

DOMESTIC POLICY COUNCIL
MEETING ON COMPREHENSIVE STRATEGIES INITIATIVE

March 4, 1996

- I. **Introduction**
Carol H. Rasco

- II. **Overview and Discussion of Comprehensive Strategies Initiative and White House Working Meeting -- March 12-13**
Jeremy Ben-Ami

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Led by Carol H. Rasco

- IV. **Update and Discussion Regrading Oregon Option and Connecticut Memorandum of Understanding**
Elaine Kamarck

THE WHITE HOUSE

WASHINGTON

February 29, 1996

MEMORANDUM FOR DISTRIBUTION

FROM: CAROL H. RASCO

SUBJECT: DOMESTIC POLICY COUNCIL MEETING

The Domestic Policy Council will meet on Monday, March 4th at 4:45 p.m. Please note that we will convene in the Roosevelt Room here at the White House.

As you know, the Domestic Policy Council, the National Performance Review, the Office of Management and Budget and the National Economic Council are all making it a top priority to ensure that states and localities have the full support of the Federal government in pursuing more comprehensive strategies for children and families. To that end, on March 12-13, we are having the White House Working Meeting on Comprehensive Strategies.

At Monday's Domestic Policy Council meeting, we will focus on this initiative and specific plans for the White House Working Meeting. We will also spend some time discussing our partnerships with Oregon and Connecticut. In preparation for the meeting, I am attaching two documents:

- (1) Draft Vision Statement
- (2) Draft Outline of a Framework for Federal Action

Please note that both of these documents are working documents and subject to change. The final documents will reflect any changes you think need to be made.

I look forward to seeing you on Monday.

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Comprehensive Strategies for Children and Families Vision Statement

The Clinton Administration is committed to a nation of strong, caring, and nurturing families and communities. This vision is based on the philosophy that children are best served in the context of a family and families are best served in the context of a community. Building on the strength of families and communities, we believe that the following principles are critical to enabling communities to help families meet their needs:

Facilitate and Support Community Efforts. The Clinton Administration is committed to top down support for bottom up reform. Children and families live and work in communities, and any efforts to improve results for them should be developed and implemented at the community level. The Federal government should stand behind communities to support them as they solve their own problems.

Involve Families. Families should be involved as full partners in planning any services provided for them. Both parents must be encouraged and given incentives to take responsibility for their children as nurturers, first-teachers, partners with schools, mentors of adolescents, and coaches of the transition from school to work. Governmental policies should reinforce and encourage a positive role for supportive parents.

Serve Families and Communities Comprehensively. To enable families to help children succeed in school and grow up healthy, we need to emphasize comprehensive and responsive strategies, focusing on communities and families. Children, families and communities do not come in neat, separate pieces. Rather than drawing rigid boundaries between services and supports for families, the federal government must respond comprehensively and flexibly to the needs of communities and families. Each member of a family must be seen and served in the context of that family and community, not as isolated individuals with isolated problems.

Account for Results. We want children and families to be healthy, educated, and safe. We also want children to grow up to become productive adults who participate in their communities. Success should be measured by outcomes -- the strength of families and communities -- not by dollars spent.

Involve All Members of the Community. The Administration commits to working closely with all of our partners to achieve this common vision. Families, neighborhood and community leaders, schools, nonprofit and for-profit organizations, local, state, and Federal levels of government, the faith community, and the media all have key roles in achieving this vision.

Invest Early and Prevent Crises. Support at "critical moments" will prevent family disintegration. We need to focus more of our resources and attention on providing early help and support to prevent crises and enhance strengths.

Meet Training and Technical Assistance Needs. Training and technical assistance are essential if communities are to develop both human and economic resources. "Natural helpers" exist in every community and their skills should be utilized in helping families. This process frequently results in the creation of new careers and opportunities in the community. Federal and state employees need training to perform more of a facilitating role rather than a monitoring role, and to manage less on process and more towards results.

DRAFT

FRAMEWORK FOR FEDERAL ACTION DRAFT OUTLINE

BACKGROUND

The Federal Working Group has identified five issue areas which help categorize the steps it will be taking under this action plan. The areas are broadly defined and are intended to help organize the effort and bring fragmented pieces together. These issue areas will form the basis for dividing the Working Group into teams to press forward with work after the March meeting. The issue areas are:

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

ACTION STEPS

Based on several meetings and agency submissions, the Federal Working Group on Comprehensive Strategies -- comprised of representatives from the Departments of Health and Human Services, Education, Housing and Urban Development, Justice, Labor, Transportation, Commerce, and USDA -- has identified a series of action steps to be pursued by the federal government to assist local and state efforts to integrate services for children and families. The attached outline includes existing efforts, steps that have already been proposed and an indication of other steps to consider. The action steps we are considering thus far are all administrative in nature. However, included in this outline is an indication of legislative action, pending and otherwise, that will help enable the Federal Government to be more responsive to the needs of communities and families. Please note that this document is a working draft and still subject to change. Also, the specific action steps identified could in many cases be appropriately discussed under more than one issue area, so too much significance should not be attached to their location.

FINANCING COMPREHENSIVE STRATEGIES

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

a. Provide Greater Flexibility Within Existing Statutory Authority

Federal / State / Local Partnerships

Oregon Option

Connecticut agreement

Indiana

West Virginia

Ed Flex Waivers

Empowerment Zones/Enterprise Communities

Other Waivers: Welfare, Medicaid, Food Stamps

Note: The Federal Working Group should provide a forum for addressing how these partnerships are working, what can be learned from them, and how they can be successfully replicated and expanded.

b. Performance Partnership Grants

Note: Assuming legislative approval, HHS, HUD and other agencies will be proceeding with the creation of new performance partnerships that combine categorical funding into more flexible spending streams with accountability and rewards for performance. The Federal Working Group would help track how these are being developed, how states and localities are being apprised of the flexibility, and whether there are applicable lessons for other programs and departments.

c. Other Legislative Action

The Local Empowerment and Flexibility Act

HUD proposals for flex funding

d. Other Ideas And Additional Questions To Consider

- . Encourage "savings" by allowing grantees to use money saved through improved management to expand programs.
- . Allocate more funding to flexible programs and less funding to more prescriptive programs.
- . Produce a single manual that explains the flexibility currently available within existing Federal programs.
- . Are agencies making information as available as possible to states and localities about the maximum amount of flexibility that can be found within existing authority?

BUILDING CAPACITY

The second broad category of actions encompasses steps to ensure that those charged with implementing policies and managing programs at all levels of government, as well as those outside government, are receiving as much appropriate training and technical assistance as possible in implementing comprehensive strategies.

a. Individual Agency Efforts With Communities Around Comprehensive Services

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

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

HUD / USDA work with EZ/ECs.

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

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

b. Interagency Technical Assistance Teams

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

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

c. Training Federal Employees In New Approaches

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

d. Other Ideas And Additional Questions To Consider

Conduct training for Federal staff to be done on an interagency basis.

As DOJ expands capacity of Justice Training Center to provide inventory of training resources on juvenile justice and delinquency programs, can this be extended to include coordination of training and technical assistance between other Federal agencies?

Will other agencies be engaging in efforts to train federal employees?

STRENGTHENING DATA AND INFORMATION SYSTEMS

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

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

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

HHS developing/sharing prototype child welfare information system.

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

HUD EZ/EC information system.

b. Information On Federal Programs And Resources

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

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

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

* c. National Data/Statistics on Well Being of Children

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

Oregon Option "system" will be shared with other states.

Census Bureau/Interagency Forum on Child and Family Statistics to gather better data about children and to report on national outcomes regularly.

HHS comprehensive report on child well-being, using data drawn from all available

Federal sources.

d. Other Electronic Tools To Assist Communities

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

e. Helping States and others Meet Federal Data Collection Needs

Census Bureau exploring processes for meeting federal data needs -- starting with Oregon.

d. Questions to Consider

- . What are the different clearinghouses?
- . Is there sufficient cross-referencing of clearinghouses across agencies? (EZ/EC home page, NPR home page)
- . Is there a simple document to describe all such federal information resources relating to youth? If not, should there be?

STREAMLINING BUREAUCRACY

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

a. Applying for Discretionary Funding

Joint RFP across OJP (Office of Justice Programs) Bureaus.

b. Consolidated Plans

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

c. Single Point of Contact

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

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

HHS Technical Advisory Group (TAG) serves as a liaison between states and several HHS programs.

d. Auditing

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

e. Questions to Consider

- . Are there other ways to simplify the process of applying for federal discretionary funding?
- . Can agencies issue joint RFPs?
- . Can funding cycles be better coordinated?
- . Can applications be coordinated so at least some paperwork only needs to be done once?

- . Can plans be developed that would be accepted across agencies on a regular basis?
- . Can the concept of a single point of contact on an interagency basis be extended beyond HUD and beyond the Connecticut agreement?

IMPROVING ACCOUNTABILITY

The fifth issue area is that of improving accountability. One of the key principles of a reinvented intergovernmental partnership is managing for results, and evaluating and rewarding performance. The federal government needs to look closely at how it measures performance and outcomes and its processes for evaluation.

a. Shared accountability – Developing Benchmarks In Partnership

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

b. Outcomes-Based Evaluation Models for Comprehensive Service Efforts

HHS/ASPE Steering Committee on Evaluation reviewing existing work in the field and holding design workshops to produce an evaluation strategy for comprehensive community initiatives. The Committee will develop a set of prototype evaluations that could be pilot-tested by communities. The Committee will also generate a set of measures for assessing progress toward improved outcomes in communities.

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

OJJDP evaluation of six Safe Futures sites that will test OJJDP's Comprehensive Strategies.

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

THE WHITE HOUSE

WASHINGTON

February 12, 1996

MEMORANDUM FOR DISTRIBUTION

FROM: ELAINE KAMARCK
CAROL RASCO
ALICE RIVLIN
LAURA TYSON

SUBJECT: COMPREHENSIVE STRATEGIES FOR CHILDREN AND FAMILIES

The purpose of this memo is to provide an update regarding our ongoing efforts on Comprehensive Strategies for Children and Families. Unfortunately, the government shutdowns and weather have prevented us from staying on schedule but we want to take this opportunity to reiterate our interest in moving forward and to indicate a new timeline. Please note that we have rescheduled the White House Working Meeting on Comprehensive Strategies (previously scheduled for November 14-15) for March 12-13, 1996. More details about the meeting are forthcoming.

