THE WHITE HOUSE 9/10

WASHINGTON

Nicole –

Per your request –

Take care.

Cheri

x62682

yes good as relates to child

MEMORANDUM

TO: BRUCE REED

CC: ELENA KAGAN

FROM: TOM FREEDMAN, MARY L. SMITH

RE: POSSIBLE CONFERENCE ON EMPLOYERS GROUP

DATE: JUNE 13, 1997

0 to 3 did work families instit

SUMMARY

The Employer Group consists of 28 of the nation's largest employers who are banding together to find solutions to the problems of the 2.5 million low-wage workers they employ. The Employer Group is sharing solutions for explosive turnover rates of 100% or more, high absenteeism and child-care problems among low-wage workers. See attached positive Wall Street Journal article dated April 23, 1996. We recommend highlighting this effort.

BACKGROUND

The Employer Group did not form in response to proposals to raise the minimum wage. The Families and Work Institute, a nonprofit New York research and consulting concern, began organizing the group after a 1993 national workforce survey by the institute showed a marked trend toward a two-tier workforce. The study showed that workers earning less than $8 an hour, or $15,000 a year, enjoyed far less access to child care, elder care, and health benefits than higher paid workers.

SOME PARTICIPANTS AND WHAT SOME OF THEM ARE DOING

- U.S. General Services Administration
- Aetna Life & Casualty Co.
- Cigna Corp.
- ConAgra, Inc.
    - making maternity benefits contingent on good prenatal-care practices in order to reduce infant-health and childbirth problems among meatpacking workers.
    - collaborating with Head Start to provide subsidized child care for some shiftworkers. ConAgra reported that this program has cut turnover rates by 50%.
- Levi Strauss Associates, Inc.
- Marriott International Inc.

- rolling out a nationwide employee-help hotline staffed by multilingual counselors trained to handle a wide range of dependent-care, family, social, and immigration problems. Marriott reported as of April 1996 that it was receiving a five-to-one payback on the service in the form of reduced turnover, absenteeism, and tardiness.

- PepsiCo Inc.'s Pizza Hut unit
- Prudential Insurance Co. Of America

RECOMMENDATION

- Hold a White House event, highlighting the Employer Group and how businesses can address the needs of low-wage workers. This event will encompass not only former welfare recipients but the working poor.

Wall Street Journal
April 23, 1996

Several Large Employers Join Forces To Solve Problems of Low-Wage Workers

By SUE SHELLENBARGER
Staff Reporter of THE WALL STREET JOURNAL

As politicians battle over welfare reform and raising the minimum wage, 28 of the nation's biggest employers are banding together to find solutions on a different front to the problems of the 2.5 million low-wage workers they employ.

The group, called simply the Employer Group, is sharing solutions for explosive turnover rates of 100% or more, high absenteeism and child-care problems among low-wage workers. Members, including Marriott International Inc., J.C. Penney Co., Aetna Life & Casualty Co., Cigna Corp., ConAgra Inc., Levi Strauss Associates Inc., PepsiCo Inc.'s Pizza Hut unit, Prudential Insurance Co. of America and the U.S. General Services Administration, met for the second time last week in New York.

The meetings mark the first joint recognition by employers that the social and family problems of unskilled, low-income workers are assuming major implications for productivity in the service industries that employ them, from retailing and hotels to food and financial services.

"In the past, some companies have regarded the lower-wage worker as, one, disposable, and two, invisible. That is 100% not the case with the employers represented in this group," says Donna Klein, director of work-life programs for Marriott International, and co-chair of the group. Jay Hundley, a vice president and director of personnel at J.C. Penney and the other co-chair, adds that lower-wage workers' "impact on our results is absolutely astronomical."

The group isn't a response to Congressional proposals to raise the minimum wage. The Families and Work Institute, a nonprofit New York research and consulting concern, began organizing the group with Marriott's help after a 1993 national workforce survey by the institute showed a marked trend toward a two-tier workforce. The study showed workers earning less than $8 an hour, or $15,000 a year, enjoying far less access to child-care, elder-care and health benefits than higher-paid workers. The group is funded by two foundations, Pew Charitable Trusts of Philadelphia, and Carnegie Corp. of New York.

A major focus is sharing "best practices," with an emphasis on possible collaborations between employers or employers and government. Some members already run their own welfare-to-work programs, training recruits in such basic skills as dressing appropriately and getting to work on time.

Marriott is rolling out nationwide a new kind of employee-help hotline staffed by multilingual counselors trained to handle a wide range of dependent-care, family, social and immigration problems. Marriott says it's getting a five-to-one payback on the service in the form of reduced turnover, absenteeism and tardiness.

Others are developing new health and child-care programs. ConAgra Refrigerated Foods Cos., a ConAgra unit, is reducing infant-health and childbirth problems among meatpacking workers by making maternity benefits contingent on good prenatal-care practices. The company also is collaborating with Head Start, the federal preschool program, to provide subsidized child-care for some shiftworkers, a program that has cut turnover among users by 50%, says Charles Romeo, director of employee benefits at the ConAgra unit.

Employers also discussed such ideas as sharing seasonal workers. Some members hope to lobby as a group on such issues as welfare reform, including child-care subsidies. Congress has lacked "input from a group of employers representing low-wage earners," says J.W. Marriott Jr., chairman and president of Marriott International. "A lot of legislation is made in a vacuum because low-wage earners have no lobbying force that speaks for them."

