

CHILD CARE

WELFARE TO WORK

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WELFARE TO WORK: FEDERAL GOVERNMENT COMMITMENTS BY AGENCY
April 10, 1997

Agency	Total Number of Federal Hires (FY97-00)	Total Federal Civilian Employment	Federal Hires as Percent of Total Federal Employees
USDA	450	96,741	0.47%
Commerce	4,180	34,228	12.21%
Defense	1,605	769,784	0.21%
Education	21	4,496	0.47%
Energy	55	17,494	0.31%
EOP	6	1,513	0.40%
EPA	120	17,157	0.70%
FEMA	125	5,044	2.48%
GSA	121	14,435	0.84%
HHS	300	58,427	0.51%
HUD	200	11,242	1.78%
Interior	325	64,840	0.50%
Justice	450	111,535	0.40%
Labor	120	15,116	0.79%
NASA	40	20,440	0.20%
OPM	25	3,344	0.75%
SBA	120	4,513	2.66%
SSA	600	66,177	0.91%
State	220	23,982	0.92%
Transportation	206	62,642	0.33%
Treasury	405	151,176	0.27%
VA	800	244,857	0.33%
TOTAL	10,494	1,799,183	0.58%

**INITIAL FEDERAL
COMMITMENTS BY FISCAL YEAR**

FY97	FY98	FY99	FY00
1,962	6,274	1,301	810

**EXECUTIVE SUMMARY
DEPARTMENT OF HEALTH AND HUMAN SERVICES
WELFARE TO WORK INITIATIVE**

As the agency responsible for many key welfare programs, the Department of Health and Human Services is committed to the success of the President's initiative to hire welfare recipients into Federal jobs. As a show of that commitment, the Secretary and Deputy Secretary both wrote to all HHS agency heads stressing the Department's special role in this undertaking and how we could shape recruiting and outreach strategies by building on our long-standing partnerships with state agencies and community organizations that serve welfare recipients.

The Department's welfare to work plan complements and reaffirms the Secretary's ongoing strategy for improving the quality of worklife at HHS. Training and family-friendly workplace programs developed in response to that initiative will benefit former welfare recipients. Similarly, creative solutions to issues such as child care that we develop in response to welfare to work will be offered to all of our employees who need them.

Our agencies have identified more than 300 potential job opportunities throughout the country, ranging up to GS-12. These form the basis for our hiring plan, which has been developed in cooperation with our national unions. Highlights include:

- A collaborative recruiting and outreach strategy based on partnerships at the Federal, state, and local levels: We envision a close partnership between HHS, NPR, OPM, OMB, GSA, and other agencies whose missions support the welfare to work initiative in developing a workable strategy for the collection and dissemination of employment information between the Federal government and state social service agencies and community-based organizations that serve welfare recipients.
- An employee volunteer component: In conjunction with the President's Summit for America's Future, scheduled for April 27 - 29, 1997, the Secretary will encourage the many HHS employees involved in community service to consider volunteering for activities that help prepare individuals for the transition to the workplace, including skills training and tutoring.
- Workplace support systems designed to fully integrate former welfare recipients into our workforce. We will focus on enhancing basic skills, helping balance work and family needs, offering a full range of career development and career management services, and developing peer support structures and networks (mentoring programs, buddy systems).

As the Department most concerned with issues that affect children, we believe that affordable child care will be key to the ultimate success of welfare to work. We are actively pursuing alternatives, including identifying providers that offer discounts to Federal employees and other mechanisms for defraying child care costs. We are coordinating closely with GSA and have offered to share our findings throughout the Federal community.

DEPARTMENT OF COMMERCE PLAN FOR THE EMPLOYMENT OF WELFARE RECIPIENTS

As the Secretary of Commerce, I have expressed my personal commitment to the hiring of welfare recipients within the Department, and by memorandum dated April 2, 1997, I have asked the heads of our operating units for their commitment as well to help ensure that the intent of the President's directive is carried out within their organizations throughout the United States.

Our Plan recognizes that many welfare recipients may have minimal skills, but some may qualify for higher level work. The goal for placements during the first year is 180. This includes initial hiring for the Year 2000 Decennial Census, which presents a significant potential opportunity to hire welfare recipients. In 1998 we will conduct a dress rehearsal for the Decennial Census and will hire welfare recipients on an experimental basis. We could hire as many as 4,000 welfare recipients to work on this project and related efforts in Fiscal Years 1998 and 1999. Depending on our experience in the dress rehearsal, we could then hire a very significant number of welfare recipients in the Year 2000. Although the jobs will phase out upon completion of the Census, they provide an excellent avenue for welfare recipients to gain work experience.

Our outreach efforts to locate potential employees involve widespread advertising of job opportunities and direct contact with state and local welfare and social service organizations, including those serving veterans and disabled persons. We are also notifying contractors who provide services to the Department of our interest in hiring welfare recipients and encouraging them to do the same. Further, we are continuing to host participants of programs receiving Department or other Federal grants which fund programs to provide individuals with job experience and help them develop qualifications for permanent employment.

While the emphasis of our Plan is on adults, it also encompasses high school age youth to expose them to the workplace and help low-income families improve their financial condition. We plan to expand successful programs already in place in the Department, such as "The Government Connection." This is a model program conducted in partnership with a Maryland high school. The students, a number of whom are from low-income families and some of whom are teen-age parents, may work full-time during the summer and part-time during the school year. The program features an on-site work-study coordinator, who is an employee of the school and a certified classroom teacher. This arrangement enables students to take certain regular high school classes at their Commerce Department work location.

To help ensure the retention of individuals hired through our Plan, managers, supervisors, and human resources specialists will work together to identify training needs and other concerns of new employees. This may include formal, on-the-job training, mentoring, and/or coaching. In addition, our Employee Assistance Programs are available to provide counseling for both employees and family members. We also recognize that transportation and child care may be significant concerns for some new employees. We are seeking to help resolve these concerns by the use of transportation subsidies where funds are available and by exploring the possibility of either increasing facilities for child care or obtaining subsidies from state or local governments to help meet employee expenses for child care.

Department of Housing and Urban Development

The Department of Housing and Urban Development (HUD) will play a vital role in bringing innovative and effective means to the Clinton Administration's efforts to successfully implement welfare reform. To fulfill its core mission of revitalizing America's communities, HUD plans to maintain funding for HUD's successful programs while providing welfare recipients an opportunity to succeed in the workplace while helping reduce the welfare rolls.

THE DEPARTMENT'S STRATEGY FOR MAKING WELFARE TO WORK SUCCEED AT HUD

- Committing 10.5 million dollars over the next 4 years for the employment of 200 eligible welfare to work candidates to jobs in Headquarters and within our 80 field offices throughout the country.
- Developing recruitment and hiring strategies that encourage managers and supervisors at the local level to bring job opportunities to the attention of offices and organizations who work with welfare recipients on a regular basis.
- Developing staff through orientation, guidance, and training to ensure high job retention and success.
- Maintaining and promoting a comprehensive confidential Employee Assistance Program which addresses personal, medical, behavioral and substance abuse problems for employees and their family members.
- Creating continuous opportunities for new hires under this program, by developing bridge and/or upward mobility positions to provide career paths in which workers can move.
- Providing information and guidance to each new hire on the Federal Government's policy regarding the Earned Income Credit, Federal Fare Subsidy, and Child Care.

CURRENT PROGRAMS AT HUD

Currently, HUD is participating in several programs designed to provide promising individuals an opportunity to learn marketable skills and good work habits. Candidates for these programs are referred by various sources, including the Private Industry Council (PIC), and the Temporary Assistance for Needy Families (TANF) Program.

On Monday, March 31, 1997, All Administrative Officers in Headquarters were surveyed to identify new opportunities for TANF and PIC program participants to begin new rotational assignments.

Since 1992, HUD has trained approximately 100 candidates per year, for gainful employment in clerical, receptionist, and other support positions and has been able to fill approximately 20 positions with program participants.

HUD's FY 1998 budget included \$100 million to support the Administration's goal to create 20 new Empowerment Zones and 80 new Enterprise Communities across the country, using tax incentives and other Federal support. These EZs and ECs which are designed to encourage job creation in high poverty areas where recipients live, have already leveraged over \$2 billion in private resources.

- **In Baltimore, Maryland**, Central Securities Investigations, a security company relocated to the EZ and developed a 13 week training program to develop security officers and dispatchers. Approximately 50 residents, previously on welfare, have been placed in security-related jobs over the past year.
- **In Detroit, Michigan**, a joint venture between Jordan Oliver Building Systems (a construction company in the EZ) and JOBS (a minority building firm), Approximately 138 new jobs were created, half of which went to EZ residents enabling them to move off public assistance.
- **In Birmingham, Alabama**, Five Points West Shopping Center will bring a major grocery store and key retailers to the hub of the Enterprise Community. Approximately 400 EC residents will move from welfare to work through this project.

As Secretary, I am committed to ensuring HUD's continued creation of affordable housing and its endeavor to provide opportunities for steady employment to enable America's poor to have an opportunity to live the American Dream.

Department of Veterans Affairs

Welfare to Work Plan Executive Summary

In response to President Clinton's call for Federal agencies to identify employment opportunities for persons on welfare, Department of Veterans Affairs (VA) managers have identified more than four hundred (400) potential employment opportunities for Fiscal Year 97 at facilities across the nation. These opportunities are in primarily entry-level clerical, blue collar, and technical positions. We also anticipate approximately four hundred (400) potential employment opportunities for Fiscal Year 98, and we will continue to play a major role in this critical initiative in Fiscal Years 1999 and 2000.

The President's challenge offers VA the opportunity to link its primary mission of serving the nation's veterans with the welfare to work initiative by focusing on veterans who are welfare recipients and their families. VA's Compensated Work Therapy (CWT) and the Vocational Rehabilitation & Counseling (VR&C) Programs are already successful in moving veterans from dependency to self-sufficiency by providing job training and vocational rehabilitation to veterans.

- In FY 96, CWT helped 2,900 veterans become self-sufficient and competitively employed.
- VA has identified 2,000 veterans who are receiving both some form of welfare assistance and services under VR&C which prepare the veterans to enter the competitive job market.

VA's Welfare to Work Plan:

- Establishes local Welfare to Work Program Coordinators.
- Provides guidance on recruitment, networking, employee development, and employee assistance, including child care and transit support.
- Permits VA facilities to restructure positions and to use a wide variety of appointing authorities.
- Promotes the recruitment of graduates of the CWT and VR&C Programs.
- Promotes the hiring of welfare recipients by VA contractors and grantees.
- Encourages VA facilities to host state welfare recipients in training and work experience programs.

Secretary of Veterans Affairs Jesse Brown will:

- Send a message to all VA leaders, managers, and front line supervisors expressing his personal commitment for the program and his expectation that they will work with local community resources to develop opportunities to recruit and retrain welfare recipients.
- Issue messages about the program on Earnings & Leave Statements and in the Secretary's Daily Broadcast Message, which is received at every facility in VA.
- Include articles about the Welfare to Work Program implementation and its successes in VAnguard, VA's official employee magazine.



SOCIAL SECURITY

Office of the Commissioner

From Welfare to Work: A Plan for the Social Security Administration Presented by John J. Callahan, Acting Commissioner

The Social Security Administration (SSA) wholeheartedly supports the President's initiative to place the Federal Government in the forefront of employing welfare recipients. I give my personal commitment to this initiative and pledge that SSA will hire 150 welfare recipients each year over the next four years, for a total of 600 employees.

SSA will call upon and empower our front-line managers throughout the organization to identify and hire candidates, using existing hiring authorities. With the aid of our established communications vehicles, we will inform every SSA employee of this important initiative and convey the need to provide a supportive environment in which these new employees can thrive. We will also encourage Agency contractors to participate by including welfare recipients in their workforce.

As part of this commitment, SSA will take these specific actions:

- Take the lead in coordinating this Federal hiring effort in selected metropolitan areas where SSA operates large facilities.
- Place candidates for clerical and technical positions in appropriate SSA offices.
- Work with our new hires to determine their individual needs and goals, in order to give them the training and experience to ensure their best possible development.

Success in hiring welfare recipients is nothing new for SSA. Our offices have long-established ties with State and local welfare organizations. We will continue to use this network in carrying out the Welfare to Work initiative. We have had great success in working with these organizations in a host of programs to move people from welfare to work.

For example, in Plainview, Texas, an SSA field manager hired a struggling single welfare mother who was then attending college. She began as a clerical worker, depending on food stamps, AFDC and HUD assistance. Today, 12 years later, she is a Social Security claims representative.

In Kansas City, SSA hired a single mother of two who was receiving assistance. For the past two years she has attended college while working and will soon receive her associate's degree. She is no longer receiving AFDC. Her goals are to attain a bachelor's degree, make a career at SSA and become totally self-sufficient.

In every way possible, our Agency stands ready to help lead the effort and assist the Nation in changing the lives of welfare recipients through the Welfare to Work initiative.

Child Care Plan to Support Federal Welfare to Work Initiative

The General Services Administration will use a three part strategy to support the efforts of Federal agencies to hire and retain welfare recipients and to assist other low income employees find safe, affordable child care.

GSA will link Federal hiring officials at the community level with state and county child care resource and referral networks. These 600 specialist community-based organizations can counsel, support and assist new and existing lower income employees by linking them to a wide array of child care options.