The National Performance Review, the Domestic Policy Council, the Office of Management and Budget and the National Economic Council are all making it a top priority to encourage federal agencies to explore all possible means to ensure that states and localities have the ability to pursue more comprehensive strategies for children and families. Several different Administration initiatives -- including the Department of Education's Working Group on Coordinated Services, the President's Prevention Council, HUD's Campus of Learners Project, the Youth Initiative Working Group, the Urban Policy Working Group, DOJ's Juvenile Justice Coordinating Council and other related reinvention efforts -- have provided us with ideas and suggestions for moving forward. Furthermore, the Empowerment Zone and Enterprise Community Initiative and the Administration's partnerships with Oregon, Indiana, West Virginia and soon Connecticut are indicative of our commitment to changing the way government does business. Your input and support are essential to this process.

In preparation for the White House Working Meeting on Comprehensive Strategies for Children and Families, a federal working group, comprised of representatives from your departments, has met several times to begin discussing specific action steps the federal government can take. On January 26, we hosted a discussion with individuals from the State of Maryland who have been working to implement comprehensive strategies for children and families. Representatives from local programs, community organizations and foundations, city health and justice departments, state agencies, and seven federal agencies participated in the meeting. This meeting provided a wonderful opportunity for federal government participants to hear directly from individuals whose programs and clients we are seeking to help. The substance of the discussion was based on a case study and local participants' experiences with federal government programs. The meeting closed with all federal participants indicating what they had learned and what issues they intend to address

as part of their contribution to the concrete steps the federal government will take. The next step is for each federal agency to move forward on developing a specific plan for addressing issues identified.

We will have a follow-up meeting on February 14 to review agency plans and begin outlining an overall administration agenda for intergovernmental partnerships. The work that results from these two meetings will flow into the White House Working Meeting on Comprehensive Strategies for Children and Families (previously scheduled for November 14-15) to be held in the early part of March. Please note that while this meeting will be an opportunity to focus on all three levels of government, our primary interest is highlighting the changes that can be made at the federal level within existing law. Some examples may include: (1) inconsistent planning cycles or auditing requirements in federal categorical programs; (2) lack of flexible federal funding to support services; (3) difficulties in accessing Medicaid reimbursement; (4) conflicting confidentiality and eligibility requirements in education, health and nutrition programs; (5) lack of easily accessible information about what funding is available to support comprehensive strategies.

The White House Working Meeting on Comprehensive Strategies will result in a document that is as detailed as possible -- referring to specific action steps by the different levels of government and a strategy and timeline for accomplishing our goals.

UPDATED TIMELINE.....

***Early-February --
Agencies Develop Action Plans***

***February 14-- 10:00 a.m. - 12:00 p.m.
Final Federal Working Group Meeting to Refine Agency Plans***

***March 12-13
White House Working Meeting with States and Localities on Comprehensive Strategies for Children and Families***

***Early April --
Completed Document Summarizing Action Steps and Timeline***

attachment: List of Federal Working Group Participants

cc: Federal Working Group

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Comprehensive Strategies for Children and Families

States and Localities Invited to March 12-13 Meeting

Examples of Their Innovations

State and local representatives from fourteen States have been invited to the March 12-13 White House Working Meeting on Comprehensive Strategies for Children and Families. From each State, at least one local representative, one person from the education community, and at least one additional representative from the human services, health, economic development, labor, or justice field have been invited to participate to share their innovations with each other and with their federal partners and to provide input into plans for further federal action.

The invited States and localities were selected because of their innovations either directly in the children and family area or in developing a tool for use in another area that could be applied to improving results for children and families. What follows is a description of some of the innovations from these 14 States and localities. These summary descriptions are designed to show the diversity and creativity among States and localities. This list is not meant to be complete either in terms of the innovations among these States and localities or to infer that there are not innovations within the other 36 States.

Arkansas

Building Capacity:

Enterprise Communities: East Central; Mississippi County; Pulaski County

Streamlining Bureaucracy:

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

Colorado

Building Capacity:

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

Enterprise Community: Denver

Streamlining Bureaucracy:

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

Improving Accountability:

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

Connecticut**Building Capacity:**

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

Enterprise Communities: Bridgeport; New Haven

Streamlining Bureaucracy:

Neighborhood Revitalization Act recently passed. Very similar to Local Empowerment and Flexibility Act, but at state level. Law allows municipalities and state to work with neighborhoods that come forward with comprehensive strategic plans and measurable goals for economic development and neighborhood revitalization, and to waive municipal and state codes and regulations that impede success. The federal government and

Connecticut just entered into a partnership so that federal solutions and barriers to economic development and neighborhood revitalization would also be addressed.

Indiana

Building Capacity:

Enterprise Community: Indianapolis

Streamlining Bureaucracy:

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

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

Iowa

Financing:

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

Building Capacity:

Enterprise Community: Des Moines

Streamlining Bureaucracy:

Council for Human Investment (CHI) created through legislation in 1993. Members appointed by Governor include departments of economic development, education, human services, and health, and public, private, and legislative members. Two responsibilities

include developing a long-term human investment strategy with broad policy goals and benchmarks, and conducting customer satisfaction surveys of the users of public services. Initial focus on economic development, work force development, and strong family.

Improving Accountability:

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

Kentucky

Building Capacity:

Empowerment Zone: Kentucky Highlands

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

Improving Accountability:

Comprehensive education reform begun in 1990:

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

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

and to take corrective action. Each school where 20% of student population eligible for free lunches funded to establish a family resource or youth services center.

Streamlining Bureaucracy:

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

Maryland

Building Capacity:

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

Empowerment Zone: Baltimore

Streamlining Bureaucracy:

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

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

Improving Accountability:

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

Minnesota

Financing Comprehensive Strategies:

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

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

Building Capacity:

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

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

Enterprise Communities: Minneapolis; St. Paul

Strengthening Data/Information Systems:

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

Streamlining Bureaucracy:

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

Local level: the Family Services Collaboratives; children's mental health collaboratives; family preservation and support project; early childhood family education and learning readiness programs; and Head Start's project cornerstone

Improving Accountability:

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

Minnesota Milestones sets forth a vision and measurable goals for the state's future based on what Minnesotans said were their hopes for the state and their communities. The purpose of Minnesota Milestones is to determine where the state wants to be in the future and to measure long-term results over the next 5, 10 and 20 years. It gives Minnesotans a way to focus on the future and hold leaders accountable for how the state gets there. The result of a citizen-based planning process with 45 meetings across the state was a planning document "Minnesota Milestones: A Report Card for the Future" which includes a vision for the future, 20 broad goals and 79 ways to measure progress towards these goals. For example, under the broad goal "Families will provide a stable environment for their children" are 7 measures with specific targets such as teen pregnancy rate, runaways per 1,000 children, percentage of students attempting suicide, divorce rate, percentage of students who move more than once a year, etc.

Missouri**Building Capacity:**

Enhanced Enterprise Community: Kansas City, Kansas and Kansas City, Missouri
Enterprise Communities: East Prairie: St. Louis

Streamlining Bureaucracy:

Caring Communities, a school-based effort to link or co-locate health and human services with education reform efforts within the schools. Attempting to integrate educational

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

Improving Accountability:

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

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

North Carolina

Financing Comprehensive Strategies:

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

Building Capacity:

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

Streamlining Bureaucracy:

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

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

Improving Accountability:

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

Ohio

Building Capacity:

Supplemental Empowerment Zone: Cleveland

Enterprise Communities: Akron; Columbus; Greater Portsmouth

Streamlining Bureaucracy:

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

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

Improving Accountability:

Cleveland Works, a non-profit organization that delivers job training and placement and comprehensive family services to people seeking permanent employment and an increase in their standard of living, including the opportunity to move off the public assistance roles. Established in 1986 to provide training to adult AFDC recipients in Cuyahoga County in Cleveland. Programs of Cleveland Works entered around three cornerstones: family health, quality education, and gainful employment. Five mayor programs: job placement and retention, job preparation and training, "Beat the Streets", legal services, and the family development project. Through these programs, provide educational opportunities, legal services, family education, and on-site health clinic, and on-site child care. Uses federal JOBS, JTPA, and Head start funds, Food Stamps. Also state, county, city, foundations, private contributions, and corporations. Tracks 6 results: job readiness, entry wage, job retention rates, cost per placement.

Oregon**Building Capacity:**

Enterprise Communities: Josephine; Portland

Improving Data and Information Systems:

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

Streamlining Bureaucracy:

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

Improving Accountability:

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

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

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

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

Vermont

Building Capacity:

Enterprise Community: Burlington

Improving Accountability:

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

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

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

West Virginia

Financing Comprehensive Strategies:

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

Building Capacity:

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

Enterprise Communities: West Central; Huntington; McDowell

Streamlining Bureaucracy:

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

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

THE OREGON OPTION

An Intergovernmental Partnership for Results

SUMMARY

Proposal: In July 1994, Oregon's governor and county and city government officials proposed a special partnership and long-range project with the federal government to test fundamental redesign of the intergovernmental service delivery system to achieve results.

Purpose: to encourage cooperation among federal, state and local entities to redesign and test an outcomes-based approach to intergovernmental service delivery.

Why Oregon? Using its pioneering efforts in benchmarking as a base, Oregon is uniquely suited for an experimental demonstration to develop an outcome-based approach to intergovernmental services. The State and local governments have several years experience using an outcomes model for establishing long-range vision, setting public priorities, allocating resources, designing services, and measuring results. The Oregon Legislature has adopted the "Oregon Benchmarks." Nonprofit organizations, businesses, and civic groups in Oregon are aligned to a benchmark process with State, county and local jurisdictions.

Principles to Guide Partnership. The Oregon Option is based on principles advanced by the National Performance Review:

- o Focuses on outcomes as the criteria by which to measure success
- o Intergovernmental and interagency -- brings together the community, local, state and federal levels to agree on desired results and work together to achieve them (i.e., shared accountability)
- o Oriented to customer needs and satisfaction, especially through integration of services
- o Biased toward prevention rather than remediation of problems
- o Systemic, sustainable change at all levels of the service delivery system to reduce red tape and micro-management
- o Delegation of responsibilities for service design and delivery to front-line, local-level providers
- o NOT about more money, but about re-directing funds to better achieve agreed-upon results.