Why not just pay people more? "If we did we'd be less competitive," Mr. Marriott says. "Then we'd have to start downsizing and laying people off. Our objective is to pay a competitive wage and to do everything we can to help people help themselves," he says. "To the extent we can help people who have not worked before to become good productive workers, we're going to start solving crime problems, marital problems, abuse problems," Mr. Marriott adds. "To the extent that we can help make these problems go away, we're all going to benefit."

cc HRC / Bruce / Kevin / Rahm

B

THE PRESIDENT HAS SEEN
9-30-97

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cc Jen, Tom, EK

Executives push family agenda

Meeting needs can retain talent

By Dottie Enrico and Stephanie Armour
USA TODAY

Ogilvy & Mather chief executive Shelly Lazarus was once asked to forgo a family ski trip to attend a worldwide board meeting in Paris. She refused.

"People were horrified," she says.

She ended up with a compromise, but she still kept her family first.

"I took the family to Paris for vacation, attended the board meeting, took everybody to visit (ad agency founder) David Ogilvy at his chateau later in the trip."

D[illegible] the stereotypes, there are [illegible] high-ranking executives — both men and women — who are refusing to sacrifice family for career. And those executives are setting standards for employees who are grappling with the same demands.

Management experts say that may be exactly what it takes — for top executives to step forward as role models — to change the career-climbing climate that drives some to quit.

"The corporate culture is determined at the top," says Randall Buerkle, an organizational development expert.

"The more progressive organizations really have an empathy for the family," Buerkle says. "I think we'll see more and more of that."

Lazarus, for example, says she believes that empowering employees to [illegible] up about their personal and professional needs can be a hidden [illegible] for any company worried about holding on to talented perfo[illegible]

Pepsi-Cola North America CEO Brenda Barnes put a spotlight on the problem last week when she resigned her post to focus on family.

Though Barnes said she was tired of missing school plays and family time, others have refused to fall into that trap.

Ellen Kullman, a vice president and general manager at DuPont in Wilmington, Del., shuffles her work schedule to meet family demands, taking time away from the office as needed.

"I think people are afraid to use the more flexible programs," Kullman says. "When they see me do it, they feel it's OK for them, too. I'm not apologetic."

Other examples:

▶ Mike Cook, chairman of Deloitte & Touche, watched in horror as top-performing women left the firm at a dramatically higher rate than men. Five years ago, he set up a task force to find out why.

He discovered that having flextime and job-sharing programs available wasn't enough. Cook says management attitudes, not just behavior, had to change so that workers could feel their careers wouldn't be stalled because they wanted time for personal pursuits.

"I always used to tell my secretary to tell callers I was in a client meeting if I left the office early to spend time with my family," he says. "Think of the message that sends."

"Every employee needs to believe that he or she can have a life outside of the office without feeling like it looks unprofessional," he adds.

▶ Karen Sones, a vice president at First Tennessee Bank in Memphis, works at home one or more days a week. Other employees have asked her advice on how to set up similar arrangements.

"It's part of the culture," Sones says. "It's talked about enough that employees are not afraid to ask for the time. They've seen others do it."

▶ Carol Buchanan moved about four years ago to Sonoma County, Calif., with the hope she could work at home. Her employer, Right Management Consultants, agreed.

"It's been four years, and this has been a gift," says Buchanan, a vice president and consultant.

Some change already is taking place, as more companies adopt — and use — family-friendly policies.

More than 50% of large companies allow working from home, and 50% allow job-sharing, based on a 1997 survey of 519 companies by Watson Wyatt, a human resources consulting firm.

Despite some change, other reports show many employees yearn to take a leap like Barnes'. A study this month from Lutheran Brotherhood showed 32% of people polled would give up their lifestyle for a simpler one with less pay.

The trick is how to do both.

"All of us have to start putting results and performance first," says Steve Groot, president of the Allstate Indemnity, which has more than 500 employees. "The time has passed where we give undue credit to window-dressing like working during vacations and spending long hours in the office."

AP

No sacrifice: Ogilvy & Mather CEO Shelly Lazarus, fourth from left, refused to cancel a trip with her family to attend a worldwide board meeting. The Lazarus clan, from left: Ted, Samantha, Benjamin, Shelly and George.

Some companies called family-friendly

Working Mother **magazine's companies for mothers (in alphabetical order)**

Allstate Insurance
Barnett Banks
Fel-Pro
Glaxo Wellcome
IBM
Johnson & Johnson
Merck
NationsBank
SAS Institute
Xerox

Business Week's **Top S&P 500 Family-Friendly Companies[1] (in order of ranking)**

MBNA America
Motorola
Barnett Banks
Hewlett-Packard
Unum
Lincoln National
Merrill Lynch
DuPont
TRW
Cigna
Lucent Technologies
ITT Hartford
Amgen
[illegible] Instruments
Rockwell International
Marriott International
First Chicago NBD
Baxter International
Medtronic
Autodesk

Source: Business Week Sept. 15, 1997, issue.
1 – Publicly traded, in Standard & Poor's 500 index

ock offe[illegible]

Company (ticker), underwriter

Bell Canada Intl. (BCICF)
Goldman Sachs
Wireless telecommunications firm

Best Software (BEST)
Hambrecht & Quist
Provides asset and payroll software for mi[illegible]

Cognicase (COGIF)
Volpe Brown
Provides automated software maintenance

Corixa (CRXA)
Lehman Bros.
Develops vaccine products for cancer and [illegible]

Engel General Developers
Friedman Billings
Israel housing developer

Gulf Indonesia Resources (GRL)
Goldman Sachs
Oil expoloration firm

Ivex Packaging (IXX)
Merrill Lynch
Provides specialty paper and plastic packa[illegible]

Omega Research (OMGA)
Robertson Stephens
Provides investment analysis software for [illegible]

OSI Systems (OSIS)
Robertson Stephens
Designs optoelectronic devices for security.