- These groups can also provide information concerning financial subsidies for child care which are available at the local level (state or county) for those leaving the welfare rolls and which may also be available to other low income employees.
- Federal officials can also hire part time employees or job-shares through local Head Start programs. These employees could then use Head Start (generally part day, part year) in lieu of child care, while meeting current welfare reform requirements for 20 hours of work per week for those with children under six.

GSA will act aggressively to make Federal child care centers more affordable to more employees. Currently, there are more than 1,000 available spaces in the more than 200 non-military centers that operate in Federal space, but fees for quality care charged by private operators are generally out of reach to lower graded employees. Sliding fee scales and other forms of scholarship assistance could help match employees to available spaces, if costs could be reduced and/or revenues increased.

- GSA will determine whether group purchases of supplies, insurance and other shared needs could help reduce costs for center operators. Savings could be reinvested in tuition help for families that need it.
- GSA will help centers seek enterprise activities and special additional programs for children that could operate at their location to bring in additional revenue.
- If adequate additional revenues are secured, GSA will require each center operating in Federal space to use a sliding fee scale.
- GSA has worked with the Office of Management Budget on a major study of the accessibility and affordability of Federal child care which will be released to Congress at the end of April. The agency will promptly implement appropriate recommendations.

GSA will increase the capability of individual Federal child care centers to raise additional funds for tuition assistance scholarships. GSA will immediately retain expert financial development and fund raising counsel to define a national strategy to help support the financial needs of all Federal centers. This could include establishment of a private non-profit foundation which could seek and receive funds to support all centers on a larger scale than individual centers can accomplish on their own. It is estimated that approximately \$3-5 million per year will be needed to make Federal child care slots more affordable for more parents.

- GSA will seek opportunities for centers to partner with private organizations which need child care for their employees as a way to diversify funding sources.
- GSA will assure that each center applies for participation in the Combined Federal Campaign. It will also continue to encourage agencies to dedicate recycling proceeds to child care centers which operate in their buildings.
- GSA will tap and utilize the best experience of states which have been exploring child care financing strategies to support welfare reform (i.e. Colorado, Indiana, Washington, Hawaii, Minnesota and others).



General Services Administration Welfare to Work Plan

Summary

We will enthusiastically do our share in hiring welfare recipients and will make every effort to assure their continued successful employment. The General Services Administration (GSA) has developed a flexible, decentralized Welfare-to-Work (W2W) hiring and retention plan, stressing intensive training and mentoring, enabling the best transition from welfare rolls to the GSA workplace. We expect our new workers to join us as we recreate our work culture. I will issue a memorandum asking for volunteers to be "W2W Buddies." These Buddies will undergo training to provide one-on-one support and guidance to W2W employees. We will call this our "Buddy System."

We will take advantage of existing Federal, state and private partnering, capitalizing on pre-existing successful programs and solutions whenever possible. We are aggressively targeting and funding W2W positions, encouraging local involvement, and preparing and encouraging GSA managers to support the Welfare to Work Program.

Transit Subsidies and Child Care Guidance

In addition to hiring and retaining welfare recipients in GSA, the President has asked GSA to find ways to help Welfare to Work employees over two critical hurdles: fare subsidies and child care. Federal agencies have been advised that they may offer fare subsidies based on income level and welfare status. It is up to each agency to decide how to use this important aid to low income employees. Even more important to Welfare-to-Work employees will be affordable child care, since 90% of TANF welfare recipients are single mothers with young children. Plans to assist low income Federal workers will take advantage of pre-existing state and local child care providers, programs, and funding. The issues concerning child care are difficult and complex. GSA has issued a separate report addressing some of these problems.

Using Contractors

GSA is already doing much to assure that many who would not have jobs can find employment. GSA's considerable contractual involvement with such groups as the National Industries for the Blind (NIB) and the National Industries for the Severely Handicapped (NISH) supports the intent of welfare reform by providing jobs for those who would not otherwise work.

GSA is working with others in the Federal Acquisition community to find ways for contractors to voluntarily further the President's goals, without adding administrative burdens to the contracting process. Additionally, GSA will consider ways to facilitate using the Cooperative Administrative Support Units (CASUs), to encourage the hiring of welfare recipients.



U.S. DEPARTMENT OF TRANSPORTATION WELFARE TO WORK PLAN

As Secretary of the Department of Transportation, I take great pride in presenting the Department's plan to hire and retain welfare recipients into its work force. The Department strongly supports President Clinton in this initiative calling for the Federal government to employ welfare recipients with 206 potential job opportunities throughout the nation. DOT is committed to do its part not only in the employment of welfare recipients, but in providing an integrated support structure to assure successful retention far beyond the initial hiring. Elements of the Department's plan involve targeted recruitment; the preparation of managers and supervisors to work with these employees; providing these employees with up to a 1 year on-going organizational orientation; as well as providing counseling, mentoring and other supportive services, such as child and elder care, transit subsidies, and work and family programs which include active flexible work schedule policies which strive to accommodate the needs of employees.

While the Department's plan is nationally run, it is locally based. The plan recognizes that its success rest with managers and supervisors at the grass-roots levels working and partnering with local service organizations to bring these recipients into the Department; and that it is at that level where the efforts must take place to support and keep them employed. Through the exercise of creative and cooperative efforts, partnering, and through individual dedication, motivation and determination, the framework provides the means and demonstrates the Department's commitment to hire and retain welfare recipients into its work force and at the same time assist other low income DOT employees.

The Department recognizes that one of the biggest barriers faced by those moving from welfare rolls to payrolls is transportation to jobs, training and support services such as day care. Only about 6 percent of welfare recipients own cars, and public transit often provides inadequate connections to jobs.

Therefore, the Department is building on its successful ISTEA transit programs that works with innovative approaches to helping people make the transition to the working world. We are proposing to add \$100 million annually in new ISTEA funding to provide access to work transportation services for welfare recipients and low income persons. In addition, NEXTEA calls for a six year, \$600 million grant program to support flexible, innovative transportation alternatives to get people to work, training centers and support services such as day care. NEXTEA also increases opportunities for states and localities to provide job training and hiring preference to welfare recipients and residents of Empowerment Zones and Enterprise Communities.

In a separate effort, DOT is encouraging transportation industries to follow the United Parcel Service and United Airlines example by making a commitment to hire welfare recipients. In addition, the Department will partner with other federal agencies, states, educators, and the private sector through the Garrett A. Morgan Transportation and Technology Futures Program to make the younger generation aware of transportation career opportunities as they pursue their education.

It is through these approaches of hiring welfare recipients into the Department; partnering with local communities to improve transportation to jobs; by encouraging the transportation industries to make commitments to hire welfare recipients, and promoting the awareness of future career opportunities that the Department actively supports this nationwide initiative. "Give a man a fish and he feeds himself for a day, teach a man how to fish and he feeds himself for a life time."

WELFARE-TO-WORK PLAN: DEPARTMENT OF DEFENSE

The Department of Defense (DoD) is taking an active role in helping the Administration "end welfare as we know it." Through its Welfare-to-Work Program, DoD will build on the skills developed through years of managing such programs as Troops to Teachers, Junior ROTC, and Partnership in Education.

Numbers of Positions. DoD's organizational survey indicates that the defense community should be able to provide roughly 3,500 positions for hiring welfare recipients. Because openings cannot be restricted to welfare recipients, the total must be discounted to accommodate individuals with veterans' preference, spouse preference, and career transition priority. Doing so reduces the total to 2,900, one third of which will be in the civil service, a quarter in nonappropriated fund activities, and the balance with our contractors.

Types of Positions. The positions will be concentrated at the GS-1 and WG-1 and 2 levels, with the vast majority being full-time opportunities. Within the civil service positions, most will be General Schedule positions, while the nonappropriated fund positions will be primarily Wage Grade. Sample positions include office worker, general clerk, sales clerk, laborer, janitor, warehouse worker, food service worker, waiter, and recreation assistant. Positions will be available in all parts of the country.

Program Management. Because of its size, DoD is using a Senior Steering Committee to oversee the program's implementation. This includes representatives from the personnel, finance, legal, and acquisition communities. Each Military Department and Washington Headquarters Services (to cover other parts of DoD) will name a National Program Coordinator, as well as a recruitment and training coordinator for each state or census region.

Recruitment, Hiring, Support, and Marketing. DoD will use all appropriate and available authorities for hiring into the civil service, with an emphasis on the Worker-Trainee Program. The Department will rely on Federal Executive Boards to provide multi-agency coordination, and on the Department of Labor for its expertise in recruiting and preparing individuals for work. DoD will also use e-mail, the worldwide web, television, and print to reach key leaders, employees and their representatives, civilian personnel offices, and welfare recipients. The topic has already been introduced at the bi-monthly meeting of the Defense Partnership Council. An overall program manual, standardized job descriptions, orientation and mentoring resources, and other materials will be distributed across the Department to make the job easier at the local level.

Key Outreach. Setting the stage, Secretary Cohen is issuing a memorandum to all key civilian and military leaders explaining the program and requesting their active cooperation. He is also issuing a memorandum asking that the leadership involve all contracting officers and urge contractors to participate. To further that idea, he will be sending a personal request to individual leaders in the contractor community.

UNITED STATES DEPARTMENT OF AGRICULTURE WELFARE TO WORK PLAN

USDA is committed to hiring and retaining welfare recipients, including food stamp participants, into its workforce. The Department will hire approximately 100 welfare recipients this fiscal year and 275 over the next three fiscal years. USDA has a very extensive field structure of 2300 locations which will be utilized for this initiative, including outreach efforts to welfare recipients. USDA has always been involved in grassroots efforts, working within communities, states, and organizations, a tradition USDA will build to support this initiative.

The employment opportunities USDA will provide, include animal health aids, insect controllers, physical science aids, archaeological aides, soil conservation aids, and forestry aids. These positions will be filled at the entry level. In some cases, USDA will hire welfare recipients to work in programs that will assist in delivering services to low-income Americans.

The federal Worker Trainee Program is aimed at unskilled workers to be hired at GS-1 or WG-1/2 grade levels. The individuals recruited through this program will have the opportunity to learn marketable skills, develop good work habits, and receive formal and on-the-job training. USDA will expand the use of this program as the major vehicle for hiring and training welfare recipients. We will also ensure employees are given the support needed to succeed in a work environment through mentoring programs and special training for supervisors.

USDA will encourage, through standard contract and solicitation language, its contractors, grantees, and cooperators to contribute to this initiative by actively seeking welfare recipients for entry-level, or other appropriate positions. For example, the Food and Consumer Service will be awarding a \$4 million contract to conduct store visits to strengthen the integrity of the Food Stamp Program and will encourage the winning contractor to hire welfare recipients for this program. The Natural Resources Conservation Service will encourage contractors and cooperators to work with the local welfare or social services offices to give priority consideration to welfare recipients.

Even though USDA will have to downsize by approximately 10,000 staff years by the year 2002, which will require the need for reductions-in-force in three agencies, we are committed to the President's initiative. Our plan is a comprehensive approach that reflects the diversity of our programs and services.

DEPARTMENT OF EDUCATION WELFARE TRANSITION, RECRUITMENT & RETENTION PLAN

The Department of Education (ED) has developed a two-fold strategy to help welfare recipients transition into the workplace: 1) recruit, hire, train and retain current welfare recipients for available jobs for which welfare recipients meet the education and skill requirements, with special emphasis on recruiting for the Worker Trainee Program; and, 2) promote the hiring of welfare recipients by education partners, grantees and contractors.

I. Recruit, Hire and Retain Welfare Recipients at the Department of Education

Beginning April 8, 1997, ED will initiate a recruitment program for welfare recipients, with the goal of filling permanent positions that match their skills and education. Emphasis will be placed on hiring entry level workers through the Department's Worker Trainee program, as well as recruiting qualified welfare recipients for vacancies above the entry level. ED will work aggressively with local social service and welfare offices, non-profit organizations and other community-based organizations to recruit welfare recipients, to distribute notices of vacancies widely within these organizations, and to work with them on a continuous basis to match job opportunities with available candidates.

A number of strategies will be utilized to support these new employees. They include:

1) providing special **orientation** for welfare-to-work employees which addresses transitional issues--time and attendance, work ethic, time management, maintaining contacts with mentors and making Employee Assistance Programs accessible to this group; 2) establishing a **mentoring program** that matches welfare recipients with current employees within the Department; 3) providing **training for supervisors and mentors**; 4) working closely with managers, social service and welfare offices to assess skill levels of welfare recipients and develop **Individual Development Plans (IDP)** that include education and training opportunities to enhance and expand their skills. The plan will also track their progress to ensure they perform satisfactorily. In addition, we will work rigorously to extend our family friendly policies and programs to this group by providing advice and assistance on **child care** and alternative work schedules. We will explore the possibility of paying **transit subsidies** for low-income employees. The Department will work with the Labor Management Partnership Council to achieve these objectives.

II. Promote the Hiring of Welfare Recipients Among Education Partners, Grantees and Contractors

ED works with a variety of partners--school districts, colleges and universities, nonprofit organizations, unions, religious groups, parent groups, etc.--to carry out our mission. The Department will meet with education associations, colleges and universities, local education agencies (LEAs), community-based, nonprofit organizations, religious organizations and the unions (NEA, AFT), to figure out creatively how we can work together to take up the President's challenge to hire welfare recipients. We will also work with our regional offices to hold regional meetings with education groups to further explore additional strategies.

The Department is aware of existing government-wide initiatives to use the grant and contracting process to support the welfare to work effort. NPR has a working group that is discussing ways in which the effort can be furthered through government contracting. In addition, at the request of the Vice President, HHS is spearheading a similar initiative with respect to the use of grants. In addition to coordinating our efforts with HHS and NPR, the Department will 1) focus its research authority, through its research institutes, on educational strategies that could best help welfare recipients to obtain work and receive basic skills training, and, 2) use nonbinding guidance to encourage grantees and contractors to hire welfare recipients.



