



**DAVE THOMAS
FOUNDATION
FOR ADOPTION**

cc: *Nicki
Miami*

4288 West Dublin-Granville Road
P.O. Box 7164
Dublin, Ohio 43017
(614) 764-3009 • Fax: (614) 764-6707

*Nicki
F-4
Allie
Pam has original*

BOARD OF TRUSTEES

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Founder, Chairman of the Board

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Hon. Yvette McGee Brown
Franklin Co. Court of Common Pleas

September 11, 1998

Mrs. William J. Clinton
First Lady
The White House •
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mrs. Clinton:

It has been an honor for me to be your guest at the White House on a number of occasions to participate in ceremonies celebrating the joys of adoption.

You have been very generous with your time and commitment to the cause of adoption. I applaud your efforts and thank you for your passionate support.

Mrs. Clinton, another opportunity has arisen to promote awareness of the thousands of foster children desperately awaiting adoption. Our foundation is leading an effort to ask the U.S. Postal Service to issue a stamp celebrating the joys of adoption.

I know that U.S. Postmaster General Bill Henderson truly enjoyed spending time with you at the recent unveiling of the new breast cancer awareness stamp. There is much anticipation for the success of this stamp. I believe there is an equal need to raise awareness for the many children stuck in the foster care system.

I am writing to ask your support of this effort and for you to make a personal call to Mr. Henderson endorsing the need for an adoption stamp. The next meeting of the Citizen Stamp Advisory Committee is scheduled for Oct. 1st and 2nd. I am committed to do whatever I can to

Jann Heffner
Executive Director

convince the postal service to approve the issuance of an adoption stamp. I have also asked both houses of Congress to sign letters of support, and our team has collected 10,000 signatures from the general public in support of the stamp. In addition, I have a scheduled phone call with the Postmaster General on Friday, Sept. 18th, at 9:30 am.

I know you share my passion for the children in need of loving families and permanent homes. I hope you agree that a postal stamp is one way that the federal government can raise positive awareness of adoption and help achieve the goals of the Adoption and Safe Families Act which you supported last year. I also hope you can find time in your busy day to call Mr. Henderson and encourage his support.

I would consider your help on this issue a personal favor and I look forward to hearing from you. If you need more details, please call Denny Lynch, president of the Dave Thomas Foundation for Adoption, at 614/764-3553.

Sincerely,

A handwritten signature in black ink that reads "Dave". The letters are cursive and fluid, with a large, prominent "D" and a stylized "ave".

R. David Thomas



WENDY'S INTERNATIONAL, INC.

R. DAVID THOMAS

Senior Chairman of the Board & Founder

September 18, 1998

Hon. William J. Henderson
Postmaster General
United States Postal Service
475 L'Enfant Plaza, S.W.
Room 10022
Washington D.C. 20260-1010

Dear Mr. Henderson:

I really enjoyed speaking with you this morning about the creation of a commemorative stamp celebrating adoption.

Enclosed is our formal proposal along with over 11,000 signatures from people across the United States who support the idea.

As I mentioned on the phone, an adoption stamp could raise a tremendous amount of awareness for the thousands of children waiting for a permanent home and loving family. I am ready to do whatever I can to make our adoption stamp dream a reality.

Thank you for your support, and I look forward to hearing from you after the Citizen's Stamp Advisory Committee meeting on October 2nd.

Warm regards,

A handwritten signature in cursive script that reads "Dave Thomas".

R. David Thomas

enclosures

WILLIAM J. HENDERSON
POSTMASTER GENERAL, CEO

FILED
Copies to: Donny L.
Mary S.
Kristin M

RECEIVED
SEP 17 1998



September 15, 1998

Mr. R. David Thomas
Senior Chairman of the Board
and Founder
Wendy's International, Inc.
4288 West Dublin Granville Road
Dublin, OH 43017-2093

Dear Mr. Thomas:

Thank you for your recent letter expressing your continued support for the development of a commemorative stamp that would serve to heighten public awareness of the vast number of children available for permanent adoption.

The nomination of adoption will be resubmitted to the Citizens' Stamp Advisory Committee for reconsideration at the October meeting. As you know, the Committee is responsible for reviewing stamp proposals and making subject and design recommendations to me. We will advise you of the Committee's recommendation regarding your proposal following the meeting in October.

Once again, your interest in our stamp program is very much appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "William J. Henderson".

William J. Henderson

S. DAVID FINEMAN
GOVERNOR



MUI - 10:30

Copies to: Denny Lynch
Mary Schell
Kristin Marshall
RECEIVED
SEP 16 1998

September 11, 1998

R. David Thomas
Senior Chairman of the Board & Founder
Wendy's International, Inc.
4288 West Dublin Granville Road
Dublin, OH 43017

Dear Mr. Thomas:

I am in receipt of your letter of September 3, 1998 in support of a United States Postal stamp regarding adoption.

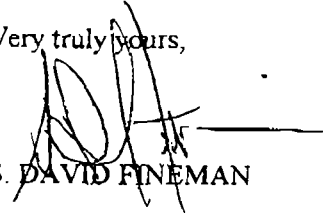
I am sending a copy of this letter to William Henderson, the Postmaster General, and to Azeezaly Jaffer, the Manager of Stamp Services who is responsible for stamp activities.

I am also very much in support of a stamp which, in your words, would "...celebrate the joys of adoption and to create awareness for the thousands of children who are awaiting loving families and permanent homes." You should be aware that I am the proud parent of two adopted children. I can assure you that our family, without the process of adoption, would never have been complete. For your information, our two boys -- Ben, age 12, and Sam, age 8, are doing well. Along with them, I would look forward with you to celebrating the issuance of a stamp honoring the institution of adoption.

As you might know, the Board of Governors of the United States Postal Service plays no role in the selection of stamp subjects but, rather, it is a function of the Citizen's Stamp Advisory Committee. I want to take this opportunity to thank you for your letter and hope that the Citizen's Stamp Advisory Committee will notify us shortly about the issuance of a stamp honoring the process of adoption.

Thank you again, for your letter and it is my honor to join with you in this most noble cause.

Very truly yours,


S. DAVID FINEMAN

SDF/mkr

cc: William Henderson
Azeezaly Jaffer

475 L'ENFANT PLAZA SW
WASHINGTON DC 20260-1000
215-893-8701
FAX: 215-893-1161

P.S. Please feel
free to call me
at my law office if
Phil. at 215-893-8701

Why An Adoption Stamp?

The Need

One hundred thousand children in this country desperately need our help. They are often passed from home to home. And they dream of getting to stay some day. Of attending the same school year after year. Of making friends and not saying good-bye. Most of all, they dream of having a permanent family who loves them.

They are America's waiting children. They are waiting to be adopted.

In America today, more than 600,000 boys and girls are in the foster care system...an estimated 100,000 of them are waiting to be adopted. That's 100,000 too many. And with the passage of the 1997 Adoption & Safe Families Act, experts predict that number will double within the next few years. Even one child without a permanent home is wrong.

Waiting children come in all shapes and sizes, colors and ages. Some may be medically fragile or want to be adopted with a brother or sister. But they all have such wonderful potential...They want nothing more than the millions of other children growing up in America...a chance for love, protection and support in a busy, scary world.

The Celebration

There are literally thousands of joyous families formed every year through adoption. And there are more successes every day.

Adoption organizations throughout the United States work hard to help waiting children and adoptive parents find each other. Here are some of the ways they help and their recent successes in raising awareness about the joys of adoption:

- Nearly 172 million people have seen the current television public service announcement promoting the National Adoption Center's toll-free hotline and Web site.
- The National Adoption Center received more than 30,000 calls to their 1-800-TO-ADOPT number in 1997, and more than 1.2 million hits to their *Faces of Adoption* web site in the last six months.
- 65% of the Fortune 1000 companies now offer some form of adoption benefits to their employees.

Why a Stamp?

Adoptive parents and children tell us that the most important thing we can do to help other waiting children is to continue to raise awareness among Americans about the children who are available. Because many potential parents give up. And many children lose hope.

A postal stamp can help those who are waiting serve as a way to understand that there is a family for them. Adoption does bring joy to moms, dads, children, and grandparents every day. As a matter of fact, according to current estimates, approximately 2% to 4% of American families include an adopted child.

Now is a great time for the United States Postal Service to help bring national attention to this important issue—the needs of America's waiting boys and girls—and at the same time, help America celebrate the joys adoption brings to thousands of families every day.

An adoption postage stamp would help communicate these important messages on a personal level to every man, woman, and child the postal system serves—and perhaps even help a child find a permanent, loving home.

We've got to make life better for these children. And together we can do it...one child at a time. Because adoption works.

4288 W. Dublin Granville Road
Dublin, Ohio 43017

Dave Thomas
Foundation
for Adoption

Fax

To: Nicole Rabnor

From: Kristin Marshall, Assoc. Dir.

Fax:

Phone: (614) 764-8406, Fax (614) 764-6707

Phone:

Date:

Re:

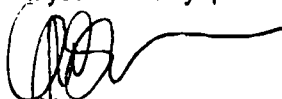
CC:

☐ **Urgent** ☐ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

● **Comments:**

Nicole:

If you have any questions, please feel free to give me a call.


Kristin



WENDY'S INTERNATIONAL, INC.

R. DAVID THOMAS

Senior Chairman of the Board & Founder

September 18, 1998

Dr. Virginia Noelke
Chairperson
Citizen's Stamp Advisory Committee
475 L'Enfant Plaza, S.W.
Washington D.C. 20260-2435

Dear Dr. Noelke:

I am please to submit a proposal to create a commemorative stamp celebrating adoption. Also, I've included over 11,000 signatures from people around the United States who support our idea.

Did you know that there are 600,000 children in foster care, with over 100,000 of them currently waiting for adoption? Almost a year ago, Congress enacted the Adoption and Safe Families Act of 1997 which limits the amount of time children can spend in foster care. As the new law is implemented, thousands more of these children will move out of foster care and become available for adoption.

I know the importance of growing up in a permanent home with a loving family because I was adopted.

By issuing a commemorative stamp celebrating adoption, the United States Postal Service can play an important role in raising awareness about these children.

Over the past few months, the Dave Thomas Foundation for Adoption along with many members of Congress and several national adoption organizations have joined together in gathering support of a postal stamp to celebrating the joys of adoption and to create awareness for the thousands of children who are awaiting loving families and permanent homes.

While there are many noble causes and historic occasions deserving of such an honor, the awareness that an adoption stamp would create could find permanent homes for many of these deserving children. The two or three years it takes to initiate this process is a lifetime to some of these waiting children. I hope that you will give our idea special consideration and join us in our mission of finding a home for every waiting child.

If you have questions about this submission, please don't hesitate to call me, or Denny Lynch, President, Dave Thomas Foundation for Adoption at (614) 764-3413.

Warm regards,

A handwritten signature in cursive script that reads "Dave Thomas".

R. David Thomas

Adoption Stamp Campaign

Mission

The mission of creating a postal stamp is to celebrate the joys *adoption* brings to everyone; and to create awareness for the thousands of children in the United States who are waiting for a permanent home and a loving family.

Campaign Objectives

- Create awareness of the joys *adoption* brings to everyone through a special stamp issuance.
- Increase awareness of the more than 100,000 children in foster care awaiting a permanent home and loving family in the United States today.

(1) Adoption Stamp *Design Contest*

Generate awareness for the Adoption Stamp by hosting a national contest for children touched by adoption to create a design that demonstrates the feeling of joy and celebration that adoption has brought to their lives. Since specific stamp designers create the visuals for each stamp, use the contest submissions as inspiration for the final stamp design by the postal service.

