

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. bio	re: Susan Mann Gresinger [partial] (1 page)	05/26/1996	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 20058

FOLDER TITLE:

WIN [Washington Interfaith Network]

2013-0534-S

rc1697

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

WASHINGTON INTERFAITH NETWORK (W.I.N.)

DRAFT

AGENDA
May 28, 1996

DRAFT

7:10-7:30 St. Augustine's Choir

7:30 I. Welcome - Rev. DeVaux, Metropolitan A.M.E.

7:32 II. Opening Prayer - Rev. Ray East, St. Theresa Avila R.C.

7:34 III. ~~What And Why of W.I.N.~~ Roll Call

7:44 IV. Recognition of Guests

7:46 V. Greetings

A. Congresswoman Norton (2)

B. ~~Senator Jeffords (2)~~

7:50 VI. WHO ARE WE?

7:52 VI. What And Why of W.I.N. - Rev. Edmonds, Mt. Lebanon Baptist (2)

7:55 VII. W.I.N. Agenda

A. Jobs - ~~Committee Person~~ JOHN COLLINS - ST. AUGUSTINE'S

8:01 7:59 B. Crime and Safety

1. Rev. Leonel Cruz, Augustana Lutheran (2)

2. Rita Grieco - St. Mark's Episcopal (3)

3. Police Chief ~~Selsby~~ SOULSBY (3)

8:09 8:07 C. Education and Youth

1. ~~Education Committee Person~~ TOMMYE GRANT - O.L.V. (3)

2. Ms. Fields - Principal, J.O. Wilson School (3)

8:15 D. Youth

3. Loretta Gray - Teacher, St. Theresa Avila (3)

4. Student - (2)

5. Rev. O'Donovan - President, Georgetown (3)

6. Dr. Trachtenberg - President, George Washington (2) (3)

7. First Lady Hillary Rodham Clinton (8)

ALLIES (?)
RESPONSES

parental -
involvement
after school
support for
fundraising

8:32 8:34 VIII. Choir Selection - St. Augustine's Choir

8:38 8:40 E. Housing

1. John More - St. John's Episcopal (2)

2. Potential Homeowner (2)

3. Church Commitment

4. a. ~~Cardinal Hickey, R.C. Diocese~~ Bishop OLIVIER (2)

b. Bishop Haines, Episcopal Diocese (2)

c. Bishop Yeakel, United Methodist Conference (2)

d. Bishop Jansen, ELCA (2)

4. Federal Government Commitment - Henry Cisneros, Sec'y H.U.D.

ALLIES
RESPONSES (?)

5.4 City Government Commitment

a. Marion Barry, Mayor (S)

b. Milton Baily, Exec. Director, Housing Finance Agency (2)

Private Sector Commitment - James Johnson, CEO, Fannie Mae (?) (S)

FANNIE MAE

6. FEDERAL GOVT - HENRY CISNEROS - SECY - H.U.D. (S)

9:13

9:15

IX. Closing Remarks and Prayer - Rev. Joseph Daniels, Emory U.M.C. (?)

9:15 - 9:21

9:30

X. Adjournment

■ Brief Evaluation will follow in the lower church hall.

■ Co-chairs of Rally:

- Rev. Susan Gresinger (S)

- Rev. Bill Bennett (S)



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001

FAX TRANSMISSION

DATE: TUESDAY, MARCH 19, 1996

NUMBER OF PAGES (including this page) 5

TO: MR. ARNIE GRAF

FROM: ROBERTA ACHTENBERG
VALERIE REED

PHONE: 302-655-5488 FAX
HOLIDAY INN

202-703-3636 PHONE
202-703-4087 FAX

COMMENTS: THE INDUSTRIAL AREAS FOUNDATION AND THE
WASHINGTON INTERFAITH NETWORK

DATE: March 19, 1996

SUBJ: The Industrial Areas Foundation and the
Washington Interfaith Network

In our recent conversation we discussed the formation of the Washington Interfaith Network (W.I.N) by the Industrial Areas Foundation (I.A.F). In particular, I described their plan to create after-hours programs in the D.C. public schools and their request for your participation as First Lady in the kick-off of their efforts on May 28, 1996. I promised to provide you with background information on the I.A.F. and the W.I.N. initiative.

BACKGROUND

The I.A.F was founded in 1940 by Saul Alinsky. In 1972, Alinsky died and the Board of Directors named Ed Chambers as the Executive Director. Today, the I.A.F is staffed by Mr. Chambers and seven national staff. The national staff have regional responsibilities to oversee local I.A.F. chapters and to organize new efforts in communities that invite the I.A.F. to assist them in creating broad-based, multi-racial economically diverse organizations.

There are fifty organizations in twenty states and Washington D.C., that are affiliated with the I.A.F. These organizations represent approximately 2,000 congregations and two and a half million people. The I.A.F is also affiliated with five organizations in Great Britain as well as experimental efforts in South Africa.

WASHINGTON INTERFAITH NETWORK

W.I.N is the I.A.F affiliate in Washington, D.C. comprised of 50 congregations from every neighborhood and ward. The major thrust of W.I.N's work is to create a Youth and Neighborhood Development Fund. This fund's purpose is two-fold; to create a critical mass of new homeowners, and to keep the D.C. public schools open from 3:00 - 6:00 P.M. It is during this time of day that young people experience the most assaults and the highest rates of teen pregnancy. Through an intensive extended day

program, W.I.N seeks to provide a safe environment in which to conduct academic, recreational and cultural enrichment activities for the District's young people. Further, it is a way to involve parents, church members and community residents in the public schools.

To support this fund, W.I.N is seeking the assistance of church leaders, the legal community, university presidents, banks and large corporate foundations. On May 28, 1996, at Metropolitan A.M.E. Church, 1518 "M" Street, N.W., W.I.N will hold its founding convention. Two Thousand W.I.N members and numerous community leaders are expected to attend.

HOUSING AND INFRASTRUCTURE

Over the years I.A.F affiliated organizations have created 4,500 homes for low and moderate income people for homeownership. Over 4,000 homes have been built or are currently under construction. Additionally, there are commitments to begin construction in the next year of another 2,000 plus units. Most of these homes have been built under the "NEHEMIAH" concept, i.e., creating a critical mass of new homes in order to recreate "whole" neighborhoods in economically distressed areas. I.A.F has done this in Brooklyn, the Bronx, Philadelphia, Baltimore, Prince George's County, Maryland, Los Angeles and Memphis. I.A.F has also been instrumental in creating hundreds of new homes in cities throughout Texas, including San Antonio.

I.A.F. organizations have been successful in getting local and state governments to invest major funding in infrastructure development in many of the cities in which I.A.F operates. The most notable of these has been in San Antonio and throughout South Texas where I.A.F has been instrumental in bringing water and sewerage to the "colonias".

YOUTH AND SCHOOLS

Two I.A.F organizations in cooperation with the New York City School System have founded and are operating three new public high schools -- two in Brooklyn, and one in the Bronx.

In Texas, I.A.F. organizations have created the "Alliance School Project" to change the culture of the public schools through a partnership initiated by I.A.F with school principals, teachers, parents and students. As a result of intensive extended day programs and other efforts there have been some remarkable results in schools that had previously been performing poorly.

In Baltimore, I.A.F created the College Bound Foundation. Funded by corporate donors and local foundations, the Foundation encourages and offers financial support to public school students to go to college. The Foundation has become a model.

I.A.F in Los Angeles has one of the most extensive efforts in gang prevention in the country. It is known as "HOPE AND YOUTH". It involves I.A.F organizations, churches, the legal community, the City of Los Angeles and Los Angeles County.

In Baltimore, I.A.F is attempting to create a "child first authority". The legislation to create the authority is now before the Maryland State Legislature. It has the support of both Mayor Schmoke and Governor Glendenning. If passed, it will be the first government entity with bonding capacity to be established for the exclusive benefit of children. The goal of this authority is to finance the effort to keep the schools open from 3:00 - 6:00 P.M. for academic, recreational and cultural enrichment programming.

JOBS

In Texas, I.A.F has organized QUEST. QUEST is a very large partnership of I.A.F, government and local corporations. QUEST trains low wage workers for better jobs. Last year it was recognized by the John F. Kennedy School of Government at Harvard. Through the Ford Foundation the Kennedy School gave I.A.F in San Antonio the Innovations in Government Award. In San Antonio, QUEST has already trained and placed 500 people in decent paying jobs.

In Memphis, I.A.F has organized the "BETTER JOBS" Program. This is somewhat similar to "QUEST". This program has placed large numbers of people in the allied health field and in truck driving jobs.

In Baltimore, I.A.F in partnership with a large public service employees union has created a low wage workers association. This partnership initiated and worked to pass the first "Living-Wage" Bill through the Baltimore City Council. This bill ensures that thousands of low wage service workers will earn a living wage. (Currently, \$6.60 per hour, the wage will rise to \$7.70 per hour by 1998). This effort has received major national media attention from CNN, ABC, Chicago Tribune, N.P.R., and others.

CONCLUSION

I am very supportive of W.I.N.'s efforts and I am enthusiastic about their May 28, 1996 event. I think W.I.N., if properly supported and funded can help improve the quality of life in this community. We have helped W.I.N. make contact with Mr. James A. Johnson, Chairman and CEO of the Fannie Mae Association and have tried to facilitate a local connection between W.I.N. and the Cities and Schools organization (funded, at \$10 million in the HUD Extender Bill to help at-risk youth stay in school). Roberta Achtenberg, Senior Advisor at HUD, has been working as liaison to W.I.N. and can provide your staff with more detailed information concerning the May 28, 1996, event, with whatever information or assistance you may require.

cc: Honorable William J. Clinton
Vice President Al Gore
James A. Johnson, Chairman and CEO, Fannie Mae Association

AGENDA

May 28, 1996



Co-chairs of Rally:

Rev. Susan Gresinger,
St. Mark's Episcopal
Rev. Bill Bennett, First Baptist
Church of Deanwood

WIN WASHINGTON INTERFAITH NETWORK

7:10-7:30 St. Augustine's Choir

7:30 **Welcome** Rev. William P. DeVeaux, Metropolitan AME

Opening Prayer Msgr. Ray East, St. Teresa of Avila RC

Recognition of Guests

Greetings Congresswoman Eleanor Holmes-Norton

Who Are We? Rev. Lionel Edmonds, Mt. Lebanon Baptist

7:57 **WIN Agenda** **JOBS** John Collins, St. Augustine's RC

CRIME AND SAFETY Rev. Leonel Cruz, Augustana Lutheran
Rita Grieco, St. Mark's Episcopal
Police Chief L. Soulsby

EDUCATION AND YOUTH Tommye Grant,
Our Lady of Victory RC
Irma Fields, Principal, J.O. Wilson School
Loretta Gray, Teacher,
St. Teresa of Avila RC
Ashley Battle, Student,
J.O. Wilson School
Charece Royal, Student,
Winston Educational Center

Responses Rev. Leo J. O'Donovan, SJ, President,
Georgetown University
First Lady Hillary Rodham Clinton

8:35 St. Augustine's Choir

Agenda continues on the reverse side.

8:40	WIN Agenda	HOUSING	John More, St. John's Episcopal
		<i>Responses</i>	The Rt. Rev. Ronald H. Haines, Episcopal Bishop, Diocese of Washington Most Rev. Leonard J. Olivier, S.V.D., D.D., Auxiliary Bishop of Washington Rev. Joseph H. Yeakel, Presiding Bishop, Washington Episcopal Area of the United Methodist Church Rev. Harold Jansen, former Bishop, Metropolitan Washington Synod of ELCA
		<i>City Government</i>	Hon. Marion Barry, Mayor Milton Bailey, Director, Housing Finance Agency
		<i>Federal Government</i>	Hon. Henry Cisneros, Secretary, HUD
9:15	Closing Remarks and Prayer	Rev. Joseph Daniels, Emory United Methodist	
9:30	Adjourn		

Brief evaluation will follow
in the lower hall.

Thanks to I.C.U.A. for
providing ushers this evening.

*Next Temporary Steering
Committee meeting and full
evaluation 6/11, 7:30 p.m.,
Luther Memorial Place,
1226 Vermont Avenue, NW*

WIN
c/o Holy Redeemer
206 New York Avenue, NW
Washington, DC 20001
202-347-3471

WIN ROLL CALL

All Soul's Unitarian	Mt. Lebanon Baptist
Asbury UMC	New Commandment Baptist
Augustana Lutheran	New York Avenue Presbyterian
Blessed Sacrament RC	Our Lady of Perpetual Help RC
Brightwood Park UMC	Our Lady of Victory RC
Calvary/Casa del Pueblo UMC	Our Lady Queen of Peace RC
Capital Hill UMC	Palisades Community Church
Chevy Chase Presbyterian	Petworth UMC
Christ Lutheran	Sacred Heart RC
Church of the Savior	Shaw UMC
Covenant Baptist	St. Aloysius RC
Dumbarton UMC	St. Anthony's RC
Emory UMC	St. Augustine's RC
Epiphany Episcopal	St. Francis DeSales RC
First Baptist-Deanwood	St. Francis Xavier
First Baptist-Randolph	St. Gabriel's RC
First Congregational	St. John's Episcopal
First Trinity Lutheran	St. Mark's Episcopal
First UMC Bradbury Heights	St. Mary's Episcopal
Florida Avenue Baptist	St. Matthew's RC
Georgetown Lutheran	St. Paul's Baptist
Gethsemane Baptist	St. Paul's Lutheran
Grace Episcopal	St. Teresa of Avila RC
Holy Redeemer RC	St. Thomas Episcopal
Holy Trinity RC	Wesley UMC
Incarnation RC	
Isle of Patmos Baptist	
Israel Baptist	
Jones Memorial UMC	
Luther Memorial Place	
Meridian Hills Baptist	
Metropolitan AME	
Metropolitan Baptist	
Metropolitan Memorial UMC	
Mt. Gilead Baptist	

**EDUCATION AND
YOUTH COMMITTEES'
JOINT AGENDA**

WIN

WASHINGTON INTERFAITH NETWORK

Too many children in our city do not have access to either quality public education programs or safe and enriching activities after school hours. Research nationwide has shown that children are especially vulnerable from 3:00-6:00 p.m. when neither school nor parental supervision may be available. To help ensure that every DC child is secure during after-school hours and has access to enriching activities, WIN proposes the establishment of a network of school-based, extended-day programs throughout Washington.

To make this vision a reality, WIN will work to organize a multi-million dollar fund to provide financial support for these programs.

Furthermore, to ensure that there is extensive parental and school support for better schools and for extended-day programs, WIN leaders will conduct 1,000 individual meetings over the next five months with parents and school staff throughout the city.

An organized, committed body of parents and school staff joined by WIN and other interested institutions and organizations can lead us toward the excellence we all seek for our schools and our children.

*The next Education and Youth Committee meeting will be held
on June 20 at 7:30 p.m. at Mt. Lebanon Baptist Church,
1219 New Jersey Avenue, NW.*

file
WIN

May 27, 1996

WASHINGTON INTERFAITH NETWORK FOUNDING RALLY

DATE: May 27, 1996
TIME: 8:05 pm
LOCATION: Metropolitan AME Church
Washington, D.C.
FROM: Brenda Costello

I. PURPOSE

To deliver remarks at the Washington Interfaith Network's Founding Rally honoring their commitment to children through grassroots efforts to improve the quality of schools and education in the District.

II. BACKGROUND

You will be delivering remarks on education and youth at the Washington Interfaith Network's (WIN) Founding Rally on Tuesday night. The event is broken down into three programs ---Crime and Jobs, Education and Youth, and Housing. D.C. Police Chief Soulsby will address the Crime and Jobs portion of the program, and following your remarks, Secretary Cisneros will address the Housing program. Both Sec. Cisneros and OMB requested you do this event. City Councilmember Kathy Patterson also wrote urging you to participate (see letter attached). Approximately 1,500 WIN members and community leaders are expected to attend.

Industrial Areas Foundation

Founded in 1940 by Saul Alinsky, the Industrial Areas Foundation (I.A.F.) is a national organization which seeks to create broad-based, multi-racial, economically diverse organizations in communities. Their focus is on improving quality of life -- particularly in the areas of housing, youth and education, and jobs. Seven national staff members oversee local I.A.F. chapters and help organize new efforts in communities. There are 50 organizations in twenty states and the District of Columbia affiliated with I.A.F., representing over 2,000 congregations. I.A.F. is affiliated with five organizations in Great Britain as well as experimental efforts in South Africa. Nationally, I.A.F. affiliated organizations have been involved in a variety of community-based efforts, including:

Housing and Infrastructure: I.A.F. organizations have been successful in getting local and state governments to invest major funding in infrastructure development in many cities throughout the U.S., including Brooklyn, the Bronx, Philadelphia, Baltimore, Los Angeles, Memphis, and Prince Georges County, MD. The most notable investment has been in San Antonio and throughout South Texas where

I.A.F. has been instrumental in bringing water and sewerage to the "colonias".

Youth and Schools: A variety of programs and projects have been established in school districts by I.A.F. organizations, such as the College Bound Foundation in Baltimore, which encourages and offers financial support to public school students to attend college provided by corporate donors and local foundations; and the "Hope and Youth" program in Los Angeles, a gang prevention effort involving churches, the legal community, the City of Los Angeles and Los Angeles County.

Jobs: The QUEST program in Texas is a large partnership of I.A.F., government and local corporations which trains low-wage workers for better jobs. Last year this San Antonio program was recognized by the Kennedy School of Government's Innovations in Government Award. A low wage workers association has been created in Baltimore to pass the "Living-Wage" Bill through the City Council.

Washington Interfaith Network (WIN)

WIN is the Washington affiliate of the Industrial Areas Foundation comprised of over 50 congregations from every neighborhood and ward in the District. This grassroots group seeks to organize community involvement through parents, local churches, and community leaders to address community challenges and improve the lives of District residents. Their primary challenges are education, jobs, crime, housing, youth and recreation. In June 1995, over 1,500 people attended a kick-off service at Israel Baptist Church.

