GOVERNORS

DEMOCRATS

Folsom (AL) - Keith

Tucker (AR) talk to Carol

Romer (CO) * Keith

Carper (DE) -

Chiles (FL) - John

Miller (GA) Keith

Waihee (HI) - Keith

Andrus (ID) - Keith

Bayh (IN) * Keith

Finney (KS) - Jeremy

Jones (KY) * John

Edwards (LA) - Keith

Schaefer (MD) - Kathi

Carnahan (MO) * Kathi

Nelson (NE) - JOHN

Miller (NV) - Kathi

King (NM) - John

Cuomo (NY) - JEREMY

Hunt (NC) * John

Walters (OK) - Kathi

Roberts (OR) * John

Casey (PA) - Kathi

Sundlun (RI) - Jeremy (Scott Wolf)

McWherter (TN) - John

Richards (TX) - Kathi

Dean (VT) * Kathi

Lowry (WA) Keith

Caperton (WV) * John

Sullivan (WY) - ~~Kathi~~ Jeremy

REPUBLICANS

Engler (MI) Kathi

Weicker (CT) John

Schaefer (ND) John

Miller (SD) [redacted] Keith

McKernan (ME) Kathi

Branstad (IA) Kathi

CAMPBELL (SC) Kathi

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

JOHN ENGLER
GOVERNOR

FOR IMMEDIATE RELEASE
June 15, 1994

CONTACT: Chuck Pellar
(517) 373-7394

Governor Engler Comments on Clinton Welfare Plan

Michigan Governor John Engler today commented on President Clinton's welfare reform proposal.

"We support the principles embodied in this proposal because it builds on the lessons learned through the welfare initiatives of the individual states. Many of the concepts are similar to what we have been doing in Michigan for almost two years under To Strengthen Michigan Families: welfare should be a temporary transition to self-sufficiency; emphasis should be placed on the need for education and training leading to employment; more emphasis is needed in the area of child-support enforcement; and programs to encourage family stability should be expanded.

"Our reforms in Michigan are based on the value of work, strong families, and personal responsibility. Instead of increasing grants, we're increasing opportunities to earn money and become independent. Instead of paying people not to work, we're getting them to go to work."

"In Michigan, we are defining success by the number of people who are positively engaged in constructive activities and by how many get off the welfare rolls and onto payrolls. Success must be measured one worker, one parent, one family at a time -- as they find jobs, grow stronger, and reach independence."

"Flexibility allowing states to design their own programs is essential. This issue has been included in the discussions between the Clinton Administration and

(MORE)

Governor Engler Comments on Clinton Welfare Plan
Page 2

the National Governors' Association, i.e., that the states must be allowed to complete already approved demonstration projects, and the states must be allowed to develop programs and services which address the unique characteristics of the population and economic conditions in each state. In this vein I support President Clintons commitment to approve waivers for the states.

"Many of the issues addressed by President Clinton's proposal are ongoing initiatives in Michigan. We have made several policy changes which 'Make Work Pay' and recipients have responded. The number of welfare recipients working in Michigan has increased from 15.7 percent (33,500) of the caseload in September 1992 to 24.3 percent (52,100) in May 1994. The national average is about 8 percent.

"In contrast to the national statistics, the AFDC caseload in Michigan decreased by almost 7,000 families in the past year (232,795 in April 1993 to 226,138 in April 1994).

"Michigan's commitment to the Social Contract is also paying dividends. DSS figures show that over 72 percent of those expected to participate are actively involved in employment, education, training, or community services.

"I have had the privilege of working closely with the administration in the development of this plan in my role as the Co-chair of the National Governors' Association Welfare Reform Leadership Team. I look forward to working with the Administration and Congress to enact welfare reform which reflects the NGA's principles and addressed our concerns."

-30-

STATE OF WASHINGTON

DEPARTMENT OF SOCIAL AND HEALTH SERVICES

STATE OF WASHINGTON response on welfare refor—

June 3, 1994

Mr. Keith Mason
Deputy Assistant to the President
Intergovernmental Affairs
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20503

Dear Mr. Mason:

I appreciate the opportunity to be involved in the important work of finding new ways to address welfare reform. One area of eligibility which has come up repeatedly is the need to eliminate the "100 hour rule" which denies assistance when the primary wage earner works more than 100 hours in a month. This creates a disincentive to seek employment.

In its last legislative session, the Washington State Legislature passed House Bill 2798, one element of which is a requirement to change the state plan to eliminate the 100 hour rule. It discriminates against needy children in two-parent households, contributes to the break-up of families already experiencing stress, and causes long-term, welfare dependency. The rule also leads to increased payment errors, adding administrative costs related to overpayment and Quality Control.

The standard method for a state to eliminate the 100 hour rule is to seek a waiver as a demonstration project under Section 1115 (a) or (d) of the Social Security Act. Last year, as part of this state's 1993 efforts toward welfare reform, we requested a waiver to the 100 hour rule from DHHS. While we have not yet received a formal response, the informal response has advised us that our request is unacceptable because it may not be cost neutral and, as a statewide measure, it does not meet the accepted research design model.

We do not believe that an 1115 waiver is appropriate.

- The 100 hour rule is not part of the Social Security Act. It is within the Secretary's discretion to allow a different definition of deprivation due to unemployment without a waiver to the Social Security Act.

- There are sufficient studies of the impact of the 100 hour rule elimination in progress now. Requiring a strict research methodology in this instance will not add to the body of knowledge already amassed.

- It is contrary to current Administration proposals which would allow states the option of applying the rule.

- Our state legislature has required statewide implementation. The random assignment required by a strict research methodology would deny assistance to otherwise eligible applicants in order to create a "control" group; therefore, we would not be able to implement the proposal.

Children are being denied assistance every day, even though their parents are making every effort to make the family self-sufficient. Our legislature has made the commitment to fund the state's share of the costs of providing help to these families, and we are anxious to provide it.

We would appreciate anything you can do to encourage DHHS to consider our request in advance of action the President might take on welfare reform. Thank you for your assistance.

Sincerely,

Jerry W. Friedman

JERRY W. FRIEDMAN
Assistant Secretary
Economic Services

cc: Jean Soliz
DHHS Region X

state of Delaware response on welfare reform

STATE OF DELAWARE
OFFICE OF THE GOVERNOR

NEWS

THOMAS R. CARPER
GOVERNOR
LEGISLATIVE HALL
DOVER, DELAWARE 19901
(302) 739-4101
(302) 739-3210

FOR IMMEDIATE RELEASE
Tuesday, June 14, 1994

FOR FURTHER INFORMATION
CONTACT: Sheri L. Woodruff
(302) 739-4101 Dover
(302) 378-7800 Home
(302) 575-6800 Pager

GOVERNOR CARPER ISSUES STATEMENT PRAISING CLINTON ADMINISTRATION'S WELFARE REFORM PACKAGE

(Dover, Del.) -- Governor Thomas R. Carper today announced his strong support for the broad principles embodied in President Clinton's welfare reform package, expected to be unveiled later today in Kansas City, Missouri.

According to Carper, "I strongly support the principles incorporated in President Clinton's welfare reform package and am pleased to see that it closely mirrors policies we seek to implement here in Delaware. The people of Delaware and this country will be well-served by the Administration's proposed plan, in light of its emphasis on: encouraging individual responsibility by requiring clients to enter into mutually agreed-upon contracts that outline goals and expectations; expanding client participation in Job Opportunities and Basic Skills programs such as Delaware's nationally-acclaimed "First Step" initiative; and emphasizing 'work over welfare.' Just as important, the Clinton Administration plan provides additional funding and incentives to support the transition from welfare to work, including increased child care and added tools for states to improve child support collection."

-- more --

Carper continued, "President Clinton should be commended for his leadership and creativity in developing a reform plan that provides Americans with the opportunity to improve their lives and achieve self-sufficiency. Because the Administration consulted closely with governors and their program directors in developing this proposed package, the recognition that there is no 'one-size-fits-all' solution to this challenge will serve states well by allowing them to craft programs based upon the specific needs of their residents. This flexibility, illustrated by the President's inclusion of several state options within his plan, allows states more latitude than has previously been the case to solve their own problems and to address their particular challenges head-on."

Governor Carper is the Democratic co-chair of the National Governors' Association (NGA) Welfare Reform Leadership Team. The 12-member working group explores welfare reform policy and programming from around the country and is working to build bipartisan consensus around a national plan on behalf of the NGA.

-- 30 --

GOVPRESS 685

STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

MARIO M. CUOMO
GOVERNOR

June 14, 1994

Mr. President:

I commend you for making welfare reform one of your Administration's top priorities and for tackling this complex and critical issue. Many of the themes and principles embodied in your proposal are consistent with New York's own welfare reform initiatives, and I support your efforts to promote the value of work, responsibility and self-sufficiency. I share your aim to make public assistance transitional, with its primary focus on jobs.

The program that you have outlined is certainly a laudable proposal for achieving our shared goals. Although there are certain fiscal and program issues of concern to New York, we plan to work with members of your Administration and the Congress to resolve them.

I look forward to working with you to address these matters and to meet the goal of reforming the welfare system.

Respectfully,

Mario M Cuomo

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

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

JOHN ENGLER
GOVERNOR

June 14, 1994

The Honorable Thomas F. McLarty
Chief of Staff
The White House
Washington, D.C. 20500

Dear Mr. McLarty,

In preparation for our conversation on welfare reform, I am sending to you issues regarding Michigan's welfare reform waiver package. My waiver request package, "To Strengthen Michigan Families," is currently under consideration at the Department of Health and Human Services and the Department of Agriculture.

In general, I am seeking approval of the entire waiver package by July 7, consistent with President Clinton's Executive Order committing the federal government to review waiver requests within 120 days.

More specific issues that are a part of my waiver request that need resolution are:

1. Allow Michigan to advance the Earned Income Tax Credit to working welfare recipients.

2. Allow diversion of Aid to Families with Dependent Children (AFDC) grants to employers who hire AFDC recipients for established positions.

3. Cash out Food Stamps statewide to working public assistance recipients.

4. Internal Revenue Service (IRS) enforcement of interstate child support cases.

5. Allow federal funding of visitation and custody services in child support cases.

6. Allow Michigan to exempt no one from the JOBS program.

7. Approve the requested Medicaid waivers as part of the overall waiver package.

I look forward to speaking with you.

Sincerely,

John Engler

John Engler

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
STATE HOUSE • BOSTON 02133
(617) 727-3600

WILLIAM F. WELD
GOVERNOR

ARGEO PAUL CELLUCCI
LIEUTENANT-GOVERNOR

May 6, 1994

The Honorable Thomas R. Carper
Governor
820 French Street
Wilmington, Delaware 19801

Dear Tom:

As a follow-up to our recent conversation concerning welfare reform, I would like to share with you my thoughts about President Clinton's proposal and the one we put together here in Massachusetts. The President deserves credit for placing the issue of welfare reform near the top of the national agenda. He has focused attention on the need to pursue fundamental changes in the current system, and has been very supportive of state initiatives to experiment with new programs and different approaches. In fact, when I met last week with U.S. Health and Human Services Secretary Donna Shalala to discuss our proposal, she was quite open about the fact that the Administration has supported state-based proposals it would not have advanced on its own.

However, the President's own welfare reform proposal appears to be an attempt to tinker with a broken structure. This is probably unworkable. Over time, the current structure, with its emphasis on cash benefits, voluntary participation, and training and education, has only made the situation worse. It must be completely re-tooled, and not simply modified.

Our proposal does that. It eliminates much of the current AFDC system for able-bodied AFDC recipients, and replaces it with day care, health care and child support - the supports single mothers tell us they need to join the workforce. It starts with a fundamental assumption - everyone who can work should.

Some of the particular differences between the President's approach and our own include the following:

-- The President's plan emphasizes job training before employment - this is a mistake. The track record on training programs is mixed at best, and most people believe work is the best form of training. In addition, most Americans pursue training and continuing education as a supplement to work, not as a substitute. Welfare recipients should be treated the same way.

-- The Clinton plan carries a two-year time limit, but the impact of the time limit is diluted by a phase-in. Only 40 percent of AFDC recipients would be in the program by 1999. Why two years? Why a phase in? If work is good, and if working today leads to new opportunities tomorrow, why put off the process for many recipients until the turn of the century? Our program assumes private sector work within sixty days of entering the system for all able-bodied participants. We offer child care and health care, as well as all child support payments, to support this initiative.

Many recipients would also continue to receive Food Stamps, WIC, housing assistance, and other support services, as well as the Earned Income Tax Credit. Recipients who cannot find employment would be required to participate in community service programs in exchange for the state, in effect, subsidizing the minimum wage.

-- The President seems to assume that real welfare reform has to cost money. This is mistaken. Spending more on the current system will only mean more poverty and more despair. The right solution requires spending the enormous sums we invest in the current system to support work and self-sufficiency - the same values that dominate the lives of the vast majority of Americans.

Finally, the public is ready for real welfare reform. The Boston Globe conducted a public opinion survey on our proposal, and the people of Massachusetts supported it overwhelmingly - 85 percent to 13 percent. People know how devastating the current system has been. They recognize its pernicious impact on families, women and children, and they want to see radical change.