Petersen Companies (PTN)
Morgan Stanley
Publishes 78 special-interest magazines

Power-One (PWER)
Stephens Inc.
Designs power supplies for electronic equip[illegible]

RSL Commun. (RSLC)
Goldman Sachs
International long-distance phone company

SPR (SPRI)
Smith Barney
Provides information technology

Source: Renaissance Capital, Greenwich

Marriott

Marriott International, Inc.
Corporate Headquarters

Marriott Drive
Washington, D.C. 20058

Thomas O. Marder
Vice President
Corporate Relations
301/380-2553

copy to
HOTUS
Schedulers
sent 7/10 -
CC

July 1, 1997

Ms. Cheri M. Carter
Special Assistant to the President for Public Liaison
Office of Public Liaison
The White House
Room 122, Old Executive Office Building
Washington, D.C. 20502

Dear Ms. Carter:

In late September, Atlanta's hospitality industry will officially celebrate the opening of ***Atlanta's Inn for Children***, an around-the-clock childcare and family service center in downtown Atlanta. I am writing to invite President Clinton, Vice President Gore, or a Cabinet member to participate in ceremonies planned for the ***Inn***, an example of a public-private partnership that works. Specifically designed to provide a high quality learning environment for the children of Atlanta's hospitality employees, we believe ***Atlanta's Inn for Children*** is the first facility of its kind in the nation.

Several features distinguish ***Atlanta's Inn***: it is the first corporate partnership to address the childcare needs of lower-income workers; it also represents an unprecedented collaboration of competing businesses, in this case Atlanta hotels (the Atlanta Marriott Marquis, the Marriott Suites Midtown, the Omni Hotel at CNN Center, the Atlanta Hilton and Towers, and the Hyatt Regency Atlanta Hotel). Importantly, the ***Inn*** is a *full family service center*, providing comprehensive services to more than 1000 families. These include nutrition counseling, parenting education, immunization, and child development educational programs. Finally, the ***Inn*** receives scholarship support from *both* the philanthropic community and the private sector in Atlanta.

We have begun to plan the opening ceremonies, tentatively scheduled for September 29 or 30, which will involve prominent national and Atlanta-area business and community leaders. Expected are Atlanta Mayor Bill Campbell; J.W. (Bill) Marriott, Jr., chairman of Marriott International; representatives of Atlanta's hospitality industry; and Inn Board Member Lenny Wilkins, the head coach of the U.S. Olympic basketball team and Atlanta Hawks. We anticipate the event will include a tour of the facility, a ribbon-cutting and remarks, and lunch.

We are proud of the ***Inn***'s mission. Personal participation by the President would reinforce his commitment to children, as well as the important contributions to our communities made possible by public-private partnerships, and would serve as a call to action for other communities to take steps that can truly help our country become more productive.

Best regards,

Tom Marder

Thomas O. Marder
Vice President - Corporate Relations

U.S. Card Products Group
Distribution Services Division

Citicorp Credit Services, Inc. (Maryland)
14700 Citicorp Drive
Hagerstown, MD 21742

A subsidiary of Citicorp
301/790-4200

CITIBANK

PRESS RELEASE

February 14, 1997

Michael J. Looney, Chief Operating Officer and General Manager of Citicorp Credit Services, Inc.(MD), announced today that Citicorp has begun construction on what will be the largest corporate sponsored child care facility in the country. Citicorp has long recognized child care as a very important issue for working parents, and has provided quality on-site child care for its employees in Hagerstown since 1990..

Construction began in January, and the center is expected to begin operating in August. Upon completion of the new center, the existing child care facility will be renovated. The new center in combination with the renovated center will be of sufficient size to serve the needs of the families of Citicorp's 2,220 employees. The new 48,000 square foot building will have capacity for approximately 400 children aged 6 weeks to school age; while the renovated center will provide space for after school and back-up care rooms. In extreme situations the maximum capacity of the complex will be about 530. Citicorp's child care facility is open from 6:15 a.m. to 8:30 p.m. Monday through Friday.

In 1996 Citicorp selected CorporateFamily Solutions as its child care management company. CorporateFamily operates 95 "family centers" in 27 states for 72 of America's largest companies. They manage Citicorp facilities in Hagerstown, Sioux Falls, Las Vegas and Kansas City. They are a national leader in helping companies and their employees identify and offer programs of work/life services that are tailored to the business needs of the corporation and the family needs of employees.

Design Collective, Incorporated of Baltimore with input from Citicorp and CorporateFamily Solutions included state of the art childhood development concepts in the plans. The building will include four wings with classrooms, common areas and age-specific playgrounds. When inside the new center, one will get the feeling of being in a small village.

Children at the center will participate in CorporateFamily's "World at Their Fingertips Program for Learning", a program that emphasizes the importance of active learning. It helps children see the world as an invitation to learn, grow, think and express their own ideas; to see a world full of possibilities. Mr. Looney praised such an approach, "Such a program provided for employees' families fits very nicely with Citicorp's global commitment to improving educational opportunities and promoting lifelong learning in the communities where we do business."

Morgan-Keller, Incorporated of Frederick is constructing the $8.6 million facility.

