finally paid off. Your new and improved widget is taking the market by storm.

The idea, sublimely conceived and flawlessly executed, has earned you the reputation of creative genius, master innovator, entrepreneur on the leading edge.

Then the months begin to pass; the company grows. One morning you wake up to a life filled with paperwork, accountants, lawyers and insurance agents—even the federal government. This isn't quite what you had in mind when you put your name on the door a year ago. Now what?

The challenges are formidable: Growing a company while working to sustain a creative vision can be frustrating.

"I used to think that asking for help was a sign of weakness," says Domain Inc. founder and president Judy George. Now she delegates more and says, "Sales have skyrocketed."

Take, for example, Nancy Battista DiStefano, president of Pomodoro Fresca (fiscal year [FY] 1993 sales: \$500,000), a successful gourmet pasta-sauce maker in Millburn, N.J. Five years ago, DiStefano ignored those who said her sauce could never be mass produced because she used hand-chopped fresh tomatoes instead of cooked, processed ones. DiStefano the innovator proved them wrong and went on to build a successful business. But now, as the company has grown, so have DiStefano's responsibilities, and she has less time for the kind of creative thinking that launched her company.

Just recently, she toyed with the idea of adding pasta to her growing product line. Rather than create her own pasta, she went to Brooklyn to talk to a company that she'd heard about. "Their pasta looked great," she recalls. "I was thinking about packaging, making all the plans—I was ready to close the deal. And then I realized that I hadn't even tasted the product. Well, the pasta was terrible—to think we almost put our name on it. I really learned my lesson." DiStefano had stepped back and stopped herself from making a classic entrepreneurial blunder: giving in to the temptation of a quick, easy solution just to keep the business moving.

Share the vision

"The most important starting point for an entrepreneur is a really in-depth analysis of where the company and the individuals want to be in five years," says Jon Goodman, head of the Entrepreneur Program at the University of Southern California (USC) in Los Angeles. She's referring to a five-year business plan, and while that may sound like an unusual requirement for a company seeking to cultivate creativity, it's essential. "Creativity cannot exist in an environment of rigidity," she says. "Conversely, anarchy rarely leads to creativity. Creativity does have to be harnessed."

That's just the point. "The challenge is to allow entrepreneurs to remain the keepers of the overall vision while creating opportunities for others in the company to put their fingerprint on portions of the vision," says Bob Krinsky, a partner with IdeaScope Associates, a San Francisco, Calif.-based management consulting firm. But sharing the vision requires a willingness to relinquish power, which is not easy for many entrepreneurs. "I used to think that asking for help was a sign of weakness," says Judy George, president of Boston-based Domain Inc. (FY '93 sales: \$30 million), a 15-store upscale furniture chain. "Then I learned that it's really a sign of strength, and that changed my whole life."

In Domain's early stages, George was the sole creative force in her company, but as the organization began to grow, she realized "I could either stay small and get locked into controlling everything, or I could let go." George did not mind sharing the operational responsibilities—it was an area she found cumbersome anyway. "When I saw that I had to let go of the vision to other people, I spent many sleepless nights," she recalls. "But when I did let go, I found that some of my employees had ideas that were even better than mine. I was humbled."

A case in point: For years, George flatly refused to do any promotional advertising because she felt it would cheapen the company's image. But Bob Berman, her new general merchandise manager, was convinced otherwise. Berman, one of six new managers hired by George two years ago, "felt we were giving off an exclusive image and that we really had a

value message that I never let come out," she recalls. She overcame her initial resistance and gave Berman carte blanche to begin staging promotional events, such as private sales. "He took what creativity I had and turned it into a value-added resource," she says. "Since then, sales have skyrocketed."

It's all in the medium

Experts who study entrepreneurial creativity believe that when companies fail to remain innovative, it's rarely individuals who are to blame, but rather the climate of the organization. "It's like a Petri dish," says Goodman. "If you don't have a medium at the bottom, nothing is going to grow." The right environment not only fosters creativity among employees, it can also free the founder to do what he or she does best. The principle applies even to the smallest organizations.

EMPLOYEES ARE PAID TO ACCOMPLISH THINGS, NOT TO AVOID MISTAKES.

Reuben Ebrahimoff, is co-owner of New York City-based Brilliant I.D.E.A.S., a diamond-jewelry design and manufacturing firm. His company has just 15 employees, but it is deliberately organized for maximum creativity.

"There's an environment here where I can walk around and be a radar dish for ideas," says Ebrahimoff. "My role and function is to be creative." He can do this because his perfect complement—his brother Ari—runs the business. "He's 'Mr. What Is,' and I'm 'Mr. What Could Be,'" he explains. Ari takes care of finances, oversees the manufacturing process and coordinates shipping, while Reuben keeps a keen eye on market trends, conceives ideas for new products and pursues customers. Like Reuben Ebrahimoff, Richard Brock has little patience for the operational demands of his computer-software company, Atlanta-based Brock Control Systems (FY '93 sales: \$23 million). "When you get involved in things that you don't do well, it's like someone put a flash bulb in front of your eyes," he says. "You need freedom from the things that blind you." Brock's solution? He hired a company president so that he could focus on what he does best: developing new markets, meeting customers and conceiving broad company goals.

But for a company as large as Brock Control Systems, just getting someone to mind the store wasn't enough. Brock wanted to build a company where employees were encouraged to take calculated risks and where judgment was valued over compliance. Says Brock, "There are two types of mistakes: the things you do wrong and the bad decisions you make, as opposed to the things you don't do and the decisions you don't make." He prefers the first type. Employees, he believes, are paid to accomplish things, not to avoid mistakes. That philosophy inspires employees to pitch new ideas without fear of failure and has resulted in at least three new projects in the past year and a half: a vendor referral program, an electronic brochure and a company newsletter.

Empower employees

The prescription for managing creativity sounds a bit like a pitch for employee empowerment—a trendy concept that many business owners dismiss as just another fad. But consider this: John Eggers, manager of the Entrepreneurial Leadership Program at the Center for Creative Leadership, in

Greensboro, N.C., has just completed a study analyzing specific skill sets required by entrepreneurs at various stages of business growth. As organizations mature, says Eggers, bureaucracy tends to become its own end, limiting the entrepreneur's ability to recognize new information and, in turn, stifling the creative output of the company. "The challenge for the entrepreneur is to create a structure that allows growth but also encourages challenging the bureaucracy so that the organization stays flexible," says Eggers. "In really successful companies, creativity and responsibility are delegated, and the people become the organization, not just the entrepreneur." Eggers says his research clearly documents that entrepreneurs who do this successfully have higher growth rates than those who cling to authority.

So how do you organize your company to maximize creative output? "Companies in which there are rigid hierarchies are not companies that will be known for creativity," asserts USC's Goodman. "By its very nature, creativity is serendipitous; it's a function of an environment." Frank Ryder takes this principle to extremes. His Arab, Ala.-based company, Ryder International Corp. (FY '93 sales: \$20 million), develops products, ranging from angioplasty systems for balloon catheterization to automobile headlamps, for Fortune 500 companies. But unlike traditional research and development firms, the company works on speculation and makes its profits by retaining ownership of patents and actually manufacturing the products it designs. So it's critical for the firm's engineering staff to come up with working prototypes within days.

Ryder has conceived the ultimate creative environment: His company is situated in three reproduction ante-bellum mansions perched on 190 mountain-top acres surrounded by forests, seven stocked fishing lakes, bike paths and picnic areas. It isn't all aesthetics, however. At the heart of Ryder's organization is a very loose company structure (the horizontal organizational chart that hangs on the cafeteria wall places no one at the bottom of the totem pole). "We look for people with a proven track record, then put them in an environment that allows them to flourish," says Ryder. "We will reshape the organization quickly to suit the abilities of the individual."

Ryder detests meetings and keeps them to an absolute minimum; gives everyone a private, workspace with state-of-the-art equipment; and hands out bonuses based on total company profits, not on individual patents developed. "I don't want them to focus just on their own areas," says Ryder. "They have to understand their connection to the rest of the organization. They have to be cognizant of the vision." While Ryder himself holds hundreds of patents worldwide and is a formidable creative force, he has learned to step back. "I'm a cheerleader and a coach," he says. "It means I have to stand in their shade sometimes, but there's nothing wrong with that." Ryder's company generates at least one patent a month.

David Kelley, president of IDEO Product Development (FY '93 sales: \$16 million) in Palo Alto, Calif., has also evolved an effective strategy for keeping his product-design company on the leading edge. A veteran of large-organization corporate culture, Kelley was determined to build a company that valued ideas rather than process. According to his brother Tom, IDEO's marketing manager, the company was founded on the principle that creativity can be taught—under the right conditions. "You need to keep the organization from getting dysfunctional," he says. "So we keep people in small groups of about 40, where they feel they can still make a difference."

The company also holds regular brainstorming sessions in which employees are encouraged to toss out any and all ideas—however crazy they may sound. But there are strict ground rules: "Everyone has to defer judgment," says Kelley, "and they have to build on the ideas of others." This process blurs ownership of ideas so that "several people can come away from a meeting thinking an idea was theirs." As for structure, a hierarchy can't get much flatter than IDEO's. Job titles are eschewed in favor of job descriptions, and all authority is temporary. Today's project leader may report to a new group head when his or her previous task is completed. The system has paid off—IDEO has been profitable from day one, and employee turnover is nearly nonexistent.

IDEO's structure won't work for every company. "But even when people hold different positions in a hierarchy and are responsible for some chain of command, at an operational level they can still operate in teams," says Goodman. Consider Ruth Owades, for example. Five years ago, Owades founded Calyx & Corolla (FY '92 sales: \$10 million) in San Francisco and revolutionized the cut-flower business by forging strategic alliances with growers and Federal Express, cutting out both wholesalers and distributors and ensuring that customers received fresher flowers. Every year, Owades reinvents her business. "At the beginning of every fiscal year, we start over and ask ourselves what we can do better in the coming year," she says. The process begins with Owades and her management team, but the responsibility trickles down to all 35 employees. "We're passing down the edict to look for new solutions," Owades says. "Our employees know that the groping-and-learning strategy is okay because they've seen the management team do it." Owades notes that the company recently developed their technology to link directly with Federal Express from the moment an order is taken and that "some of the fine points of the way we set up that linkage came from the order takers."

Stepping back

Like Richard Brock, Owades constantly is reassessing her own responsibilities, delegating authority so that she can direct her energy where it's needed most: toward the company's relationships with its growers and Federal Express. She thinks her ability to do that has strengthened the company's grower network and has led to more sophisticated computer linkage with Federal Express. Likewise, Judy George says that since she turned over the reins to her new management team, she's had time to focus on new-business development, such as selling her furniture through a television shopping network and exploring the possibility of a joint venture with an overseas manufacturer. As for Richard Brock, his constant face-to-face contact with customers inspired him to make his software "environmentally independent," meaning that it will run across a wide variety of platforms. He believes the change gives him a strategic advantage in a marketplace where his competition's products run on proprietary programs.

