

THE WHITE HOUSE
WASHINGTON

September 25, 1997

Dear Friends:

I am pleased to have this opportunity to send greetings to each of you attending the grand opening of the S. Mark Taper Foundation Center for Community Leadership.

I am grateful for organizations like the S. Mark Taper Foundation that work to foster within the community partnerships between public and private enterprise. I know firsthand the contributions the Mar Vista Family Center has made to the Los Angeles community. The efforts of all those involved with these programs are commendable. It is my hope that your dedication to and success in the neighborhoods of Los Angeles county will resonate throughout the nation and encourage others to become involved in their own communities.

Please accept my best wishes for a wonderful day and a successful future.

Sincerely yours,


Hillary Rodham Clinton

S. Mark Taper Foundation
12011 San Vicente Blvd., Suite 400
Los Angeles, CA 90049
Phone: 310/476-5413 Fax: 310/471-4993

FAX COVER SHEET

Please call 310/476-5413 if this transmission is not legible.

Page 1 of 3

Date: Sept. 23, 1997

To: Bobbie Greene, Deputy Chief of Staff

Organization: Office of the First Lady

Fax No.: 202/456-6244

From: Ray Reisler

Message:

Sorry this is so late. I'll assume that no news is bad news
unless I hear to the contrary. (For Federal Express purposes,
the Mar Vista telephone number is 310/390-9607.)

September 23, 1997

Ms. Betty Factor
 President, Board of Directors
 Mar Vista Family Center
 5070 Slauson Ave.
 Culver City, CA 90230

Dear Betty:

When I visited the **Mar Vista Family Center** last May, I saw a model community project much like the "village" I wrote about in my book. I observed community leadership in action giving hope to parents, ~~youth~~ and children involved in your center.

Don't miss *next stage of service* *extend*
 As you embark on the ~~next twenty years of service~~ to your community, I offer my best wishes to you and ~~all of~~ your supporters on the occasion of today's grand opening of your new **S. Mark Taper Foundation Center for Community Leadership**. It will enable ~~so many~~ others to benefit from your experience.

lead ship & success *on this project*
 I congratulate the S. Mark Taper Foundation for its ~~lead grant on this project~~.

the grant *But* *and* *improvement*
~~Foundations with innovative staff and bold leaders (or, Innovative and bold foundations)~~ are critically important partners in the revival of underserved urban neighborhoods and communities.

look *I look forward to hearing*
 Please keep me informed of your progress and the success stories that will surely continue.

Best regards,

Hillary Clinton

session

A PUBLICATION OF
THE MAR VISTA FAMILY CENTER and THE MAR VISTA INSTITUTE

Fall 1997

S. Mark Taper Foundation give \$350,000 for Center for Community Leadership

Across the street from the Mar Vista Family Center, another house of hope has risen. The S. Mark Taper Foundation Center for Community Leadership will be the training ground for the leadership and community development programs of the Mar Vista Family Center.

The S. Mark Taper Foundation's lead grant of \$350,000 catapulted Mar Vista to a new stage in its development. "After our first grant to the Mar Vista Family Center in 1992, we recognized its potential for transforming itself from a local service agency to a national resource for other community agencies," states Ray Reisler, Executive Director, S. Mark Taper Foundation.

The Foundation periodically revisits the accomplishments of previous grantees by looking for signs of growth that signal new potential. Mar Vista was chosen for the substantial gift believing that it had a unique means of training community people to lead their own programs, and that its methods could be useful to other communities throughout Los Angeles. "Through this grant, the Foundation found a unique opportunity to help move an organization to a new level," states Reisler. The S. Mark Taper Foundation, founded in 1989, is a private family foundation funding a variety

of nonprofit organizations that enhance the quality of peoples' lives.

Built in part by at-risk youth, the new S. Mark Taper Center for Community Leadership will provide a location for low-income residents from throughout the city to attend workshops in how to transform their communities by sharing responsibilities. Called the first of its kind in Los Angeles, the S. Mark Taper Center for Community Leadership will also host training's to adapt the Mar Vista experience to meet other communities' needs.

Board President Betty Factor states, "The S. Mark Taper Foundation grant brings to life our long held vision of supporting families and communities in creating their own solutions to the problems they face."

