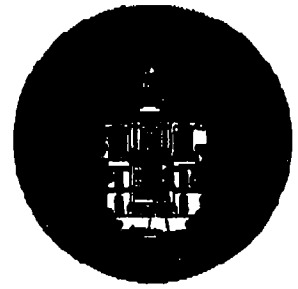


MERCED COUNTY

BOARD OF SUPERVISORS

2222 "M" STREET • MERCED, CALIFORNIA 95340 • TELEPHONE (209) 385-7366 • FAX NO. (209) 385-7375



GLORIA CORTEZ KEENE
First District
Merced

ANN KLINGER
Second District
Merced

MICHAEL BOGNA
Third District
Atwater

DEAN PETERSON
Fourth District
Hilmar

JERRY O'BANION
Fifth District
Fair Oaks

KENNETH L. RANDOL
County Clerk
Merced

February 5, 1993

Honorable Bill Clinton
President of the United States
The White House
Washington, D.C. 20500

Dear President Clinton:

Your long-standing commitment to improve the welfare system is commendable. I remember your leadership and consensus building on welfare reform in 1988 with the National Governor's Association, National Association of Counties, National League of Cities, and the U.S. Conference of Mayors as we met in Denver to draft a joint statement.

I strongly urge you to include county government leaders at the table as you assemble your welfare reform team. As you know, county governments across the U.S. provide a share of costs for Aid to Families for Dependent Children and other welfare programs. A truly equitable, representative, and informed team will require county participation.

Merced County has received a number of waivers and completed pilots that demonstrate change can save taxpayers millions of dollars while providing better service to those in need. In particular, the 100 Hour Rule enacted in President Reagan's first term has cost rather than saved money and prevented individuals from becoming self sufficient. An Independent evaluation of this study which included a control group has certified our results.

As a past president of the National Association of Counties with a strong interest and experience in welfare reform, I would be willing to assist in any way possible. Our Welfare Director, John Cullen, is a past president of both the National and State Welfare Directors Association. He can offer excellent staff support. Thirty-two percent of Merced County residents are on welfare, medicaid, or food stamps. Reform is crucial to our future here.

AN AFFIRMATIVE ACTION / EQUAL OPPORTUNITY EMPLOYER

Honorable Bill Clinton
February 5, 1993
Page 2

Please let me know if there is anything I can ever do to assist as you strive for positive change in this country.

Sincerely,



Ann Klinger,
Merced County Board of Supervisors

Attachment

- c Regina Montoya, Assistant to the President for Intergovernmental Affairs
- Carol Rasco, Assistant to the President for Domestic Services
- Donna Shalala, Secretary, Dept. of Health and Human Services
- Larry Naake, Executive Director, National Association of Counties

MARK ANDREW
CLERKPHONE 612/348-3080
FAX 612/348-8701
TDD 612/348-7708

BOARD OF HENNEPIN COUNTY COMMISSIONERS

A-2400 GOVERNMENT CENTER
MINNEAPOLIS, MINNESOTA 55467-0240Bruce
Reid →

February 10, 1993

The Honorable Bill Clinton
President of the United States
The White House
Washington, D.C. 20500

Post-It™ brand fax transmittal memo 7671		# of pages 2
To	CAROL TASCO	
Co.	Asst. To Pres.	
Dept.	DOMESTIC POLICY	
Fax #	(202) 456-2878	
From	MARK ANDREW	
Co.	HENNEPIN CO.	
Phone #	(612) 348-3080	
Fax #	(612) 348-8701	

Dear President Clinton:

On behalf of the Board of Commissioners of Hennepin County, I want to commend you on your commitment to improving the welfare system. The general direction you have laid out--namely, that welfare is not a way of life, but a temporary means of assistance until employment is achieved--is one of which we can be quite supportive. Because of the important role which county government plays in administering the welfare system, we respectfully ask that you include representatives from counties as part of your reform team.

In Hennepin County we have good reason for concern: we are anticipating an increase in 1993 in our AFDC caseload of 11.3% over our 1992 budget. This means that for any given time period in 1993, total AFDC caseload will average 21,108, up from 18,959 in 1992.