Initial Focus of demonstration is on Oregon's human investment benchmarks, clustered as follows:

- Healthy children
- Stable families
- A developed (highly educated and prepared) workforce
- Cross cutting data and statistical issues

Federal involvement coordinated by the National Performance Review through a Federal Interagency Action Team made up of staff from the Domestic Policy Council, NPR, OMB and seven Cabinet Departments which have the most impact on the benchmarks Oregon wanted to focus on.

Each of the three benchmark cluster areas as well as the cross-cutting data and statistical issues are supported by an intergovernmental, interagency team. Some of the cluster teams have sub-teams to address specific benchmarks within that cluster (e.g., immunization) to bring in the appropriate stakeholders to work on each goal (e.g., pediatricians, health insurers). These teams are working to: identify best strategies to achieve the agreed-upon outcomes; to identify barriers to implementing these strategies and to measuring outcomes; and to remove barriers at all levels to improve outcomes.

**THE WHITE HOUSE
OFFICE OF THE VICE PRESIDENT**

FOR IMMEDIATE RELEASE
SATURDAY, February 24, 1996

CONTACT: 202-456-7035

**VICE PRESIDENT, GOVERNOR SIGN INTERGOVERNMENTAL AGREEMENT
New Partnership Will Help to Revitalize Connecticut Neighborhoods
FEDERAL- STATE-LOCAL PLAN SERVES AS MODEL NATIONWIDE**

NEW BRITAIN, CT -- Announcing a federal-state-local partnership that will serve as a model nationwide, Vice President Al Gore and Governor John Rowland signed today (2/24) an agreement that will help revitalize Connecticut communities by rebuilding inner city neighborhoods and stimulating local economic development. Connecticut joins Oregon as the second state that has an agreement with the federal government to redesign and test new forms of intergovernmental cooperation.

"The people of New Britain and other local communities know best how to rebuild and revitalize their communities and their economy," said Vice President Gore, who heads the National Performance Review to create a federal government that works better and costs less, a government that encourages innovative and flexible solutions at all levels of government. "The federal government should give them the technical support and the flexibility they need to get the job done. That's what we're doing today."

The agreement, called a Memorandum of Understanding: Connecticut Neighborhood Revitalization Partnership, will encourage and facilitate cooperation among federal, state and local entities to promote economic development and neighborhood revitalization. Specifically, the agreement reduces red tape and encourages flexibility among federal, state, and municipal governments.

The partnership serves as a model for improvements in federal-state-local partnerships across the nation. It is another example of the Clinton Administration's effort to create a common sense federal government that eliminates unnecessary regulations, removes bureaucratic barriers, streamlines organizations, and provides better and more cost-effective service for the American people.

In his visit to Connecticut, Vice President Gore was joined by Governor Rowland, Housing and Urban Development Secretary Henry Cisneros, Assistant to the President for Domestic Policy Carol Rasco, members of the Connecticut congressional delegation, and other federal, state and local officials on a tour of a Neighborhood Revitalization Zone where they talked with local residents and business owners working to bring back their community. The Vice President then addressed an audience of concerned citizens and officials at New Britain High School where he talked about the need to create better partnerships among local, state, and federal governments.

##

MEMORANDUM OF UNDERSTANDING CONNECTICUT NEIGHBORHOOD REVITALIZATION PARTNERSHIP

Purpose

The purpose of this Memorandum of Understanding is to encourage and facilitate cooperation among Federal, State and local entities to promote economic development and neighborhood revitalization in Connecticut's neighborhoods and to improve outcomes for Connecticut's residents. This special partnership will serve as a demonstration of principles and practices which may serve as a model for improvements nationwide.

Short term action plans or project agreements will supplement this Memorandum of Understanding as the partners work together on specific issues identified as barriers to economic development and neighborhood revitalization. Examples of areas where Connecticut would like to begin working together include: exploring innovative financing structures; developing a common property disposition agreement to dispose of abandoned and foreclosed property through a coordinated approach; modification of historical preservation requirements in low-income neighborhoods; reviewing lead paint abatement, asbestos removal, and urban site remediation procedures and regulations to develop ways to reduce the barriers yet retain necessary safeguards of public health and welfare.

Background

A six-year recession with the loss of more than 200,000 jobs, from which Connecticut is only now emerging, has caused Connecticut to completely reshape the landscape of community development and neighborhood revitalization. Public Act 95-340, An Act Establishing a Neighborhood Revitalization Zone Process was developed to articulate a new paradigm and vision. The Act represents the integration of three policy documents:

- o Connecticut's Goals and Benchmarks for the Year 2000 and Beyond
- o The Conservation and Development Policies Plan for the State of Connecticut
- o Consolidated Plan for Housing and Community Development

The goals, objectives and strategies embraced by Connecticut represent an innovative approach to community development requiring a major shift in roles and responsibilities for local, state and federal stakeholders -- one which moves all levels towards working together to solve problems and achieve results rather than focusing on specific rules.

These efforts led Connecticut, with overwhelming bipartisan support, to pass an extremely

innovative law, "An Act Establishing a Neighborhood Revitalization Zone Process." Public Act No. 95-340, which took effect on October 1, 1995. This Act creates a new model for economic revitalization of deteriorating neighborhoods -- the creation of Neighborhood Revitalization Zones (NRZ's) and a process for communities and governments to work together to support them. The law aims to empower local communities to make decisions; provide relief from burdensome state and local regulations and systems barriers, and provide for federal, state and local collaboration to coordinate governmental functions and personnel to develop and implement locally-driven strategic plans for neighborhood revitalization.

Numerous Connecticut State and local officials and the entire Congressional delegation approached the Vice President asking the federal government to partner with Connecticut in these efforts. This Memorandum of Understanding establishes the parameters for that partnership.

Principles to Guide Partnership

The following principles should guide the parties' cooperation in this undertaking. The partnership will:

- o Be structured, managed, and evaluated on the basis of results (i.e., progress in achieving Connecticut's stated goals or benchmarks). Moves toward measurement of results rather than micro-management and red tape.
- o Focus on customers.
- o Shift the impetus of planning and service design and delivery to the local level. Empower municipalities, neighborhood leaders, regional entities, and community constituency groups to foster neighborhood development.
- o Maximize use of federal, state, local and private resources through enhanced coordination and communication. Encourage a problem solving approach between communities and government (local, state and federal) based on mutual trust, collaboration and consensus decision making, where creative solutions to provide flexibility to achieve better results are negotiated and implemented, while streamlining the government's bureaucracy.
- o Integrate planning to account for the social, economic and physical development strengths and needs of communities.

Responsibilities of the Parties

Federal Role

The Community Empowerment Board, the National Performance Review, and federal agencies

will work together to support this federal-state-local partnership with Connecticut in the following ways. Federal partners will showcase Connecticut as a national model, to furnish information to Connecticut and federal agencies about related efforts, to provide maximum flexibility, to ensure interagency involvement, to designate staff to work with the federal representatives and Connecticut as needed, and to inform and involve the Vice President as needed.

National Model: Federal partners will promote and highlight Connecticut as a national model for innovative community revitalization and will share lessons learned from this partnership with federal agencies and other States and localities. As part of this effort, Connecticut officials will be invited to address other States at national forums. Federal partners will share available information with Connecticut on potential resources in conjunction with this effort.

Single Point of Contact and HUD Support: As the Connecticut Plan focuses on neighborhood revitalization, economic development, and housing issues, the Department of Housing and Urban Development (HUD) will take the lead on this partnership and assign a field representative as the ongoing single point of contact with Connecticut for purposes of this partnership. The State and HUD single point of contact will meet at least quarterly to review the progress in implementation of this Partnership. Additional HUD staff will partner with Connecticut as specific issues arises. The HUD single point of contact will serve as an interagency representative and will serve as convener on interagency issues to bring together other federal representatives as needed. Intergovernmental Project Teams will be formed to work through specific issues.

EPA Support: Connecticut is also focusing on environment, health and safety codes and regulations, as well as using "Brownfields" and other foreclosed and abandoned properties as a primary tool to revitalize neighborhoods. Therefore, the Environmental Protection Agency (EPA) will also assign one person as a primary EPA liaison for the Connecticut partnership with additional EPA staff support as relevant issues arise. EPA's Region I Office will provide the primary EPA liaison for the Connecticut partnership with support from EPA headquarters. The EPA staff will collaborate with the HUD contact to work regularly with Connecticut on this partnership.

Interagency Support: Other federal agencies will participate as needed throughout this partnership to support Connecticut and its communities.

- o The single point of contact (from HUD) will serve as convener on interagency issues.
- o Through the Empowerment Zone/Enterprise Community (EZ/EC) Task Force, the HUD lead will notify other agencies of waiver/barrier removal requests affecting their agencies and will process these requests.
- o Through the Community Empowerment Board (CEB) Working Group, HUD and EPA will notify other agencies of policy and other issues affecting their agencies. CEB

Working Group Members will identify appropriate experts and staff from their agencies to work with Connecticut as needed.

- o Connecticut will be able to access the technical assistance being provided to the EZ/EC cities.

Flexibility: To the fullest extent feasible in terms of authority and available resources and without compromising public health and welfare, the federal partners will help provide flexibility to Connecticut by processing waiver requests, removing barriers, using regulatory discretion, and providing technical assistance to identify possible alternatives to enhance local flexibility.

- o The HUD and EPA liaisons will process waiver/barrier removal requests that fall within their respective jurisdictions.
- o The HUD single point of contact for Connecticut will work with the Empowerment Zone/Enterprise Community task force to ensure that flexibility requests from Connecticut that impact agencies other than HUD and EPA are processed by the relevant agencies.
- o The HUD liaison will present to the Community Empowerment Board working group any interagency policy issues or requests for assistance as they arise.

Information and Technical Assistance: To the extent feasible, the federal partners will provide Connecticut and its municipalities information and technical assistance as needed (e.g., benchmarking, performance measurement, data, capacity building, community development financing, negotiated environmental strategies, public safety strategies).

State Role

Single Point of Contact: The Connecticut Office of Policy and Management will provide a single point of contact between the Neighborhood Revitalization Zones (NRZs) and the federal government.

Coordination: The State will process waiver requests from municipalities and will look systematically across NRZs to analyze, synthesize, determine common requests, and coordinate waiver/barrier requests from the NRZs. The State will negotiate creative solutions which overcome barriers to community development. The State will help NRZs determine which flexibility requests require federal action and will then notify federal partners through the HUD single point of contact. To allow federal partners to address the State's most pressing needs and achieve the greatest results, the State will prioritize requests for flexibility based on the priority needs and the degree to which the alternatives offered by neighborhoods are likely to lead to superior results. The State will also identify common or "generic" requests to eliminate duplication.