If you would be interested in discussing this issue further, please call. I believe it is one of the most important social policy questions of our time, and deserves our undivided time and attention.

Regards,

Bill

William F. Weld

STATE OF SOUTH CAROLINA
WASHINGTON OFFICE
444 N. CAPITOL ST., SUITE 203
WASHINGTON, DC 20001
202/624-7784
FAX 202/624-7880

FAX TRANSMISSION

Date: 3/24/94

To: Kathi Way

From: Jeanie Bettis

Total Number of Pages (including cover page) 10

Message:

Nikki is on vacation, but she wanted you to have this since you were in the meeting. She has also sent it to John Monahan.

State of South Carolina
Human Services Coordinating Council

P.O. Box 8206 • Columbia, S.C. 29202 • (803) 253-6177

Eugene A. Laurent, Ph.D.
Chairman

Philip S. Massey, Ph.D.
Vice Chairman

J. Larry Fernandez
Executive Director

February 9, 1994

Ms. Nicki McNamee, Director
Washington Office
State of South Carolina
444 North Capitol Street
Washington, DC 20001

Dear Ms. McNamee:

The South Carolina Human Services Coordinating Council has a project called the Client Masterfile System. The need for the system arose several years ago because there was no mechanism for client-specific information to be gathered and examined across state agencies. Much of the ground work for this system was done in South Carolina under the services integration efforts which were supported by Governor Campbell when he was in Congress.

The Client Masterfile System collects certain data from state agency computer systems and aggregates it, using the South Carolina Human Services Dictionary as the instrument which translates agency terminology into a consistent language. The data elements collected are Social Security number, zip code, date of birth, race, sex, county, and service(s) delivered by the agency to each client. The data is received by tape or diskette from each participating agency and placed on a central computer operated by the State Budget and Control Board. Around 30 reports are generated which provide aggregate information such as an unduplicated count of clients, a count of clients that receive services from several agencies, and the general geographic location of clients that receive services. The system can also be used to match client data for the elements collected to identify possible errors in state agency computer systems.

Reports are aggregate and do not list any individual client information. The Client Masterfile System does not reside on-line on a computer. The data is loaded for the time it takes to generate the aggregate reports and then taken off the computer system. The tapes are stored in a vault at the Budget and Control Board.

Ms. Nicki McNamee
February 9, 1994

Page 2

At this time there are 13 health, human services, and corrections agencies participating in this first year of operation for the system. We are in the process of receiving tapes for 1992 and will soon receive 1993 information.

One of the participating agencies is the Department of Social Services. In order to determine if they could provide the requested information to the Masterfile, DSS contacted the regional office of the Administration for Children and Families in 1991 and again in 1993. In both cases, the regional office stated that DSS could not provide information on children to the Human Services Coordinating Council "... since HSCC does not directly administer or audit plans or programs under Title IV, Parts A, B, D, E, or F..." Specifically, the federal law prohibits DSS from providing social security numbers for applicants or recipients (I have attached copies of the 1991 and 1993 letters from HHS).

DSS estimates that this action means approximately 80% of their data will not be available for Masterfile. The absence of this information will significantly hamper South Carolina's (or any other state's) ability to perform the research and planning processes necessary to plan effective and efficient systems of health care and human services delivery systems. This is especially critical to the states in the current environment of health care and welfare reform. South Carolina has an excellent recent tradition of cooperation and coordination among state agencies in health and human services. However, we are in a position where federal statutes and regulations, some of which are decades old, are hampering our abilities to deal with problems of the nineties and beyond.

I would like to ask that we begin a dialogue with all affected parties in order to come up with solutions so that states are free to share information across artificial agency boundaries for the good of the client and the state. In effect, the state, rather than an individual agency, would be the owner of the data and would follow whatever confidentiality rules which would be necessary to prevent public release of the information.

I look forward to your response and hope that this information is useful to you.

Sincerely,

Andy

Eugene A. Laurent, Ph.D.
Chair

EAL/kam
Enclosure

October 5, 1993

Mr. William E. Middleton
Department of Social Services
1535 Confederate Avenue
Columbia, South Carolina 29201

Dear Mr. Middleton.

As we have discussed, the Human Services Coordinating Council and the State Health and Human Services Finance Commission are in the process of developing an interagency client information system known as the Masterfile system. The purpose of this system is to collect individual demographic and service data for aggregate reporting across agencies. The other week we spoke of the potential impact this might have regarding the confidentiality of records for children in DSS's foster care system. I would like for this letter to explain the particulars of the Masterfile system in order that you and other DSS staff have the proper information regarding the system.

Masterfile is a system which is meant to provide reports to the state which are aggregate in nature. No single individual can be identified from these reports. The data elements collected are:

- Social Security number
- zip code
- date of birth
- race
- sex
- county
- service delivered by an agency

The services delivered are the agency names for the service. These are then translated into the generic service name as contained in the South Carolina Services Dictionary.

Each agency is to deliver a tape or set of diskettes to my office containing this data for clients for calendar year 1992 by the end of October, 1993 and for calendar year 1993 by the end of February, 1994. These tapes will be loaded on the mainframe computer at the Division of Information Resource Management at the Budget and Control Board. The aggregate reports will be run at this time. The data will then be removed from the system and the tapes will be deposited in a vault leased from DIRM.

The aggregate reports will contain such information as an unduplicated client count, the number of clients shared by the 13 participating agencies, frequency of service use, distribution of clients by county or zip code and other information. No individual information (i.e., Social Security number) is contained in the reports. Only two persons (myself and another staff person) have the security clearance to generate reports.

Section 129.21 of the FY93-94 Appropriations Act states that "Member agencies and Departments of the (Human Services Coordinating) Council will provide client information for the Client Masterfile System, as requested by the Council Chair, for statistical analysis purposes and for improving human services delivery systems for South Carolinians. All individual client information submitted by participating agencies or departments will be protected under the State's confidentiality laws and regulations."

As we have discussed, all of the twelve other agencies participating in Masterfile have received clearance to participate in the system, including the Department of Alcohol and Other Drug Abuse Services, which must comply with federal law. I hope we can work out an arrangement for DSS participation, as the information contained in these reports will be of great value both to your agency and the state. Please call me at 253-6177 if you have any questions.

Sincerely,

Larry Fernandez
Executive Director

JLF/kam
cc: Eugene A. Laurent, Ph.D.
Dr. James D. Blair
Dr. J. Samuel Griswold
Mr. William J. McCord

DEPARTMENT OF SOCIAL SERVICES
Post Office Box 1520, Columbia, South Carolina 29202-1520
Public Information Telephone (803) 734-6179 Fax Number 734-5597

Kathi

J. SAMUEL GRISWOLD, PH. D.
INTERIM COMMISSIONER

FAX TRANSMITTAL SHEET

DATE: 12-20-93

TO:

Organization: HSSFC

Attention: Sharon Wright

Fax Number 223-6480

NUMBER OF PAGES (including transmittal sheet): 2

FROM: South Carolina Department of Social Services
Office of Information Systems (SCDSS/OIS)

Name: Anna-Marie Playford

Fax Number: 803 734-6225

SPECIAL INSTRUCTIONS: Please return DSS's masterfile input - See attached letter from the feds. Thanks!

TRANSMITTED BY: Anna-Marie 803 734-5631

ACCREDITED

COUNCIL ON ACCREDITATION OF SERVICES FOR FAMILIES AND CHILDREN, INC.

Refer to: MD-4B (1 kb 3928) FA 21-5

RECEIVED
91 JUN 21 PM 2:29
COMMISSIONER'S OFFICE

June 17, 1991

Mr. James L. Solomon, Jr.
Commissioner
Department of Social Services
P. O. Box 1520
Columbia, South Carolina 29202-1520

Dear Mr. Solomon:

This letter is in response to your inquiry of March 28 in which you asked whether the Department of Social Services (DSS) can release the Social Security numbers of children in foster care to the South Carolina Children's Foster Care Review Board (FCRB) which would then issue the numbers to the Human Services Coordinating Council (HSCC).

Your request was submitted to the Chief Counsel for the Department of Health and Human Services for a legal opinion on this issue. Following is their conclusion based on the information presented.

The FCRB is a State agency created to periodically review cases of children in out-of-home placement including the DSS foster children. The HSCC is also a State agency and is developing a statewide master file of human service clients served by all State agencies. HSCC seeks the Social Security numbers to use as a common identifier. The Office of General Counsel (OGC) received clarification that FCRB is not a part of DSS and FCRB is funded under Title IV, Part E. OGC was further advised that HSCC is composed of representatives from various State agencies who meet to discuss various issues. HSCC is not funded under any component of Title IV of the Act.

Pursuant to Title IV, Part A, Section 402(a)(9) of the Act, 42 U.S.C. §602(a)(9), a State plan must "provide safeguards which restrict the use or disclosure of information concerning applicants or recipients to purposes directly connected with (A) the administration of the plan of the State approved under the part (Part A), the plan or program of the State under Part B, C, or D, of this subchapter of under subchapter I, X, XIV, XVI, XIX, or XX of this chapter, or the Supplemental Security Income (SSI) program established by subchapter XVI of this chapter ...."

Further, a State plan must provide safeguards which restrict the use or disclosure of information concerning applicants or recipients to purposes directly connected with (1) any investigation, prosecution or criminal or civil proceeding conducted relative to the administration of any <u>such plan or program</u>, (2) the administration of any other Federal or federally assisted program providing assistance directly to individuals based on need, and (3) any audit conducted in connection with the administration of any such plan or program. Furthermore, the safeguards shall prohibit disclosure to any committee or legislative body information which identifies applicants or recipients by name or address except in the event of an audit in connection with the administration of any plan or program under parts A, B, C, or D, of Title IV of the Act. However, the safeguards shall not prevent the State agency responsible for administering the plan from furnishing to State or local law enforcement officials, the current address of any recipient provided such officials request such address and furnish the agency with the recipient's name and Social Security number and also demonstrate such recipient is a fugitive felon. Title IV, Part A, Section 402(a)(9) of the Act, 42 U.S.C. §602(a)(9).

Clearly, Title IV, Part A, Section 402(a)(9) of the Act, 42 U.S.C. §602(a)(9), severely limits the use and disclosure of information regarding applicants and recipients to those circumstances directly involving the administration or audit of plans or programs pursuant to Title IV, Parts A, B, C, D. Title IV, Part E, has been specifically excluded from access to this limited use and disclosure of information pertaining to applicants for and recipients of Title IV, Part A, assistance. Since FCRB is not a part of DSS and is funded under Title IV, Part E, FCRB is specifically excluded from the use of or access to information concerning applicants for or recipients of Title IV, Part A, assistance unless FCRB is authorized by law to conduct an audit or similar activity with respect to DSS and the administration of its plan under Title IV, Part A. To the extent that FCRB does perform an authorized audit or review function relative to DSS, any authorized disclosure of Social Security numbers or other information by DSS to FCRB would necessarily be limited to its audit or review function and would not extend to FCRB acting as a conduit of such information to HSCC.

Since HSCC does not directly administer or audit plans or programs under Title IV, Parts A, B, C, or D, Title IV, Part A, Section 402(a)(9) of the Act, 42 U.S.C. §602(a)(9), excludes HSCC from access to or use of information pertaining to applicants for or recipients of Title IV, Part A.

Accordingly, Title IV, Part A, Section 402(a)(9) of the Act, 42 U.S.C. §602(a)(9), prohibits DSS from disclosing to HSCC directly or indirectly through FCRB the Social Security numbers of applicants for or recipients of assistance under Title IV, Part A.

We hope this response will be helpful. Please let us know if you require further information.

Sincerely,

Suanne Brooks
Acting Regional Administrator
Administration for Children and Families

cc:
Ms. Nell P. Ryan

Fred Tate for info. TC 12-17-93

December 6, 1993

RECEIVED
DEPT OF SOCIAL SERVICES
DEC 1 4 1993
OFFICE OF SELF-SUFFICIENCY

J. Samuel Griswold, Ph.D.
Commissioner
Department of Social Services
P. O. Box 1520
Columbia, South Carolina 29202-1520

Dear Dr. Griswold:

This letter will confirm the results of our meeting during the week of October 20 with Dr. William Middleton and Ramona Foley in Atlanta. We discussed your interest in participation in a statewide master file being developed by the South Carolina Human Services Coordinating Council (HSCC). This participation would include disclosing social security numbers of Title IV-A clients.

While we understand that the HSCC masterfile will consist of aggregate data, individual client data, which includes the social security number, would be required from DSS. This disclosure is prohibited by Federal Law.

Our letter of June 3, 1991, detailed the specifics of the Safeguarding requirements under the Law. To briefly summarize, since HSCC does not directly administer or audit plans or programs under Title IV, Parts A, B, D, E, or F, DSS is prohibited from disclosing to HSCC directly or indirectly social security numbers of applicants for or recipients of Title IV, Part A (Section 402(a)(9) of the Social Security Act, and Regulation 45 CFR 205.50(a)(1)(i)(A), amended in Federal Register Vol. 58, No. 182, dated September 23, 1993).

We hope this confirmation of our discussion and resultant understanding will be useful in your dealings with the HSCC. Please let us know if we may be of further assistance in this matter. You may contact Pat Foster, (404) 331-5735.