And sauce maker Nancy DiStefano? She has a new group of business partners who attend to operational matters while she rolls up her sleeves in the kitchen. She's still looking for a pasta, by the way. Only this time, she's planning to comb both international and domestic markets for a product that's worthy of the Pomodoro name. "And if we don't get it right, then we won't do it," she says. "That's the way we did it in the beginning, and that's what we're going back to." ■

Facsimile Cover Sheet

To: Ruby Moy
Company: Office of Public Liaison
Phone: 202 456 2930
Fax: 202 456 6218

From: Lisa Larkin
Company: Domain
Phone: 617 769 9130
Fax: 617 769 3580

Date: 01/07/94

**Pages Including this
cover page: 2**

Comments:

*new
bio
1/7/94*



D O M A I N

Corporate Office

51 Morgan Drive

Norwood, Massachusetts

02062

617-769-9130

January 7, 1994

Ms. Ruby Moy
Office of Public Liaison
The White House
Via Fax: (202)456-6218

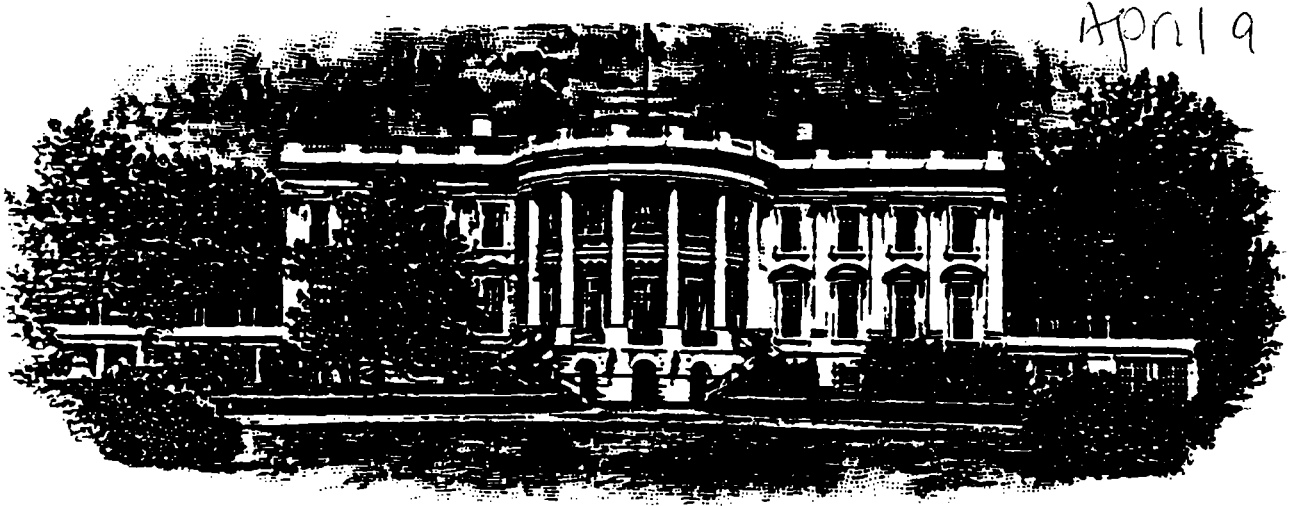
Dear Ruby,

I would like to request to have a copy of Alexis Herman's bio faxed to my attention at Domain. A colleague of mine from The Horizons Initiative would like to send Ms. Herman a proposal. My fax number is (617)769 3580.

Thank you very much for your assistance.

Sincerely,

Lisa D. Larkin
Public Relations



April 9

OFFICE OF PUBLIC LIAISON

Alexis Herman, Director
(202) 456-2930
Fax (202) 456-6210-2983

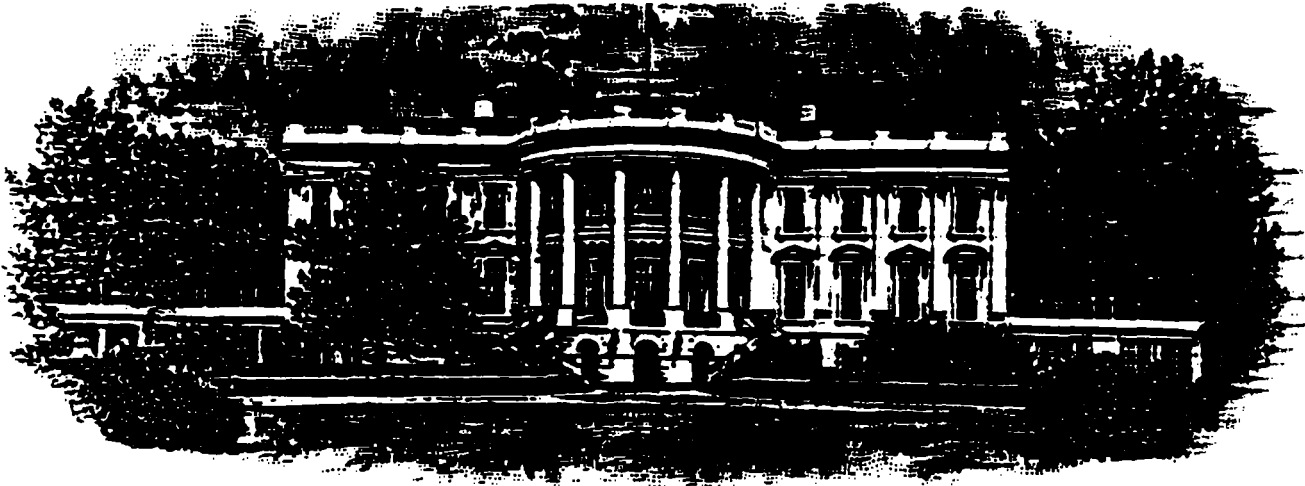
FACSIMILE TRANSMITTAL SHEET

Number of Pages (Including Cover) 2
To Suzanne Heilman
Fax Number 617 577 8967
Office Number 617 252 4362
Date 2/11/94
From Ruby Moy

***** COMMENTS *****

Ms. Herman accepts. Please fill
out questionnaire in great detail.
Thank you for returning so
promptly.
Ruby

* Subject to President's request
of her time



OFFICE OF PUBLIC LIAISON

Alexis Herman, Director
(202) 456-2930
Fax (202) 456-6218

FACSIMILE TRANSMITTAL SHEET

Number of Pages (Including Cover) 2
To: Cheryl Mills
Fax Number 61647
Office Number 67900
Date 2/11/94
From Ruby Moy

***** COMMENTS *****

Per our conversation
this snowy day.

April 9, 1994

Boston

cc Flo
for remarks
3/30/94
4pgs

TO: RUBY MOY
FR: JANE HARMAN (508) 653-9902
RE: MS. HERMAN'S BOSTON ITINERARY - HORIZONS INITIATIVE 4/9-10
DT: 3/30/94

You should receive Ms. Herman's airline tickets today via Federal Express.

I hope the revised itinerary meets with your approval. Ms. Herman is scheduled to speak after the main dinner course is cleared, while coffee is being served.

I know that you and I have to talk about her speech. I understand you received a confirmation letter asking Ms. Herman to speak about the plight of homeless families in this country. Let's talk about what you need us to do in this regard.

I left messages with Deloras Handy (Brown?) at WGBH-TV. I will follow up with her.

It appears that the tour of the family shelter will be perhaps one of our only times for press. I will keep you and Flo McAfee posted in this regard.

Again, thank you for your help.

PROPOSED ITINERARY:

**THE HON. ALEXIS M. HERMAN - SATURDAY, APRIL 9 -
SUNDAY APRIL 10, 1994**

BOSTON, MASSACHUSETTS - GUEST SPEAKER

THE HORIZONS INITIATIVE BENEFIT GALA DINNER

Saturday, April 9:

11:00 am: USAIR Flight #674 departs National Airport (see itinerary)

12:25 am: Flight arrives Logan Airport

Ms. Herman will be met in the terminal by Judy George, Nkere Udofia and Sue Heilman. They will accompany Ms. Herman throughout the day and will provide all transportation requirements.

1:00 am: Ms. Herman tours Horizons Initiative Playspace at local family shelter (tba - press photo op)

2:00 pm: Arrival/check-in/lunch at:
The Copley Plaza Hotel
138 St. James Avenue
Boston MA 02116
(617) 267-5300
(617) 267-7668 - fax

3:00-3:30 pm Press interviews in hotel (tba)

4:00-5:30 pm: Pre-event reception:
The Library Bar (in hotel)
approx. 15 guests (will supply guest list)

7:15 pm: Depart hotel for J.F.K. Library Horizons Initiative Dinner and Benefit

7:30 pm: Arrive J.F.K. Library

2-2-2-2

7:30-7:45 pm: Cocktail reception at library
 8:00-8:30 pm: Dinner served
 8:00 pm: Welcome /opening remarks by Mark Edwards, Master of Ceremonies
 8:30-8:40 pm: Overview of organization, plan for evening - Mark Edwards
 8:40-8:50 pm: Video presentation
 8:50 pm: Mark Edwards introduces Ms. Herman
 8:50-9:05 pm: Ms. Herman speech
 9:05-9:25 pm: Awards presentations
 9:25-9:30 pm: Horizons Initiative staff, volunteer recognition
 9:30 pm: Dancing begins
 11:00 pm: End

Return to hotel is at Ms. Herman's convenience

Sunday, April 10:

9:00 am: Hotel departure to Logan Airport
 10:00 am USAIR flight # 457 departs Logan Airport
 11:36 am: Flight arrival at National Airport

#

Judy George: (o) (617) 769-9130 (h) (617) 696-3580
 Sue Heilman: (o) (617) 252-4362 (h) (617) 492-7543
 Nkere Udofia: (o) (617) 720-4829
 Mark Edwards: (o) (617) 860-7707 (h) (617) 863-1907

Jane Harman: (media) (508) 653-9902

JANE ROCKWELL HARMAN

PUBLIC RELATIONS

TELEFAX COVER LETTER

TO THE ATTENTION OF: Ruby Moy

COMPANY/DEPARTMENT: OFFICE OF PUBLIC LIAISON

NUMBER OF PAGES (INCLUDING COVER): 4

RECEIVING TELEFAX NUMBER: 202-456-2983

SENDING DATE: 3/30

FROM: Jane Harman

MESSAGE

Thank you, Ruby!

cc file
for remarks

The Horizons Initiative

April 9, 1994
6-11p
BOSTON

February 4, 1994

Alexis Herman
Assistant to the President
The White House
1600 Pennsylvania Avenue
Washington, DC 20062

FEB 18 1994

Dear Ms. Herman:

After speaking with your assistant Ruby, I am writing to confirm your engagement on April 9, 1994 at The Horizons Initiative's Fifth Annual Benefit Gala, which will be held at the John F. Kennedy Library in Boston, MA from 6:00pm until 11:00pm. Enclosed you will find a copy of the invitation which is being mailed this week to about 4,000 households in the Boston area.

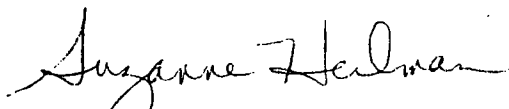
We are very excited and honored that you will be the featured guest at our event. We expect 350-400 people to attend the evening affair, including local business leaders and politicians. Judy George and Nkere Udofia of Domain Furniture have spoken so highly of you to us, and other members of our Board of Directors are familiar with your work in the fields of business, human resources, and diversity management.

As a representative of the Clinton Administration, we are looking forward to your comments on the plight of homeless families in this nation. In Boston, there are close to 500 homeless families, with more than 1000 children. Our programs are designed to serve the developmental needs of these otherwise neglected children, as well as to provide educational and occupational opportunities for their parents, usually single mothers. We envision our programs as models for other cities and regions.

Please let me know what arrangements should be made for your arrival at the JFK Library on April 9. We will be glad to help out in any way that we can. I will contact your office again as we approach the date of April 9.

Thank you again for your support of our mission.

Sincerely,



Suzanne Heilman
Co-Director

enc.

One Kendall Square • Building 200 • Cambridge, MA 02139



Telephone 617 / 252-4362 • Facsimile 617 / 577-8967

cc Flo
for remarks.
2/11/94

April 9, 1994

The Horizons Initiative

MASS.

January 5, 1994

Alexis Herman
Assistant to the President, Director of Public Liaison
The White House
1600 Pennsylvania Avenue
Washington, DC 20062

Speak ✓ JAN - 6 1994
MP

yes per
Amet
1/24/94

Dear Ms. Herman:

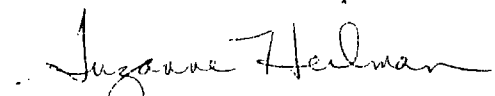
I am writing on behalf of The Horizons Initiative, the only organization in Massachusetts focused exclusively on the needs of homeless children, which I believe has been introduced to you through a wonderful supporter of ours, Judy George. She and one of our Board of Directors, Nkere Udofia, met with you a month or so ago and discussed our programs and services for homeless children and their families.

We are a non-profit, charitable organization, and have an annual fundraising event planned for this coming April 9, 1994. We would like to invite you to this event, and would be honored if you would speak to our audience about the importance of childcare services and programs for homeless children, from your own personal perspective as well as a representative of the Clinton Administration's interest in this area. We are confident that your presence at our benefit event will add to the evening's appeal to our constituency, therefore adding to its success. The proceeds of the event will help us accomplish our goal of opening the first full-time childcare center for homeless children in Boston, the Community Children's Center.

Our program is the first of its kind in this area, and possibly in the country. As the enclosed materials describe in further detail, our programs are not only about the important job of early intervention in the lives of the most disadvantaged children in America, but also, and equally important, about their parents, usually single women, breaking out of the cycle of homelessness and poverty in which they are otherwise trapped.