The new facility converted a dilapidated 4 unit apartment building into one that is state of the art with computer lab, library, offices and conference rooms. With it comes a dramatic new chapter to the Mar Vista's 20 year history of community work. "What we have here has made the difference in many people's lives, we are grateful for the generous S. Mark Taper Foundation grant. By sharing what we have, we can make the difference in even more people's lives," says Lucia Diaz, Mar Vista Executive Director. ■

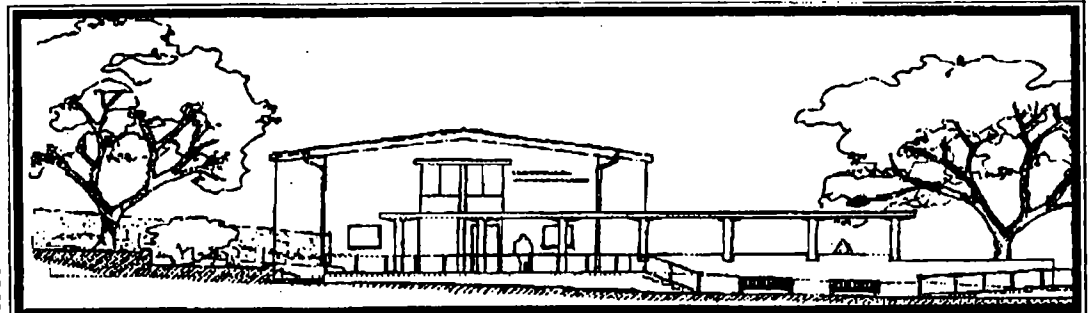
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September 23, 1997

Ms. Betty Factor
President, Board of Directors
Mar Vista Family Center
5070 Slauson Avenue
Culver City, CA 90230

Dear Betty:

When I visited the Mar Vista Family Center last May, I saw a model community project much like the "village" I wrote about in my book. I observed community leadership in action giving hope to the parents, and children involved in your center.

As you embark on the next stage of service to your community, I extend my best wishes to you and your supporters on the occasion of today's grand opening of the new S. Mark Taper Foundation Center for Community Leadership. This facility will enable countless others to benefit from your experience.

I congratulate the S. Mark Taper Foundation for its leadership and support on this project. Foundations can be critically important partners in the revival of underserved urban neighborhoods and communities.

I look forward to hearing of your progress and the success stories that will surely continue.

Best Regards,

Hillary Clinton

S. Mark Taper Foundation
12011 San Vicente Blvd., Suite 400
Los Angeles, CA 90049
Phone: 310/476-5413 Fax: 310/471-4993

10/14/97

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to

FAX COVER SHEET

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Page 1 of 10Date: 10/14/97To: Bobbie Greene, Deputy Chief of StaffOrganization: Office of the First LadyFax No.: 1202/456-6244From: Ray Rinsler**Message:**

S. MARK TAPER FOUNDATION

October 14, 1997

Bobbie Greene
Deputy Chief of Staff
Office of the First Lady
Room 100, OEOB
Washington, DC 20500

Dear Bobbie:

I have spoken with Jean Hessburg and received my invitation. Thank you.

May I bother you with another issue? This is not a high priority but if it is no trouble for you, it would be great.

Like the grant to People For, a grant I made this year to Crystal Stairs (see attached write-up) was one of the better ones I managed to get approved. The Executive Director of Crystal Stairs is an exceptional woman who is a possible invitee to a White House Conference on Child Care to be held on October 23, 1997.

Her name was submitted by Maxine Waters. I don't know if that is an advantage or not. But Alice is special (see vita attached) and would be a fine representative to this conference.

Thanks, Bobbie. Again, this is nothing vital. If I do not speak to you before, I will call you right after the Spirit of Liberty Dinner.

Regards,



Raymond F. Reisler
Executive Director

SOCIAL SERVICES

Crystal Stairs, Los Angeles, CA

Background: For 16 years, Crystal Stairs has been one of the largest child care and development organizations in California. Together with almost 4,000 child care providers, Crystal Stairs feeds 17,000 children nutritious meals daily, helps 6,000 parents find child care annually, helps 3,000 welfare participants in the GAIN "Welfare-to-Work" program find licensed child care annually, trains 3,000 social service providers annually in a wide variety of child care topics, subsidizes child care for 1,700 children so their parents can work or go to school, and partners with child welfare agencies to provide care for 475 children in need of protective services. Its services are concentrated in South Central Los Angeles, serving low-income parents who are working or going to school.

The Need: Crystal Stairs is well positioned to provide two elements that are essential to the success of the federal government's welfare reform efforts. First, special training targeted to increasing the quality of child care in South Central Los Angeles. Second, leadership groups designed to increase parental effectiveness in the areas of finding and maintaining employment.

Government officials think that short-term job-finding assistance, by itself, will help welfare clients get off welfare and stay off. Crystal Stairs' experience suggested that these clients need a lot more to help them overcome the frustration and fears that restrain their ability to change. Crystal Stairs' proposal addresses the help that welfare clients (particularly single mothers) need to build skills and achieve results.

Since the problems of welfare parents rub off on their children, Crystal Stairs believes that with high quality child care, both parent and child can develop more positive behaviors.

Financial Glimpse: Crystal Stairs is a large nonprofit organization, with a multi-ethnic, multi-lingual staff of nearly 100 and an annual restricted budget of almost \$21 million. Since it is a fiscally sound organization with low overhead, the bulk of its funding goes directly to the community.