February 12, 1997

To: All CCSI(MD) Staff Memo to Hagerstown staff
From: Mike Looney

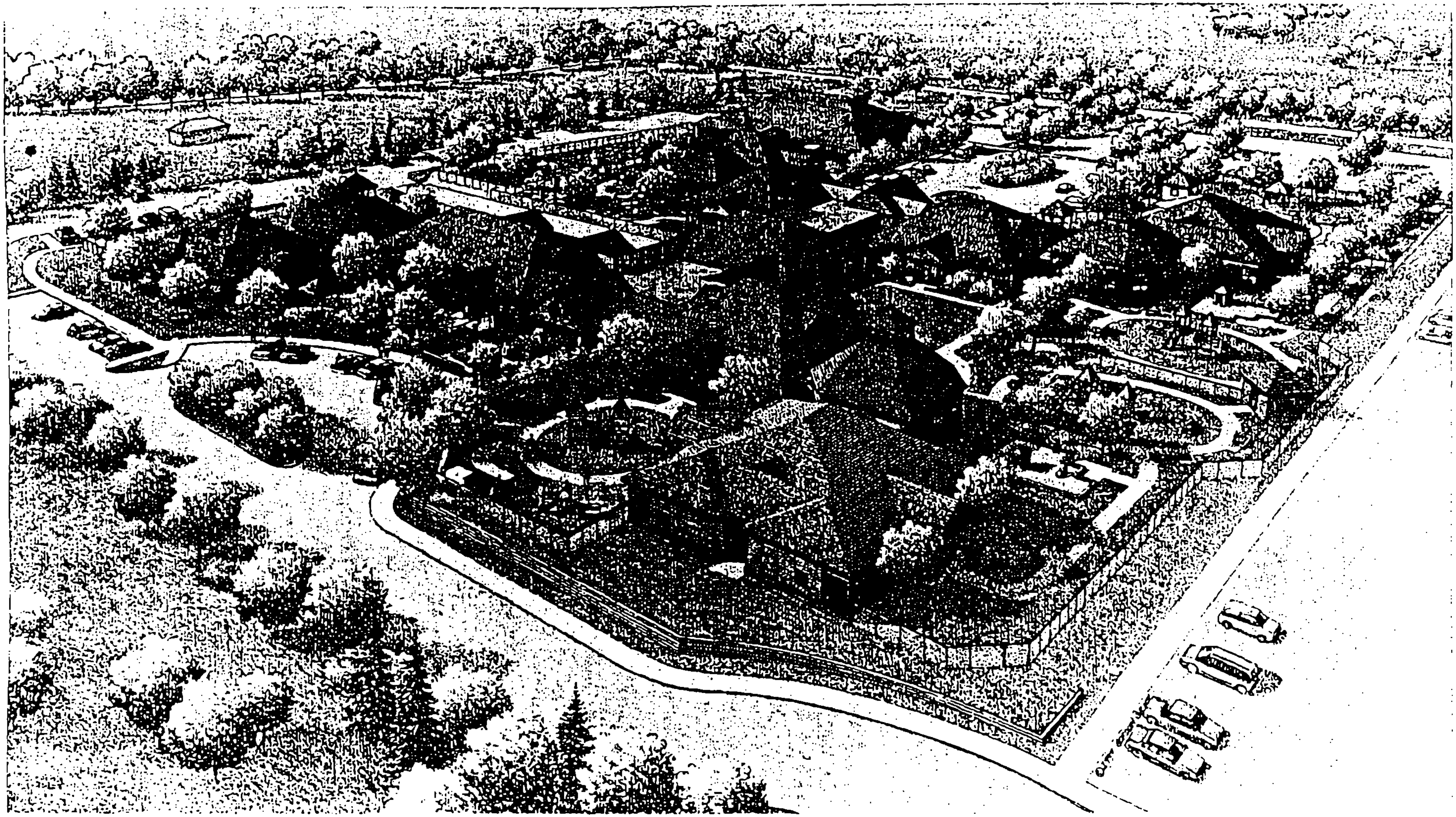
In 1990 with great pride we opened our on-site child care center. Since then we've continued to grow. Last year we opened Building 3, and our employment level here has climbed to over 2,220. Within a short time the child care center did not have the capacity to serve all of our families.

In January an all-staff bulletin announced the construction of a new child care center behind our old center. The new center in combination with the renovated center will be of sufficient size to serve our needs. The 48,000 square foot building will have capacity for approximately 400 children aged 6 weeks to school age; while the renovated center will provide space for after school and back-up care rooms. In extreme situations the maximum capacity of the complex will be about 530.

On-site child care provides we who are parents with some peace-of-mind. The center's near-by location simplifies commuting and encourages parent involvement. CorporateFamily Solutions' program for childhood development does an excellent job helping our Citikids grow and preparing them for school and life. Indeed, we will have reason to be very proud of our facility.

The new building will be awe-inspiring (see other side). It was designed with state-of-the-art childhood development concepts executed within the plans. You will see a building that looks a lot like a village. It will have the capacity of a good-sized public school, yet give one the feeling of being in a neighborhood. I believe our children will thrive in this environment.

On Friday the 14th we will be hosting members of the local press, elected officials and community leaders at a press conference in the Meyer Room to formally announce the construction of the center. Following the press event will be the first of a series of parent meetings hosted by CorporateFamily Solutions. In the coming months we will be working closely with Citiparents, CorporateFamily Solutions and the local community to tackle the many issues involved with a project of this size. We'll keep you informed of progress and welcome feedback from you during this exciting time.



U.S. Card Products Group
Distribution Services Division

Citicorp Credit Services, Inc. (Maryland)
14700 Citicorp Drive
Hagerstown, MD 21742

A subsidiary of Citicorp
301/790-4200

CITIBANK

February 12, 1997

A Note to Our Friends in the Maryland Legislature

Greetings! I know this is a busy time for you, but I have news that I felt I must share.

We continue to grow... In the fall of 1996 we completed the third building of our Hagerstown office complex. We are now Washington County's largest private employer with over 2,220 employees. Our growth here is attributable to an excellent work force that provides our customers with superior service at best-in-class costs.