We have heard great things about you from Judy George, (who, by the way, sponsored a fantastic event for us this past fall), and hope that you will be available to help our efforts. We look forward to hearing from you.

Sincerely,



Suzanne Heilman
Co-Director

enc.

One Kendall Square • Building 200 • Cambridge, MA 02139

Telephone 617 / 252-4362 • Facsimile 617 / 577-8967



Printed on Recycled Paper

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

18-Feb-1994 08:58am

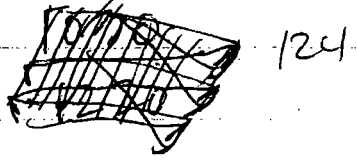
TO: Ruby G. Moy

FROM: Cheryl D. Mills
 Office of the Counsel

SUBJECT: Horizons Initiative

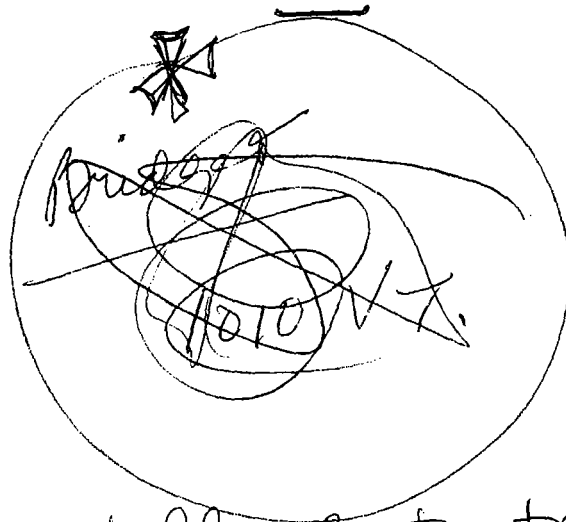
It would appear to me that Alexis properly could speak to Horizons Initiative. If they pay for her travel, she must complete a non-federal source form, in addition to a TA, at least 5 days before traveling. As always at events that are also organizational fundraisers, Alexis may not request donations nor may she solicit other support for the organization. 5 C.F.R. 2635.808(a)(3).

Steve Riewerts
NW



4/9 USAIR 8, 9, 11
To Boston 1, 3, 5
1230

USAIR
4/10 10/11 36 USA
NW 12N 136
USA 12N 136



call Boston trip

Dolores Handley

617 492 2777

X2465

~~WBH~~ TV-2

WGBH-TV

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—

JANE ROCKWELL HARMAN

PUBLIC RELATIONS

TELEFAX COVER LETTER

TO THE ATTENTION OF: Ruby May

COMPANY/DEPARTMENT: OFFICE OF PUBLIC LIAISON

NUMBER OF PAGES (INCLUDING COVER): 4

RECEIVING TELEFAX NUMBER: 202-456-2983

SENDING DATE: 3/28

FROM: Jane Harman

MESSAGE

Thank you, Ruby!

I need to square this away before you leave.

TO: RUBY MOY
FR: JANE HARMAN (508) 653-9902
RE: MS. HERMAN'S BOSTON ITINERARY - HORIZONS INTIATIVE APRIL 9-10
DT: 3/28/94

Please see proposed enclosed itinerary. Of course we are flexible and want to make sure this proposal meets with your approval.

I do not know the customary procedure for arranging flights. Is this something we do, or will you arrange the flights? Is it usual that your office provides a budget for airfare or are we expected to cover this cost? Please let me know as soon as possible.

OPC/pays

I also need to know more about Ms. Herman's BOSTON GLOBE interview, especially time, topics, reporter and projected length of interview.

Thank you for your help with this. Needless to say, we are looking forward to Ms. Herman's visit.

DRAFT #1

ITINERARY:

THE HON. ALEXIS M. HERMAN - SATURDAY, APRIL 9 -
SUNDAY APRIL 10, 1994

BOSTON, MASSACHUSETTS - KEYNOTE SPEAKER

THE HORIZONS INITIATIVE BENEFIT DINNER

*USAir Flies every
hour*

Saturday, April 9:

9 am: Flight departs National Airport

10:30 am: Flight arrives Logan Airport

Ms. Herman will be met in the terminal by Judy George, Nkere Udofia and Sue Heilman. They will accompany Ms. Herman throughout the day and will provide all transportation requirements.

11:00 am: Ms. Herman tours Horizons Initiative Playspace at local family shelter (tba - possible press photo op?)

12:00 pm: Ms. Herman tours ~~Horizons Initiative Community Children's Center~~ site (St. Margaret's Hospital, Dorchester)

1:00 pm: Lunch (location tba)

2:00 pm: Arrival/check-in at:

The Copley Plaza Hotel
138 St. James Avenue
Boston MA 02116
(617) 267-5300
(617) 267-7668 - fax

2:30-3:30 pm Press interviews in hotel (tba)

4:00-5:30 pm: Pre-event reception:

The Library Bar (in hotel)
approx. 15 guests (will supply guest list)

530-7
~~5:45 pm:~~

Rest

~~depart hotel for 6-7 pm J.F.K. Library tour (if desired)~~

2-2-2-2

~~6:45 pm:~~ depart hotel for J.F.K. Library Horizons Initiative
Dinner and Benefit

7:00-11:00 pm: ^{Spin promptly} Dinner, speech, etc. (will supply event format)

Return to hotel is at Ms. Herman's convenience

Sunday, April 10:

~~7:00-9:00 am: Breakfast~~

~~9:00-10:00 am~~ - || Press interview in hotel (tba) >

11:00 am: Depart for airport (transportation provided)

12:00 pm: Flight departs Logan Airport

1:30 pm: Flight arrives National Airport

#

Judy George: (617) tba

Sue Heilman: (617) tba

Jane Harman: (media) (508) 653-9902

MISSION

The Horizons Initiative is dedicated to providing programs and services for homeless children.



The Horizons Initiative, an independent non-profit organization, was founded in 1988. The organization began as an idea of the creators of Bright Horizons Children's Centers, a work-site childcare corporation. Since then, several programs have been developed and implemented to enrich the lives of homeless children in the Greater Boston area.

The Horizons Initiative is the only organization in Massachusetts that focuses exclusively on the needs of homeless children. Because we work with families, state agencies, shelters, advocates, educational experts, and private sector child care providers, we can bring many different types of expertise and understanding to bear on the problems faced by homeless children.

The Horizons Initiative is entirely supported by charitable gifts from individuals, corporations, and foundations.

Board of Directors

Josh Bekenstein	Freya Bernstein
Roger Brown	Phyllis Cater
Joan Donahue	Mark Edwards
Michael Eisenson	Matthew Epstein
William Fonvielle	Jane Harman
Gale Hunt	Anne Hurwitch
Linda Mason	Anne Rollins
Don Steiner	Nkere Udofia
Kyle Upton	Susan Whitehead

Executive Directors

Sue Heilman	Pamela Mann
-------------	-------------

The Horizons Initiative
One Kendall Square, Building 1500
Cambridge, Massachusetts 02139
Telephone (617) 252-4362



*helping hands
for homeless children*

The Horizons Initiative



*helping hands
for homeless children*

Special thanks to those who donated their services for this brochure:

Steve Mooney
Walter Silver
Photographers

Merrill Corporation
Printer

Cha Rosenbaum
Scott Wilson
Designers

The families at
Just-A-Start,
Family House Shelter
and
Cambridge
Salvation Army
Childcare Program

6/93
Printed on Recycled Paper

Programs of The Horizons Initiative

Playspace Program

This program provides age-appropriate materials and equipment for playrooms in family shelters so that the children there receive the important stimulation and education that occurs during play. We develop the Playspaces collaboratively with the shelter residents and staff who create their own rules and procedures for using the Playspaces. To date, Playspaces have been equipped in six family shelters in greater Boston through the efforts of The Horizons Initiative, and three more are planned during the coming year.

Playspace Volunteer Network

The Playspace Volunteer Network provides trained and highly motivated individuals to play with homeless children in the family shelters on a regular basis, thereby providing the children with important developmental and educational experiences.

Each year The Horizons Initiative recruits, trains and places over 100 volunteers as Playspace Activity Leaders, who make a commitment of a few hours a week for at least six months. We hold several training sessions each year for prospective volunteers, as well as ongoing training and support sessions for active volunteers.

Community Children's Center

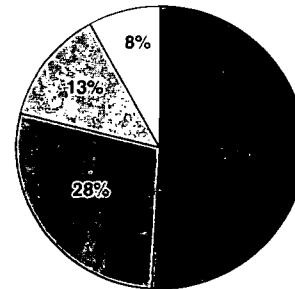
Due to open in 1994, the Community Children's Center will be the first childcare center in Boston specifically for homeless children and their families. This center will be professionally-staffed to serve up to 45 children each weekday, full-time, from the age of 6 months to 6 years. It will be located in Dorchester where the highest concentration of family shelters is found.

In addition to providing high-quality childcare for the children, the Community Children's Center will support the parents of homeless children through educational programs and counseling leading to social and economic self-sufficiency as well as enhanced child-rearing abilities.

Homeless in Boston

Boston, like many cities nationwide, has experienced an alarming increase in the number of homeless families in the last decade. In Boston, 75 percent of the homeless population is families, most of which consist of a single mother with two or three children. More than 51 percent of these children are under the age of 6, and therefore are not yet eligible for public school education. There are rarely any other childcare opportunities available to them, and therefore they are not receiving the learning opportunities necessary for later school and community success. In addition, the transitory nature of shelter living, compounded by the lack of space and support can often compromise their emotional and social growth.

In order for the parent in this situation to move toward social and economic self-sufficiency, she must have the time available for counseling, job training, education, and whatever other programs are necessary to enable her to break out of the cycle of poverty and hopelessness in which she is otherwise trapped. In many cases, childcare can make this possible for her.



Ages of Homeless Children in Massachusetts - 1990
 Statistical information compiled by the Massachusetts Department of Education



"Play is the way a child learns about his world."

Dr. T. Berry Brazelton

**The Horizons Initiative
Capital Fund Drive
for the
Community Children's Center**

*A Comprehensive Program
for Homeless Children and their Families*





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THE NEED

Play is important to every child, because play is one avenue in which children learn about their world and about themselves. Homeless children often miss out on that very important part of growth and development.

*Dr. Jean Cibarowski,
Children's Hospital,
Boston, MA*

The Horizons Initiative, an independent, non-profit organization founded in 1988, is seeking funds to establish the Community Children's Center, an innovative, comprehensive childcare center for families who are homeless in the Boston area.

Boston, like many cities nationwide, has experienced an alarming increase in homeless families in the last decade. In Massachusetts, the majority of the homeless population consists of families, usually a single mother with two or three children, the majority of whom are under the age of 6. Currently, there are approximately 1,200 homeless children in the Boston area, 700 of whom are living in emergency family shelters. Half of these children are too young to attend public schools and have no other childcare opportunities available to them. They are not receiving the learning opportunities necessary for later school and community success. The transitory nature of shelter living, compounded by the lack of space and support that help develop a whole healthy child, compromises the emotional and social development of homeless children.

The research on the effects of homelessness on children consistently suggests that these children desperately need the stimulation, nurturing and stability that can be offered through high-quality childcare. For example, the 1982 High/Scope Foundation's Perry Pre-School Study concluded that the cost of providing high-quality childcare to disadvantaged children before they reach school age is one-quarter the cost to society of the remedial and punitive programs that they will require later in life if they have not received these early services; a dollar invested now will save four dollars later spent on rehabilitation programs. In addition, a needs assessment conducted by the Horizons Initiative staff in 1992 concluded that less than 10% of children under the age of 6 in family shelters in Boston had access to childcare of any kind, and more than 75% of the parents expressed a desire to have it.

Just as important, the parents of these children need the time necessary for accessing permanent housing, job training, education, parenting skills training and counseling, which together can enable them to thrive and move toward social and economic self-sufficiency. Childcare can be the critical piece that allows parents to move forward, breaking the cycle of poverty and hopelessness that may have trapped them for generations. In addition, these parents need a structure which provides supportive social services without requiring physical travel to the many different agencies presently involved in providing referrals and services.