Sincerely,

Suanne Brooks

Suanne Brooks
Regional Administrator
Administration for Children and Families

293

068922

TE OF MARYLAND
ICE OF THE GOVERNOR

IN REPLY REFER TO

WILLIAM DONALD SCHAEFER
GOVERNOR

ANNAPOLIS OFFICE
STATE HOUSE
ANNAPOLIS, MARYLAND 21401
(301) 974-3901

BALTIMORE OFFICE
ROOM 1513
301 WEST PRESTON STREET
BALTIMORE, MARYLAND 21201
(301) 225-4800

WASHINGTON OFFICE
SUITE 315
444 NORTH CAPITOL STREET, N.W.
WASHINGTON, D.C. 20001
(202) 638-2215

TDD (301) 333-3098

KW

FYI - Jeremy

June 16, 1994

The President
The White House
Washington DC 20500

Dear Mr. President:

We are pleased to have had the opportunity to review drafts of the Administration's Welfare Reform Proposal and to discuss it with members of the Administration. Carolyn W. Colvin, Secretary of the Maryland Department of Human Resources, has sent detailed comments on the plan to Assistant Secretary Mary Jo Bane. These comments are attached. Because of the importance of the issue and my personal concern and interest in it, I am also writing to you to highlight our main concerns.

There are a number of critical issues that must be addressed before we can give our complete endorsement to the proposal. Among these are:

- It seems to create new entitlements, guaranteeing two years of training and employment for everyone and delaying more timely exits from AFDC.
- It puts dollars in the wrong place.
- It is not sufficiently tough where we need to be tough. The sanction policy is inconsistent in that it is tough at the very end of the WORK program and maintains the current sanction system prior to that time. This sends the wrong message to recipients just entering the system.
- It holds the states accountable for things over which they do not have total responsibility. Holding States accountable with sanctions for establishing paternity in every case is punitive. Full cooperation by recipients today can not guarantee paternity establishment because the absent parent cannot be located.
- It needs to go further on the issue of state flexibility.

G-HR

While these cause us to moderate our enthusiasm, our gravest concern about the Administration proposal is that it appears to impose significant fiscal burdens on states. This may doom the proposal to failure. I urge you not to repeat the mistakes of past Administrations. Do not create elaborate welfare reform schemes and then fail to fund them so they will not have a chance to succeed.

Maryland is eager to participate in the exchange of information and views on this topic. I am directing my staff to give you the fullest cooperation and highest degree of effort to this historic initiative. Please call or contact Secretary Carolyn W. Colvin at (410) 767-7109.

Sincerely,

Don Schaefer
Governor

Attachment

cc: Secretary Carolyn W. Colvin

LINC COMMISSION MEETING
NOVEMBER 19, 1993

AGENDA

8:30	INTRODUCTION/WELCOME	BERT BERKLEY
8:45	GOVERNANCE	BERT BERKLEY
9:15	EXECUTIVE DIRECTOR REPORT	GAYLE HOBBS
9:45	OPERATIONS PROCEDURES	TIM DECKER
10:00	BREAK	
10:15	STATE WELFARE REFORM COMMITTEE	ALFREDA GIPSON RICH KOON
10:30	COMMITTEE UPDATES School-Linked Services — Wynn Presson 21st Century Communities — Bart Hakan Children & Families — Ellen Laner	
11:00	FAMILY INVESTMENT TRUST	BOB HENLEY
12:00	ADJOURN	

1	MINUTES
2	GOVERNANCE
3	EXECUTIVE DIRECTOR REPORT
4	OPERATIONS PROCEDURES
5	FAMILY INVESTMENT TRUST
6	STATE WELFARE REFORM COMMITTEE
7	COMMITTEE UPDATES
8	

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Divider Title: **1**

LOCAL INVESTMENT COMMISSION

Minutes of the Meeting of September 24, 1993

A meeting of the LINC Commission was called to order by its Chairman, Bert Berkley, on September 24 pursuant to notice duly given. LINC Commission members present were:

Bert Berkley	Rosemary Smith Lowe
John Craft	John Palmer
SuEllen Fried	Bob Rogers
Adele Hall	Paul Rojas
Judy Hunt	Landon Rowland
Herman Johnson	Rachel Whipple

Mr. Berkley presided as Chairman and Mary Wise acted as Secretary.

Other guests present by invitation were:

Gayle Hobbs, Executive Director	Steve Renne, Dept. of Social Services
Oscar Pinsker, School-Linked Services	Bart Hakan, 21st Century Steering Group
Floyd Love, Children and Families	Dianne Cleaver, Professional Cabinet
Jim Koeneman, Professional Cabinet	Jan Kreamer, Professional Cabinet
Clyde McQueen, Professional Cabinet	Cris Medina, Professional Cabinet
Kathie Moore, Professional Cabinet	Steve Winburn, Div. of Children & Youth
Diane Patrick, Professional Cabinet	Peggy Torno, Professional Cabinet
Ellen Laner, Children and Families	Mary Kay McPhee, Children and Families
Patricia Miller, Welfare Reform	Cynthia Smith, Welfare Reform
Phyllis Becker, Committee Executive	Paula Cardello, Deputy Coordinator
Tim Decker, Committee Executive	Stephanie Frost, Committee Executive
Robin Gierer, Prototype Coordinator	Barbara Hubbell, Committee Executive
Joe Lewis, Community Resource Coordinator	Chris Rackers, Prototype Coordinator
Mary Wise, Assistant	Nolen Ellison, UMKC
Cathy Heimovics, UMKC	Julie Levin, Legal Aid of Western MO
Ed Weaver, Kauffman Foundation	

On motion made and seconded, the minutes of the last LINC meeting of July 30. 1993, were approved as submitted.

The Chairman welcomed all in attendance and announced that the first order of business would be consideration of a proposal that Kansas City division of the Department of Social Services report directly to LINC. The Chairman summarized the proposal, and called for questions and comments. Following detailed discussion and further comment from commission members and guests, on motion made and seconded the following resolution was adopted unanimously:

> LINC hereby accepts organizational and budgetary responsibilities for the Department of Social Services in the area served by the administrative offices located in Jackson County and further that LINC and its staff will develop a plan to implement this resolution.

The Chairman called on Landon Rowland to summarize the activities of the Operational Procedures and Plans Subcommittee. The list of other Subcommittee members includes:

Gary Baker	Adele Hall
Bert Berkeley	Herman Johnson
Paula Cardello	Father Thom Savage
Tim Decker	David Stanley
Bill Dunn	

The Commission has asked the Department of Social Services to advise the Commission on the issues of operating procedures and bylaws, among other things. The Subcommittee will advise the Commission as soon as the DSS has communicated with it.

The Chairman then asked for the report of the Executive Director, who briefly summarized the activities of LINC, including an update on the food stamp controversy and LINC staff members' participation in a national dialogue recently completed in Washington, D.C.

The Chairman then called on Steve Renne for a detailed presentation on the department's budgetary process. Discussion and consideration followed his presentation. The Chairman thanked Mr. Renne for his excellent review of the department's budgetary process.

The Chairman then called on Oscar Pinsker, Bart Hakan and Floyd Love for committee updates.

There being no further business, the Chairman announced the next commission meeting will be on Friday, October 29, 8:30 a.m. to 12:00 noon at the Kauffman Foundation. The meeting was adjourned.

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Divider Title: **2**

BUILDING FOR THE FUTURE:
A HIGH QUALITY SYSTEM OF CARE FOR CHILD WELFARE SERVICES IN JACKSON COUNTY, MISSOURI

DRAFT: NOT FOR DISTRIBUTION

The National Panel's Report
for
The Jackson County Division of Family Services
The Missouri Division of Family Services and
Department of Social Services
The G.L. Monitoring Committee
and
The Plaintiffs, G.L. v. Zumwalt

OCTOBER 13, 1993

V. COMMUNITY RELATIONS AND THE ROLE OF LINC

The ambitious plan described in this plan cannot be implemented solely by Jackson County and State DFS staff. It requires a collaborative effort by the broader Jackson County community if the necessary new resources are to be generated and if the agency is to develop the significant new management and administrative capacities (new data systems, new capacities to forecast needs and generate service, and so forth).

Specifically, the plan assumes that LINC will play leadership roles in at least six major areas. Discussion with LINC members and staff indicate their willingness to carry these out. First, LINC should be the community entity that establishes the desired outcomes for families and children in Jackson County. Unburdened by day to day administrative concerns, LINC should keep its collective "eye" on the bottom line of all the public and private agencies' service endeavors: improving outcomes for families and children. LINC should help identify the outcomes the community seeks (in collaboration with local communities themselves) and help publicize the degree to which these outcomes are (or are not) accomplished. These outcomes include outcomes for which JCDFS has major responsibility (such as child safety) but include many others beyond the scope of JCDFS.

Second, LINC should take lead responsibility for developing the preventive, family suppotive, and early intervention resources which are in short supply in Jackson County. Without these, the "doorway" to traditional child welfare services administered by JCDFS will never begin to be narrowed. The County and the communities within it must begin to do more to head off family crises at an earlier point . What is envisioned here are "targeted" prevention and early intervention strategies, first developed in neighborhoods where JCDFS has high caseloads, to provide earlier supports for "high need, high opportunity" families in order to stabilize and strengthen them prior to their needing JCDFS attention. Service strategies in this context must be closely linked to housing, educational, and economic and community development strategies. LINC is the <u>only</u> entity in Jackson County which can marshall the cross-sector resources necessary to launch these strategies.

Third, LINC is the logical group to promote the interagency and public-private resources necessary to make this plan work. LINC, through its membership, reaches across many service sectors (child welfare, mental health, health care, and education, for example). It should help JCDFS broker better formal and informal ties among these different (and still fragmented) sectors. Similarly, LINC can promote communication between JCDFS and private sector agencies. The community forum LINC sponsored this past summer should be one in a series of "community conversations" about specific areas of children and family needs between JCDFS and the voluntary sector.

Fourth, LINC could help raise private sector funds to finance some of the start-up, "seed money" costs of the new services proposed for JCDFS and the Jackson County community. For example, wraparound services are a new technology, used little if at all in Missouri. LINC could bring the national experts on wraparound services to community/JCDFS forums in Kansas City, so that JCDFS management and others could determine how best to develop this service. Local foundations might be willing to play a role in helping begin these services by funding initial training or pilot tests. Local foundations also play a role in funding the mentors proposed in this plan.

Fifth, LINC should bring private sector technical expertise to bear in areas where JCDFS currently lacks it. For example, development of an effective automated data system will require resources and skills that are in short supply in the public sector. LINC should consider negotiating "loaned executive" arrangements with local businesses to assist JCDFS as it ventures into these new areas.

Finally, and perhaps most importantly in the long run, LINC can take over the role of assuring community accountability for JCDFS operations. As JCDFS comes into compliance with court-mandated provisions of the G.L. v. Zumwalt decree, the current Monitoring Committee will no longer need to continue. Yet some community entity must agree on standards for JCDFS operation and track these to ensure that service quality remains high and desired outcomes for children and families are achieved. LINC should take on this role.

To fulfill these responsibilities, LINC will be building its own capacity, just as JCDFS must. Together, LINC's governance capacity and its ability to conduct the activities outlined here, combined with JCDFS increased service delivery and management capacity, can help achieve the goal sought for families and children.

VI. CONCLUSION: NEXT STEPS

The changes outlined in this plan cannot be accomplished immediately. They will require sustained activity by many partners in Jackson County and at the state level. The people closest to JCDFS' operations -- the stakeholders within and outside the agency who are committed to ensuring that it succeeds -- are in the position to determine how these changes can be accomplished.

The Panel suggests that several immediate "next steps" be considered, however.

First, even though the plan is in part a consolidation of ideas and suggestions made by Jackson County staff, this draft plan, as a whole, must be reviewed by all the parties who have contributed to developing it: JCDFS and State staff, the plaintiffs, the G.L. Monitoring Committee, LINC, foster parents, community advocates, provider agencies, and others. The Panel anticipates substantial dialogue around this report, and we will revise it to incorporate the suggestions we receive.

Second, the final plan needs to be translated into more specific workplans to achieve its ends. The workplans developed by the Panel and appended to this report are a start, but will require considerably more detailed implementation planning. We recommend that a working group convened by JCDFS (including members from LINC, the plaintiffs, and other outside groups) take on this task.

Third, the cost estimates are preliminary and to be refined by Jackson County and State staff who have greater knowledge of the actual costs of obtaining staff services in Missouri.

Most importantly, implementation then requires sustained management and frontline attention to the often tedious but essential day to day translation of concept into action. This i the most difficult part, but ultimately the most rewarding, as the vision of a fully effective child welfare agency which the Panel heard articulated by Many of JCDFS' frontline and managerial staff becomes a reality. Given the skill and commitment of the people we worked with in preparing this plan, we have every confidence that the shared goal of a high quality system of care for Jackson County can be achieved.