More great news... I am very pleased to announce that last month we began construction of a new child care facility. Renovation of our existing center will follow. These facilities are important elements in our strategy to provide our employees with the best available assistance in addressing work/family issues. Such commitment to our employees' work/family well-being does not go unnoticed. In October, 1996, for the 7th year in a row Working Mother Magazine recognized Citicorp as a winner in its list of *100 Best Companies for Working Mothers.*

The design of our new center by Design Collective, Incorporated of Baltimore, includes leading edge childhood development concepts. Four wings will contain classrooms, common areas and age-specific playgrounds. The facility will give the feeling of "small", even though, with capacity for over 470 children, ***this will be the largest corporate sponsored child care facility in the country.***

The new day care facility also means additional jobs. CorporateFamily Solutions, our child care management company, estimates that 55 additional positions will be created here for direct child care and corresponding support services.

Morgan-Keller, Incorporated of Frederick is constructing the 48,000 square foot facility. The center should be ready for occupancy in August.

Michael J. Looney
Chief Operating Officer and General Manager

Sat, Feb. 18 - Herald-Mail

Child care at Citicorp sets model

By STEVEN T. DENNIS
Staff Writer

Citicorp Credit Services Inc. is banking on an $8.6 million child-care center to help its employees better manage family and work demands.

The new 48,000-square-foot child-care center under construction at the company's campus north of Hagerstown will be the largest corporate-sponsored child-care facility in the country, company officials said at a press conference Friday.

The company's current child-care center — a 10,600-square-foot facility which serves 200 children — can't meet the demand from the company's nearly 2,300 local employees.

Citicorp's new center will care for between 400 and 500 children.

Citicorp's new child-care facility at a glance:

Employee cost: $38/week for after-school care to $70/week for infant care
Size: 48,000 square feet
Capacity: 400 to 500 children, ages 6 weeks and up.
Hours: 6:15 a.m. to 8:30 p.m. weekdays.
Cost: $8.6 million
New jobs: 50
Total local employment: Almost 2,300

It is set to open in August.

The company will remodel the old center — which opened in 1990 — and use it for backup care, "almost-well" care for children mildly ill and unable to go to school, and after-school care.

Please turn to CITICORP, A6

Citicorp

Continued from A1

"This facility will not only be the largest ... we have every intention of it being the best," said Chief Operating Officer and General Manager Michael J. Looney.

Citicorp has contracted with CorporateFamily Solutions to manage the care at the facility. Jackie Legg, that firm's vice president, said having child care at the job site benefits the company and its workers.

"Having your child nearby simplifies your life," she said. The closeness promotes parental involvement in the child's life and increases the workers' peace of mind, Legg said.

Looney said the center will help employees be more productive. "Our objective is to be viewed as the best place to work," Looney said.

The center was designed by Design Collective Inc. of Baltimore. "We wanted to make sure that it didn't feel like a school, that it didn't feel like an institution," Legg said.

Instead, the building will look more like a village set within a park. Planners want each module within the village to look like a home, not a school. Sinks, toilets and windows will be built child-size and at child-height. As the children grow, they will move into rooms and bathrooms customized to their age. Playgrounds will feature equipment appropriate to the age group in that part of the complex.

Children at the center won't be warehoused, company officials say. CorporateFamily has an education program called "World at Their Fingertips" that stresses active learning.

Citicorp's center is open from 6:15 a.m. to 8:30 p.m. Monday through Friday. Only the company's employees can use the center, which charges $70 a week for infants and $38 a week for after-school care.

Paul Pittman, executive director of the Western Maryland Child Care Resource Center, praised Citicorp's plans. "I think it's very appropriate that this is being done on Valentine's Day. Child care is close to everyone's heart."