Measure Results: The State will work with NRZs to help them meet the requirement of the law that they monitor and evaluate the progress of their plan. This will include the use of outcome and performance measures. The State will work with NRZ's to develop measures to track performance towards established goals.

Flexibility: The State will process waiver/modification requests from municipalities. The state official responsible for code enforcement will hold a public hearing after notification from the Office of Policy and Management (OPM) and must notify the municipal chief executive after the hearing of the decision regarding the waiver request.

Interagency Support: The State will review all NRZ Committee plans and provide feedback. The Connecticut Office of Policy and Management will coordinate multiagency collaboration to provide services, fund reallocation, technical support and training to neighborhoods. For example, the State may recommend models for community outreach, job training and education, conflict resolution, environmental and health performance standards, new technologies, and public safety strategies.

Local (Municipality) Role

Create Neighborhood Revitalization Zones: Through municipal resolutions, municipalities may create Neighborhood Revitalization Zones (NRZs) -- in areas where a significant number of properties are foreclosed, abandoned, blighted, substandard, or pose a public safety hazard. The municipalities will jointly determine zone boundaries with neighborhood committees.

Support NRZs: Municipalities will facilitate neighborhood planning processes, assign municipal staff, provide information to neighborhood committees, and modify municipal procedures to assist NRZs.

Planning: Municipalities will hold public hearings prior to the adoption of a neighborhood committee's strategic revitalization plan. Municipalities will submit proposed plans to the State (Secretary, Connecticut Office of Policy and Management) for review and comment. The municipality will then adopt the plan through municipal ordinance

Flexibility: Municipalities will review requests for waivers/modifications of local codes and regulations and forward relevant requests for waivers/modifications to state officials. Upon receipt of waiver requests from the neighborhood committees, the municipal chief executive official must notify the local official responsible for code enforcement and the Secretary of Connecticut's Office of Policy and Management. The local official will hold a public hearing and provide to the municipal chief executive after the hearing a decision regarding the waiver request and a reason if the waiver is denied.

Interagency Support: Municipalities will establish multi-agency collaborative delivery teams and will collaborate to identify regional solutions to achieve community development results.

Neighborhood Role

Strategic Planning: Neighborhoods will form Neighborhood Revitalization Planning Committees (tenants, property owners, community organizations, businesses with property in neighborhood, municipal official) to create and approve the neighborhood strategic plan for short term and long term revitalization of the neighborhood. The strategic plan:

- o will promote self-reliance in the neighborhood, home ownership, property management, sustainable economic development, effective relations between landlords and tenants, coordinated and comprehensive delivery of services to the neighborhood and creative leveraging of financial resources and shall build neighborhood capacity for self-empowerment;
- o will include provisions for obtaining funds from public and private sources;
- o will consider provisions for property usage, neighborhood design, traditional and nontraditional financing of developing, marketing and outreach, property management, utilization of municipal facilities by communities, recreation, and the environment;
- o will include recommendations for waivers of state and local environment, health and safety codes, and regulations that unreasonably jeopardize implementation of the plan;
- o will assign responsibility for implementing each aspect of the plan;
- o may contain an inventory of abandoned, foreclosed and deteriorated property;
- o may analyze federal, state and local environmental, health and safety codes and regulations that impact revitalization of neighborhoods;
- o may include components for public safety, education, job training, youth, the elderly, and arts and culture; and
- o may contain recommendations for establishment of municipal multi-agency collaborative delivery teams, including code enforcement teams.

Flexibility: Neighborhood Committees may request waivers and/or barrier removal regarding rules and regulations that impede the plan, particularly state and local environment, health and safety codes and regulations that unreasonably jeopardize implementation of the plan. Neighborhood Committees may also request local and state government to reallocate funds and personnel to the NRZs.

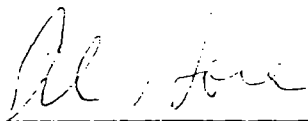
Measure Results: Neighborhoods will monitor and evaluate the progress of the plan.

Neighborhoods will report on the plan's implementation to the local legislative body, municipal chief executive official, and the Connecticut Office of Policy and Management -- every 6 months during the first year; annually thereafter.

Authorities

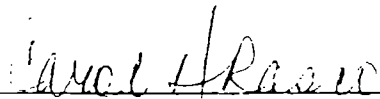
The principles and responsibilities covered in this memorandum are intended to improve the process of communities and government working together to revitalize neighborhoods. This memorandum does not commit any of the parties to a particular level of resources; nor is it intended to create any right or benefit or diminish any existing right or benefit, substantive or procedural, enforceable at law by a party against the United States, State of Connecticut, any state or federal agency, any state or federal official, any part of this agreement, or any person. While significant changes to the intergovernmental system are anticipated as a result of this effort, this is not a legally binding or enforceable agreement. Nothing in this memorandum alters the responsibilities or statutory authorities of the Federal agencies, or State or local governments.

Federal Partners



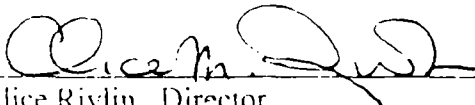
Al Gore
Vice President of the United States

Date: February 24, 1996



Carol Raseo
Assistant to the President for Domestic Policy

Date February 24, 1996



Alice Rivlin, Director
Office of Management and Budget

Date Feb. 22 1996



Henry Cisneros, Secretary
U.S. Department of Housing
and Urban Development

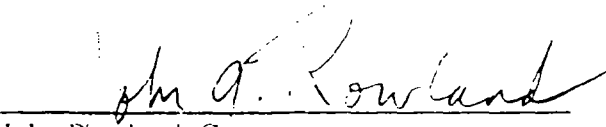
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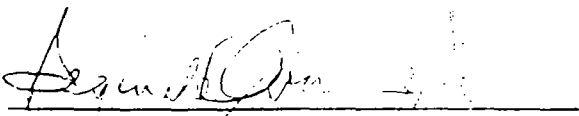
Carol Browner, Administrator
U.S. Environmental Protection Agency

Date: Feb. 22, 1996

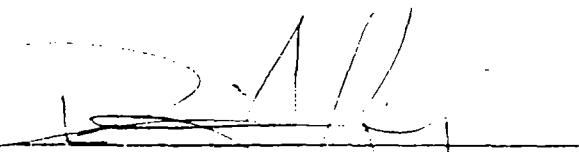
State Partners


John Rowland, Governor
State of Connecticut

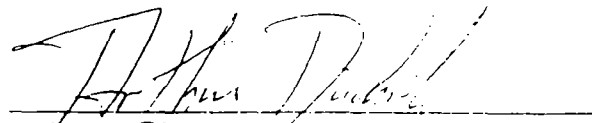
Date: 29 Feb. 96


Reginald L. Jones, Jr., Secretary
Office of Policy and Management

Date: 29 Feb. '96


Dennis J. King
Executive Assistant to the Governor for Urban Affairs

Date: 24 Feb 96


Arthur H. Diedrick
Chairman of Development

Date: 24 Feb. 96


Peter C. Ellef, Commissioner
Department of Economic and Community Development

Date: 24 Feb 96


Sidney J. Holbrook, Commissioner
Department of Environmental Protection

Date: 24 Feb 96

**TALKING POINTS FOR CAROL H. RASCO
PARTNERSHIPS FOR STRONGER FAMILIES
MARCH 12TH DINNER PANEL**

I want to begin by welcoming you all here tonight. We were truly sorry that the last meeting was cancelled due to the partial government shut-down but we're glad to be with you here now. Many thanks for joining us.

I would like to begin with a special thanks to the Danforth Foundation for supporting this meeting, which is being co-hosted by the Domestic Policy Council, the National Performance Review, the Department of Education and the Institute for Educational Leadership.

I also want to acknowledge the efforts of a few individuals who have worked hard to prepare for the next couple of days: Margaret Dunkle, Director of the IEL Policy Exchange, Barbara Dyer, a Public Policy Consultant, Jeanne Jehl, Executive Director of the Working Group on Coordinated Services at the Department of Education, Jeremy Ben-Ami and Gaynor McCown from the Domestic Policy Council and Beverly Godwin from the National Performance Review.

We have invited each of you here to participate in this meeting because of the significant and effective work you are doing at the state and local levels to enable stronger families.

The purpose of the meeting is to get candid and constructive ideas from the people on the front lines of policy and practice to help guide federal actions and to build new partnerships that strengthen families.

I want to emphasize that this is a working meeting. Therefore, some of the documents you have received in your packet are working drafts which we intend to improve upon based on what we learn tonight and tomorrow.

But our work will not end tomorrow. These two days of meetings are part of an ongoing effort of the Clinton Administration.

There is a Federal Working Group on Partnerships for Stronger Families -- comprised of representatives from the Departments of Health and Human Services, Education, Housing and Urban Development, Justice, Labor, Transportation, Commerce, and the Department of Agriculture as well as representatives from the White House offices of the Domestic Policy Council, the National Performance Review, and the National Economic Council -- that has been meeting and will continue to meet and follow on what we learn here.

This meeting and the work of the Federal Working Group build on a White House

meeting held in the summer of 1994 on Comprehensive Strategies for Children and Families and many other activities the Clinton Administration has been engaged in since.

It is our hope and indeed expectation that this meeting will give us the opportunity to begin thinking about some concrete and important steps toward building additional partnerships -- both formal and informal -- to enable all people to make the most of their lives through stronger families.

But, in order to get from here to there, we will need thoughtful and candid input from all of you.

As many of you know, the Clinton Administration has already entered into several federal / state partnerships and federal / local partnerships.

These partnerships are a wonderful example of this Administration's reinvention effort, which is a big and important part of President Clinton's domestic policy agenda. Federal agencies are working together, more than ever before, to help enable States and communities to meet the needs of their families.

One of the most exciting aspects of our efforts is that, in the interest of economic development and neighborhood revitalization, the focus is not just on bringing capital into the area. Children and families who live and work in the communities are at the forefront. Therefore, community residents, schools, religious and other community-based organizations are directly engaged in the process.

Issues affecting children and families are not and should not be marginal issues when discussing economic development. Our notion of who we are as a people and what we stand for as a nation depends on the strength of our communities and that depends to a large extent on how we treat our children and families. President Clinton and the First Lady have made investing in the future of children and families central to the policy mission of this country. When families flourish, communities and nations will flourish.