The major thrust of WIN's work is to create a Youth and Neighborhood Development Fund with two goals: to create a critical mass of new homeowners, and to keep the D.C. public schools open from 3:00 - 6:00 pm. This extended day program is designed to provide a safe environment for academic, recreational and cultural enrichment activities for the District's youth. Additionally, it is a way to involve parents, church members and residents in the public schools.

Administration Involvement

The Office of Management and Budget has had several meeting with WIN representatives but has made no commitments in terms of funding. A meeting is planned with OMB and WIN members following Tuesday's event to see determine the next step. Secretary Cisneros has been involved with the national organization since his days in San Antonio. As you know, President Clinton met with Community Leaders on May 17th, and has established the District of Columbia Interagency Task Force to address the needs and direction of the District, chaired by Alice Rivlin (see attached status report).

III. PARTICIPANTS

Stage participants

HRC

Secretary Cisneros

Arnie Graf, Program Coordinator, Interfaith Action Committee

Rev. William and Pam Deveau, AME Church

Rev. William (Bill) Bennett, Co-Chair, Interfaith Action Committee Rally

Rev. Susan Gresinger, Associate Director, St. Marks Episcopal Church

Rep. Norton

Mayor Marion Barry

Bishop Haines

Bishop Yeakel

Bishop Jansen

Bishop Oliver

Program

HRC

Secretary Cisneros

Rev. William (Bill) Bennett, Co-Chair, Interfaith Action Committee Rally

Rev. Susan Gresinger, Associate Director, St. Marks Episcopal Church

Tommye Grant, Our Lady of Victory

Emma Fields, Principal, J.O. Wilson School

Loretta Gray, teacher, St. Teresa Avila

Ashley Battle, student, J.O. Wilson School

Father O'Donovan, President, Georgetown University

John Moore, St. John's Episcopal Church

Bishop Ronald Haines, Episcopal Bishop, Diocese of Washington

Bishop Leonard J. Oliver, Auxiliary Bishop of Washington

Bishop Joseph Yeakel, United Methodist Conference

Bishop Harold Jansen, ELCA

Mayor Barry

Milton Bailey, Executive Director, Housing Finance Agency

Rev. Joseph Daniels, Emory, United Methodist Church

IV. SEQUENCE OF EVENTS

--Pre-program (see schedule)

- HRC and Sec. Cisneros are announced into sanctuary by Rev. Susan Gresinger
- HRC and Sec. Cisneros proceed to stage
- HRC takes seat next to Rev. William Bennett and Sec. Cisneros
- Education and Youth program begins
- Tommye Grant, Our Lady of Victory, delivers remarks
- Emma Fields, Principal, J.O. Wilson School, delivers remarks
- Loretta Gray, teacher, St. Teresa Avila, delivers remarks
- Ashley Battle, student, J.O. Wilson School, delivers remarks

- Father O'Donovan, President, Georgetown University, delivers remarks
- Rev. Bill Bennett intros HRC
- HRC delivers remarks from podium
- HRC returns to seat on stage
- St. Augustine's Choir performs
- John Moore, St. John's Episcopal Church, delivers remarks
- Bishop Ronald Haines, Episcopal Bishop, Diocese of Washington, delivers remarks
- Bishop Leonard J. Oliver, Auxiliary Bishop of Washington, delivers remarks
- Bishop Joseph Yeakel, United Methodist Conference, delivers remarks
- Bishop Harold Jansen, ELCA, delivers remarks
- Rev. Bennett intros Mayor Barry
- Mayor Barry, delivers remarks
- Milton Bailey, Executive Director, Housing Finance Agency, delivers remarks
- Rev. Bennett intros Sec. Cisneros
- Sec. Cisneros deliver remarks
- Rev. Joseph Daniels, Emory, United Methodist Church , delivers closing remarks and prayer
- HRC and Sec. Cisneros exit stage right and depart

V. PRESS

Open press.

VI. REMARKS

Provided by June Shih.

Biographical Sketch

REV. DR. WILLIAM H. BENNETT, II

The Reverend Dr. William H. Bennett II is a product of Washington, D.C. and the D.C. Public School System. Dr. Bennett attended Wilmington College in Wilmington, Ohio and Howard University, School of Business Administration and Public Administration, where he received a Bachelors of Business Administration Degree in 1978.

In April of 1984, Rev. Bennett answered his call to the ministry and shortly thereafter entered the Howard University School of Divinity. He served as the Youth Minister of Berean Baptist Church and Galilee Baptist Church.

On February 14, 1987, Dr. Bennett was ordained by Galilee Baptist Church; the church that his father pastored from its first year of infancy through its 25th year.

Dr. Bennett was next called to serve as the Associate Pastor of Stewardship at Concord Baptist Church in Dallas, Texas, where the Rev. Dr. E. K. Bailey serves as Senior Pastor.

In May of 1990, Dr. Bennett received his Master of Divinity degree from Howard University and he earned his Doctorate of Ministry degree in May 1992. His Doctoral Dissertation was entitled "The African American Church as a Conduit to Economic Empowerment." Dr. Bennett is Chairman of the Economic Development Committee of the Progressive National Baptist Convention and the Missionary Baptists Ministers' Conference.

In August of 1991, Dr. Bennett became the Associate Pastor of Ministry Development at Gethsemane Baptist Church where the Rev. Dr. L. Charles Bennett is the Senior Pastor.

On Saturday, May 15, 1993, Dr. Bennett was elected as the sixth Pastor of the First Baptist Church of Deanwood. On June 1, 1993, he officially assumed the position as Senior Pastor of the First Baptist Church of Deanwood in Northeast Washington.

An avid reader and a real "people person," he is perhaps fondest of children and senior citizens, and proudly boasts that his dad is his favorite role model. He is frequently described as "charismatic," "positive," and "energetic," characteristics which will, no doubt continue to serve him well in the role he now undertakes.

His life's goal is to serve this present age through evangelism and discipleship and to empower people of the Church to meet the every changing needs of our society as Jesus Christ did in his day.

His life's bible verses are Romans 8:28 "and we know that all things work together for good to them that love God, to them which are called according to his purpose," and Psalm 27:13-14 "I would have fainted, unless I had believed that I would see the goodness of the Lord in the land of the living. Wait on the Lord: be of good courage, and he shall strengthen thine heart. Wait, I say, on the Lord."

Dr. Bennett is married to the former Michele Coleman.

Withdrawal/Redaction Marker

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ST. MARK'S EPISCOPAL CHURCH
CAPTOL HILL

JAMER R. ADAMS, RECTOR
SUSAN M. GRESINGER, ASSOCIATE RECTOR
KEITH R. SPAR, DIRECTOR OF MUSIC

118 3RD STREET, S.E.
WASHINGTON, D.C. 20003
TELEPHONE (202) 543-0093
FAX (202) 546-3695

SUSAN MANN GRESINGER - BIOGRAPHICAL DATA

Date of birth: (b)(6) [001]

SS # (b)(6)

Home Address: 12339 Hatton Point Rd., Ft. Washington, MD 20744
phone 301-292-2596

Business Address: St. Mark's Church, 118 3rd St. SE, Wash., D.C.
phone 202-543-0053,

The Rev. Susan Gresinger has been the Associate Rector of St. Mark's Church since 1986 and is currently the priest-in-charge following the Rector's recent retirement. She has been active for almost three years in the building and founding of the Washington Interfaith Network, is a member of the Diocesan Council and is on the board of the Washington Episcopal Clergy Association.

The Rev. Mrs. Gresinger graduated from Virginia Theological Seminary in Alexandria in 1985. She attended Wellesly College (class of '65) for two years and then earned her BA at George Washington University. Before going to seminary she sold real estate in Alexandria and held several office jobs. She is married to Dr. Thomas H. Gresinger and has three sons, ages 27, 18 and 16.

She has recently resumed piano lessons after being inspired by Noah Adams on NPR. At Wellesley her major was Art History.

Biography
Arnie Graf

- Married with 4 children
- B.A.--State University at Buffalo
- M.S.W.--West Virginia University
- Peace Corps--Sierra Leone -1965-67
- C.O.R.E.--1964-1965
- N.Y.C. Public School Teacher
- Mid Atlantic/Southeastern Regional Director for the Industrial Areas Foundation (I.A.F.) since 1971 (on leave 1978-80 to teach at the Undergraduate and Graduate School of Social Work at San Jose State College)

Worked for I.A.F. in the following cities since 1971 (on National Staff of I.A.F. since 1980):

- a) Milwaukee, WI
- b) San Antonio, TX
- c) Baltimore, MD
- d) Prince George's County, MD
- e) Memphis, TN
- f) Knoxville, TN
- g) Atlanta, GA
- h) Charlotte, NC
- i) Washington, DC



COUNCIL OF THE DISTRICT OF COLUMBIA
WASHINGTON, D.C. 20004

KATHY PATTERSON
COUNCILMEMBER, WARD 3

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March 25, 1996

Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue NW
Washington D.C. 20006

Dear Mrs. Clinton:

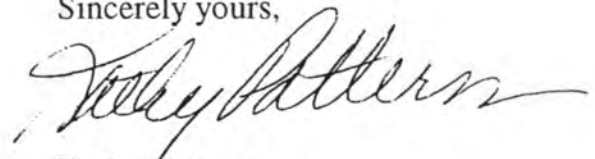
I write to follow up on a conversation you had last month with Barbara Somson, who, together with her children, Michael and Rebecca, joined you and President Clinton to discuss the new V-chip technology at the White House. At the conclusion of the televised discussion, Ms. Somson talked with you about the possibility of your becoming involved in the D.C. Public Schools. She shared with me your interest in playing a role in school reform here in your adopted home town.

I would like to offer whatever assistance I can in furthering your own interest in providing leadership to District of Columbia school reform. I have two children in D.C. Public Schools and it was my concern with instability in school funding that led me to seek a D.C. Council seat in 1994. I understand, incidently, that you have been invited to convene or otherwise lend your support to a May 28 meeting held by the Washington Interfaith Network, an invitation forwarded by HUD Secretary Henry Cisneros. I hope you will participate in what is emerging as a strong, community-centered, multiracial, and constructive initiative to improve the quality of life for D.C. youngsters.

I would welcome an opportunity to talk with your and/or your staff about school needs generally, or to convene a small group meeting with public school parents and teachers if that would be desirable from your perspective.

Please let me know how I might be of assistance.

Sincerely yours,



Kathy Patterson

cc: Melanne Verveer

DISTRICT OF COLUMBIA INTERAGENCY TASK FORCE ACTIVITIES UPDATE

May 13, 1996

Job Creation

Summer Employment. The Mayor has requested that the Federal Government assist in the District's 1996 summer youth employment program. The Department of Labor's FY1996 Summer Jobs program has allocated \$2.6 million, which is estimated to fund 2,105 job slots.

Eric Holder, the United States Attorney for the District, is Co-Chair of the Safe Summer '96 program, a campaign aimed at curbing violence and finding jobs and recreation activities for youths.

→ Funding for 1,000 additional summer jobs will be announced on Wed, 5/15

Financial Management

Unfunded Pension Liability. The President's Budget for FY1997 includes an additional \$52 million to assist the District in meeting its unfunded pension liability.

Federal Financial Management Detailees. OMB has solicited volunteers from Federal agency chief financial officers and inspectors general to help D.C. reform its financial management. Six Federal employees have been assigned as detailees, with others being considered for assignment.

Housing and Urban Development

Ellen Wilson Homes. HUD has awarded \$25 million to D.C. to tear down and rebuild Ellen Wilson Homes, a dilapidated 13-building public housing development near the U.S. Capitol. D.C. will redesign Ellen Wilson as a townhouse community for low- and moderate-income residents, with 134 new apartments, 27 new townhouses, and day care. To prepare for demolition, hazardous materials abatement started April 2nd.

Computer Learning Centers. HUD is partnering with residents, apartment owners, and managers to build computer learning centers for youth and adults, so they can receive the job training and educational opportunities they need to succeed in today's schools and workforce. As part of this effort, a new computer learning center will be showcased at Atlanta Gardens in Southwest D.C. on May 14th. This summer, the Johnnie Baptist Community Center, MCI, and the Washington Area Project for Youth will open another computer learning center for families in the Washington Highlands Community of Southwest D.C.

Protecting and Nurturing Children

Child Protection and Welfare. HHS is assisting the child protection receiver in the development of an automated information system which will allow for better tracking of children's progress and improved resource management. HHS is also reviewing a waiver request from the receiver which is designed to shift services to the communities, thereby diverting children from foster care. HHS is also working to help the District manage foster care and child welfare debt owed to the Federal Government by establishing a payment plan that is realistic, given D.C.'s current resource constraints.

Head Start. During this Administration, HHS has given 274 more Head Start slots to the District, and has helped D.C. obtain a grant to coordinate Federal Head Start with city child care.

Health Care

Improving D.C.'s Health Care System. In April, the Mayor appointed a senior HHS official, detailed to and paid by the District, to serve as the Chairman of the D.C. Health Policy Council. With D.C. Government officials and business and civic leaders, the HHS team will work on a full-time basis to turn around the District's health care system -- using better management to improve health services while producing the savings the city needs to sustain them.

**Promoting Stability, Growth, and Opportunity
in Our Nation's Capital:**

Report of the D.C. Task Force

March 8, 1996

Promoting Stability, Growth, and Opportunity in Our Nation's Capital:

Report of the D.C. Task Force

EXECUTIVE SUMMARY

Overview

President Clinton is committed to helping Washington D.C. regain its financial stability, provide quality services to its residents, and make the Nation's capital a place that people are eager to visit and live in. This report describes the Federal efforts to help D.C. achieve the financial stability, provide the reliable services, and attain the economic growth that D.C. residents deserve.

D.C.'s Financial Crisis

In the 1980s, D.C.'s economy grew rapidly. The expanding tax base created by rising employment and property values enabled D.C. to provide more services and jobs, while still balancing its budget. When the economic boom ended in the late 1980s, D.C.'s financial condition changed dramatically, making the growth in services unsustainable. With these pressures, D.C. found it harder to balance its budget in the 1990s, and it ended fiscal 1994 with a cumulative general fund balance deficit of \$324 million. The market downgraded D.C.'s credit in early 1995, leaving it unable to borrow to pay salaries and vendors. Serious management problems complicated the delivery of basic services.

The Federal Response

The Financial Responsibility and Management Assistance Act of 1995. The Administration and Congress worked with D.C. to enact the Financial Responsibility and Management Assistance Act (FRMA Act), which the President signed on April 17, 1995. It created the D.C. Financial Responsibility and Management Assistance Authority and charged it with reviewing and approving D.C.'s borrowing and ensuring that D.C. takes steps to achieve a sustainable balanced budget.

The D.C. Task Force. The President also established a task force, chaired by his Budget Director, Alice M. Rivlin, and comprised of representatives from numerous Cabinet agencies. The Task Force provides assistance to help D.C. cope with its financial and management problems. Examples of Task Force and other federal activities include:

- **Job Creation.** The Transportation Department worked with Congress to preserve D.C.'s share of Federal highway funds, saving 1,800 jobs and allowing bids for construction on major D.C. roads that could create several thousand more jobs. The Department of Housing and Urban Development (HUD) sponsors education and job

training initiatives for public housing residents. The Labor Department funds job training and related aid for 4,400 adult and youth participants.

- **Financial Management.** The Treasury Department worked with D.C. to provide it with financing for operating and capital purposes. The Internal Revenue Service also has worked with D.C.'s Department of Finance and Revenue to improve its ability to collect taxes.
- **Housing and Community Development.** HUD is renovating dilapidated public housing in local neighborhoods and working to improve, over the long term, the financial management and physical state of several troubled D.C. properties. Its *Operation Safe Home* program, which cuts crime and fraud in public housing, is improving the living conditions for residents. Along with HUD and local groups, D.C. continues to assist the homeless.
- **Roads and Highways.** Because the Transportation Department worked with Congress to protect D.C.'s share of Federal highway funds, new construction will begin on several major D.C. roads, easing congestion for residents and commuters.
- **Education.** Through programs like its D.C. desk, which disseminates teaching strategies and programs to teachers, the Education Department is working to improve the quality of education for D.C. students.
- **Health Care.** The Department of Health and Human Services has provided technical assistance to help D.C. acquire the management tools it needs to improve its social services, income maintenance, and public health programs.
- **Public Safety.** In 1994, nearly every Federal agency with law enforcement responsibilities participated in a coordinated strategy to help D.C.'s Metropolitan Police Department. The Justice Department has made grants and, with other agencies, contributes to local efforts to cut violent crime. The Bureau of Prisons will soon complete an assessment of the status of operations and programs in the D.C. Corrections Department.
- **Snow Removal.** After the "Blizzard of '96," the President issued a disaster declaration for D.C., enabling the Federal Emergency Management Agency (FEMA) to coordinate federal efforts to remove snow from emergency routes. Among them, FEMA arranged for the National Park Service to provide trucks and plows.

Next Steps

The President remains committed to helping put D.C. back on the path to financial health, enabling it to give its residents the services they deserve and to make all Americans once again proud of their capital city.

Promoting Stability, Growth, and Opportunity
in Our Nation's Capital:

Report of the D.C. Task Force

As the Nation's capital, Washington is a special place, a place of inspiration for people across America and around the world. But Washington -- the city -- faces major problems. Its health, and the security of its citizens, are threatened. All of us who live and work here must join hands to help the city get its financial house in order.

— President William J. Clinton

President Clinton is committed to helping Washington D.C. regain its financial stability, provide quality services to its residents, and make the Nation's capital a place that people are eager to visit and live in. Like other major urban centers, the District confronts challenging problems in creating and maintaining jobs and sustaining economic growth. It also must provide basic services, such as housing, education, law enforcement, and transportation -- a task complicated by D.C.'s status as the seat of the Federal government. The Administration recognizes that the Federal government, the largest employer of D.C. residents, has a unique role to play in helping the city resolve these problems.