How The Contest Works

- Invite children waiting for adoption, children who have been adopted, siblings of adopted children, and children or grandchildren of adoptees to participate.
 - Place entry forms/contest information in post offices nationwide, as well as online at the National Adoption Center, Dave Thomas Foundation/Wendy's and other adoption Web sites.
- Work with a fulfillment house to serve as the central receiver of entries.
 - Fulfillment house reviews entries and narrows them down to a specified number (for example 25 to 50) for review by judges.
- Panel of judges including stamp designers, Postal Service officials, government officials and famous adoptees select five finalists; from those finalist, select one winner.
 - Winning artwork is used as the "inspiration" for the ultimate stamp design created by Postal Service designers or is used as the actual stamp.

Publicity Opportunities

- Choose five major markets to hold contest kick-off parties inside or in front of local post offices.
 - If timing permits, kick-off during November, National Adoption Month and host one event as the DTFA's November adoption event.
 - Arrange for Dave Thomas to visit one of the local post office events.
 - Coordinate groups of children waiting for adoption to draw their stamps and enter the contest at the post office stamp party.

- Other party activities will include creating a mural to hang in that post office depicting an adoption visual, and/or a letter writing campaign to the postal service in support of the stamp.
- Conduct a publicity campaign to generate awareness of the stamp and the contest, including activities such as:
 - Generate broadcast publicity around local post office events by inviting media to attend and providing b-roll to outlets unable to be on-site. Pitch the event featuring Dave Thomas for national publicity.
 - Distribute press materials to a comprehensive list of national and local market print media. Offer telephone interviews with Dave and postal service spokesperson(s).
 - Utilize adoption Web sites to spread the word, including contest information, updates, rules, etc.
 - Develop an awareness tool kit to provide to other national adoption agencies, local adoption partners and local post offices, including "fill-in-the-blank" press materials, instructions on working with media, etc.
 - Create turnkey press materials and ideas for promoting the program through adoption agencies and the Wendy's partners.
- Select five "finalist" designs to be put on display at a high-profile children's museum (in New York or Washington, D.C.) and at post offices across the country.
 - Based on the process for the actual stamp design, select one winner whose artwork serves as the inspiration for the final stamp design.
 - Invite the five finalists and/or the winner to attend the official unveiling ceremony of the final stamp design.
- Conduct a stamp design "unveiling" event at a prominent post office in New York City or Washington, D.C., featuring the finalists and/or winner, Dave Thomas, postal officials, and celebrities and/or government figures with a connection to adoption.
 - If timing permits, hold during National Adoption Month in November.
 - Invite high-profile people with a connection to adoption, including nationally-known celebrities if held in New York or White House officials/government leaders if held in Washington, D.C.
 - Provide a tool kit to local adoption agencies, Wendy's system and local post offices to replicate events in local markets nationwide.

(2) Adoption Stamp *Letter Writing Contest*

Create awareness for the Adoption Stamp by hosting a national contest for children touched by adoption asking for letters on why they support the Adoption Stamp and have reason to celebrate adoption. Use the winning letter as inspiration for the final stamp design.

How The Contest Works

- Invite children waiting for adoption, children who have been adoption, siblings of adopted children, and children or grandchildren of adoptees to participate.
 - Place contest information/entry forms in post offices nationwide, as well as online at the National Adoption Center, DTFA/Wendy's and other adoption Web sites.
- Work with a fulfillment house to serve as the central receiver of entries.
 - Fulfillment house reviews entries and narrows them down to a specified number (for example 25 to 50) for review by judges.
- Panel of judges including stamp designers, Postal Service officials, government officials and famous adoptees select ten finalists; from those finalist, select one winner.
 - Winning letter is used as the "inspiration" for the ultimate stamp design created by Postal Service designers.

Publicity Opportunities

- Choose five major markets to hold contest kick-off parties inside or in front of local post offices.
 - If timing permits, kick-off during November, National Adoption Month and host one event as the Dave Thomas Foundation's November adoption event.
 - Arrange for Dave Thomas to visit one of the post office events to read letters written in advance by waiting children on the joy adoption holds for them; provide letters to spokespersons for events in other markets.

- Coordinate groups of children waiting for adoption and recent adoptees to be the first contest entrants by writing their own letters at the post office stamp party.
- Conduct a publicity campaign to generate awareness of the stamp and the contest, including activities such as:
 - Generate broadcast publicity around post office events with by inviting media to attend and providing b-roll to outlets unable to be on-site. Pitch the event featuring Dave Thomas for national publicity.
 - Distribute press materials to a comprehensive list of national and local market print media. Offer telephone interviews with Dave and postal service spokesperson(s).
 - Utilize adoption Web sites to spread the word, including contest information, updates, rules, etc.
 - Develop an awareness tool kit to provide to other national adoption agencies, local adoption partners and local post offices, including "fill-in-the-blank" press materials, instructions on working with media, etc.
- Select ten finalists whose letters will be put on display at post offices across the country.
 - Based on the process for the actual stamp design, select one winner whose letter serves as the inspiration for the final stamp design.
 - Invite the ten finalists and/or the winner to attend the official unveiling ceremony of the final stamp design.
- Conduct a stamp design "unveiling" event at a prominent post office in New York City or Washington, D.C., featuring the finalists and/or winner, postal officials, Dave Thomas and celebrities and/or government figures with a connection to adoption.
 - If timing permits, hold during National Adoption Month in November.
 - Invite high-profile people with a connection to adoption, including nationally-known celebrities if held in New York or White House officials/government leaders if held in Washington, D.C.



NATIONAL ADOPTION CENTER

Carolyn L. Johnson
Executive Director

1500 Walnut St., Suite 701
Philadelphia, PA 19102
215.735.9988 / Fax 215.735.9410
www.adopt.org
e-mail: nac@adopt.org

July 2, 1998

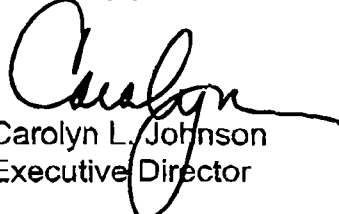
Jann Heffner
Executive Director
Dave Thomas Foundation for Adoption
PO Box 7164
Dublin, OH 43017

Dear Jann,

I was delighted to learn that you and Dave Thomas are working on the creation of a National Adoption Stamp. I believe that such a stamp will bring the needed national awareness to the issue of adoption. As you know, we need to make people aware that adoption is a joyful and natural way to build a family. My understanding is that one out of three people in the U.S. are touched by adoption in a very personal way...as an adoptive parent, birth parent, adoptee or by having a close friend or extended family in one of these circumstances.

The National Adoption Center applauds and supports your efforts. Please let me know if there's anything more we can do to be supportive.

Sincerely yours,



Carolyn L. Johnson
Executive Director

CLJ:pp



July 1, 1998

Ms. Jann Heffner
Executive Director
Dave Thomas Foundation for Adoption
Box 7164
Dublin, Ohio 43017

Dear Jann,

We are pleased to endorse the creation of an Adoption Stamp by the U.S. Postal Service.

Every day the Postal Service delivers 630 million pieces of mail. That represents 630 million opportunities to remind the American public of the desperate need millions of children have for permanent, loving adoptive homes. Commemorative stamps are a wonderfully effective, inexpensive way to raise the public's consciousness about important issues that otherwise might go unnoticed.

It's amazing to consider that something as simple as a stamp could convey such a powerful message. We believe this project will do just that.

Good luck.

Sincerely,

Maureen K. Hogan
Executive Director

Adopt a Special Kid



970 RAYMOND AVENUE • SUITE 106

ST. PAUL • MN 55114-1149

612-644-3036 • FAX 612-644-9848

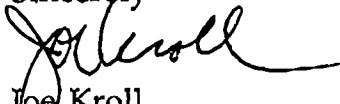
July 8, 1998

Jann Heffner
The Dave Thomas Foundation for Adoption
4288 West Dublin Granville Road
Dublin, OH 43017

Dear Jann:

The North American Council on Adoptable Children endorses efforts of the Dave Thomas Foundation on Adoption to encourage the U. S. Postal Service to print a postage stamp featuring adoption. The stamp would increase awareness among the general public regarding adoption. We would be happy to advertise its availability through our publications and encourage our members to request it when they purchase stamps.

Sincerely



Joe Kröll
Executive Director

NORTH AMERICAN COUNCIL ON ADOPTABLE CHILDREN

8 EAST 94TH STREET NEW YORK, NEW YORK 10128 TEL 212 360.0290 FAX: 212 360.0293

THE

EVAN B. DONALDSON

ADOPTION

INSTITUTE

July 3, 1998

Ms. Jann Heffner
Executive Director
The Dave Thomas Foundation
PO Box 7164
4288 W. Dublin-Granville Road
Dublin, Ohio 43017

Dear Jann;

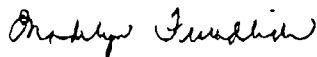
It is with pleasure that I write this letter of support on behalf of your efforts to have created a commemorative United States postage stamp recognizing and celebrating adoption.

Like The Dave Thomas Foundation, The Evan B. Donaldson Adoption Institute is deeply committed to promoting public awareness of adoption. The need for such effort was made quite clear when our Institute conducted a national public opinion survey about adoption. We found that a significant percentage of Americans have no personal experience with adoption and often turn, as a result, to news and other media coverage of adoption — sources likely to concentrate on bitter adoption disputes and tragic outcomes. There has been little in the way of positive promotion of adoption as an important and viable form of family to counteract the negative images of adoption that the media conveys.

An adoption postage stamp would provide such positive recognition. As the number of children who need adoptive families continues to grow, both in this country and abroad, it would highlight our society's commitment to these children and the families who embrace them. It is difficult to image a more effective or positive tool than a stamp acknowledging the value of adoption for children and families alike.

We join your organization in urging the United Stamps Postal Service to create a postage stamp recognizing and celebrating adoption. Please let us know if we can be of further assistance in this very worthy endeavor.

Sincerely,



Madelyn Freundlich
Executive Director



National Adoption
Information Clearinghouse

July 3, 1998

Ms. Jann Heffner
Executive Director
The Dave Thomas Foundation for Adoption
P. O. Box 7164
Dublin, Ohio 43017

Dear Ms. Heffner:

The National Adoption Information Clearinghouse is delighted to confirm our support of your initiative to arrange with the U.S. Postal Service for the design and dissemination of an "Adoption" postage stamp. A commemorative postage stamp featuring adoption would help to raise America's awareness of the positive benefits adoption provides to children who need families. According to current estimates, approximately 2% to 4% of American families include an adopted child. Additionally 6 out of 10 Americans polled in a 1998 study funded by the Evan B. Donaldson Adoption Institute claimed a personal connection to adoption, either adopting themselves or knowing a relative or friend touched by adoption.

The timing for an adoption postage stamp could not be better. On December 14, 1997, President William Clinton announced his Adoption 2002 initiative directing the U.S. Department of Health and Human Services to work collaborative with states to double the numbers of children adopted from the public child welfare system. In addition, in 1998 the U.S. Congress passed Federal legislation entitled the Adoption and Safe Families Act (P.L. 105-89) which requires states to pass state laws which will reduce the time that children spend in foster care and will encourage adoption and other permanency options for such children.

The Dave Thomas Foundation for Adoption's lead in this initiative will help to bring together other adoption organizations supporting the creation and dissemination of such a stamp, including adoption agencies, adoptive parent support groups across the United States, and national adoption organizations. We wish you every success in your meeting with U.S. Postal Service.

Sincerely yours,

A handwritten signature in cursive script that reads "Mary Sullivan". The signature is written in dark ink and is positioned above the typed name.

Mary Sullivan
Project Director

330 C Street, SW & Washington, DC 20447 & (703) 352-3388 & (866) 251-0075

FAX: (703) 352-3206 & e-mail: naic@calib.com & World Wide Web: <http://www.calib.com/naic>

On the Internet
Faces of Adoption
<http://www.adopt.org/adopt>



Peggy Soule
Executive Director

Publisher of
The CAP Book®

Children Awaiting Parents, Inc.