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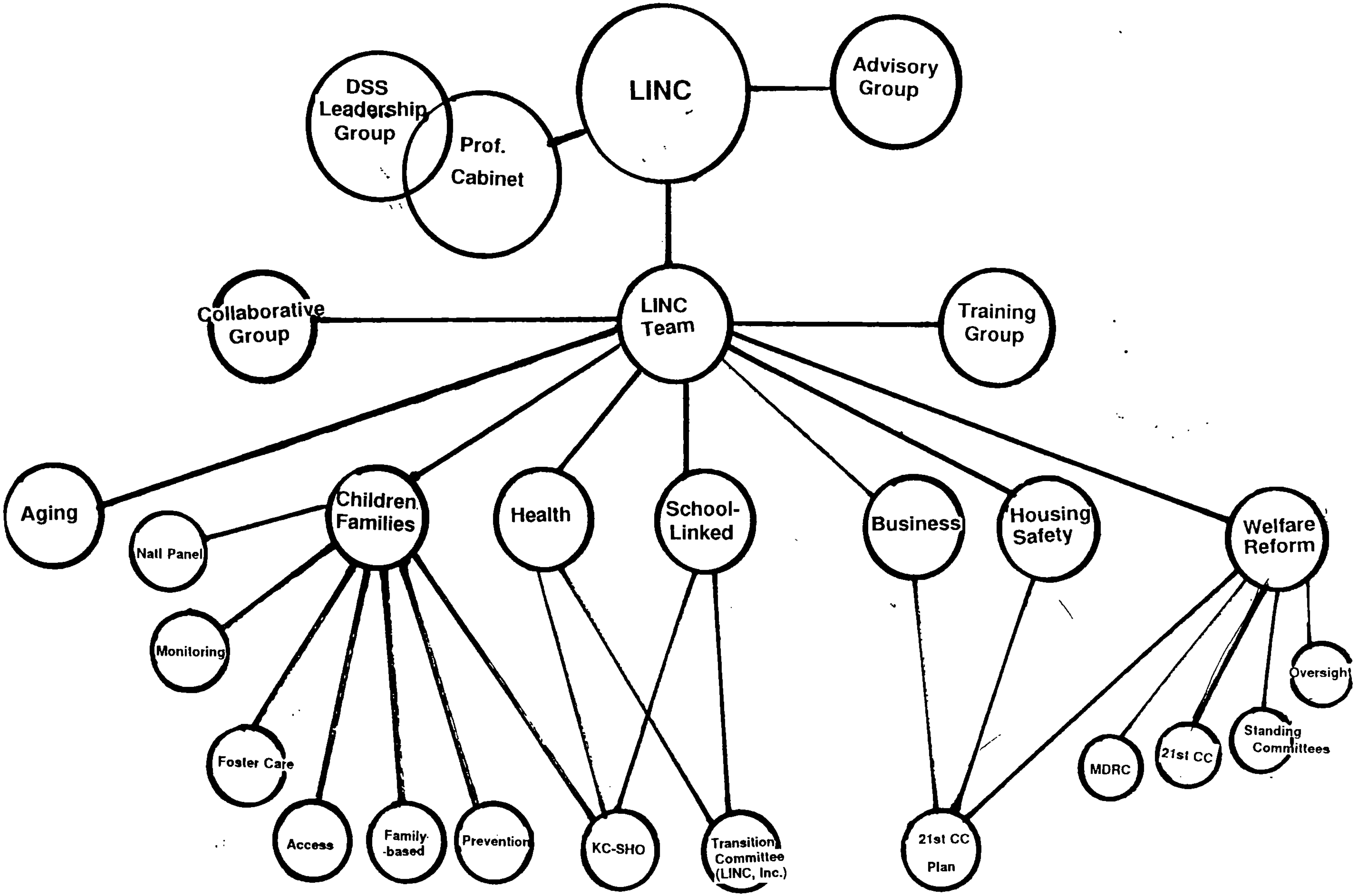
DSS Leadership Group
Prof. Cabinet
LINC
Advisory Group
Collaborative Group
LINC Team
Training Group
Aging
Children Families
Health
School-Linked
Business
Housing Safety
Welfare Reform
Natl Panel
Monitoring
Foster Care
Access
Family-based
Prevention
KC-SHO
Transition Committee (LINC, Inc.)
21st CC Plan
MDRC
21st CC
Standing Committees
Oversight

WORKING GROUPS

1. **DSS Leadership Group:**

Composition: All area leaders from DSS service areas and assistants;

Division of Children & Youth Services - (2)
Division of Aging - (2)
Division of Child Support & Enforcement - (2)
Division of Family Services - Child Welfare - (2)
Division of Family Services - Income Maintenance - (1)
FUTURES - (2)
DSS Budget Administration - (1)

Purpose: 1) Ongoing planning/feedback to LINC for service integration.
2) Presently involved in planning process to identify components/issues of ideal integrated service delivery system to Kansas City to be presented to commission.

2. **K.C. Collaborative Group:**

Composition: Area Executive Directors of large collaboratives working on K.C. planning:

Partnership for Children - (1)
United Community Services - (2)
K.C. Consensus - (1)
MARC - (2)
LINC - (2)
United Way - (1)
Coalition for Positive Family Relationships - (1)

Purpose: To closely coordinate the activities/plans of area collaboratives - share resources, plans for ongoing development and implementation of comprehensive K.C. initiatives. Presently look at uses of goals from FOCUS/Partnership for Children for LINC committees/commission. Also planning for Vital Signs Indicators to provide database for LINC evaluation. Coordinating budget planning along common K.C. goals and objectives as defined by all of the collaboratives.

3. **LINC Advisory Group:**

Composition: Representative group of LINC Commissioners:

Bert Berkley - Chair
Herman Johnson - Vice Chair
Bill Dunn - Vice Chair
Adele Hall - Vice Chair
Estella Morales - Neighborhoods
Thom Savage - Education
David Stanley - Business
Rosemary Lowe - Neighborhoods
Bob Rogers - Foundation
Jack Craft - Legal
Landon Rowland - Legal/Business

Purpose: Planning and advisory group for LINC initiative. Planning will include general operations, LINC direction, meeting agendas, planning and implementation process of LINC.

4. **Training Group:**

Composition: LINC team, DSS Leadership Group, Barbara Friedmann(Coalition for Positive Relationships), Jim Koeneman & Barbara Harr(Kauffman Foundation)

Purpose: To define a comprehensive training and education plan to assist local DSS in implementing LINC system reform goals.

5. **21CC Planning Group:**

Composition: Co-Chairs of Business/Economic Development, Welfare Reform, Housing/Safety, appropriate LINC staff, Gary Baker (Kauffman Foundation).

Purpose: To develop plan for approval of LINC for the governance, program design and implementation of 21CC. Will delineate tasks to each appropriate committee then compile an overall plan.

6. **Jefferson City Prototype Group:**

Composition: Local LINC staff, Robin Gierer, Chris Rackers.

Purpose: Resource development, technical assistance for all LINC operations/goals.

7. **School-Based Clinic Planning Group:**

Composition: Co-Chairs of Health Care and School-Linked Services committees, LINC staff.

Purpose: Development of the interim plan for the K.C. school-based clinics as well as development of planning group for a system of school-based clinics for Kansas City.

a) **Adolescent Clinic Steering Group**

Composition: Jerry Kitzi-Chair
Willie Giles - KCMO School District
Representative of Community Funding Partners
Representative of Business/Civic Community
Jim Nunnelly - Prosecutor's Office
Parent/Consumer Representatives - (2)

Purpose: To serve as the interim governing/operations group for the existing school-based clinics at Northeast and Southeast High Schools. This includes developing a system for program design, marketing, and outcomes; establishing a system for allocating funds to the clinics; developing and implementing a plan for long-term funding; and developing a common Management Information System for the clinics.

b) **School-Based Clinic System Planning Group**

Composition: This will be a joint planning group which will be composed of members of the School-Linked Services, Health Care, and Children & Families Committees.

Purpose: This group will be responsible for planning an entire system of school-based health clinics, including the expansion of clinics in middle and high schools, as well as opening of a system of elementary school clinics. This group will complete a comprehensive planning process which will address clinic design; connection/relation to existing providers; long-term funding of the system; location, population served, etc.; explore ways to connect clinics to other services such as Head Start, Parents As Teachers, Daycare, etc.; and establish a system of community governance of the clinic system.

8. **National Foster Care Panel:**

Composition: **PANEL:**

Frank Farrow-Center for the Study of Social Policy, Washington D.C.
Alinda Dennis - Heart of America United Way, Kansas City
Elizabeth Cole - Cole Associates, New Hope PA

Core Work Group:

Judy Meltzer and Carol Williams - Center for the study of Social Policy
Phyllis Becker - LINC
Sheila Agniel - Consent Decree Monitoring Group
Dwain Hovis - Division of Family Services (DFS)

Ad Hoc Work Groups

Consist of Division of Family Services staff, community members and participants of services.

Purpose: The development of recommendations to be presented to LINC in regard to addressing issues as a result of the G.L. vs. Stangler Consent Decree and system change and reform of Jackson County, DFS, Children Services.

9. **Children & Families Committee:**

a) **Access Sub-Group:**

Composition: Members of the Children & Families Committee

Purpose: To identify two goals in the areas of access, availability of services and quality of services for presentation to the Children & Families Committee. Issues will be used for the development of plans/recommendations for LINC.

b) **Prevention Sub-Group:**

Composition: Members of the Children & Families Committee

Purpose: To identify two goals in the areas of prevention for presentation to the Children & Families Committee. These issues will be used for the development of plans/recommendation for LINC.

c) **Family-Based Sub-Group:**
Composition: Members of the Children & Families Committee

Purpose: Identify two goals in the area of a family based approach in service delivery for presentation to the Children & Families Committee. These issues will be used for the development of plans/recommendations for LINC.

10. **Foster/Adoptive Parent Recruitment Proposal:**
Composition: LINC/Children & Families Committee Co-Chairs
National Foster Care Panel
Fred Rich - Legal Aid
Members of the Consent Decree Monitoring Committee
DFS staff(w/input from the DFS Foster/Adoptive Recruitment Ad Hoc Group

Purpose: The development of a proposal for recommendations to LINC in regard to the $100,000 designated by the Department of Social Services (DSS) to address critical shortages in foster and adoptive homes in Jackson County.

11. **Consent Decree Monitoring Committee:**

Composition: Harriet Lawrence - The Children's Place
Marilyn Sharpiro - Attorney
Don Tharp
Sheila Agniel - DFS staff

Purpose: To monitor and report to the Judge on DFS compliance to the G.L. vs. Stangler Consent Decree.

12. **Welfare Reform Committee:**

a) **Standing Sub-Committee - Staff Development**
Composition: United Way - Chair
Kauffman Foundation (1)
Government Employee Hospital Assoc. (1)
FUTURES staff (2)

Purpose: Plans initial and ongoing training for FUTURES staff.

b) **Standing Sub-Committee - Support Services**
Composition: Children's Mercy Hospital - Chair
Don Bosco Center (1)
Shepherd's Center (1)
Swope Parkway (1)
Metropolitan Lutheran Ministries (1)
FUTURES staff (1)

Purpose: Plans strategies for meeting the support services needs for FUTURES clients.

c) **Standing Sub-Committee - Operations**

Composition: North Kansas City-Adult Basic Education - Chair
FUTURES staff (5)
Full Employment Council (1)
Pioneer Community College-Career Evaluation and Assessment Center (1)
Women's Employment Network (1)

Purpose: Resolves program issues, manages inter-agency collaboration, plans enhancements to program.

d) **Standing Sub-Committee - Evaluation**

Composition: Welfare Reform Committee Co-Chair (1)
Kauffman Foundation (1)
Shepard's Center (1)

Purpose: Planning of process evaluation for FUTURES program and FUTURES evaluation efforts.

e) **Standing Sub-Committee - Advocacy**

Composition: United Way (1)
Jackson County Historical Society (1)
Labor Management Council of Greater KC (1)

Purpose: Develop strategy for educating legislators about FUTURES and advocating for specific issues.

f) **Welfare Reform**

Composition: Welfare Reform Committee Co-Chairs (2)
United Way (1)
Adjunct Professor of Public Affairs - UMKC (1)

Purpose: Coordinates statewide Welfare Reform Commission with local efforts.

g) **21CC Planning Group**

Composition: Welfare Reform Committee Co-Chair (1)
Advisory Members (6)
Full Employment Council (1)
Employment Security (1)
KC School District-Adult Basic Education (1)
FUTURES staff (2)

Purpose: Develop recommendations for Welfare Reform's role in the 21st Century Communities planning.

13. **Youth Services Planning Group**

Composition: Gail Mumford, Steve Winburn, Curt Hyde

Purpose: Develop proposal for sharing of resources for YouthNet Expansion Plan.

13. **Other Membership Groups**

Composition: LINC staff

Purpose: Local initiatives, LINC representation on community planning etc.