THE HORIZONS INITIATIVE

The Horizons Initiative began providing programs and services for homeless families in 1990 through its two on-going programs, the Playspace Program and the Playspace Volunteer Network.

Recognizing the need for play areas in family shelters, many of which had no room dedicated for the many children who were residing there, The Horizons Initiative has created Playspaces in six area family shelters; several more are planned in the coming year. This program involves the parents in the process of creating a fully-furnished, developmentally appropriate playroom for their children - allowing them to gain a sense of empowerment and accomplishment as they create a special place for their own and others' children.

Realizing that Playspaces are only as valuable as the interactions that take place in them, The Horizons Initiative created the Playspace Volunteer Network. The Horizons Initiative has trained, placed and supervised more than 250 individuals who make a six-month commitment to work and play with children in area family shelters. Currently there are approximately 75 Horizons Initiative Playspace Volunteers interacting with children in thirteen family shelters every week.

Through these ongoing programs, The Horizons Initiative has provided significant benefits for the children and invaluable services for their parents; parents need time apart from their children each week during which they can prepare for housing appointments, get ready for interviews, study for GED courses, and in general regain their motivation and energy for the challenges they face. In addition, our trained staff and volunteers, directly and indirectly, pass on helpful parenting skills through role-modelling while they are with the children, as well as during the development of the Playspaces, in which the parents are very involved.

The programs and services which have been developed and implemented by The Horizons Initiative are invaluable to homeless families and ultimately help them achieve and maintain stable, long-term housing, increase their skill and income levels, and gain more control over their lives. The success of these programs has shown that access to full-time childcare can be the single most important factor in enabling these children and their parents to achieve long-term stability. The Community Children's Center will serve this important and vital need for families facing the crisis of homelessness.

It would be hard to imagine that society could find a higher yield for a dollar of investment than that found in preschool programs for its at-risk children.

Committee for Economic Development, Investing in Our Children, 1985



THE COMMUNITY CHILDREN'S CENTER

Developing preventative programs that address homeless preschoolers' potential difficulties early makes sense from both a financial and ethical viewpoint. Children who have received appropriate early care are more likely to escape the frustration, pain and possible damage associated with medical, emotional or educational difficulties later on in life.

*Dr. Ellen Bassuk,
President, Better Homes
Foundation, 1993*

The objectives of the Community Children's Center are to:

- Provide safe, affordable, high-quality childcare for homeless families.
- Provide opportunities for the parents of the children in attendance for education, job training, parenting skills training, all leading to economic self-sufficiency.

The Community Children's Center will be designed initially to serve 45 children each day, Monday through Friday, from 8:00am until 6:00pm. Children will be recruited and enrolled from at least seven existing emergency family shelters in the Boston area. The childcare center will be organized around three age groups, one area for 7 infants, two areas for 18 toddlers, and one area for 20 pre-schoolers.

Each classroom will be professionally staffed with an adult-to-child ratio meeting or exceeding the Mass. Office for Children guidelines, which ranges between 1:4 and 1:10, depending on the ages of the children. In addition, parents will be required, as possible, to make a commitment to spend some time in the classroom on a regular basis. Trained volunteers and student interns will consistently augment the staffing.

Two Family Advocates will also be on-staff, on-site on a daily basis to provide counselling, referrals and support to the parents while their children are in the childcare center. Special programs designed to meet their needs will occur in the Parent Resource Room, such as GED classes, job readiness workshops, parenting skills workshops, and others. Training to work as apprentices in the Community Children's Center classrooms will also be an important opportunity for many of these parents.

The family's average length of involvement with the Community Children's Center is expected to be 15 months, consisting of an average stay of 9 months in a family shelter followed by up to six months of continued care in the Community Children's Center after the family moves to permanent housing.



The Community Children's Center Advisory Board

The Horizons Initiative has developed the concept of the Community Children's Center through a long-standing collaborative process involving emergency shelter staff, currently and formerly homeless parents, childcare providers, members of The Horizons Initiative's Board of Directors and staff, and other individuals with professional expertise in the needs of homeless families. This collaborative group has become the Community Children's Center Advisory Board, and has met regularly for more than eighteen months to develop this project. The Advisory Board will continue to meet prior to and after the Community Children's Center is operational.

The Location

The Community Children's Center will be centrally located in the Uphams Corner neighborhood of Dorchester, the area of Boston with the highest concentration of emergency family shelters. The site, chosen after a six month search of the area, is currently a wing of a building on the campus of St. Margaret's Hospital. This site will be vacated during the summer of 1993, and will be leased to social service agencies focusing on the needs of women and children at risk.

A Model Program

The Community Children's Center will be the only one of its kind in Boston, and one of very few in the nation. As such, we hope that it will serve as a model for others in the future. Although Head Start programs and other agencies provide some slots for homeless children, there are no other programs available to homeless families which serve the range of ages (infants, toddlers and pre-schoolers) which we will serve, for the range of days and hours (every weekday 8am-6pm). At the same time, we will uniquely provide services to the parents on-site through our Family Advocates and collaborations with other social service agencies.

The Horizons Initiative's Board of Directors includes the founders of Bright Horizons Children's Centers, which operates more than 50 high-quality work-site childcare centers across the United States. They are experts in the field of early childhood

For nine months the infant grows in the womb. At the end an x-ray shows the small but developed body quite bent over on itself and cramped; yet so very much has happened – indeed, a whole new life has come into being. For some hundreds of thousands of American children that stretch of time, those months, represent the longest rest ever to be had, the longest stay in any one place.

*Robert Coles,
Uprooted Children*

Although the Community Children's Center will be focused on the children, it will also be about helping their mothers break out of the cycle of poverty so that they can feel empowered and productive. They will be able to make an enormous leap in their lives – from feeling hopeless to feeling hopeful.

*Dr. Jean Cibarowski,
Children's Hospital,
Boston, MA*

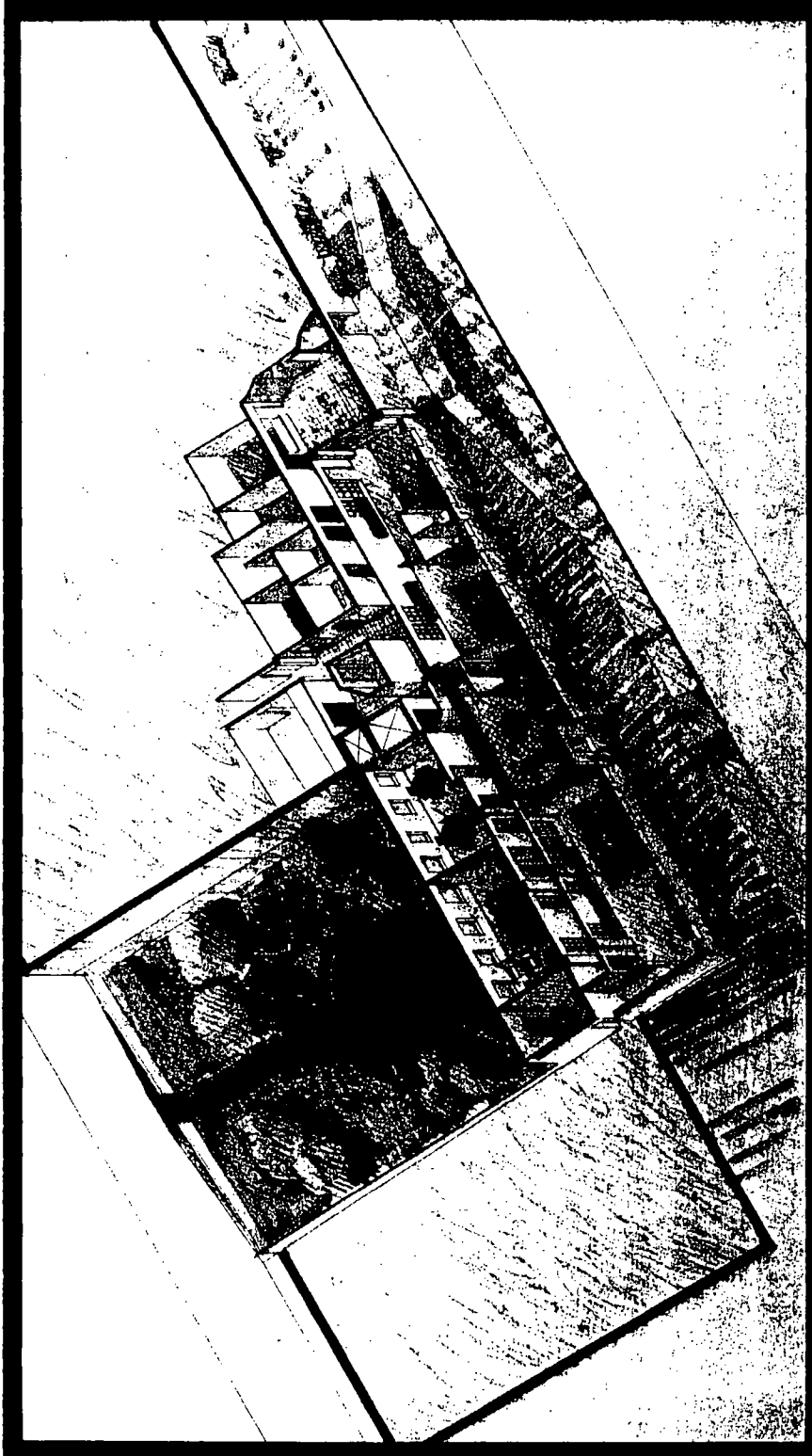
development. This close affiliation will help to ensure that the Community Children's Center is of the highest quality.

We plan to constantly evaluate this model, and document its effectiveness over time, in order to maintain the highest quality of service, as well as to share our experiences, both positive and negative, with other providers locally and nationally.

Homelessness is not hopelessness.



ARCHITECTURAL DRAWINGS





CAMPAIGN NEEDS

Initial Expenditures for Renovation and Equipment	\$250,000
First Year Operating Costs- 100%	360,000
Second-Seventh Year Operating Costs - 50%	<u>1,090,000</u>
	\$1,700,000

The other 50% of operating costs in years 2 through 7 are projected to come from federal and state sources and annual fund drives.



COMMUNITY CHILDREN'S CENTER ANNUAL OPERATING BUDGET

SALARIES	\$250,000
Center Director (1)	
Teachers (8)	
Assistant Teachers (3)	
Family Advocates (2)	
TAXES/FRINGE	\$50,000
RENT/UTILITIES	\$34,000
TRANSPORTATION	\$10,000
INSURANCE	\$2,000
TRAVEL	\$1,000
OFFICE SUPPLIES	\$1,000
PAPER GOODS	\$3,000
EQUIPMENT	\$1,000
FOOD	\$4,000
PHONE	\$2,000
TRAINING/RECRUITING	\$1,000
EDUCATIONAL SUPPLIES	\$1,000
TOTAL	<u>\$360,000</u>



TABLE OF GIFTS NEEDED

GOAL \$1.7 MILLION

# OF GIFTS NEEDED	\$ RANGE	\$ TOTAL
2	\$150,000	\$300,000
2	\$100,000	\$200,000
6	\$50,000	\$300,000
14	\$25,000	\$350,000
30	\$10,000	\$300,000
50	\$5,000	\$250,000
TOTAL: 104 GIFTS		\$1,700,000



NAMING OPPORTUNITIES

Community Children's Center Facility (1) To underwrite the major renovations for this program	\$150,000
Playground (1) To create an age-appropriate and durable outdoor learning and playing environment.	75,000
Classrooms (5), Parent Resource Room (1), and Common area To ensure that each room in the Center is developmentally-appropriate and well furnished	25,000
Teachers fellowships (10) To ensure that each teaching position is permanently funded	10,000
Family Advocate Fellowships (2) To ensure that high-quality case management services are provided to each family involved in the CCC	10,000
"Sponsor-a-child" fellowships (45) To ensure that 45 homeless children each day can receive the stimulation and nurturing that they need.	5,000



BOARD OF DIRECTORS

Josh Bekenstein, General Partner, Bain Capital

In 1984, Mr. Bekenstein helped start Bain Capital, a Boston-based private equity investment firm. He serves on the Board of Directors of several public and private companies. Prior to Bain Capital, Mr. Bekenstein was a consultant at Bain & Company, where he worked on strategic consulting projects for Fortune 500 clients. He received a masters degree in business administration from Harvard Business School and a bachelors degree from Yale University.