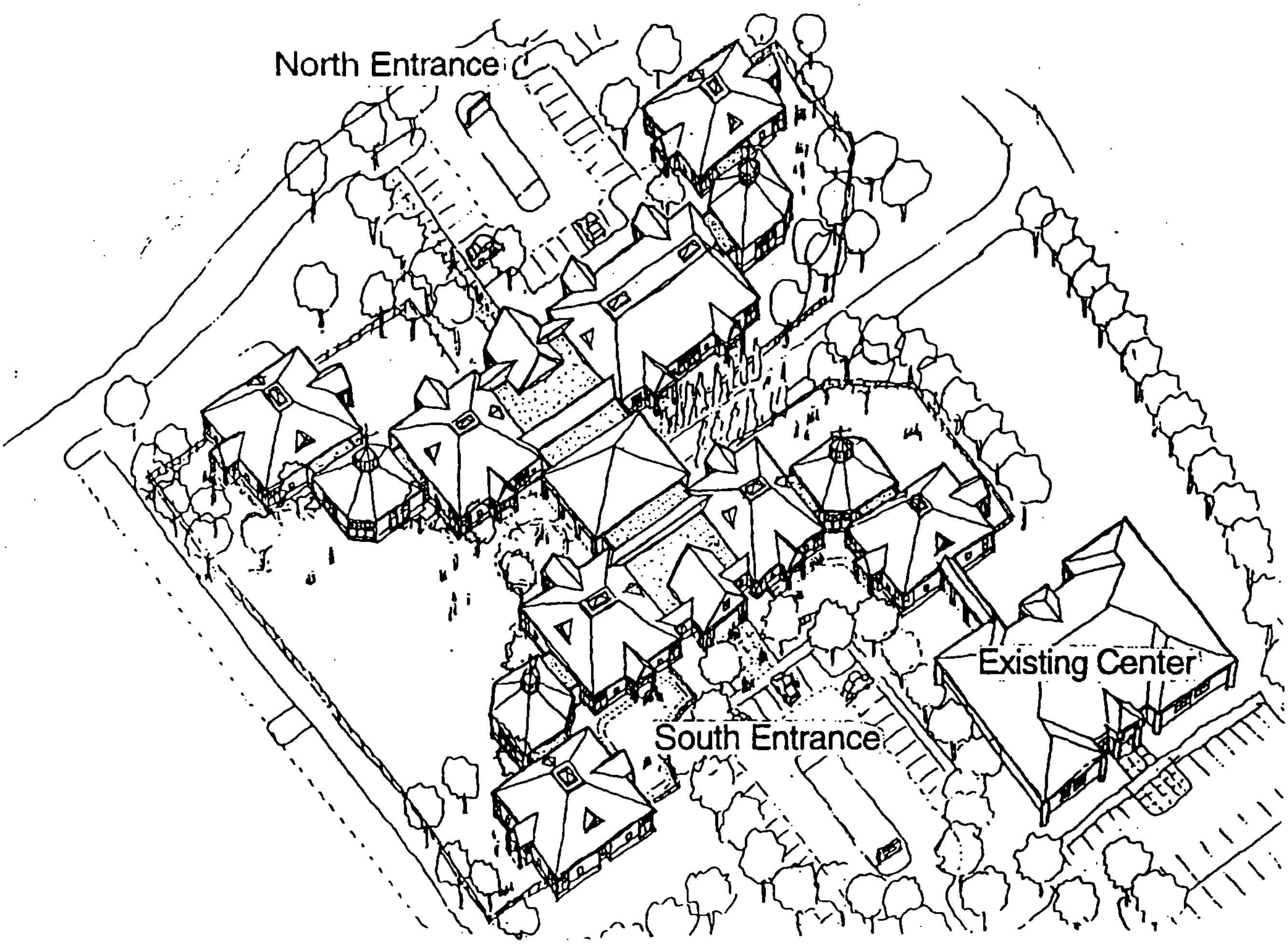
Citicorp subsidizes some of the operating costs for the centers and pays capital costs, company spokesman Phil Kelly said.

SENT BY:

BIG NEWS For Citi-families...

Citi Kids

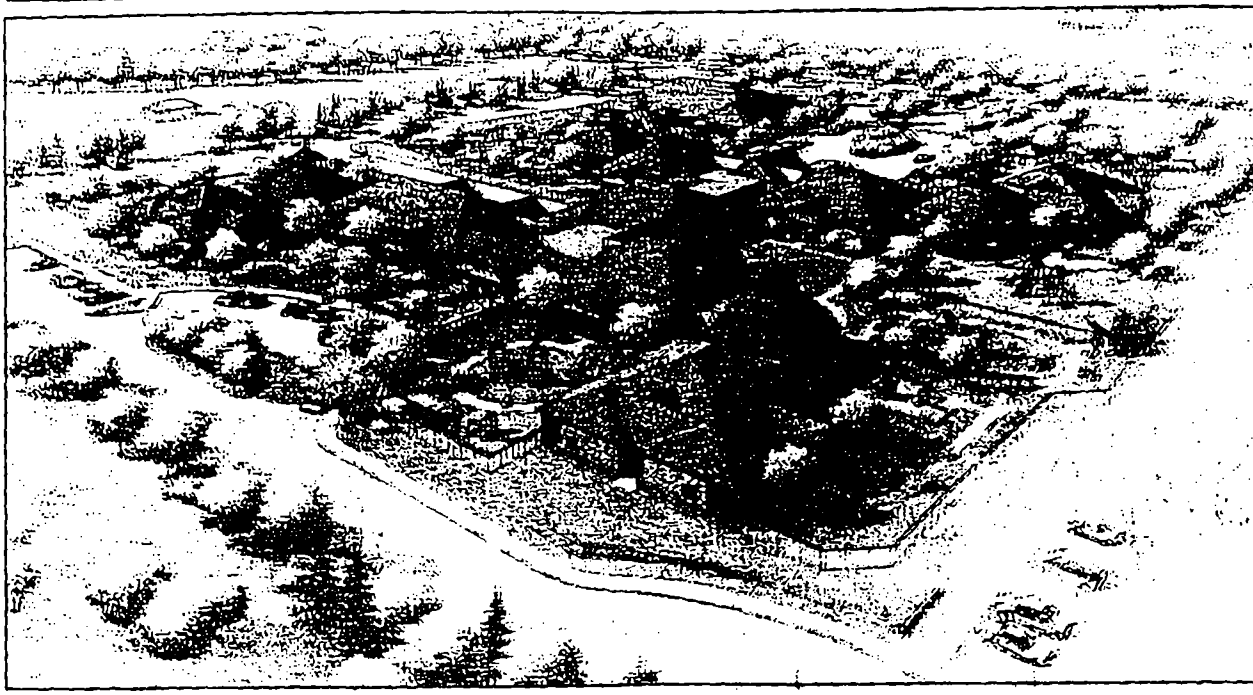
We will soon be getting a bigger child care center!!!



48,000 square foot "state of the art" design
Completion expected in August, 1997
Behind existing center, which will be renovated
4 classroom wings, common areas and playgrounds
Capacity for over 450 children

More information follows. In the coming months we will have more bulletins, parent meetings, opportunities for you to ask questions, enrollment periods, etc...

Sat., Feb. 18 Herald-Mail



By Ric Dugan/Staff Photographer

A drawing of the $8.6 million child-care center under construction at Citicorp Credit Services Inc.