At the same time, the President wants to reinforce Home Rule and strengthen the District's ability to manage its own financial affairs effectively. To help the District do so, the Executive Branch can work with Congress to give D.C. officials the flexibility they need to manage their own affairs. In addition, the Executive Branch can provide expertise in financial and other management areas. Federal departments and agencies can work with their District counterparts to identify opportunities and solve problems.

This report describes the Federal government's efforts to help D.C. achieve the financial stability, provide the reliable services, and attain the economic growth that D.C. residents deserve. But, like other urban areas, the District would face other challenges if congressional spending proposals took effect. Federal jobs programs, such as the Summer Youth Employment and Training program would end, costing 2,000 jobs for young adults in D.C. Education and housing programs also could face deep cuts.

D.C.'s Financial Crisis

In the 1980s, D.C.'s economy grew rapidly. The expanding tax base created by rising employment and property values enabled D.C. to provide more services and jobs, while still balancing its budget.

When the economic boom ended in the late 1980s, D.C.'s financial condition changed dramatically, making the growth in services unsustainable. Revenue growth slowed while outlays continued to soar. Property tax revenues, which comprise about 24 percent of D.C.'s total revenues, rose an average of only 1 percent a year between 1991 and 1993-1994.¹ Sales and income taxes, comprising 40 percent of D.C.'s revenues, grew by only 2 percent a year over the same period. But spending continued to grow, far outstripping revenue growth. The fastest growing programs were related to poverty; spending for Aid to Families with Dependent Children (AFDC), Medicaid, and foster care rose between 11 and 23 percent a year.

With these pressures, D.C. found it harder to balance its budget in the 1990s. The city ended fiscal 1994 with a cumulative general fund balance deficit of \$324 million. The prospect of continued large deficits made private capital markets wary of lending to D.C. In February 1995, Standard and Poors and Moody's downgraded D.C. government bonds to a "below investment grade" rating. At this point, D.C. was insolvent and could not borrow to pay salaries and vendors.

Serious management problems complicated the delivery of basic services. Due to a court order arising from its mismanagement of assisted housing units, the Department of Public Assisted Housing (DPAH) has put a receiver in charge of its operations. And, due to its inability to rectify past management problems, another court ordered D.C.'s child welfare office to appoint a receiver. Inadequate contracting, cash control, and procurement procedures hamper good management in most D.C. agencies.

The District also must confront its growing unfunded pension liability; at \$5.2 billion at the end of 1993, it represents D.C.'s single largest obligation.

The Federal Response

The District has a unique relationship with the Federal government. As the Nation's capital, D.C. reaps substantial revenue from tourism as well as Federal employment and procurement. Like most other major cities, D.C. receives Federal funding to provide its residents with such basic services as housing, law enforcement, and transportation. The District, however, assumes responsibilities for services that are normally provided by a county and State. Unlike other cities, D.C. cannot tap the financial resources of well-off suburbanites, such as through State taxes and transfers.

¹ The District changed its property tax year in FY 1993.

"Home rule" also plays a key role in shaping D.C.'s governing responsibilities. It allows D.C. to govern itself, with certain restrictions. Congress retains ultimate legislative control over the District — such as by appropriating all D.C. budgets, regardless of whether the revenue at hand comes from the Federal government or local sources. The District cannot tax Federal and other official real estate and non-resident (e.g., commuter) income. As partial compensation for such restrictions, D.C. receives a Federal payment each year — now \$660 million, or 19 percent of general fund revenues — in addition to other Federal funding.

The Financial Responsibility and Management Assistance Act of 1995. Because Washington is the Nation's capital and the Federal government is the primary employer and purchaser in the Washington area, the President felt a special responsibility to help D.C. address its financial problems. The Administration recognized quickly that D.C.'s financial situation required the kinds of measures that other financially troubled cities have used successfully. In early 1995, Administration officials and Members of Congress worked with D.C. to develop the Financial Responsibility and Management Assistance Act (FRMA Act), which Congress passed promptly and the President signed on April 17, 1995.²

The FRMA Act created the District of Columbia Financial Responsibility and Management Assistance Authority, a new entity of the D.C. Government, and charged it with reviewing and approving:

- budget requests of the D.C. Government, ensuring that they reflect a four-year path to a balanced budget; and
- all borrowing requests, certain leases and contracts, and most legislation adopted by the D.C. Government, ensuring that those items are consistent with the four-year financial plan.

After reviewing applications from over 100 individuals, the President appointed five highly-qualified District residents.³ One of the Authority's first acts was to endorse D.C.'s request to borrow \$147.5 million from the U.S. Treasury, which D.C. used to meet its payroll and pay vendors. The Treasury Department was instrumental in arranging this borrowing. The District has since repaid this loan out of its annually appropriated Federal payment.

² See Appendix A for list of Congressional sponsors of FRMA legislation.

³ See Appendix B for list of FRMAA members.

Since then, the Authority has worked with the D.C. Government to:

- provide recommendations on D.C.'s fiscal 1996 budget request of \$5.1 billion to Congress, including recommendations to eliminate 5,000 D.C. Government jobs;
- adopt interim procedures for contract review; and
- develop objective criteria for vendor payments.

In addition, the Authority has broad responsibility to work with D.C. on a wide range of management issues, including personnel and procurement.

The Federal Government's D.C. Task Force. As D.C.'s financial crisis grew, the President asked Office of Management and Budget (OMB) Director Alice M. Rivlin to convene a group of officials in Executive Branch agencies to work among themselves, and with their D.C. counterparts, to help the District cope with its financial problems.

The Task Force, which Rivlin chairs, includes officials from the Departments of Education, Housing and Urban Development (HUD), Treasury, Justice, Health and Human Services (HHS), Labor, and Transportation.⁴ These departments traditionally have enjoyed good working relationships with their D.C. counterparts, and the creation of the Task Force helped coordinate and enhance their efforts.

The efforts of these and other agencies to improve the quality of services that D.C. delivers to its residents are summarized below:

I. Job Creation

- Swift legislative action, which the Administration proposed to preserve D.C.'s share of Federal highway funds (discussed in more detail below), allowed the city to pay delinquent accounts to contractors on the job, thus saving 1,800 jobs. It also permitted D.C. to advertise bids for another \$50 million in new projects. By the spring, when the projects will be under construction, the total Federal aid program will support 4,500 jobs.
- The Federal Highway Administration (FHWA) has formed a partnership with D.C.'s Public Works and Employment Services departments to give introductory construction experiences to more than 200 young D.C. residents.

⁴ See Appendix C for list of Task Force members.

Young people will have the chance to improve public spaces by planting trees, removing graffiti, and repairing sidewalks.

- HUD has embarked on several innovative initiatives to break the cycle of poverty through education, job training, and access to the information superhighway. In partnership with assisted housing residents, local service providers, and private actors, HUD has launched the following successful programs:

- **The Edgewood Connection: The Redevelopment of Edgewood Terrace and Electronic Village.** The Edgewood Terrace Apartment Complex, located in Northeast Washington, consists of 884 units of HUD-financed or subsidized housing for low- and moderate-income families and individuals. HUD is working with D.C., residents, and private partners to revitalize the Edgewood community.

The Edgewood Connection is a pilot "electronic village," aimed at tapping the potential of low-income youth and adults by giving them access to the information superhighway. A Computer Learning and Training Center, equipped with computers, fax machines, phone lines, and office furniture, offers computer classes, job training, and other services for all interested Edgewood residents. Residents in the job training program take an eight-week computer literacy course, followed by a two-week job skills training course. Upon graduation from the training program, residents go on to full-time jobs. In September, eight residents graduated from the program and created their own micro-enterprise -- Edgewood Technology Services, Inc. -- to help other developments create a technology-driven learning program.

The program is sponsored by the Community Preservation and Development Corporation (CPDC); Hamilton Securities Group; MCI; Future Kids, a private firm that specializes in computer-based education for children; and ICS Communications, a Los Angeles-based telecommunications and cable company. Edgewood's sponsors estimate that, each year, the adult training program could graduate about 80 residents in the complex. If the pilot reaches that capacity, it could save about \$560,000 a year in Federal welfare and related expenditures at this complex alone. HUD has committed \$1.5 million to expand the program in Edgewood.

- **A National Model of Job Placement and Skill Enhancement at Fairmont Homes.** Fairmont Apartments is a 218-unit, Federally-subsidized apartment complex in the Columbia Heights neighborhood of D.C. Along with the Alexandria-based Multi-Family Initiatives (MFI), HUD launched the two-year pilot project at Fairmont called "High Performance Living Environments" (HPLE). It will provide an intensive education and job placement program to low-income residents, involving one-on-one training, counseling, and access to state-of-the-art facilities and technology.

The HPLE project is unique because it concentrates on residents after they are placed in a job. Although MFI will help adults identify their skill levels and job interests, gain job preparedness, and find work, the program mainly helps working residents improve technical and professional skills and move into a longer-term, upwardly mobile career track. MFI has already identified participating employers and is now selecting 90 residents to participate. HUD has committed \$85,000 a year in additional rent subsidies for the project.

- The Department of Labor provided \$8.1 million to D.C. in fiscal 1995 for Job Training Partnership Act (JTPA) formula grants to support job training and related assistance for 4,400 adult and youth participants. The President's 1996 Budget proposed \$10 million for JTPA grants. This program includes grants for:
 - Low income adults -- D.C. received \$2.7 million in 1995 for training 1,200 low-income adults in the JTPA title II-A program. About 60 percent of adult participants will hold unsubsidized jobs after training.
 - Dislocated worker assistance -- D.C.'s 1995 allotment of \$1.9 million under the JTPA dislocated worker program provided training and reemployment services to about 950 displaced workers. Under the President's 1996 Budget, D.C.'s formula grant for dislocated worker assistance would climb to \$3.2 million, and participation would rise to about 1,600.
 - Summer jobs for youth -- This program, for which the President requested \$3.2 million for 1996, provides temporary summer employment and academic enrichment to about 2,100 disadvantaged youth and young adults in positions that include recreation supervisors, day care aides, and hospital aides.

II. Financial Management

The Treasury Department has worked to provide D.C. with financing for operating and capital purposes. In addition, the Internal Revenue Service (IRS) has worked with D.C.'s Department of Finance and Revenue on tax collection issues.

- **Access to Capital.** In March 1995, Treasury worked closely with OMB and Congress to develop the Treasury loan mechanisms of the FRMA Act. Treasury also has worked closely with D.C. officials, giving them technical assistance and helping them with their relationship with the financial markets. Along with the short-term financing that D.C. obtained last June, Treasury advanced \$96 million in October 1995 for other capital purposes, including D.C.'s METRO obligation, and \$283 million in January 1996 to meet the District's cash flow needs for the first quarter of fiscal 1996.
- **IRS Tax Collection.** After reviewing the D.C. Department of Finance and Revenue operations, IRS staff has recommended ways to reform and, in some cases, create modern tax information systems for D.C. The District established a task force to implement the recommendations, with technical assistance from the IRS; the IRS will continue providing other technical help as needed.

III. Housing and Community Development

- **Transformation of Ellen Wilson Homes.** HUD has awarded \$25 million to D.C. to tear down and rebuild Ellen Wilson Homes, a dilapidated 13-building public housing development near the U.S. Capitol. The District will redesign Ellen Wilson as a townhouse community that fits into the architectural character of Capitol Hill. The neighborhood will include 134 new apartments, 27 new townhomes for sale to moderate-income families, a day-care facility, a community center, and a small park.
- **Operation Safe Home.** This operation is a nationwide HUD effort to cut crime and fraud in public and assisted housing. Since February 1994, HUD, Justice, Treasury, and the White House Office of National Drug Control Policy have joined forces with State and local law enforcement officials and public housing authorities to form over 100 law enforcement task forces. These joint efforts have led to about 5,500 arrests across the country for crimes involving drugs and weapons, as well as confiscation of at least 560 weapons, including 105 assault-type weapons and shotguns, and drugs valued at over \$2.8 million. In addition, HUD's Office of Inspector General has launched a witness relocation program, which so far has helped 183 public housing families move out of their homes and away from life-threatening situations in return for their cooperation with law enforcement authorities.

The program has visibly improved living conditions at the Kelly Miller Apartments, a 169-unit public housing development in Northeast D.C. Prior to it, Kelly Miller was controlled by drug dealers and plagued with violence, gang crime, and drug sales. After ten months of surveillance, Federal investigators and the Metropolitan Police Department arrested 15 members of a gang that had dominated the development. Since the arrests in early 1995, the program has continued to make Kelly Miller safe, establish activities for young people, and provide job training and child care.

- **Cracking Down on Negligent Landlords.** HUD initiated the Special Workout Assistance Teams (SWAT) program to aggressively address the Nation's most troubled, FHA-insured multifamily housing developments by taking action against negligent landlords and identifying viable solutions for long-term financial, managerial, and physical recovery. To date, HUD has taken enforcement actions against owners of nearly 140 properties who did not comply with Federal housing quality standards. As a result, HUD has withdrawn its Section 8 project-based rental subsidies and given affected low-income families portable rental assistance so they can move from these troubled developments and into better housing of their choice.

HUD also has sent SWAT teams to review 250 Federally-assisted apartments that it had identified as troubled. As part of this effort, HUD reviewed nine troubled apartment complexes in Washington, D.C. that are home to more than 2,300 low- and moderate-income families, 544 of whom receive Federal assistance to pay their rent. HUD is working with these owners to not only return the apartments to financially-sound condition, but to convert them into well-managed, safe, and quality living environments.

- **D.C. Homeless Initiative.** The Administration designated D.C. as one of its first six Innovative Homeless Cities. The D.C. Initiative, announced in June 1993, is a partnership among HUD, the District, and the newly-created Community Partnership for the Prevention of Homelessness to create a comprehensive continuum of care system -- from outreach and rehabilitation services to permanent housing -- for D.C.'s homeless. The Community Partnership for the Prevention of Homelessness, a public-private organization, administers D.C.'s full range of services for the homeless, including their transition to single and family housing units. D.C. no longer operates the city's homeless system, but provides partial funding for these operations. HUD serves on the Community Partnership's Board of Directors.

The Initiative is performance-driven. HUD has pledged to give the District \$20 million over three years, provided that D.C. meets a series of benchmarks and commits a level of public-private resources. The District has met its first-year goal of eliminating its emergency tier of homeless services and shifting to a "continuum of care" and, thus, received the first allotment of funds. HUD will continue to work closely with D.C. to help it achieve the next set of benchmarks -- developing strategies to assist homeless families and individuals who are hard to serve (e.g., mentally ill) -- which will bring the city another \$7 million in Federal resources.

- **Anacostia's Good Hope Marketplace.** As many D.C. residents moved to the suburbs, retailers east of the Anacostia River also disappeared, eliminating hundreds of jobs for Anacostia's lower income residents. D.C.'s private sector and the Federal and District governments are revitalizing Anacostia's commercial center by creating the Good Hope Marketplace. Safeway Inc. is developing this "marketplace" at a now-vacant, 96,000 square foot shopping center, anchoring it with a modern supermarket and leasing out space to retail businesses. Once Good Hope is built and the space fully leased, the Anacostia Economic Development Corporation (AEDC) will purchase and manage the facility (which it plans to do this fall).

To support the purchase, HUD has committed a \$11.5 million Section 108 loan guarantee through the D.C. Department of Housing and Community Development and a \$1 million Economic Development Initiative grant. The AEDC, H Street Community Development Corporation, and the Marshall Heights Community Development Organization have pledged another \$1.5 million in equity. Once completed, this renovated shopping area will create new jobs for Anacostia residents. AEDC will sustain this revitalization by reinvesting its profits in the Anacostia neighborhoods.

IV. Roads and Highways

In the summer of 1995, D.C. did not have the required \$16 million in local matching funds to leverage \$80 million in Federal highway funds. The Administration proposed the District of Columbia Emergency Highway Relief Act -- which Congress passed and the President signed on August 4 -- to defer the required local match for two years. This law gave D.C. access to \$80 million in fiscal 1995 and \$80 million in fiscal 1996 for important highway construction projects. Without the law, the Federal Government would have

distributed these funds to other States. With this money, D.C. could start construction in August 1995 on the following projects, which could generate up to 4,000 local jobs:

- **New Highway Projects.** Since August, D.C. has begun construction on sections of E Street NW, Nebraska Avenue NW, Florida Avenue NE, Connecticut Avenue, and North Capitol Street. When completed, these projects will ease congestion, benefitting both D.C. residents and commuters who use these important gateway arterial roads. The combined value of these projects is \$4.3 million.
- **Whitehurst Freeway.** The D.C. Department of Public Works (DPW) has advertised for bids the \$23 million Whitehurst Freeway project, which will rehabilitate this elevated four-lane highway's deteriorated connections to the local highway system. D.C. opened the bids in December; construction should begin in 1996.
- **New York Avenue.** The FHWA and D.C.'s DPW are working together on designing this project, which will reconstruct the section of New York Avenue that motorists travel as they first enter D.C. from Maryland. The estimated \$28 million project would rebuild roadways and rehabilitate structures over existing railroad lines and South Dakota Avenue. It also will widen and repave the current roadway and improve lighting and drainage facilities.

This law also requires D.C. to establish a dedicated highway fund from which it may draw funds to maintain D.C. roads and highways. FHWA worked with D.C. to draft city legislation to implement this fund. The District passed temporary legislation to stabilize this fund and the City Council is now reviewing options for a permanent solution.

D.C.'s DPW asked the FHWA, in conjunction with private experts, to evaluate the city's policies and procedures in traffic and safety, planning, project development, procurement, construction inspection, contract administration, and maintenance. In April, FHWA plans to give DPW recommendations on how to improve its operations.

V. *Education*

D.C. Desk. The Department of Education's D.C. Desk has set a new standard for customer service within the Department by providing a single point of access -- "one-stop shopping" -- for D.C. school personnel to Department resources. Local school teachers and employees can call the D.C. Desk for information on teaching strategies and programs that have worked in other schools.