700 Exchange Street, Rochester, NY 14608 / 716-232-5110 / Fax 716-232-2634 / E-Mail: cap@adopt.org

July 1, 1998

Ms. Jann Heffner
Executive Director
Dave Thomas Foundation for Adoption
P.O. Box 7164
Dublin, OH 43017

Dear Jann:

We at Children Awaiting Parents were excited to learn of the idea of creating an adoption stamp. This would be a wonderful way to celebrate adoption and to give a message to our country that adoption plays a significant role in many people's lives. The birth parents who make an adoption plan, the parents who adopt, the children and adults who have been adopted and the waiting children could all benefit from this reminder that adoption is part of our culture.

We at CAP are always looking for appropriate stamps to use as we mail to our constituents. This would be a wonderful reminder that adoption is always with us and something to be considered by all. A stamp brings endorsement, acceptance and celebration to a process that has benefitted thousands upon thousand of people in our country.

We send our full support to you as you pursue this idea. I can think of no greater tribute from the U.S. Postal Service than to honor all those who not only live adoption but support it as a way to build a family and find homes for waiting children.

Sincerely yours,

Peggy Soule



Judith McKenzie, M.S.W.
President

The National Resource Center for Special Needs Adoption

Friday
July 10, 1998

Ms. Jann Heffner
Executive Director
Dave Thomas Foundation for Adoption
4288 W. Dublin Granville Rd.
Dublin, MI 43017

Dear Ms. Heffner:

*Spaulding for Children believes every child is adoptable and never gives up on the children and families they serve. We believe all children should be in a permanent, nurturing environment. Our mission is to expedite strong and lasting relationships for special needs children who have lost or are at risk of losing their families. We successfully blend adoption and foster care services with training and follow-up services. Because of our unprecedented success in placing children with special needs, the Federal government named Spaulding for Children as the **National Resource Center for Special Needs Adoption.***

Currently there are over 100,000 children in foster care nationwide who need permanent, adoptive homes. This number has tripled since 1985 and is a serious and growing national problem. We believe if more people knew about this national concern, they would be more responsive to needs of adoption. A stamp, bringing attention to the adoption needs of children in America, would help public awareness of the efforts of all adoption agencies – to get these children out of the foster care system and into permanent, supportive and loving families.

Spaulding for Children supports the Dave Thomas Foundation and their goal to get a United States Adoption Stamp into the United States Postal circulation.

Sincerely,

A handwritten signature in cursive script that reads 'Judith K. McKenzie'.

Judith K. McKenzie
President and CEO

**FIRST LADY HILLARY RODHAM CLINTON
VIDEOTAPED REMARKS TO
THE INAUGURAL SYMPOSIUM
DAVE THOMAS CENTER FOR ADOPTION LAW
CAPITAL UNIVERSITY LAW SCHOOL
COLUMBUS, OHIO
FEBRUARY 5, 1999**

Good morning. I'm so pleased to join you as you begin this important symposium on adoption. From groundbreaking research to advocating on behalf of children in foster care, each of you brings an important voice to today's discussion. And no one has done more to advance the cause of adoption in America than my friend, Dave Thomas. Your vision, your leadership, your commitment, and your generous spirit serve as an inspiration to us all.

Those of us who care about strengthening our nation's foster care system and improving adoptions have much to be proud of. Under my husband's leadership, we passed the Family and Medical Leave Act, which gives time off to parents who adopt a child. We provided a tax credit for families who adopt. We've worked to eliminate discrimination and delays based on race and ethnicity. And just over one year ago, the President signed into law the Adoption and Safe Families Act -- a landmark piece of legislation that was the result of the hard work and dedication of so many of you here today. That law holds out the promise that we can make the foster care system work better for the children it serves, and secure permanent placements for children across our country.

But, of course, achieving the President's goal of doubling the number of adoptions by the year 2002 will take all of our help. Not only the sustained commitment of federal, state and local governments. It will take private partners. It will take the skill, care, and commitment of all of those working on cases involving vulnerable children. Above of all, it will take all sectors of society -- including employers, lawyers, and concerned citizens -- to do everything we can to promote adoption throughout our communities.

Thank you for your commitment to addressing the important legal issues that will bring together adoptable children and loving families. I hope you have a wonderful conference.

76
11/10/98
11/15/98

CAPITAL
UNIVERSITY
LAW SCHOOL
Preparing Tomorrow's Leaders

To Noa

5 pgs total

December 10, 1998

Hilary Rodham Clinton
White House
Washington, DC 20500

Dear Mrs. Clinton:

Thanks for having me and Capital's Dean, Steve Bahls, at the White House National Adoption Month celebration. It was a wonderful event.

As I believe Nicole Rabner told you, I've finally escaped Washington and am now focusing substantial time and attention on the adoption issue back home in Ohio. I certainly never planned for my commitment to help with the transition for six weeks in 1992 to turn into a six year stay in Washington. Still, my time as Chief of Staff at the DNC and my work at the Justice Department implementing the Brady Law, establishing the COPS Office, coordinating Youth Violence Policy, and working as Janet Reno's Counselor were all extraordinary opportunities.

This year I have been given the exciting challenge of directing the newly funded Dave Thomas Center for Adoption Law here at Capital Law School. We are already engaged in a wide range of education, research, advocacy, and outreach efforts all aimed at removing unnecessary legal barriers to adoption.

One of the Center's major projects for this year will be to host the nation's first national, multi-disciplinary symposium on Adoption Law issues. **I cannot tell you how excited we would be if you would consent to acting as the keynote luncheon speaker for this historic symposium.**

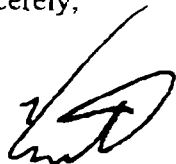
Already, the symposium, "Adopting More Kids: Barriers and Solutions" will feature Harvard's professor Betsy Bartholet delivering Capital's annual Sullivan Lecture to kick off the day. Madeline Freundlich, Executive Director of the Evan B. Donaldson Foundation for Adoption will be presenting a paper on "The Benefits and Risks of Expedited Parental Rights Termination". Other prominent academics, practitioners, judges and advocates from the "Adoption Community" will be both presenters and attendees at the Symposium. And of course, Dave Thomas will be there too, to encourage and inspire us all.

We certainly hope you can join us on **February 9 in Columbus**. Were you able to be with us that day, we would certainly welcome you as our luncheon speaker or at any other time that your schedule would allow. In addition, I have been authorized by the President of Capital University to indicate that were you to be able to join us that day, the Capital University Law School would be pleased to confer upon you an Honorary Degree. (You might be interested in knowing that Capital is one of a small number of midwestern law school's originally founded in conjunction with the YMCA. The so called "YMCA Law Schools" were created to provide the opportunity of a legal education to everyday working people in the communities in which they are located, a proud tradition Capital continues to this day.)

If you are able to join us on the 9th, we would also like to know whether you are willing to have the luncheon serve as a fund raiser for the Dave Thomas Foundation for Adoption, the Dave Thomas Center for Adoption Law, or even for an affiliated children's organization here in Ohio like the Ohio Children's Defense Fund. If fund raising in association with this kind of visit is agreeable, we would love to raise some money to help the cause. On the other hand, if fund raising activity at such an event makes the invitation less attractive, please forget that we ever mentioned the subject and know that fund raising activity is very much a secondary interest for us.

I sincerely hope that you can help us launch the inaugural symposium of the Dave Thomas Center for Adoption Law in its inaugural year. It would mean a great deal to me, to Mr. Thomas, and to the national array of adoption advocates who will be in attendance to witness yet one more manifestation of your commitment to this issue through your attendance on February 9th. I will be in touch with your staff shortly to discuss whether you may be able to come to Ohio in February and if so, the terms and circumstances under which you would like to do so.

Sincerely,



Kent Markus, Professor and Director
Dave Thomas Center for Adoption Law

KM/cg

P.S. While dictating this letter to you I got a call from Bill Marshall. He's doing fine in Chicago and says hello.

Cc: Melanne Verveer
Nicole Rabner
Neera Tanden

Adopting More Kids: Barriers & Solutions

The Inaugural Symposium of the Dave Thomas Center for Adoption Law
At Capital University Law School

Conference Site: The Columbus Athenæum
32 North Fourth Street, Columbus, OH

Conference Date: February 9, 1999

Welcome (8:30 a.m. - 9:00 a.m.)

Dean Steven Bahls, Capital University Law School
Prof. Kent Markus, Director, Dave Thomas Center for Adoption Law
Mr. Dave Thomas, Founder of Wendy's International

Real Reform or Incremental Revisionism (9:00 a.m. - 10:30 a.m.)

Presenter of the Sullivan Lecture:

Prof. Elizabeth Bartholet, Harvard Law School

Commentators:

Prof. Catherine Brooks, Creighton Law School
Dr. Cassie Bevans, Professional Staff, Subcommittee on Human Resources,
Committee on Ways and Means, U.S. House of Representatives

Facilitator:

Prof. Donald Duquette, University of Michigan Law School

Break (10:30 a.m. - 10:45 a.m.)

Benefits & Risks of Expediting Termination of Parental Rights (10:45 a.m. - 12:15 a.m.)

Presenter:

Madeline Freundlich, Executive Director, Evan B. Donaldson Adoption Institute

Commentators:

Mr. Jess McDonald, Director, Illinois Department of Children and Family Services
Judge Max Baer, Allegheny County Juvenile Court, PA

Facilitator:

Prof. Jane Spinak, Columbia Law School

Lunch (12:30 p.m. - 1:30 p.m.)

No luncheon program has been scheduled. A box lunch will, however, be available at a cost of \$8.50 and must be ordered by the January 26th deadline. Several fast service restaurants are within walking distance of the conference location.

Improving the Process (1:45 p.m. - 3:15 p.m.)

Presenter:

Nancy Miller, Administrator, Citizen Review Board, Oregon

Commentators:

Ms. Kristin Brewer, Director, Office of the Guardian Ad Litem/CASA, Utah

Judge David Grossmann, Presiding Administrative Judge (Retired), Hamilton County Juvenile Court, OH

Facilitator:

Mr. Mark Hardin, Director, Child Welfare, ABA Center on Children & the Law

Break (3:15 p.m. - 3:30 p.m.)

Developmental Evidence Regarding Attachment: A Neglected Element of "Best Interests"? (3:30 p.m. - 5:00 p.m.)

Presenter:

Dr. Greg Keck, PhD., Attachment and Bonding Center of Ohio

Commentators:

Dr. Sheryl Brissett-Chapman, Executive Director, Baptist Home for Children and Families, Bethesda, MD

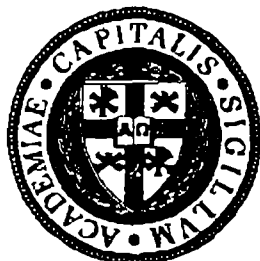
Judge Patricia Masias, Children's Court, El Paso, TX

Facilitator:

Prof. Susan Brooks, Vanderbilt Law School



THE DAVE THOMAS CENTER FOR ADOPTION LAW • CAPITAL UNIVERSITY LAW SCHOOL



In July of 1998, The Dave Thomas Foundation for Adoption and Capital University Law School established The Dave Thomas Center for Adoption Law (the Thomas Center). The Thomas Center is the first institution in the country exclusively dedicated to the field of adoption law. Its goal is to ease and facilitate the adoption process through educational, advocacy and research efforts.