Requested from S. Mark Taper Foundation: \$400,000 to help welfare mothers get off welfare before they are thrown off.

The Proposal: Crystal Stairs proposes to combine employability training with intensive child care services into a two-year demonstration program called "Project 730." As the welfare reform legislation now stands, welfare recipients will have two years -- 730 days -- to transition off welfare. First, Crystal Stairs proposes to engage at least 100 welfare recipients and their child care providers in a specially-tailored series of training workshops covering a number of topics related to good parenting.

The second component of the proposal is the creation of 10 parent leadership circles designed to develop parenting skills and increase parent employability and attachment to the workforce. With professional assistance, low-income, low-skilled parents can be provided with a system of support that can sustain them through the process of work and parenting. They will have the

opportunity to practice their new skills in a supportive group and to begin new ways of approaching work and life with their children at home.

Although Project 730 will certainly inform the public understanding of the relationship between child care and welfare reform, its main focus will be on outcomes. Crystal Stairs proposes to meaningfully evaluate Project 730 by assessing the numbers of participants, the quality of child care, parenting behaviors, parent attitudes and beliefs, employment rates, job retention and career development possibilities.



ALICE WALKER DUFF, PH.D.
CO-FOUNDER AND EXECUTIVE DIRECTOR

Dr. Alice Walker Duff is Executive Director of Crystal Stairs, Inc., one of the largest private, non-profit child development agencies in California. She is respected for her administrative skills and legislative acumen, and is a well-known advocate for children's services.

Since 1966, Dr. Duff has worked in the fields of education, civil rights, and the arts, specializing in child care and public policy. In 1980, with Dr. Karen Hill-Scott, she co-founded Crystal Stairs, an agency which helps parents find safe, affordable child-care, enables child-care providers to do a better job, and subsidizes child care in South Central Los Angeles. Crystal Stairs also conducts public policy research, and helps feed more than 17,000 children each month in Los Angeles, Orange, Riverside, and San Bernardino Counties, through the Child Care Food Program. In collaboration with the Resident Management Corporation and Black Women's Forum, Crystal Stairs operates a child care center serving children in Nickerson Gardens, the largest public housing development in Los Angeles.

Dr. Duff's research and writing focus on public policy issues in child care and the arts. She was a principal author of the Cultural Masterplan of the City of Los Angeles. Crystal Stairs has earned a reputation for cost-effective, high-quality services and accurate, relevant research.

Dr. Duff has used her administrative experience and research knowledge to influence public policy on child care and encourage its effective implementation. She currently serves on the Board of Directors of the Los Angeles Educational Partnership; the Los Angeles County Child Care Planning Committee; the Board of Directors of L.A.'s Best; Board of Directors of the California Child Care Resource and Referral Service Network; Los Angeles County and City Child Care Planning Committees; and the Board of Directors of the National Center for the Early Childhood Work Force.

Dr. Duff has served on a number of other boards and committees that protect and expand child-care services in California, including the California Children's Lobby Child Development Policy Board; the California Child Care Advocates; the California Alternative Payment Program Association; the Task Force of Child Development Associates/Council for Professional Recognition; and the United Way Region V Child Care Task Force. She was president of the Los Angeles/South Bay Affiliate of the National Black Child Development Institute.

In addition to her professional activism, Dr. Duff volunteers numerous hours in community service. She was a founding member of the Ethics Commission of the City of Los Angeles, and has had a leadership role in the establishment of many continuing organizations including the Occidental College Black Student Caucus, the Black Alumni of Occidental College, the UCLA Black Graduate Students Association and the Black Graduate Students in Education, the California 500 of the Children's Lobby, and the Family Circle of the Lula Washington Contemporary Dance Foundation.

She is a life member of the NAACP and chaired the Historical Markers Committee for the 81st NAACP National Convention, and the Afro-Academic Cultural, Technological, and Scientific Olympics, (ACT-SO), for the Los Angeles Branch. She was active in the parent governing body of a Los Angeles Unified School District magnet elementary school and was a Community Trustee/Integrative Committee member of the Los Angeles Educational Alliance for Restructuring Now (LEARN). She is an active member of the Congregational Church of Christian Fellowship, United Church of Christ.

Dr. Duff was born and raised in Harlem, New York and comes from a long line of social activists. She is married to civil rights attorney, Joseph H. Duff. They have two daughters, Gingi Folayan and Laura Johnay, who are both alumni of the Los Angeles Unified School District Hamilton Humanities Magnet and Stanford University.

Dr. Duff received her B.A. in Sociology from Occidental College and both her M.A. in Sociology of Education and her Ph.D. in Urban Planning: Social Development Policy, School of Architecture and Urban Planning from the University of California, Los Angeles.