- In response to Superintendent Smith's desire to develop a common vision for charter schools, the Education Department provided a neutral forum in which school board members, lead principals, union leaders, and the superintendent's management team could talk to a nationally-recognized charter schools expert. This conversation, which Superintendent Smith plans to continue, was only one of several meetings the D.C. Desk convened in the last two years to help the different players in the D.C. school system reach a common understanding of how to improve D.C. public schools.
- The D.C. Desk helped Scott Montgomery Elementary School develop a study program to introduce students at every grade to the resources of Washington, D.C. At the school's request, the D.C. Desk spoke with the educational staff of museums, art galleries, parks, and other organizations that enrich the cultural life of the city. The school is now using the program -- "Know Your City" -- to help Scott Montgomery students learn about their hometown.

The Department also has arranged for "school safety audits" of violence prevention policies and practices in some of the city's most troubled schools, in order to identify areas that need improvement. The Department follows up with training and technical assistance.

Amidon School Partnership. In March 1994, the Education Department "adopted" the Amidon Elementary School. Department employees volunteer at Amidon, using training they received to teach a Houghton Mifflin reading series used in all D.C. elementary schools. Every classroom in grades 1-6 receives three tutors, and each tutor dedicates at least one hour a week in the classroom, increasing the attention each student receives.

The Department hopes to develop in-house trainers, and to offer to train its own employees with children in D.C. elementary schools and any other employees who volunteer to tutor in the D.C. schools.

VI. Health Care and Social Services

HHS has provided technical assistance to help D.C. acquire the management tools it needs to improve its social services, income maintenance, and public health programs.

- HHS' Administration for Children and Families has conducted training to change the "culture of welfare" for D.C. staff working on Aid to Families with Dependent Children (AFDC), Child Support Enforcement, and the Job Opportunity and Basic Skills Training (JOBS) programs. A JOBS project, involving the Marriott Corporation and the local Private Industry Council, gave work experience to 1,000 participants.

- HHS is working with the newly-appointed receiver for child protection in D.C. to improve accurate Federal foster care and adoption assistance (Title IV-E) reimbursement claims procedure. HHS also is helping D.C. to improve its procedures to determine eligibility for foster care and adoption assistance under Title IV-E.
- HHS is helping D.C. create its Statewide Automated Child Welfare Information System (SACWIS). SACWIS may significantly improve D.C.'s ability to collect, process, and manage information monitoring progress and risks in foster care cases; measure the incidence of abuse or neglect in foster care cases and help determine how to prevent such incidents; and help to automate the case tracking procedure. HHS also is working with the receiver to revise its requested IV-E waiver to allow Federal funding to be used to *prevent* children from being placed under foster care, rather than simply allowing the foster care population to increase.
- HHS is providing technical assistance to resolve D.C.'s underclaiming of available child care matching funds, which principally results from the city's decentralized and outmoded data collection and tracking system. The agency provided up to 200 additional Head Start slots to D.C. to accommodate children who would have been cut off when local funding ran out. HHS is helping D.C. obtain its Head Start/State collaboration grant to coordinate Federal Head Start with city child care, and working with D.C. and the private sector on a major "healthy child care" initiative and fair, scheduled for next April.
- HHS has assigned several employees to help D.C. address basic grant management issues, such as applying for Federal public health grants and meeting matching and maintenance-of-effort requirements. HHS has completed a study assessing the condition of D.C. public health facilities (i.e., D.C. General Hospital and the city's 11 public health clinics). The future role of these facilities, and the restructuring of the city's primary care network, are subjects of a joint Public Health Service (PHS)-District public health task force. HHS also is working with the D.C. Commission on Mental Health Services to provide counseling for young people who witness or are victims of violent crime or abuse.
- In addition, HHS's Health Care Financing Administration (HCFA) has lent staff from its Regional Office to help D.C. manage Medicaid data and payment and reconcile old health care reimbursement claims. This technical assistance includes helping D.C. speed up provider payments, establishing payment methodologies for its managed care program, and developing a possible "home and community-based services" waiver for adults, to encourage lower-cost long-term care in neighborhoods rather than institutions.

- HHS waived the Medicaid rules for three years to allow D.C. to test voluntary managed health care for the city's low-income disabled and special needs children. Under the waiver, Health Services for Children with Special Needs, a non-profit managed care corporation, will provide a case manager to coordinate the health care of each child whose parents elect to participate. Participants, on a case-by-case basis, would receive enhanced benefits, including transportation, respite care, medical access by telephone, home modifications, and feeding programs. The city expects to save money by helping children move to less expensive home care arrangements, and by cutting unnecessary emergency room use.

VII. Public Safety

Since 1993, when this Administration took office, D.C.'s rate of violent crimes against individuals has fallen dramatically. In 1995, the District had its lowest homicide rate since 1987. Other violent crimes (e.g., assault with a dangerous weapon) also have fallen steadily over this period. Property crimes in D.C., however, continue to rise, mainly due to the rise in theft of, and from, autos.

The Administration has contributed to the fall in crime in D.C. through the following programs:

- In 1994, through the Federal Assistance Program, nearly every Federal agency with law enforcement responsibilities -- from the Drug Enforcement Agency (DEA) to the IRS -- participated in a coordinated strategy to help D.C.'s Metropolitan Police Department (MPD). Highlights of the program include:
 - The United States Park Policy and the Uniformed Division of the Secret Service initiated new or intensified patrols in selected parts of the city. From late February to September 1994, the two agencies made about 2,482 arrests, responded to over 4,500 calls for service and seized over \$325,000 worth of drugs.
 - The Justice Department, through the Bureau of Justice Assistance, awarded funds to the MPD Homicide Branch, enabling the branch to quadruple the number of homicide detectives, train investigators, and upgrade technology -- all of which contributed to a rise in the closure rate for homicide cases in 1994.

- The Justice Department awarded a \$1 million grant to OPERATION CLEAN-UP, enabling the MPD Firearms Identification Unit to eliminate a backlog of about 2,000 firearms requiring examinations. The FBI housed the operation, providing equipment and technical assistance.
- The U.S. Marshals Service, which normally provides long-term witness protection, is providing short-term protection to witnesses and victims in the District. Since 1994, about 58 witnesses have entered the program.
- The Federal Protective Service and the FBI helped MPD with background checks of police recruits, and the Defense Department has allowed MPD to use its registries of armed forces personnel who are leaving their jobs and who would make good candidates for MPD.
- The Justice Department awarded a \$6.1 million grant to D.C., of which \$3 million is for D.C. corrections and \$2 million is for drug control and MPD improvements in technology, equipment, support resources, and overtime. The rest will go to juvenile justice and delinquency prevention programs, and other crime victims assistance programs.
- The Safe Streets initiative, comprising various violent crime task forces, is being staffed and funded mainly by such Federal agencies as the FBI, DEA, and ATF. For several years, Safe Streets Task Forces have allowed the MPD to combine its local knowledge with the technical expertise of the FBI and other law enforcement agencies, focusing on gang violence, fugitives, and homicides. Since their creation in the early 1990s, the task forces have brought the arrest of 2,963 fugitives, 417 gang members, and 79 people involved in homicide cases.
- The Justice Department awarded funding to OPERATION CEASEFIRE, a joint initiative among MPD, the U.S. Attorney's Office, and ATF. The initiative is designed to reduce violent crime in D.C. by removing illegal guns from the community. In the first four months, gun seizure squads confiscated 282 firearms, including 127 handguns.

The Justice Department's Bureau of Prisons (BOP) has been working with D.C.'s Department of Corrections (DOC) for many years. For example:

- BOP's National Institute of Corrections (NIC) has completed a study of the status of operations and programs in D.C.'s Corrections Department, as Congress required in the fiscal 1995 District of Columbia appropriation. That

study – which covers such items as classification of inmate security levels and related population management issues, health care, mental health services, staffing, and security – was sent to Congress in February 1996.

- At D.C.'s request, BOP has accepted transfers of D.C. prisoners into its facilities to temporarily alleviate prisoner overcrowding at Corrections Department facilities.
- BOP has worked well with its counterparts in Corrections, responding to informal requests for assistance and advice on such topics as suicide prevention and victim assistance, and on general administrative and security issues.

VIII. Snow Removal

- After the "Blizzard of '96," the Federal Government provided D.C. with much-needed help with snow removal. The President issued a disaster declaration for D.C., enabling the Federal Emergency Management Agency (FEMA) to coordinate federal efforts to remove snow from emergency routes. FEMA arranged for the National Park Service to provide trucks and plows, and for D.C. to use contractors from the General Services Administration to operate the equipment.

FEMA's efforts doubled D.C.'s capacity to remove the snow, speeding the re-opening of much of the District, including the Federal government. Over the Martin Luther King, Jr. holiday, the Park Service cleared several major road arteries leading to the District, in addition to clearing area parkways and other routes to tourist attractions, such as monuments and parks.

Next Steps

The Administration is continuing its efforts to help D.C. on its path to fiscal health. In several areas, however, it will need to move beyond its efforts to date to ensure that D.C.'s fiscal health improves.

- **Stabilizing the District.** As required by the FRMA Act, the District government in February 1996 submitted its proposed four-year financial plan to eliminate its chronic budget deficits and cash shortages. In developing the plan, the Administration worked with both the D.C. government and the Authority on areas in which the Federal government has an important responsibility, such as Medicaid and prisons.

In consultation with D.C., the Authority, and Congress, the Administration is assessing whether the plan accomplishes the financial goals that FRMA sets out. When the Authority gives the Secretary of the Treasury appropriate certification and the Secretary determines that repayment is reasonably assured, Treasury will provide cash assistance as needed to ensure that D.C. can pay its vendors and employees on time.

- **Eliminating the District's unfunded pension liability.** Under the 1979 Retirement Reform Act, D.C. assumed responsibility for the retirement system for certain city workers (e.g., police and firefighters, teachers, and judges). At the time, the Executive Branch argued that the Federal government should assume only some costs of the accumulated unpaid employee benefits because the costs were mainly local in nature and the system was overly generous. Together, a generous pension package and a lower Federal contribution have produced an unfunded pension liability now estimated at \$5.2 billion.

This liability is D.C.'s single largest obligation, and it creates acute short- and long-term problems. In the short term, D.C.'s annual payments strain its operating budget. In the long term, this pressure likely will worsen as D.C. downsizes its workforce, increasing the number of retirees receiving benefits while the number of employees contributing to the system falls. Furthermore, the annual Federal contribution of about \$50 million to the system ends in 2004 so that, without reform, D.C. will be the sole contributor to its pension system. The Administration wants to work with Congress, D.C., and the Authority to put the pension system on a sound financial foundation.

- **Encouraging management reforms.** Resolving D.C.'s financial problems will require systemic reforms of its management policies, including personnel, procurement, financial management, and contracting. D.C. has begun work on each of these issues, and the Administration will continue, as it has through its Task Force efforts, to lend D.C. technical expertise wherever needed.

One example is the District's privatization task force. The Mayor established this panel to examine ways to provide more cost-effective and efficient city services. Representatives from OMB and the National Performance Review are providing technical assistance. The Administration also is working to provide the District with qualified detailees from Federal agencies to help D.C. strengthen its financial management and information systems.

Another example is the Justice Department's recently announced assistance to the D.C. Corporation Council. DOJ will give the Council additional computer equipment, software, and technical support to help it manage its caseload, develop legal training courses for the Council's staff, and provide attorneys as necessary to help the District in a variety of cases, especially child abuse and neglect cases in D.C.

Ultimately, the success of these efforts depends on how D.C. approaches its fiscal and management problems. Home rule gives D.C. primary responsibility for solving the problems. As with our current actions, any future Administration efforts will reinforce Home Rule and strengthen D.C.'s ability to effectively manage its financial affairs.

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The months since D.C.'s financial crisis peaked have witnessed an unprecedented level of cooperation among people and institutions who care about the District. The President remains committed to helping to put D.C. back on the path to financial health, enabling it to give its residents the services they deserve and to make all Americans once again proud of their capital city.

APPENDIX A
DISTRICT OF COLUMBIA FINANCIAL RESPONSIBILITY AND
MANAGEMENT ASSISTANCE ACT OF 1995

SPONSOR: Representative Thomas M. Davis III (R-VA)

CO-SPONSORS: (in alphabetical order)
Representative William F. Clinger, Jr (R-PA)
Representative Barbara-Rose Collins (D-MI)
Representative Cardiss Collins (D-IL)
Representative Julian C. Dixon (D-CA)
Representative Chaka Fattah (D-PA)
Representative Michael Flanagan (D-IL)
Representative Gil Gutknecht (R-MN)
Representative Steven C. LaTourette (R-OH)
Representative John McHugh (R-NY)
Representative James P. Moran (D-VA)
Representative Constance A. Morella (R-MD)
Delegate Eleanor Holmes Norton (D-DC)
Representative James T. Walsh (R-NY)
Representative Frank R. Wolf (R-VA)
Representative Albert Wynn (D-MD)

APPENDIX B
FINANCIAL RESPONSIBILITY AND MANAGEMENT
ASSISTANCE AUTHORITY

MEMBERS

Andrew E. Brimmer, Chair
Stephen D. Harlan, Vice Chair
Constance Berry Newman
Edward A. Singletary
Joyce A. Ladner

STAFF

John W. Hill, Executive Director
Daniel Rezneck, General Counsel

APPENDIX C
D.C. TASK FORCE
LIST OF MEMBERS

Alice M. Rivlin, <i>Chair</i>	Director	Office of Management and Budget
Alexis Herman	Office of Public Liaison	White House
Eleanor Acheson	Assistant Attorney General For Policy Development	Department of Justice
Bernard Anderson	Assistant Secretary, Employment Standards Administration	Department of Labor
G. Edward DeSeve	Controller	Office of Management and Budget
Peter Edelman	Counsel to the Secretary	Department of Health and Human Services
Kathleen Hawk	Director	Bureau of Prison, Department of Justice
Eric Holder	U.S. Attorney	District of Columbia
Bruce Katz	Chief of Staff	Department of Housing and Urban Development
Madeline Kunin	Deputy Secretary	Department of Education
Robert E. Litan	Associate Director, General Government and Finance	Office of Management and Budget
John Monahan	Director, Intergovernmental Affairs	Department of Health and Human Services
Rodney Slater	Administrator	Federal Highway Administration
Larry Summers	Deputy Secretary	Department of the Treasury
Mozelle Thompson	Deputy Assistant Secretary	Department of the Treasury

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LENGTH: 478 words

HEADLINE: Clinton agrees to give D.C. a boost

BYLINE: Lisa Nevans; THE WASHINGTON TIMES

BODY:

President Clinton has agreed to be a cheerleader for successful social programs in the District as a result of yesterday's meeting with more than a dozen community leaders, White House officials said.

At an hourlong meeting in the Oval Office, 17 leaders from community development corporations, children's services agencies and churches urged the president to take a higher profile in helping turn around the ailing city by talking about its successes, participants said.

"We need a bully pulpit that can give a bit of encouragement about things that are working," said Diane Bernstein of D.C. Action for Children. "Over the years, Congress has given us a bad rap. We've got to turn that around."

Participants said the focus was on children and the need to improve their quality of life, but they offered few specifics.

Mr. Clinton repeatedly has promised to take a high profile in helping the District, starting with a highly publicized tour of the Georgia Avenue business district during his first year in office. However, The Washington Times reported last month that some city officials and residents continue to say he has not used his bully pulpit adequately and has made a calculated effort to steer clear of the District's economic woes.

"The president feels very committed to the District," Budget Director Alice Rivlin, chairman of the president's D.C. task force, said after yesterday's meeting.

If the president talks about the city's successes, people will believe him and perhaps help provide the resources needed to replicate those successes, said Carol Thompson-Cole, who is slated to head the task force when Mrs. Rivlin joins the Federal Reserve.

"I think you have to cheerlead to affect change," said Mrs. Thompson-Cole, who was city administrator during Mayor Marion Barry's third term. "When the president gets on board, other people get on board. So you can facilitate and play an important role."

The city's elected officials were not invited to yesterday's session. But Mr. Barry was well represented. His chief of staff, Barry Campbell, attended, as did his pastor, the Rev. Willie Wilson, and others with strong ties to the mayor such as Robert Moore, the mayor's chief negotiator for the downtown sports arena, and James Gibson of the D.C. Agenda Project, a member of Mr. Barry's transition team.

In a statement, Mr. Barry said he has urged the president "on many occasions" to talk more with residents of the District and its elected leaders and to be "more active" in the city.

"He had promised me that he would be more involved and I'm pleased that he is moving forward on that promise," Mr. Barry said. "I have been told that this is the first of many meetings that the president will have with residents of the District."

GRAPHIC: Photo, Robert Moore (left) with the Development Corporation of Columbia Heights and Joy Majied of the Washington Parent Group Fund talk during a gathering of D.C. community leaders yesterday in the Oval Office. To her right are the Rev. Lionel Edmonds of Washington Interfaith Network, Pedro Aviles of the Latino Civil Rights Task Force, Diane Bernstein of D.C. Action for Children, Kent Amos of the Urban Family Institute, and President Clinton., By Bert V. Goulait/The Washington Times

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The Washington Post
June 17, 1995, Saturday, Final Edition

SECTION: OP-ED; Pg. A17

LENGTH: 1007 words

HEADLINE: The Control Board Can't Do It All

BYLINE: Colbert I. King

BODY:

In some local circles, the District's new financial control board is being touted as a cure for just about every major ailment in the city. Residents who believe this are in for a surprise.

Producing a fiscal turnaround, which is the control board's mandate, will do wonders for the city's financial health. But it's unlikely to reverse conditions in the lives of residents or in neighborhoods already teetering on the edge.

For evidence of that, look no further than Philadelphia, another city once on the brink of insolvency that outsiders also placed under the thumb of a control board.