Department of Energy Welfare-to-Work Plan

PLAN HIGHLIGHTS:

- ▶ In support of this program and the DC initiative, DOE, along with Phelps Career Center and a private company, will support training of welfare recipients and will seek opportunities to extend this initiative.
- ▶ Implementation will be local with the Department providing overall guidance, tools and techniques, tracking and monitoring of progress.
- ▶ Training and development efforts will include use of mentors.
- ▶ Transportation subsidies/child care /earned income credit, other family-friendly initiatives will be utilized to support individual needs.
- ▶ A Program Implementation Workshop will be held, and Secretary Peña will talk with the group to stress the program's importance.

INITIATIVES IN PLACE:

- ▶ Welfare-to-Work Program Coordinators have been appointed in all major DOE units.

SECRETARIAL COMMITMENTS:

- ▶ I will personally support the DOE program, and will ask all key leaders to champion local efforts.
- ▶ I will send the DOE Plan and a statement of policy support to the leaders of all DOE organizations.
- ▶ I will commit to hiring at least 55 welfare recipients by the end of FY-98.
- ▶ I will address a Program Implementation Workshop for DOE stakeholders and DOE officials to stress this program's importance.
- ▶ I will personally encourage voluntary program participation by our private sector partners.
- ▶ I will support a local event at Phelps Career Center to "kick off" the local initiative.

EXECUTIVE OFFICE OF THE PRESIDENT PLAN
FOR
EMPLOYMENT OF WELFARE RECIPIENTS

- The Executive Office of the President (EOP) is committed to providing employment opportunities to welfare recipients and has adopted a plan which will enable it to do so successfully. The EOP is dedicated to making a positive and permanent change in the lives of the program participants.
- Immediate recruitment will begin for six entry level positions.
- The EOP is working with three local social service agencies to refer candidates for specific vacancies. A broad range of agencies in the metropolitan area will be given information about recruitment needs.
- The EOP operating plan will provide managers with the information they need to identify positions, initiate referrals, select candidates, and train and prepare a selected individual to become a valued and permanent work team member.
- A training plan will be required for each participant, and must address on-the-job training, formal training, and developmental assignments that will be provided. Training plans will be monitored to ensure completion.
- Support mechanisms will be available to ensure that each participant succeeds at the job, including workplace orientation, mentors and regular monitoring by human resource professionals. Resources such as child care and transportation will be identified to be available if needed.
- Supervisors of the program participants will receive a special orientation and guidance on the principles of the program, with an emphasis on planning, scheduling and tracking assignments, developing and communicating expectations, and prompt and useful feedback.
- Eligible participants will be provided with assistance on how to complete forms to claim the advance earned income tax credit.
- Our goal is to demonstrate that moving people from welfare to work can be a positive, successful experience for participants and employers.

MEETING THE WELFARE TO WORK CHALLENGE AT THE ENVIRONMENTAL PROTECTION AGENCY

BACKGROUND: The Environmental Protection Agency views its Welfare to Work commitment as an investment and an opportunity, building on its relationship with communities to protect the Nation's public health and environment. EPA's workforce is highly educated (75% are college graduates), highly specialized (66% in the scientific, technical, or legal disciplines), and decentralized (68% working in regional or field organizations). The Agency will capitalize on these demographics by designing a Welfare to Work program that provides job opportunities primarily outside the Washington, D.C. area, while taking advantage of the Agency's wealth of mentoring talent and technical skill. Our goal is to assist these new colleagues in transitioning into the workplace and acquiring the tools that are key to success.

PLAN HIGHLIGHTS: EPA's goal is to hire 60 new employees directly onto its rolls in locations throughout the nation (36 in the regions/field and 24 in headquarters). We anticipate that most of the positions will be in entry level office and laboratory work though we are also exploring job opportunities in support of our community-based efforts. To locate, hire, and develop these new staff members, the Agency will pursue a plan that:

- **Removes hiring barriers** commonly faced by managers by standardizing many of the commonly used forms and hiring processes and taking full advantage of the flexibilities of the Worker-Trainee appointing authority.
- **Recruits trained applicants** that have participated in job-training programs sponsored by local welfare organizations identified by the Department of Labor's Employment and Training Administration.
- **Trains and supports supervisors** as they take on mentoring, counseling and on-the-job training responsibilities.
- **Develops our Welfare to Work colleagues** in the range of knowledge and tools they will need to succeed, through a combination of on-the-job experiences, and classroom training.
- **Reduces any sense of workplace isolation** by making full use of our Employee Counseling and Assistance Programs and specially designed orientation programs.
- **Supports our new employees** in obtaining child care and transportation to work through referrals to child care providers and transportation subsidies.
- **Encourages our vast contractor and grant community** to contribute to the President's initiative by considering welfare recipients as a talent pool for entry-level positions.

EPA welcomes the President's Welfare to Work initiative as an opportunity to build on its relationship with the communities it serves in protecting public health and the environment.



"EMPLOYMENT TO EMPOWERMENT"

The Federal Emergency Management Agency's Welfare-to-Work Implementation Plan

I. OUR AGENCY'S COMMITMENT

FEMA has always been committed to providing immediate and effective assistance to communities and individuals affected by disaster. In furthering our commitment to communities, we strive to hire our temporary local disaster relief workers directly from the affected areas. In support of the President's Welfare-to-Work Initiative, we have now expanded that effort to specifically identify and recruit local welfare recipients, thus empowering these individuals to help themselves and their communities. It is our hope that by providing temporary, meaningful work, these individuals will acquire basic job skills which will serve as the foundation for future successful careers.

II. OUR AGENCY'S PLAN

Availability of Work: FEMA employs temporary disaster relief workers at any location in the country where a disaster has occurred. FEMA also hires term employees at our fixed processing facilities in Denton, TX; Round Hill, VA; and Hyattsville, MD. Welfare recipients from these areas will be encouraged to apply for available positions for which they qualify. FEMA will also encourage our contractors to hire welfare recipients. We have set an agency goal -- to hire 10% of our local relief workers from the welfare rolls.

Recruitment and Hiring: In addition to our standard methods of candidate recruitment, FEMA, in partnership with local Federal Executive Boards and OPM, will work with state and local employment agencies to identify and recruit welfare recipients for those temporary and term positions for which they may qualify.

Orientation and Training: Upon entering on duty with FEMA, a welfare recipient will receive information about the Earned Income Tax Credit, the availability of local childcare services (if needed), and transportation. The new employee will be assigned to a "Job Coach". The Coach will work with the employee to develop a training program to include both classroom and on-the-job training. Unlike standard mentoring programs, our Job Coach program utilizes the training and coaching skills of current FEMA employees at the lower grade levels, GS-5 through GS-7.

Our agency contact for this program is Sandra McManus, Office of Human Resources Management, 202-848-4054.



Secretary of the Interior Bruce Babbitt

Statement Supporting President Clinton's Welfare-To-Work Plan

The President's Welfare-to-Work plan is an exciting chance to accelerate what progress we have made. Right now, the Department of the Interior is working with state, local and tribal welfare groups by operating 185 Indian schools, running twelve Job Corps centers, recruiting over 7,500 seasonal workers nationwide each year and participating in such programs as the Youth Conservation Corps and the D.C. Summer Youth Program. To support the President's plan, Interior's managers will take additional measures to help heads of households move their families from welfare dependence to self-sufficiency with a goal of 325 hires, including seasonal/temporary, over the next four years (1997 - 50, 1998 - 75, 1999 - 90, 2000 - 110).

Can it work? Consider our record of success so far. Interior's existing programs include hundreds of field conservation projects in the Bureaus of Reclamation, Land Management, the Minerals Management Service, as well as interpretive educational projects in the National Park Service, the U.S. Fish and Wildlife Service and the U.S. Geological Survey. These projects have been supplemented by the work of participants in programs like the Job Corps, Youth Conservation Corps and the D.C. Summer Youth Program. Many participants found meaningful jobs in the workforce, often right here at Interior.

For example, a recent summary of the Job Corps Work Experience Program conducted by the Fish and Wildlife Service (FWS) in the Hadley, Atlanta, Portland, Albuquerque and Minneapolis Regions, shows that out of 118 students who completed the program over the last five years, 39 are currently employed by the FWS, another 27 are now employed by other federal agencies and 17 returned to school for further training.

A second example comes from Interior's mission to "Honor our trust responsibilities to tribes." By working with tribes to enhance self-governance, education, economic opportunities and the quality of life for their members, today more than 90 percent of current employees hired by the Bureau of Indian Affairs are Native Americans who work on or near the reservations. Further, our tribal Adult and Bilingual Education programs have helped more than 10,000 Native Americans acquire basic literacy and other proficiencies toward the equivalent of secondary school certification. These efforts are crucial: I believe that helping America's most chronically impoverished people rise from welfare to the kind of work that builds pride is not simply an initiative; it is our duty and one of our oldest obligations.

Yet the Department's Welfare-to-Work Plan goes further. It follows the lead set by our current programs, builds bridges to them, then concentrates on those Interior work priorities that offer the most opportunity for hiring welfare recipients. Interior's plan encourages hiring into all types of positions and, to initiate this effort, identifies eight work categories and the associated skills needed for them, such as: clerical, laborer, maintenance worker, custodian, teacher's aide, cook, dormitory and recreation assistant. Nine bureaus and offices with the most potential for initial hiring are identified in the plan along with 68 specific city locations in 23 states and the District of Columbia. We have outlined a recruitment process and highlighted seven specific tools for hiring.

To ensure employment success, we will provide the hired welfare recipients with sound orientation training and transition services. The Department's plan directs transition training in social skills, workplace skills, employee assistance as well as guidance to managers and supervisors about flexible hours, child care and transportation subsidies. We encourage current employees to volunteer their time to organizations that may be able to assist us in this effort. We also ask our contractors to consider hiring welfare recipients when possible within the requirements of procurement laws and regulations. By building on the current programs that work well, and by focusing on the new efforts described in Interior's Welfare-to-Work plan, the Department of the Interior is beginning to open a new course toward self-determination.



Washington, D.C. 20530

April 9, 1997

I. OUR DEPARTMENT'S COMMITMENT

The Department of Justice is committed to providing placement assistance and job opportunities to welfare recipients. Department employees are already involved in many community outreach efforts, such as the pro bono and partners in education programs, which are directly related to working with the poor, elderly, and young members of our communities, including welfare recipients. In addition to the other work opportunities developed through our plan, components will augment the hiring of welfare recipients through aggressive outreach programs to identify teen parents living at home who need money to stay in school. By providing these employment opportunities, it is our expectation that welfare recipients will acquire the basic skills to serve as the foundation for successful careers and make the transition from welfare to work.

II. OUR DEPARTMENT'S PLAN

Availability of Work. The Department will strive to place at least 450 welfare recipients in employment opportunities located throughout the United States. Contractors and grantees will also be encouraged to participate in hiring welfare recipients.

Recruitment and Hiring. In addition to regular recruitment methods, in partnership with local Federal Executive Boards, the Office of Personnel Management, and state and local employment and job training agencies, we will identify and recruit welfare recipients for positions. We will also work with schools in the local communities to identify student welfare recipients (i.e., teen parents) who can be employed under the Student Employment Program.

Orientation and Training. New employees will receive information about qualifying for the Earned Income Credit, the availability of local child care services, financial counseling, and other employee services. They will be provided with mentors who will help familiarize them with the world of work and make the transition from welfare to work easier.

Department of Justice Program Manager. Robert F. Seymour is the Department's Program Manager. His phone number is (202) 514-6778.

THE U.S. DEPARTMENT OF LABOR'S WELFARE-TO-WORK PLAN



An ongoing part of the Department of Labor's mission is the training and retraining of disadvantaged and unemployed Americans for jobs. DOL oversees and has unique expertise in the nation's workforce development programs of which over 45% of the participants are welfare recipients. Building on this experience, the Department of Labor will serve as a leader in facilitating the federal welfare-to-work effort and will model approaches within the Department.

The Department of Labor, Federal Leader

Expand Ongoing Agency Activities

- Expand existing programs of the Employment and Training Administration to serve welfare recipients including career assessment and counseling, job search assistance, job training, One-Stop Centers and other national programs that provide services to targeted populations.
- Maximize existing programs within our Veterans' Employment and Training Service, in cooperation with the Department of Veterans' Affairs, to provide vocational rehabilitation to disabled veterans who may be receiving welfare benefits.
- Outreach activities of the Womens' Bureau to highlight welfare-to-work initiatives that work at National Working Women's Summit in June 1997 and cooperative agreement with National Council of Negro Women.
- Enhance existing Departmental employment development programs, such as DOL's Clerical Support Program, to equip those new to the workforce with limited or no job skills to assume permanent positions and make these programs accessible to other federal agencies.
- Continue, on quarterly basis, successful clothing and accessory drive for Suited for Change which provides clothing and developmental training to low-income women seeking employment.

Internet Website

- Developed Website to assist federal agencies and others to recruit and hire welfare recipients. The site contains an overview of the President's Welfare-to-Work Jobs challenge, profile of welfare recipients, resources available to locate trained welfare recipients, and links to other electronic sites that contain information on transportation and child care. The web site address is <http://www.dol.gov/ohrw2w>. We will constantly update the web site and invite comments on its usefulness as well as recommendations to make it more user friendly.