Freya Bernstein, Senior Counsel, RECOLL Management Corporation

Before joining the legal department of RECOLL Management Corporation, a wholly-owned subsidiary of Fleet Financial Group, Ms. Bernstein practiced law for eight years with the firm of Rubin and Rudman. She previously held positions at various levels of government including Director of Licensing for Mental Health Services for the Massachusetts Department of Mental Health, and Director of Program Planning and Budgeting for the Cambridge Community Action Agency. Ms. Bernstein has a law degree from Northeastern University School of Law, a masters degree in public administration from New York University, and a bachelors degree in American Studies from Brandeis University.

Roger Brown, Chief Executive Officer, Bright Horizons Children's Centers

Mr. Brown co-founded Bright Horizons in 1986 and has served as Chairman and Chief Executive Officer since that time. Prior to the founding of Bright Horizons, he was Co-director of the Save the Children relief and development effort in Sudan and has worked on the border of Thailand with Cambodian refugees for CARE and UNICEF. Mr. Brown is the author of [Rice, Rivalry and Politics: Managing Cambodian Relief](#), a book that examines the management of emergency relief efforts. Mr. Brown serves on the board of the Child Care Action Campaign. He is a graduate of the Yale School of Management and Davidson College.

Phyllis B. Cater, Vice President of Human Services, Morgan Memorial Goodwill Industries, Inc.

Ms. Cater oversees Goodwill's Human Services programs in Boston and surrounding areas. A human services provider in the Boston community for the past 20 years, she is the former Executive Director of the Mattapan Community Health Center and Director of Member Services for the Neighborhood Health Plan. Ms. Cater currently serves as Chairperson of the Board of Directors for both the Dorchester/ Mattapan



Community Mental Health Center and the Cambridge YWCA. She received a bachelors degree in sociology/psychology from UMass Boston and a masters degree in social planning from the Boston College Graduate School of Social Work.

Joan H. Donahue, Financial Planner, IDS Financial Services

Ms. Donahue consults with individuals and businesses as a financial planner for IDS, an American Express company. Prior to IDS, she was Vice President of Marketing at D.C. Heath Publishing, a Raytheon company. There Ms. Donahue helped develop and implement educational programs in the U.S. and overseas. She has also taught elementary school and worked in mathematics and science curriculum development. Ms. Donahue received a bachelor of science degree from the University of Kansas and a master's degree from the University of Missouri.

Mark Edwards, President, Image Presentations, Inc.

Mr. Edwards founded Image Presentations, Inc., one of the country's leading marketing communications companies specializing in recruiting and fundraising communications for educational institutions. For fifteen years, Image Presentations has worked with over 100 independent schools, colleges and universities. Mr. Edwards is a member of Harvard University's Advisory Council on Shareholder Responsibility, and a member of the New England Committee of the NAACP/Legal Defense and Educational Fund, and a member of the Board of Overseers of the Handel and Haydn Society. He is a graduate of Phillips Exeter Academy and Harvard College.

Michael Eisenson, Managing Partner, Aeneas Group, Inc.

For the past seven years, Michael Eisenson has co-managed a \$1.4 billion portfolio of private equity investments for the Harvard University endowment at Aeneas Group, a subsidiary of the Harvard Management Co., Inc. Previously, he was a member of the Boston Consulting Group, where he was involved in developing strategy and organization design recommendations for major international corporations. Mr. Eisenson serves on the Boards of Directors of a number of public and private companies. He is a graduate of Williams College and received law and management degrees from Yale University.



Matt Epstein, Partner, Goulston & Storrs

Mr. Epstein practices commercial real estate development and financing law for this Boston-based law firm. He is also a corporate board member of the Massachusetts Society for the Prevention of Cruelty to Children. Mr. Epstein is a graduate of Harvard College. He earned his law degree from Harvard Law School as well as a master's degree in social and political science at Emmanuel College, Cambridge, England, while serving as the Harvard Scholar.

William H. Fonvielle, Vice President, The Forum Corporation

Mr. Fonvielle provides consultation and training to the senior management of large organizations, helping them improve quality, establish performance measures, more effectively gather and analyze information, and become customer-driven. Previously, he has served as vice president of consulting for Goodmeasure, Inc., in Cambridge, Mass., director of public affairs for the Denver Regional Council of Governments, and president of Communicon, Inc., a Chicago-based advertising agency. He holds a bachelor of arts degree from Shimer College and a master's degree in management from Yale University.

Jane Harman, Public Relations Consultant

Ms. Harman is a freelance public relations consultant who specializes in media relations and event formulation and production. Her consulting business focuses primarily in the non-profit sector. Ms. Harman is a graduate of Boston University.

Gale Hunt, L.I.C.S.W.

Ms. Hunt is a Licensed Independent Clinical Social Worker, who is now raising her three sons. She worked as a psychotherapist in a private practice in Brighton, Mass., and at a local community mental health center. From 1987 to 1992, Ms. Hunt served as President of the Board of Directors of the Interface Foundation, Watertown, Mass. She also serves on the Board of the Family Center in Somerville, Mass., and is a member of the Threshold Foundation, in California. Ms. Hunt is a graduate of Simmons School of Social Work and Hollins College.

Anne L. Hurwitch, Retail Consultant, Gorden Brothers

Ms. Hurwitch is a retail consultant for women's apparel stores. Formerly, she marketed and promoted sales and special events for Hurwitch Bros., a women's clothing store in Wellesley, Mass. Ms. Hurwitch serves as President of the Newton



Country Day School's Alumnae Association, and is a member of the Horizon House and the Rivers School Parents' League. She received a bachelor of arts degree from Maryville University.

Linda Mason, President, Bright Horizons Children's Centers

Ms. Mason is President and co-founder of Bright Horizons, which operates high-quality worksite childcare centers. Prior to Bright Horizons, she was Co-Director of Save the Children's emergency program in Sudan, serving 400,000 famine and war victims. Along with Roger Brown, Ms. Mason wrote the book, Rice, Rivalry and Politics, an analysis of their experiences in the refugee camps on the Thai/Cambodian Border during the Cambodian relief operation. She has also worked as a business consultant for Booz, Allen and Hamilton, in New York and Paris. Ms. Mason is a graduate of the Yale School of Management and Cornell University, and is a recipient of the Boston Jaycees' Ten Outstanding Young Leaders Award.

Anne Rollins, Retired Education Professional

After dedicating more than 24 years to education at Lasell College, Ms. Rollins recently retired as director/teacher of the Child Study Center in Newton, Mass. She has served on various educational boards in Newton and Wellesley, including the West Suburban Nursery School Assoc. (WSNSA), Newton Early Childhood Assoc. (NECA) and the FACE Day Care Center, as well as the New England College Laboratory Schools. Ms. Rollins is an active alumnae and serves as a member of the Lasell Board of Management, and a corporator to the Lasell College Board of Trustees. She received an associates degree in Early Childhood Education from Lasell College and a bachelor's degree in special education from Framingham State College.

Donald Steiner, President, Cornerstone Capital Group

Mr. Steiner is a co-founder of Boston Capital Ventures, a Boston-based investment management firm. He has recently formed the Cornerstone Group to acquire and merge companies in the areas of direct marketing, home shopping and specialty retailing. Prior to Boston Capital Ventures, Mr. Steiner was Vice President of New Business Development at the Gillette Company, Boston, Mass. He is a graduate of Rutgers University and the Harvard Business School.



Nkere Udofia, Vice President of the Aeneas Group, Inc.

Mr. Udofia works as a senior investment officer at Aeneas Group, Inc., the private investment affiliate of Harvard University and also serves as a member of the board of directors for several private companies. Prior to joining Aeneas in 1989, he was employed by Proctor & Gamble in Cincinnati, and Boston Consulting Group in New York. Mr. Udofia is a graduate of the Massachusetts Institute of Technology and a graduate of Harvard Business School.

Kyle Upton, Investment Administrator and Senior Consultant, Harvard University Office of Human Resources Retirement Programs

As primary liaison for the University and four investment company vendors, Ms. Upton advises faculty and staff regarding their retirement related investment decisions and administers the University's retirement plans. Previously, she worked for Scudder, Stevens and Clark, a national investment services firm. Ms. Upton chaired the Parent Fund and Understanding Handicaps Committees, and co-chaired the Class One Gift Committee at Milton Academy. Ms. Upton received a masters degree in business administration from Babson College and a bachelors degree from George Washington University.

Susan Whitehead, Attorney at Law

Ms. Whitehead has a private practice in Boston. Prior to that, she spent six years in the New York City legal system, primarily in criminal prosecution, and worked for the ACLU in Jackson, Miss. Ms. Whitehead is Vice-Chair of the Board of the Whitehead Institute for Biomedical Research at MIT; a member of the Visiting Committee for the MIT Biology Department; a member of the Visiting Committee of the Duke University Medical Center and a Board Member of the Planned Parenthood League of Massachusetts. She received a bachelor of science degree from Cornell University and a doctor of law degree from Cordozo School of Law.

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The Horizons Initiative Benefit Gala
Saturday, April 9, 1994

The Horizons Initiative

Benefit Gala

Saturday, April 9, 1994 at the John F. Kennedy Library

Send by
Fed-Ex

June 2, 1994

EastWest Travel Inc.
47 Eliot Street
South Natick, MA 01760

Attn: Dottie

Dear Dottie:

Enclosed is the unused tickets for Alexis M.
Herman to Boston on April 9.

Due to circumstances beyond her control, she
was not able to travel.

Sincerely,

Ruby G. Moy
Executive Assistant

cc: Jane Harman

Enclosures

June 2, 1994

EastWest Travel Inc.
47 Eliot Street
South Natick, MA 01760

Attn: Dottie

Dear Dottie:

Enclosed is the unused tickets for Alexis M. Herman to Boston on April 9.

Due to circumstances beyond her control, she was not able to travel.

Sincerely,

Ruby G. Moy
Executive Assistant

cc: Jane Harman

Enclosures

April 9, 1994

Boston

cc Flo.
for remarks
2/20/94
4/9/94

TO: RUBY MOY
FR: JANE HARMAN (508) 653-9902
RE: MS. HERMAN'S BOSTON ITINERARY - HORIZONS INITIATIVE 4/9-10
DT: 3/30/94

You should receive Ms. Herman's airline tickets today via Federal Express.

I hope the revised itinerary meets with your approval. Ms. Herman is scheduled to speak after the main dinner course is cleared, while coffee is being served.

I know that you and I have to talk about her speech. I understand you received a confirmation letter asking Ms. Herman to speak about the plight of homeless families in this country. Let's talk about what you need us to do in this regard.

I left messages with Deloras Handy (Brown?) at WGBH-TV. I will follow up with her.

It appears that the tour of the family shelter will be perhaps one of our only times for press. I will keep you and Flo McAfee posted in this regard.

Again, thank you for your help.

PROPOSED ITINERARY:

**THE HON. ALEXIS M. HERMAN - SATURDAY, APRIL 9 -
SUNDAY APRIL 10, 1994**

BOSTON, MASSACHUSETTS - GUEST SPEAKER

THE HORIZONS INITIATIVE BENEFIT GALA DINNER

Saturday, April 9:

11:00 am: USAIR Flight #674 departs National Airport (see itinerary)

12:25 am: Flight arrives Logan Airport

Ms. Herman will be met in the terminal by Judy George, Nkere Udofia and Sue Heilman. They will accompany Ms. Herman throughout the day and will provide all transportation requirements.