Last fall Philadelphia finished its fiscal year in the black for the second year in a row. That was a remarkable performance by a city that only two years earlier was deficit-ridden, near bankruptcy and barred from the public bond market. Philadelphia's recovery was the partial handiwork of the state-imposed control board called the Pennsylvania Intergovernmental Cooperation Authority or PICA. But Philadelphia's rescue was also aided by Mayor Ed Rendell and City Council President John Street -- two highly skilled veteran politicians who rose above political and racial differences for the good of the city. Having taken a firsthand look at that control board's operation in 1993, I can easily see why Philadelphia's recovery has been heralded as an impressive financial feat.

Yet a recent Temple University study showed that as the City of Brotherly Love was undergoing a fiscal reformation, the lives of Philadelphians living in poverty remained unchanged. Simply stated, Philadelphia's escape from financial collapse, which the PICA helped engineer, didn't prevent a rise in the welfare rolls, slow the exodus of well-paid jobs and middle-class residents from the city to the suburbs or curb a steady weakening of the city's tax base.

Yes, PICA was effective as a financial overseer. Yes, PICA was doing the job of making sure the city stayed within the limits of its multiyear financial plans. But Philadelphia's poor got poorer, because PICA, like the District's own control board, simply wasn't created to lift people out of poverty.

Control boards have a critical but limited purpose. They help, if not force, politically paralyzed leaders to face up to the fiscal disasters they've had a

big hand in creating. There's every reason to be optimistic that the congressionally created control board can assist the mayor and council in taming the Four Horsemen of the Apocalypse of District Finances: welfare, public health, jails and spectacularly poor management.

The District's financial deficit will be conquered. But balancing the books alone won't be enough to make Washington the kind of city all residents can be proud of, because the city is losing ground to other deficits as well. And those deficiencies, unlike decisions on the size and expense of the D.C. government, are beyond the scope of a financial control board or even Congress.

When, for example, child abuse and neglect cases continue to mount annually, when police pick up nearly 800 youngsters as truants in one school year, when minors are found roaming the streets at all hours of the night without any supervision and committing a disproportionate number of crimes, and when adults are more into self-fulfillment than their own children's lives, then we in the District have a big-time parenting deficit on our hands.

When a school system overstaffed with presumably educated people can't even keep minimally decent records, when basic services including trash pick-ups are erratic and the government can't make ends meet on more than \$ 3 billion a year, then we have a serious managerial deficit.

And when so many preachers take to pulpits on Sundays to churn out safe, inoffensive sermons that skirt tough moral issues affecting the community, or then lock up their churches tight as drums and abandon the community to flourishing liquor stores and open-air drug markets for the rest of the week, it's easy to see why this city is suffering from a deficit in socially minded clergy.

It doesn't stop there. Businesses, including the legion of law firms in this city that are turning a deaf ear to appeals for help with summer jobs, are failing the District. So are those residents who have reduced themselves to spectators, rather than becoming the kind of active citizens this city desperately needs. These are shortcomings that no five-member control board nor House Speaker Newt Gingrich -- the latest in the city's long line of Great White Fathers -- can make up. Congress can help by sharing the financial burden that comes with being the nation's capital, either by bumping up the federal payment, granting tax relief or a combination of both. But the lead for solving home-grown problems belongs with the city.

None of this has been lost on a fledgling multiracial, interfaith group of ministers and lay people representing more than 40 congregations in the city. They want to do more than try to pray away this city's problems. They have taken a measure of things and they don't care one bit for either the cults of personality and racial polarization in the city or the way crafty politicians

exploit both. They are fed up with the lack of accountability in government and among families. And they have their backs up over the balance of power in the city, which tilts toward the entrenched and well-connected.

After a year of organizing, **the Washington Interfaith Network, or WIN**, is ready to address the kind of problems not on a financial control board's agenda. WIN's Rev. Alpha Estes Brown of Brightwood Park United Methodist Church said, "We have a chance to redeem ourselves, by redeeming the community." Other groups and individuals should step forward, too. Those looking to the control board or Congress to solve everything should think about the words of the late Calvin Rolark of the United Black Fund: "The only people that can save us from us is us."

2/6/94

The Washington Post

Harnessing the Force of Faith

Movement Spreads the Gospel of Community Power

By Laurie Goodstein
Washington Post Staff Writer

A soft-spoken community organizer named Arnie Graf contacted ministers in Southeast Washington five years ago about building a multiracial, interdenominational power bloc that could force politicians and bureaucrats to pay attention to the needs of poor and working people in the District.

"We decided against it," said Monsignor Ray East, pastor of St. Teresa of Avila Parish. "We told him we were having so much trouble with drugs and violence that we can't organize any more efforts."

So Graf focused instead on Prince George's County and mobilized religious leaders there to create the Interfaith Action Communities. In five years, that group raised \$3 million to build 85 affordable town houses in Suitland, successfully lobbied the county for effective community policing and

confronted the school board over inequitable distribution of funds.

"We looked at that track record and said, 'How did they pull that off?'" East said. "So we took a look again."

After exploring the idea for a year, a group of District clerics from Baptist, Episcopal, United Methodist, Roman Catholic and Lutheran churches voted last week to launch an organization, under Graf's guidance, designed to change the balance of power in the District.

Those clerics have assessed their obstacles—a despairing, racially polarized city with a local government that does not control its own purse strings—and found them formidable. But they pledged to raise \$25,000 this year and \$200,000 each year for the next three years and to reach out to other congregations and denominations.

"This group is different," said the Rev.

See ORGANIZE, B4, Col. 1

Grass-Roots Groups Turn Religious Commitment Into Political Clout

ORGANIZE, p. 31

FOUNDATION HEADING TO WASHINGTON

The Industrial Areas Foundation, founded in 1940 by community organizer Saul Alinsky in Chicago, has fostered 41 grass-roots political organizations based in U.S. religious congregations. Many of the groups have achieved political influence in their communities. Each organization has its own name. A look at U.S. cities that have working foundation organizations and locations where they are being formed.



BY BRAD WYKE—THE WASHINGTON POST

Cristian de la Rosa, pastor of Calvary-Casa del Pueblo United Methodist Church in Northwest Washington. "It's easy to organize people who are all the same ... but it is very hard to go across barriers. We're in this for the long haul."

The District group does not have a name yet, but it has a philosophy, one rooted in the work of political tactician Saul Alinsky and the organization he formed in 1940, the Industrial Areas Foundation.

Alinsky, the son of an immigrant sailor from Russia, believed that poor people lacked not only money but also power. Years of campaigns in Chicago slums convinced Alinsky that the underclass, organized in large numbers and across racial lines, could force even the most unresponsive politicians and business leaders to act in its interests. His books, "Rules for Radicals" and "Reveille for Radicals," taught tactics to a generation of activists.

Alinsky died in 1972, but the Industrial Areas Foundation began working with churches to build local networks. Churches provide the institutional base, home-grown leadership and the Gospel ethic of siding with the poor. The foundation provides the organizers.

Graf is one of eight full-time professional organizers on the Industrial Areas Foundation's national staff.

The foundation has spawned 41 grass-roots groups in the United States, in addition to four in England and one in Soweto, South Africa.

The foundation's principles are simple: Let each community group identify its priorities, focus on "winable" targets, build trust and relationships between people of different races and classes and train

many lay leaders in an effort to avoid dependence on one charismatic personality.

In dealing with politicians, the foundation preaches that there are no permanent allies, no permanent enemies. There are only the issues.

Henry Cisneros, secretary of housing and urban development, was the sometime ally, sometime enemy of the foundation group in San Antonio, where he was a City Council member and later mayor.

"They're very tough, even with

people with whom they agree. They demand accountability," Cisneros said. He recalls meetings where thousands of citizens showed up, and housewives who were once afraid to speak in English would interrogate him on issues such as water system extensions and nuclear power.

"I'm a big fan," Cisneros said. "In the San Antonio case, they saved the city. They made it possible to forge centrist policies. Before that, the tilt had always been toward

business and developers and the Chamber of Commerce agenda."

In East Brooklyn, N.Y., a foundation group built more than 2,000 affordable homes through the Nehemiah Housing Plan. In Hudson County, N.J., the foundation affiliate pressured the state to clean up 35 toxic waste sites. Baltimoreans United in Leadership Development forged an agreement with corporations, colleges and the mayor to guarantee financial aid or a job to any student who graduates from high school with

a Maryland diploma and good attendance record.

In Prince George's County, the first victory of the Interfaith Action Communities was passage in 1990 of legislation requiring developers who build 50 or more homes to set aside 10 percent as moderately priced units, said Gary McNeil, lead organizer for the group.

The group—grown to 43 member churches and synagogues—turned out 1,000 people last December at an "accountability forum" to grill candidates for county executive and get them to commit themselves to the agenda of the Interfaith Action Communities, McNeil said.

Grass-roots politics in the District now is "very fragmented," said Thomas Houston, president of the D.C. Federation of Civic Organizations, an umbrella group for 60 organizations. "There may be plenty of organizations, but they're running at cross-purposes and duplicating each other and [are] mired in turf battles."

Enter the Industrial Areas Foundation. Graf, who joined the group in 1971, projects a seriousness and humility that several District ministers said helped overcome their hesitation to participate. They say he listens before he speaks.

Graf said the District poses particular obstacles to organizing that he has not seen in the six other cities and counties, including Baltimore and Prince George's County, where he has organized groups from the ground up.

Among the difficulties: elected officials whose hands and budget are tied by the federal government; a government that is predominantly African American and an economy that is controlled by whites; lingering resentments between ministers loyal and opposed to Marion Barry

when he was mayor; and racial polarization that "cuts a little deeper here than in some other places," Graf said.

One challenge not peculiar to the District is to convince clergy that religion and politics are compatible. The Rev. L. Charles Bennett, pastor of Gethsemane Baptist Church, said, "There's a branch of Christianity, particularly in our community, that tends to be so heavenly minded, it's not much earthly good."

"I'm a big fan. In the San Antonio case, they saved the city."

— HUD Secretary Henry Cisneros

Some ministers, he said, "don't feel that [social and political matters] are the province of the church."

Scripture provides the evidence, Bennett said. "I try to point them to those places in biblical revelation where ... it approaches social justice with just as much vehemence as personal salvation."

For parishioners too, venturing into community organizing represents a fundamental shift, according to the Rev. Alpha Estes Brown, of Brightwood Park United Methodist Church in Northwest Washington. "Parishioners are used to ministries that stress personal piety," he said.

Brown made a presentation to his congregation about the Industrial Areas Foundation and its successes and asked whether they wanted to participate. "Folks agreed," he said, "but I don't think there was really an appreciation [of] how this is connected with why we go to church."

"That will take time."

District residents have long held that the most segregated hour of the week in the city is 11 a.m. Sunday — prime church time.

Which makes the inaugural meeting last week of the 1,400-member Washington Interfaith Network (WIN) all the more remarkable.

"We had blacks, whites and Latinos sitting on the same church pews with each other ... and it's our unity and diversity that going to enable us to accomplish a lot," says the Rev. Joseph W. Daniels Jr. of the Tuesday meeting at Israel Baptist Church in Northeast.

While WIN promises to be a multiracial, multidenominational, citywide organization of active clergy and laity, the group wants to go beyond breaking down barriers to do what they are "biblically mandated to do," Mr. Daniels says.

That mandate includes forcing "structural changes" in local government and improving living conditions for "average citizens."

The coalition is intent on establishing itself as a major political force in the city, says Arnie Graf, a grass-roots organizer for the Industrial Areas Foundation (IAF), which is behind WIN. He stresses that WIN is not interested in building just a church organization.

"We are building a non-partisan political organization with the capacity to reward and punish, and when we do that we will get respect and people will respond to us," he says.

Mr. Graf's sentiments are echoed by the Rev. Lionel Edmonds of Mount Lebanon Church, another WIN founding member.

"WIN is not about a group of churches getting together to have a service," he says. "It's about formulating strategies that are going to be carried out by the people ... whose very lives have been affected."

That may run counter to some people's perceptions of what a church should be doing: When churches "feed somebody, they are called saints," but when they ask, "Why are so many homeless? then they are called meddlers and told to stay in their place," notes Mr. Graf. WIN members intend to be meddlers.

They will work for the next six months to develop strategies on housing, youth, jobs and education. An example of the type of public policy issues where WIN plans to "meddle" is the city's economic development priorities.

"Why, when schools were forced to close two weeks early, is this city trying to secure \$90 million for a wealthy entrepreneur to build a sports arena downtown?" asks Mr. Graf of the proposed downtown arena for Abe Pollin's hockey and basketball teams.

To provide jobs for city residents, perhaps?

"Well, if it's going to bring in jobs, we will ask what jobs, who'll get them and how much

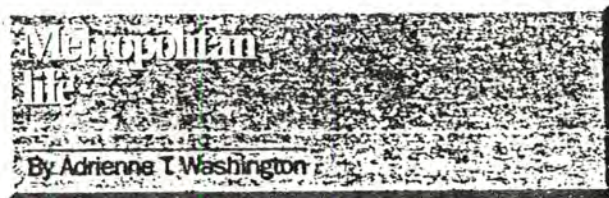


Photo by Peter A. Harms/The Washington Times

From left: the Revs. Lionel Edmonds and Joseph Daniels, Arnie Graf and the Rev. Matthew Reese.

Interfaith network pulls diverse people together

Aims to be 'political force' for jobs, housing, schools



are they going to pay?" he says.

But organizers say they do not want to be tied to any particular issues. They have spent two years painstakingly fostering working relationships so WIN can continue to work no matter who is involved or what particular issue is the current priority.

The objective is to train "a cadre of leaders who operate in the public arena with a lot of ability," says Mr. Graf.

"There's a void of organized action and a voice coming from the people and that's what we're trying to fill," Mr. Edmonds says.

WIN is the latest endeavor by IAF, which was founded nearly 50 years ago in Chicago by Russian immigrant Saul Alinsky, who believed that poor people could gain political power through broad-based coalitions. Since then, it has helped organize 45 community groups in 18 states.

In Baltimore, Baltimoreans United for Leadership Develop-

ment built 300 homes, lobbied for "a livable wage" and pushed businesses to provide scholarships for high school students.

In Prince George's County, the Interfaith Action Communities raised \$3 million to build 85 houses in Suitland. It pushed the school board to more evenly provide resources to schools throughout the county, and it successfully sought more community police patrols.

When IAF is invited into a city, it is usually through community-oriented congregations. Such was the case in the

District, where leaders from Baptist, Episcopal, Methodist, Lutheran and Catholic churches each contributed \$5,000 in start-up costs for WIN.

Mr. Graf, 51, a native New Yorker who heads the IAF's mid-Atlantic region, admits that organizing in the District has been somewhat difficult because of the intensity of racial polarization here and the city's unique governmental structure.

But WIN is now up and running, a collective of clergy and laity from 49 churches in the District.

The group is sensitive to ensuring that no single spokesman emerges as a charismatic leader or primary spokesman, so much so that four members insist on granting a joint interview and posing for a group photograph for this story.

"We are trying to bring a cross-section of people to the process, and for one person to take the forefront defeats the very foundation of what we're all about," Mr. Daniels says.

"People say the clergy is isolated, and WIN is showing that it's not ... people say this city is so racially polarized that we can't get anything done," says Mr. Daniels.

"But WIN is showing ... that when you take the time to form relationships and when you take the time to organize people around common goals, a lot of barriers start to fall away."

■ "We are building a nonpartisan political organization," Mr. Daniels says.

Diverse Interfaith Group Finds a Common Voice

1,400 Cross Racial, Class Lines to Launch Movement

By Michael A. Fletcher
Washington Post Staff Writer

More than 1,400 black, white, Asian and Latino church people gathered at Northeast Washington's Israel Baptist Church this week to launch a multiracial movement whose goal is no less than to alter the political discourse of the District.

The Washington Interfaith Network may seem to be in search of a miracle, given the city's reputation for racial polarization when it comes to politics. But after a two-year organizing effort, the network's leaders say they are confident that they are harboring more than a pipe dream.

"What is so unique about this effort is that we've been able to establish relationships across racial lines, denominational lines and class lines," said the Rev. Joseph W. Daniels Jr., pastor of Emory United Church of Christ and a network leader. "That has not been done in a powerful way in this city in the past. When you are able to organize people, then you have a base of power."

Many of the city's political leaders attended the organization's inaugural public meeting Tuesday night, and some of them expressed surprise at the large, diverse turnout.

"This is the most integrated group I've been before in a long time in Washington, D.C.," said Mayor Marion Barry, who prom-

ised to work with the organization throughout his term as mayor.

After surveying the sweltering crowd from the church's pulpit, Del. Eleanor Holmes Norton (D-D.C.) said, "WIN is a breath of fresh air. . . . I'm going to the floor of Congress tomorrow to warn them."

The network is the latest addition to a national network of community groups rooted in the philosophy of the late organizer Saul Alinsky and the group he founded in 1940, the Industrial Areas Foundation. Alinsky, the son of an immigrant tailor from Russia, believed that more than money, common people lack power. They could gain power, he said, if they organized in large numbers and across racial divides.

The foundation has organized 45 community groups in 18 states, some of which have had a profound effect on the political and social agendas in their communities.

In Baltimore, a foundation group raised millions of dollars to build more than 300 houses affordable to the working poor and provide scholarships for city high school graduates.

It also prodded reluctant Baltimore leaders into passing a law requiring city contractors to pay their employees a "living wage" of at least \$7.70 an hour.

Interfaith Action Communities, a foundation group in Prince George's County, raised \$3 million to build 85 town houses in Suitland. It also successfully lobbied the county

for effective community policing and confronted the school board over the inequitable distribution of funds.

In Brooklyn, N.Y., a foundation organization was the driving force behind the construction of 2,350 affordable houses. That group also started two high schools that are open to the public.

The foundation builds its member organizations on discipline and a clear set of principles and strategies. The groups focus on targets they think are significant and winnable. They are taught how to pressure politicians and corporations. They rely on shared, rather than individual, leadership and hold them-

selves and politicians accountable for all promises.

"I view our organization as kind of a public life university," said Arnie Graf, the foundation organizer working with the Washington group. "The goal is to develop what I call a civic sector."

