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FAX COVER SHEET

PLEASE DELIVER AS SOON AS POSSIBLE

TO: Ken Klein

Telephone Number: _____ Fax Number: 456-2878

From: Pamela Johnson

Direct Telephone Number: 694-0011

Date: _____ Number of Pages Including Cover: _____

Special Message or Comments:

^{site selection}
The ₁ meeting is tomorrow (Thursday)
at 1pm. Great if you can join
us.

Pamela Johnson

From: Pamela Johnson
Sent: Tuesday, March 31, 1998 11:20 AM
To: 'Jennifer_Davis@ed.gov'; Kristin_Bunce@ed.gov; Adriana_De_Kanter@ed.gov; arosewat@os.dhhs.gov; jhorner@os.dhhs.gov; ruth.sandoval@sba.gov; jinslee@os.dhhs.gov; awilliams@of.dhhs.gov; breenm@ojp.usdoj.gov; ingersol@ojp.usdoj.gov; Lynn.Kahn@npr.gov; Adam_Honeysett@ed.gov
Subject: RE: Site Selection Sub-Group Mtg

Here's a re-draft based on the discussion yesterday. I hope that it reflects everyone's comments. Please e-mail additional comments.

Federal Support for Communities Initiative A Multi-agency Reinvention Laboratory

Draft - -3-31-98 - - Draft

The Federal Support for Communities Initiative is a multi-agency reinvention laboratory leading the effort to demonstrate that the federal government can operate in new ways to help meet local needs. Participating federal agencies will work with local partners to "eliminate duplication and better coordinate federal funding" with a view to supporting communities in a more focused, effective and efficient manner.

Working with the Domestic Policy Council and the National Partnership for Reinventing Government, federal agencies will establish a cross-agency reinvention laboratory to *"cut through "red tape," exceed customer expectations, and unleash innovations for improvements from its employees.*

Principles of a Reinvention Lab:

- Promote leadership in action. It is vital to the success of Lab that the head of the department or agency take a direct and influential role in leading or supporting the lab.
- Encourage risk taking and innovation. The Lab will need to challenge cumbersome and needless rules, regulations, procedures and traditions that stand in the way of superior performance and results.
- Celebrate and publicize successes. Let people tell their stories.
- Maximize achieving results and minimize reporting.
- Pursue long-term change, including applying Lab lessons and innovations within other parts of the department or agency, as well as across the rest of government.

Goals:

As a reinvention laboratory, the Federal Support for Communities Initiative will seek to:

- Contribute to government-wide reinvention of federal support for communities;
- Examine and improve upon the means by which the federal government provides support and information to local communities to achieve specific outcomes;
- Help solve problems that communities identify, testing or prototyping solutions for potential government-wide introduction;
- Identify and seek to remove federal statutory and regulatory barriers to achieving outcomes;
- Empower federal regional, field and front line federal workers to collaborate with local communities in addressing their needs;
- Establish a learning network that spreads effective models, best practices and lessons learned;
- Develop a transferable model or methodology that is not subject-specific but which will serve as a springboard for further multi-agency collaboration;
- Make more effective and efficient use of federal resources; and
- Develop sustainable, community partnerships between federal, state and local government committed to getting results.

Community Participation:

The Federal Support for Communities reinvention laboratory invites the participation and ideas of communities to identify and address barriers to improving local services. To facilitate the identification and possible testing of alternative approaches, the Initiative will work with a diverse set of pilot communities with varied

characteristics as partners that meet the following criteria:

- Commitment to achieving results, as evidenced by locally-established pertinent goals and the basis for collecting relevant data to measure performance;
- Strong local leadership and effective public and private participation;
- Commitment to reinvention and to eliminating barriers that may be identified including those at the local level;
- Existence of a community or local government entity with the infrastructure, including resources, expertise, networks and information needed to test innovative approaches and the willingness to interact with federal partners;
- Potential impact as measured by size of problem, need and/or potential for replication;
- Federal field staff committed to the Initiative as demonstrated by previous effective reinvention initiatives and experience; and
- Willingness to share lessons and successes with other communities.