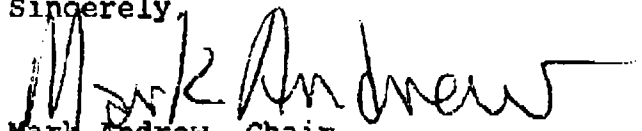
However, we also have cause for optimism in Hennepin County: we have been operating the STRIDE program (Minnesota's JOBS program) since 1988, and recent data indicates that nearly 30% of the terminations from the voluntary program were due to the client becoming employed. We have further reason for optimism: Hennepin is one of 7 counties in Minnesota which will be test sites for the Minnesota Family Investment Program, a welfare reform program that combines AFDC, Food Stamps, and family General Assistance (a state program) into a single program, supports 2-parent families, and makes it more profitable to work than to be on welfare.

We are excited about the prospects of federal welfare reform under your leadership, and we think we have good practical field experience to offer as you develop your proposals. One of my fellow commissioners and I served on the Governor's Blue Ribbon Welfare Reform Commission; many of the recommendations which came from that Commission were reflected in both STRIDE and other Family Support Act proposals.

Hon. Bill Clinton
Page 2
February 10, 1993

We in Hennepin County would be honored to offer whatever assistance we can as you undertake your goal of "ending welfare as we know it." I, as Chair of the Hennepin County Board, or Kevin Kenney, Administrator of the Bureau of Social Services, stand ready to assist in any way we can.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mark Andrew", with a long horizontal flourish extending to the right.

Mark Andrew, Chair
Hennepin County Board of Commissioners

cc: Regina Montoya, Asst. to the President, Intergovernmental Affairs
Carol Rasco, Assistant to the President for Domestic Policy
Donna Shalala, Secretary, Dept. of Health and Human Services
Larry Naake, Executive Director, National Association of Counties

Post-It® brand fax transmittal memo 7871 # of pages > 2	
To CAAOL RASCO	From MARY CARNILIA
Co.	MECKLENBURG CO.
Dept.	Phone # 704/336-2472
Fax # 202/456-2272	Fax # 704/336-5887



Price

Mecklenburg County

Board of County Commissioners
Charlotte, North Carolina 28202
Telephone 704-336-2472

M. PARKS HELMS
CHAIRMAN

February 10, 1993

President Bill Clinton
The White House
Washington, D.C. 20500

Dear President Clinton:

I applaud your commitment, early on in your new administration, to improving our nation's welfare system. As you begin to assemble your welfare reform team, we, the leaders of county government, strongly urge you to include us at the table. County governments across the United States provide considerable amounts of local funding for Aid to Families with Dependent Children and other welfare programs. We do not believe that you can have an equitable, representative, and informed team without our participation.

Local governments have implemented a variety of innovations and have a wealth of experience which needs to be brought to the table. In Mecklenburg County, for example, housing assistance for JOBS clients has been tied to successful participation in education and training through the Bootstrap Program. Also, through our Gateway Program with the Charlotte Housing Authority, rents are frozen and benefits maintained while participants go to school. Further, we are now cross-training workers to determine eligibility in multiple programs so that clients can spend less time in our waiting room.

For the past three years, we have been actively involved in pursuing a pilot project with two neighboring counties that will reduce verification

President Bill Clinton
Page 2
February 10, 1993

requirements, provide for random audits, and enhance client dignity. Our county has so much to share. Please invite us so that critical decisions will be made with the broadest base of information.

Finally, we urge you to invite welfare recipients to come to the table as well. Meaningful reform must reflect their input.

Sincerely,



Parks Helms
Chairman

2-1.25



EDDY B. TANAKA
DIRECTOR

**COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12660 CROSSROADS PARKWAY SOUTH, CITY OF INDUSTRY, CALIFORNIA 91748
TELEPHONE: (310) 908-8400

Bruce Reed →

February 9, 1993

The Honorable William J. Clinton
President of the United States
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear President Clinton:

I wish to commend you on your commitment to improving the welfare system. As you begin to assemble your welfare reform team, we, the leaders of county government nationwide, strongly urge you to include us at the table. County governments across the United States provide considerable amounts of locally generated funds for Aid to Families with Dependent Children and other welfare programs. As such, we do not believe that you can have a truly equitable, representative and informed reform team without our participation.