The foundation's training extends to such basics as how to conduct an effective meeting. On Tuesday, speakers were held to strict time limits at the podium. Representatives from each of the network's 45 member churches trooped to the microphone to announce the number of people they had pledged to bring to the meeting and the number who attended.

There is always a clear goal for each meeting, organizers say. On Tuesday, it was to produce a large, multiracial crowd and to be recognized by District leaders.

The meeting was the culmination of almost two years of planning that included hundreds of individual and small group meetings held to attract delegates and member churches, hundreds of other sessions to identify and train leaders and still more meetings to develop an agenda of issues.

The group now will work to develop strategies for attacking the broad issues identified as its priorities: jobs, youth and recreation, crime, education and housing.



The crowd shows its enthusiasm for a multiracial movement during a meeting of the Washington Interfaith Network at Israel Baptist Church.



*✓ cc [unclear]
file W1N*

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

MEMORANDUM

FOR: Mrs. Hillary Rodham Clinton
FROM: Henry G. Cisneros *[Signature]*
DATE: March 19, 1996
SUBJ: The Industrial Areas Foundation and the
Washington Interfaith Network

In our recent conversation we discussed the formation of the Washington Interfaith Network (W.I.N) by the Industrial Areas Foundation (I.A.F). In particular, I described their plan to create after-hours programs in the D.C. public schools and their request for your participation as First Lady in the kick-off of their efforts on May 28, 1996. I promised to provide you with background information on the I.A.F. and the W.I.N. initiative.

BACKGROUND

The I.A.F. was founded in 1940 by Saul Alinsky. In 1972, Alinsky died and the Board of Directors named Ed Chambers as the Executive Director. Today, the I.A.F. is staffed by Mr. Chambers and seven national staff. The national staff have regional responsibilities to oversee local I.A.F. chapters and to organize new efforts in communities that invite the I.A.F. to assist them in creating broad-based, multi-racial economically diverse organizations.

There are fifty organizations in twenty states and Washington D.C., that are affiliated with the I.A.F. These organizations represent approximately 2,000 congregations and two and a half million people. The I.A.F. is also affiliated with five organizations in Great Britain as well as experimental efforts in South Africa.

WASHINGTON INTERFAITH NETWORK

W.I.N is the I.A.F. affiliate in Washington, D.C. comprised of 50 congregations from every neighborhood and ward. The major thrust of W.I.N's work is to create a Youth and Neighborhood Development Fund. This fund's purpose is two-fold; to create a critical mass of new homeowners, and to keep the D.C. public schools open from 3:00 - 6:00 P.M. It is during this time of day that young people experience the most assaults and the highest rates of teen pregnancy. Through an intensive extended day

program, W.I.N seeks to provide a safe environment in which to conduct academic, recreational and cultural enrichment activities for the District's young people. Further, it is a way to involve parents, church members and community residents in the public schools.

To support this fund, W.I.N is seeking the assistance of church leaders, the legal community, university presidents, banks and large corporate foundations. On May 28, 1996, at Metropolitan A.M.E. Church, 1518 "M" Street, N.W., W.I.N will hold its founding convention. Two Thousand W.I.N members and numerous community leaders are expected to attend.

HOUSING AND INFRASTRUCTURE

Over the years I.A.F affiliated organizations have created 4,500 homes for low and moderate income people for homeownership. Over 4,000 homes have been built or are currently under construction. Additionally, there are commitments to begin construction in the next year of another 2,000 plus units. Most of these homes have been built under the "NEHEMIAH" concept, i.e., creating a critical mass of new homes in order to recreate "whole" neighborhoods in economically distressed areas. I.A.F has done this in Brooklyn, the Bronx, Philadelphia, Baltimore, Prince George's County, Maryland, Los Angeles and Memphis, I.A.F has also been instrumental in creating hundreds of new homes in cities throughout Texas, including San Antonio.

I.A.F. organizations have been successful in getting local and state governments to invest major funding in infrastructure development in many of the cities in which I.A.F operates. The most notable of these has been in San Antonio and throughout South Texas where I.A.F has been instrumental in bringing water and sewerage to the "colonias".

YOUTH AND SCHOOLS

Two I.A.F organizations in cooperation with the New York City School System have founded and are operating three new public high schools -- two in Brooklyn, and one in the Bronx.

In Texas, I.A.F. organizations have created the "Alliance School Project" to change the culture of the public schools through a partnership initiated by I.A.F with school principals, teachers, parents and students. As a result of intensive extended day programs and other efforts there have been some remarkable results in schools that had previously been performing poorly.

In Baltimore, I.A.F created the College Bound Foundation. Funded by corporate donors and local foundations, the Foundation encourages and offers financial support to public school students to go to college. The Foundation has become a model.

I.A.F in Los Angeles has one of the most extensive efforts in gang prevention in the country. It is known as "HOPE AND YOUTH". It involves I.A.F organizations, churches, the legal community, the City of Los Angeles and Los Angeles County.

In Baltimore, I.A.F is attempting to create a "child first authority". The legislation to create the authority is now before the Maryland State Legislature. It has the support of both Mayor Schmoke and Governor Glendenning. If passed, it will be the first government entity with bonding capacity to be established for the exclusive benefit of children. The goal of this authority is to finance the effort to keep the schools open from 3:00 - 6:00 P.M. for academic, recreational and cultural enrichment programming.

JOBS

In Texas, I.A.F has organized QUEST. QUEST is a very large partnership of I.A.F, government and local corporations. QUEST trains low wage workers for better jobs. Last year it was recognized by the John F. Kennedy School of Government at Harvard. Through the Ford Foundation the Kennedy School gave I.A.F in San Antonio the Innovations in Government Award. In San Antonio, QUEST has already trained and placed 500 people in decent paying jobs.

In Memphis, I.A.F has organized the "BETTER JOBS" Program. This is somewhat similar to "QUEST". This program has placed large numbers of people in the allied health field and in truck driving jobs.

In Baltimore, I.A.F in partnership with a large public service employees union has created a low wage workers association. This partnership initiated and worked to pass the first "Living-Wage" Bill through the Baltimore City Council. This bill ensures that thousands of low wage service workers will earn a living wage. (Currently, \$6.60 per hour, the wage will rise to \$7.70 per hour by 1998). This effort has received major national media attention from CNN, ABC, Chicago Tribune, N.P.R., and others.

CONCLUSION

I am very supportive of W.I.N.'s efforts and I am enthusiastic about their May 28, 1996 event. I think W.I.N., if properly supported and funded can help improve the quality of life in this community. We have helped W.I.N. make contact with Mr. James A. Johnson, Chairman and CEO of the Fannie Mae Association and have tried to facilitate a local connection between W.I.N. and the Cities and Schools organization (funded, at \$10 million in the HUD Extender Bill to help at-risk youth stay in school). Roberta Achtenberg, Senior Advisor at HUD, has been working as liaison to W.I.N. and can provide your staff with more detailed information concerning the May 28, 1996, event, with whatever information or assistance you may require.

cc: Honorable William J. Clinton
Vice President Al Gore
James A. Johnson, Chairman and CEO, Fannie Mae Association

**JOBS
COMMITTEE
AGENDA**

Living wage jobs are critical to the life of Washington, DC's families and to the health of the city. In order to address this pressing concern, WIN has focused on three areas.

(1) The Jobs Committee aims to link persons to job openings. Research conducted by the committee shows that thousands of job openings are filled through word of mouth. This informal process leaves many people from many neighborhoods in Washington out of the loop. The committee is exploring ways that WIN congregations can act as hiring halls.

(2) The Committee has researched the areas of projected job growth (e.g. health, tourism, finance) and the skills that will be required for these jobs in the DC metropolitan area. The committee is looking at ways to provide for the specific training that will be necessary to meet the demands of these new jobs and to provide the link between the newly trained person and the job opening.

(3) The committee is exploring ways of developing and/or strengthening school-to-work programs.

The Committee has met with numerous businesses, association executives, and institutions that do training. The committee plans to call all of these players together no later than the fall of this year to develop an implementation plan for our three-point agenda.

*The next Jobs Committee meeting is on June 18 at 7:30 p.m.
at Epiphany Episcopal Church, 1317 G Street, NW.*

**CRIME
AND SAFETY
COMMITTEE
AGENDA**

Our committee's objective was to understand DC residents' concerns about crime and safety. We reviewed the concerns that WIN members and other residents expressed during extensive "house meetings" held last summer, analyzed DC statistics on crime and police deployment, interviewed Police Department and other city officials, and (through our sister organization, Interfaith Action Communities) met with the participants in a successful community policing program in Prince George's County.

In the course of our research, we identified some essential elements of successful community policing programs which became guiding principles for our committee's agenda. Among these principles are: (a) development of a strong relationship between WIN and the Chief of Police, (b) establishment of a working partnership with the Police Department to develop a clear, specific plan for WIN's role in community policing, (c) securing WIN involvement in training police officers in community policing issues, and (d) clear identification by WIN congregations of the problems they want addressed by community police in their neighborhoods.

The Crime and Safety Committee's agenda includes three specific actions.

- (1) By mid-summer, WIN will select two neighborhoods where its congregations will take the lead in designing and testing a model for community policing in the District.
- (2) The WIN congregations will organize the community policing team by bringing together members of the congregation and the surrounding community in the two selected neighborhoods.
- (3) The Police Department will assign officers to the selected neighborhoods no later than October 1st of this year for a minimum of two years and will make community police officers available for at least two shifts totaling 16 hours each day.

*The next Crime and Safety Committee meeting will be held on
June 17 at 7:30 p.m. at St. Mark's Episcopal Church
(the Penniman Room in Baxter House), 118 3rd Street, SE.*

HOUSING COMMITTEE AGENDA

WIN

WASHINGTON INTERFAITH NETWORK

The purpose of the Housing Committee is to develop a strategy for addressing the needs of the District of Columbia for affordable housing for its residents and for stabilizing neighborhoods through home ownership.

After extensive research into the District's housing profile—which is marked by the lowest home ownership rate of major US metropolitan areas—and consultation with members of the community, local and federal government officials and the private sector, the committee put together a housing initiative for WIN which has been accepted by the WIN Steering Committee. It combines the concepts of affordable housing and neighborhood building by focusing on the construction of a critical mass of housing units priced to be affordable for low and moderate income residents of the District.

In partnership with its member congregations, local and federal governments, the private sector, and community-based organizations, WIN proposes to construct 300 or more units of affordable housing in a single neighborhood—either on a single tract of land or within a defined neighborhood zone. In addition, WIN proposes to target 4-5 neighborhoods in which home ownership is increased through rehabilitation of vacant units, filling in vacant lots, and working with other groups to identify potential home owners.

At its May 28th meeting, WIN will receive commitments from several religious denominations for a multi-million dollar, no-interest construction loan fund. WIN also will be working with the District to identify and acquire the necessary land and with the federal government, financial institutions, community development corporations, and community groups to achieve its housing goals.

Other organizations like WIN in the Industrial Areas Foundation network have been able to deliver affordable homes—and in the process, rebuild neighborhoods—in places like Brooklyn (2300 units), South Bronx (750 units), and Baltimore (330 units).

The next Housing Committee meeting will be held June 13 at 7:30 p.m. at Luther Place, 1226 Vermont Avenue, NW.

SIGN ME UP!

WIN

c/o Holy Redeemer
206 New York Avenue, NW
Washington, DC 20001
202-347-3471

Please leave this sign up sheet
at the back of the church.

WIN**WASHINGTON INTERFAITH NETWORK**

Yes, I want to play an
active role in the WIN effort.
I would like to work with the
following committee(s):

☐ **Education and Youth**

Immediate goal: to meet with 1,000 parents and school
personnel over the next 4-5 months.

☐ **Housing**

☐ **Jobs**

☐ **Crime and Safety**

Name

Church

Address

City, State, Zip

Telephone

Fax

Comments

WHITE HOUSE

STAFF

**AFTER-SCHOOL PROGRAM
J.O. WILSON ELEMENTARY SCHOOL**

660 K Street, N.E.
Washington, DC 20002
202-724-4707
Erma B. Fields, Principal

My name is Ashley Battle, and I am a fourth grade student
at J.O. Wilson At 3:15 when the school day is over,
I'm not tired, and I'm not ready to go home.

WIN Founding Rally, May 28, 1996

The hours between 3:00-6:00 pm are, for many children, the most dangerous period of the day. Once their last class is dismissed, students are often without either parental or school supervision and are, as a result, especially vulnerable. In partnership with the Washington Interfaith Network (WIN), J.O. Wilson Elementary School proposes to establish an extended-day program that will provide a safe environment where children can pursue enriching activities that will complement their work during the school day. A major goal of the program will be the involvement of adults from the surrounding school community, with special emphasis on parents of participating students.

Program components will be based on the results of numerous interviews with students, parents and teachers at the school. The interviews are being conducted by WIN volunteers and members of other church congregations in the Wilson neighborhood. The program will also reflect "DC Goals 2000", a community plan for educational improvement jointly submitted to the U.S. Department of Education by the Superintendent of Schools and the Office of the Mayor. This plan, too, is based on extensive grassroots input.

The program will aim to involve 200 students (approximately half of the J.O. Wilson enrollment) and at least 50 parents on a regular basis. All parents of participating students will be expected to attend at least some program activities during the year. For those students who have no place to go after school, the program will run Monday-Friday from 3:15-6:30 pm. For others with after-school alternatives, activities will be organized Monday-Thursday, leaving Friday for staff planning and evaluation. On two days a week, program hours will extend to 9:00 pm to enable working parents to participate in both adult classes and family-oriented activities with their children.

Research and interviews done to date suggest that the extended-day program will be composed of the following elements:

FOR CHILDREN:

Homework and Tutoring - All children will spend time working on their homework (so far, the activity most demanded by parents!) Teacher aides will be available to the whole group. Certified teachers will work with those children (approximately 25%) who need special assistance with reading and math. The program will adopt the "DC Goals 2000" objective of increasing the number of students who read at grade level or above by 10% a year. Special emphasis will be placed on taking advantage of student enthusiasm for work performed with computers. J.O. Wilson has a significant number of machines available and the added advantage of Internet connection.

Snack - A simple snack (food and drink) will be provided each day to all participants. Wilson can take advantage of the low prices at a wholesale warehouse located close to the school.

Counseling program - Students, parents and teachers all mention the need for grief and loss therapy for both children and their families. Students note a more general need—"a way for kids to get their feelings out" about a range of issues. The involvement of local seminary students (who all have field placement requirements) is being explored. The Institute for Narrative Therapy is also interested in becoming involved with this program.

Drill Team - Wilson had a very popular drill team which was discontinued for lack of on-going resources. The students want it back!

Dance Program - Approximately 15 students have participated in a school-sponsored dance program. With more resources (for costumes and small stipends for instructors), the program can be expanded.

Chess Club - The school has an award-winning chess club comprised of students in the 3rd and 6th grades who work on their game skills (with volunteers) during the school day. The after-school program would make the club available to more students.

Soccer - There is both student interest and a local group involved in soccer promotion that will provide necessary resources to anyone who will accept responsibility for organizing and maintaining a team.

Tennis - Because of student and teacher interest, Wilson has attempted to develop a tennis program. Their efforts have been hampered by a lack of good equipment and nearby courts. If rackets, transportation and coordination are provided by the extended-day program, a small amount of money from the DC Public Schools budget already earmarked for sports and recreational activities can cover a coach's salary.

Track and Field - Wilson has an active and award-winning track and field team that would like to extend its activities to after-school hours and to a broader group of students. The athletes could use uniforms and additional coaching.

Immunization and physical exams - Compliance with medical requirements, both for school attendance and participation in sports activities, is a major problem at Wilson. Volunteers from the Medical School at Howard University will be utilized to perform routine exams and to give necessary immunization shots.

Choir - Many students would like to expand their musical activities beyond the school-day. A gospel choir has been mentioned specifically.

Field Trips - The extended-day program will reach beyond the school building and playground for its activities, taking advantage of the incredible educational opportunities available throughout the city. Monthly field trips will be planned which will sometimes involve parents as well as their children. Museums, theater performances, and tours of interesting workplaces will be included in the field trip schedule.

PARENTS

GED - Two classes will be held each week with the aim of helping 50 parents and student siblings to pass their high school equivalency exams.

"Parent Partners" - A program currently operating at Wilson will be expanded to include more parents who, by helping for a set number of hours with the extended-day program, will receive a small weekly stipend. Parent participation will be encouraged while work experience and small financial rewards will be gained.

Parent enrichment activities - Classes will be held for parents that will include everything from parenting skills to computer training and etiquette. Some degree of participation in these activities will be a requirement for all parents of students attending the after-school program. Some activities will be designed to involve both parents and children. Major support for parent "Megaskills" training is available from the Center for Systemic Education Reform.

ESL classes - The parents of a number of Wilson students have limited English skills. While focused on adults, the ESL classes would also be available to children with a special need.

In the spring, a "Showcase" will be held at the school to highlight the activities of the after-school program. Exhibits and performances will involve both students and parents and will be a visible thank you to the community for its investment in the program.