With the general philosophy that children are best served in the context of strong families and strong families make up strong communities, this Administration has worked hard to enhance and compliment the existing efforts in communities and to develop and implement comprehensive strategies for neighborhood revitalization.

We look forward to hearing from you. Meanwhile, we would like for you to hear from several Administration officials about some of the specific things we have been up to.

The panel participants tonight are:

Richard Riley -- the Secretary of Education

Henry Cisneros	-- the Secretary of Housing and Urban Development
Janet Reno	-- the Attorney General
Peter Edelman	-- the Assistant Secretary for Policy and Evaluation, HHS
Ellen Haas	-- the Assistant Secretary for Food, Nutrition and Consumer Services, USDA
Elaine Kamarck	-- Senior Advisor to the Vice-President and Director of the National Performance Review

We are grateful to all of you for taking the time to join us.

I would now like to introduce our first speaker. Ladies and Gentlemen, a champion for children and families, the First Lady of the United States -- Hillary Rodham Clinton.

NOTE: The First Lady will speak for approximately 10 minutes. Following the First Lady's remarks, panel participants will speak for no more than five minutes each to highlight one thing their department is doing that effectively promotes partnerships for stronger families. Attached is a list of panel participants, along with the topic they will focus on. Following the presentations by each panel participant, the audience will have an opportunity to ask questions. There will be a microphone available on the floor.

Secretary Cisneros:	Reorganization of HUD
Secretary Riley:	Ed Flex Waivers
Attorney General Reno:	Blended Funding for Safe Futures (or Comprehensive Communities)
Peter Edelman:	Family Preservation and Support
Ellen Haas:	USDA's Team Nutrition Schools
Elaine Kamarck:	What NPR is engaged in to better enable Cabinet Agencies to achieve their goals.

NOTE: If things go as scheduled, we will have 25 minutes left for questions from the audience. YOU will moderate.

TALKING POINTS FOR CAROL H. RASCO
TOWN HALL MEETING
2:30 p.m. - 3:45 p.m.
ROOM 450

NOTE: It is our expectation that the Vice-President will be here for this session. He is scheduled to be with us from 2:30 p.m. to 3:15 p.m. Just in case, attached are some talking points for you to begin the session and pick up when he departs. This session is scheduled to last until 3:45 p.m.

In the previous session: Focus on the Issues: Identifying Next Steps, each group was asked to look intensively at one of the issue areas including in the Framework for Federal Action. What steps at the federal, state and community levels would be most important to improve results for children and families? By the end of the session, each group was asked to identify one major idea to share with the large group.

The following people will be asked to report for their groups:

Building Capacity	Cheryl Sullivan, Secretary of the Family and Social Services Administration -- Indiana
Strengthening Data	Lois Adams-Rogers, Deputy Commissioner of Learning Support Services ---- Kentucky
Improving Accountability	Connie Revell, Executive Director of the Oregon Option
Streamlining Bureaucracy	Dennis King, Executive Director of Urban Affairs --- Connecticut
Financing	Robin Britt, Secretary of the Department of Human Resources --- North Carolina

TALKING POINTS:

- . I hope that each of you had the opportunity to be in a group where the discussion was as rich as the one I participated in. I was in the group focusing on Building Capacity.
- . What I would like to do as we are waiting for Vice-President Gore is to begin the discussion. When he comes in, I will turn over the microphone to him and he will make some remarks and proceed with moderating this meeting.
- . In the previous session -- A Focus on the Issues: Identifying Next Steps -- we asked each group to take what was learned from the session last night and this morning and look at one issue area included in the Framework for Federal Action. The question you focused on was: What steps at the federal, state and community

levels would be most important to improve results for children and families?

Now we would like to ask one person in each group to share one major idea that you discussed in the previous session. It is these ideas that will provide the context for discussion in this town hall meeting.

As each group reports back, we will keep track of the ideas and make sure that the Vice President knows exactly what has been discussed before he come in.

I'd like to begin with Group A: Building Capacity. As I mentioned earlier, this was the group I sat in on and it was a great discussion.

Cheryl Sullivan -- the Secretary of the Indiana Family and Social Service Administration -- will start us off by talking a little bit about one of the ideas raised in the group and the implications for Building Capacity.

Thank you Cheryl.

Discussion.

In this world of high technology, data and information systems are becoming more sophisticated each day. I'd like to ask Lois Adams-Rogers, Deputy Commissioner of Learning Support Services in Kentucky to talk a little bit about one of the big ideas that emerged from Group B: Strengthening Data and Information Systems.

Thank you Lois.

Discussion.

I'd like to move now to group C: Improving Accountability and ask Connie Revell, Executive Director of the Oregon Option. If I may just add a little note here. Many of you know that we have been involved in a partnership with the State of Oregon for the last year and one-half. I just want to say on behalf of the Clinton Administration that it has been a real pleasure to be your partner. I know that we have all learned a great deal and we could not have done it without the consistent hard work of people like Connie Revell. I'm also quite sure that the Oregon Option has provided lots of lessons for improving accountability.

Connie can you talk a little about one idea that was raised in your group and the implications for improving accountability.

Thank you Connie.

Discussion.

Now, I'd like to move on to Dennis King -- Executive Assistant for Urban Affairs in

the Office of Governor Rowland of Connecticut. Dennis and I recently met in Connecticut when I went with the Vice-President to sign a Memorandum of Understanding with the State of Connecticut. We are certainly looking forward to working with you.

Dennis you were participating in Group D: Streamlining Bureaucracy. Can you talk about one idea that was raised in your group and the implications for improving accountability.

Thank you Dennis.

Discussion.

It is appropriate that we wait until last to focus on the issue of financing. I'd like to ask Robin Britt, Secretary of the North Carolina Department of Human Resources, to give us some insight into one idea that her group focused on and the implication for financing opportunities to help better enable stronger families.

Well I want to thank each and every one of you. The reporters did a great job but they were only able to do so with the help of the group.

I know that we all have a lot to think about. As I stated last night, the big challenge is to take this information and put it into concrete steps for action.

I can assure you that the Clinton Administration remains committed to doing that and we look forward to doing so in partnership with each of you.

We will end this session here, take a very brief break and reconvene in about five minutes.

Many thanks!

March 11, 1996

A MEMORANDUM FOR CAROL H. RASCO

FROM: GAYNOR MCCOWN

SUBJECT: MARCH 12-13

The purpose of this memorandum is to provide a general overview of activities on March 12 and 13th with a specific emphasis on your participation. Attached you will find the following:

- Annotated Agenda
- Reception Groups
- Dinner Groups
- Talking Points for March 12
- Session One / Two Groups
- Session Three Groups
- Talking Points for March 13

The White House Working Meeting on Partnerships for Stronger Families will begin with a very brief reception on Tuesday at 6:00 p.m. During the reception, each participant will be asked to talk with at least four other people with the same color badge. Specifically, participants will be asked to:

- (1) Learn something about each other's work, and
- (2) Discover what the other people hope to gain from and contribute to the meeting.

If you are able to attend the reception your name badge will have a purple dot. Therefore, you will speak with others (list attached) who have a purple dot. Facilitators and staff will mingle and help with pulling people into conversations.

The dinner will begin at 6:30 p.m. You will be seated (list of others seated at your table is attached) at table # 14. There is no formal program during the dinner but we have placed at least one core meeting planning person at each table to serve as a "table host" and facilitator as needed.

The panel discussion will begin promptly at 7:30 p.m. Please note that the First Lady is scheduled to be there at 7:30 p.m. to make some brief remarks before the panel begins. However, this is subject to change. In addition to the First Lady, the following principals have confirmed their participation:

- Secretary Cisneros
- Secretary Riley
- Attorney General Reno
- Peter Edelman
- Ellen Haas
- Elaine Kamarck

We have asked each panel member to speak for five minutes, focusing on one activity their agency is engaged in to promote

partnerships for stronger families. On your talking points, I have included the full names of each panel participants, their titles and an indication of the topic in which they will focus.

The sequence of events for Tuesday evening will be as follows:

YOU will make some brief remarks.**

**In setting the tone, YOU will outline the broad goals for this initiative --Partnerships for Stronger Families -- providing a context or the "glue" that ties together the various related activities throughout the administration.

YOU will introduce the First Lady.

The First Lady will speak for about 10 minutes.***

***At this point, the First Lady is scheduled to leave immediately following her remarks.

YOU will then call on each Cabinet official.

NOTE: Each Cabinet official will focus on one thing their agency is engaged in to facilitate Partnerships for Stronger Families. Following is a list of officials, in the order in which they will speak, along with an indication of what they will focus on during their presentation:

Secretary Cisneros: Reorganization of HUD
Secretary Riley: Ed-Flex Waivers
Attorney General Reno: Blended Funding for Safe Futures
Peter Edelman: Family Preservation
Ellen Haas: USDA's Team Nutrition Schools
Elaine Kamarck: What NPR is engaged in to better enable Cabinet Agencies to achieve their goals.

Talking points for your presentation and introduction of the First Lady are attached.

WEDNESDAY: MARCH 13, 1996

On Wednesday morning, we will begin the day in small groups. From 8:00 a.m. to 8:30 a.m., we are allowing for introductions and networking in the small groups. At 8:30 a.m. the session will begin. In these groups, state and local participants will outline, to each other as well as to other participants, key aspects of their efforts to improve the lives of children and families. What factors are essential to success? How could changes in federal, state and local roles and relationships enable greater success? Each group will have three states as well as some diversity of governmental, foundation and other representatives. I would suggest you participate in the small group with the States of Indiana, Minnesota and Vermont. This session will be facilitated by Richard Gross, Executive Director, Council of Governors' Policy Advisors.

Session two will be in the same groups. Each group will now focus on the draft "Framework for Federal Action." Are the major issue areas the ones that are most significant to states and

communities? If not, how should they be revised? Which actions are most important to foster and support effective state and community strategies for children and families?

Lunch begins at 12:00 p.m. and will be very informal (box lunches) in the Indian Treaty Room.

Session three -- beginning at 1:00 p.m. -- will be broken down into issue areas. I would like to suggest that you participate in group one, which will focus on building capacity. Judy Chynoweth will facilitate this session.

The Vice-President will moderate session four, the Town Hall Meeting. The session begins at 2:30 p.m. and the Vice-President's participation is scheduled for 2:30 p.m. - 3:00 p.m. However, there is a good chance he will be a little late. Therefore, I have provided a list of people who you will call on, along with specific questions for each one.