Education

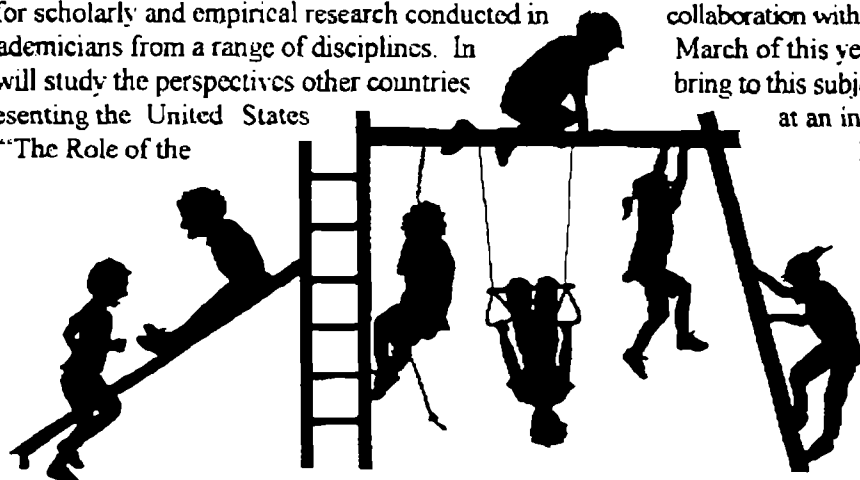
The Thomas Center seeks to provide educational opportunities for law students, lawyers, judges, clinicians, children's services workers, medical professionals, and others working in the field. As part of this objective, the Center will conduct an annual educational symposium on adoption law, calling together the leaders in the field to discuss and debate issues of major concern. Under the auspices of the Thomas Center, Capital University Law School is currently offering the first course offered to American law students devoted solely to adoption law. Later this year, the Center will make the course syllabus and reading materials available to other law schools in hopes of encouraging them to offer such a course. Starting next academic year, the Center plans to host a National Adoption Law Moot Court Competition at Capital Law School and is in the preliminary stages of producing a comprehensive, educational CD-ROM for use by academics, practitioners and advocates as a research and reference tool.

Advocacy

The Thomas Center has assisted in the design of several states statutes passed in order to bring those states into compliance with the federal Adoption and Safe Families Act of 1997. The Center has played a particularly substantial role in the passage and early implementation planning for Ohio's HB 484. The Center works regularly with U.S. House and Senate staff members to refine and develop support for key federal legislation in the adoption field, including current efforts to seek passage of the "Strengthening Abuse & Neglect Courts Act of 1999". The Center has also established a partnership with the Association of Trial Lawyers of America aimed at increasing the pro bono representation of children in abuse, neglect and dependency proceedings and at passing state laws aimed at better assuring the availability of such representation. Future plans include *amicus* participation in selected litigation, and establishing a referral hotline for those seeking legal assistance.

Research

The Thomas Center has provided research support for the development of a national model rule for expedited appellate adoption proceedings and is currently developing a series of proposals for funded multi-disciplinary research. In particular, the Center hopes to obtain funding for scholarly and empirical research conducted in service providers, and academicians from a range of disciplines. In collaboration with various non-profit groups, Professor Kent Markus, will study the perspectives other countries bring to this subject area when he serves as one of ten delegates representing the United States at an international conference in Great Britain examining "The Role of the Family in Public Policy".



WENDY'S AND BUSCH GARDENS RAISE \$125,000 FOR THE DTFA

Once again, Wendy's and Busch Gardens proved that their partnership is about more than offering their customers great food, fun and value- it's about raising money for a cause that counts.

Throughout Florida and South Georgia, \$6.00 admission coupons to Busch Gardens were distributed at Wendy's. And over several months, with every redemption, almost \$1.00 went back to the Dave Thomas Foundation for Adoption. 440 Wendy's restaurants participated in the promotion raising \$125,000 for the Dave Thomas Foundation for Adoption. Thanks Wendy's and Busch Gardens.

WENDY'S HALLOWEEN COUPON BOOKS BENEFIT SEVERAL ADOPTION ORGANIZATIONS

Long after the masks and the costumes are packed away, Wendy's Halloween Coupon Books are just beginning to benefit several adoption organizations across the country.

This past October, almost 1,000 Wendy's across the U.S. and Canada sold Halloween Trick or Treat Coupon Books. Each coupon book included coupons for free Wendy's Frostys and fries. The promotion raised over \$325,000 for several adoption organizations across the country and in Canada.

MORE CORPORATIONS OFFERING ADOPTION BENEFITS

In 1990, when Wendy's International teamed up with the National Adoption Center (NAC) to encourage employers to add adoption benefits, only 15% of the Fortune 1000 offered adoption benefits.

Today, that number has increased to 65%. The Foundation would like to recognize companies who have recently implemented adoption benefits: Mitsubishi Motor Sales of North America, Inc.; Mercedes Benz of North America; The Gap; Bell South Corporation; New York Life Insurance; AMOCO Corporation; State Farm Insurance; Target Stores.



**DAVE THOMAS
FOUNDATION
FOR ADOPTION**

P.O. Box 7164
4288 W. Dublin-Granville Rd.
Dublin, Ohio 43017

WENDY'S THREE-TOUR CHALLENGE RAISES \$925,000



The sixth annual Wendy's Three-Tour challenge golf tournament held this past November raised \$925,000 for the Dave Thomas Foundation for Adoption.

Played at Lake Las Vegas in Henderson, Nevada, just minutes away from the Las Vegas strip, the Wendy's Three-Tour Challenge continues to be one of the finest events in golf.

The PGA team, Phil Mickelson, Tom Lehman and Fred Couples, cinched the title on the last hole winning the tournament by a 1/2 point over the LPGA team - Annika Sorenstam, Karrie Webb and Nancy Lopez.

It was an exciting day of golf, not only for spectators, but also for local foster children like Damion, Hugh and Aaron.

Damion, Hugh and Aaron, from Las Vegas, were the standard bearers in this year's tournament. Each child was paired with a team and carried the team's leaderboards. Their participation represented the thousands of children waiting for adoption in the United States. And is truly the reason for which the tournament was created.

Wendy's considers waiting children to be an important part of the Wendy's Three Tour Challenge, so every year Wendy's invites local waiting kids to be a part of the tournament. Having Damion, Hugh and Aaron participate brings the cause a little closer to home.

The Foundation would like to express a special thank you to all of the people who make the Wendy's Three-Tour Challenge a success year after year. To the sponsors, players, and volunteers we extend our heartfelt appreciation. And a special thank you to Denny Lynch, Pam Stockhoff, and Valerie Koch who spend an entire year planning for this big day that means so much to all of us.



ADOPTinfo

A QUARTERLY UPDATE FOR FRIENDS AND CONTRIBUTORS OF THE DAVE THOMAS FOUNDATION FOR ADOPTION

Winter 1998

ADOPTION AND SAFE FAMILIES ACT OF 1997 BECOMES LAW

After months of anticipation, the Adoption and Safe Families Act of 1997 was signed into law on November 17, 1997. Dave Thomas joined President and Mrs. Clinton along with a host of adoption supporters for the celebration at the White House.

This new legislation makes crucial changes in the Adoption and Foster Care Act of 1980. By requiring stricter time limits, it will move children out of foster care into permanent homes more quickly. And for the first time, financial incentives will be made available to the states to find permanent homes in a timely fashion.

"I'm very glad to see this bill signed into law," said Thomas. "Foster care was never intended to be a permanent solution for children, only a temporary safe place. This is a great first

step in moving children into permanent homes, however, more work is needed to improve the system."

Throughout the year, Thomas provided Congress with information and emphasized the necessity to streamline the adoption system.

Highlights of the new bill include:

Ensures that children's health and safety are primary concerns. This is the most important concept in working with an abusive or neglectful family when reunification is the goal.

Establishes tighter timelines. New timelines require the courts move more swiftly to decide where a child will ultimately live (usually within 15 months).

Creates financial incentives. States are eligible for a \$4,000 bonus per foster child adopted, plus an additional \$2,000 for a special needs child upon

reaching a set number of adoptions over the previous year.

Eliminates geographic barriers. In some cases, states have not easily approved adoptions by out of state residents. States are now required to consider adoptions from different counties and states.

Continues support services. This provision ensures that adopted children keep health insurance coverage once they are adopted. Support to adoptive families is a critical factor when encouraging more adoptions.

President and Mrs. Clinton both recognized Dave Thomas and his tireless efforts for America's waiting children at the White House celebration.

"Businesses can make it easier for their employees to adopt a child. And I want to single out Dave Thomas of Wendy's, who has led the way in showing all of us how that can be done," said Hillary Clinton.



Dave Thomas witnesses President Clinton signing the Adoption and Safe Families Act into law.

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*****AUTO**MIXED AADC 430
Nicole Rabner
Office of the First Lady
The White House
1600 Pennsylvania Ave NW
Washington DC 20500-0003

"I'M VERY GLAD
TO SEE THIS
BILL SIGNED
- INTO-LAW."
- DAVE THOMAS

FOUNDATION NEWS

A NOTE FROM JANN HEFFNER



It's hard to believe we just celebrated our fifth anniversary. Supported by thousands of loyal Wendy's employees, vendors, franchisees and friends, the Foundation has made a significant impact on finding homes for the thousands of waiting children nationally.

As I review the past five years several highpoints come to mind. First and foremost, the support of the Wendy's system. Over the past five years, we've grown together. Thanks to the entire Wendy's family - we would not be where we are today without your commitment to this cause and support of the Foundation.

Our partnership with the National Adoption Center has resulted in an award winning Internet site - *Faces of Adoption*. And today, 65% of the Fortune 1000 corporations now offer adoption benefits to their employees versus around 15% at the start of the decade.

We've enjoyed a close relationship with the North American Council on Adoptable Children by funding the development of parent support groups across the country placing almost 200 children with new families.

National public service announcements were produced and distributed and millions of television watchers viewed the spots, creating awareness about waiting children.

Training of juvenile judges and the best practices for courts is critical. No child will find a home without the order from a juvenile judge and that's why we've funded the National Council of Juvenile and Family Court Judges to develop model courts and new resource guidelines for judges.

None of these projects would be possible without the steadfast support of the Wendy's Three-Tour Challenge, Wendy's Ski Family Challenge, many donors, franchisees, and friends.

Our heartfelt thanks to Dave, our Board of Trustees, our grantees and the Wendy's family. The need is urgent, the challenge is great but we know there are families out there for the thousands of children who are waiting. And together we'll work to find them.

Sincerely,

Jann Heffner
Executive Director

NATIONAL ADOPTION MONTH POSTER HAS FOUND HOMES FOR 18 CHILDREN

Throughout November, National Adoption Month, Wendy's restaurants, public libraries, and adoption agencies across the U.S. displayed posters and trayliners featuring waiting children.

Since November, over 1,200 calls and over 2,000 e-mail requests have been received at the National Adoption Center. A total of 18 children on the poster have already found homes as a result of the campaign.

DAVE DEBUTS NEW PSA ON ROSIE SHOW

It only makes sense that two of America's most loved television personalities would team up to talk about what means so much to them personally—the cause of adoption.

So, in December Dave teamed up with Rosie O'Donnell to share his new public service announcement (PSA) on air with millions of viewers.

The PSA featured the 1-800-TO-ADOPT number and drove over 800 calls to the National Adoption Center from interested viewers wanting more information on the adoption process.

ADOPTION 2002 AWARD RECIPIENTS HONORED AT WHITE HOUSE

The Federal Department of Health and Human Services (HHS) presented their first annual "Adoption 2002 Excellence" Awards at the White House prior to the new adoption bill signing last November.

HHS recognized a total of 12 recipients for their outstanding accomplishments in the adoption community.

The Foundation would like to congratulate fellow Adoption 2002 Excellence recipients:

"Support for Adoptive Families"

North American Council on Adoptable Children; Resources for Adoptive Parents; Athens County Children Services

"Public Awareness"

National Adoption Center, PA

"Individual Contributions"

Jack Williams, Anchor, WBZ-TV4, MA
Sherry Coy, Adoptive Mother, NE

"Family Contributions"

The Badeau Family, Philadelphia, PA
The Scott Family, Scottsdale, AZ
The Neal Family, Greensboro, NC

"Philanthropy"

Wendy's International
Dave Thomas Foundation for Adoption, OH

"Judicial or Child Welfare System Improvement"

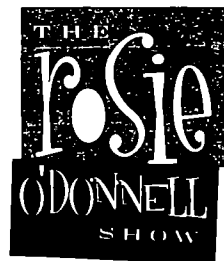
South Carolina Families for Kids, SC

"Decrease in Time Children in Foster Care Wait for Permanency"

Lucas County Children's Services, OH

Dave, adopted as a child, and Rosie being an adoptive mother of two, both know the joy adoption can bring to a person's life. Together, they created a powerful message and call to action for America's waiting kids - Thanks Dave and Rosie!