Los Angeles County Department of Public Social Services (DPSS) is unique in many ways among county-operated welfare departments in the United States. DPSS is the second largest county-operated welfare department in the country. We have a workforce of approximately 8500 persons and an annual budget of \$3.1 billion. We serve over 1.6 million persons on the various welfare programs we administer. Los Angeles County has a population of 9.0 million residents, a larger population than 42 states. The County encompasses 88 cities and serves one of the most ethnically and culturally diverse populations in the nation.

2-10-93

Post-It™ brand fax transmittal memo 7671 # of pages *2*

To <i>Carol Rasco</i>	From <i>Eddy Tanaka</i>
Co. <i>Asst to the President</i>	Co. <i>L.A. Co. DPSS</i>
Dept. <i>In Domestic Policy</i>	Phone <i>(310) 908-8600</i>
Fax <i>(202) 456-2878</i>	Fax <i>(310) 908-0459</i>

circuits busy

-2-

Thank you very much for your time and consideration of the county government's request. If my Department can be of any assistance to your welfare reform team, please do not hesitate to have the team's staff contact me.

Very truly yours,



EDDY S. TANAKA, DIRECTOR

EST:mo

cc: Regina Montoya
Assistant to the President for
Intergovernmental Affairs

Carol Rasco
Assistant to the President for
Domestic Policy

Donna Shalala
Secretary, Department of
Health and Human Services

Larry Naake
Executive Director, National
Association of Counties



NORTH CAROLINA ASSOCIATION OF COUNTY COMMISSIONERS

ALBERT COATES LOCAL GOVERNMENT CENTER • 215 NORTH DAWSON STREET • P.O. BOX 1488
RALEIGH, NORTH CAROLINA 27602-1488 • TELEPHONE 919/832-2893 • FAX 919/733-1065

Bruce R. →

February 5, 1993

Post-It™ brand fax transmittal memo 7671		# of pages: <i>2</i>
To: <i>Carol Raseo</i>	From: <i>Tim Glass</i>	
Co.:	Co. <i>NCACC</i>	
Dept.:	Phone #	
Fax #	Fax #	

The Honorable Bill Clinton
President of the United States
The White House
Washington, D. C. 20500

Dear President Clinton:

On behalf of the North Carolina Association of County Commissioners, I would like to commend you for your commitment to improving the welfare system of this nation through a process of welfare reform. As you assemble your team to focus on this important issue, I would like to impress upon you the need to invite county governments to the table.

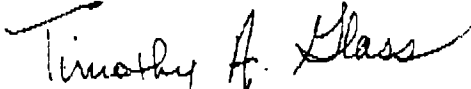
County governments in North Carolina provide the total non-federal share of the cost of administering the programs of public assistance and social services. These costs have become extremely burdensome over the past several years. North Carolina has made tremendous strides in streamlining our programs, but we have gone as far as our state authority extends; we must now rely on action at the federal level to ensure that uniform definitions, income standards, regulations, and other eligibility criteria are enacted.

North Carolina's Medical Assistance caseloads have risen at a rate of 20% per year for the past five years. Aid to Families with Dependent Children caseloads are rising at more than 8% per year. Failure to effectively and efficiently coordinate these programs costs a tremendous amount of money to the taxpayers; those who need the services suffer an even greater loss. We urge you to bring all the appropriate parties, including county governments, into the

Page 2
Clinton

discussions by appointing a representative of county government to your welfare reform team.