1:00 am: Ms. Herman tours Horizons Initiative Playspace at local family shelter (tba - press photo op)

2:00 pm: Arrival/check-in/lunch at:

The Copley Plaza Hotel
138 St. James Avenue
Boston MA 02116
(617) 267-5300
(617) 267-7668 - fax

*Carol
for hotel*

3:00-3:30 pm Press interviews in hotel (tba)

4:00-5:30 pm: Pre-event reception:

The Library Bar (in hotel)
approx. 15 guests (will supply guest list)

7:15 pm: Depart hotel for J.F.K. Library Horizons Initiative Dinner and Benefit

7:30 pm: Arrive J.F.K. Library

2-2-2-2

7:30-7:45 pm: Cocktail reception at library
 8:00-8:30 pm: Dinner served
 8:00 pm: Welcome /opening remarks by Mark Edwards, Master of Ceremonies
 8:30-8:40 pm: Overview of organization, plan for evening - Mark Edwards
 8:40-8:50 pm: Video presentation
 8:50 pm: Mark Edwards introduces Ms. Herman
 8:50-9:05 pm: Ms. Herman speech
 9:05-9:25 pm: Awards presentations
 9:25-9:30 pm: Horizons Initiative staff, volunteer recognition
 9:30 pm: Dancing begins
 11:00 pm: End

Return to hotel is at Ms. Herman's convenience

Sunday, April 10:

9:00 am: Hotel departure to Logan Airport
 10:00 am USAIR flight # 457 departs Logan Airport
 11:36 am: Flight arrival at National Airport

#

Judy George:	(o) (617) 769-9130	(h) (617) 696-3580
Sue Heilman:	(o) (617) 252-4362	(h) (617) 492-7543
Nkere Udofia:	(o) (617) 720-4829	
Mark Edwards:	(o) (617) 860-7707	(h) (617) 863-1907

Jane Harman: (media) (508) 653-9902

JANE ROCKWELL HARMAN

PUBLIC RELATIONS

TELEFAX COVER LETTER

TO THE ATTENTION OF: Ruby Moy

COMPANY/DEPARTMENT: OFFICE OF PUBLIC LIAISON

NUMBER OF PAGES (INCLUDING COVER): 4

RECEIVING TELEFAX NUMBER: 202-456-2983

SENDING DATE: 3/30

FROM: Jane Harman

MESSAGE

Thank you, Ruby!

MEMORANDUM
OF CALL

Previous editions usable

TO: R

YOU WERE CALLED BY-- YOU WERE VISITED BY--
Sue Hillman
OF (Organization)

PLEASE PHONE ▶ FTS AUTOVON

617-252-4362

WILL CALL AGAIN IS WAITING TO SEE YOU

RETURNED YOUR CALL WISHES AN APPOINTMENT
MESSAGE

202 mobile
253 1178

RECEIVED BY J DATE 4/8 TIME 10am

63-110 NSN 7540-00-634-4018 STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
☆ U.S.G.P.O. : 1993 342-198/80011 FPMR (41 CFR) 101-11.6



Sent
1

OFFICE OF PUBLIC LIAISON

Alexis M. Herman, Director

PHONE:(202) 456-2930

FAX:(202) 456-6218

FACSIMILE TRANSMITTAL COVER SHEET

Number of Pages (Including Cover) 12

To: Helene G.

Fax: 5140293

Phone: _____

Date: 4/8/94

From: Ruby Moy

Message: Per our conv

cc Flo
for remarks.
2/11/94

Arrived 1994

The Horizons Initiative

MASS.

January 5, 1994

Alexis Herman
Assistant to the President, Director of Public Liaison
The White House
1600 Pennsylvania Avenue
Washington, DC 20062

Speak ✓ JAN - 6 1994
MP

yes per
AMM
1/24/94

Dear Ms. Herman:

I am writing on behalf of The Horizons Initiative, the only organization in Massachusetts focused exclusively on the needs of homeless children, which I believe has been introduced to you through a wonderful supporter of ours, Judy George. She and one of our Board of Directors, Nkere Udofia, met with you a month or so ago and discussed our programs and services for homeless children and their families.

We are a non-profit, charitable organization, and have an annual fundraising event planned for this coming April 9, 1994. We would like to invite you to this event, and would be honored if you would speak to our audience about the importance of childcare services and programs for homeless children, from your own personal perspective as well as a representative of the Clinton Administration's interest in this area. We are confident that your presence at our benefit event will add to the evening's appeal to our constituency, therefore adding to its success. The proceeds of the event will help us accomplish our goal of opening the first full-time childcare center for homeless children in Boston, the Community Children's Center.

Our program is the first of its kind in this area, and possibly in the country. As the enclosed materials describe in further detail, our programs are not only about the important job of early intervention in the lives of the most disadvantaged children in America, but also, and equally important, about their parents, usually single women, breaking out of the cycle of homelessness and poverty in which they are otherwise trapped.

We have heard great things about you from Judy George, (who, by the way, sponsored a fantastic event for us this past fall), and hope that you will be available to help our efforts. We look forward to hearing from you.

Sincerely,

Suzanne Heilman
Co-Director

enc.

One Kendall Square • Building 200 • Cambridge, MA 02139



helping hands
for homeless children

Telephone 617 / 252-4362 • Facsimile 617 / 577-8967

cc 760
for remarks

The Horizons Initiative

April 9, 1994
6-11p
BOSTON

February 4, 1994

Alexis Herman
Assistant to the President
The White House
1600 Pennsylvania Avenue
Washington, DC 20062

FEB 18 1994

Dear Ms. Herman:

After speaking with your assistant Ruby, I am writing to confirm your engagement on April 9, 1994 at The Horizons Initiative's Fifth Annual Benefit Gala, which will be held at the John F. Kennedy Library in Boston, MA from 6:00pm until 11:00pm. Enclosed you will find a copy of the invitation which is being mailed this week to about 4,000 households in the Boston area.

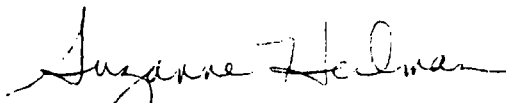
We are very excited and honored that you will be the featured guest at our event. We expect 350-400 people to attend the evening affair, including local business leaders and politicians. Judy George and Nkere Udofia of Domain Furniture have spoken so highly of you to us, and other members of our Board of Directors are familiar with your work in the fields of business, human resources, and diversity management.

As a representative of the Clinton Administration, we are looking forward to your comments on the plight of homeless families in this nation. In Boston, there are close to 500 homeless families, with more than 1000 children. Our programs are designed to serve the developmental needs of these otherwise neglected children, as well as to provide educational and occupational opportunities for their parents, usually single mothers. We envision our programs as models for other cities and regions.

Please let me know what arrangements should be made for your arrival at the JFK Library on April 9. We will be glad to help out in any way that we can. I will contact your office again as we approach the date of April 9.

Thank you again for your support of our mission.

Sincerely,



Suzanne Heilman
Co-Director

enc.

One Kendall Square • Building 200 • Cambridge, MA 02139



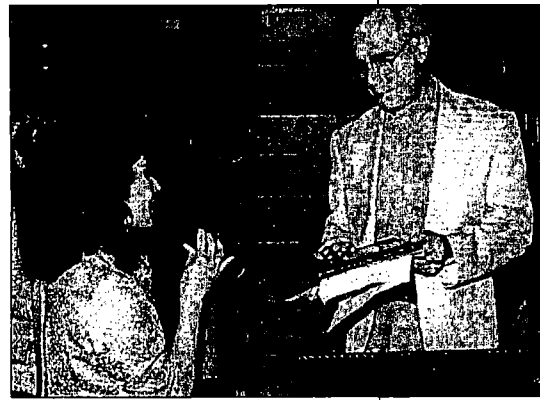
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The Horizons Initiative

May 1993 Benefit ...A Great Event

"What a fantastic night!" Comments like this were echoed again and again from the 300 festive supporters who gathered on May 1 at The Children's Museum for The Horizons Initiative's Fourth Annual Benefit.



Arnold Hiatt, chairman of the Stride Rite Foundation, accepts the Second Annual Horizons Initiative Award for his community service work to benefit disadvantaged children and their families at The Children's Museum in Boston

The evening featured The Horizons Initiative's audio visual production, "A Chance To Play". This eight minute presentation offers a stirring inside look at the enormous impact that The Horizons Initiative's playspaces, and the volunteers who staff them, have in 15 Boston area family shelters. Other evening highlights included the presentation of the Second Annual Horizons Initiative Award to Stride Rite Foundation Chairman Arnold Hiatt, in recognition of his many years of community work to benefit disadvantaged children and their families. The Volunteer(s) of the Year Awards went to Cathy Bryant and Mary Cappadona—Mary was unable to be at the event (see separate article).

With encouragement from The Horizons Initiative's volunteers, guests participated in "playing" with some of the museum's on-site exhibition activities. Entertainment was provided by WSSH Radio disc jockey Bob Bronson, who lured many onto the dance floor as the evening progressed. A proverbial smorgasbord of foods from around the world was provided by East Meets West, one of Boston's top caterers.

The gala evening netted more than \$20,000, which will be used to operate the Horizons Initiative's programs and services.

This year's event was organized and co-chaired by Joan Donahue and Jane Harman. Other event committee members included Barbara Eisenson, Cindy Farner, Beth Anne Halpert, Karen Langweber, Lynn Palmer, Annie Rollins, Susan Thonis and Mary Anne Watts.

Many thanks, again, to all who attended the event, participated in its planning, and most importantly to those who gave a donation that will help us continue the innovative and much needed services The Horizons Initiative is able to provide. Hope to see you all again next year!

helping hands for homeless children

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 Elissa Shore
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Newsletter
 Thanks to Lindsay for design & production
 Printed on 100% recycled paper

Community Children's Center Update

The Community Children's Center will be a first-of-its-kind comprehensive childcare center for homeless children and their families. The Community Children's Center will provide full-time childcare services for 45 homeless children three months to six years in age. At the same time, this childcare center will offer on-site programs and opportunities for the parents of the enrolled children including the time necessary for accessing permanent housing, job skills training, GED programs, child development classes and counseling. A center of this magnitude and scope is

not available anywhere else in the country.

Plans for the Community Children's Center have been finalized over the past few months. Through regular meetings with the Community Children's Center Advisory Board—which includes many family shelter staff—a referral and selection process has been established, and an evaluation model has been designed. Options for GED programs, career training and placement services, and parenting skills programs are being explored.

Active fundraising has begun. We officially launched a Capital Fund Drive on May 1, 1993. To date, \$250,000 in pledges have been made to the Community Children's Center. Our goal is to have \$600,000 pledged before opening the center, and we hope to have reached this number by late Fall, with the opening then slated for the Spring of 1994.

We look forward to the day we can actually open the doors to this childcare center and provide these valuable and much needed services to children and families who are homeless in Boston.

1994 Event Committee Recruiting New Members

This year's annual event, which was held on May 1 at the Children's Museum, was an enormous success! We raised more than \$20,000 in donations to help fund our programs and services. The Horizons Initiative's Event Committee has begun planning for next year's spring event and is seeking new members to become involved with planning.

Event committee members will also be assisting with a smaller event to be held this fall, as well as other outreach efforts. We invite any friends of The Horizons Initiative who have creative ideas and enjoy organizing, advertising and sales, to contribute your talents to our efforts. We want to make our events as creative and spectacular as possible, and we need your help!

Please contact Sue Heilman or Liz McLaughlin at 617/252-4362. If you are interested in joining the event committee,

news update

August 1993

Volume 4 Issue 2

1993 Volunteers of the Year

Each year, The Horizons Initiative presents an award to a volunteer who has shown outstanding dedication and commitment as a Playspace Activity Leader, at one of the area family shelters. This year The Horizons Initiative honored two exemplary volunteers with the Volunteer of the Year Award.

Mary Cappadona, a volunteer at Lifehouse shelter in Dorchester, has been involved with The Horizons Initiative for nearly two years. Mary says that she looks forward to interacting with the children each week, and that her experience at the shelter has truly helped her to identify with the homeless situation. Peggy Smith, Lifehouse shelter staff, emphasizes how much the children enjoy Mary's company. "The children don't know whether it is Friday or Monday, but they always know what day Mary is coming," Smith said.

Message from the Co-Directors

One of the most rewarding aspects of our work is the excitement of watching a child grow and make major achievements in his/her development. This excitement is also a part of any parent's experience, as well as the experience of our Playspace Volunteers, who work with children who are homeless. These children go through major developmental milestones during the time they are living in family shelters. Many children learn to sit up, walk and talk during their time in the shelter, and to make important choices for themselves.

The Horizons Initiative—formerly The Horizons Fund—has experienced this exciting growth and development process itself over the past few years. Originally conceived by and temporarily housed in the Bright Horizons Children's Centers corporate headquarters, while it took its

first few steps, The Horizons Initiative moved into its own space a year ago. Now, as of July 1, 1993, this former child has emerged with a new identity, and as the only organization in Massachusetts focused exclusively on the needs of homeless children.