Kauffman Foundation Capacity Building Planning Group
SearchNet Facilitators Group
MO Association of Social Welfare
National IEL Site Facilitator Group
Vital Sign Indicators Focus Group
Coalition for Positive Family Relationships
Family Studies Certificate Program Committee
Full-Employment Council Service Board (SDA3-12)
Metro Child Abuse Network
Neighborhood Presentations
Drug Exposed Infants Task Force
New Start/Francis Center
Advisory Committee for Urban Youth Corp.
University of Missouri Mentoring Program
Advisory Committee for Bi-State Child Welfare Training Grant
Northeast Counseling Center Advisory Group
Children's Place - Associate Board
K.C. Housing Authority Community Advisory for Self-Sufficiency Project
Allies for Children member
Income Maintenance Mentoring Project Steering Committee
SearchNet Facilitators Network

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Divider Title: **4**

Local Investment Commission
Operating Procedures
Progress Report
November 19, 1993

Current Status

The attached operating procedures (revised 11-18-93) include the content which has been reviewed and approved by Karolin Solorzano of the Missouri Department of Social Services, Division of Legal Services. A number of items have been removed because they are unnecessary or inappropriate, while others require further review prior to approval. The most significant changes include the following:

o We have been advised to define a "quorum" as a simple majority of the voting members, instead of one-third of voting members. This increases the credibility and binding nature of decisions made by the Commission.

o The composition of the group has described as before, but the number of Commissioners is not specifically defined as twenty-three (23).

o The "Executive Committee" has been changed to the "Advisory Committee."

o A "Secretary" has been added to the list of officers.

Issues for Further Review/Discussion

The following items either reflect areas we have been advised to include in our operating procedures or items which need to be discussed and decided before we proceed further with development of operating procedures. The procedures can be constructed around the operational structure the commission has decided upon.

o **"Interested" parties** - a specific provision may need to be included to specifically exclude individuals from voting on matters for which they may have a financial interest.

o **Confidentiality** - there should be a statement of confidentiality in the operating procedures since the Commission may deal with information which is privileged in nature.

o **Authority** - this issue may need to be elaborated on further. One example would be a provision which allows for proxy votes, which would mean the Commission could vote on an issue without having a quorum physically present.

o **Committee procedures** - we may want to avoid each committee being expected to develop it's own operating procedures, since this could really become complicated. Requiring all committees to operate on the same procedures (i.e. voting, quorum, handling proposals, etc.) prevents having numerous different sets of procedures. This is confusing and could lead to liability.

o **Schedule of meetings** - it is recommended that we specifically state in our procedures the minimum number of Commission meetings which will be held each year. Additional meetings can easily be added.

o **Open meetings** - if we have a statement that meetings are open to the public, we need to establish a procedure for closing the meetings for specific reasons. An example may be a case where we were dealing with highly confidential information.

o **Criminal acts** - the operating procedures should address the Commission's view that any criminal acts within the framework of the LINC Commission or it's duties are prohibited.

o **Release of liability** - a more specific statement concerning this area will probably be necessary. This is currently undergoing further legal review. Thorough, well-written operating procedures will provide a shield against liability.

o **Fiduciary Duty** - If Commissioners become responsible for handling any sorts of funds, it would be advisable to have a statement of fiduciary duty.

o **Nepotism and Marriage** - the Commission needs to decide it's position on these issues. Regardless of the Commission's position, a statement needs to be included in the operating procedures.

o **Misappropriation, Preferences, & Misconduct** - these may be issues that the Commission would want to address. Covering these areas may provide additional comfort for the Commission.

Next Steps

The state attorneys will continue to research areas which are unclear. Adjustment and/or additions to the operating procedures in some areas will be based on the Commission's feedback and preferences.

Local Investment Commission
Operating Procedures

Mission & Purpose

The Department of Social Services Local Investment Commission (LINC) is a collaborative group of business and civic leaders, social service professionals, service participants, and private citizens who oversee the reform of the social service delivery system in Kansas City, Missouri.

LINC's mission is to provide leadership and influence to engage the Kansas City community in creating the best system to support and strengthen children, families, and individuals, holding that system accountable, and changing public attitudes towards the system.

LINC Authority

LINC serves as an agent of the state and will therefore incur no legal liabilities. The state social services director may enforce LINC's recommendations.

Consistent with federal and state requirements, the director shall retain ultimate authority to regulate departmental funds available to the commission.

Composition

The commission will be composed of a broad and inclusive group of lay persons. The commission shall include business and civic leaders, community and neighborhood representatives, participants of service, and involved citizens.

Commission members shall be appointed by the director of the Department of Social Services.

There shall be no appointments based on political party.

Commission members shall serve no more than three (3) renewable three-year terms.

Commission members may resign from the commission by submitting notice of their resignation to the LINC chairperson.

A list of nominees will be provided by the commission's advisory committee to the director of the Department of Social Services to fill any vacancies which exist.

Professional Cabinet

A professional cabinet of local, state, and federal officials and professionals from not-for-profit agencies involved in social services shall provide technical assistance and expertise to the commission.

The professional cabinet members shall be appointed by the LINC advisory committee.

Officers & Duties

The commission shall elect one (1) chairperson and the chairperson shall select three (3) commission vice-chairs and a commission secretary.

The chairperson shall preside over commission meetings and advisory committee meetings.

The vice-chairs shall fill the duties of the chairperson in his or her absence and may be called upon to fulfill other leadership duties as determined by the chairperson.

LINC Staff

An executive director, employed by the Department of Social Services, shall be assigned to the commission. The executive director shall designate other employees of the Department of the Department of Social Services to serve as staff persons to the commission and it's committees.

Adhoc Committees

The commission chairperson and advisory committee have the authority to establish adhoc committees to address specific concerns and projects of the commission.

Adhoc committees may also be established through proposals submitted to and approved by a majority vote of the commission.

Standing Committees

The commission shall establish working committees focusing on the following areas: Aging, Business and Economic Development, Children and Families, Health Care, Housing and Safety, School-Linked Services, and Welfare Reform.

The commission chairperson shall appoint co-chairs for each committee who preside over the committee's efforts.

Committee co-chairs shall be responsible for appointing committee members to serve on the LINC committee over which they preside.

Committee composition shall include lay persons who have demonstrated interest in the committee's area of focus, community and neighborhood representatives, participants of service, and professionals who possess technical expertise in the given area.

Committee co-chairs shall have the authority to establish subcommittees to address specific issues and projects which fall under the purview of their committee.

LINC Structure

The commission shall establish a vision, mission, and guiding principles which will guide the efforts of the commission, committees, and adhoc groups in their efforts to reform the social service delivery system.

The commission will review proposals which are submitted in order to ensure they are consistent with the organization's guiding principles, make decisions regarding a course of action, and determine the level of commission support and involvement warranted.

The commission will establish general parameters which establish the scope and inter-relatedness, and prevent duplicative efforts of the committees.

The commission will develop strategies for dealing with cross-cutting issues which overlap the designated committee areas.

The commission shall establish expected outcomes which can be used to measure improvements in the social service delivery system.

The commission shall be responsible for developing ongoing training and development activities to ensure the commission is knowledgeable regarding the matters presented to it.

Commission members shall serve as the liaison to a designated committee and will work in conjunction with the committee co-chairs to represent the commission's perspective to the committee, communicate the committee's feedback and needs to the commission, ensure continuity of the committee's efforts with the other LINC committees, and support the efforts of the committee.

Procedure for Submitting Proposals

All proposals for funding, service delivery changes, and requests for action on the part of the commission shall follow the following process:

1) Proposal is submitted to the LINC office and reviewed by the appropriate staff,

2) The proposal is referred to the designated committee for review,

3) The committee completes the necessary research to ensure a comprehensive and thorough assessment of the proposal is completed,

4) The committee prepares a recommendation regarding the proposal, and

5) The proposal and recommendation is submitted to the commission, if appropriate.

Meetings/Minutes

The commission shall be responsible for establishing a schedule of LINC commission meetings and notice be given in advance of the meetings.

Commission meetings will be open to the public.

Special meetings may be called by the commission chairperson as long as reasonable efforts are made to notify all commissioners prior to the meeting.

Meeting minutes are to be approved by the commission during a regular meeting prior to being entered as a permanent record of the proceedings.

Proposed agenda items for commission meetings shall be submitted to the LINC office in advance of the commission meeting. The commission chairperson and advisory committee shall make the final decisions on agenda items.

Decision-Making

Commission decisions shall be made by a majority vote of the commissioners present at the commission meeting.

The commissioners are the only members who are eligible to vote on matters before the commission.

In order for a vote to be taken, a quorum of commissioners must be present at the meeting. A quorum is defined as a majority of the voting members.

Roberts Rules of Order, Revised, will serve as the primary guide for review of proposals and other matters before the commission.

Community Involvement

The commission shall establish ongoing communication strategies to ensure LINC information is regularly communicated to the neighborhoods and the community at large, that regular feedback is received, and that participants of service are an active part of the LINC decision-making process.

The commission shall establish mechanisms to ensure that community concerns are communicated to the LINC office in order that they can be addressed in a timely an thorough manner.

LINC Operations Plan

The commission will establish an operations plan which will set a general direction, action plan, and expected outcomes for the commission's efforts.

The operations plan will be reviewed on at least an annual basis to ensure that it continues to reflect the needs and priorities of the community.

Revisions to the Operating Procedures

Revisions to the Operating Procedures of the commission require a proposal and subsequent motion to be submitted to the commission. All changes require a majority vote of the commissioners in attendance.

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Divider Title: 5

N E W S R E L E A S E

GOVERNOR MEL CARNAHAN

CAPITOL BUILDING ROOM 216 JEFFERSON CITY MO 65101 PHONE: (314) 751-3222 FAX: (314) 751-4458

For Immediate Release
November 3, 1993

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Carnahan Establishes Bold Changes in Human Service Agencies

Calling for a change in the way Missouri human service agencies assist families, Governor Mel Carnahan announced the formation of the Family Investment Trust. "It is time to focus our attention on strengthening families and building capacity in our communities," Carnahan said. "Government should be responsive rather than reactive and we should work at preventing problems, not building bigger bureaucracies and programs."

The way Governor Carnahan expects to accomplish this initiative is to form a public/private partnership that engages both private sector leaders and state department directors of: Elementary and Secondary Education; Health; Mental Health; and Social Services. Their charge is to establish a community-based system that will work directly with communities to achieve positive, measurable results for Missouri families and children.

"I firmly believe that the needs and successes of children are inseparable from the well-being of families and the stability of communities. That is why I want to cut across traditional boundaries and establish a leadership group comprised of public and private members that are committed to reshaping the system, Carnahan said.

The governor identified three types of change that he wants the Trust to focus on:

* change how agencies respond to families - by promoting preventive and family-focused services.

* change the way decisions are made - by pushing the process to the local level and involve both public and private leaders.

* change how dollars are spent - by emphasizing flexible use of dollars to achieve improved family outcomes and reduce red tape.

- more -

Displaying their support for the Governor's effort, four foundations contributed nearly $1 million over a two-year period to establish the Trust. The foundations are: the Annie E. Casey Foundation, Greenwich, CT; the Danforth Foundation, St. Louis, MO; the Greater Kansas City Community Foundation and the Ewing Marion Kauffman Foundation, Kansas City, MO.

The Family Investment Trust is designed to establish a long-term method for planning and delivering services to children and families. It creates a vehicle for continuity in leadership and establishes a shared vision for the four human services agencies who are members of the Trust.

The Trust also creates an entrepreneurial method for flexible cross-agency budgeting and utilizes dollars from the private sector to provide technical assistance that will encourage communities interested in establishing public/private collaborative efforts.

Governor Carnahan applauded the foundation representatives, "We in Missouri are extremely fortunate to have the support of these four foundations. Their involvement allows us the opportunity to make the critical steps toward more localized governance of human services. I firmly believe that this dramatic step is one that will truly make a positive difference for children and families."

Members named by Governor Carnahan to the Family Investment Trust are: William Danforth, Chancellor of Washington University, St. Louis; Adele Hall, Kansas City civic leader; Reginald Dixon, president of INROADS, Inc., St. Louis; Ben Edwards, III, Chairman of A.G. Edwards & Sons, Inc., St. Louis; and state human services department directors; Bob Bartman, Elementary and Secondary Education; Gary J. Stangler, Social Services; Coleen Kivlahan, Health; and Keith Schafer, Mental Health.

Foundation executives present at the news conference were Doug Nelson and Kathleen Feely of the Annie E. Casey Foundation and Janet Levy of the Danforth Foundation. Phyllis Rozansky, executive director of Citizen's for Missouri's Children will become the executive director of the Trust in December of this year.

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WORKING PAPER

THE FAMILY INVESTMENT TRUST

A Unique Public-Private Partnership

The Family Investment Trust is a ground-breaking public-private partnership that will assist Missouri communities in strengthening families and keeping their children safe, healthy, and successful.

The Trust is founded on the belief that the needs and success of children are inseparable from the well-being of families and the stability of communities.

The Trust's mission is to support and create community-based human service systems that achieve positive, measurable results for Missouri families and children.

The Trust Works for Three Types of Change

To accomplish its mission, the trust will concentrate on three types of change:

1. Change in the way agencies respond to families by
   promoting the use of family-focused and preventive services that respond to families, not just to a child or an adult.

2. Change in the way decisions are made by
   promoting a participatory decision-making process at the local level where collaboration across public and private sectors can replace fragmented bureaucratic systems.

3. Change in the way dollars are spent by
   promoting the flexible use of dollars invested to achieve improved family outcomes and reduce the red tape of government funding.

Strengthening Community-Based Human Service Systems

Communities provide essential supports, resources, and opportunities needed by all families. The Trust will serve as a resource, catalyst, and technical assistant to communities in strengthening their system of community services and supports. The Trust will aid local communities in developing a system of human services that are accountable and achieve positive results for families and children.