The new PSA is available for television and radio and is free of charge to non-profit organizations. If you would like a copy, please fax a written request to the DTFA at (614) 764-6707.



FOUNDATION FUNDING

A NEW FACE FOR FACES OF ADOPTION NATIONAL ADOPTION CENTER DEBUTS NAE ONLINE

Faces of Adoption, the premier Internet photo-listing book of waiting children, a program of the National Adoption Center (NAC) has undergone a make-over.

The NAC recently merged its popular website, *Faces of Adoption*, with the member-driven services of the National Adoption Exchange (NAE). Together, they are now part of a larger on-line Internet application— NAE ONLINE.

"*Faces* will offer even more information," explains MariAnne Clarke, deputy director of NAC. "Now member agencies and social workers who have used our services for years will be able to access our private confidential family/child database directly through the Internet."

More than two years ago, *Faces* made its debut on the Internet, featuring photos and descriptions of waiting kids from all over the United States. *Faces* has made it more convenient for anyone who wants information on adoption and the adoption process to easily access it. And they can "meet" hundreds of children on-line who are waiting for permanent families.

NAE ONLINE, while similar to *Faces* in its listing of children, offers a database of waiting families as well. Professionals have the added benefit of being able to learn about practical issues on-line and to directly make "matches" between the waiting children and approved families that are listed.

The NAE provides information, referral and the services of NAE ONLINE to 108 public and private adoption agencies and exchanges. The private membership side is available for a fee to social workers around the country who match waiting children with families.

Workers who register their children on NAE ONLINE can automatically have them listed on *Faces*, as well. By incorporating this feature, the NAC hopes to make it easier for social workers to register available children and to therefore increase the number of children who have the potential to find stable, loving homes.

"*Faces* has proven to be a very successful way of finding families for children who have special needs—siblings, adolescents and those with multiple challenges," says Clarke. "We anticipate that the enhanced services of NAE ONLINE will provide even greater opportunities for these children."

NAE ONLINE is funded by a federal grant from the U.S. Department of Health and Human Services and the Dave Thomas Foundation for Adoption.

If you would like more information on NAE ONLINE, please contact Megan Hickey at the NAC at 215-735-9988 or visit the *Faces* website at www.adopt.org.

ADOPTION COUNCIL OF CANADA AND WENDY'S OF CANADA LAUNCH NATIONAL ADOPTION AWARENESS CAMPAIGN

The Adoption Council of Canada (ACC) and Wendy's of Canada teamed up this past fall to address the needs of their country's waiting kids by launching a national awareness campaign.

Currently, there are 48,000 children in foster care in Canada. At least 14,000 of these children are legally available to be adopted. Every year, the number of children who find permanent homes is less than 10 percent.

Over two years ago, Wendy's of Canada was approached by the ACC to begin a partnership addressing the needs of their country's waiting children. Realizing the Foundation's interest in the cause, Wendy's of Canada began to work with the DTFA to coordinate their efforts.

In 1997, the Foundation awarded a \$30,000 grant to the ACC to become the national adoption clearinghouse across Canada.

As part of the grant, a toll-free number was established and a staff person came on board to respond to the various inquiries and follow-up with agencies to ensure families and children are being formed.

The awareness campaign, which was introduced into the Wendy's restaurants last November, consisted of posters and trayliners featuring two families that have adopted special needs children.

Since November, over 1,500 calls to the newly created 1-888-54 ADOPT number have been received.

"This is a big milestone for our organization, and our system welcomes this cause with open arms," said Mary Ann Pilotte, regional marketing director, Wendy's Restaurants of Canada.

GRANTS AWARDED TO DEVELOP TRAINING FOR JUDGES

The Foundation believes the judiciary, the lawyers and staff who work with the courts are critical partners in the quest to ensure children find permanent, loving families. As a result, the Foundation has funded projects with the National Judicial College (NJC) and the National Council of Juvenile and Family Court Judges (NCJFCJ).

In 1997, the NCJFCJ received \$100,000 to develop model courts to serve as examples for expedited adoption and the development of model court guidelines. Twenty judges serve on the project committee. The project will be complete and the guidelines disseminated nationally in 1999.

While NCJFCJ serves as the major training vehicle for juvenile law, general jurisdiction judges often receive training at the NJC. To ensure these judges have the chance to learn about child welfare and adoption, the Foundation has funded the development of curriculum for use in the introductory course for new judges.

Since Dave Thomas addressed the State Supreme Court Justices last summer and shared our video "Through the Eyes of a Child," the Foundation has fulfilled over two thousand requests for copies of the video. Our special thanks to all of you who have shared this message with your local adoption agencies, CASA programs, judges and adoption leaders in your communities.

NEW TRAINING PACKAGE DEVELOPED

A new training package focusing on the needs of children who have lived in the foster care system has been created for foster, adoptive, and kinship parents.

Spaulding for Children, the National Training Center for Special Needs Adoptions, recently released Parents as Tender Healers (PATH). PATH will serve as a resource for agencies, social workers and parents.

The curriculum, funded by the McGregor Fund and the Dave Thomas Foundation for Adoption, includes trainer's manual, participant's handbook, and a two hour videotape.



THE FIRST *five* YEARS

DAVE THOMAS FOUNDATION FOR ADOPTION CELEBRATES FIVE YEARS OF FINDING PERMANENT LOVING HOMES FOR WAITING KIDS



Message from the Founder...

Dear Friends:

Five years ago, I could only imagine the personal joy of helping a child become adopted. Today, my greatest heroes are the children and parents who come together and become new families. As we recently celebrated the Foundation's fifth anniversary, I'm filled with these memories of happy children who have found permanent homes.

But, I'm keenly aware of the thousands of children who so desperately want a permanent loving home. As a Foundation, we are committed to connecting these children with loving families. As an adopted person, these children hold a special place in my life.

Particularly committed to our mission is the Wendy's family. I can't begin to thank them for their unwavering and personal support of our mission. As well as our Board of Trustees for their knowledge and direction.

Many of us have felt the personal rewards of seeing a child find a home and family. I'm joyful about the Foundation's accomplishments over the past five years. And very enthusiastic about what the future holds.

Sincerely,

Dave Thomas

Dave Thomas
Founder

How It All Started

The Beginning

In 1990, Dave Thomas, founder of Wendy's Old Fashioned Hamburgers Restaurants, launched a program to promote adoption awareness. The message, "Adoption Works...For Everyone," reached millions.

For two years, Wendy's took a corporate leadership role in the cause of adoption. To recognize these efforts, President Bush asked Dave to be the spokesperson for a national adoption awareness campaign. But Dave and Wendy's wanted to do even more to help children become adopted.

So, in July 1992, the Dave Thomas Foundation for Adoption (DTFA) was established as a public, non-profit 501(c)(3) organization. The cornerstone was Dave's goal to make adoption work for children and parents.

The Foundation formalized Dave and Wendy's commitment to finding homes and permanent families for waiting children across the United States. More than 100,000 are in the public child welfare system where they await new families. These youngsters may be older; siblings who want to be adopted together; children from minority cultures; and children who are physically or mentally challenged.

Today, the Foundation provides direct support for adoption programs by contributing funds to charitable organizations and developing innovative initiatives with diverse partners.

The Foundation is based in Dublin, Ohio and is overseen by a 13-member Board of Trustees.

The Foundation is guided by Dave's personal belief that every child deserves a permanent home and loving family. This was formalized in the Foundation's mission statement.

1990
PRESIDENT
BUSH
ASKED DAVE
TO BE
SPOKESMAN

Mission

The Dave Thomas Foundation for Adoption was established to raise public awareness about the thousands of children awaiting adoption in the United States; to educate prospective parents about the adoption process; and to form public and private partnerships to help make the adoption process easier and more affordable.

History of the Foundation

1992 - 1993

The Charter Years

The Foundation's first focus was to encourage corporate adoption benefits. Dave Thomas wrote to the CEOs of Fortune 1000 companies encouraging them to establish adoption benefits for their employees. Wendy's adoption benefits program was used as a model by several Fortune 1000 companies implementing adoption benefits programs.

After extensive conversations with the adoption community, the Board determined a lack of awareness of waiting children discouraged adoption, so another early project was the creation of "Adoption Works...For Everyone: A Beginner's Guide to Adoption." The initial printing and distribution of 500,000 copies makes the "Beginner's Guide" the most commonly used adoption guide in the country. This special guide, written by adoption experts for prospective parents, was reproduced in every paperback edition of Dave's Way.

Wendy's restaurants also supported the awareness campaign. Wendy's U.S. restaurants displayed posters and trayliners in their stores dur-

1992
DAVE WRITES
TO FORTUNE
1000...
"ADD
ADOPTION
BENEFITS"

1993
BEGINNER'S
GUIDE TO
ADOPTION
CREATED

ing November, National Adoption Month. In addition, Dave was featured in nationally distributed television public service announcements (PSAs). The posters, trayliners and PSAs all featured a toll-free hotline, 1-800-TO-ADOPT, operated by the National Adoption Center (NAC).

The Foundation's charter years made their mark. Louis W. Sullivan, M.D., former U.S. Secretary of Health and Human Services, lauded their efforts. "Few Americans have given more to the cause of adoption than Dave Thomas. It was truly a pleasure working with Dave and the Wendy's organization...I'm certain that as a result of these efforts, the dream of a loving home has come true for countless numbers of America's precious children."

1994 - 1995 Building Strength

The Foundation hired an executive director and staff in 1994 and developed its first strategic plan and grants program.

The PSA distributed in 1993 continued to air in 1994 and generated 600 million impressions by the American television viewing public. Wendy's U.S. restaurants again displayed posters and trayliners encouraging adoption. These efforts had generated over 10,000 calls from prospective parents to the NAC's 1-800-TO-ADOPT hotline.

In 1995, with the advent of additional funding, the Foundation began providing even more grant money to qualifying adoption organizations that presented innovative ways to reach and recruit prospective parents.

One of the first grants was to the North American Council on Adoptable Children (NACAC), for development of adoptive parent support groups around the U.S. This two year grant found homes for over 200 children.

Another early grantee was the NAC which developed an Internet photolisting book featuring waiting children

from all over the United States. The website, Faces of Adoption, lists hundreds of waiting children and provides information about them. Dozens of children have found families on this award winning site.

The National Council of Juvenile and Family Court Judges (NCJFCJ) also received a grant from the Foundation to develop guidelines and training for juvenile judges.

The 1995 Adoption Month event was held at the White House and hosted by Dave and First Lady Hillary Rodham Clinton. By transmitting the program via satellite, hundreds of communities got to see their

waiting children at the White House and adoptions resulted!

The Foundation was now being recognized for its efforts, as well as being acknowledged as a national funding source for the adoption community. But, more importantly, national attention was being focused on the thousands of children in the U.S. who are waiting for a permanent home and loving family.

1996 - 1997 Banner Years

In 1996, additional public service announcements were produced and distributed. "Johnny Watkins," created to focus on the successful adoption of minority teens, was extremely successful in generating calls for older waiting kids. The Foundation also developed a video to support a speech by Dave to the National Association of Attorneys General. He urged the Attorneys General to support adoption as a crime prevention technique - "If you put your money in the playpens, you won't need to put it in the state pens!"

To encourage more companies to provide adoption benefits, DTFA partnered with NAC and the Kellogg Foundation to initiate "Adoption in the Workplace." A video, model programs and guidelines were produced and distributed to corporations large and small. This project continued in 1997 and now 65% of the Fortune 1000 provide adoption benefits to their employees.