Sincerely,


Timothy A. Glass
President

cc: Regina Montoya, Assistant to the President for
Intergovernmental Affairs;

Carol Rasco, Assistant to the President for
Domestic Policy

Donna Shalala, Secretary, U. S. Department of
Health and Human Services

Larry Naake, Executive Director, National Association
of Counties

NATIONAL ASSOCIATION of COUNTIES

440 First St. NW, Washington, DC 20001
202/393-6226

February 9, 1993

The Honorable William J. Clinton
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear President Clinton,

The National Association of County Human Services Administrators (NACHSA), an affiliate of the National Association of Counties (NACo), commends your commitment to restructure our country's welfare system. Since we are the staff who administer the welfare and social services programs, we not only understand the need for welfare reform, we wholeheartedly endorse it. We offer our assistance to help you achieve the goal of welfare restructuring.

We recognize that our current social systems are not meeting the problems of poverty, unemployment and health care in the United States. The piecemeal responses to specific problems have resulted in a patchwork of uncoordinated programs which are ineffective and costly. In our County Platform, we recommend long and short range strategies. The long range strategy we propose would create separate programs that provide:

1. A Work Security Program for Employable Persons - which includes education, life skills and job training, and necessary support services such as child care, etc. to make continued employment feasible; and
2. Income Security for Persons Unable to Work - with a unified application and benefit program that simplifies the support payments. The current systems require several applications, with different eligibility standards and benefits for each program.

To achieve substantive change, we believe that a concentrated effort must be made to simplify and improve systems, especially for food stamps, AFDC, Supplemental Security Income and Medicaid programs. Convening the secretaries of the federal agencies affecting welfare, the appropriate congressional committee chairpersons, state and county elected and appointed officials who administer the programs, and other interested

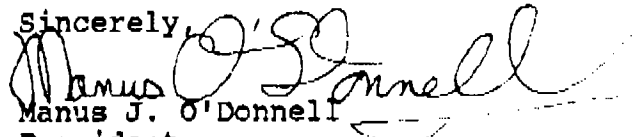
parties, will allow for a comprehensive review of regulatory and legislative changes we need to improve services.

The Human Services Administrators from NACo are where "the rubber meets the road" for delivering welfare programs. We do the eligibility determinations; we see the clients, their problems and the possible solutions. We see the mountains of paperwork and the overlaps and gaps in programs. We also have seen the successful and failed attempts to improve the delivery systems. In essence, we have seen what is and what can be. We are the closet to the people in need and the services that can help them.

We are excited at the prospect of welfare reform. It is a challenge, not only to your administration, but to us all. This new, bold direction will require that we all become invested in the solutions. The Human Service Administrations offer our assistance and urge you to include us on your Welfare Reform Task Force.

On our behalf, and for our nation's benefit, we wish you well.

Sincerely,


Manus J. O'Donnell
President
NACHSA

cc: Carol Rasco
Reginia Montoya
Donna Shalala

Post-it brand

Fax Transmittal Memo 7872

To	Carol Rasco	No. of Pages	1	Trans Date	2/9/93	Time	
Company	Assistant to the President	From	Thomas J. D'Alessio	Company	Essex County Executive		
Location	for Domestic Policy	Location	New Jersey	Dept. Charge			
Fax #	202-456-2828	Fax #	201-621-6650	Telephone #			
Comments		Original	☐ Casualty	☐ Return	☐ Call for pickup		



THOMAS J. D'ALESSIO

February 8, 1993

Bruce →

The Honorable Bill Clinton
President of the United States
The White House
Washington, DC 20500

Dear President Clinton:

I wish to commend you on your commitment to improving the welfare system. As you begin to assemble your welfare reform team, we, the leaders of county government nationwide, strongly urge you to include us at the table. County governments across the U.S. provide considerable amounts of locally generated funds for Aid to Families with Dependent Children and other welfare programs. As such, we do not believe that you can have a truly equitable, representative and informed reform team without our participation.

Essex County has the largest caseload of AFDC recipients in New Jersey, i.e., 31,000 cases, and administers one of the largest county welfare systems in America. We have experienced three welfare reform initiatives during the past five years and we are in a position to offer advice about what seems to work and what does not. For your information, we oversee \$500 million in financial assistance to our clients through a workforce of 950 employees.

I should also note that we spent considerable effort last year developing a major 'Welfare Re-organization Plan' for our Division of Welfare outlining a number of managerial initiatives we intend to pursue. Our intent is to make our services more efficient and effective and we are confident that our Plan will achieve those objectives. It is significant that our Plan focuses on streamlining services and modernizing procedures - items which have not been considered by welfare reform efforts, to date.