The "fund" name came from the first program of the organization, which aimed

to provide scholarships to low-income working families for childcare services. After a brief attempt at this ambitious goal, the organization chose a new direction, and has operated shelter-based programs now for two years: the Playspace Program and the Playspace Volunteer Network. "Fund" was no longer appropriate; thus the "Initiative" was born. The largest "initiative" planned by the organization to date—the Community Children's Center—a comprehensive program for homeless children and their families—is already receiving great support from the community, and we look forward with much anticipation to its opening in Dorchester in less than a year.

In our work to provide these valuable programs for children who are homeless, we appreciate the nurturing and stimulation that The Horizons Initiative receives from its many friends and supporters. These are essential to our continued growth and development!

Thanks to you all.

Sue Heilman
Pamela Mann



Congratulations to Mary Cappadona (top) and Cathy Bryant (bottom, right)



Cathy Bryant, a volunteer at Just-A-Start House in Somerville, has been a Playspace Activity Leader for almost two years as well. Her dedication has been demonstrated both in and out of the shelter. In addition to her weekly commitment at the shelter, Cathy has successfully organized and completed two fundraising dances for Just-A-Start House. Cathy said her shelter experience has taught her patience and tolerance and has generally been very gratifying. It also has been very gratifying for the children who often greet her at the shelter door with an enthusiastic "Cathy, let's play!"

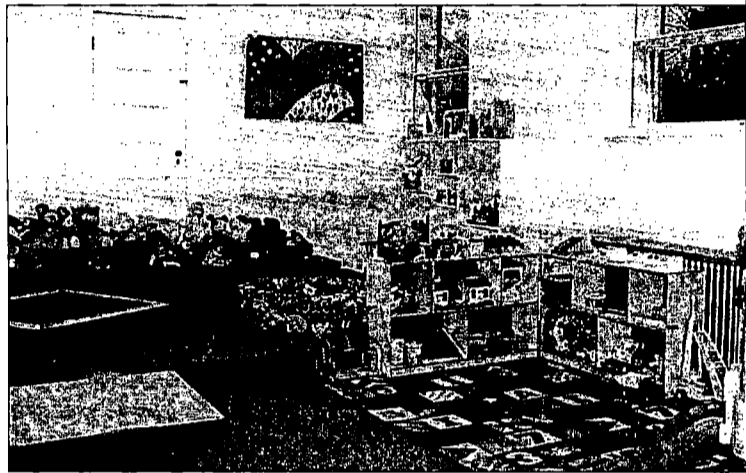
Both women plan to continue working with The Horizons Initiative. We are very lucky to have their involvement and dedication. It is this type of commitment and true devotion that makes both Mary and Cathy deserving of the Volunteer of the Year Award.

The Horizons Initiative's (THI) Program Locations

Shelter Name	# of children	Playspace built by THI	Active THI Volunteers
Boston Family Shelter	13		Yes
The Brookview House	17	Yes	Yes
Cambridge YMCA Family Shelter	14		Yes
CSR Family Shelter	21	**	
Crossroads Family Shelter	20		Yes
Families in Transition	30-40		Yes
Family House Shelter	30	Yes	
Harbor Me Shelter		Yes	
Hildebrand Family Self Help Center	8		Yes
Just-A-Start House	10	Yes	Yes
Lifehouse Shelter	10	Yes	Yes
Project HOPE	16		Yes
Second Step	5	Yes	Yes
Sojourner House	10	**	Yes
St. Ambrose Family Inn	26		Yes
Women's Lunch Place	12		Yes

* Information is accurate as of July 1, 1993.

** In Progress



New Playspace at Second Step Shelter in Newton. This Playspace was created by The Horizons Initiative in conjunction with Second Step residents. Many of the toys were donated by area families, including a large toy drive coordinated by the Lasell College Child Study Center.

Holiday Greetings from The Horizons Initiative

Send a holiday greeting to your friends and family and make a donation to a great cause at the same time. The Horizons Initiative Holiday Cards will be available for purchase in September.

This year's cards will of course reflect our new name, with the front cover sporting festive holiday colors. Inside, the cards will be blank for personalized notes, and information about The Horizons Initiative will be printed on the back.

Holiday card marketing efforts will be expanded by making them available at several Boston area retail stores—start looking for them in the Fall. We also hope to broaden the holiday card motif to include note cards for all occasions throughout the year.

Beat the holiday rush and order your cards early! Please contact us if you are interested in displaying cards at your place of business as well. Cards will be available at The Horizons Initiative office in September, call 252-4362.



December Toy Store Benefit; Add it to Your Shopping List

No Kidding!, a toy store in Brookline, frequently hosts "Friday Night Funds" at the store. All purchases between 6-9 p.m. on Friday nights throughout a particular month are totalled and the organization pre-chosen for the month receives a donation of five percent of the night's sales. Store owner Judy Cockerton has chosen The Horizons Initiative to be the December recipient of "Friday Night Funds"—just in time for the Christmas and Hanukkah holidays!

No Kidding! also hosts "Pass It On!", where kids can donate or give their old toys, books and games away to other less fortunate kids, who aren't able to buy new toys or don't have any of their own. The toys must be in good-to-new condition, and must have all of the appropriate parts or pieces.

Remember to join us at 19 Harvard Street in Brookline on December 3rd, 10th, 17th, 24th and 31st. Happy Holidays!

Here's How You Can Help Us Continue To Help Others

The Horizons Initiative is a non-profit, tax exempt organization which is funded entirely by charitable donations from individuals, corporations and foundations. We truly appreciate the generosity of all of those who give what they can to support our programs for homeless children.

Enclosed is my tax-deductible donation of \$ _____

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone Number: _____

Special occasion donations are a lasting way to celebrate a birthday or anniversary, to recognize a promotion or retirement, or to honor the memory of a friend or relative while providing essential funds for The Horizons Initiative.

My Gift is: ___ In honor of ___ In memory of

Name: _____

Occasion: _____

Please Send Acknowledgement to:

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

News of Note

An article featuring information about The Horizons Initiative's programs and services was published in both the July 13 issue of the Newton TAB and the July 20 issue of the Cambridge TAB.

The Boston Garden management has chosen The Horizons Initiative to be one of the beneficiaries of three annual events held at the Garden including: two open-house events: Play on Parquet and a Bruins skating event; and a WBCN concert, the Rock of Boston.

Domain Furniture will be hosting a holiday event to benefit The Horizons Initiative on November 21, in the Chestnut Hill Mall. An array of activities including charcoal portraits and caricatures by local artists, entertainment by a jazz band and some tasty treats will be provided. The theme will be the importance of "home."

Polaroid Corporation employees will be working with The Horizons Initiative in August to complete a series of staff training exercises. The Employee Owners Influence

Council, comprised of 30 employees, will be assisting with the construction of the new Sojourner House in Roxbury, as well as setting up a playspace area in the shelter run by The Children's Services of Roxbury. Steve Shapiro, president of American Learning Expeditions, Inc., organizes international travelers to stay in people's homes in the community, and has donated a portion of the fee to The Horizons Initiative. Thank you American Learning Expeditions!

On Wednesday, July 14, The Horizons Initiative hosted a Volunteer Appreciation Night by offering dinner and entertainment on the esplanade. Approximately 25 volunteers, the Horizons Initiative staff and shelter staff met at the lagoon on the esplanade for a delicious picnic meal and summer Pops! concert. A special thanks to everyone who attended the concert as well as those who were unable to make the event. AIDS 101, an educational evening about AIDS awareness, will be held on August 18 for our active volunteers.

Volunteer Recruitment

Next Volunteer Training will be offered on September 22 and 28 in the evenings. Call Pamela Mann or Elissa Shore for an application today!

Call today!
252-4362

Wish List

If anyone is interested in donating the following items, we would be most appreciative:

- one cube refrigerator
- one desktop laser printer
- two to four desk chairs on rollers

In-kind donations are also welcome. Many people have organized toy drives for our programs, and this is a great way to help. Please note that toys and books that are donated to us need to be in NEW condition.

Thanks For Your Support!

The Horizons Initiative is very grateful to all of the individuals who have made contributions during the past year. In addition, we have been very fortunate to receive gifts from the following list of corporations, foundations and organizations:

- | | |
|--------------------------|--------------------------|
| Arthur & Arthur | Merck Family Fund |
| Athenaeum Group | Merrill Corporation |
| Bright Horizons | Norwest Ventures |
| Children's Centers | Ocean Spray |
| Canadian Women's Club | Pilgrim Church |
| Cerdien | Polaroid Corporation |
| Charles Engelhard | Price Waterhouse |
| Foundation | St. Paul's of Boston |
| Environments | St. Peter's Church |
| First Parish of Lincoln | in Weston |
| Halls-Smith-Sysco | Testa, Hurwitz |
| Hand in Hand | and Thibeault |
| Hunt Family Foundation | W.B. Mason Company |
| Edward Hutton Foundation | Wellesley Congregational |
| Image Presentations | Church |
| George B.H. Macomber | Work/Family Connections |
| Company | |
| Massachusetts Financial | |
| Services | |

The Horizons Initiative

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Giving kids place to play

Horizons Fund helps homeless preschoolers



Pamela Mann and Sue Heilman, co-directors of The Horizons Fund for homeless children.

By Marge Hiatt Bernstein Special to the TAB

CAMBRIDGE—The small room in the basement of Lifehouse in Dorchester is active with toddlers inspecting toys. It may be the site of any child-care

program, where a warm friendly teacher helps children learn and have fun until it's time to go home.

But these 2-year-olds won't be going home when playtime is over. They are part of Boston's estimated 1,200 homeless children under age 18, and they live in a shelter — one room for each family, and a bathroom, kitchen, living room and play space for common use.

Their teachers are trained volunteers who

“They face a higher risk of failure in the future if they don't get support early. Homeless children, who have little or no stability, seldom develop any self-esteem or sense of trust in others.”

— Pamela Mann, executive director

have full-time jobs but have made a weekly commitment to the homeless children at Lifehouse to show them there are adults they can count on.

Creating a play space for young children in homeless shelters is one goal of the Cambridge-based non-profit organization the Horizons Fund, whose executive director is Newton resident Pamela Mann, a former Peace Corps volunteer in the Dominican Republic.

Half of Boston's homeless children are under age six, according to Mann. They are children of poverty, and since they're preschoolers, they don't receive any services. “They face a higher risk of failure in the future if they don't get support early,” says Mann.

HORIZONS

FROM PAGE 16

"Homeless children, who have little or no stability, seldom develop any self-esteem or sense of trust in others."

Through the efforts of Mann, co-director Sue Heilman and a board of 18 young business and professional executives, the Horizons Fund has established six furnished play spaces in homeless shelters — a seventh is underway — with involvement from the parents who live there. "We read the situation first and do just what residents of each individual shelter want," says Mann. "And we encourage them to create their

own rules for using the play spaces."

Benefit to kids and parents

Affiliated through mutual board members with Bright Horizons — a work site child-care program in which both Mann and Heilman have their own preschoolers — the non-profit Horizons Fund provides training for play space volunteers. More than 70 working professionals, business executives, college students and parents have attended training sessions and made a commitment of one session a week for at least six months to young homeless children from Dorchester to Somerville. The program is run in conjunction with the state Department of Education.

Mann says most volunteers want to give back something

to the community. Mary Cappadona, a volunteer at Dorchester's Lifehouse shelter for the past two years, is a budget analyst for the state Joint Labor and Management Committee. She likes playing, reading and doing arts and crafts activities with the toddlers, who often have been shunted from one place after another. And, says Cappadona, hugging 2-year-old Anita and her little brother, Julio. "it's a good change from doing Senate budgets today."

But it's not only the children who benefit from the Horizons Fund programs. Mann explains that the parents need to break out of the cycle of poverty but cannot leave the shelters without some type of training and a job. To accomplish this, they need some kind of child care. Often mothers — there are rarely single fathers in shelters — just need some time for themselves. Or teenage mothers with babies under age 2 may be working toward a high school diploma and are desperate for child care.

Probably the most ambitious objective of the Horizons Fund is literally on the drawing board now, Mann says. Thanks to an architect friend of the organization, plans are ready for a unique community children's center to open in 1994 in a wing of Dorchester's recently closed St. Margaret's Hospital. The center will provide daily child care for 45 homeless children ages 6 months to 6 years from Boston area shelters as well as comprehensive services for their parents. Only 12 programs that serve the same needs currently exist nationwide, says Mann.