The commitment of the four Missouri human service departments is to use their strong collaborative process on the state level to encourage communities to form partnerships. The Departments will seek ways to cross their boundary lines and to support locally conceived and designed initiatives to streamline and consolidate the delivery of services to families. Missouri government is committed to increasing its flexibility and responsiveness to the changing needs and demands of communities.

The Trust will build community collaborative structures — with public and private agencies, community groups, and parents — to design the system of services, determine financing strategies and accountable outcomes that focus on strengthening families.

The collaborative structures will build upon relationships between schools and human service providers. They will also require public agencies to provide services in more responsive, accessible, and useful ways. Neighborhoods, workplaces, and schools are the places where families will turn for services, thus becoming primary centers of services.

Building on Community Initiatives

The Trust will build upon the commitments of change that are underway in Missouri. Caring Communities demonstrates how children can remain safely with their families, succeed in school, and stay out of the juvenile justice system. The four human service departments, schools, and private funders formed a community collaboration to make this initiative successful. Using Medicaid to fund school-based health services, developing a neighborhood-based family support center, and providing a family health clinic are other examples of reshaping the system to better serve families.

Promoting Innovations in Human Service Delivery Systems

The Trust will support entrepreneurial innovations that can cut across the traditional public and private agency boundaries which restrict development of family responsive services. New avenues for funding services, cross agency innovations to deliver services, and developing opportunities for community and economic development are all strategies to be employed by the Trust.

Public and Private Leadership for the Trust

Governor Mel Carnahan is appointing the Board of Directors of the Trust. They are the directors of the four human service departments — Elementary and Secondary Education, Health, Mental Health, and Social Services — and business, community, and civic leaders. The Trust Board embodies the Governor's charge that government can and must do a better job of delivering services to the citizens of Missouri. The Board in partnership with private foundations is maximizing financial and human resources to do so. The Board will report to the Governor on what is to be done to accomplish the charge.

The Measure of Success

Marked improvements in the measures of well-being of Missouri's families and children will be the test of the Trust's success. The success will also be seen in an increased capacity of government and communities to make the human service system responsive to the changing needs of families and children, a capacity that will continue beyond the tenure of current officials. Communities that effectively engage public and private resources to assure the safety, health, and success of families and their children will be the Trust's legacy.

THE FAMILY INVESTMENT TRUST
STRATEGIC PLAN

The planning group for the Family Investment Trust has engaged the Center for the Study of Social Policy to assist the Board to develop a strategic operating plan for the Trust.

PURPOSE

The Strategic Plan has four major objectives:

- To confirm and articulate the Trust's major goals in a way that is clear and compelling to local communities.
- To establish a policy framework for the Trust which identifies how it will initiate change to improve outcomes for families and their children.
- To identify specific operating strategies that the Trust will use to accomplish its goals. The strategies will be collaborative ones, involving all Trust partners — local communities, public and private agencies, schools, and business and civic leaders.
- To set in motion the action steps necessary to develop new capacities for both the Trust staff and also for the state and local participants implementing the Trust's approach.

KEY ISSUES

The plan will address issues such as:

- Outcomes accountability: How can state agencies set a framework of expectations for communities that relies more on desired outcomes, and less on bureaucratic rules and categorical restrictions? How can state government agencies decrease fragmentation of services and supports?
- Community decision-making and governance: What new or existing collaborative groups at the local level can accept responsibility for improving outcomes for families and children?
- Effective services and supports: What strategies will help communities achieve healthier children who are safe in their homes and communities, and successful in school? How can communities link education and human service strategies with jobs, housing, and community economic development — all of which are necessary to improve family well-being?
- Investment in people: How can the Trust help people at all levels — state and local, professionals, and parents themselves — develop the skills necessary to implement the Trust's approach?

TIME FRAME AND PRODUCTS

The schedule to produce the plan is:

- Interviews/strategic planning with the Board and key community leaders: November and early December, 1993.
- Review of initial draft of Strategic Plan: December 15, 1993.
- Revision of initial draft, with further interviews with state and local officials: late December, 1993, and early January, 1994.
- Presentation of completed Strategic Plan: January 15, 1994.

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Divider Title: **6**

WORK AND FAMILY

ACHIEVING SELF-SUFFICIENCY

REPORT OF THE WELFARE REFORM COORDINATING COMMITTEE
November 1993

Work and Family

EXECUTIVE SUMMARY

Our present welfare system no longer works ... not because of unmotivated recipients or an uncaring public, but simply because the system was built for another time. It fails to meet the needs of today's low-income families and offer them an opportunity to achieve self-sufficiency while rewarding responsible action.

The Welfare Reform Coordinating Committee believes that the system needs a major overhaul, not minor repairs. The welfare system needs to support, rather than undermine, the basic values all Missourians share while addressing the underlying causes of persistent poverty. To achieve this end, the Committee is recommending a comprehensive package that focuses on two essential ingredients of self-sufficiency: work and family.

The Committee's recommendations are built on an understanding that welfare recipients should:

- Have the opportunity to work.
- Develop their skills to work.
- See the rewards of their work.

Families should:

- Be responsible for their futures.
- Provide and care for their children.
- Have community support.

The Committee's recommendations promoting work include the following.

- Paid employment and volunteer work should be offered as components of a welfare system built to move recipients from welfare to work. Neighborhood residents and welfare recipients should be trained to provide some support services in disadvantaged areas, services such as parenting education, elderly home care, child care, and outreach and referral.

- AFDC should be used as a wage supplement to give recipients the opportunity to work for a pay check. Wage supplements also serve as economic development tools.

- Welfare recipients should be encouraged to exercise financial responsibility by being allowed to have a maximum of $5,000 in assets. All families with low incomes should have the opportunity to establish Family Development Accounts, tax-free savings for specific purposes such as education or purchase of a home.

- Transitional benefits should be structured to phase out gradually so that recipients do not experience a sudden loss of resources that often makes welfare a more viable means of supporting a family than work.

- School-to-work initiatives should be developed to help the 40 percent of high school graduates in Missouri who do not attend college enter the workforce. Educational opportunities for adults should be increased, especially the opportunity to earn a high school diploma.

- State departments responsible for job-training and economic development should develop new collaborative measures to bring resources to bear in a coordinated fashion on low-income families and communities.

To support families, the Committee's recommendations include the following.

- AFDC should end its disincentive to the formation of two-parent families by removing absence of one parent as a criteria for eligibility. Policies and communities should pursue new strategies to make sure that both parents support and care for their children.

- Each family, upon application to receive benefits, should develop a time-limited, Family Self-Sufficiency Plan. The plan would lay out mutual obligations for family members and the state. It would specify the steps a family would take to achieve self-sufficiency within a time period adapted to each families' needs. The maximum time would be four years with renegotiation of the plan in cases of extreme hardship.

  The plan would include a Parent & Child Development Plan that would strengthen parents' skills as caregivers to their children.

- The Department of Social Services should establish a pilot project that combines benefits of needs-based programs and offers them to families as a monthly Family Security Income. The Security Income would be offered for a specific time period during which the Family would be expected to participate in educational and job training activities.

- Services for teenage parents should be more flexible and tailored to the needs of adolescent parents. Prevention strategies should be adopted that emphasize teenage parenthood as a health and social problem that drains community resources and threatens the well-being of children.

- Greater portions of child care money should be devoted to school-linked sites or used to develop curriculum material for providers in the variety of child care settings that exist. These sites can be combined with Head Start programs to offer low-income and working families full-day, full-year child care that ensures children begin school ready to learn.

- Human service agencies should establish pools of volunteers from schools, businesses, and neighborhood families to become mentors for adults, teens and children from low-income and at-risk families.

Underlying all of the Committee's recommendations is the view that government officials, business leaders, and community residents must change their approach to welfare and the issues surrounding persistent poverty. Greater collaboration must be established among public and private agencies, and government and businesses need to invest in low-income communities and families.

All Missouri residents need to realize that the success and productivity of the entire state can be increased if our low-income families have the opportunity to travel the roads we take to independence and self-sufficiency.

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Divider Title: 7

School-Linked Services Committee
Update
November 19, 1993

Issues Addressed:

o Review process design subcommittee recommendations and formalize an action plan for the committee.

o Establishment of an interim operations committee to govern the existing school-based clinic system until a more permanent structure can be established.

o Development of a partnership arrangement with the KCMO School District for the planning, implementation, and oversight of school-based/school-linked initiatives.

o Begin the planning process for the expansion of school-based clinics.

Outcomes:

o The committee has approved an initial action plan which calls for the establishment of a System Design Subcommittee; Resource Development Subcommittee; School-Based Health Center (SBHC) Transition Committee; and a SBHC Planning Group, in conjunction with the LINC Health Care and Children & Families committees. This plan also calls for the formalization of the partnership arrangement with the KCMO School District.

o A School-Based Health Center (SBHC) Transition Committee was established by LINC, in conjunction with the Community Funding Partners, KCMO School District, and the Department of Social Services. This committee is composed of the following members:

Jerry Kitzi (Chairperson), Kauffman Foundation & School-Linked Committee Member
Jewel Scott, Civic Council & School-Linked Committee Member
Jim Nunnelly, Jackson Co. Prosecutor's Office & Health Care Committee Member
David Ross, Community Funding Partners
Willie Giles, KCMO School District
Paul Ballard, KCMO School Board Member
Vicky Enloe/George Rowley, Parent Representatives & School-Linked Committee Members

o The SBHC Transition Committee has developed the "KC-SHO" proposal which formalizes a collaborative partnership between the KCMO School District, Funders, and LINC. This would established a collaborative system of funding and governance of the school-based clinic system.

o The KCMO School District has furthered it's commitment to develop school health services and further developed it's partnership with LINC, as indicated by the following:

Dr. Marks has agreed to serve on the LINC Professional Cabinet,
Thad Wilson has been hired as "Director of Medicaid & School Health Services,"
An interagency agreement has been developed to establish the district as a Medicaid provider, and
The district has identified over 20,000 students who are eligible for Medicaid.

o Kansas City has been identified as one of the sites for the National Health/Education Consortium's Elementary Clinic Initiative. This will involve opening 10 elementary school-based health centers in Kansas

City. A plan has been developed to expand from the existing 2 school-based health clinics to a total of 18 - 20 within the next 3 years.

Next Steps:

o Begin meetings of subcommittees in order to develop a system design for an entire array of school-based/school-linked social services, develop and identify funding streams, and structure ongoing consumer and neighborhood involvement.

o Continue efforts of the SBHC Transition Committee and implement "KC-SHO," if approved by all stakeholders.

o Continue planning and coordination of efforts to expand the school-based clinic system to elementary schools, middle schools, and additional high schools.

o Establish linkages with other community efforts and LINC committees with overlapping areas of focus and priorities.

School-Linked Services Committee
Proposal
Kansas City School Health Organization (KC-SHO)
November 19, 1993

Context

The Kansas City Missouri School District, Community Funding Partners, and the Department of Social Services were brought together in a funding partnership by the Local Investment Commission in order to address the funding crisis which threatened the existence of the School-Based Health Clinics at Northeast and Southeast High Schools. As part of this process, the Co-Chairs of the School-Linked Services Committee and Health Care Committee met jointly to develop an interim plan for governance of the clinic system. This plan called for the establishment on a Transition Committee to serve as the operations committee and provide governance of the school clinic system until a more permanent structure could be established.

The SBHC Transition Committee concept was subsequently supported by the funding partners and established. The SBHC Transition Committee includes the following members:

Jerry Kitzi, Kauffman Foundation & School-Linked Cmte. Member
Jewel Scott, Civic Council & School-Linked Cmte. Member
Jim Nunnelly, Jackson Co. Prosecutor's Office & Health Care Committee Member
David Ross, Community Funding Partners
Willie Giles, KCMO School District
Paul Ballard, KCMO School Board Member
Vicky Enloe/George Rowley, Parent Representatives & School-Linked Cmte. Members
Tim Decker, Committee Staff Member (Non-voting)

This committee was designated the responsibility for developing a system for program design, marketing, and establishing/monitoring of outcomes; establishing a system for providing and administering stable funding for the clinics; and facilitating the development of collaborative partnerships to share information, coordinate needed services, and provide governance for the school-based health centers.

Proposed Action Plan

The SBHC Transition Committee held it's initial meeting on November 4, 1993. As a result of this and subsequent meetings with the stakeholders, the committee recommend's the establishment of a community board entitled "Kansas City School Health Organization (KC-SHO)," as follows:

o KC-SHO would be established to serve as the governing/policy-making board over all Medicaid and school health services in the KCMO School District.

o KC-SHO would be composed of 9 members representing the community and key stakeholders. Members would be appointed (3 members each) by the Local Investment Commission, KCMO School District, and the Contributors (i.e. private funders, foundations, corporate community).

o The "Director of Medicaid & School Health Services" from the KCMO School District would serve in an executive director role, reporting to KC-SHO.

o A separate "cost center" would be established by the KCMO School District for all reimbursements received from Medicaid. "LINC, Inc.," a not-for-profit 501-C3, would be established to handle contributions from private sources. Both financial accounting systems would be overseen by KC-SHO, which will designate a trustee for this purpose.

o The KCMO School District would establish contracts with providers to staff and provide services in the school-based clinics, thus allowing for these employees to be added to the EPSDT "cost pool." This structure would significantly increase the potential to earn Medicaid funds to finance the clinics.

o A formal "Memorandum of Understanding" which clearly establishes the roles, responsibilities, and authority of the KCMO School District and the KC-SHO would be signed.