I am hopeful that Essex County is included in the planning of this welfare reform initiative. Thank you.

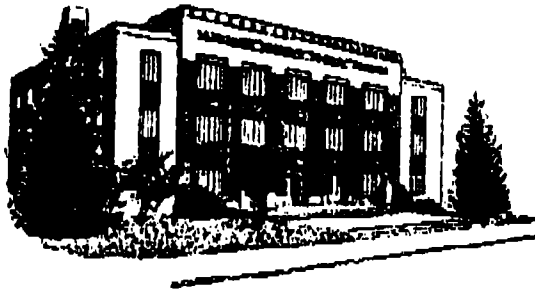
Carol Rasco, your friend
Donna Shalala

Sincerely,
Thomas J. D'Alessio
Essex County Executive

2845f/m

cc: Regina Montoya, Assistant to the President for
Intergovernmental Affairs

Carol Rasco, Assistant to the President for Domestic Policy
Donna Shalala, Secretary, Department of Health and Human Services
Larry Naake, Executive Director, National Association of Counties



Bruce Reed →

GALLATIN COUNTY WELFARE DEPARTMENT

Room 300 Gallatin County Courthouse
Bozeman, Montana 59715
Phone: (406) 585-1420

February 17, 1993

Hon. Bill Clinton
President of the United States
The White House
Washington, DC 20500

Post-It™ brand fax transmittal memo 7671		# of pages > 1
To CAROL RASCO	From JOAN DAVIES	
On ASSIST - DOMESTIC POLICY	Co. GALLATIN COUNTY	
Dept.	Phone #	
Fax # 202-456-2878	Fax # 406-585-1403	

Dear President Clinton:

I wish to commend you on your commitment to improving the welfare system. As you begin to assemble your welfare reform team, we, the leaders of county government nationwide, strongly urge you to include us at the table. County governments across the U.S. provide considerable amounts of locally generated funds for Aid to Families with Dependent Children and other welfare programs. As such, we do not believe that you can have a truly equitable, representative and informed reform team without our participation.

In Fiscal Year 1992, the State of Montana spent \$45,058,302 on AFDC payments. Gallatin County spent \$1,205,521, with the county's share amounting to \$60,309.

The average AFDC caseload in Gallatin County is 299. We are mandated to serve 76 people in the local JOBS Program. Gallatin County was recently cited in the United States Department of Labor Employment & Training Administration 1992 publication. We were cited in the Review of Best Practices in 12 cities for the coordination of housing and job training services. Career Transitions, the county's displaced homemaker center, is the lead JOBS agency and the District IX Human Resources Development Council is the lead agency on Housing. This national recognition is an excellent example of local coordination of agencies working together towards a common goal.

Sincerely,

Joan Davies

Joan Davies
Gallatin County Welfare Director

cc: Regina Montoya, Assistant to the President for
Intergovernmental Affairs
Carol Rasco, Assistant to the President for Domestic Policy
Donna Shalala, Secretary, Dept. of Health and Human Services
Larry Naake, Executive Director, National Association of
Counties



GALLATIN COUNTY

311 West Main, Rm. 301 • Bozeman, MT 59715

February 16, 1993

County Commission

Dave Pruitt
Deb Berglund
Jane Jelinski

Phone (406) 585-1400
Fax (406) 585-1403

Honorable Bill Clinton
President of the United States
The White House
Washington, DC 20500

Bruce Reed →

Dear President Clinton:

We wish to commend you on your commitment to improving the welfare system. As you begin to assemble your welfare reform team, we, the leaders of county government nationwide, strongly urge you to include us at the table. County governments across the U.S. provide considerable amounts of locally generated funds for Aid to Families with Dependent Children and other welfare programs. As such, we do not believe that you can have a truly equitable, representative and informed reform team without our participation.