Resource Guide

- A resource guide -- just published by the department -- titled *Tapping A New Workforce: From Welfare to Work in the Federal Government* -- provides federal agencies with answers to basic questions about hiring welfare recipients as well as assistance with their own recruitment and hiring of welfare recipients. The guide includes national and regional contacts working in the Workforce Development System and can be accessed through the Website.

Technical Assistance and Federal Partnerships

- Briefed federal agencies on existing ETA programs, methods to identify welfare-to-work hires, and model training and development approaches.
- Partner with the Environmental Protection Agency and Department of Defense by providing direct training and/or train-the-trainer course curriculum and modules for use in training and developing welfare-to-work recipients and managerial staff.
- Participate in a federal consortium to provide regional assistance to Federal Executive Boards in recruiting and training welfare recipients, with DOL Regional Administrators taking the lead in identifying resources within the employment and training community.

The Department of Labor, Federal Employer

Creating New Opportunities

- Over the next four years, identify meaningful job opportunities, in DOL national and regional field offices, targeting welfare recipients.
- Work closely with state and local offices to identify opportunities for nonpaid internships and mentoring work experiences to better equip participants for permanent job placement.

Recruitment

- Link with state and local service providers to target potential welfare hires, including Job Training and Partnership Act service providers, welfare offices, private industry councils, state employment services, and career fairs and conferences.

Training

- Provide to former welfare recipients a comprehensive and continuous developmental program on transitional skills needed to be successful. This includes orientation to the world of work, course offerings addressing critical workplace skills, and on-the-job training. Managers and supervisors will be oriented to facilitate the transition of welfare hires and provided necessary support services. Career counseling, mentoring and job coaching will complement formal training activities to assure necessary support systems are provided.

The Secretary's Call to Action

- The Secretary of Labor will issue a memorandum to all managers and supervisors encouraging their active involvement and support in recruitment of welfare to work participants as part of their hiring efforts, and provide mentoring and job coaching to those hired.

Summary of NASA Field Center Welfare to Work Plans

CENTER	NUMBER/TYPE of POSITIONS (Goals)	SPECIAL FEATURES
Ames Research Center	Clerks or student trainees, trained for secretary, personnel clerk, office automation clerk, voucher examiner. FY98 - 5 FY99 - 00: increase to 8 total	Will access local social services program, e.g., Greater Avenues to Independence (GAIN), which provides non-pay work experience to welfare recipients, to enhance skills and develop good work habits.
Dryden Flight Research Center	FY 98: 2 Miscellaneous Clerk, Helper/Worker	Will pursue fare subsidy due to remote location. DFRC participates in Los Angeles Adopt-A-School Program, including mentoring, co-op student tutoring, and science fair participation.
Goddard Space Flight Center	Engineering Aides (Technician Apprentices): FY98 - 3 FY99 - 4 FY00 - 4	Existing partnership w/DOL: program leads to certification of apprenticeship completion. Center Advisory Cte.
Head-quarters	Numbers and types to be determined as future funding allows (post-downsizing)	Exploring partnership with GSFC.
Johnson Space Center	Numbers and types to be determined as future funding allows (post-downsizing)	Currently operate student programs to hire disadvantaged students in entry-level clerical jobs, to supplement family income and gain job skills, e.g., Student Programs for Achievement in Careers and Education (SPACE).
Kennedy Space Center	Numbers and types to be determined as future funding allows (post-downsizing)	Looking at a few temp. and summer hires, and asking support contractors to consider w2w hires.
Langley Research Center	Secretary/clerks (worker trainees): FY98 - 0 FY99 - 2 FY00 - 5	Propose modeling program after secretarial science co-op program. Include training at local community college.
Lewis Research Center	Term appts in FY97: 1 Secretary 1 Off. Automation Assts 1 Pers. Mgt. Spec. 1 Employee Dev. Spec. 2 Accountants Also: 5 co-ops in FY 97	Center Director will lead FEB to partner w2w efforts.
Marshall Space Flight Center	Entry-level secretary and clerical, as future funding allows (post-downsizing)	MSFC is member of Family Self-Sufficiency Program Cte, created to move families from public subsidies to self-sufficiency. MSFC provided list of contractors to FSSP.
Stennis Space Center	FY98: 1 cler/admin/tech. support	Pursuing partnership with Navy.



OFFICE OF PERSONNEL MANAGEMENT WELFARE TO WORK SUMMARY

The Office of Personnel Management has taken a lead role in providing guidance to all Federal agencies regarding the welfare to work initiative. These efforts include:

- ▶ Lead Interagency Advisory Group of Personnel Directors to resolve/coordinate ongoing welfare to work issues.
- ▶ Issue employment guidance to agencies.
- ▶ Facilitate contacts with local welfare organizations and/or state employment services in the Washington, DC metro area and coordinate activities with Federal Executive Boards/Associations nationwide.
- ▶ Develop a self-identification form to help agencies track welfare to work hires governmentwide.
- ▶ Maintain the Federal jobs database distributed to approximately 1,800 state employment service offices nationwide.

The Office of Personnel Management is committed to the success of its welfare-to-work program. In this effort, we plan to:

- ◆ Fill 25 entry level positions in the next several months.
- ◆ Require OPM managers to consider welfare to work population for all vacancies.
- ◆ Encourage contractors to support this effort, including 375 health benefits carriers.
- ◆ Provide indepth orientation, assign mentors to provide constant follow-up/guidance, and develop a training plan for each welfare to work hire.
- ◆ Provide each employee information on benefits in such areas as child care, fare subsidy, services of the employee assistance program, and earned income tax credit.

SMALL BUSINESS ADMINISTRATION **PARTICIPATION IN WELFARE TO WORK**

President's Hiring Initiative - The Small Business Administration (SBA) intends to assume a leadership role in the President's initiative to move welfare recipients into the workforce. The SBA will join the rest of the federal government in doing its part by hiring former welfare recipients to help carry out the SBA's mission. In response to the President's challenge a month ago, the SBA asked all of its field offices to identify positions available to welfare recipients. As a result of the survey, over the next four years, the SBA is committed to hiring 120 welfare recipients into clerical and office support positions, 30 each year. All ten SBA regions will participate.

SBA's Welfare to Work Plan - The SBA role in the President's welfare to work initiative will go well beyond the Agency's hiring of welfare recipients. Our constituents represent the "work" side of the welfare-to-work equation. Small businesses employ 54 percent of the workforce and are the source of nearly 75 percent of all new jobs created. For welfare reform to succeed, the nation must continue to provide strong support for job growth in the small business sector and develop ways to link people coming off welfare with the jobs that are available in the small business sector. The SBA strategy for participation in the national welfare to work effort will occur in several stages and will evolve as we learn more about what small businesses will require in order to participate effectively in this initiative.

Betsy Myers to Lead Effort - Announce this week the decision to hire Betsy Myers to spearhead the welfare to work efforts at the Agency. Ms. Myers will bring superior organizing skills and important ties to the business community. With her experience in women's business development specifically and women's issues in general, she will highlight the fact that welfare is a women's issue.

Information Gathering Stage - The SBA will begin with a comprehensive effort to research the issues involved in hiring former welfare recipients on a large scale. To gather data and information, the SBA will canvass the country through discussions with intergovernmental groups, our own regional and district offices, and with other available resources to identify ongoing and successful efforts to transition people from welfare to work. This effort is the first step in identifying approaches that might serve as "best practices" worth replicating. The SBA will also hold a series of forums with labor economists, poverty experts, small business leaders, training and placement specialists, community leaders, and other qualified professionals to discuss various approaches to preparing welfare recipients for work and to hiring welfare recipients successfully.

The SBA will begin to identify intermediaries who work to help welfare recipients become job ready and who are successful in placing hard to employ workers into successful job settings. Identifying and working with existing intermediaries, and working in partnership with other public and private entities to create new intermediaries is an important component of the strategy.

SBA to Organize Efforts of Small Business Partners - The SBA will work closely with Eli Segal's effort to organize business leadership on this important initiative and, at the same time, work in a complementary fashion using its broad field structure to organize small businesses at the local level. The SBA will attempt to use its existing networks and partners of 950 Small Business Development Centers, 12,400 Service Corps of Retired Executives Volunteers, 54 Women's Business Centers, 7,000 lenders, 6,000 8(a) contractors and our 110 member National Advisory Committee to link small business employers to intermediaries who are preparing welfare recipients to participate in the workforce. The SBA will provide ongoing encouragement and technical assistance to local business organizations and to intermediaries to ensure the appropriate linkages are made and that the ongoing support is provided to ensure successful hiring.

The SBA will use its relationships with the small business sector and its networks of partners who interact with the small business community to amplify the President's tax incentives and urban policies that are specifically aimed at supporting the welfare to work effort. The SBA employees and partners will help to disseminate information to businesses about tax incentives available to those who hire former welfare recipients and will help to educate low-wage workers about the availability of the Earned Income Tax Credit.



Summary of the Department's Welfare to Work Initiative

The Department of State offers employment opportunities to individuals from all walks of life, racial and ethnic origins, urban and rural regions and from diverse educational and economic backgrounds. The Department of State will support the President's welfare to work initiative by hiring at least 55 welfare recipients per year through the year 2000 via: (1) the Worker-Trainee Program; (2) the Student Employment Program; and (3) the appointment of individuals into existing Civil and Foreign Service positions when qualifications and other requirements are met. Skills training will be a key component to our Program through our National Foreign Affairs Training Center.

- ◆ The cornerstone of our welfare to work initiative will be our Worker-Trainee Program. We will seek to replenish a small portion of our clerical and administrative support staff lost over the last three years. The Worker-Trainee Program will be designed to offer promising individuals an opportunity to achieve sustained independence by learning basic job readiness, customer service, work skills and good work habits that make for reliable employees.
- ◆ Managers, supervisors as well as employees in both the Civil and Foreign Service -- at headquarters and field installations -- will be asked to contribute in by:
 - utilizing some portion of their vacancies to support a worker-trainee or student;
 - expanding their outreach to state, local, and educational institutions, private and nonprofit community-based organizations as well as other Federal agencies and organizations;
 - partnering with those seeking job placements for individuals transitioning from welfare to work and career experience opportunities for students who meet the welfare and economic needs criteria;
 - participating in the recruitment process, (e.g., job and interview fairs);
 - lending expertise to the training being provided by the Department as well as other Federal agencies; and
 - providing ongoing support, (e.g., mentoring) in helping these individuals achieve sustained independence.
- ◆ Contractors providing services for the Department will be informed of the welfare reform law and the challenge by the President to Federal agencies as well as private sector businesses and organizations to employ welfare recipients.

There is much to be done and the Department is ready to meet that challenge.

DEPARTMENT OF THE TREASURY WELFARE TO WORK

What We Have Done - One of the Department's top priorities, "to help low-income households and economically depressed areas," closely relates to the Welfare to Work initiative. We are using Treasury's expertise in the areas of tax policy and finance to address the persistence of high levels of poverty and dependency, the social problems associated with that poverty, and the acute economic isolation of large numbers of poor people. In this endeavor, the Department and Administration have accomplished much. Examples include:

- The President signed into law a new Work Opportunity Tax Credit (WOTC), which expands eligible businesses to include those who hire young adults living in Empowerment Zones and Enterprise Communities. The President has proposed a new welfare to work tax credit to create new job opportunities for long-term welfare recipients. This proposal would permit employers to claim a 50 percent credit on the first \$10,000 of wages, claim this credit for up to two years, and treat employer-provided education, training, health care, and dependent care as wages. The WOTC would also be expanded to cover adults who are no longer eligible for food stamps. These tax incentives would supplement the President's proposed new \$3 billion welfare to work jobs initiative.
- Treasury has launched new Presidential Awards for micro-enterprise development, which recognizes innovative and outstanding programs that help empower low-income Americans.
- President Clinton's expansion of the Earned Income Tax Credit has helped reward work for 15 million families. The IRS conducts an extensive marketing campaign to educate businesses and taxpayers about the Earned Income Tax Credit (EITC). This campaign includes TV and radio Public Service Announcements, print products and interviews. A mailing is distributed each year to over 6,000 organizations to provide working families with the information needed to claim the credit and provide the site locations where they may go for assistance. In addition, 6.7 million employers were reached through articles in the SSA/IRS Reporter. The IRS also sends out "Post Filing Notices" to those filing returns who did not claim a credit but appear to be eligible. As part of the President's new directive, we sent information on eligibility for EITC and instructions and rules for informing employees about EITC, to the Heads of Executive Departments and Agencies.
- Treasury plans to improve the comprehension and utilization of the EITC. A task force, established by the Taxpayer Advocates Office, is currently studying how to increase participation in advance EITCs under which taxpayers receive the EITC during the tax year. Also, IRS will develop a plan to encourage more low income taxpayers to obtain free help filing their tax forms.
- The Administration secured a permanent extension of the Low Income Housing Tax Credit which expanded the flow of private investment dollars to build affordable housing.
- The Department is implementing the President's call for a nationwide network of community development banks with the Community Development Financial Institutions Fund, which provides capital to distressed communities across the U.S. This initiative, along with the Community Reinvestment Act, will help promote the economic viability of distressed communities across the nation.

- Under the Volunteer Income Tax Assistance (VITA) Program, volunteers offer free tax help to people who cannot afford professional assistance. In 1996 alone, 47,529 VITA volunteers assisted 1,880,038 taxpayers in completing their returns.