Following the Town Hall Meeting, there will be a short break. We will reconvene for the final session at 4:00, which will be facilitated by Elaine Kamarck. This session is an opportunity to focus on specific action steps. Each person will be asked to spend about five minutes writing one / two immediate steps they will take. We will provide forms for them in their packets and collect them as they are leaving the meeting. Elaine will spend a few minutes focusing on next steps for the Federal Working Group, facilitate a discussion and she will close the meeting by inviting the states and localities to enter into partnership -- both formal and informal -- with the federal government.

The White House Working Meeting on Partnerships for Stronger Families will adjourn at 5:00 p.m.

DRAFT

ANNOTATED AGENDA FOR CAROL H. RASCO

WHITE HOUSE WORKING MEETING ON PARTNERSHIPS FOR STRONGER FAMILIES

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

*March 12-13, 1996
Washington, DC*

Tuesday, March 12, 1996

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

6:00 p.m. Reception
*Hall of the Americas, Organization of American States Building,
17th and Constitution Avenue, NW*

Participants will receive color-coded name badges at registration.

During the reception, each participant will be asked to talk with at least four other people with the same color badge. Specifically, participants will be asked to:

- (1) Learn something about each other's work, and
- (2) Discover what the other people hope to gain from and contribute to the meeting.

6:30 p.m. Dinner
*Hall of the Americas, Organization of American States Building,
17th and Constitution Avenue, NW*

Participants will be assigned to tables. We have attempted to ensure that each table has a good mix of federal / state / local representatives.

7:30 p.m. Building Partnerships for Results.Discussion with Cabinet Members

Cabinet Secretaries will discuss the ongoing efforts of their Departments to assure that federal programs and policies effectively promote Partnerships for Strong Families.

YOU will make some brief remarks.**

****In setting the tone, YOU will outline the broad goals for this initiative --Partnerships for Stronger Families -- providing a context or the "glue" that ties together the various related activities throughout the administration. Talking points will be provided at the briefing tomorrow.**

YOU will introduce the First Lady.

The First Lady will speak for about 10 minutes. ***

*****We do not know whether she will stay or leave following her remarks.**

Each Cabinet official will focus on one thing their agency is engaged in to facilitate Partnerships for Stronger Families. Following is a list of officials who have confirmed, along with a preliminary indication of what they will focus on during their presentation:

Secretary Cisneros: Reorganization of HUD

Secretary Riley: Ed Flex Waivers

Attorney General Reno: Blended Funding for Safe Futures (or Comprehensive Communities)

Peter Edelman: Family Preservation

Ellen Haas: USDA's Team Nutrition Schools

Elaine Kamarck: What NPR is engaged in to better enable Cabinet Agencies to achieve their goals.

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

Jeremy Ben-Ami / Gaynor McCown

Wednesday, March 13

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

Small group assignments are in each participant's packet of information. All groups will convene in the Old Executive Office Building, 17th and G Street, NW

Group # 1 Indian Treaty Room

Group # 2 Room 476

Group # 3 Room 211

Group # 4 Room 472

Group # 5 Room 450

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

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

In small groups, state and local participants will outline, to each other as well as to other participants, key aspects of their efforts to improve the lives of children and families. What factors are essential to success? How could changes in federal, state and local roles and relationships enable greater success?

Each group will have three states as well as some diversity of governmental, foundation and other representatives.

YOU will participate in the group of your choice. List to be provided in briefing tomorrow.

9:45 a.m. Break

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

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

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

12:00 p.m. Lunch and Networking

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

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

1:00 p.m. A Focus on the Issues: Identifying Next Steps (Small Groups)

*Small group assignments are in each participant's packet of information.
Old Executive Office Building, 17th and G Street, NW*

<i>Group # A</i>	<i>Room 180</i>	<i>Building Capacity</i>
<i>Group # B</i>	<i>Room 476</i>	<i>Strengthening Data and Information Systems</i>
<i>Group # C</i>	<i>Room 211</i>	<i>Improving Accountability</i>
<i>Group # D</i>	<i>Room 472</i>	<i>Streamlining Bureaucracy</i>
<i>Group # E</i>	<i>Room 450</i>	<i>Financing</i>

*Each small group will look intensively at one issue area. What steps at the
federal, state and community levels would be most important to promote
stronger families? By the end of this session, each group is charged with
identifying one to two major ideas or issues to share with the large group
during the "town hall" session.*

YOU will be in Group A -- Building Capacity -- in room 180.
Judy Chynoweth will facilitate.

**2:15 p.m. All Groups Should begin moving toward room 450 in order to be seated by
2:25 p.m.**



2:30 p.m. Town Hall Meeting

Room 450, The Old Executive Office Building, 17th and G Street, NW

The Vice-President is scheduled to be at this session from 2:30 p.m. to
3:15 p.m.

YOU will open the town hall session and introduce the Vice President,
who will serve as moderator of the town hall. Please note that the
Vice-President is scheduled to be there at 2:30. In the event that he is
late, you will begin the session by asking certain participants to provide
feedback on the discussions in their group. I will provide specific
information regarding who you should call on during this time.

The Vice President will give about five minutes of introductory remarks
and will have a walk-around mike, asking one person to report out on a
major issue or idea for each issue area group.

3:45 p.m. Break

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

Elaine Kamarck will facilitate this session.

The focus of the first part of this session is to get participants to identify **concrete ideas for all participants to move ahead in creating effective partnerships for families.**

Elaine will close the session by inviting states, localities and others to partner with the federal government on issues affecting children and families.

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

WHITE HOUSE WORKING MEETING
COLOR CODES FOR NAME TAGS

RED

Secretary Henry Cisneros, HUD
Jo Ivey Boufford, HHS
Dr. Carl Stenberg, U of Balt
Tim Person, Missouri
Jeanne Jehl, Education
Connie Revell, OR
Gaynor McCown, DPC
Walter Broadnax, HHS
Patricia Gabow, CO
Judy Heumann, ED
Sally Richardson, Medicaid HHS
Angela Covert, Atlantic Philanthropic
Duane Alexander, Nat Instit of Child Health
Ricardo Martinez, DOT
Rhonda Lauer, Philadelphia Schools

BLUE

Cornelius Hogan, Vermont
Terry Peterson, Education
Penny Jordan, Ohio
Jeremy Ben-Ami, DPC
Ann Rosewater, HHS
Peter Leousis, NC
Beverly Godwin, NPR
Lois Adams-Rogers, KY
Margaret Dunkle, IEL
Jennifer Klein, Domestic Policy Council
Andrew Cuomo, HUD
Elizabeth Stief, NGA
Damian Thorman, Kauffman Foundation
Cheryl Sullivan, Indiana
Reggie Robinson, Justice

YELLOW

Sally Titus Cunningham, Iowa
Josephine Nieves, Labor
Judith Burrell, Transportation
Judy Jones, Carnegie
Barbara McDonnell, CO
Dianna Wallace, IN
Paul Dimond, NEC
Tom Coyle, Balt, MD
Nancy Ann-Min, OMB
Cathy Lawrence, NC
Colin Hefferan, USDA
Judy Wurtzel, ED
Gerry Tirrozzi, ED
Linda Ellard, MD
Katherine Abrahams, BLS

GREEN

Barbara Columbo Nerness, Minnesota
Carol Rehm, Ohio
Shay Bilchik, Justice
Olivia Golden, HHS
Judy Langford Carter, Family Resource Coal.
Don Crary, Arkansas
Margaret Pugh, Community Empowerment Bd
Jim Kohlmoos, ED
Chris Jennings, Dom Pol Council
Anne Kubisch, Roundtable on Comp Comm. Initiatives
Mark Popovich
Bill Galston, U of MD
Jeanne Griffith, Nat Ctr for Ed Stats
Philip Lee, HHS

ORANGE

Ken Apfel, OMB
Judy Chynoweth, Foundation Consortium
Ian Riekes Triveres, GW Univ
Ed Reidy, Kentucky
Steve Heasley, WV
Sheryll Cashin, Empowerment Bd
Gail Christopher, Alliance
Donna Good, Sr. Assist to the Mayor, Den. CO
Attorney Gen Janet Reno
Jennefer Miller, Annie Casey
Judy Jerald, VT
Theresa Knott, MD Dept of Ed
Barbara Dyer
Catrina MacDonald, Congressman Hoyer
Wilma Wells, Danforth

BLACK

Jule Sugarman, Center on Effective Services
Frank Muelheausler, Missouri
C. Robin Brit, NC
Cheryl Hayes, Finance Project
Neal Johnson, Alliance
Bruce Katz, HUD
Linda Thompson, MD
J.D. Hoyer, Labor
Elaine Kamarck, VP
Sherri Killins, Empower Baltimore
Robert Sexton, KY
Steven Renne, MO
Laura DeKoven Waxman, US Conf of Mayors
Marsha Hale, Intergov Affairs
Linda Kohl, MN

PURPLE

Nancy Hoit - Vice Pres
Dennis King, Connecticut
Bev Stein, Oregon
Robert Koff, Danforth
Secretary Riley, ED
James Connell, Inst for Research in Ed, Phila
Ellen Haas, USDA
Harriet Johnson, IO
Hank Marockie, WV Supt. of Schools
Cynthia Taeuber, Census
Linda Sizelove, HHS
Janis Parks, MD
Carol Rasco, DPC

PINK

Thomas Shannon -National School Bd.
Mike Stegman, HUD
Peter Edelman, HHS
Sue Sergi, WV
Nick Carbone, CT
Katherine Wallman, OMB
Tony Cipollone, Annie E. Casey
Patrick M. Costigan, MD
Hillary Clinton, First Lady
Ed DeSeve, OMB
John Kyle, National League of Cities
John Petraborg, Minnesota
Richard Gross, CGPA

WHITE HOUSE WORKING MEETING
SEATING CHART
Version 2

TABLE ONE

- 1*Secretary Henry Cisneros, HUD
- 2*Cornelius Hogan, Vermont
- 3*Sally Titus Cunningham, Iowa
- 4*Barbara Columbo Nerness, Minnesota
- 5*Ken Apfel, OMB
- 6*Jule Sugarman, Center on Effective Services
- 7*Nancy Hoit - Vice Pres
- 8*Thomas Shannon -National School Bd.
- 9*Jo Ivey Boufford, HHS