It became apparent after only a few short years that the Wendy's family was making a difference in the lives of many children. A formal commitment came in the fall of 1996. Wendy's declared adoption as its "charity of choice."

Then Congress became interested in developing adoption-friendly legislation. Dave was asked to testify before Congress and urged enactment of an adoption tax credit that

would make adoption more affordable. His efforts paid off when the tax credit was signed into law.

During 1997, the Foundation completed its fourth PSA and a series of micro-documentaries for public television. To enhance the judicial education initiative, the video "Through the Eyes of a Child" was developed and premiered during Dave's speech to the National Association of Supreme Court Judges.

As a result of this great teamwork, the Foundation received both the International Resolve 1997 Barbara Eck

Menning Award and the Presidential Adoption 2002 Award for best use of philanthropy.

As we celebrate the fifth anniversary of the Dave Thomas Foundation for Adoption, we are gratified by the opportunities we've had to make a positive impact on the lives of thousands of children. We also salute and

thank our terrific board members, volunteers, donors, grantees and partners.

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If you would like information about the Foundation's grant program, please call 614-764-3009.

**1995
GRANT
AWARDED
TO NACAC**

**1997
RECIPIENT
OF
"ADOPTION
2000
EXCELLENCE"
AWARD**

**1996
ADOPTION
DECLARED
AS WENDY'S
"CHARITY
OF CHOICE"**

**1994
GRANTS
PROGRAM
ESTABLISHED**

**1996
DAVE
TESTIFIES
BEFORE
CONGRESS**

Nicole

file adoption

DAVE THOMAS

Thomas, the founder of Wendy's, is a tireless spokesperson for adoption awareness and a champion of special needs children.

Last year R. David Thomas received his high school diploma. He was crowned king of the senior prom and was voted "Most Likely to Succeed." But after graduation he went back to his job at a hamburger joint. "Since I was eight years old, I've wanted to be in the hamburger business," says Thomas. Flipping hamburgers may not seem like a promising career to many, but to Thomas it has become a multibillion-dollar fast-food empire. R. David Thomas, the recent high school graduate, is also known as 62-year-old Dave Thomas—founder of the Wendy's hamburger chain, best-selling author, tireless spokesman for adoption awareness, and champion of special needs children.

Childhood was a challenging time for the hamburger king. He was born in Atlantic City, New Jersey, but never knew his birth parents. Although he was adopted when he was six weeks old, his adopted mother died when Thomas was five and his adopted father had to move from state to state looking for work. "This wasn't easy," says Thomas. "No roots, no sense of belonging." His adopted grandmother, Minnie Sinclair, provided some of the much-needed stability during those early years. "She was very inspirational in my life because she's the one who really would talk to me," recalls Thomas.

Sinclair was a God-fearing woman who raised pigs and chickens and kept a sprawling vegetable garden. She used her small farm to cultivate a system of values in her grandson. "Have you ever weeded a garden?" asks Thomas. "I hated it. I mean absolutely hated it. But she'd pay me to do it. She really believed in incentives.... She encouraged me a lot. She didn't really preach to you.... We had a lot of fun. You know, fun is an important thing."

Thomas spent summers with Sinclair, who worked in a local restaurant. She would often take him with her to work. "She'd go up there and she'd wash dishes or help the cooks," remembers Thomas. This was his first taste of restaurant life and the side order of hard work that comes with it.

At age 12 Thomas lied about his age to secure a job at the lunch counter at a restaurant in Knoxville, Tennessee. Posing as a 16-year-old, Thomas began



Courtesy of Dave Thomas

Thomas is a major supporter of a number of children's charities and is a national spokesperson for the advantages of adoption.



Thomas has appeared in close to 300 radio and television commercials and public service announcements promoting adoption. Here, Thomas is with Olympic medalist Kristi Yamaguchi.

flipping hamburgers. He dropped out of school after the 10th grade to work full time as a busboy at another restaurant in Fort Wayne, Indiana. "That was a big mistake. I should have never done it," says Thomas. He encourages young people to stay in school—to get an education. His words, however, rang hollow for some teenagers. "If education is so important," they would say, "why didn't you ever go back?" He did, and last year Thomas received his GED. "I'm not a dropout anymore," he says proudly.

In 1956 Thomas and his boss at the Fort Wayne restaurant opened a new barbecue restaurant. There Thomas met Kentucky Fried Chicken (KFC) founder Colonel Harland Sanders. The Colonel was traveling around the country to promote his fried chicken franchises. Thomas's boss obtained four failing KFC restaurants in Columbus, Ohio, and proposed a deal to Thomas. If he could turn the outlets around, erase a \$200,000 debt, and make a profit, his boss would give Thomas 45% ownership.

"The Colonel told me not to do it," remembers Thomas. "The stores were practically bankrupt. I had four kids and a wife, and I was making \$135 a week." But it was the opportunity he had been waiting for; he jumped at it. Under Thomas' man-

agement, the restaurants began to prosper. He even added four new locations. In 1968 he sold the stores back to KFC for \$1.5 million. Dave Thomas had become a millionaire at 35.

Peddling fried chicken was profitable, but Thomas remained drawn to hamburgers. "I thought there was a big opportunity for a freshly made hamburger—something that tasted good." In November 1969, he opened the first Wendy's Old Fashioned Hamburgers restaurant in downtown Columbus, Ohio. In 1973, Thomas began franchising the Wendy's concept. Today there are more than 4,000 Wendy's restaurants in the US and in 29 countries. Annual sales have grown to more than \$3.6 billion with a workforce of some 130,000 employees.

Pursuing a dream to create a better hamburger has carried Thomas to the top of a multibillion-dollar, multinational corporation. But it's the flavor of his work away from the grill and "Biggie Fries" that now satisfies his generous appetite.

Thomas is a major supporter of a number of children's charities, including St. Jude's Research Hospital in Memphis, the Ohio State University Cancer Research Institute, and Recreation Unlimited—a year-round camping and recreation-



al center for disabled children. He also serves as an honorary member of the board of the Foundation of the Children's Home Society (CHS) of Florida, a child advocacy group. Thomas and his wife have donated more than \$500,000 to CHS and have helped establish a 24-hour kid's crisis hot line and emergency home for young victims of abuse and neglect. "He's our guardian angel," says CHS's Pat Sizer.

In the 1980s Thomas became president of the Horatio Alger Association—a club of sorts for so-called “rags to riches” entrepreneurs. Under his leadership the association was transformed from a social club to a public service advocacy group. He launched a nationwide leadership program to bring together Alger members and high school students from around the country—a program that continues to benefit thousands of young people each year.

The cause that is perhaps closest to Thomas' heart is adoption. “There are so many children out there...They don't have a home, and some of them go from foster home to foster home and institutions,” says Thomas. “I know some kids who have been to 10 different foster homes. And, you know, everyone deserves a home and love.”

In 1990 President Bush asked Thomas to become national spokesman for the Presidential Initiative on Adoption, called “Adoption Works... For Everyone.” The project was designed to encourage the adoption of nearly 100,000 special needs children—youngsters who are older, emotionally or physically disabled, part of families wishing to remain together, or part of minority cultures. Thomas, with his personal link to adoption, readily agreed to head the campaign and committed his restaurant chain to the effort. He introduced adoption benefits to Wendy's standard employee benefits package. Like maternity benefits, the new policy provides financial assistance and paid leave for company employees who choose to adopt. “It's real simple,” explains Thomas. “People said, ‘Well, why didn't we think of it?’ So I wrote letters and we got a lot of different companies to put adoption benefits in.”

Thomas has appeared in close to 300 radio and television commercials and public service announcements promoting adoption. He grants hundreds of interviews each year as part of a national interview campaign to raise public awareness about the thousands of children awaiting adoption and to educate prospective parents about the adoption process. He travels around the country urging fellow CEOs to “adopt” adoption benefits. His message is simple: “It's working for us, and it can work for you, too.”

Thomas explains that Wendy's contributes up

to \$4,000 in fees and legal costs when one of its employees chooses to adopt \$6,000 for special needs children. “We help cover the costs of the adoption process, including the individual and family counseling sometimes needed to help children make a smoother adjustment into their new families.” In the first three years, Wendy's contributed about \$39,000 for 18 adoptions. During that same period, the company spent \$4.5 million in maternity benefits. Thomas insists that the cost

“My recipe for success is hard work, patience, honesty, and total commitment.”

of the new adoption program is small compared to its social benefits. “It's not the most costly thing we could do,” he says. “Profit is not a dirty word with any of us but we have to give something back. That's where responsibility comes in.”

Wendy's founder recently created the Dave Thomas Foundation for Adoption—a nonprofit organization dedicated to the tenet that every child deserves a permanent home and a loving family. “I hope someday that anyone...privately, publicly...whatever, will have adoption benefits in the same breath you have maternity benefits, to give people incentive to adopt,” says Thomas.

In 1991 Thomas pledged the profits from his autobiography, *Dave's Way*, to help fund adoption programs. More than 350,000 copies of the book have been sold. Proceeds have been used to produce 500,000 copies of a *Beginner's Guide to Adoption*—written with the assistance of well-known adoption experts and distributed to adoption agencies around the country. “I'm trying to take my awareness and do something,” says Thomas. He recently published a second book, *Well Done!*—a best-selling inspirational guide to achieving success the honest way. Profits from the new book are also being donated to adoption programs.

Dave Thomas will continue to lead by example. “Just work hard and apply yourself,” he says. “My recipe for success is hard work, patience, honesty, and total commitment.” The man who started out flipping hamburgers will continue doing what he loves...making money and sharing it with people who need it most. “There's never been a luggage rack on a hearse,” says Thomas. “You can't take it with you.” ♦

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Children's Voice

Vol. 7, No. 1

CHILD WELFARE LEAGUE OF AMERICA

Fall 1997



In This Issue

- ▲ The World View of American Indian Families
- ▲ Community Schools
- ▲ Public Agency Accreditation
- ▲ Managing Managed Care

KETCHUM PUBLIC RELATIONS

W O R L D W I D E

*file
adoption***MEMORANDUM/February 27, 1996****TO: THE WHITE HOUSE/OFFICE OF THE FIRST LADY
Evan Ryan****FR: Kristi Dunn****RE: "FRIENDS OF ADOPTION" NATIONAL ADOPTION EVENT***312/883-4974**312/917-5528**312/949-6788*

Hi Evan. Thank you for taking the time to discuss our next adoption awareness project. Our White House Adoption event was such a huge success, even with a hurdle like the government shutdown, that we would like to invite Mrs. Clinton to work with the Dave Thomas Foundation for Adoption at a second national event. Dave Thomas would be honored to have the opportunity to work with her again.

I've attached a one-page proposal for your review. We faced the dilemma of what to do after such a successful and high-profile White House event. To maintain our momentum, we decided to turn to the people (outside of Washington) who have the most influence on America. We have learned of an increasing number of high-profile key influencers who have recently adopted or have been adopted. We feel that by inviting these famous personalities to band together in support of a cause that has touched their very own lives, we can take adoption awareness to a higher level. To avoid getting lost in the large number of charity requests these people get on a regular basis, we would like to enlist the help of Mrs. Clinton. We feel that her involvement will be the impetus we need to get these key influencers on board with our cause.

We have designed the event to require a minimal time commitment from Mrs. Clinton, and as a keynote speaker, she is welcome to craft her own personal key message. We are also willing to work around her schedule to find a time frame that is convenient for her.

The attached proposal is very preliminary, and we are open to any suggestions you may have. I have already contacted a celebrity recruiter and charity event planner who is interested in our cause. After you have had a chance to review our proposal, please feel free to call with questions at (312)266-4531. I look forward to hearing your feedback or any ideas you may have. Thanks for your time and consideration.