After School Initiative: A Learning Laboratory:

As an initial project, the federal agencies will identify specific ways that federal agencies can eliminate duplication and use resources more effectively to support healthy development and learning opportunities for children during non-school hours and to reduce the estimated 5 million children who spend time without adult supervision (from statement by President Clinton, 1/7/98).

The Initiative will begin by a learning phase during which the federal government will work with at least 3-5 communities, including the District of Columbia, to identify specific steps that the federal government can take - - without increasing federal funding - - to reduce the number of children without adult supervision and to increase the quality and availability of opportunities for children during non-school hours. Lessons learned from this "learning phase" will be made available to other communities as rapidly as possible.



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Members of Site Selection Subgroup
Federal Support for Communities

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Attached is a revised draft of the statement of Partnership for the Federal Support for Communities After-School Initiative. Please let me know your comments by return fax; I will incorporate them for our meeting on Monday. Thanks. Katrina
Total Pages excluding this cover: 9

Draft: March 17, 1998

**Statement of Partnership:
Federal Support for Communities
After-School Initiative**

Preamble

The Federal Support for Communities initiative is a multi-agency collaborative that has developed in response to the recognition that:

- ◆ *First*, the federal government needs to demonstrate that it is capable of operating in new ways to help meet local needs. To this end, the federal government should reexamine and improve upon the means by which it provides support and information to local communities; remove federal statutory and regulatory barriers to local coordinated activity; and engage in coordinated, collaborative efforts, both among federal agencies and with local and state governments, non-profits, and the private sector.
- ◆ *Second*, there is a tremendous need in the United States today for healthy development and learning opportunities for children during non-school hours. An estimated 5 million school-age children spend time without adult supervision during a typical week. These children are more likely to engage in risk-taking behaviors and drug and alcohol use, are more likely to be victims of accidents and abuse, and are more likely to commit crimes. Conversely, organized activities during non-school hours can counter unsafe behaviors and enhance learning and healthy development.

Goals

In light of these needs, the Federal Support for Communities Initiative has developed the following four goals:

- ◆ To increase the quality, availability, and comprehensiveness of opportunities for children during non-school hours. This will initially be accomplished in three to five pilot communities, including the District of Columbia.

- ◆ To eliminate duplication and better coordinate federal support for after-school initiatives, including programs providing services in afternoons, early evenings, school holidays, and summer vacations, thereby helping communities access and make the best use of existing federal resources.
- ◆ To develop sustainable, community-based partnerships between federal, state, and local government, schools, the private sector, community-based and non-profit organizations, thereby harnessing leadership skills, resources, and a local commitment to programming for children during non-school hours.
- ◆ To develop a national model for restructuring the federal/local relationship in addressing programming for children during non-school hours.

Federal Role

There is no new funding available to communities through this initiative. However, the federal government can bring a number of valuable resources and capabilities to a federal/local partnership. These might include:

- ◆ Leadership in convening the various community institutions that receive federal funds targeted for school-age children and youth, but which might not normally work together or be aware of the availability of parallel funding sources for children and youth.
- ◆ Coordination of technical assistance sources that support grantees providing services to school-age children and youth.
- ◆ Technical assistance in conducting needs and resource assessments; identifying opportunities for local collaboration; identifying and applying for federal funding; designing and implementing a community-wide plan for school-age children and youth; and evaluating the effectiveness of such a plan.
- ◆ Working with local institutions to identify and address federal statutory or regulatory barriers to improving services to school-age children and youth (e.g., cumbersome fiscal reporting requirements, overly restrictive target populations, or multiple and burdensome grant application processes).
- ◆ Provision of facilities and equipment for meetings and workshops in federal field offices.
- ◆ Staff to oversee the recruitment, training, and allocation of volunteers in after-school programs, *i.e.*, a "volunteer coordinator."