TABLE TWO

- 1*Mike Stegman, HUD
- 2*Dennis King, Connecticut
- 3*Frank Muelheausler, Missouri
- 4*Judy Chynoweth, Foundation Consortium
- 5*Carol Rehm, Ohio
- 6*Josephine Nieves, labor
- 7*Terry Peterson, Education
- 8*Dr. Carl Stenberg, U of Balt

TABLE THREE

- 1*Peter Edelman, HHS
- 2*Tim Person, Missouri
- 3*Bev Stein, Oregon
- 4*Penny Jordan, Ohio
- 5*Judith Burrell, Transportation
- 6*Shay Bilchik, Justice
- 7*Ian Riekes Triveres, GW Univ
- 8*Robert Koff, Danforth

TABLE FOUR

- 1*Secretary Riley, ED
- 2*Sue Sergi, WV
- 3*C. Robin Brit, NC
- 4*Ed Reidy, Kentucky
- 5*Olivia Golden, HHS
- 6*Judy Jones, Carnegie
- 7*Jeanne Jehl, Education
- 8*Cheryl Hayes, Finance Project

TABLE FIVE

- 1*Jeremy Ben-Ami, DPC
- 2*Nick Carbone, CT
- 3*Connie Revell, OR
- 4*Steve Heasley, WV
- 5*Judy Langford Carter, Family Resource Coal.
- 6*Neal Johnson, Alliance
- 7*Sheryll Cashin, Empowerment Bd
- 8*Ann Rosewater, HHS

TABLE SIX

- 1*Gaynor McCown, DPC
- 2*Barbara McDonnell, CO
- 3*Bruce Katz, HUD
- 4*Peter Leousis, NC
- 5*Don Crary, Arkansas
- 6*Gail Christopher, Alliance
- 7*Katherine Wallman, OMB
- 8*James Connell, Inst for Research in Ed, Phila

TABLE SEVEN

- 1*Beverly Godwin, NPR
- 2*Dianna Wallace, IN
- 3*Ellen Haas, USDA
- 4*Tony Cipollone, Annie E. Casey
- 5*Margaret Pugh, Community Empowerment Bd
- 6*Walter Broadnax, HHS
- 7*Donna Good, Sr. Assist to the Mayor, Den. CO
- 8*Linda Thompson, MD

TABLE EIGHT

- 1*Attorney Gen Janet Reno
- 2*Patrick M. Costigan, MD
- 3*Lois Adams-Rogers, KY
- 4*Cathy Lawrence, NC
- 5*J.D. Hoyer, Labor
- 6*Jim Kohlmoos, ED
- 7*Nancy Ann-Min, OMB
- 8*Margaret Dunkle, IEL

TABLE NINE

- 1*Paul Dimond, NEC
- 2*Patricia Gabow, CO
- 3*Harriet Johnson, IO
- 4*Tom Coyle, Balt, MD
- 5*Chris Jennings, Dom Pol Council
- 6*Judy Heumann, ED
- 7*Jennefer Miller, Annie Casey
- 8*Mark Popovich

TABLE TEN

- 1*Hillary Clinton, First Lady
- 2*Hank Marockie, WV Supt. of Schools
- 3*Sherri Killins, Empower Baltimore
- 4*Judy Jerald, VT
- 5*Anne Kubisch, Roundtable on Comp Comm. Initiatives
- 6*Colin Hefferan, USDA
- 7*Judy Wurtzel, ED
- 8*Sally Richardson, Medicaid HHS
- 9*Jennifer Klein, Domestic Policy Council

TABLE ELEVEN

- 1*Ed DeSeve, OMB
- 2*Cynthia Taeuber, Census
- 3*Robert Sexton, KY
- 4*Theresa Knott, MD Dept of Ed
- 5*Bill Galston, U of MD
- 6*Gerry Tirrozzi, ED
- 7*Andrew Cuomo, HUD
- 8*Angela Covert, Atlantic Philanthropic
- 9*Barbara Dyer

TABLE TWELVE

- 1*Elaine Kamarck, VP
- 2*Duane Alexander, Nat Instit of Child Health
- 3*Elizabeth Stief, NGA
- 4*Linda Ellard, MD
- 5*John Kyle, National League of Cities
- 6*Linda Sizelove, HHS
- 7*Steven Renne, MO
- 8*Jeanne Griffith, Nat Ctr for Ed Stats

TABLE THIRTEEN

- 1*John Petraborg, Minnesota
- 2*Janis Parks, MD
- 3*Laura DeKoven Waxman, US Conf of Mayors
- 4*Damian Thorman, Kauffman Foundation
- 5*Katherine Abrahams, BLS
- 6*Marsha Hale, Intergov Affairs
- 7*Richard Gross, CGPA
- 8*Ricardo Martinez, DOT

TABLE FOURTEEN

- 1*Carol Rasco, DPC
- 2*Cheryl Sullivan, Indiana
- 3*Linda Kohl, MN
- 4*Rhonda Lauer, Philadelphia Schools
- 5*Reggie Robinson, Justice
- 6*Catrina MacDonald, Congressman Hoyer
- 7*Philip Lee, HHS
- 8*Wilma Wells, Danforth

White House Working Meeting on Partnerships for Strong Families
SESSION 3
Focus on the Issues: Identifying Next Steps

March 13, 1996

1:00-2:15 p.m.

DRAFT: March 10, 1996

FACILITATORS: Ben-Ami, Christopher, Chynoweth,
Dyer, Popovich

RECORDERS: Ross, Dunn, Oubre

FLOATERS: A. Dunkle, B. Godwin, C. Gold, D. Jehl, E. McCown

Group A: Building Capacity

Room 476

Facilitator:

Recorder:

Donna Good, CO
Cathy Lawrence, NC
Judy Carter, Family Resource Coalition
Tim Person, MO
Carol Rehm, OH
Carol Rasco, Domestic Policy Council
Sue Sergi, West Virginia
Carl Stenberg, NAPA
Cheryl Sullivan, IN
Ann Rosewater, HHS
Janis Parks, MD
Judy Jerald, VT
Hank Marockie, WV
Anne Kubisch, Aspen Institute
Sheryll Cashin, Community Empowerment Board
Jennifer Miller, Annie E. Casey Foundation
Shay Bilchik, DOJ
Angela Duran, HHS

Group B: Strengthening Data and Information Systems

Room 211

Facilitator:

Recorder:

Katherine Abrahams, Bureau of Labor Statistics
Lois Adams-Rogers, KY
Peter Leousis, NC
Mike Fishman, USDA
Robert Koff, Danforth Foundation
Barbara McDonnell, CO
Terry Peterson, ED
Olivia Golden, HHS
Elizabeth Stief, NGA

William Galston, University of Maryland
John Petraborg, MN
Tom Coyle, MD
Bev Stein, OR
Sue Sergi, WV
Richard Gross, CGPA
Neal Johnson, NAPA
Ian Riekes Triveres, GWU
Laura Waxman, US Conference of Mayors
Bruce Katz, HUD
Cynthia Taeuber, Bureau of the Census
Reggie Robinson, DOJ

Group C: Improving Accountability

Room 450

Facilitator:

Recorder:

Con Hogan, VT
Ed Reidy, KY
Jim Kohlmoos, ED
Nicholas Carbone, CT
Edward De Seve, OMB
Harriet Johnson, IA
Linda Kohl, MN
Connie Revell, OR
Elaine Kamarck, National Performance Review
Ken Apfel, White House
Katherine Wallman, OMB
Sherri Killins, MD
Teresa Knott, MD
Jim Connell, Institute for Research and Reform in Ed
Angela Covert, Atlantic Philanthropic Service
Rhonda Lauer, Philadelphia Public Schools
Jo Ivey Boufford, HHS
Andrew Cuomo, HUD
Judith Jones, Carnegie Foundation
Diana Wallace, IN

Group D: Streamlining Bureaucracy Room 180

Facilitator:

Recorder:

Don Crary, AR
Cheryl Sullivan, IN
Barbara Nerness, MN
Tom Shannon, NSBA
Dennis King, CT
Mike Stegman, HUD
Penny Jordan, OH
Judith Burrell, Transportation
Ellen Haas, USDA
Nancy Hoit, Office of the Vice President
Margaret Pugh, Community Empowerment Board
Frank Muehlheausler, MO

Robert Sexton, KY
Linda Thompson, MD
John Kyle, National League of Cities
Catriona Macdonald, Office of Congressman Hoyer
J. D. Hoyer, School to Work Transitionn
Steve Renne, MO
Judy Heumann, ED
Sally Richardson, HHS
Marsha Hale, Assistant to the President

Group E: Financing

Room 472

Facilitator:

Recorder:

Patty Gabow, CO
Sally Titus Cunningham, IA
Steve Heasley, WV
Tony Cipollone, Casey Foundation
Peter Edelman, HHS
Robin Britt, NC
Cheryl Hayes, The Finance Project
Jule Sugarman, Center on Effective Services for Children
Nancy-Ann Min, OMB
Paul Dimond, National Economic Council
Linda Ellard, MD
Ann Segal, HHS
Patrick Costigan, MD
Damian Thorman, Kauffman Foundation
Linda Sizelove, HHS
Colin Hefferan, USDA
Judy Wurtzel, ED
Josephine Nieves, DOL
Gordon Litton, Transportation

DRAFT AGENDA
WHITE HOUSE WORKING MEETING
ON
COMPREHENSIVE STRATEGIES FOR CHILDREN AND FAMILIES

Tuesday, March 12, 1996

- 5:00 p.m. Registration**
*Hall of the Americas, Organization of American States Building,
17th and Constitution Avenue, NW*
- 5:30 p.m. Reception**
*Hall of the Americas, Organization of American States Building,
17th and Constitution Avenue, NW*
- 6:30 p.m. Dinner**
*Hall of the Americas, Organization of American States Building
17th and Constitution Avenue, NW*
- 7:30 p.m. Panel discussion with Cabinet Members**
*Cabinet Secretaries will discuss the ongoing efforts of their Departments to
assure that federal programs and policies effectively promote Comprehensive
Strategies for Children and Families.*
- 8:45 p.m. Wrap-up and Overview of Wednesday's Meeting**

Wednesday, March 13

- 8:00 a.m. Small Group Introductions & Networking *****
*Old Executive Office Building,
17th and G Street, N.W.
and the White House Conference Center,
726 Jackson Place*
- 8:30 a.m. Understanding State & Local Reforms for Children & Families**
Same location as 8:00 a.m.
- 9:45 a.m. Break**
- 10:00 a.m. Federal Action to Support Comprehensive Strategies for Children & Families**
Same location as 8:30 a.m. session

12:00 p.m.	Lunch & Networking <i>The Indian Treaty Room</i> <i>The Old Executive Office Building</i> <i>17th and G Street, N.W.</i>
1:00 p.m.	Town Hall Meeting <i>Room 450</i> <i>The Old Executive Office Building</i> <i>17th and G Street, N.W.</i>
2:15 p.m.	Break
2:30 p.m.	Identifying Next Steps
3:45 p.m.	Break
4:00 p.m.	Moving Ahead. Building Intergovernmental Partnerships <i>Room 450</i> <i>The Old Executive Office Building</i> <i>17th and G Street</i>
5:00 p.m.	Conclusion

*** Information about specific rooms will be provided on Tuesday evening.

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

16-Feb-1996 04:27pm

TO: (See Below)

FROM: Patricia E. Romani
 Domestic Policy Council

SUBJECT: Meeting on March 4, 1996 @ 4:45 p.m.