What We Hope To Do - Treasury hopes to provide a *doorway to life off welfare* through the implementation of its Welfare to Work Plan. Key components of the plan are:

Key Contacts - Bureaus are tasked with identifying key contacts to serve as liaison with state employment offices, local social services offices, and other organizations which will provide support in this effort.

Outreach Organizations - Key contacts will be required to coordinate their efforts through a number of different outreach organizations. Examples include:

- Private Industry Councils
- State Employment Services
- State Social Services Agencies
- Community Based Organizations
- U.S. Office of Personnel Management's Interagency Advisory Group (OPM/IAG)

Additional Outreach Efforts - In addition to these sources of outreach, new opportunities will be pursued, such as seeking and encouraging Treasury contractors to hire welfare recipients whenever possible.

Use of New Technologies - The Department will use new technologies to distribute information on available jobs and to provide easier access to local social services and employment agencies.

Retention Strategies - Treasury will take the following measures to assist former welfare recipients to perform well and keep their jobs.

- **Mentors** - Employees hired from the welfare rolls will be assigned a mentor.
- **Training** - Individual Training Plans will be used as appropriate for new employees to identify developmental needs.
- **Employee Assistance Program (EAP)** - Employees will be encouraged to utilize these services for personal, family, and work-related problems.
- **Flexibilities** - Many family-friendly programs will be utilized to assist new employees in adapting to a work environment and to address their special needs. Examples include:
 - Determining availability of child care and the possibilities for tuition assistance
 - Providing for elder care counseling and support
 - Offering the option of participating in compressed or flexible work schedules
 - Providing subsidies for public transportation costs

What We Are Doing - Treasury already has in place some components of the plan. Examples include:

- The Internal Revenue Service (IRS) has 31 Performance Development Centers. These Centers are designed to enable employees to improve their knowledge base through skills inventory

assessments, tailored courses and interaction with a career counselor or Education Specialist.

- The Equal Opportunity Office in the Bureau of Alcohol, Tobacco and Firearms (BATF) manages a mentoring program that will be adapted to accommodate new employees hired from welfare. In addition, BATF will develop individual training packages which include lesson plans in such areas as basic business English, telephone courtesy, basic computer skills, and dressing for the workplace.
- The Financial Management Service has a cadre of trained volunteer mentors who have participated in a formal Mentoring Skills Development Program. They will utilize experiences gained from this existing program to better provide ongoing assistance to new (welfare) hires.
- The Bureau of Public Debt, located in Parkersburg, West Virginia, has already contacted the West Virginia Department of Health and Human Resources and will work closely with them in a pilot Welfare Reform Program called "WV Works." It is Public Debt's hope that this will lead to common avenues for channeling potential welfare recipients into jobs.

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/07/97 **Location:** Las Vegas, NV
Person Attending: DOC Assistant Secretary for Communications and Information Larry Irving
Event: Speak at AFL-CIO Conference at National Association of Broadcasters Convention
Event Description:

Date of Event: 04/07/97 **Location:** Washington, DC
Person Attending: DOE Secretary Federico Pena
Event: Breakfast with FBI Director Louis Freeh
Event Description:

Date of Event: 04/07/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Sen. Gregg
Event Description:

Date of Event: 04/07/97 **Location:** Hanoi, Vietnam
Person Attending: Treas Secretary Robert Rubin
Event: Official Meetings with Government Leaders in Vietnam
Event Description: Signing of Bilateral Debt Agreement

Date of Event: 04/07/97 **Location:** Washington, DC
Person Attending: DOT Secretary Rodney Slater
Event: Meeting with Robert Georgine - AFL/CIO President
Event Description:

Date of Event: 04/07/97 **Location:** Lakeland, FL
Person Attending: DOT Acting FAA Administrator Barry Valentine
Event: Speak at Annual FAA event
Event Description:

Date of Event: 04/07/97 **Location:** New Orleans, LA
Person Attending: USDA Deputy Under Secretary - Research, Education & Economics Catherine Wotecki
Event: Strategic Research Initiative to Nutrition Meeting
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: Senate Appropriations Hearing
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: Meeting with the National Coalition of Hispanic Health and Human Services Organizations
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOC Secretary William Daley
Event: Meet with American Business Council representatives
Event Description:

Date of Event: 04/08/97 **Location:** Lexington, KY
Person Attending: USDA General Counsel James Gilliland
Event: Kentucky-Tennessee Issues Meeting
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOC Assistant Secretary for Communications and Information Larry Irving
Event: Speak at Fouth Annual Advances in Digital Libraries Forum
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOE Secretary Federico Pena
Event: Meeting with Senator Dale Bumpers
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOE Secretary Federico Pena
Event: Meeting with Congressman Ron Dellums
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOE Secretary Federico Pena
Event: Meeting with Congressman Duncan Hunter
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Address Organization of American States CCAD Conference
Event Description:

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Cong. Hyde
Event Description:

Date of Event: 04/08/97 **Location:** Ho Chi Minh City, Vietnam
Person Attending: Treas Secretary Robert Rubin
Event: Meetings and Site Visit to Multilateral Development Bank Site
Event Description: 150 Account

Date of Event: 04/08/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: DOT Secretary Rodney Slater
Event: Magic School Bus Tour with Seretary Riley
Event Description: D.C. Education Initiative

Date of Event: 04/08/97 **Location:** Washington, DC
Person Attending: DOT Secretary Rodney Slater
Event: Meet with Big Three auto makers
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: Meeting with American Rivers
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC
Person Attending: USDA Secretary Daniel Glickman
Event: Receive NPCA's William Penn Mott Conservationist of the Year Award
Event Description:

Date of Event: 04/09/97 **Location:** Oklahoma City, OK
Person Attending: OPM Director Jim King
Event: Chair meeting of the National Partnership Council
Event Description:

Date of Event: 04/09/97 **Location:** Arizona
Person Attending: USDA Under Secretary for Rural Economy and Community Development Jill Long Thompson
Event: Visit Navajo Community College
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Cong. Schumer
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Sen. Kay Bailey Hutchison
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC
Person Attending: HHS Secretary Donna Shalala
Event: Attend service for Albert Shanker
Event Description:

Date of Event: 04/09/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: HHS Secretary Donna Shalala
Event: Meet with American Dental Association
Event Description:

Date of Event: 04/09/97 **Location:** Peoria, IL
Person Attending: DOT Acting FAA Administrator Barry Valentine
Event: Speak at Illinois Aviation Conference
Event Description:

Date of Event: 04/10/97 **Location:** Charlotte, NC
Person Attending: USTR Acting Ambassador Charlene Barshefsky
Event: Address conference hosted by Governor Hunt
Event Description:

Date of Event: 04/10/97 **Location:** Mexico City, Mexico
Person Attending: EPA Administrator Carol Browner
Event: Attend U.S./Mexico Bi-National Meetings
Event Description:

Date of Event: 04/10/97 **Location:** Washington, DC
Person Attending: OPM Director Jim King
Event: Attend Senior Executive Service Presidential Rank Awards Reception and Dinner - introduce Vice President Gore
Event Description:

Date of Event: 04/10/97 **Location:** Seymour, TX
Person Attending: USDA Under Secretary for Rural Economy and Community Development Jill Long Thompson
Event: AG Day - Baylor County
Event Description:

Date of Event: 04/10/97 **Location:** Fort Lipton, CO
Person Attending: USDA Under Secretary for Rural Economy and Community Development Jill Long Thompson
Event: Regional Water Announcement
Event Description:

Date of Event: 04/10/97 **Location:** Washington, DC
Person Attending: DOE Secretary Federico Pena
Event: House Committee on National Security Hearing
Event Description:

Date of Event: 04/10/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Address First Assistant Attorneys Conference
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/10/97 **Location:** New York, NY
Person Attending: Educ Secretary Richard Riley
Event: Principal for a Day
Event Description:

Date of Event: 04/10/97 **Location:** D.C.,
Person Attending: DOT Secretary Rodney Slater
Event: Meet with Airport Minority Advisory Council
Event Description: Discuss Airport DBE Programs

Date of Event: 04/11/97 **Location:** Austin, TX
Person Attending: DOI Assistant Secretary Bob Armstrong
Event: receive a lifetime achievement award
Event Description:

Date of Event: 04/11/97 **Location:** Washington, DC
Person Attending: USDA Secretary Daniel Glickman
Event: 22nd National Conference on Blacks in Higher Education
Event Description: NAFEO is the national membership organization of 117 historically Black colleges /Universities.

Date of Event: 04/11/97 **Location:** Ft Lipton, CO
Person Attending: USDA Under Secretary for Rural Economy and Community Development Jill Long Thompson
Event: Regional Water Announcement
Event Description:

Date of Event: 04/11/97 **Location:** Kansas City, MO
Person Attending: Educ Secretary Richard Riley
Event: Meeting with Governor Mel Carnahan
Event Description:

Date of Event: 04/13/97 **Location:** Miami, FL
Person Attending: EPA Administrator Carol Browner
Event: Natural and Manmade Disaster Speech
Event Description:

Date of Event: 04/13/97 **Location:** Washington, DC
Person Attending: USDA Under Secretary for Natural Resources and the Environment Jim Lyons
Event: Participate in Western States Land Conservation Association Conference
Event Description:

Date of Event: 04/13/97 **Location:** Dallas, TX
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Keynote speaker at American Public Transit Association 1997 Commuter Rail Conference
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/14/97 **Location:** Norfolk, VA
Person Attending: GSA Administrator Dave Barram
Event: Speech at Trail Boss Conference
Event Description:

Date of Event: 04/14/97 **Location:** Denver, CO
Person Attending: DOI Deputy Secretary John Garamendi
Event: Mountain Plains Cultural Tourism Summit
Event Description:

Date of Event: 04/14/97 **Location:** New Haven, CT
Person Attending: USDA Under Secretary for Natural Resources and the Environment Jim Lyons
Event: Address Yale School of Forestry
Event Description:

Date of Event: 04/14/97 **Location:** Chicago, IL
Person Attending: ONDCP Director Barry McCaffrey
Event: Methadone Conference
Event Description:

Date of Event: 04/14/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Victims of Crime Ceremony
Event Description:

Date of Event: 04/14/97 **Location:** Burlington, VT
Person Attending: Educ Secretary Richard Riley
Event: Goals 2000 Celebration with Senator Jeffords
Event Description:

Date of Event: 04/14/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Meeting with Lou Gerstner of IBM re: global policy trends
Event Description:

Date of Event: 04/14/97 **Location:** Seattle, WA
Person Attending: DOT Secretary Rodney Slater
Event: Address APEC Transportation Working Group
Event Description:

Date of Event: 04/15/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: House Appropriations Hearing
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/15/97 **Location:** Los Angeles, CA
Person Attending: VA Secretary Jesse Brown
Event: Dedication of Westside Residence Hall for homeless veterans
Event Description:

Date of Event: 04/15/97 **Location:** Ames, IA
Person Attending: USDA Assistant Secretary for Marketing and Regulatory Programs Michael Dunn
Event: Address USDA Animal and Plant Health Inspection Service Meeting
Event Description:

Date of Event: 04/15/97 **Location:** Detroit, MI
Person Attending: USDA Secretary Daniel Glickman
Event: Third White House Empowerment Zone conference
Event Description: Dates 4/14-16

Date of Event: 04/15/97 **Location:** Detroit, MI
Person Attending: USDA Secretary Daniel Glickman
Event: White House Community Empowerment Conference
Event Description: EZEC Delegation Breakfast - Speech on Rural Empowerment Zones - Dates 4/14-16

Date of Event: 04/15/97 **Location:** Des Moines, IA
Person Attending: ONDCP Director Barry McCaffrey
Event: Iowa Governor's Conference
Event Description:

Date of Event: 04/15/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Appropriations Testimony
Event Description: RE: Counter-terrorism

Date of Event: 04/15/97 **Location:** Washington, DC
Person Attending: DOT Secretary Rodney Slater
Event: Address the National Conference of the Building and Construction Trades Department
Event Description:

Date of Event: 04/16/97 **Location:** Detroit, MI
Person Attending: GSA Administrator Dave Barram
Event: Detroit EZ Conference
Event Description:

Date of Event: 04/16/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: House Appropriations Hearing
Event Description:

Date of Event: 04/16/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: EPA Administrator Carol Browner
Event: Woman's Bar Association
Event Description: Speech/Reception

Date of Event: 04/16/97 **Location:** Warrenton, VA
Person Attending: DOT Deputy Secretary of Transportation Mortimer Downey
Event: Amtrak Meetings
Event Description:

Date of Event: 04/16/97 **Location:** San Antonio, TX
Person Attending: DOI Deputy Secretary John Garamendi
Event: Speak at USGS Communications Training Workshop
Event Description:

Date of Event: 04/16/97 **Location:** New York City, NY
Person Attending: SSA Acting Commissioner John J. Callahan
Event: Welfare Reform Event
Event Description: Meeting with a variety of ethnic groups in Flushing

Date of Event: 04/16/97 **Location:** Louisville, MO
Person Attending: ONDCP Director Barry McCaffrey
Event: Marijuana Eradication Conference
Event Description:

Date of Event: 04/16/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Cong. McCullum
Event Description:

Date of Event: 04/16/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Address Transnational Organized Crime senior experts of the Lyon Group (P-8)
Event Description: Subject is "The Global Implications of Financial Crime"

Date of Event: 04/17/97 **Location:** Samoa
Person Attending: DOI Secretary Bruce Babbitt
Event: Visit American Samoa for Flag Day commemorating Samoa's 97th anniversary as an American Territory
Event Description:

Date of Event: 04/17/97 **Location:** New York, NY
Person Attending: EPA Administrator Carol Browner
Event: Mother of the Year
Event Description:

Date of Event: 04/17/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: USDA Secretary Daniel Glickman
Event: Participate in White House Conference on Early Childhood Education and the Brain
Event Description:

Date of Event: 04/17/97 **Location:** Washington, DC
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak at Coalition of Consumer Health and Safety
Event Description:

Date of Event: 04/17/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Meeting with Cong. John Conyers
Event Description:

Date of Event: 04/18/97 **Location:** Washington, DC
Person Attending: VA Secretary Jesse Brown
Event: State Department Diplomat's Reception
Event Description:

Date of Event: 04/18/97 **Location:** Wichita, KS
Person Attending: USDA Secretary Daniel Glickman
Event: Eisenhower lecture series
Event Description: Speech - open invitation

Date of Event: 04/18/97 **Location:** Baltimore, MD
Person Attending: SSA Acting Commissioner John J. Callahan
Event: Inter-Agency Memorial Service to commemorate 2nd anniversary of Oklahoma City Bombing
Event Description: presentation of plaque to the Baltimore Federal Executive Board as part of memorial service to be permanently hung in the Fallon Federal Building

Date of Event: 04/18/97 **Location:** Seattle, WA
Person Attending: USDA Under Secretary for Natural Resources and the Environment Jim Lyons
Event: Attend opening of Outdoor Information Recreations Center
Event Description:

Date of Event: 04/18/97 **Location:** Charlottesville, VA
Person Attending: Educ Secretary Richard Riley
Event: University of Virginia School of Education Speech
Event Description:

Date of Event: 04/18/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Meeting of the President's Working Group on Financial Markets
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/19/97 **Location:** Sedalie, MO
Person Attending: USDA Secretary Daniel Glickman
Event: Address Farmer Agribusiness Forum with Rep. Skelton
Event Description:

Date of Event: 04/19/97 **Location:** Ithaca, NY
Person Attending: USDA Deputy Secretary Richard Rominger
Event: Address Alpha Zeta (national agricultural fraternity) Regional Conference at Cornell University
Event Description:

Date of Event: 04/20/97 **Location:** Washington, DC
Person Attending: DOT Deputy Secretary of Transportation Mortimer Downey
Event: Participate in the European Conference of Ministers of Transport Conference
Event Description:

Date of Event: 04/21/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: Earth Day Event
Event Description:

Date of Event: 04/21/97 **Location:** Chantilly, VA
Person Attending: Treas Secretary Robert Rubin
Event: Remarks at the Corporate Council of Africa's Summit on Attracting Capital to Africa
Event Description:

Date of Event: 04/22/97 **Location:** D.C.,
Person Attending: DOT Secretary Rodney Slater
Event: Courtesy Visit with Ambassador Young and Mr. Saki Macoxoma, Managing Director of Transnet Limited
Event Description: courtesy visit with transnet south africa transportation conglomerate

Date of Event: 04/22/97 **Location:** Los Angeles, CA
Person Attending: DOT Acting FAA Administrator Barry Valentine
Event: Speak at FAA International Directors General Meeting
Event Description:

Date of Event: 04/23/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Day with Justice Program
Event Description:

Date of Event: 04/23/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Remarks to House Democratic Budget Group
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 04/23/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: BEA Awards Reception
Event Description: CDFI issues

Date of Event: 04/23/97 **Location:** St. Louis, MO
Person Attending: DOT Secretary Rodney Slater
Event: Travel to St. Louis
Event Description:

Date of Event: 04/24/97 **Location:** Los Angeles, CA
Person Attending: EPA Administrator Carol Browner
Event: Speak at Los Angeles Town Hall regarding proposed air quality standards
Event Description:

Date of Event: 04/24/97 **Location:** Atlanta, GA
Person Attending: ONDCP Director Barry McCaffrey
Event: Boys & Girls Club
Event Description:

Date of Event: 04/24/97 **Location:** Washington, DC
Person Attending: DOT Secretary Rodney Slater
Event: Senior Staff Retreat
Event Description:

Date of Event: 04/24/97 **Location:** Washington, DC
Person Attending: DOT Secretary Rodney Slater
Event: Address the NTSB Symposium
Event Description:

Date of Event: 04/24/97 **Location:** Louisville, KY
Person Attending: USDA Deputy Under Secretary - Research, Education & Economics Catherine Wotecki
Event: NASS Managers Workshop
Event Description:

Date of Event: 04/25/97 **Location:** St. Louis, MO
Person Attending: EPA Administrator Carol Browner
Event: Speak to National Conference of Black Mayors
Event Description:

Date of Event: 04/25/97 **Location:** Alameda, CA
Person Attending: DOI Deputy Secretary John Garamendi
Event: Alameda Naval Station Ceremony
Event Description: Keynote Speaker

Date of Event: 04/25/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: DOJ Attorney General Janet Reno
Event: Attorney General Advisory Committee (AGAC) Meeting
Event Description:

Date of Event: 04/26/97 **Location:** Galveston, TX
Person Attending: DOI Director, Minerals Management Service Cynthia Quarterman
Event: offshore technology center visit
Event Description:

Date of Event: 04/26/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: White House Correspondents' Dinner
Event Description:

Date of Event: 04/27/97 **Location:** Denver, CO
Person Attending: DOI Assistant Secretary Bob Armstrong
Event: Minerals Workshop
Event Description:

Date of Event: 04/28/97 **Location:** Portland, OR
Person Attending: GSA Administrator Dave Barram
Event: Speech to International Downtown Association
Event Description:

Date of Event: 04/28/97 **Location:** Atlanta, GA
Person Attending: ONDCP Director Barry McCaffrey
Event: Carter Center event
Event Description:

Date of Event: 04/29/97 **Location:** Tampa, FL
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak at conference on fatigue in freight transportation
Event Description:

Date of Event: 04/29/97 **Location:** New York, NY
Person Attending: Treas Secretary Robert Rubin
Event: Speech - Society of American Business Editors and Writers annual convention
Event Description:

Date of Event: 04/30/97 **Location:** Washington, DC
Person Attending: EPA Administrator Carol Browner
Event: Meeting with Angela Merkel\German Env. Minister
Event Description:

Date of Event: 04/30/97 **Location:** Little Rock, AR
Person Attending: VA Deputy Secretary Hershel Gober

Cabinet and Sub-Cabinet Schedules

Event: Speak at Annual Training Conference for State of Arkansas Department of Veterans Affairs

Event Description:

Date of Event: 04/30/97 **Location:** Washington, DC
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak at Primary Seatbelt Enforcement Law for District of Columbia Press Conference
Event Description:

Date of Event: 04/30/97 **Location:** Anchorage, AK
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Participate in special train trip hosted Railroad Operating Rules Association of North America
Event Description:

Date of Event: 04/30/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Address Attorney General Advisory Committee (AGAC) Meeting
Event Description:

Date of Event: 04/30/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Address American Arbitration Association
Event Description:

Date of Event: 04/30/97 **Location:** Albany, NY
Person Attending: Educ Secretary Richard Riley
Event: STARS Conference Speech
Event Description:

Date of Event: 05/01/97 **Location:** Washington, DC
Person Attending: SSA Acting Commissioner John J. Callahan
Event: Appropriations Hearing
Event Description: House Commt on Appropriations, Subcommt on Labor, HHS, Education and Related Agencies (Porter) 2358 Rayburn HOB

Date of Event: 05/01/97 **Location:** Columbus, OH
Person Attending: DOJ Attorney General Janet Reno
Event: Address Law Day
Event Description:

Date of Event: 05/02/97 **Location:** San Francisco, CA
Person Attending: DOI Deputy Secretary John Garamendi
Event: Keynote California Association of Environmental Professionals Statewide Conference
Event Description:

Cabinet and Sub-Cabinet Schedules

Date of Event: 05/02/97 **Location:** Sacramento, CA
Person Attending: DOI Deputy Secretary John Garamendi
Event: California Democratic State Party Breakfast
Event Description: keynote

Date of Event: 05/02/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: FDR Memorial Dedication Ceremony
Event Description:

Date of Event: 05/03/97 **Location:** Cheyenne, WY
Person Attending: VA Secretary Jesse Brown
Event: Speak at Joint Session of the State of Wyoming's DAV Convention
Event Description:

Date of Event: 05/04/97 **Location:** Houston, TX
Person Attending: DOI Director, Minerals Management Service Cynthia Quarterman
Event: Offshore Technology Conference
Event Description:

Date of Event: 05/05/97 **Location:** Miami, FL
Person Attending: EPA Administrator Carol Browner
Event: G-7 Environmental Ministerial Meeting
Event Description:

Date of Event: 05/05/97 **Location:** Las Vegas, NV
Person Attending: DOT Deputy Secretary of Transportation Mortimer Downey
Event: Deliver remarks at the High Speed Rail Conference
Event Description:

Date of Event: 05/05/97 **Location:** Las Vegas, NV
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Keynote High-Speed Ground Transportation Association Convention
Event Description:

Date of Event: 05/06/97 **Location:** Miami, FL
Person Attending: EPA Administrator Carol Browner
Event: G-7 Ministerial Meeting
Event Description:

Date of Event: 05/08/97 **Location:** Baltimore, MD
Person Attending: DOT Deputy Secretary of Transportation Mortimer Downey
Event: WTS 20th Annual Conference
Event Description:

Date of Event: 05/08/97 **Location:** Washington, DC

Cabinet and Sub-Cabinet Schedules

Person Attending: Treas Secretary Robert Rubin
Event: Testify - Senate Foreign Ops Subcommittee re: I50 account
Event Description:

Date of Event: 05/12/97 **Location:** Palm Beach Gardens, FL
Person Attending: VA Secretary Jesse Brown
Event: Address VFW's semi-annual Proficiency Training Conference
Event Description:

Date of Event: 05/12/97 **Location:** Sacramento, CA
Person Attending: DOI Commissioner Eluid Martinez
Event: award ceremony for Eclamation Secretarial Advisory Council's Secretary and Clerk of the Year
Event Description: present award

Date of Event: 05/12/97 **Location:** Atlanta, GA
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Address the FRA Multi-Regional Conference
Event Description:

Date of Event: 05/12/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: NLEO Candelight Vigil
Event Description:

Date of Event: 05/12/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Department of Defense Alternative Dispute Resolution (ADR) Program
Event Description:

Date of Event: 05/13/97 **Location:** Sacramento, CA
Person Attending: SSA Acting Commissioner John J. Callahan
Event: Welfare Reform
Event Description: Non-Citizen Issues

Date of Event: 05/13/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: COPS Event
Event Description:

Date of Event: 05/14/97 **Location:** San Francisco, CA
Person Attending: SSA Acting Commissioner John J. Callahan
Event: Welfare Reform
Event Description: Non-Citizen Issues

Date of Event: 05/15/97 **Location:** Portland, OR

Cabinet and Sub-Cabinet Schedules

Person Attending: VA Secretary Jesse Brown
Event: Address Disabled American Veterans' Department of Oregon
Event Description:

Date of Event: 05/15/97 **Location:** Tempe, AZ
Person Attending: DOJ Attorney General Janet Reno
Event: Address Arizona State Commencement
Event Description:

Date of Event: 05/15/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Remarks - Council of the Americas Annual Conference
Event Description:

Date of Event: 05/18/97 **Location:** San Francisco, CA
Person Attending: DOJ Attorney General Janet Reno
Event: Address University of California Hastings Commencement
Event Description:

Date of Event: 05/19/97 **Location:** Baltimore, MD
Person Attending: VA Secretary Jesse Brown
Event: Address Joint Veterans Committee of Maryland
Event Description:

Date of Event: 05/19/97 **Location:** Boston, MA
Person Attending: DOJ Attorney General Janet Reno
Event: Address Boston College Commencement
Event Description:

Date of Event: 05/19/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Remarks and Q&A - Young Presidents' and World Presidents' Organizations
Event Description:

Date of Event: 05/24/97 **Location:** Pittsburgh, PA
Person Attending: DOJ Attorney General Janet Reno
Event: University of Pittsburgh Graduation
Event Description:

Date of Event: 05/27/97 **Location:** Washington, DC
Person Attending: DOJ Attorney General Janet Reno
Event: Federal Law Enforcement Luncheon Hosted by DOJ
Event Description:

Date of Event: 05/28/97 **Location:** Santa Fe, NM
Person Attending: DOJ Attorney General Janet Reno

Cabinet and Sub-Cabinet Schedules

Event: Address US Attorneys' Conference
Event Description:

Date of Event: 05/29/97 **Location:** Ft. Lauderdale, FL
Person Attending: DOT Deputy Secretary of Transportation Mortimer Downey
Event: AMTRAK Meetings
Event Description:

Date of Event: 05/30/97 **Location:** San Diego, CA
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak to the Emergency Medical Services Administrators' Association of California
Event Description:

Date of Event: 06/07/97 **Location:** Orlando, FL
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak at the Safe Communities Best Practices
Event Description:

Date of Event: 06/09/97 **Location:** Sacramento, CA
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Address FRA multi-regional conference
Event Description:

Date of Event: 06/10/97 **Location:** Orlando, FL
Person Attending: DOT Administrator, NHTSSA Ricardo Martinez
Event: Speak at Lifesavers 14 at National Conference on Highway Safe Practices
Event Description:

Date of Event: 06/12/97 **Location:** Chicago, IL
Person Attending: DOT Deputy Administrator National Highway Traffic and Safety Phil Recht
Event: Speak at annual meeting of Trial Attorneys of America
Event Description:

Date of Event: 06/16/97 **Location:** Minneapolis, MN
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Participate in Small Railroads in the Non Urban Economy - a Partnership Conference
Event Description:

Date of Event: 06/25/97 **Location:** Washington, DC
Person Attending: Treas Secretary Robert Rubin
Event: Remarks - House Wednesday Group, SOS Group, and Chowder & Marching Group
Event Description: Moderate Republican groups re: budget

Date of Event: 07/24/97 **Location:** Oakland, CA
Person Attending: DOT Administrator, FRA Jolene Molitoris
Event: Participate in Amtrak's Board and Committee Meetings

CHILDCARE AND WELFARE TO WORK

- ***Childcare is complicated and emotional***
- ***Most “welfare” hires will need childcare and be unable to afford it***
- ***About federal (non-DOD) childcare “centers”***
- ***GSA plans to ...***

CHILDCARE AND WELFARE-TO-WORK:

Childcare is complicated and emotional

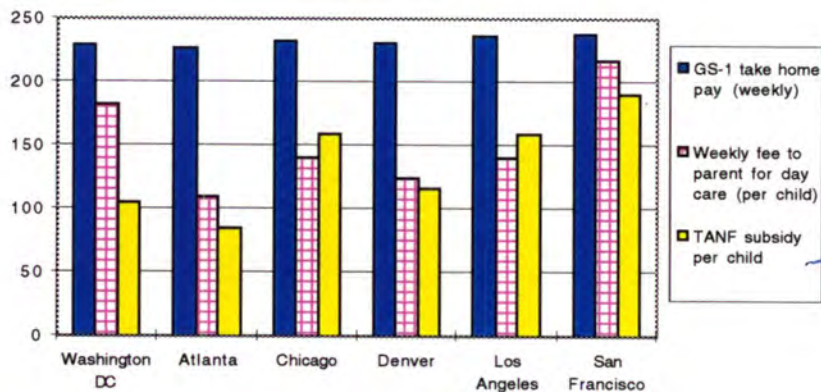
- *Developmental* is better than *custodial*
 - upcoming WH conference on early learning
 - our centers are high quality
- All working parents need care for their children
 - note: 90% of those leaving welfare are single mothers
- Child care “centers” are very expensive
 - affordability study out this month
 - probably takes a GS-11 salary
- No simple solution



CHILDCARE AND WELFARE-TO-WORK:

Most welfare hires will need childcare and be unable to afford it

Comparison of GS-1 Take Home Pay, Child Care
Costs and State Subsidies



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can

CHILDCARE AND WELFARE-TO-WORK:

About federal (non-DOD) childcare centers

- 218 centers (GSA: 108; Others: 110)
- No federal subsidies available; no sliding scale unless additional funds are raised
- Have approximately 1,000 vacancies
- *note: DOD has 800 centers with 200,000 kids; provides subsidies of \$260M, allowing sliding scale fees that are 1/3 to 1/2 of civilian fees*

GSA plans to ...

1.... help agencies connect employees with local sources of child care

- there is a wider array of choices (e.g.. family day care homes, centers in churches and non-profits)
- provide information about financial subsidies which are available for those leaving the welfare rolls and may also be available to some other low income parents

2.... do all we can to make federal child care centers more affordable to more employees

- we have a number of ideas; no silver bullets

3 ... help increase our centers' ability to be financially stronger

- *the answer to the affordability dilemma is not additional federal subsidies; it to help centers generate more private money from more diverse sources*

Q & A FOR INTERNAL PURPOSES ONLY
The Federal Government Plan to Hire Welfare Recipients

Question: How many welfare recipients is the Federal government committed to hiring?

Answer: To date, the Cabinet agencies estimate they can directly hire into the Federal government 8,000 welfare recipients during the first two years of this program. And some agencies have already committed to hiring at least 2,000 more over the next two years bringing the initial total to 10,000. Further, most agencies will be encouraging their grantees and contractors to hire welfare recipients.

Question: Hiring a total of 10,000 welfare recipients over four years seems ambitious. Are these figures realistic?

Answer: This is an ambitious plan and it is a testament to the leadership and creativity of this Administration. However, you must remember that these numbers are preliminary estimates and may go up or down depending on future budgets as well as the success of agency outreach and retention plans, and other factors such as the strength of the economy.

Question: These numbers seem modest given the enormity of the problem. Why are they so skimpy?

Answer: Actually, these numbers represent what is essentially the Federal government's fair share of the effort to hire welfare recipients. The Federal government is approximately 1.5 percent of the nation's workforce. To meet its portion of the President's challenge to move 2 million people off of welfare by the year 2000-- which amounts to moving about 700,000 adults into the workforce -- the Federal government ought to hire about 10,000 welfare recipients. As you can see on the chart we've handed out, the Federal government has committed to hiring close to 8,000 welfare recipients in the first two years, and we fully expect that number to grow once agencies complete more surveying and have their programs fully operational.

Question: What sort of hires are included in the 10,000 figure?

Answer: All agencies have surveyed their existing hiring capacity and have reported available entry-level positions through all existing hiring capacities including the Worker-Trainee program the President encouraged them to use. The 10,000 number refers *only* to those who would be hired *directly* by the Federal government. Additionally, many of the agencies will be encouraging their grantees and contractors to hire welfare recipients, thereby further increasing the number of recipients likely to be hired.

Question: What are the common elements of each plan?

Answer: While every agency plan is different, most plans address the following elements: Agency hiring capacity and available resources; plans for outreach to potential employees both within the Federal government and in the private for-profit and nonprofit sectors through government contractors and grantees; job preparation including formal training, job readiness and education; and plans to retain employees once hired including addressing child care and transportation issues, as well as using existing Employee Assistance Programs and creating mentoring or buddy programs to address personal issues that may arise.

Question: How are you going to hire welfare recipients at a time government is downsizing and budgets are tough?

Answer: It is true that the government has been downsizing. Since the President took office, he has actually shrunk the Federal government to its smallest size in three decades. However, downsizing does not mean that there are no jobs to fill. As in any organization, there is a natural amount of turnover in jobs at all levels. The Federal agencies have surveyed *current* vacancies and have committed to reaching out specifically to the welfare population to fill those positions.

Question: How many Federal employees are there and what percentage of the workforce does that represent?

Answer: There are 1.9 million Federal employees that account for 1.5% of the nation's workforce.

Question: How much will this effort cost?

Answer: This effort should not cost anything. All personnel offices conduct recruitment and outreach as part of their normal activities and build in these necessary activities as part of their normal budgets. Essentially, we are expecting agencies to carry this out within their existing budgets.

Question: Will agencies be hiring only in Washington, D.C.?

Answer: No. We're talking about jobs all over the country. More than 85 percent of federal jobs are located outside the Washington metropolitan area.

Question: The White House has over 1,500 employees. Why is the White House hiring only six recipients?

Answer: While this number might sound small, it is actually comparable to other agency hiring targets when compared to the percentage of each agency's workforce. For example, the Department of Transportation has committed to hiring 206 welfare recipients, the GSA 65 and DoD 1,605--but each is hiring approximately the same percent of its total Federal employees.

Further, the White House is ready to hire six welfare recipients now. Once the White House program is in place and the initial six are hired, we expect to continue to hire more over the coming years.

Question: In which departments will the White House place the first six welfare recipients?

Answer: One of the first welfare recipients will be placed in the Domestic Policy Council, the agency primarily responsible for welfare reform. Others will be placed through the Executive Office of the President.

Question: Aren't you favoring welfare recipients over everyone else?

Answer: We are not creating any preference such as the one that exists for veterans. We are encouraging the departments to use an existing hiring authorities, including programs that allow departments to cut through red tape and hire entry-level workers quickly and easily. We are also encouraging outreach efforts. This is the same commitment that the President has asked of the private sector.

Question: Why are we specifically helping welfare recipients rather than other poor people?

Answer: We make no apologies about the fact that we are asking the agencies to hire needy single mothers with children. These are the people whom it is most crucial to reach and put on the track of work. We want to help these families move from dependence on welfare to independence through self-sufficiency.

Question: Now that the agencies have turned in their plans, what are the next steps?

Answer: Agencies will begin working right away to fill available jobs by reaching out to welfare recipients to notify them of those jobs, and to fully use the existing programs to help recipients take *and keep* the jobs.

Question: Why did it take the Administration so long to get its hiring program off the ground?

Answer: The Federal hiring process has lots of complex rules and regulations and it took some time to figure out the best ways for agencies to hire entry-level people quickly and easily. We are thrilled that so many of the agencies presented us with

creative and ambitious plans that show their commitment and leadership to the pressing issue of moving welfare recipients permanently into the workforce.

Question: Does the President think federal government hiring is the way to reform welfare?

Answer: The Federal government's role is an important one, but it is only part of the formula for success. The President wants the Federal government to do exactly what he has asked the private sector to do -- help meet his challenge to move 2 million people off the welfare rolls by the year 2000, and to *continue* to move recipients into work thereafter. The President is extremely pleased that all of his Cabinet Secretaries and other agency and department heads have response so enthusiastically.

Question: What can you tell me about the meeting the President is planning with business leaders in May?

Answer: As you know, the President has met several times with key business leaders to discuss their role in making welfare reform a success. Most recently, the President met with 14 CEOs of major corporations, each of whom pledged to become involved in this effort. Now, this May, the President will again meet with many of those CEOs as well as 25 additional CEOs to talk about their specific commitments to the welfare to work effort.

Question: Nearly half of the total hiring figures you've cited for all Cabinet agencies come from the Department of Commerce's commitment to hire 4,000 people to help with the Census. Don't these temporary hires artificially inflate your numbers?

Answer: We are extremely pleased that the Department of Commerce has committed to hiring so many people over the next four years to do work on the 2000 Census. Most of these jobs will last about six months while some will last up to one year. There will also be options for some of the individuals to be converted to permanent employment. However, as you know, every job is significant because whether it is short term or long term, a job offers a welfare recipient valuable work experience and on-the-job training that can help her achieve permanency in the labor market. Further, even without the Census numbers, the Cabinet Secretaries' numbers are extremely significant and only represent a start. Once agency programs are up and running, we will likely see the numbers continue to rise.

PRESIDENT CLINTON TO DISCUSS WELFARE TO WORK AT CABINET MEETING

April 10, 1997

Today, President Clinton holds the first full cabinet meeting of his second term to receive responses to his directive asking all Federal agencies to develop plans to hire welfare recipients. All of the Cabinet agencies, as well as over 100 non-Cabinet agencies and departments, have submitted hiring plans to the President through the Office of the Vice President. To date, the Cabinet agencies estimate they can directly hire into the Federal government 8,000 welfare recipients during the first two years of this program. And some agencies have already committed to hiring at least 2,000 more over the next two years bringing the initial total to 10,000. Further, most agencies will be encouraging their grantees and contractors to hire welfare recipients.

The President is also releasing today new data showing that welfare caseloads have declined by 2,755,000, or 20 percent, during his first term and he is announcing plans to meet in May with a group of CEOs to discuss their specific commitments to make welfare reform a success.

Joining the President at today's cabinet meeting will be two former welfare recipients who are now successful federal government employees at the Social Security Administration. Rebecca Rae Wilson was hired as a temporary clerk in the Clinton, IA branch office of the Social Security Administration in May 1996. While working at SSA, she pursued her education and will complete her associates degree from Clinton Community College in May. She plans to continue her education at Mt. St. Claire College to receive a baccalaureate degree in business administration. As a stay-in-school employee at SSA, Rebecca's earnings have enabled her to get off of AFDC. Rebecca is the mother of two who hopes one day to become a career federal employee with SSA.

Tonya JoAnn Graham went on welfare as a single parent in August 1984. She obtained an associates degree from Levelland College and was informed of a SSA vacancy in the Dallas, TX region when one of her professors announced it in class. Tonya was able to stop receiving welfare when she was hired at SSA in 1989. She received her bachelor's degree from Lubbock Christian University in 1990 and began working full-time at SSA. She has received subsequent promotions for her work as a claims representative.

Background

On March 8, 1997, President Clinton directed each head of a Federal agency or department to use all available hiring authorities to hire and retain welfare recipients in jobs in the government. The President called for agencies to prepare individualized plans for hiring and retaining welfare recipients.

Each head of a Federal agency or department was asked to assess its hiring capacity and to develop a hiring and job retention plan suited to that particular agency's workforce, resources, and needs. All Cabinet agencies and over 100 non-Cabinet agencies and departments have responded.

Since signing the historic welfare reform law, the President has urged businesses, non-profit organizations, and religious groups across the nation to help make its promise of opportunity real by offering jobs to welfare recipients. In holding a special Cabinet meeting to discuss the hiring plans of all agencies, the President helps to ensure that the federal government, as the nation's largest employer, does its fair share to move welfare recipients to work.

Making Welfare Reform Work

The Federal government hiring effort is only one piece of President Clinton's larger strategy to make welfare reform a reality. First, the President is visiting state legislatures to share the country's best welfare to work practices and to encourage every state to rise to the challenge he has laid out to them. Second, the President has enlisted key members of the business community in his effort, soliciting pledges of help from major CEOs and working to build a larger network of business people who will hire welfare recipients. Third, he continues to reach out to nonprofits and the faith community, similarly urging them to meet his challenge and offering them information and expertise on how to do so. Finally, the President has included \$3.6 billion in his FY 1998 budget for several welfare to work initiatives including tax credits and other incentives for businesses that hire people off welfare; incentives for states and communities to create more jobs for welfare recipients; and transportation and child care to help people go to work.