Site Selection

Three to five pilot communities will initially participate in this initiative, including the District of Columbia. The remaining two to four communities will be selected based on the following criteria:

- ◆ **Capacity** of the community to participate in the initiative, as demonstrated by previous collaborative experience; existence of a community entity that could relate to a federal team, including identified leadership, involvement of relevant stakeholders, and credibility in the community; and organizational capacity or infrastructure, including resources, expertise, networks, and information that can contribute to achieving the articulated goals of the initiative.
- ◆ **Willingness** of the community to participate in as a partner in the initiative.
- ◆ **Identified need** for services during out-of-school time.
- ◆ **Ability and willingness to collect relevant data.**
- ◆ **Federal field staff** are committed to the initiative.
- ◆ **Diversity** of sites, in terms of both location and urbanicity.

Draft

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POSSIBLE FEDERAL SUPPORT TO COMMUNITIES PILOT SITES
AFTERSCHOOL INITIATIVE

CITY	STATE	SIZE/TYPE		EXISTING FEDERAL PROGRAMS
Mesa	AZ	Rural	*	Juvenile Gang Prevention Intervention and Suppression (OJP/OJJDP)
Tucson	AZ	Mid-size (Southwest)		Adolescent Family Life Demonstration Projects (AFL) 2 sites (OPHS/DHHS) Transitional Living Program (TLP) (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (ACF/DHHS) Weed & Seed (OJP/BOWS) Juvenile Gang Prevention Intervention and Suppression (OJP/OJJDP) <i>Recommended by Joyce Short</i>
Imperial County	CA	Rural (Southwest)	*	Enterprise Community (EC) Weed & Seed (OJP/BOWS) SafeFutures (OJP/OJJDP)
Oakland/East Bay Corridor	CA	Mid-size (Southwest)		Community Schools Program (ACF/DHHS) Enhanced Enterprise Community (EEC) Comprehensive Community Planning/ (OJP/BJA) SafeFutures (OJJDP)
Long Beach	CA	Mid-size (Southwest)	E	ED (Strong Education Mayor, active superintendent in school improvement and/or afterschool programs)

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CITY	STATE	SIZE/TYPE	EXISTING FEDERAL PROGRAMS
San Diego	CA	Mid-size (Southwest)	• Adolescent Family Life Demonstration Projects (OPHS/DHHS) Community Schools Program (2 sites) (ACF/HHS) National Youth Sports Program (ACF/DHHS) Comprehensive Strategies site (OJP/OJJDP) Enterprise Community (EC)
San Francisco	CA	Urban (Southwest)	Adolescent Family Life Demonstration Projects (OPHS/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (2 sites) (ACF/DHHS) National Youth Sports Program (2 sites) (ACF/DHHS) Enterprise Community (EC)
Washington	DC		Adolescent Family Life Demonstration Projects (2 sites) (OPH/DHHS) Transitional Living Program (2 sites) (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (2 sites) (ACF/DHHS) Challenge; Enterprise Community (EC); Comprehensive Community Planning/ (OJP/BJA); Weed & Seed (OJP/EOWS) PACT(OJP/BJA) National Funding Collaborative site (OJP/OJJDP)
Four Corners Area	Utah, NM, AZ, CO	Tribal	Enterprise Community (EC)
St. Petersburg	FL	Mid-size (Southeast)	Public/Private Venture City (OJJDP) National Youth Sports Program (ACF/DHHS)