There will be a meeting of the Domestic Policy Council members who are contributing to the upcoming (White House Working Meeting on Comprehensive Strategies for Children and Families.) March 12-13

The Domestic Policy Council Meeting will be held on Monday, March 4, 1996 from 4:45 - 5:45 p.m. in the Old Executive Office Building, Room 180. At the meeting we will review and discuss plans each agency has developed and submitted to the working group, and we will make final preparations for the March 12-13, 1996 White House Working Meeting.

For background on meeting, please refer to the February 12, 1996 memo to you on this subject.

Please hold this time on your calendar.

Distribution:

TO: FAX (92197659,KJayne for Sec.Reich)
TO: FAX (97202166,Sec. Glickman)
TO: FAX (94010048,Morton/Sec. Riley)
TO: FAX (96906166,Sylvia/Sec. Cisneros)
TO: FAX (96906610,Scanlon/Sec.Shalala)
TO: FAX (93072825,Lopez/AG Reno)
TO: FAX (93667952,Grais for Sec.Pena)
TO: FAX (95652781,Harris Wofford)
TO: Alice M. Rivlin
TO: Valerie M. Owens
TO: Laura D. Tyson
TO: Dena B. Weinstein
TO: Thomas O'Donnell
TO: Kamarck, Elaine C.
TO: Sheryll D. Cashin
TO: Kumiki S. Gibson
TO: Elizabeth E. Drye
TO: Gaynor R. McCown

THE WHITE HOUSE

WASHINGTON

February 12, 1996

MEMORANDUM FOR DISTRIBUTION

FROM: ELAINE KAMARCK
CAROL RASCO
ALICE RIVLIN
LAURA TYSON

SUBJECT: COMPREHENSIVE STRATEGIES FOR CHILDREN AND FAMILIES

The purpose of this memo is to provide an update regarding our ongoing efforts on Comprehensive Strategies for Children and Families. Unfortunately, the government shutdowns and weather have prevented us from staying on schedule but we want to take this opportunity to reiterate our interest in moving forward and to indicate a new timeline. Please note that we have rescheduled the White House Working Meeting on Comprehensive Strategies (previously scheduled for November 14-15) for March 12-13, 1996. More details about the meeting are forthcoming.

The National Performance Review, the Domestic Policy Council, the Office of Management and Budget and the National Economic Council are all making it a top priority to encourage federal agencies to explore all possible means to ensure that states and localities have the ability to pursue more comprehensive strategies for children and families. Several different Administration initiatives -- including the Department of Education's Working Group on Coordinated Services, the President's Prevention Council, HUD's Campus of Learners Project, the Youth Initiative Working Group, the Urban Policy Working Group, DOJ's Juvenile Justice Coordinating Council and other related reinvention efforts -- have provided us with ideas and suggestions for moving forward. Furthermore, the Empowerment Zone and Enterprise Community Initiative and the Administration's partnerships with Oregon, Indiana, West Virginia and soon Connecticut are indicative of our commitment to changing the way government does business. Your input and support are essential to this process.

In preparation for the White House Working Meeting on Comprehensive Strategies for Children and Families, a federal working group, comprised of representatives from your departments, has met several times to begin discussing specific action steps the federal government can take. On January 26, we hosted a discussion with individuals from the State of Maryland who have been working to implement comprehensive strategies for children and families. Representatives from local programs, community organizations and foundations, city health and justice departments, state agencies, and seven federal agencies participated in the meeting. This meeting provided a wonderful opportunity for federal government participants to hear directly from individuals whose programs and clients we are seeking to help. The substance of the discussion was based on a case study and local participants' experiences with federal government programs. The meeting closed with all federal participants indicating what they had learned and what issues they intend to address.

as part of their contribution to the concrete steps the federal government will take. The next step is for each federal agency to move forward on developing a specific plan for addressing issues identified.

We will have a follow-up meeting on February 14 to review agency plans and begin outlining an overall administration agenda for intergovernmental partnerships. The work that results from these two meetings will flow into the White House Working Meeting on Comprehensive Strategies for Children and Families (previously scheduled for November 14-15) to be held in the early part of March. Please note that while this meeting will be an opportunity to focus on all three levels of government, our primary interest is highlighting the changes that can be made at the federal level within existing law. Some examples may include: (1) inconsistent planning cycles or auditing requirements in federal categorical programs; (2) lack of flexible federal funding to support services; (3) difficulties in accessing Medicaid reimbursement; (4) conflicting confidentiality and eligibility requirements in education, health and nutrition programs; (5) lack of easily accessible information about what funding is available to support comprehensive strategies.

The White House Working Meeting on Comprehensive Strategies will result in a document that is as detailed as possible -- referring to specific action steps by the different levels of government and a strategy and timeline for accomplishing our goals.

UPDATED TIMELINE.....

***Early-February --
Agencies Develop Action Plans***

***February 14-- 10:00 a.m. - 12:00 p.m.
Final Federal Working Group Meeting to Refine Agency Plans***

***March 12-13
White House Working Meeting with States and Localities on Comprehensive Strategies for Children and Families***

***Early April --
Completed Document Summarizing Action Steps and Timeline***

attachment: List of Federal Working Group Participants

cc: Federal Working Group

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

08-Nov-1995 10:36am

TO: (See Below)

FROM: Patricia E. Romani
 Domestic Policy Council

SUBJECT: DPC Council Meeting, Monday, November 13, 1995

MEMORANDUM TO DISTRIBUTION LIST

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

SUBJECT: Domestic Policy Council Meeting, Monday, November 13, 1995

There will be a meeting of the Domestic Policy Council on Monday, November 13, 1995 from 5:30 - 6:30 p.m. in the Roosevelt Room at the White House.

An agenda will be sent to your office tomorrow morning.

Please call 456-5565 to confirm your attendance or provide clearance information.

PLEASE NOTE FOR SCHEDULING PURPOSES:

There will be only one remaining Domestic Policy Council meeting after this meeting for the remainder of the year. It will be held on December 4, 1995 from 5:30 - 6:30 p.m. in the Roosevelt Room.

The meetings scheduled for November 27 and December 11 will NOT be held.

Thank you.

Distribution:

TO: FAX (96907203,AMY DEMARIA)
TO: FAX (93072825,Roxie Lopez)
TO: FAX (92197659,CATHERINE/ALISON)
TO: FAX (96220073,MARNE LEVINE)

THE WHITE HOUSE

WASHINGTON

February 12, 1996

MEMORANDUM FOR DISTRIBUTION

FROM: ELAINE KAMARCK
CAROL RASCO
ALICE RIVLIN
LAURA TYSON

SUBJECT: COMPREHENSIVE STRATEGIES FOR CHILDREN AND FAMILIES

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In preparation for the White House Working Meeting on Comprehensive Strategies for Children and Families, a federal working group, comprised of representatives from your departments, has met several times to begin discussing specific action steps the federal government can take. On January 26, we hosted a discussion with individuals from the State of Maryland who have been working to implement comprehensive strategies for children and families. Representatives from local programs, community organizations and foundations, city health and justice departments, state agencies, and seven federal agencies participated in the meeting. This meeting provided a wonderful opportunity for federal government participants to hear directly from individuals whose programs and clients we are seeking to help. The substance of the discussion was based on a case study and local participants' experiences with federal government programs. The meeting closed with all federal participants indicating what they had learned and what issues they intend to address

as part of their contribution to the concrete steps the federal government will take. The next step is for each federal agency to move forward on developing a specific plan for addressing issues identified.

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***Early April --
Completed Document Summarizing Action Steps and Timeline***

attachment: List of Federal Working Group Participants

cc: Federal Working Group

January 30, 1996

*Jeremy -
Laura will get
back to us by Wednesday
(per Paul) and Alice has
approved - please
note changes*

MEMORANDUM FOR DISTRIBUTION

FROM: CAROL RASCO
ELAINE KAMARCK
ALICE RIVLIN
LAURA TYSON

SUBJECT: COMPREHENSIVE STRATEGIES FOR CHILDREN AND FAMILIES

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agency submit a draft of their plans.

We will have a follow-up meeting on February 14 to review agency plans and begin outlining an overall administration agenda for intergovernmental partnerships. The work that results from these two meetings will flow into the White House Working Meeting on Comprehensive Strategies for Children and Families (previously scheduled for November 14-15) to be held in the early part of March. Please note that while this meeting will be an opportunity to focus on all three levels of government, our primary interest is highlighting the changes that can be made at the federal level within existing law. Some examples may include: (1) inconsistent planning cycles or auditing requirements in federal categorical programs; (2) lack of flexible federal funding to support services; (3) difficulties in accessing Medicaid reimbursement; (4) conflicting confidentiality and eligibility requirements in education, health and nutrition programs; (5) lack of easily accessible information about what funding is available to support comprehensive strategies.

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UPDATED TIMELINE.....

January 26,-- 9:30 a.m. - 12:30 p.m.
Discussion with Local Providers

Early-February --
Agencies Develop Action Plans

February 7
Agencies Submit Draft Action Plans

February 14-- 10:00 a.m. - 12:00 p.m.
Final Federal Working Group Meeting to Refine Agency Plans

Early March --
White House Working Meeting with States and Localities on Comprehensive Strategies for Children and Families

Early April --
Completed Document Summarizing Action Steps and Timeline

cc: Federal Working Group