Facts and Figures

Federal Government Employees

- There are 1.9 million Federal employees nationwide
- Federal employees represent 1.5% of this country's workforce
- Last year, the federal government hired over 190,000 permanent and temporary workers.
- There are 1,513 employees in the Executive Office of the President -- a number including all employees of the Office of Management and Budget, the US Trade Representative, the National Security Council, the Domestic Policy Council, the National Economic Council, and others.

Additional Hiring Power In the U.S.

- There are 826,000 U.S. businesses with more than 20 employees.
- There are 1.1 million nonprofit organizations (not including congregations).
- There are 135,119 congregations with more than 200 members and 205,583 congregations with more than 100 members.

The Welfare Rolls

- There are 20 percent *fewer* people on welfare than the day the President took his first oath of office -- the largest decline in the history of the welfare system.
- The welfare caseload fell by 2,755,000 from 14,115,000 in January 1993 to 11,360,000 in January 1997, decreasing as much in the last four years as it increased in the first 25 years of the program.
- Before the President signed the welfare reform bill, he worked with states to test reform strategies, giving 43 states waivers from federal rules to experiment with reforms that required work, imposed time limits, and demanded personal responsibility. In 1993, the President made work pay better than welfare for 15 million low income families through an expansion of the Earned Income Tax Credit which he proposed and the Congress adopted.

CABINET MEETING
April 10, 1997
Cabinet Room - - 1:30 p.m.

Materials

- I. Federal Commitments for Welfare to Work
- II. "Welfare to Work" Agency Summaries, April 10, 1997
- III. Press Background Materials on Cabinet Welfare Meeting
- IV. Q & A's on the Federal Plan to Hire Welfare Recipients
- V. GSA Childcare and Welfare to Work
- VI. Message Schedule for Month of April Memorandum, April 10, 1997
- VII. The President's Schedule, April-June, 1997
- VIII. The Vice President's Schedule, April-June, 1997
- IX. Cabinet and Sub-Cabinet Schedule, April-June, 1997

Message Schedule -- April 1997

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		<i>1</i> FCC Liquor Letter King Hussein Meeting	<i>2</i> CA Standards Endorsement	<i>3</i> Chicago Bulls Event Ron Brown Memorial	<i>4</i> Bipartisan Chemical Weapons Conven- tion Event Women's Economic Leadership Summit	<i>5</i> Radio Address (live) -- National Service
<i>6</i>	<i>7</i> Netanyahu Meeting Powell Summit Meet- ing Drop-By	<i>8</i> Chretien Visit	<i>9</i> Shanker Memorial	<i>10</i> Welfare-to-Work Cabi- net Meeting	<i>11</i> ASNE Speech -- Foreign Policy	<i>12</i> Radio Address (taped) -- FMLA II/Early Childhood
<i>13</i>	<i>14</i> Apparel Industry announcement	<i>15</i> Jackie Robinson 50th Anniversary Kick Butts Day	<i>16</i> Bipartisan Foreign Policy Retreat Pre-Early Childhood Conference announ- cement (tentative)	<i>17</i> Early Childhood Conference	<i>18</i> National Teacher of the Year Volunteer Apprecia- tion Event	<i>19</i> Radio Address (live) -- Net Day
<i>20</i>	<i>21</i>	<i>22</i> Earth Day -- Anacostia River Clean-Up (service tie-in)	<i>23</i> Higher Education event (tentative)	<i>24</i>	<i>25</i> AmeriCorps event (tentative) Hashimoto Visit	<i>26</i> Radio Address -- Natio- nal Service
<i>27</i> Attend Service Summit	<i>28</i> Attend Service Summit	<i>29</i>	<i>30</i> Spanish PM Anzar Meeting			

PRESIDENTIAL ACTION ON MAJOR ISSUES -- MARCH-APRIL

Friday, April 4, 1997

EDUCATION

In recent weeks:

- Speeches to state legislatures urging adoption of national standards; Maryland, Michigan, North Carolina, California and the nation's military schools all endorsed President's plan -- covering nearly 20% of America's children;
- HOPE Scholarships/higher education legislation released, endorsed by over 250 college presidents;
- School Construction legislation unveiled -- will leverage \$20 billion to help communities and states rebuild America's schools.

Later this month:

- Early Childhood Development Conference at the White House on April 17;
- President speaks to issues of teacher education at events honoring former AFT President Al Shanker and Teacher of the Year;
- President and Vice President will continue campaign to connect every classroom to Internet on Net Day, with public-private partnerships.

BALANCED BUDGET

In recent weeks:

- Balanced budget submitted to Congress, reaching balance under both OMB and CBO assumptions;
- President initiated serious budget talks with Congressional leadership and budget chairmen.

Later this month:

- When Congress returns next week, high-level negotiations continue between President's economic team and bipartisan Congressional leadership (staff-level talks are ongoing).

AMERICAN LEADERSHIP IN THE WORLD

In recent weeks:

- Historic Helsinki Summit with President Yeltsin where two Presidents took major steps forward for European security (NATO enlargement), arms control (START II and III; ABM Treaty) and greater trade and investment;
- Meetings with Middle East leaders (Netanyahu, Hussein, Arafat, Mubarak) to keep peace process on track;
- Decision to certify Mexico's cooperation in fight against drugs so cooperation grows stronger.

Later this month:

- Major push to ratify Chemical Weapons Convention, to reduce danger of weapons of mass destruction;
- Major foreign policy speech setting scene for trip to America's neighbors (Mexico, Costa Rica, Barbados) to advance democracy, open markets and cooperation in the Americas.

CONTINUING THE PRESIDENT'S COMMITMENT TO NATIONAL SERVICE

Later this month:

- Recognizes service and volunteers working for children at Early Childhood Conference and public-private partnerships on Net Day;
- Announces new National Week of Service (April 14-20), with AmeriCorps and Peace Corps alumni engaging young people in service across the country;
- Call to all states to make service a part of high school;
- National Service Scholarships launched;
- President will play major role at National Service Summit in Philadelphia, April 27-28.

PRESIDENTIAL ACTION SINCE STATE OF THE UNION

Friday, April 4, 1997

In State of the Union, the President outlined his concrete action plan to prepare America for the 21st Century. In the two months since then, he has worked to take action on major national challenges:

Balancing the Budget:

- Balanced budget submitted to Congress, reaching balance under both OMB and CBO assumptions;
- President initiated serious budget talks with Congressional leadership and budget chairmen.

Welfare-to-Work:

- Federal government will hire people off welfare.

Campaign Finance Reform:

- President makes major free-TV proposal, asking FCC to require digital broadcasters to provide free time to candidates;
- Walter Mondale and Nancy Kassebaum appointed to head bipartisan Presidential Awareness and Education Project on campaign finance reform.

Education:

- Speeches to state legislatures urging adoption of national standards; Maryland, Michigan, North Carolina, California and the nation's military schools all endorsed President's plan -- covering nearly 20% of America's children;
- HOPE Scholarships/higher education legislation released, endorsed by over 250 college presidents;
- School Construction legislation unveiled -- will leverage \$20 billion to help communities and states rebuild America's schools.

Crime/drugs:

- Comprehensive Juvenile Justice legislation released;
- National Drug Strategy aimed toward youth, includes biggest anti-drug budget ever;
- New package of gun restrictions unveiled, including child safety locks.

Health care:

- New actions and legislation to crack down on Medicare fraud;
- Appointed new Advisory Commission on Consumer Protection and Quality in the Health Care Industry;
- New actions and legislation to fight breast cancer by giving women in their 40's more access to regular mammograms;
- Banned use of federal funds for human cloning, Bioethics Commission will study impact of cloning breakthrough.

Protecting children:

- Toughest-ever measures to cut-off children's access to tobacco took effect;

- Asked FCC to study and propose actions to curb liquor advertising on TV.

Renewing Washington, DC:

- Comprehensive plan to renew nation's capital is released, includes major economic development initiatives;
DC Reads program created, using AmeriCorps to help DC children learn to read.

American Leadership in the World:

- Historic Helsinki Summit with President Yeltsin where two Presidents took major steps forward for European security (NATO enlargement), arms control (START II and III; ABM Treaty) and greater trade and investment;
- Meetings with Middle East leaders (Netanyahu, Hussein, Arafat, Mubarak) to keep peace process on track;
- Decision to certify Mexico's cooperation in fight against drugs so cooperation grows stronger.

March 1997
VP PUBLIC BLOCK

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1 Note: Colorado JJ / CT JJ
	3 Arafat Visit/Globe Brfg Harris/Klain/Fuerth/McGinty/ Gibbons/Wallman/Kamarc MACO remarks POTUS Cong Meeting Prep for Urban Dinners	4 Klain/Tilley/Hopkins/Simon KS Call Time (60m) POTUS Cloning Event Sasser/McEntee/Intenus Wallman/Gibbons/McGinty/ Kamarc/Dinner Prep	5 Cincinnati, OH Falmouth, KY Huntington, West Virginia Potsmouth, OH WV, KY, OH	6 Camp Fin Reform Brfg Education Seminar - 90m Klain/Tilley/Harris/Pink Sportsmen Mtg/POTUS Cong. Hold 1 hour + RK meeting	7 Alvarez/Lieberman Swearing In Chinese Scholars NCSI Remarks/Trumbull Mtg POTUS Press Conf/3 hr prep Note: House bipartisan retreat, PA	8
of Cal Natl Day	10 Cal speech prep/Spriggs Rescep Evening off Klain Time League of Cities Speech Mebarak working visit-3h Shapiro Int	11 Chinese Scholars 90min Fuerth/Klain/Tilley/McGinty POTUS DC Env/Eco Brfg	12 D.H. Govs' Mtg POTUS Lunch Wkly News Mags/NRDC Hold 1 hour + RK meeting	13 Cal State Legislature - Sacramento California, RON San Bernadino	14 San Bernadino School Event	15 Gridiron Dinner (TV) TX special election - Tejeda's seat
House bipartisan retreat	17 KS Calls-45/ Asia Prep-90-T Peterson Meeting POTUS Lunch-T	18 NOTE: Speakers Lunch POTUS Hussein Mtg	19 Education Seminar-90m Evening off KS Calls-45/ Asia Prep-90-T Wallman/Kamarc Time POTUS Yeltsin meeting Helsinki, Finland	20 Asia press: 20brief/45rndtbl/ 20bur chiefs/Tong	21 Evening off	22 Easter Recess Asia travel
CWA in DC 17-19						
	24 POTUS California	25	26 Hold 1 hour + RK meeting	27	28 Good Friday	29
Sunday						
Easter Recess						
Asia travel						

31 AGP: B Day Note: Ann Goals 2000 WHL Easter Egg Roll Easter Recess
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February

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April 1997

VP PUBLIC BLOCK

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 Note: Navy requests no Hele activity at NAVOBS JIM-3A, extended public tours Opening day of Baseball	2 Weekly economic briefing	3 Enviro meeting: Labor POTUS Guerres Mig Press time (T) RB/Commerce anniversary Hold 1 hour + RK meeting	4 Note: C. ADEM Party Conv POTUS Lunch	5
Easter Recess						
APAC DC (T) Daylight savings time 2:00 am	7 Remarks to NED Reinvention Conf	8 PM Chretien State visit	9 NOTE: Leah Rabin in Washington, DC - Possible Event Hold 1 hour + RK meeting	10 King Carlos of Spain Dinner NYC (T) POTUS Lunch Radio & TV Correspondent's Dinner (T)	11	12 NOTE: Illinois JJ Dinner
Easter Recess	14	15	16 Hold 1 hour + RK meeting	17 Gore Sr's Anniversary POTUS Lunch Press time (T) WH Conf on Early Childhood development	18 Net Day '97	19 Anniversary of Waco and OK City
Baltimore, MD	EZ Conference Detroit					
	21 Note: Reiner children's event Sundown - Passover	22 Earth Day Enviro reception NAVOBS (T) Passover	23 Official working visit of Chirac (T) Hold 1 hour + RK meeting	24 Note DBC at Biltmore Miami Note: anti Anti-terrorism signing POTUS Lunch	25 Official working visit w/ Japanese PM Hashimoto	26 POTUS WH Correspondent's Assoc Dinner
	28 Service Summit opens 10am	29 Service Summit closes 2pm	30 Hold 1 hour + RK meeting	Note: National Conf of Black Mayors, St. Louis, MO		
illy's own service day						
National Conf for Black...	Cartersford Latin America Summit - Atlanta, GA (T)					
	Citizens Service Summit Philadelphia, PA					

March						
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May 1997

VP PUBLIC BLOCK

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	5 Cinco de Mayo	6	7	1 VP Lunch	2	3
Public Service Recog Week School Work Bill anniv.				8 PSRW Event (T)	9 Note: VA Dem Sr Party Conv Richmond	10 Note: VA Dem Sr Party Conv Richmond
Note: Democratic Senate Re...					Note: Democratic Senate Retreat in Baltimore	
1 Mother's Day	12	13	14	15 New Mexico Spec. Election Police Officers' Memorial DC	16	17 Armed Forces Day WH News Photo Dinner (T)
	19 Gore's Anniversary	20 Farm Con press roundtable (T)	21	22 Commencement Speech Prep Space Day (T)	23 Annapolis Commencement NOTE: Congressional Recess 5/23-6/3	24
					Memorial Day Recess	
	26 Memorial Day observed	27	28	29	30	31
			POTUS EU Summit Netherlands			
			Memorial Day Recess			