KETCHUM PUBLIC RELATIONS

W O R L D W I D E

**"Friends of Adoption" National Event
Benefiting the Dave Thomas Foundation for Adoption****Objectives:**

- To help place kids in homes; to take adoption awareness to a higher level and make it a mainstream issue; to raise money for the Dave Thomas Foundation for Adoption

Who:

- Key influencers including members of the entertainment industry, community leaders, adoption advocates, members of the media, famous personalities

Speakers:

- Mrs. Hillary Rodham Clinton (keynote speaker)
- Dave Thomas and key influencer with adoption connection (i.e. Steven Spielberg, Michelle Pfeiffer or Tom Cruise/Nicole Kidman) will make a few additional comments and introduce Mrs. Clinton

Location/Timing:

- Los Angeles (or New York) to attract celebrity attendees
- Late Spring/early Summer (or close to California primaries)

Key Messages:

- Every child deserves a home and a loving family including special needs children (older children, siblings, minorities and children with disabilities)
- Urge a call to action to America to make this cause a priority to everyone; urge people to share in the responsibility to find a home for every child

Concept:

Create a "Friends of Adoption" network that includes every willing high profile person or couple that has adopted; has an adoption connection or simply wants to support the cause. Invite this network of key influencers and children awaiting adoption to attend an afternoon interactive, fund raising media event in Los Angeles or New York. Invite Mrs. Rodham Clinton to be the keynote speaker and address the crowd about the importance of finding homes for all children. Top celebrities, Mrs. Clinton, Dave Thomas and waiting children will be very appealing to the media, and generate tremendous positive coverage for everyone involved.

Visuals & Activities:

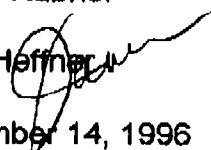
- The afternoon fund raiser will have an interactive format that includes children waiting to be adopted from a local adoption agency. Sample activities include a dunking booth and/or some type of lighthearted "Circus of the Stars" competition. Other ideas include celebrity-donated items to be auctioned off at a silent auction, the creation of an "Adoption Walk/Hall of Fame", and a "Helping Hands of Adoption Mural", which entails attendees contributing their handprints to the mural, which will then be used as a travelling exhibit.

#

142 EAST ONTARIO STREET

CHICAGO, ILLINOIS 60611 PHONE/312-266-4550 FAX/312-266-4564

A UNIT OF KETCHUM COMMUNICATIONS, INC./ OFFICES THROUGHOUT THE WORLD.

To: Nicole Rabner
 From: Jann Heffner 
 Date: November 14, 1996
 Re: Thoughts about adoption initiatives

Nicole:

Sorry these are a little late - I had a sick kid at home! I've done a brief list of critical questions which should be valuable to answer as you chart out the adoption initiatives over the next few months. They break out into the following areas:

- A. Child welfare specific
- B. Funding
- C. System reform
- D. Technical/reporting issues

A. Child Welfare Specific

1. What is the current status of foster children in each state?

- a. Total number "in care" (i.e. on rolls) in each state
- b. Average length of time spent in foster care and average number of foster placements
- c. Number of children in long term foster care and average length of time in long term foster care. Average age of those children in long term foster care and racial composition of those in long term foster care. Percentage of those under age six in long term foster care.
- d. Number of children in "independent living". Average age and racial composition of those in "independent living."
- e. Percentage of children in "foster-adopt" placements

- f. Number of children in psychiatric/treatment facilities in state and out of state

2. Juvenile corrections/child welfare data

- a. Percentage of children in juvenile corrections populations who were first involved in child welfare system
- b. Percentage of children in juvenile corrections who were initially involved in children's mental health or mental retardation/dd system

3. Education system/foster care/adoption relationship

- a. Are special arrangements made for foster children with regard to tutoring, class placements, special ed/behaviorally handicapped accessibility?
- b. For adopted children, are specialized classes, programs or private educational opportunities available?

4. Children's mental health system and foster care

- a. Are specialized therapists available to work with both foster and adopted children? Are the therapists available limited to those provided within the Medicaid system or are specialists in grief, attachment, post-traumatic stress, etc. allowed to work with more traumatized youngsters?
- b. Are there substance abuse counselors and programs available for foster and adoptive children?
- c. Are pre-adoptive children provided with adoption preparation?
- d. Are prospective parents provided with adequate tools to understand adoption issues?
- e. Are post-adoption services, especially counseling, available to families?

5. Training issues

- a. Are child welfare workers trained in a multi-disciplinary mode along with court and mental health workers?

- b. Is there emphasis placed on child development and on permanency planning (not just foster care)?
- c. Is there specialized training for supervisors in area of adoption?

6. Accountability issues

- a. Are workers tracked to determine appropriate outcomes for kids, i.e. indicating adherence to timelines, movement toward adoption?
- b. Are supervisors being held accountable for permanency outcomes all the way to the top?

B. Funding Issues

These are some of the funding streams which are potentially available for investment in reducing barriers for adoption because they either directly relate to the issues as a prevention tool or provide important supportive capacities.*

Department of Education:

- Title I

Health and Human Services:

- SAMSA
- NIOA, NIAA
- Child Development Programs
- ACYF

Department of Justice:

- OJJDP
- VOCA
- NIJ
- State Justice Institute

* I have another list I'll send you later; I can't lay my hands on it this minute.

C. Systems Issues

1. Legal and Judicial

- a. State legislation can often stand in the way of expediency - i.e. some states require that a home must be found before termination of parental rights can occur, but "legal risk" adoptions are often turned down by prospective parents, thus creating a catch 22.
- b. Judges, court administrators, GALs and attorneys need a much stronger education in child welfare issues generally and adoption specifically.
- c. Jurisdictional issues, including vertical administration of cases, present grave barriers to court efficiency.
- d. Court improvement plans will be emerging rapidly and should present some very explicit recommendations. In the meantime, I've enclosed a draft executive summary for you.

2. Mental Health/MR/DD/Education

Community mental health, MR/DD, education, substance abuse and juvenile corrections are operating, in the main, on parallel tracks, rarely becoming synchronized in mission, philosophy, funding or outcome for children. This creates unconscionable confusion for funders, workers, families and children. This is a topic on which much has been written, but little has been done...until mission and funding integration takes place we're wasting tremendous amounts of energy and dollars...see funding and welfare specific topics.

D. Technical and Reporting Issues

1. Integration of data bases concerning services to children and families is critical, otherwise the accountability for "who spent what on whom, for what and what difference did it make?" won't be resolved.

- a. This is particularly critical when it comes to the child welfare system. As we have spoken at length - the SACWIS/AFCARS information systems have the capability of truly connecting and reporting much of this data. With some technical re-evaluation and an extension to court and mental health information systems, a much more useful tracking

system could occur.*

EDS, CASA and the Dallas Juvenile Court will begin a pilot to begin such an integration system which could serve as a national model.*

- b. Also, there is an excellent opportunity for a regional or national adoption or Internet exchange with the cooperation of several national partners. HHS has been interested in this and has funded, under Adoptech opportunities, the beginnings of such a system. By moving ahead with an advisory group and with another funding year available under SACWIS, this is a doable project which could bring the latest technology to the most vulnerable children.**
- c. Several courts are currently struggling to get control of the permanency planning problems through automation and are finally getting a handle on where the kids are within their system. They are demanding accountability at all levels of the child serving system and are able to benchmark human and time resources necessary for each step of the process.

* I have enclosed a brief summary of a report on a regional Adoption exchange site.

** I have enclosed national CASA's current grant application schedule for your information.

NOTICE: This report is
the property of the Kellogg Foundation

-Final Draft-
Court Improvement Program
Report to the Nation Survey
Sponsored by the Kellogg Foundation

Richard Gable
National Center for Juvenile Justice
August, 1996

Introduction

For the past two years, states participating in the Court Improvement Program of the Children's Bureau (US Department of Health and Human Services), have been involved in a process to assess the strengths and weaknesses of their ability to adequately deal with cases of child abuse and neglect in the courts. While a voluntary program, forty seven states and the District of Columbia have chosen to participate in this effort. In each instance, the state has developed a plan for assessing the nature and quality of its judicial practice with the goal of developing a set of recommendations for improvement over the next three years.

Assessment activities have been varied and innovative. In some states, responsibility for the assessment has been assigned to staff of the Administrative Office of the Supreme Court or further delegated to another state agency. In other states, child advocacy agencies have conducted the survey. In still others, responsibility for the assessment has been contracted to a local college or university, or has been conducted by an independent research agency that competed for the work following a request for proposals.

The innovation evidenced by states in conducting their assessments was aided, in large part, by a series of pre-assessment meetings held in three locations across the country in 1994. These meetings, sponsored by the Kellogg Foundation, were designed to provide both contextual and practical information to state teams responsible for the assessment process. Included in the program were sessions focused on research method, survey design, observation techniques and organization of an assessment team. These regional meetings, available to all participating states were seen as a real asset to the participants and set the stage for a rigorous assessment of judicial processing of cases of child abuse and neglect. At those initial meetings, it was announced that a survey of assessments would be conducted towards the end of the initial phase of the program. This report is the result of that survey.

Method

The Court Improvement Program Survey was developed using items derived by Mark Hardin at the American Bar Association. Its intent was to assess the results of state

assessments regarding issues found to be important, and, further, to catalogue implementation activities that were planned in response to the assessment. Realizing that states were in various stages of assessment, respondents were asked to identify issues and, further, to provide a "certainty" score that indicated the degree to which the response was likely to become a part of the final assessment report. This score proved quite valuable in computing survey results. Following the initial design, the survey was pre-tested in two states and changes made to clarify the intent of questions and instructions.

The resulting survey was conducted by mail, using the original list of participants in the regional conferences as respondents. For each of the participating states, the four person team attending the assessment conference was notified, with instructions to pass the survey on to others if appropriate. This 'redundancy' in respondents led to a response from forty two of the forty seven participating states. At least one, and as many as three respondents completed the survey in a four week period of time in June and July, 1996. Follow-up calls to the remaining five states did not produce completed survey forms.

Survey results were analyzed to provide scores for each item and to incorporate written contextual comments. In assigning rankings to the items, the "certainty" score was used as the primary criterion as it was found to provide the best measure of the solidity of the finding and the best prediction regarding the potential for subsequent activities in the implementation phase of the program.

Results

Assessment Progress

Respondents were asked two preliminary questions regarding the conduct of the assessment and its results. When asked about the stage of completion of the assessment, states, on the average, were two thirds (66.3%) complete. Most had collected data and were in the stage of analyzing findings and completing the final report. Five states reported that their assessment was complete, two said they were just in the beginning (<10%) stage of their assessment.

When asked how many individuals had participated in the assessment (either through surveys, observation, focus groups, etc.) respondents indicated that, on the average, 450 persons had been involved. This ranged from a high of 1500 to a low of 150. In total, more than 18,000 people had been somehow involved in the assessment process.

Issues

Based on the 'certainty' scores, the top five issues that have emerged from the assessment are ranked below. Each of these items represents a "problem area" that was identified in the assessment:

1. Quality and timeliness of required reports and assessments by caseworkers, CASA/GAL and review boards. (36 states, certainty score:330)

Sample comments:

"Reports and assessments are not shared in a timely fashion. Unless pre-trial conferences are mandated, most of these participants share reports and information on the day of the hearing"

"Citizen Review Boards and CASA's were found to report in a timely fashion, but not caseworkers"

"Deadlines for reports need to be kept...this has significantly slowed the progress of cases"

"Delays only in terms of Citizen Review Boards"

"Too many players with no timely information for review. We found the Citizen Review Boards to be the least helpful"

"The report by the caseworker is to be studied for specifics on reasonable efforts. This is never presented on time"

"There is significant difference in the response of these parties from county to county. It seems to be a local, not a state standard"

2. Selection, training and adequacy of attorneys and GAL's (35 states, certainty score:318)

Sample Comments:

"Inadequate funding for contract attorneys...does not attract high quality, skilled people"

"Indigent defense system will no longer participate in deprived cases per newly passed law. Representation will be decided at the local court level."