Recommendation

The SBHC Transition Committee asks that the Local Investment Commission pass a motion supporting the KC-SHO concept and agreeing to appoint members to serve. It is understood that further study of the specific terms of this agreement would be necessary before final ratification of an agreement can be achieved.

Children & Families Committee
Update
November 19, 1993

Issues Addressed:

Since the last Commission meeting the Children and Families Committee has addressed the following issues:

- The selection of focus areas for the Children & Families Committee.
- Review of the National Foster Care Panel's final draft report.
- Information sharing with neighborhood groups.
- Soliciting staff and community input in regard to the Foster/Adoptive Parent Recruitment Proposal.
- Fact finding and follow up in regard to issues with DFS interventions with a foster family.
- Concerns and needs in regard to services and funding at Cradles & Crayons Specialized Day Care.

Outcomes:

- The Children & Families Committee subgroups: Prevention, Access, and Family Based completed the affinity process and presented their findings and recommendations to the full committee on November 12, 1993. The results of the subgroups work were summarized and the mission, vision and goals of the committee were identified. (see attached).

- The National Panel submitted the final draft report for review by DSS, DFS, LINC/ Children and Families Committee and other community advisors. The Children & Families co-chairs have submitted feedback to the Panel. Committee members have been given a summary report and presentation of the Panel's recommendations for review.

- Phyllis Becker, Children & Families Committee Executive, has been apart of presenting information to two neighborhood groups in regard to LINC and the Children & Families Committee. The presentations were given to the Oak Park Neighborhood Association and a neighborhood gathering, sponsored by Children and Families Committee member, Ola Evans, at the Day Spring Help Mission.

- Meetings were held to solicit input and feedback from the DFS Recruitment Unit and supervisory staff, and the DFS Foster/Adoptive Parent Ad Hoc Group, in regard to the Foster/Adoptive Parent Recruitment Proposal.

- At the request of DSS, a report is being completed in regard to issues surrounding a dispute between DFS and foster parents requesting to adopt foster children who had been in their care.

- Phyllis Becker, Committee Executive, has met with staff from Crayons & Cradles in regard to concerns with Missouri's First Step's referral, screening and evaluation procedures.

Next Steps:

- Children and Families Committee groups begin information gathering, education and soliciting input from focus groups in order to move forward on committee goals.

- Follow up on the National Panel's final report and the Foster/Adoptive Parent Recruitment Proposal for presentation to the LINC Commission.

- Follow up meetings with Crayons and Cradles Specialized Day Care to address funding issues in conjunction with the Health Care Committee.

CHILDREN & FAMILIES COMMITTEE
SUBGROUP FOCUS AREAS

PREVENTION SUBGROUP

- *Prevention of entry into DSS*
- *Prevention of children and families staying in the system*

FAMILY BASED SUBGROUP

- *System Reform*
  fragmentation
  attitudinal issues
  lack of trust
  categorical funding
  quality and nature of services

- *Community Based*
  early interventions
  safety/empowerment
  education/health/child care
  user friendly

SUBGROUP FOCUS AREAS

ACCESS SUBGROUP:

• ***Community Based/Family Focused***

1) Access/Availability

develop a pilot center with:

24 hour access
flexible hours
on call staff
information referral system

2) Integrated Service Delivery System

integrate public and private services
integrate DSS services
community based offices
strengthen neighborhoods
solicit ongoing input from participants

3) Quality of Services

culturally competent
adequate staff training
utilize focus groups
understand neighborhoods - train neighborhood leaders

PRINCIPLES

LET THE COMMUNITY DECIDE

Involve the neighborhoods/community in decision making and planning. Talk and listen to the children/youth.

"TEACH TO FISH"

Work with people- don't do things for them.

CAN'T START TOO SOON

THE FAMILY DEFINES THE PICTURE

Families/neighborhoods/communities know what the issues are and what they need.

WORLD WIDE FAMILY

We are all "soul brothers and sisters." What affects one of us, affects us all.

START WITH THE BASICS

Basic needs must be met.

"WHAT'S THE GOOD NEWS"

See the strengths in individuals/families/communities and the system.

CHILDREN & FAMILIES COMMITTEE
SUMMARY

MISSION

PREVENT ENTRY INTO DSS

QUICK EXIT OUT OF DSS

(PREVENT UNNECESSARY, PROLONGED, INVOLVEMENT IN DSS)

VISION

TO SUPPORT AND PRESERVE THE FAMILY

CHILDREN & FAMILIES COMMITTEE
SUMMARY

GOAL # 1

I. Support and preserve the family through the provision of community based and family focused services that are culturally competent.

A. Community Based Family Resource Center - test pilot

(who, what, when, where, how, why)

- *continuum of care*
- *24 hour access, flexible hours*
- *transportation for clients*
- *neighborhood input and capacity building*
- *outreach*

CHILDREN & FAMILIES COMMITTEE
SUMMARY

GOAL # 2

II. Develop and maintain a quality children and families service delivery system which is culturally competent and driven by participant input.

A. Integrate public, private, community services

- ***quality improvements***
- ***technical assistance***
- ***communication***
- ***advocacy***
- ***funding - public & private***
- ***special activities - foster care proposal, community forums, joint LINC committee groups***

NEXT STEPS

GOAL # 1

Define a framework for a Family Resource Center.

Research existing programs and efforts that are community based/family focused (internally/externally, public/private, locally/nationally).

Meet and coordinate efforts with other local community based initiatives.

Research funding issues.

Meet with focus groups to identify issues and needs (including youth groups)

GOAL # 2

Connect with the community and learn about other children and families initiatives.

Define a comprehensive case management system.

Set up focus groups to receive input - workers, neighborhoods, participants and existing providers.

Incorporate National Panel Recommendations when final report becomes available.

Develop a matrix that identifies who the providers are and what the funding streams are (public/private).

Aging Committee
Update
November 19, 1993

Issues Addressed:

o Identification of a third Co-Chair for the committee.

o Establishment of planning process involving Co-Chairs, local DSS Aging Administrators, and Commission Liaisons to establish an initial plan of action for the committee.

Outcomes:

o Two nominees have been identified as a possible third Co-Chair for the committee. These nominees are currently being reviewed for possible appointment as Co-Chair.

o The Co-Chairs, local DSS Aging Administrators, and the Commissions Liaisons have agreed to meet in early December to plan the formation and initial steps to be taken by the committee.

Next Steps:

o Appointment of third Co-Chair.

o Hold initial planning meeting with Co-Chairs, local Aging Administrators, and Commission Liaisons.

o Schedule initial committee meeting.

21st Century Council Update
November 19, 1993

Since the last LINC Commission Meeting the 21st Century Council has addressed the following issues.

Issues Addressed:
- The need to adopt the outcomes for the 21st Century Initiative.
- The co-chairs will provide feedback and comments from their committees.
- A "Universal Talking Paper" has been drafted but has not been discussed.
- Providing an update to the 21st Century Council in regard to Empowerment and Enterprise zones.
- Investigating the South Shore Bank and Douglas Bank projects to use as a model for 21st Century.

Outcomes:
- The Council has agreed on six (6) primary outcomes to be used by the committees and for the evaluation.

- The Business Committee has decided to focus on recruiting businesses. Working Groups have been formed to look at financial incentives, human service incentives, and the business contract. Housing & Safety held its first full committee meeting on November 9th and is focusing on identifying problems and solutions for safety and housing. Initially, they will address 2-3 issues and identify immediate actions. The Welfare Reform Committee has developed a flow chart detailing a participants path in to, and out of wage-supplemented jobs. They had some questions and concerns regarding an employer's role and arranged to meet with a small group of people from the Business Economic Development committee. This joint committee recommends the following:

  - Demographic data and skills profile for participants.
  - Businesses should outline the minimum skill levels they require.
  - Emphasis on referring participants who have the skills for being entrepreneurs.
  - Businesses should have a business plan showing how they will succeed at the end of wage-supplementation.
  - Recruiting existing businesses in the target area who want to expand should be done simultaneously with bringing in new businesses.

- The Council recommended some changes be made to the "universal talking paper" and that it should be a dated document that is revisited every three (3) months.

- LINC staff and other Kansas and Missouri economic development agencies have been involved with the City of Kansas City to develop a strategic plan to apply for the bi-state urban empowerment zone. Six empowerment zones will be selected nationally and one must be a bi-state area. Each state is entitled to two social service grants for each empowerment zone. Each grant is 50 million dollars. Also offered are employment credits, increased "expensing" and tax exempt facility bonds.

- Terry Ward attended a conference pertaining to economic development and the question "where are the jobs? South Shore Bank and Douglas State Bank have developed good community empowerment models dealing with self-worth of the community. Their answer is "jobs come from the community." The Council is interested in focusing more on local businesses already in the target areas. It was suggested that the Council investigate these community models.

Next Steps:
- Organize a meeting with representatives from the South Shore Bank and Douglas State Bank .
- Finalize Business Contract and Participant Agreement.
- Facilitate ongoing meetings between Housing & Safety, Welfare Reform, and Business Development

DRAFT

Proposed Outcomes of the 21st Century Community Initiative

1) There will be 300 new jobs created over a 4 year period in each of the target areas of the 21st Century initiative as well as an annual increase in non-wage supplemented jobs.

2) 70% of the people who enter wage supplemented jobs will remain employed and stay off of traditional welfare programs during the 10 year demonstration project.

3) There will be an adequate supply of employable and trained people that have the skills required to meet the needs of an employer and an increase in the number of accessible training slots established for entrepreneurs.

   There will be new intensive job entry and on-the-job training programs developed specific to the businesses that participate in the program.

4) During the 10 year demonstration period, there will be a significant improvement in housing in each target area by reducing dangerous buildings and substandard units and by increasing home-ownership in the target areas. There will also be an increase in the amount of money made available as loans or grants for housing, community development, and entrepreneurial programs in the target areas.

5) There will be a stabilization in the first year and a decrease in the subsequent years in the crime rates and incidence of criminal activity in the target community.

6) There will be an increase in the number of new business establishments along with support for current businesses in the target area to create a total gain of businesses in the target communities.

Business/Economic Development Committee Update
November 19, 1993

Since the last Commission Meeting, the Business Economic Development Committee has addressed the following issues.

Issues Addressed:

- A working mission statement for the Committee
- The need to determine and understand the Committee's focus
- The need to develop incentives that would attract businesses to participate in 21st Century Communities
- Providing an update to the Business Committee in regard to the 21st Century initiative and the 21st Century Council.
- Develop and redefine the committee's sub-groups.
- Identifying existing programs and projects in K.C. that relate to and should have input in 21st Century.
- Identifying target markets and incentives for recruiting businesses.
- The need to begin developing a business contract for 21st Century

Outcomes:

• The Business/Development Committee adopted it's mission statement: "To substantially increase the number of new meaningful employment opportunities for welfare recipients in the target areas and match people who are motivated and trained to fulfill these jobs." The group agreed to leave the mission statement broad for now with the understanding that they could make changes as necessary.

• It was agreed that the Committee's first priority must be the 21st Century Community initiative. However, this does not preclude the group from working on other strategies or creating business opportunities to initiate welfare reform beyond 21st Century Communities.

• Mike Williams, Mitch Valencia, and Dennis Stoll, from Spirit of America addressed the Business/Economic Development Committee. Mr. Williams shared with the group what he believes will attract businesses to participate in the 21st Century initiative. This will assist the committee in developing a proposal package for recruiting businesses. The benefits discussed were:

1) Creative financing	4) Foreign zone package	7) Access to day care
2) Access to market	5) Tax incentives	8) Minimal paperwork
3) Package SBA financing	6) Low cost labor	9) Access to real estate

• A Tasks/Issues paper, developed by the 21st Century Council, (delegating assignments to the Housing/Safety, Business/Economic Development and Welfare Reform committees) was distributed and discussed. The committee recommends that their group be assigned "method of payment" and work jointly on "participant recruitment" with the Welfare Reform Committee. Committee members were given a copy of the proposed outcomes for the 21st Century initiative. At the next meeting, outcomes and tasks assignments will be discussed in greater detail. (see attachment 1 & 2)

• Based on the committee's discussion and the presentation by Mike Williams, the committee will first focus on recruiting businesses and identifying incentives for businesses. It is the opinion of the committee that the other sub-groups will develop as the committee progresses. However, if any member has a interest in another subgroup and would like to initiate its formation, they will be given an opportunity to do so at the next meeting.

· The committee needs to recognize there are other groups (i.e. WEN, FEC, KCMC, Urban Leagues etc.) working on related projects and should have input into the design of the 21stCC program. This is critical to avoid "reinventing the wheel". The composition of the committee is inclusive of a wide variety of groups that should be acknowledged. Their participation is crucial for the success of this collaboration.

· The Committee generated a list of businesses that could be targeted for the 21st Century initiative. The group developed a list of incentives the Committee and the Initiative could offer when recruiting businesses. Twenty-two incentives were identified and categorized as either a human service or financial incentive. Also identified, were those incentives unique to 21st Century. (see attachment 3) Committee members were asked to select the group (financial or human services) to which they were interested in being assigned.