Parents praise commitment to children

For parents who work at Citicorp Credit Services Inc., the company's commitment to child care means more peace of mind — and the chance to better concentrate on work.

Peggy Steich's children have been cared for at the center for about five years.

"To me, one of the biggest decisions a parent ever has to make is who will care for my children when I am at work." She said having a quality, reliable center at Citicorp has removed that worry.

When she first dropped her son off at the center, Steich said she cried for hours and called the center throughout the day to check up on him.

Now Steich looks at the pluses on-site child care offers her and her family: She can have lunch with her children, make sure they are eating nutritious meals, check up on them and keep in touch with care providers.

Please turn to PARENTS, A6

Parents

Continued from A1

At Friday's news conference to announce plans to build a new $8.6 million child-care center on the company's campus, Chief Operating Officer and General Manager Michael J. Looney that employees who don't have the stress of worrying about their child-care are better able to focus on their work.

"We have high expectations of our employees," he said. "They have high expectations of us. That's only fair."

Looney noted that Citicorp's commitment to child care has earned the company national attention. Citicorp's child-care services put the company on Working Mother 100, a listing of top mother-friendly corporations.

— *Steve Dennis*

Post-it® Fax Note 7671 | Date | # of pages

To Joe Fisher | From Phil Kelly

Co./Dept. | Co.

Phone # | Phone # 301-714-5015

Fax # 212-593-6398 | Fax #

Children First Inc.
Excellence in Backup Child Care

August 8, 1997

Ms. Nicole Rabner
Associate Director for Domestic Policy
2nd Floor, West Wing
The White House
Washington, DC 20502

Dear Nicole:

It was great to speak with you last week regarding the upcoming Child Care Conference. As we discussed, I am enclosing some ideas about companies who are pursuing creative, high quality child care solutions. Please let me know if this is what you had in mind.

Also, for your information, enclosed is a copy of the letter I previously sent to Melanne Verveer and Elena Kagan, along with my earlier letter to the First Lady. I was delighted to attend the White House meeting in June in preparation for the Fall Conference. I look forward to further discussions regarding corporations that demonstrate creative and innovative ideas in establishing the highest quality child care for children and eagerly await the October 23rd Conference. Best regards.

Most cordially yours,

Rosemary Jordano
President

Enclosures

cc: Jennifer Klein

One International Place · Boston, Massachusetts 02110 · phone 617.330.8687 fax 617.330.8685

BOSTON · SAN FRANCISCO · CHICAGO · LOS ANGELES · NEW YORK

ChildrenFirst Corporate Clients
Showcasing Exceptional Commitment to
Quality Standards for Child Care Programming

- **Company:** **The Gillette Corporation**
  CEO: **Mr. Alfred M. Zeien**
  ChildrenFirst Contact: **Ms. Deborah Perry**
  (617)-421-7989

Noteworthy Background: Gillette is an excellent example of a Fortune 500 manufacturer that really cares about quality of life issues for its production workers. When Gillette learned that many of their production line employees had issues for child care due to their shift hours, they partnered with Children**First** to be a funding member in opening a backup child care center. For them, the hours of the program are flexible. For example, Gillette has a production line which begins at 6:00 a.m. So for these employees the center opens at 5:30 a.m., thus enabling them to have the same highest quality backup alternative as workers whose day starts at 9:00 a.m.

- **Company:** **Bankers Trust Plaza**
  CEO: **Mr. Frank N. Newman**
  ChildrenFirst Liaison Contact: **Ms. Paula Dean**
  (212)-250-3736

Noteworthy Background: Bankers Trust was one of our founding clients. Their commitment to backup child care includes a center for the exclusive use of their "back office" operations in Jersey City, a consortium "spearheaded by Bankers Trust" with six financial institutions in New York, and membership participation in Children**First** centers nationally. Their role as an early client in defining their standards for child care makes them an outstanding showcase for corporate commitment to quality programming.

- **Company:** **Pfizer Corporation**
  CEO: **William C. Stere, Jr.**
  ChildrenFirst Liaison Contact: **Kathleen Donovan**
  (212)-573-1785

Noteworthy Background: Pfizer is an interesting example because they have been a long-time advocate for full-time child care programming in their manufacturing sites, and in the last two years adopted backup child care programming for their metropolitan based employees. They have experienced tremendous success with backup child care programming and their commitment to expanding this programming above other options is evidence of the corporate return available from backup child care and the desirability of this model to corporations.

- **Company:** **Smith Barney**
  CEO: **Mr. Jamie Dimon**
  ChildrenFirst Liaison Contact: **Ms. Barbara Silvan**
  (212)-816-2524

Noteworthy Background: Looking to distinguish themselves as an "employer of choice", Smith Barney committed to building an onsite backup child care program for their employees in New York. What makes this case study so fascinating is that Smith Barney, prior to entertaining a dedicated program, participated in backup child care programming with another provider. Survey responses from Smith Barney employees illustrated to top management that employees demand safe, secure, convenient and high quality programs. Top management listened to their employees, and therefore opted to build a center on-site with Children**First**, despite the fact that our program was the most expensive program proposed.

- **Company:** **GTE Corporation**
  CEO: **Mr. Charles Lee**
  ChildrenFirst Liaison Contact: **Ms. Fran Riley**
  (203)-965-3223

Noteworthy Background: GTE is a tremendous example of a company demonstrating "heart" as a result of massive corporate relocation. GTE is moving its corporate headquarters from Stamford, CT to Dallas, Texas and is contracting with Children**First** and dozens of other consultants and experts to ease the issues and pains of relocation for its employees. Children**First** is developing a temporary onsite backup child care center for families visiting Dallas while they are determining whether they will permanently relocate to Dallas. Their commitment to quality child care programming for their employees during this move is exceptional because they know that all services they provide are a direct reflection on themselves as an employer.