CITY	STATE	SIZE/TYPE	EXISTING FEDERAL PROGRAMS
Savannah	GA	Mid-size (South)	Public/Private Venture City (OJDP) Weed & Seed/(OJP/BOWS) Transitional Living Program (ACF/DHHS) National Youth Sports Program (ACF/DHHS) Enterprise Community (EC)
Chicago	IL	Urban (Central)	B NIJ Children At Risk Project (OJP/OJDP) Enterprise Zone (EZ) Weed & Seed/(OJP/BOWS) Adolescent Family Life Demonstration Projects (OPHS/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (6 sites)(ACF/DHHS) MOST ED (Strong Education Mayor; active superintendent in school improvement and/or afterschool programs) CDC/OJDP Violence Prevention project (OJP/OJDP)
East Baton Rouge	LA	Rural	Adolescent Family Life Demonstration Projects (OPHS/DHHS) Baton Rouge Transitional Living Program (ACF/DHHS) Baton Rouge Community Schools Program (ACF/DHHS) Baton Rouge National Youth Sports Program (ACF/DHHS) Baton Rouge Partnerships to Reduce Juvenile Gun Violence (OJP/OJDP)
New Orleans	LA		W Weed & Seed (OJP)

CITY	STATE	SIZE/TYPE	EXISTING FEDERAL PROGRAMS
Boston	MA	Urban (Northeast)	B Adolescent Family Life Demonstration Projects (OPHS/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (ACF/DHHS) Comprehensive Communities Program (OJP/BJA) Weed & Seed (OJP/EOWS) SafeFutures site (OJP/OJJDP) EEC MOST Anti-Gang Initiative/COPS ED (Strong Education Mayor; active superintendent in school improvement and/or afterschool programs)
Mississippi Delta Region	MS	Rural (South)	MOST Enterprise Community (EC)
Kansas City	MO	Mid-size (Midwest)	Adolescent Family Life Demonstration Projects (OPHS/DHHS) Enhanced Enterprise Community (EEC) Weed & Seed (OJP/EOWS) (Recommended by America's Promise)
St. Louis	MO	Mid-size (Midwest)	* Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (2 sites) (ACF/DHHS) SafeFutures site (OJP/OJJDP) Enterprise Community (EC) Weed & Seed/OJP/EOWS (St. Louis 2004 Citywide Planning Initiative Underway)
Ft. Belknap	MT	Tribal	* SafeFutures (OJP/OJJDP)

CITY	STATE	SIZE/TYPE	EXISTING FEDERAL PROGRAMS
Syracuse	NY	Urban (Northeast)	Adolescent Family Life Demonstration Projects (OPHS/DHHS) Transitional Living Program (ACF/DHHS)
Philadelphia	PA	Urban (Northeast)	W Adolescent Family Life Demonstration Projects (2 sites) (OPHS/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (2 sites) (ACF/DHHS) OJJDP Enterprise Zone (EZ) Weed & Seed/(OJP/EOWS)
Pittsburgh	PA	Urban (Northeast)	* Adolescent Family Life Demonstration Projects (OPH/DHHS) National Youth Sports Program (2 sites) (ACF/DHHS) Weed & Seed/(OJP/EOWS) Title V Site (OJP/OJJDP) Enterprise Community (EC)
Austin	TX	Mid-size (Midwest)	Adolescent Family Life Demonstration Projects (OPHS/DHHS) National Youth Sports Program (ACF/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) Public/Private Venture City (OJJDP) Enhanced Enterprise Community (EEC)

CITY	STATE	SIZE/TYPE	EXISTING FEDERAL PROGRAMS
Houston	TX	Urban (Midwest)	B Adolescent Family Life Demonstration Projects (OPHS/DHHS) National Youth Sports Program (ACF/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) Public/Private Venture City (OJJDP) Enhanced Enterprise Community (EEC) ED (Strong Education Mayor; active superintendent in school improvement and/or afterschool programs) (Recommended by America's Promise)
Seattle (Site as possible consultant to FSCI)	WA	Urban (Northwest)	Comprehensive Communities Program/ (OJP/BIA) Weed&Seed/(OJP/BOWS) SafeFutures site (OJP/OJJDP) MOST Enterprise Community (EC)
Milwaukee	WS	Mid-size (Midwest)	Adolescent Family Life Demonstration Projects (2 sites) (OPHS/DHHS) Transitional Living Program (ACF/DHHS) Community Schools Program (ACF/DHHS) National Youth Sports Program (ACF/DHHS) Weed&Seed/(OJP/BOWS) Enterprise Community (EC) ED (Strong Education Mayor; active superintendent in school and/or after school programs) (Recommended by Joyce Short)