"All players, except for CYS attorneys and caseworkers, need training. Most had none before their first case"

"There is no training for court-appointed attorneys"

"There is great concern over GAL performance and attracting experienced attorneys for this role"

"The experience of the attorney does not prepare him/her for the tasks required in dependency hearings. In some ways, general attorney experience is counter productive to good dependency outcomes"

3. Caseflow management and court delay (34 states, certainty score 310)

Sample comments:

"We need to know who, what when and how of docketing....Need a gatekeeper for case management"

"Continuances and unprepared attorneys are the main problem to a timely outcome in these cases"

"One courtroom and one lawyer may be the recommendation that will eliminate calendar conflicts and will maximize the use of time"

"This is a larger problem in our urban areas"

"The delays in the process and hearings are one thing...but reaching final decisions is even worse"

"This is the number one problem...the court seems not able to control its own destiny"

4. Timelines of the initiation and completion of termination of parental rights cases. (34 states, certainty score 305)

Sample comments:

"Very complex procedure that drags on forever and impedes permanency plans"

"Confusion over reunification mandate/philosophy. Lack of understanding by some parties that parents must demonstrate desired outcome of plan rather than just complete majority of plan items"

"There is a lack of specific information to proceed with a termination."

"Appeals can be a problem, causing time to be wasted. Courts seem reluctant to proceed with termination cases, thus leaving children without a permanent home"

5. Qualifications, training and knowledge of judicial officers. (32 states, certainty score 300)

Sample comments:

"Judges, GAL's and Assistant Attorneys General all expressed desire for additional training, especially regarding placement options and services for children"

"Most of these people knew nothing about these matters before assuming their job"

"A major set of recommendations involves training for all actors, especially judges"

"Most judges want to do well, but the volume of cases in other matters takes priority. Also, the relevant statute changes almost every year and judges don't have time to study the new law in relation to the old."

Remaining Issues

Other issues that emerged as less troublesome, but worthy of note involved the thoroughness and quality of hearings, the quality of court information and record keeping, time required to prepare properly for a hearing, and the adequacy of court facilities.

Implementation Plans

Generally, respondents were less certain regarding the specific plans that would be implemented or recommended based on the assessment. They were able, however, to identify a number of general areas that would or should be addressed. The top five areas for change are listed in order below.

1. Improving judicial expertise (37 states, certainty score 342)

Sample comments:

"We have identified many areas for future training"

"Judicial training and on-going education is a big component of our assessment. It is the primary focus of our implementation"

"Training for judges and attorneys is the first of seven major recommendations from the assessment"

"Training of judges in child placement options is very important"

"Hopefully education of the judiciary will result in juvenile court seen as a valued part of the judicial system"

2. Reducing delays through improved caseload management (33 states, certainty score: 298)

Sample comments:

"Reduction of calendar conflicts and more efficiency in time usage has been achieved by blocking judges calendars and assigning a single lawyer to each judge"

"We desperately need to speed up our timeframes"

"We plan to work on developing meaning caseload management strategies to reduce delay"

"This is the number one priority, will require the will to see it through"

3. Developing process to ensure meaningful permanency planning hearing. (31 states, certainty score: 293)

Sample comments:

"The key to this for us is permanency...our hearings are not bout this now"

"Permanency hearings will be recommended at 10-12 months. The form and substance of those hearings will be developed during the early stages of implementation"

"We don't have a designated permanency planning hearing...we need one"

"A tickler file will be developed to monitor when the permanency planning hearing is due so that proper preparations can be made"

4. Ensuring quality representation for all parties (34 states, certainty score:292)

Sample comments:

"Plans call for training and evaluation of judges, DSS attorneys and GAL's. We will develop ways to compensate appointed attorneys"

"GAL training and reducing their caseloads is a priority"

"Increasing the number of defense lawyers"

"We will develop contracts for GAL's"

"The judges are the most interested in seeing this one adequately addressed"

5. Improving the quality of court information (31 states, certainty score:275)

Sample comments:

"Until the rapid turnover of social workers decreases and DHS training addresses the needs of the court and the child rather than just federal regulations, court information will not improve."

"Disposition codes will be changed to more accurately reflect what happened at the hearings"

"We will develop training to impose a consistent format for information sent to and from the court"

Other Plans

In addition to these implementation plans, respondents noted additional items including improving coordination and relationships with outside agencies, developing processes to ensure more thorough hearings, reducing waiting time for hearings, and improving the "user friendly" nature of the court process.

Summary

The assessment process of the Court Improvement Project has produced a great deal of detailed information describing flaws and omissions in the processing of cases of child abuse and neglect. These findings have led to a wide range of implementation plans for improvement. In most instances respondents reported widely differing conditions across their state, with major differences between rural and urban settings. Clearly the challenge for the future will be to press forward with the implementation while recognizing and responding to the diversity existing within a state.

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Special Needs Adoption in [REDACTED]
April 4, 1996

Key Facts

- FY95 the state spent more than \$4 million on the purchase of special needs adoption.
- FY96 it has reduced that amount to \$3.5 million
- FY97 the proposed allocation for adoption services is down to \$ 3.2 million.
- From May 1995 to January 1996, no new referrals from DSS were sent to any private agencies in the state. Very few have been sent since.
- Some private agencies that rely on referrals from DSS have laid off more than 40% of their staff and/or are considering going out of business this summer.
- The backlog of children, especially special needs adoptions, in need of permanent homes remains at 4,500 which is an all time high.
- The new managed care system of reimbursement to adoption services providers, on a fixed fee basis, is a disincentive for service providers to recommend all the necessary services that children who have been in state care typically need, especially the large number of older children.

The capacity to supply special needs adoption services throughout the private sector is being seriously depleted. The state's public/private partnership, a model for the rest of the country, has been seriously compromised. The immediate cause of this crisis and disintegration is the suspension of referrals of children by the state to private sector agencies commencing in May 1995 continuing into April 1996 (a complete suspension from May to January and thereafter a resumption at a drastically reduced rate). This suspension has both short and longer term serious financial ramifications for both the service providers and the State. When combined with the more fundamental shortcomings of the state's system for payments (not based on actual needs of children but a fixed fee) to private agencies for adoption and permanent placements - a crisis has been created for the State adoption service providers in their ability to carry out their mandate of serving the interests of the children least able to advocate for themselves and most in need in the State of [REDACTED].

I. The Two Main Issues:

1. The private sector agencies, because of the suspension of referrals, no longer have the cash flow to sustain their adoption services beyond the cases that will be generated in the next few months (from referrals made prior to May 1995).
2. The capitated system of reimbursement does not start with needs but attempts to cap costs with fee incentives. In the case of special needs adoptions this approach may prove to be not only short sighted and more expensive in the long run to the State as well the larger society, but in addition the growing literature and data on trauma and the consequences of attachment disorder show a strong correlation between children who grow up outside healthy permanent family relationships and their propensity towards committing violent offenses as adults. The capitated system definitely increases risk of failure in placements from poor preparation.

II. How Did We Get Here?

Adoption of children under state protection is not just a process of legalization. In most cases, adoption cannot go forward successfully unless certain needs are addressed. First, it is critical to address the child's physical/medical needs because it is essential that a new family fully understand the challenges they will face with their child. Second, even before matching a child with a family, the child needs to begin to understand past relationships, abusive as well as supportive. That understanding is a life task that echoes throughout a person's growing-up years and beyond. Violence, sexual abuse and severe neglect that is prevalent in the lives of most of these children, leave major gaps in development that need to be addressed, but often need post adoption services to ensure long term adjustment to the family. Thirdly, adoption means fighting for the child's movement through the court/legal system to a new family. All of this is true whether the state provides these services directly or purchases the service from a private agency.

██████████ has always been a leader in purchasing service from the private sector (privatization as it is now called). There has always been a strong private/public partnership. In the last seven years, however, the state has had three different purchase systems for adoption services. All have been designed with the hope that children would move most efficiently into stable, permanent families. None of the systems have taken into the account the **full and actual costs** of providing the service. This problem of properly accounting for actual cost needs an extremely careful and realistic examination.

To address the new model's shortcomings the state hired a consulting firm to evaluate it. In the Spring of 1995 it suggested a number of improvements including improvements in

the payment structure for the oldest children and those who face the most challenges, a better post adoption payment system and a stronger public/private partnership.

Agencies were encouraged to expand their services and develop in niches where they can contribute most effectively. A number of agencies increased their contribution of private services and dollars to the mix. Private, non-profit agencies used grants and other donations to move into new and/or expanding markets. As a result successful efforts by a number of agencies and the [REDACTED] to bring in additional federal dollars as well as the [REDACTED] have improved the system.

Despite these problems and limitations, the private sector continued in an effective partnership with the state. A degree of stability was established even if at an inadequate level of reimbursement. The assumed stability allowed the agencies to plan for staffing and gave them a somewhat clearer target for making up the shortfall from the chronic underpayment inherent in the system. They knew what they needed to make up through fund raising, grants and in-kind donations. This assumed stability provided a stop-gap until the system could be thoroughly analyzed and reformed in the future.

Stopping the flow of children's referrals in May 1995 brought this strained system to the breaking point. This system that needs reform and improvement instead received a destructive blow. With referrals stopped and the resultant cash flow problems created, the private agencies cannot be expected to continue to make this system work for the children who are waiting.

Resumption of referrals will only begin to improve cash flow for private service providers no earlier than a year from the time they will resume in earnest. No less than a year gap is thus created during which little new income from the state will be forthcoming. To the extent that agencies depend on revenue from the state based on referrals, there will not be adequate cash flow to sustain daily operations. Beyond the one year gap, a further period of six to eighteen months of waiting is required for some, if not most, of the revenue that new referrals will generate, because any payment by the state only comes to the agency after the child has been permanently placed or legally adopted. Typically it takes 6 months to 2 years after referral to place a child permanently. Private agencies therefore are left with few choices, all of which are seriously destructive to their ability to continue providing special needs adoption services. They can refuse to accept referrals, since they will not have the income to pay salaries to perform needed services. They can either shift their social workers to other endeavors, if available; or they must continue to lay off these experienced social workers and concentrate the remainder of an agency's efforts on other activities where receipt of immediate payment is possible, if such can be found. Final alternatives are for agencies to attempt to find already badly stretched private donations adequate to fill this large cash flow gap or go out of business.

III. The Results

For almost 1/4 of the children in the state's protection, who need adoption, the current crisis has meant 8 additional months of waiting. Child welfare experts agree that the longer a child stays in foster care, the more harmful it is to him/her. Beyond even the effects of impermanence in foster care is the multiplier effect of time that it takes to place an older child or a child who has special needs. The older a child, the longer it takes to get him/her settled into a permanent family. On top of these waiting children there are those who will come after. The erosion of the system will have lasting effects. Even for children with moderate needs it can take 12 or 24 months or more to achieve legal permanence.

Agencies that don't or cannot add sufficient funds to maintain quality of service will either compromise that quality or stop delivering the service. When that happens, the state will not just lose the benefit of the service dollar that it has been expending, it will lose the value added by private agencies, the additional services, support, in-kind contributions and community involvement that go with a private agency based service. There is a general lack of understanding of the value added by private agencies. For example, the multi-million dollar [REDACTED] grant for adoption systems reform was made to a coalition of public and private agencies, led by private agencies. In the process of budget cutting, if the state unknowingly dismantles the existing system of private/public partnership it will have to add millions of additional dollars just to get back to the level of service that is currently being provided as a result of the partnership built up over years between various foundations, private donors, grants, the private agencies fund raising and the State.

IV. Solutions

1. The immediate design and implementation of an emergency financial plan to preserve the state's capacity to provide special needs adoption through the private sector.
2. A follow up to this emergency plan should be the establishment of executive commission at the highest level to perform a thorough review and refinement of the existing product based system to achieve a fair, realistic, cost effective and sustainable public private partnership based on actual needs & costs, as well as the State's budgetary constraints.



The Supreme Court of Ohio

EVELYN L. STRATTON
JUSTICE

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