Potential Resources for the after-school program

(partial list)

Teachers and administration at J.O. Wilson*

Washington Interfaith Network volunteers and staff (including the congregation of Dumbarton United Methodist Church*)

Karen Mackey* (DCPS, Student Advocacy Group - program development and resource identification)

Mount Olivet Baptist Church* (volunteers)

Pilgrim Baptist Church* (volunteers)

Calvary Episcopal Church* (volunteers)

Douglas Memorial Methodist Church (volunteers)

Holy Name Catholic Church (volunteers)

Delta Towers (neighborhood senior citizens complex - volunteers)

Howard University Medical School (immunization and physical exams)

START funds from Title I

Title I funds for instructional aides

DCPS athletics and recreation budget

Council on Community Service, American University (volunteers)

Neighborhood high school students who need to fulfill community service requirements (volunteers)

Innovations in Education foundation (stipends for older boys who will mentor younger children)

Center for Systemic Education Reform (training and materials for parent enrichment)

H Street Development Corporation

Riggs Bank

Institute for Narrative Therapy*

* already committed

DC GOALS 2000 (based on national "Goals 2000")

Goals Relevant to J.O. Wilson's After-School Program

- Goal I Ensure that all students reach high standards of academic achievement, career preparation and citizenship
- Goal II Provide competent, well trained and caring staff
- Goal IV Provide safe, orderly and disciplined schools and surrounding communities in which all feel safe and secure
- Goal VII Increase family and community involvement in education
 - A. Build the Capacity of Families and Communities to be Active Participants in the Educational Process
 - B. Promote the Coordination and Integration of Educational and Social Services at Schools
 - C. Ensure Effective Adult Education and Lifelong Learning
 - D. Create Collaborative Partnerships with All Segments of the Community: Business, Private and Non-profit as well as Government Agencies

**SCHEDULE FOR HILLARY RODHAM CLINTON
TUESDAY, MAY 28, 1996
FINAL-REVISED**

Lead Advance, AME Church	Kevin Jefferson 301-629-8235 Pager
Press Advance AME Church	Ben Austin
Scheduler	Holly Nichols 202-456-7561 Office 202-456-5340 Fax 703-931-2483 Home WHCA pager # 4096

PREV ROM The White House

**9:30 am PRIVATE MEETING
Map Room
CLOSED PRESS**

**2:00 pm - INTERVIEW w/ The Lehrer News Hour
2:15 pm Map Room
ON THE RECORD**

**2:30 pm - DROP-BY
2:45 pm Library
CLOSED PRESS/ WH PHOTO**

**2:50 pm - GROUP PHOTO
3:00 pm East Room
CLOSED PRESS/WH PHOTO**

3:05 pm PROCEED TO OEOB

**3:10 pm - PRIVATE MEETING w/
3:30 pm Room 100, OEOB
CLOSED PRESS/WH PHOTO**

FORMAT: Informal meeting.

**3:40 pm - VIDEOS
4:00 pm Room 459, OEOB
CLOSED PRESS/WH PHOTO**

FORMAT: [each video will be 2-3 minutes in length]

-- Bishop Richard Wilke's Retirement

**-- Harvard School of Public Health/National
Forum for Survivors of Violence (6/1)**

SCHEDULE FOR HILLARY RODHAM CLINTON
TUESDAY, MAY 28, 1996
PAGE 2

-- National Association for the Education
of Young Children (NEAYC)/Professional
Development Institute (5/25)

-- National Council for International
Health/23rd Annual Conference (6/11)

CONTACT: Holly Nichols/6-7561

4:10 pm -
4:25 pm

DROP-BY
Map Room
CLOSED PRESS/WH PHOTO

4:30 pm -
6:00 pm

DOWN TIME

6:00 pm -
6:10 pm

MEET AND GREET
Diplomatic Reception Room
CLOSED PRESS/WH PHOTO

FORMAT: Informal meet and greet.

6:15 pm -
7:15 pm

HISPANIC RECEPTION [W/POTUS & Sec. Cisneros]
South Lawn Tent
CLOSED PRESS

FORMAT:

-- Sec. Henry Cisneros is announced, as he
proceeds to the stage.

-- HRC and POTUS are announced as they
proceed to the stage.

-- HRC makes welcoming remarks from lectern
and intros POTUS.

-- POTUS makes remarks.

-- Upon conclusion of remarks, POTUS and
HRC work a ropeline, accompanied by a
musical performance by Ruben Blades.

-- HRC and POTUS depart.

7:15 pm -
7:40 pm

DOWN TIME

SCHEDULE FOR HILLARY RODHAM CLINTON**TUESDAY, MAY 28, 1996****PAGE 3****7:45 pm**

DEPART North Portico
EN ROUTE Metropolitan AME Church
1518 M Street, NW
202-331-1426
[drive time: 10 minutes]

7:55 pm**ARRIVE AME Church****NOTE:** HRC proceeds to 2nd floor via elevator.**Greeters on 2nd floor:**

- Arnie Graff, Program Coordinator, Interfaith Action Committee
- Rev. William and Pam DeVeaux, AME Church
- Rev. Bill Bennett, Co-Chair, Interfaith Action Committee Rally

8:05 pm -

WASHINGTON INTERFAITH NETWORK ANNUAL FOUNDING
RALLY

9:30 pm

Sanctuary, Metropolitan AME Church
Room: Pastor's Study
OPEN PRESS

NOTE: The Choir is on stage behind HRC.**PRE-PROGRAM:**

- Performance by St. Augustine's Choir
- Rev. DeVeaux, Metropolitan A.M.E. welcomes.
- Rev. Ray East, St. Theresa Avila R.C. delivers Opening Prayer.
- Roll Call.
- Recognition of Guests.
- Congresswoman Norton delivers remarks.
- Rev. Edmonds, Mt. Lebanon Baptist delivers remarks.
- John Collins, St. Augustine's Church delivers remarks.
- Rev. Leonel Cruz, Augustana Lutheran delivers remarks.

SCHEDULE FOR HILLARY RODHAM CLINTON
TUESDAY, MAY 28, 1996
PAGE 4

- Rita Grieco, ST. Mark's Episcopal Church delivers remarks.
- Police Chief Soulsby delivers remarks.

FORMAT:

- HRC and Sec. Cisneros are announced into Sanctuary by Rev. Susan Gresinger.
- HRC and Sec. Cisneros proceed to stage.
- HRC takes seat next to Rev. William Bennett and Sec. Cisneros.
- Education and Youth program begins.
- Tommye Grant, Our Lady of Victory delivers remarks.
- Emma Fields, Principal, J.O. Wilson School delivers remarks.
- Loretta Gray, Teacher, St. Theresa Avilla.
- Ashley Battle, student, J.O. Wilson School delivers remarks.
- Rev. O'Donovan, President, Georgetown University, delivers remarks.
- Rev. William Bennett, Pastor, 1st Baptist Deanwood Church intros HRC.
- HRC delivers remarks from podium.
- HRC returns to seat on stage.
- St. Augustine's Choir performs.
- John Moore, St. John's Episcopal Church delivers remarks.
- Bishop Ronald Haines, Episcopal Bishop of the Diocese of Washington delivers remarks.

**SCHEDULE FOR HILLARY RODHAM CLINTON
TUESDAY, MAY 28, 1996
PAGE 5**

- Bishop Leonard J. Oliver, Auxiliary Bishop of Washington delivers remarks.
- Bishop Joseph H Yeakel, United Methodist Conference delivers remarks.
- Bishop Harold Jansen, ELCA delivers remarks.
- Rev. Bennett intros Mayor Marion Barry.
- Mayor Marion Barry delivers remarks.
- Milton Bailly, Executive Director, Housing Finance Agency delivers remarks.
- Rev. Bennett intros Sec. Cisneros.
- Sec. Cisneros delivers remarks.
- Rev. Joseph Daniels, Emory, United Methodist Church delivers closing remarks and prayer.
- HRC and Sec. Cisneros exit stage right and depart.

NOTE: HRC proceeds to 1st floor via elevator.

PARTICIPANTS: Approx. 1500 people to attend.

9:40 pm

DEPART AME Church
EN ROUTE The White House
[drive time: 10 minutes]

9:45 pm

ARRIVE South Portico

RON

The White House

WEATHER FORECAST FOR WASHINGTON, D.C.

- Partly to mostly cloudy. Wind southeast to southwest at 10 to 15 knots. Low 58. High 78.

THE CHILD FIRST AUTHORITY

Purpose:

The purpose of the Child First Authority is to establish a continuous, substantial, reliable source of funding to extend the school day from 3:00 p.m. to 6:00 p.m.

The idea of an extended day program is to provide a safe place for Baltimore's youngsters during after school hours and to enhance the education process through quality academic, tutorial and recreational experiences.

For a number of years, Baltimore City public school students have received a limited amount of cultural and recreational experiences. In many instances music, art & crafts, and physical education programs have been severely diminished in the public schools. Additionally, many of the students are in great need of additional academic and tutorial assistance.

Moreover, we know, both from our own experiences and from national studies that children are most vulnerable to assaults and other negative experiences during the hours of 3:00 p.m. - 6:00 p.m.

In order to address these academic, recreational, and safety concerns, BUILD has proposed a way in which we can reach and work with a maximum number of students.

This effort will require a concerted effort on the part of the BUILD organization, government and business leaders, the churches and other civic and social organizations, school principals and teachers, students and most importantly, the students' parents.

Why an "Authority"?:

BUILD has spearheaded the establishment of the Child First Authority to accomplish the extended day program.

A separate authority is important for three reasons:

Firstly, its establishment states the importance that we as a city place on the development of our children. It says that we recognize the deeply disturbing negative trends that are engulfing our children. It says that we are prepared as a city to assert our authority as adults over the lives of our children. We see no greater priority than the development of our children and we claim all of them.

Secondly, an Authority gives us a vehicle to raise substantial dedicated funds and funds from private sources without having to tax an already overburdened city budget. With the city facing severe cut-backs due to federal and state budget cuts, we definitely cannot rely upon the city budget as a regular, substantial, reliable source of funding.

Thirdly, an Authority would give us the capacity to raise money through the sale of bonds for capital improvements and for the purchase of equipment. Many of our schools lack the funds for the purchase of equipment that is necessary to provide the types of enriched learning experiences that is so lacking in our current situation.

Objectives:

- a) Provide a safe, nurturing environment for after school hours
- b) Provide positive leadership in recreational and cultural experiences
- c) Provide homework assistance to children whose parents are challenged by work schedules and/or earlier education experiences that to them were of a negative nature
- d) Provide tutorial help to children in need of additional help
- e) Increase percentage of school attendance
- f) Change the culture of the school so that parents, administrators, teachers and the community can actively work together for the benefit of the children and thereby raise the academic achievement levels of the students

B.U.I.L.D.'s ROLE:

BUILD will take the responsibility of assisting selected schools in organizing the parents, community, teachers and administrators to develop an effective program.

BUILD will organize school parents and volunteers from the community to work with the Authority's program.

Additionally, BUILD will work with the Mayor, state officials and other elected officials to secure the funding for the Authority.

Cost:

We estimate that it will cost approximately \$80,000 per school to run an effective program five days a week from 3:00-6:00 p.m. If we end up with 40 schools, we will need approximately \$4,000,000 by 1998.

First year sites

In an attempt to bring Child First to each major area of the city, at least one school site has been selected in each councilmanic district. Selected for the enthusiasm and leadership of principals and teachers, the parent organizing potential and the strong support of BUILD churches, the first

year sites are: Gen. Wolfe Elementary, Dr. Bernard Harris, Govans Elementary, Yorkwood Elementary, John Eager Howard Elementary, Calvin Rodwell Elementary, Greenspring Middle School and a partnership between Patapsco and Cherry Hill Elementary Schools.

SAMPLE BUDGET FOR A "CHILD FIRST" SCHOOL-BASED AFTER-SCHOOL PROGRAM

STAFF

1 (part-time) coordinator	\$10,000
Lead teacher (1) @ \$15/hour (Est. 160 days)	7,200
	\$ 17,200

Stipends

For outside resource people: artists, performers, leaders for special activities

\$ 6,000

Field Trips

\$ 6,000

Equipment

(e.g. musical instruments, printmaking or shop equipment,
sewing machines, gym equipment)

\$ 25,000

Supplies

art supplies, tutorial resources, computer programs

\$ 15,000

Training

Especially important, this can be the opportunity to develop the interest
of parent and community volunteers into skills, both to enhance the
program, and to advance and develop the potential of these local leaders.

\$ 10,000

TOTAL EST. BUDGET \$ 79,200

CHILD FIRST: How the Funding Would Work

**OUR GOAL - \$4,000,000 a year to run 40 extended day programs
By the Fall of 1998 !!!**

****** This is based on an estimate of \$80,000 per site in program costs,
a very small central Authority staff and capital improvement
costs to ready and improve the sites.

CITY SHARE : We will need \$3million a year dedicated revenues from
city based sources (sports teams, attractions, profit-making recreation
endeavors) when the Authority is fully operative.

****** Along with \$1million a year in state bond monies for capital costs,
foundation and other revenues this would fully fund the Authority.

FIRST YEAR START UP With \$2 million in committed city funds
The Child First Authority can start in 10 schools.

**	\$700,000	Authority Administration (Exec. Director, Exec Asst. & Comptroller)
	\$800,000	\$80,000 per school X 10 schools
\$	1,000,000	Total program cost
	 1,000,000	 To match state capital construction bond
\$	2,000,000	Total City Commitment, 1st year *

*Based on 10 schools and \$ 1 million is state capital
Bond funding

October 29, 1996

Mr. John M. Doe
Address Line 1
Address Line 2
City, State 20001-Zip

Dear John:

I am writing to invite you to join me at the White House on Monday, October 21 to discuss an important initiative to improve the lives of children living in our nation's capital.

The Washington Interfaith Network (WIN), an impressive grassroots coalition of committed citizens organized through Washington's churches, has identified as its top priority the establishment of after-school programs for the city's most vulnerable children. By keeping the city's public schools open in the afternoons between the hours of 3:00 and 6:00 p.m., WIN hopes to provide children with a safe place to be after school, when they are often without supervision and exposed to serious danger. Additionally, after-school activities would enhance their education through tutoring and mentoring and provide them with much needed recreational options. Moreover, the program is designed to promote active parental involvement and to provide parents with ways to improve their own learning opportunities.

The initiative will rely upon the participation of the entire community. During the last year, WIN has been planning and organizing in Washington neighborhoods and in targeted schools, working with school principals, teachers, parents, businesses, churches, and civic and social organizations to make the proposal a reality.

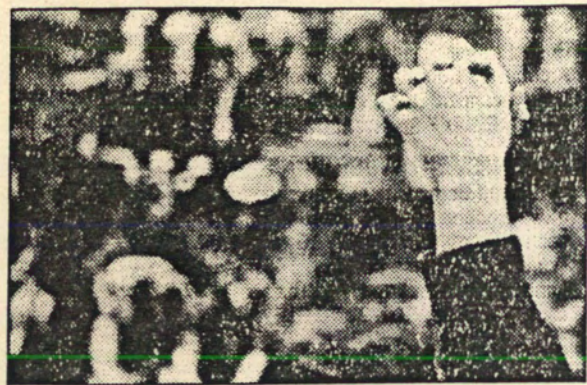
I believe that after-school programs are one of the best ways to help our children. They provide opportunity, nurture responsibility and build community. We hope we can count on you, as leaders in the foundation community who are committed to advancing children's welfare, to participate in this important conversation. An agenda for the meeting is enclosed.

We will meet in the White House Map Room at 2:30 p.m. Please enter at the Northwest Gate. Photo identification will be required. If you are able to attend, or if you have any questions, please call Katy Button in my office at (202) 456-6266.

I look forward to seeing you on the 21st.

Sincerely yours,


Hillary Rodham Clinton



A Promising Moment To Make a Difference



First lady Hillary Rodham Clinton and HUD Secretary Henry Cisneros, left, are among the guests as the Rev. Joseph W. Daniels Jr. delivers a closing sermon to the Washington Interfaith Network.

PHOTOS BY BILL O'LEARY—THE WASHINGTON POST

REBIRTH

"The hand of the Lord came upon me, and he brought me out by the spirit of the Lord and set me down in the middle of a valley; it was full of bones. He led me all around them; there were very many lying in the valley, and they were very dry. He said to me, 'Mortal, can these bones live?' I answered, 'O Lord God, you know.'



Then he said to me, 'Prophecy to these bones and say to them: O dry bones, hear the word of the Lord. Thus says the Lord God to these bones: I will cause breath to enter you, and you shall live. I will lay sinews on you, and will cause flesh to come upon you, and cover you with skin, and put breath in you, and you shall live; and you shall know that I am the Lord.' "

—EZEKIEL 37: 1-6

From a sermon delivered at the founding meeting of the Washington Interfaith Network by the Rev. Joseph W. Daniels Jr., pastor of Emory United Methodist Church in Northwest Washington

By Bill Broadway
Washington Post Staff Writer

Quoting the prophet Ezekiel and shouting, "There's hope in this valley called Washington, D.C.," the Rev. Joseph W. Daniels Jr. brought to a rousing close this week's founding rally of an organization intent on improving the city.

The young preacher said the District has been reduced to "bones" by injustice, despair, homelessness, crime, abuse and violence, and he voiced the hope that God will revive those bones through the efforts of the Washington Interfaith Network (WIN). The association of 55 churches had spent three years preparing for what Daniels, 36, called a "kairos moment" Tuesday night at Metropolitan African Methodist Episcopal Church on M Street NW.

A Greek word for "time," kairos appears frequently in the New Testament and is a term Mayor Marion Barry used last month to describe his personal rehabilitation at a spiritual retreat in St. Louis. Theologians have interpreted it variously as meaning fulfilled time or right time, or as a turning point in history.

Certainly the speakers thought they were participating in a significant event. "Maybe six months from now we can look back at this night and say, 'That's when it all started,'" said first lady Hillary Rodham Clinton, who applauded WIN's plan to urge that schools remain open from 3 to 6 p.m., when most violence against children occurs.

"This is a sacred moment where everything comes together," said Housing and Urban Development Secretary Henry Cisneros, who pledged \$1.5 million in HUD money to support WIN's proposal to build low-income housing. "And you are the key to it."

The interracial crowd of more than 2,000 that packed the church witnessed a mix of religious and political imagery at a gathering that was part political rally, part town meeting and part worship service.

On the rostrum sat not only Barry, Clinton and Cisneros but also Del. Eleanor Holmes Norton (D-D.C.), Georgetown University President Leo J. O'Donovan and bishops from the Washington jurisdictions of the Roman Catholic, Episcopal, United Methodist and Evangelical Lutheran churches. During the benediction, they all held hands.

American, Christian and AME flags were displayed on either side of the pulpit, which was adorned with a banner depicting four hands in yellow, purple, red and green reaching toward one another across a map of the District. Just behind the gospel choir of St. Augustine Catholic Church were three crosses and two electric menorahs.