In Fiscal Year 1992, the State of Montana spent \$45,058,302.00 on AFDC payments. Gallatin County spent \$1,208,521.00, with the County's share amounting to \$60,309.00. The average AFDC caseload in Gallatin County is 299. We are mandated to serve 76 people in the local JOBS Program. Gallatin County was recently cited in the United States Department of Labor Employment & Training Administration 1992 publication. We are cited in the Review of Best Practices in 12 cities for the coordination of housing and job training services. Career Transitions, the County's displaced homemaker center, is the lead JOBS agency and the District IX Human Resources Development Council is the lead agency on housing. This national recognition is an excellent example of local coordination of agencies working together towards a common goal.

Sincerely,

GALLATIN COUNTY COMMISSION

A.D. Pruitt
A.D. Pruitt, Chairman

Deb Berglund
Deb Berglund, Member

Jane Jelinski
Jane Jelinski, Member

Post-It™ brand fax transmittal memo 7671		# of pages • 1
To <i>Carol Rasco</i>	From <i>Gallatin County</i>	
Co.	Commissioners	
Dept.	Phone <i>1-406-585-1400</i>	
Fax # <i>1-202-456-2878</i>	Fax # <i>1-406-585-1403</i>	

D:\WP51\LEGISLAT.JJ

cc: Regina Montoya, Assistant to the President for Intergovernmental Affairs;

Carol Rasco, Assistant to the President for Domestic Policy;
Donna Shelala, Secretary, Dept. of Health and Human Services;
Larry Naake, Executive Director, National Association of Counties



MONTGOMERY COUNTY

MONTGOMERY COUNTY ADMINISTRATION BUILDING
431 WEST THIRD STREET
DAYTON, OHIO 45422-1110

COUNTY COMMISSIONERS
Charles J. Carran
Don Lucas
Donna B. Moon

COUNTY ADMINISTRATOR
Donald A. Vannillon

February 8, 1993

The President
The White House
Washington, D.C. 20500

Dear Mr. President,

We would like to commend your commitment to welfare reform. As you assemble your team to address this area, we urge you to include leaders of county government in this project. Montgomery County, like many counties across the nation, spends a considerable amount of local tax dollars on Aid to Families with Dependent Children in addition to other welfare programs. Consequently, we believe that the participation of county government is imperative to form an equitable and representative reform team.

A great portion of Montgomery County's budget and personnel are spent in addressing the operation of federally mandated welfare programs. Mr. Stephen Rice serves Montgomery County as the Director of Human Services and administers the federal Aid to Families with Dependent Children program. Our local program employs over 650 people and distributes over 300 million dollars annually. County governments should be represented on your welfare reform team.

We are ready to assist you in your efforts to reform the welfare system. We offer the services of Mr. Rice for his insight into our welfare programs. He is acutely aware of the local administration of the welfare programs and is actively involved on a national level as the Secretary of the National Association of County Human Service Administrators. Mr. Rice can be contacted through the address and phone number listed below:

Mr. Stephen A. Rice
Director of Human Services
14 West Fourth St.
Dayton, OH 45422
Tel. 513-225-4762 FAX 513-225-5087

AN EQUAL OPPORTUNITY EMPLOYER

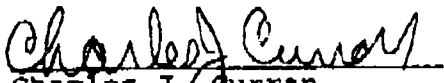
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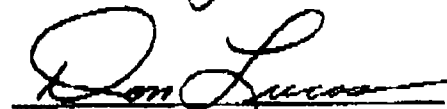
PAGE 2
February 8, 1993
The President
Board Appointments

Again we applaud your plan to reform the welfare system and wish your success in this endeavor.

Very Respectfully Yours,

BOARD OF COUNTY COMMISSIONERS
Montgomery County, Ohio


Charles J. Curran


Don Lucas


Donna B. Moon, President

BCC/ce

cc: Regina Montoya, Assistant to the President for
Intergovernmental Affairs;

Carol Rasco, Assistant to the President for Domestic
Policy;

Donna Shalala, Secretary, Dept. of Health and Human
Services;

Larry Naake, Executive Director, National Association
of Counties;

Don Vermillion, Montgomery County Administrator

Stephen A. Rice, Director, Montgomery County Human
Services