An already formed advisory board for the center includes representatives from Children's Hospital, the state Department of Education, Boston Public Schools, Wheelock and Lesley colleges and other social service agencies.

The Horizons Fund already has pledged of a quarter of a million dollars for the community children's center, and the organization has applied for federal funding through the McKinney Act, which supports programs for the homeless.

A capital campaign is now underway, but, Mann says, "Until we have \$600,000 in our hands, we can't turn the shovel [to dig the new center]. And every month we're not open, we're wasting time." □

Parents' Paper

CHILD CARE FOR THE HOMELESS GETS A BOOST

FROM THE KILLING FIELDS OF CAMBODIA, the hungry belly of Ethiopia and the poverty pockets of the Dominican Republic came a vision for the homeless children of Boston: Recruit volunteers to help create an environment that's nurturing, stimulating and safe. Give them a play space they can call their own, while their mothers (or fathers, more rarely) try to get back on their feet.

It was a vision seen by Bright Horizons founders Linda Mason and Roger Brown after their return from relief work in Cambodia and Ethiopia. It was a vision implemented by Pamela Mann after her work with the Peace Corps in the Dominican Republic.

And it is a vision that has now, two years later, been rewarded with a seed grant of \$50,000 for a community child-care center. The money gives The Horizons Fund, a charitable affiliate of Bright Horizons, the opportunity to plan a unique center that would build on grassroots community support and reach out to homeless families and families at risk.

With components linked to health care and social services, "it would cater to all ages," says Mann. The Horizons Fund, which uses available shelter space for child care, now can start a capital fundraising campaign, Mann adds. She is looking for a building to renovate in



Volunteer teacher Karen Amodeo reads to LaClea Fields and Celia Duarte as Jamal Clayton looks on at the child care facility at the Lifehouse shelter in Dorchester.

The grant provides the opportunity to plan a child-care center that would build on community support and reach out to homeless families.

BY FAITH KUHN

Dorchester's Upham's Corner, an area that has no less than five homeless shelters. The center has already been endorsed by Rep. Nelson Merced, D-Dorchester, and Ed Grimes, director of Upham's Corner Health Center.

Mann, who is executive director of The Horizons Fund, which sponsors play spaces for 11 homeless shelters, has already assembled a program planning task force that represents such organizations as the Massachusetts Department of Education, Boston Children's Hospital, Wheelock and Lesley colleges, Project Weave (creating careers for the homeless), Massachusetts Coalition for the Homeless, the Education Development Center and Head Start.

Currently there are only a handful of child-care centers for the homeless nationwide, including one run by the Salvation Army at the Cambridge YMCA. Mann is trying to draw on "the best aspects of these other centers to create a model program to serve Boston."

Her pattern of getting the community involved in launching child-care projects

grows out of her development work in the Peace Corps. It has proven successful in recruiting, training and placing 60 volunteers in shelters from Dorchester to Somerville, and in creating shelter play spaces with residents' input.

"I look for involvement from the residents,"

**CHILD CARE FOR THE HOMELESS—
CONTINUED ON PAGE 39**

**CHILD CARE FOR HOMELESS—
CONTINUED FROM PAGE 19**

Mann says. "It's an integrative process with the residents and staff. We ask them what they'd like to see for their children."

In the basement of the Lifehouse shelter in Dorchester a poster, drawn by resident parents, hangs on the wall. It states, among other rules, that there shall be time out for misbehavior, and that equipment should be used with respect so that it lasts.

A few feet away, a little girl named Shemeka plays marble checkers with a volunteer. She's had to stay home from school today, while her mother is in college. But Shemeka is not sitting in front of the television, compiling an impossible wish list from toy advertisements. Instead, she has spent the morning drawing cartoons of herself and her caregiver, and playing strategic board games.

Encouraged, she begins talking about her hopes for the future. "I'm going to get a bed-

room suite." Then, her brow furrows as she remembers that her family is not expected to have an apartment until 10 months after coming to Lifehouse. "Maybe I can store it in my aunt's basement."

"I'll decorate it with Waldo," she says referring to a *Where's Waldo* book given to her by Judy Cohen, house placement coordinator. "Or maybe Barbie. Barbie on one wall, Waldo on the other." She picks up a small plastic sports car. "My Porsche," she announces.

Mann later notes that, "homeless children have the same dreams as other kids do."

When volunteers, like Karen Amodeo, can give these children the special attention they crave, they blossom. Amodeo is a graduate student in elementary education at Wheelock College, and drives from Natick two mornings a week to volunteer. She says that her usual charges are preschoolers. On her first day, she watched 10 children under age 6 by herself.

"It gives me experiences with children that

Mann is looking for a building to renovate in Upham's Corner, an area with no less than five homeless shelters.

"I wouldn't have otherwise," she says. "I was an accountant before I started the graduate program, so this is a great experience."

All this on a budget of \$50,000. Mann credits a generous response to her volunteer recruiting.

"The majority of our volunteers are professionals," she says. "Over 50 percent have had child-care or educational experience. Some

want to gain experience working with children, or get more educated about working with the homeless. All volunteer out of the goodness of their hearts. Many work other jobs full time or are students."

The hitch with using volunteers, is that turnover is high. Mann asks her two-day trainees to commit themselves to three months of service. She plans to start another training session in March. Her greatest manpower need "is to recruit more daytime volunteers."

"We especially need people in the mornings," says Amodeo, who often works that shift by herself.

Donations are also welcome and The Horizons Fund is now looking for volunteers to help throw an annual black tie benefit ball at the Prudential Skywalk in May. Call 617-577-8020 to find out how you can help.

Faith Kuhns is a free-lance writer and mother of two in Arlington.

Volunteers work to ease plight of homeless children

By Phyllis Coons
GLOBE STAFF

The 2-year-old from Haiti spent most of his time sitting listlessly in the corner at the homeless shelter. He had not responded to any of the volunteers' efforts to make friends. He hadn't even cried or fought back when other children pushed him off the stool he was sitting on.

But when a volunteer arrived with his guitar and cajoled a 4-year-old girl to sing a song in Creole, the boy suddenly stood up and began clapping his hands.

Most of the breakthroughs aren't as dramatic as the 12 shelters where people of all ages are starting to work in a new Preschool Volunteer Network. But day by day, volunteers are starting to make friends with the homeless children who do not have the security or the structure in their lives that homes and schools provide.

In a new venture started by the Horizons Fund, a Cambridge charitable organization, and the Massachusetts Department of Education, early childhood specialists have trained 35 volunteers to work with homeless children under age six in 12 shelters in the Boston area.

By helping children play, they become a friend to youngsters who have no homes and teach them that there are people they can count on.

Learning by playing with the same adults every day offers some hope and continuity to children who fear that nothing is going to last, say the social workers who run the shelters.

Volunteers pledge to stay on the job for at least six months. By taking care of children in shelters, they give the children's mothers, who have no homes, the feeling that there are people to turn to, people who will play the roles of neighbors and friends.

"Mothers call or come in crying and falling apart, desperate because they have been told that they have to get out of where they have been living," says Sister Jon Julie Sullivan, the child life advocate at Project Hope in Uphams Corner who runs the playroom.

"A shelter has failure written all over it," says Sister Jon, a former parochial school teacher. "Most mothers feel a tremendous sense of guilt to be there with their children, although they may be there because of events beyond their control such as fire, lost jobs, divorce, ill health, abusive treatment or a whole cycle of misfortunes."

At one shelter run by the Cambridge YWCA, business executive Michael Sinsheimer admits that he felt awkward when he started volunteering. One of the liveliest children,



GLOBE STAFF PHOTO / JONATHAN WIGGS

Volunteer Michael Sinsheimer watches over Jamellah Newton and her brother, Cajo, in a playroom at the Cambridge YWCA's homeless shelter.

Jamellah Newton, punished him by repeatedly snatching his glasses because she wanted him to pay more attention to her dancing. But by the time he left, Sinsheimer says that it was a great feeling when Jamellah's two little brothers, Cajo and Daisho, both tried to jump into his arms at the same time.

The 31-year-old volunteer has a son, Jacob, 2, and seven nieces and nephews, so he knows what it takes to keep toddlers feeling challenged. He also knows how lucky he is to have a challenging job himself, as vice president of a dental supply firm, and one that is flexible enough to allow him to share his time and energy with children who have lost their homes.

Meaningful help

A dozen preschoolers share their space with social worker Kate Dare-Williams and Sinsheimer.

"Homelessness is a big problem and I wanted to do what I could in terms of where my strengths are," says Sinsheimer. "For a while, I have taken and not given back as

much as I should.

"I have written checks for charity, but the Preschool Volunteer Network is an opportunity to deal consistently in a meaningful way with an ongoing problem and help kids that need attention and self-esteem," he said.

About 25 children under six spend their mornings in nursery school classes run by Michelle Olem, director of the Salvation Army's day care program for homeless children on Massachusetts Avenue in Cambridge. High school volunteers help to feed them hot lunches before they go back to the shelters where they live.

"We see people severely wounded by life who need support," says Olem. "The mothers come to a women's group to share their problems. Stress is a constant, and violence seems to be taken for granted."

Mothers picking up children include one from Barbados with a blind 2-year-old daughter, a grandmother from Haiti with a listless toddler, and a battered mother from Brazil with a daughter who had just

celebrated her second birthday at the Salvation Army center.

Need for housing

"There is no way that I can change the world these mothers are living in," said Olem. "All I can do is to take them where they are and show them some of the skills to navigate their way to a better life."

At Project Hope in Uphams Corner, where she works every morning, Amy Feinstein finds her volunteer job "one of the most rewarding things I've done," although she has been a camp counselor and has a paid job marketing books. A French and English major at the University of Massachusetts at Amherst, she says. "Project Hope is a wonderful place to work, but I agree with my boss, Sister Jon Julie, that there are better solutions than putting homeless people in shelters."

"Families need housing, not warehousing," says Sister Jon. "Kids love to play house. Sometimes when you get up close, you hear one telling others that someone is calling the

police and warning them 'You are going to get kicked out if you make too much noise.'"

The children are willing to skip breakfast to get into the playroom first, adds Sister Jon, yet they have learned to look out for younger kids. A 2-year-old knows enough to close the door right behind her so that babies won't crawl out of the play room.

If children are new and they feel overwhelmed, they make their own space by putting a blanket over a table and hiding under it.

"It often takes a year for a mother to find a place to live, says Sister Jon. "Even when she gets a Section 8, a housing subsidy, she still has to find a place that she can afford and wait for an inspector to check it out and then for the landlord to conform to regulations."

Sister Jon thanks Feinstein for helping her with the dozen children who live at the shelter. Another five or six come in for the day while their mothers are earning their high school equivalency diplomas.

"The mothers need your help as

Volunteers work to ease plight of homeless children

'All I can do is ... show them some of the skills to navigate their way to a better life.'

MICHELLE OLEM, *on the students' mothers*

much as the kids," she says. "They are exhausted enough to want to sleep for weeks after all they have been through."

Training efforts

Welfare pays about \$90 a day for each family living in a shelter, said Robert Wakefield, director of housing for the department. "We took care of nearly 3,000 families this year in the shelters run by welfare," Wakefield says, "but there are a lot more in shelters run by other agencies and charitable organizations. Lack of decent housing is a major problem. Volunteers helping at the local level make a tremendous difference, but the best shelter system is no substitute for decent housing."

At the Crossroads Shelter in East Boston where volunteer Margaret Carr, a public accountant, and social worker Tina Gaudette, take care of 25 children, Carr says, "the job could be intimidating, but Horizons gave us very sound training. They prepared us to help children learn and have fun while they are doing it."

"Older sisters help us with the infants," adds Gaudette. "People donate money to take the kids on field trips. A lot of the families are here because their families broke up and for economic reasons. Rents are too high in Boston even for people who are working."

Michelle Linnehan, former director of the office for education of homeless children at the state Department of Education, Horizons executive director Pamela Mann, and child psychologist and pediatrician Dr. Jean Ciborowski of Children's Hospital give training to volunteers at Horizons.

"To me the Preschool Volunteer Network is helping to create a stronger safety network around these homeless children," says Ciborowski. "I am impressed by the enthusiasm and commitment of these men and women to children who need competent adults in their lives. These children need to learn how to make choices, they need to have affection and to be listened to. These children have an incredible need for support."