* (Top six sites recommended by OJJDP)

E (ED Priorities)

W (Weed & Seed Priorities)

NOTE: DHHS programs are a sample of programs in which funds are granted specifically to a community or city. This list is limited by the fact that many of the funds used to provide services and activities for youth during out-of-school time are granted to the states in the form of block grants to the states.

DATE 2/12/98
TO Jennifer Klein
TEL #
FAX # 456-2878
FROM Brian Lee



SENATOR HERB KOHL
SENATE JUDICIARY COMMITTEE
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TOTAL PAGES (including cover) 2

REMARKS Thanks for your help! Let me know if
there's anything more we can do.

February 13, 1998

To: Jennifer Klein

Fr: Brian Lee (Judiciary Counsel to Sen. Kohl)

Re: Pilot Cities for Improved Coordination of Federal After-School Initiatives

Summary

We believe Milwaukee is a strong candidate as a pilot city for the initiative on coordinating after-school program assistance. Milwaukee already has a record of success with after-school programs, an ambitious plan to expand after-school programs to city areas with the lowest income and highest crime rates, and, with a broad-based coalition and support from the schools and youth service providers, the infrastructure necessary to serve as an exemplary and successful model. Senator Kohl is personally interested in this program, as well as very active in the Milwaukee coalition planning to expand after-school activities. So please let us know what we can do to make sure that Milwaukee receives full consideration as a potential pilot city.

Discussion

Milwaukee's commitment to after-school programs grows out of the success of the after-school safe havens established through the Weed & Seed initiative. In the three Milwaukee Weed & Seed neighborhoods, violent felonies dropped an astounding 47 percent, while overall crime dropped 21 percent, compared to just 4 percent in adjacent neighborhoods.

The city's Youth Crime and Violence Task Force, sponsored by Senator Kohl, the Mayor and the U.S. Attorney, expects to implement over the next three years an integrated plan that will build on this record, combining the expansion of safe havens with targeted law enforcement and neighborhood organizing. Under the task force plan, the community plans to open dozens of safe havens after school, on weekends and over the summer throughout Milwaukee's most troubled neighborhoods. The task force brings together a coalition of neighborhood, business, law enforcement, religious and political leaders. It already has secured the support of the local school district, which has pledged at least 50 school buildings for use as safe havens, and a broad coalition of groups like the Boys & Girls Clubs and the YMCA, who have agreed to work with the schools to provide programming, if there is sufficient funding.

Federal assistance through this pilot program would help the task force identify needed funding to operate these after-school programs, as well as build on the effective working relationships Milwaukee already has with federal officials through, for example, Weed & Seed, and the High Intensity Drug Trafficking Areas (HIDTA) program. In fact, Milwaukee expects to be designated as a HIDTA, which will bring a significant federal investment to the law enforcement component of its plan. This pilot program would complement the HIDTA by helping bring federal assistance to the plan's crucial prevention/after-school prong.

Senator Kohl hopes that Milwaukee -- the seventeenth largest city in the U.S., with an ethnically diverse population of 650,000 in the city and 1.5 million in the metropolitan area -- will be considered as a pilot city. Senator Kohl has actively promoted after-school and child care initiatives over the years. His proposed tax credit for businesses which subsidize their employees' child care costs is part of the President's child care initiative, and he has supported a broad range of programs that provide after-school programming, including the 1992 Title V/At Risk Children's Initiative (which the President's FY 1999 budget would expand from \$20 to \$95 million) and funding for Boys & Girls Clubs.