In the audience sat D.C. Council Chairman David A. Clarke (D) and four other council members. Pastors from D.C. churches sat with their congregants around paper signs with their church names—much like state delegates at a political convention.

The show of what WIN organizers call "power" did not go unnoticed.

"What I was impressed with most is that there were people at the meeting in a position to do the things that WIN said it wants to do," said Helen Mitchell, 68, who attended the meeting with about 50 other members of Florida Avenue Baptist Church in Northwest Washington. But she said it will take more than a big church meeting to effect change. "So many times we support things and it fizzles out because we don't check to follow things through," she said.

Follow-through is one thing on which WIN's parent organization, the Industrial Areas Founda-

tion, has a track record. Created in 1940 by Chicago organizer Saul Alinsky, the IAF today has 62 affiliate organizations in 20 states and the District and five in England. Affiliate groups have different names, such as WIN, Baltimoreans United in Leadership Development (BUILD) and Interfaith Action Communities in Prince George's County.

The IAF is best known for housing programs modeled after its East Brooklyn affiliate's Nehemiah Housing Plan, and IAF groups have produced 2,350 houses in New York, 300 in Baltimore and 85 in Prince George's County. But IAF also addresses crime and unemployment. As in Alinsky's time, the IAF's primary mission is to empower the downtrodden, enabling them to demand change from government. "It's political but nonpartisan, and it doesn't run candidates," regional director Arnie Graf said in an interview.

What's different is that "post-Saul" organizers work with congregations rather than neighborhood civic groups to bring about change, he said. By the early '70s, when Alinsky died, "the neighborhood as an institution was fraying" in urban areas. But churches remained "as a base of social change," said Graf, who got his training in the church-based civil rights movement.

Graf, who is Jewish, said that he and other IAF organizers, some of whom were Protestant or Catholic clergy or seminarians, began to rethink the IAF strategy. They decided to add the Judeo-Christian tradition to the democratic approach Alinsky espoused.

As a basis for their new philosophy, they appropriated Protestant theologian Paul Tillich's view of love, justice and power. Love "should be the driving force" of life, bringing justice through power that connects people to one another, rather than power that one person uses to dominate another, Graf said.

The IAF method is to work from the bottom up, organizing congregations into strong community-advocate groups that politicians cannot ignore. But organizers also use other means "to get allies and others to hook up with you to create institutional change," Graf said.

Graf said that Cisneros, who was a City Council member in San Antonio when the IAF arrived there 20 years ago, has been "in relationship" with the group ever since and was influential in bringing Clin-

ton to the WIN meeting. "You get as much justice as you have power to compel," Graf said.

Terry Lynch, executive director of the 30-member Downtown Cluster of Congregations, said that "clergy always have had access to political power" in the District but "never on a [broad] grass-roots level." More often, individual churches have wanted to get a contract for a senior citizen center or get an alley closed—particular projects rather than economic and housing revitalization, Lynch said.

Part of WIN's platform is a proposal to build 300 low-cost housing units in the District. There is no starting date for construction, the Roman Catholic and Episcopal dioceses of Washington have pledged \$1 million each, and the local jurisdictions of the United Methodist conference and Evangelical Lutheran synod pledged \$250,000 each.

Like many other religious leaders, Lynch believes that WIN's efforts will complement social, housing and educational programs sponsored by D.C. churches. What WIN does not want to do, he said, is "get too close to Caesar, or it will end up owing" the politicians.

Graf acknowledged that WIN does not yet live up to its name—an "interfaith" network. Overtures have been made to local Muslim and Jewish groups, but none has joined. Like most IAF affiliates across the country, WIN is predominantly Christian.

"It's a wonderful acronym but has created confusion," said the Rev. Clark Lobenstine, executive director of the 17-year-old Interfaith Conference of Metropolitan Washington. "We periodically have people assume we are WIN and the other way around."

From its inception, the Interfaith Conference has promoted understanding among different religions—Hindus and Sikhs are among seven member faiths—and taken part in efforts to address the city's social and economic concerns, Lobenstine said.

He said he welcomed WIN's broad-based initiative and pointed out that it builds on the continuing efforts of long-standing church and interfaith groups. Lobenstine said he hopes WIN's organizers realize that they are "building on the gift of substantial commitment and involvement by congregations throughout this city and region."

Staff writer Hamil R. Harris contributed to this report.



The audience, made up of representatives of member churches, applauds enthusiastically for a speaker.

October 2, 1996

Dear _____ :

I am writing to invite you to join me at the White House for a discussion of an important initiative to improve the lives of children living in our nation's capital.

The Washington Interfaith Network (WIN), an impressive grassroots coalition of committed citizens organized through Washington's churches, has identified as its top priority the establishment of after-school programs for the city's most vulnerable children. By keeping the city's public schools open in the afternoons between the hours of 3:00 and 6:00 p.m., WIN hopes to help provide children with a safe place to be after school, when they are often without supervision and exposed to serious danger. Additionally, after-school activities would enhance their education through tutoring and mentoring and provide them with desperately needed recreational options. Moreover, the program is designed to promote active parental involvement and to provide parents with ways to improve their own learning opportunities.

The initiative will rely upon the participation of the whole community. During the last year, WIN has been planning and organizing in Washington neighborhoods and in targeted schools, working with school principals, teachers, parents, businesses, churches, and civic and social organizations to begin to make the proposal a reality.

I believe that after-school programs are one of the best ways to help our children and to provide opportunity, nurture responsibility and build community. We hope we can count on you, as leaders in the foundation community who are committed to advancing our children's welfare, to participate in this important conversation. An agenda for the meeting is enclosed.

If you will be able to join us, or if you have any questions, please call Katy Button in my office at (202)456-6266.

Sincerely yours,

Hillary Rodham Clinton

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**KEEPING SCHOOLS OPEN
AS COMMUNITY LEARNING
CENTERS:**

**Extending Learning in a Safe,
Drug-Free Environment
Before and After School**

A Class That Can't Be Beat

African Drumming Program Has Kids on Their Feet

By Nicole Lewis
Special to The Washington Post

The bright sunshine outside the J.O. Wilson Elementary School in Northeast Washington is feeble competition for the 30 or so first- and second-graders who fill the music room inside. Eyeing the large West African drum in the middle of the floor, the kids laugh and poke each other instead of listening to directions from their artist-instructors, Sylvia Soumah and Mahiri Edwards.

Slightly exasperated, Soumah (Mama Sylvia to the students) calls out questioningly: "Ago?"

Instantly the children snap to attention. "Imay!" they answer, not quite in unison.

"Ago?" Sylvia calls out again, loudly.

"Imay!" the children reply joyfully, all together now.

Roughly translated, *ago* and *imay* mean "ready now?" and "all set" in Swahili.

The students are gathered for the Friday afternoon African drumming and dance class that's part of Wilson's After-School Program. The first half of the year-long program, which includes photography lessons, writing classes and field trips, ended yesterday with a flourish—a performance attended by first lady Hillary Rodham Clinton and D.C. schools Chief Executive Gen. Julius Becton.

At the earlier regular session, Edwards—known as "Baba Mahiri" to the students—starts to beat the big drum and the tangle of barefooted children quickly form a circle. Soumah touches each head lightly as a sign to sit, and then asks the group to name African countries.

"Kenya," offers one boy.

Another yells out, "South Africa!"

"Somalia?" queries a third child.

The rest giggle or offer blank stares. Undeterred by the lukewarm response, Soumah gives the group a homework assignment: They are to ask their parents where their ancestors were born and to report back the following week. The children nod, and then the real fun begins. For the next hour and a half, they sing songs about

Africa, march in place to the mesmerizing drumbeat, dance individually in the center of the circle and show off their cartwheel prowess. Edwards picks a few children to demonstrate the *taritibu*, or African boot dance. Considering that the kids first saw the steps three weeks ago, they perform admirably. "Did I wear you out?" Soumah asks one boy as he puts on his shoes to leave at the end of the class. "Yes," he responds, a big grin covering his face.

The five-day-a-week after-school program comes to Wilson courtesy of a partnership between the Washington Interfaith Network (WIN) and Inner City-Inner Child (IC-IC), the outreach program of Dumbarton Concerts, a classical music series based in Georgetown's Dumbarton Church. Fannie Mae provided a \$150,000 grant to cover costs.

Principal Erma Fields lobbied WIN for Wilson's pilot-school status. "She has a real vision of Wilson being a community anchor," said Carol Wheeler, a WIN member who interviewed Wilson parents and teachers to find out what they wanted to get from the program. By 2000, WIN hopes to have 10 similar programs in place at schools throughout the District, but for now the focus is on extending Wilson's funding past one year.

Dumbarton Concerts Executive Director Constance Zimmer selected Soumah and Edwards for the Wilson program because she felt they treated the children with respect.

The pair seem to have a flexible, roll-with-the-punches attitude toward their charges. When a toddler wanted to join in the *taritibu* dance, Edwards let her wander among the lines of students, challenging them to pay attention to the steps, rather than to the gurgling child.

Soumah dances professionally with her own company, Nanfoule (which means "freedom" in Mandingue, the dialect of Guinea) and co-directs a children's company, the Kono Youth Ensemble. She decided to become a dancer after working with Washington's Dance Place co-founder and artistic director Carla Perlo in a simi-



BY DUDLEY M. BROOKS—THE WASHINGTON POST

At Wilson Elementary School in the District, Dennis Scott beats out a song as Tamiesha Chase studies his technique.

lar outreach program when Soumah was a child in Cincinnati. Soumah eventually moved to Washington to dance with Perlo at Dance Place, where she continues to teach and perform. She is thinking about going back to school at Howard University to obtain a degree in early childhood education with a minor in dance.

Combining the qualities of a mom and a drill sergeant, Soumah exhorts the children: "Work with me. You've got to have muscles." She makes sure to compliment those who behave well, and the kids seem to respond. Johanna Walker, 8, said of her teacher: "She's fun 'cause she likes to teach you dances and stuff." Another aspiring dancer, Irving Phillips, 7, said, "I love everything that we do."

Soumah and co-instructor Edwards share IC-IC's goal of putting the arts back into the school curriculum. They emphasize the need for dialogue between parents and children—and their ancestor homework assignment is meant to initiate such a dialogue. Participation in the after-school program is free to Wilson students, but parents are asked to donate one hour to the school a week. Zimmer says she and her partners are trying to establish a pattern of parental involvement, so if funding dries up, parents might choose to continue the program themselves.

Edwards, whose mother sent him to a school that taught West African

drumming when he was a kid, picks the first round of drummers during rehearsal for the end-of-school performance. He is a tough teacher, ordering the kids to first master the rhythm with their voices and then asking everyone to demonstrate drumming skills individually.

When the kids can't keep their hands off the drums, Edwards says sharply, "The only way you're going to learn is to listen."

And when one little boy can't quite seem to master the rhythm and his peers laugh at him, Edwards tells the students: "If you can walk, you can dance. If you can talk, you can play a rhythm."

His stern words seem not to discourage them—all hands shoot up, as eager kids vie to be the next to try the drums.

At the afternoon's end, they gather in a circle and Soumah has them move to Edwards's drumbeat. She invites a boy who is wearing his good-behavior smiley face stickers as earrings to dance by himself in the center of the circle, but he shies away. Another boy gladly takes his place. Then a few girls show off their stuff.

Moments later, the first boy overcomes his reluctance and jumps back into the middle, bouncing happily to the invigorating drum. Smiling, Soumah calls out to him, "Let me see you dance!"

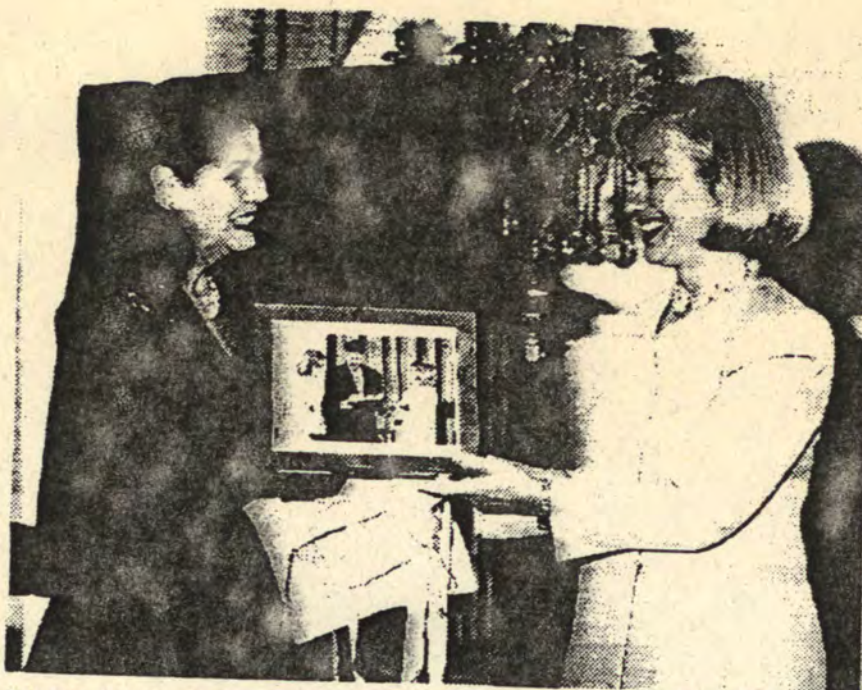
Panel Slashes at NEA

Most of the increases, Regula said, were directed to reducing the back-

lobby to protect the agency. That protection would pave the way for an

File Arsts in
Embassies

—



Friends of Art and Preservation in Embassies Chairman Jo Carole Lauder presents Hillary Rodham Clinton with a silver-framed print.

BY SUSAN WALSH—ASSOCIATED PRESS

Chronicles

The Art of Diplomacy

By Sarah Booth Conroy
Special to The Washington Post

In the White House East Room, where hangs the famous portrait of George Washington, Hillary Rodham Clinton recently began her favorite story about Dolley Madison saving the painting when the British set fire to the White House.

Mrs. Clinton stopped as a guest frantically waved a hand over the head of British Ambassador Sir John Kerr.

"Is the ambassador here again? Yes?" Mrs. Clinton asked to loud laughter from her breakfast guests, 250 Friends of Art and Preservation in Embassies. "He's heard me tell this story before and... wants to make it clear that we're not any longer at war," she said with a grin.

Anyway, Mrs. Clinton continued, Dolley Madison "saved something that meant more than anything could have meant to the continuation of our country and the idea of freedom and liberty.... She didn't grab the books of accounts of the White House; she grabbed a portrait."

The first lady stood by a lithograph titled "Leaves" by Ellsworth Kelly, who just contributed 50 prints to hang in U.S. embassies. Reiterating the Clintons' "strong support" for arts funding, she praised Kelly and three other contemporary artists who had contributed their work—guests Robert Rauschenberg, Roy Lichtenstein and Frank Stella—as well as the Friends, who since the group was established in 1986 has raised \$9 million to embellish, reno-

vate and restore U.S. representation facilities abroad.

From the White House, the Friends dodged the roller skaters on Pennsylvania Avenue to walk to a buffet in the beautifully kept Blair House.

The luncheon speech was as meaty as the bon bon chicken.

Sen. Joseph R. Biden Jr. (D-Del.) gave an impassioned oration. He praised the roles of art and diplomacy, denounced Congress's insufficient funding for diplomacy and urged expansion of NATO. He said the Friends' efforts allowed U.S. embassies to function as "windows into United States culture." His own such effort had gotten him in trouble, however. He came back from a visit to the embassy in Prague all fired up to have the elegant pool in its basement repaired. "It almost lost me the election," he said wryly.

The Friends' daylong 11th annual event ended with a black-tie-and-diamonds dinner in the State Department's Benjamin Franklin banquet hall.

Secretary of State Madeleine Albright paid tribute to Kelly, whose work hung in her office when she was the U.N. ambassador. "How better to showcase the breadth of American culture than to decorate our mission to the U.N. with the contemporary American creations which inspire artists from Paris to Tokyo? How better to recognize the cultural debts we owe to so many other lands than to refurbish works

such as the sculptures of the Palazzo Margherita in Rome or the Petschek Palace in Prague?"

As a young man studying art in postwar Paris on the G.I. Bill, Kelly said, "I moved five times, trying to find [an apartment] that had heat. I was always cold, so cold it was hard to draw."

"One day, I went out to the market and bought a hyacinth plant to make believe it was spring. That's when I started to draw leaves," he told the *Chronicle* earlier.

Albright also recognized best-selling author Katharine Graham, chairman of the executive committee of The Washington Post Co., who received a Friends award. "With perfect timing, as we remember the Watergate break-in 25 years ago," she said, "we recognize Katharine Graham's courage in defending press freedom at home; her influence in helping Americans to understand our state in events around the world; and her role as a quiet pacesetter in workplace equality for women."

Mrs. Graham responded: "Having just celebrated my 80th birthday, preservation has suddenly become my number one priority. Well, maybe not *that* suddenly."

She pointed out the importance of embassy settings for "negotiations and historic agreements, quiet conversations and glittering receptions—all of which bring people together to advance interests."

She cited Friends Chairman Jo Carole Lauder, wife of former ambassador to Austria Ronald Lauder, for realizing that "a beautiful and comfortable setting can go a long way to reduce tensions and contribute to constructive dialogue."

The late Ambassador Pamela Harriman "understood how important it was, too," Mrs. Graham said. "Her knowledge of art and furnishings, as well as her skill at entertaining, helped her enormously in Paris."

"She was able to fund this by herself—which very few are able to do. This is why the work of Friends of Art and Preservation in Embassies is so important today."

Dining on salmon, lamb, champagne corn risotto and "Spirit of FAFE sorbet bombe" with the Friends and artists were the ambassadors of Iceland, Spain, Italy, Czechoslovakia and Great Britain, U.N. ambassadors from Hungary and Poland, and the deputy chief of mission from the People's Republic of China.

Undersecretary of State Thomas Pickering and his wife, Alice, had gallantly stood in the receiving line for Albright, held up by a White House meeting. The Friends understood the delays of diplomacy.