· The Committee members had been given copies of sample contracts to review. Bart Hakan, Steve Taylor, Clyde McQueen, and Charles Miller were selected to begin drafting a business contract for the Business Committee to approve. They will meet on Thursday, November 18th at 4:00pm.

Next steps:

· The Human Service, Financial, and Business Contract small groups will be meeting. There will be updates on their work at the next committee meeting.

· Bill Sproull, Economic Development Corporation, will make a presentation to the committee on incentives offered by the city.

· The next Business/Economic Development Committee meeting is scheduled for November 30, 1993 at the LINC office.

DRAFT

Proposed Outcomes of the 21st Century Community Initiative

1) There will be 300 new jobs created over a 4 year period in each of the target areas of the 21st Century initiative as well as an annual increase in non-wage supplemented jobs.

2) 70% of the people who enter wage supplemented jobs will remain employed and stay off of traditional welfare programs during the 10 year demonstration project.

3) There will be an adequate supply of employable and trained people that have the skills required to meet the needs of an employer and an increase in the number of accessible training slots established for entrepreneurs.

   There will be new intensive job entry and on-the-job training programs developed specific to the businesses that participate in the program.

4) During the 10 year demonstration period, there will be a significant improvement in housing in each target area by reducing dangerous buildings and substandard units and by increasing home-ownership in the target areas. There will also be an increase in the amount of money made available as loans or grants for housing, community development, and entrepreneurial programs in the target areas.

5) There will be a stabilization in the first year and a decrease in the subsequent years in the crime rates and incidence of criminal activity in the target community.

6) There will be an increase in the number of new business establishments along with support for current businesses in the target area to create a total gain of businesses in the target communities.

ATTACHMENT 2

ASSIGNED TASKS/ISSUES

1) Business contract - BUSINESS COMMITTEE

2) Employee agreement - WELFARE REFORM w/ help from BUSINESS

3) Method of payment

4) Job readiness training package - WELFARE REFORM & BUSINESS

5) Job progression - WELFARE REFORM & BUSINESS

6) Wage progression - WELFARE REFORM & BUSINESS

7) Community support issues: ALL COMMITTEES

    Headstart
    Daycare
    Health care
    Mental Health Services

8) Transportation - HOUSING & SAFETY

9) Safety Issues - HOUSING & SAFETY w/ help from WELFARE

10) Rent Ceilings - HOUSING & SAFETY w/ help from WELFARE

11) Bank - Community - BUSINESS and HOUSING

12) Business recruitment - BUSINESS

13) Participant recruitment - WELFARE REFORM

14) Business support - BUSINESS

15) Entrepreneurial training - BUSINESS & WELFARE REFORM

Incentives

Financial:

- Training
- Free or inexpensive land/buildings
- Site investigations/acquisition
- Wage supplementation **(LINC unique)**
- Market Access
- Tax abatement
- Venture capital
- No cost health benefits **(LINC unique)**
- Federal & State income tax credits
- Increased funding for Social Services
- Other programs administered by EDC & SBA
- Foreign Trade Zone
- NAFTA related incentives
- Minimal paperwork **(LINC unique)**

Human:

- Facilitation/coordination service **(LINC unique)**
- Support services for employees(daycare,transportation, safety etc.)**(some LINC unique)**
- Clear communications/marketing of program incentives
- Community/neighborhood involvement
- On-going Advisory Board or support (including program participants)**(LINC unique)**
- Additional training **(LINC unique)**

Other:

- KC amenities
- Municipal/State government cooperation

Target Businesses

1. Existing businesses in target community
2. Existing businesses which have expansion plans
3. Overseas businesses
4. Businesses utilizing education/skill level and training
5. Metro/area wide distribution companies or distributors
6. Businesses which match to existing physical space/supply
7. Businesses which may be dislocated from current location
8. Manufacturing/service businesses which initially require low skill levels
9. High potential start-ups (thru innovation centers and SBIC's)
10. Viable businesses without incentives
11. Businesses "referred" by economic development entities

Health Care Committee
Update
November 19, 1993

Issues Addressed:

o Review health care reform initiatives at both the state and federal level to determine local implications.

o Finalize plan for further involvement of consumers and front-line workers in planning and implementation efforts.

o Facilitate the development of a planning process for expansion of the school-based clinic system and implementation of the National Health/Education Consortium's demonstration program involving the opening of 10 elementary school-based health clinics in Kansas City.

o Complete initial information gathering phase and decide on initial issues to be addressed by the committee.

Outcomes:

o Committee members attended the "MIDWEST SUMMIT ON HEALTH CARE: Rx for Reform," on Oct. 29, 1993. This was hosted by Senators Bob Dole, Nancy Kassebaum, Kit Bond, and John Danforth.

o A plan for making site visits to local health providers to meet with front-line staff and consumers has been finalized. These visits will be completed by middle January 1994.

o Kansas City has been identified as one of the sites for the NHEC Elementary Health Clinic Initiative. The planning process has been initiated for the opening of 10 elementary school health clinics next year and additional secondary school clinics. The initial plan calls for the school-based clinics to be expanded from the current 2 clinics to 18 - 20 clinics within 3 years.

o A planning process has been designed to ensure the school clinic system is designed and governed by the community.

o Judith Weaver has been added to the committee and Thad Wilson has been added to the Professional Cabinet. Judith has been appointed by the Governor to serve on the State of Missouri Health Facility Review Committee and was previously the Medicaid Director in South Carolina. Thad Wilson has recently been hired by the KCMO School District as "Director of Medicaid and School Health."

o Pamela Walker of the Missouri Department of Health addressed the committee regarding the "ShowMe Health Reform Initiative" during the November 18th. committee meeting. This initiative may result in health reform legislation being submitted to the Missouri General Assembly during the 1994 legislative session.

Next Steps:

o Develop initial action plan for the committee.

o Continue planning the expansion of school-based clinics.

o Complete site visits and continue to expand the role of front-line workers and consumers in the committee.

Housing & Safety Committee Update
November 19, 1993

Since the last LINC Commission Meeting the Housing/Safety Committee has addressed the following issues.

Issues Addressed:

- The need to determine and understand the committee's focus and structure.
- Providing an overview of LINC and 21st Century.
- Identifying the problems concerning housing and safety.

Outcomes:

- The Co-Chairs have been meeting on a regular basis to develop structure for the Committee. Initially the committee will be structured around the outcomes recommended by the 21st Century Council. The outcomes are: 1) There will be an improvement in the availability and condition of affordable housing units (rental, subsidized, and single family) for eligible participants in the target community. This includes identifying the sources and availability of loans and grants for housing, community development, and entrepreneurial programs. 2) There will be a stabilization in the first year and a decrease in the subsequent years in the crime rates and incidence of criminal activity in the target community. Although the committee will be addressing many issues, the group will focus on 2-3 problems and identify immediate actions.

- The Housing/Safety Committee held their first meeting on November 9. At the meeting Paula Cardello, LINC Deputy Coordinator, explained the structure of the LINC Commission, the seven (7) LINC Committees(Welfare Reform, Housing/Safety, Business/Economic Development, Children & Families, Aging, School-Linked Services and Health Care), 21st Century Communities, and their relationships to each other.

- Gary Baker, from the Kauffman Foundation, facilitated a process to identify problems and solutions concerning housing and safety. The committee decided their work will address housing and safety as separate and joint issues. The group decided to concentrate on safety issues at this meeting and at their next meeting before moving onto housing concerns. The committee divided into sub-groups to address the problems and solutions in regard to safety. The sub-groups then prioritized the issues and reported back to the large committee.(see attached)

Next Steps:

- Prepare prioritized list of the identified problems and solutions for the committee to review.
- Identify the problems and solutions in regard to housing.
- The next meeting will be held on November 30, 1993 at the KC ATA Office, Breen Building, 1200 E. 18th Street, Kansas City, MO at 5:30 p.m. to 7:30 p.m.

SAFETY

PROBLEMS:

1. Neighborhood/Community isolation and lack of community involvement and communication.
2. Lack of adequate police protection (job performance & attitudes) and "beat cops" guns and unlawful ownership.
3. Lack of "control" in schools.
4. Excessive crime, juvenile and adult (drugs, alcohol, & gangs).
4. Making people feel "safe".
4. Lack of employment and (alternative) recreational opportunities for all ages.
5. Domestic violence.
6. Lack of role models
Not enough correctional facilities
Lack of supervised activities for all ages
Physical, safety improvements in housing
Busing of youth
7. Safety awareness (lack of education and training)
Too many liquor stores
8. Lack of or poor street lighting
Designation of 2 parent family
Vacant housing and buildings
Administrative support vs. P.R. (schools)
Lack of support for de-institutionalized people
Housing eviction procedures

SOLUTIONS:

1. Community Involvement
-After school programs - utilize churches, grandparent etc.
-"Teen Towns"
-Develop youth and recreational centers - alternative programs
-Activity sharing (day care, car pools etc.)
2. Community policing(store front police stations) and increase number of police and private patrol.
3. Stricter control of guns and bullets.
4. Neighborhood schools (busing issue).
Teach males respect for females.
5. Capital improvements for safety issues.
Law Enforcement - stiffer penalties for youth (change in juvenile laws).
Prevention programs and treatment programs.
6. More training and jobs.
More money - better allocation to true priorities.
Education of community on safety measures and emergency assistance.
More correctional facilities and youth reform camps (Youth Boot Camps).
Parenting classes/education (gangs etc.)
Separate domestic violence court.
7. Planning for safe streets.
Welfare Reform that supports the security of the family.
Anti-drug/crime/alcohol campaigns.
Parent responsibilities - accountability.
8. More scholarship programs.
Upgrade/beautification of landscapes.
Private contracts for public schools.
Improvement of crisis response (911).

Futures Advisory & Welfare Reform Committee
Update
November 19, 1993

Issues Addressed:

Since the last Commission meeting the FUTURES Advisory and Welfare Reform Committee has addressed the following issues:

- Planning for 21st Century Communities
- Implementing the FUTURES program for Unemployed Parent recipients of Aid to Families with Dependent Children (two parent families).
- Invitation from Manpower Development Research Corporation to be part of the experimental phase of the national Parents Fair Share Demonstration Project.
- Changing the curriculum in Adult Basic Education to incorporate recommendations made in the SCANS report.
- Implementation of a dedicated program for FUTURES participants for Licensed Practical Nurses training at Penn Valley Community College.
- Development of a contract to provide transportation to FUTURES participants who do not live on bus lines in Jackson, Clay and Platte counties.
- Participation in the statewide Welfare Reform Coordinating Committee to develop recommendations for the Governor's welfare reform legislative package.
- Advocacy for FUTURES, FUTURES Connection and other welfare reform issues.

Outcomes:

- On November 12, the planning group for 21st Century Communities met with representatives of Business & Economic Development Committee and presented their recommendations and concerns on participant and business issues.
- Transportation contract has been implemented in Clay county.
- Twelve FUTURES participants have graduated from prep course for Licensed Practical Nurse training.
- Site visit made to Washington state Adult Basic Education program by representatives of FUTURES, ABE and Kauffman Foundation. Plans proceeding for resource development to use Washington's curriculum in exchange for providing consultation to them on collaboration.
- On November 17, the focus group with FUTURES Connection participants conducted by nationally known author observed by policy makers from Division of Family Services and Child Support Enforcement and local legislator. (See flyer on following page.)
- Two groups of Unemployed Parents are currently participating in Life Skills classes, and thirty-nine are enrolled in the program.
- Interviews are being held for process evaluation of FUTURES program.
- Testimony being presented today to Joint Interim Legislative Committee regarding welfare reform, and report on FUTURES, FUTURES Connection and welfare reform to Government Relations Committee of Heart of America United Way for inclusion in their 1994 Legislative Agenda.

Next Steps:

- Continued advocacy efforts.
- Continue 21st Century Communities planning.
- Study evaluation results and develop recommendations for program improvement based on them.
- Plan for evaluation of FUTURES Connection program.

The Kansas City FUTURES Advisory and Welfare Reform Committee and the Missouri Department of Social Services invite you to join with them and other policy makers to hear the personal concerns of fathers as they are struggling to become better providers for their children.

Nationally renowned author and speaker,

RICHARD LOUV

will conduct a focus group of FUTURES Connections participants which you will be able to observe. After the focus group we invite you to discuss mutual concerns and ideas about public policy with Mr. Louv.

Wednesday, November 17
1:30 to 4:00
Market Directions, Inc.
Commerce Tower, Suite 300
911 Main, K. C., MO

Mr. Louv's visit to Kansas City has been made possible by:
Civic Council of Greater Kansas City
Greater Kansas City Community Foundation
The Partnership for Children

Richard Louv is the author of FATHERLOVE and CHILDHOOD'S FUTURE, contributing editor and columnist for *Parents* Magazine and a columnist with *The San Diego Union-Tribune*. Mr. Louv has received numerous awards for his writing on childhood. For his first two books, Mr. Louv traveled the nation for four years, interviewing over 4,000 children, parents, grandparents, teachers and other professionals. His next book, which will be published in January, 1994, 101 THINGS YOU CAN DO FOR OUR CHILDREN'S FUTURE, is a step-by-step guide to help structure a healthy, caring environment within each household and in the society at large.