- **Company:** **New York Life**
  CEO: **Mr. Seymour Sternberg**
  ChildrenFirst Liaison Contact: **Ms. Angela Coleman**
  (212)-576-6378

Noteworthy Background: New York Life has many exemplary work and family programs. In March of 1996 they opened their own dedicated backup child care program and incorporated a specialty school age annex for expanded school age programming. Their center is state-of-the-art and it reflects New York Life's commitment to be "employer of choice" in their industry by offering the highest quality services to its employees.

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July 23, 1997

Ms. Melanne Verveer
Assistant to the President
and Chief of Staff to the First Lady
The White House
Washington, D.C.

Ms. Elena Kagan
Deputy Assistant to the President
for Domestic Policy
The White House
Washington, D.C.

Dear Melanne and Elena:

It was a tremendous honor to be invited to the White House and to have a voice in shaping the President's Fall Child Care Conference. As we all realized in our group session on June 27th, there are numerous issues to be studied and discussed, three of which are of particular importance from my experience and point of view:

National Standards:
First, our focus needs to be on setting national standards for the quality of child care delivered to our children. Each child is unique, precious and unrepeatable. Every child deserves the best we can offer. As a nation, we cannot be satisfied with settling for minimum requirements and in some states, no requirements. We need to establish high quality standards which safeguard our children across the nation in all child care settings.

The lack of a clearly articulated high quality vision of child care reflects a lack of respect for our children. We need to correct the existing situation and demonstrate the importance of our children to our future.

Public Awareness:
In combination with established standards, there must also be a Public Service or National Media Campaign for raising parental awareness of what quality care should look like for their children. Here is where I believe the President can use the Conference, as we need the Federal Government's support in order to accomplish this. The President and the First Lady's conference on early childhood development held this past April was a wonderful step in the right direction. We need more of these conferences convened by people in positions of leadership across disciplines, particularly corporate leaders. Although the Fall Child Care Conference will not be on the same scale, the best model I have recently seen was the Presidential Summit for America's Future where leaders in government, business, nonprofit and academics come together around a clearly articulated goal and well defined measurables for success. The converging of these disciplines is the key for success.

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The Fall Child Care Conference's goal could include initiating a public opinion strategy which seeks to educate working parents about what they should want and expect from their child care providers. Children deserve the best, so we must help everyone better understand what the best looks like.

Vehicle For Success:
The President has already acknowledged the value of corporate partnering with child care providers in order to support employees and their families. Many of the Fortune 1000 businesses are pursuing creative models in providing their employees with high quality child care options. Currently we work with over 150 blue chip companies, providing the highest quality worksite backup child care for their employees. In 1996, we had 10,000 children registered who used our work/family centers 30,000 times. The conference should focus on sharing success stories of these companies and using them as models to be emulated.

Smart business people know that market forces include the well-being of employees. Children are essential to employee happiness, creativity and therefore productivity. Now, corporate awareness needs to be raised that quality child care is a business imperative. To quote one of our clients, David Vitale, Vice Chairman of First National Bank of Chicago, "By providing quality backup child care, employers no longer are asking employees to choose between the well being of their company and the well being of their children."

I very much thank you for the opportunity to share these ideas and I am committed to helping you in any way in preparing and delivering the conference.

Most sincerely,

Rosemary Jordano
President

Enclosures

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May 30, 1997

The Honorable Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mrs. Clinton:

It was an honor to meet you at the *President's Summit for America's Future*. The three days in Philadelphia were inspirational, and set a tremendous foundation for the work that lies ahead of us.

Our introduction was made by Bill Shore, Executive Director of Share our Strength, who has urged me to share with you the work Children**First** Inc. has been doing across the country to bring the highest quality care to children. Although we spoke only briefly, I was thrilled by your invitation to the early childhood meeting at the White House later this year and greatly look forward to attending.

Throughout my life, my passion has been children and education. As I mentioned when we met, I graduated from Wellesley in 1984. At Wellesley, I did four years of research on children's friendships. I then completed a master's degree in developmental psychology at Oxford (1986). Throughout my work, however, I sought practical applications for enhancing the well-being of children. Later at Stanford Business School (1989), I recognized that business could be a powerful vehicle for effecting social change and could be used to advance the quality of care issue for children. Indeed, in founding Children**First**, my hope is to demonstrate that profitability and social responsibility are not mutually exclusive.

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The mission of Children**First** is to set the standards in best practices for the care of children from six weeks to thirteen years of age. Children**First** provides backup child care services to more than 10,000 children of employees of over 150 corporations across the country. Last year, these children visited our centers more than 30,000 times. We attribute our success not only to the quality of our people and our programs, but also to our business model, where the corporation is the paying client, and therefore, the provision of quality care is not limited by the family's ability to pay.

Our founding principles include the goal of "positively effecting the communities in which we operate." In this regard, Children**First**'s promise to the Summit demonstrates how a small organization through leveraging its business resources, can make a significant difference in the lives of children. As a company of only 90 people, we have committed 1,000 days of free care to the communities in our sites across the country, and each of our employees is given 100 paid hours of volunteer time per year to focus on mentoring. Our hope is to inspire our client companies to make community service part of their strategic plan.

I enclose our 1996 *Year in Review* as background. I very much look forward to participating in the Early Childhood Conference at the White House this Fall and sharing more about Children**First** with you.

Most cordially yours,

Rosemary Jordano

Rosemary Jordano
President

Enclosure