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RESEARCH, DEVELOPMENT, AND EVALUATION IN PUBLIC WELFARE PROGRAMS

Report to Governor William T. Cahill

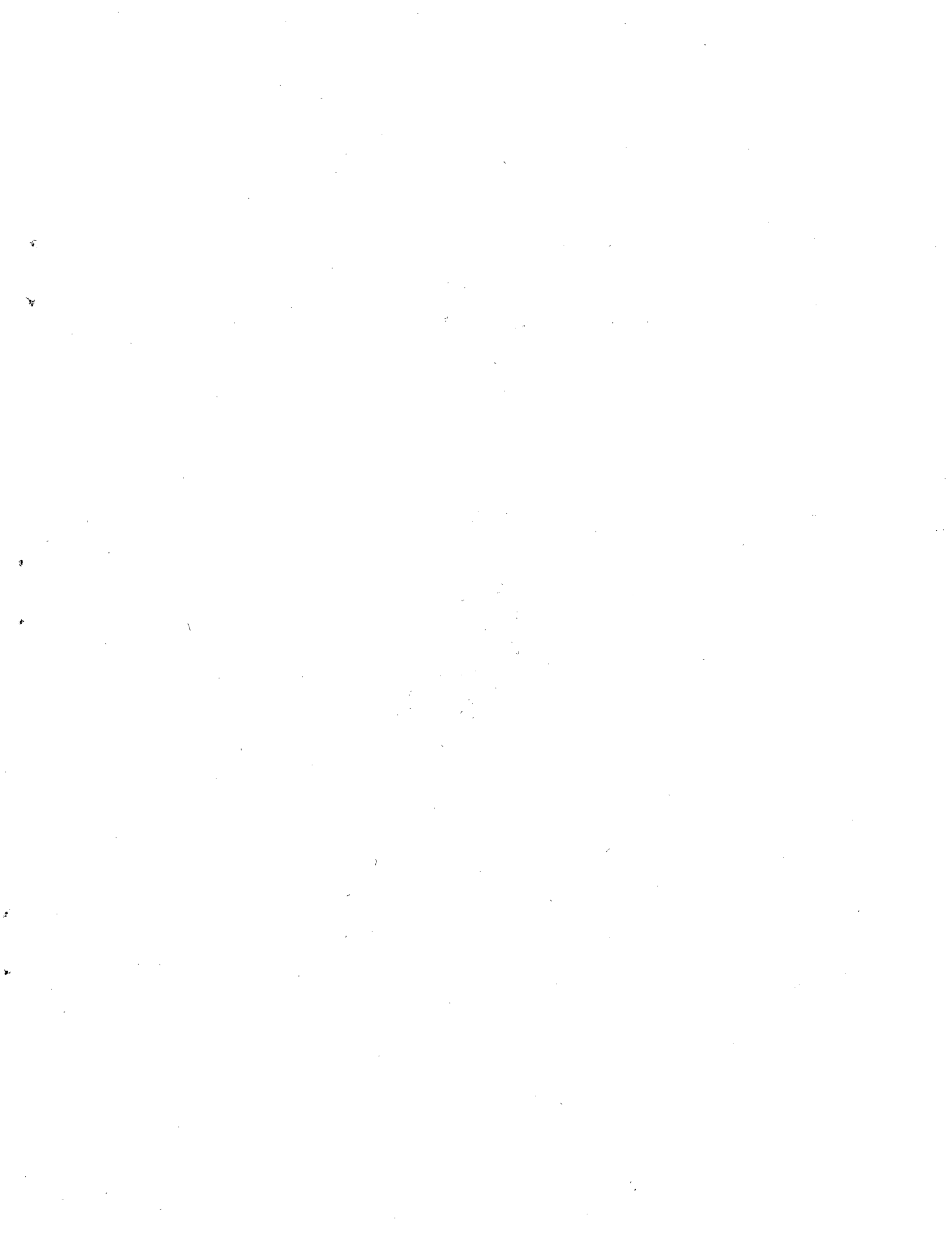


State of New Jersey

Governor's Task Force on Welfare Management

April 30, 1971

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**STATE OF NEW JERSEY**  
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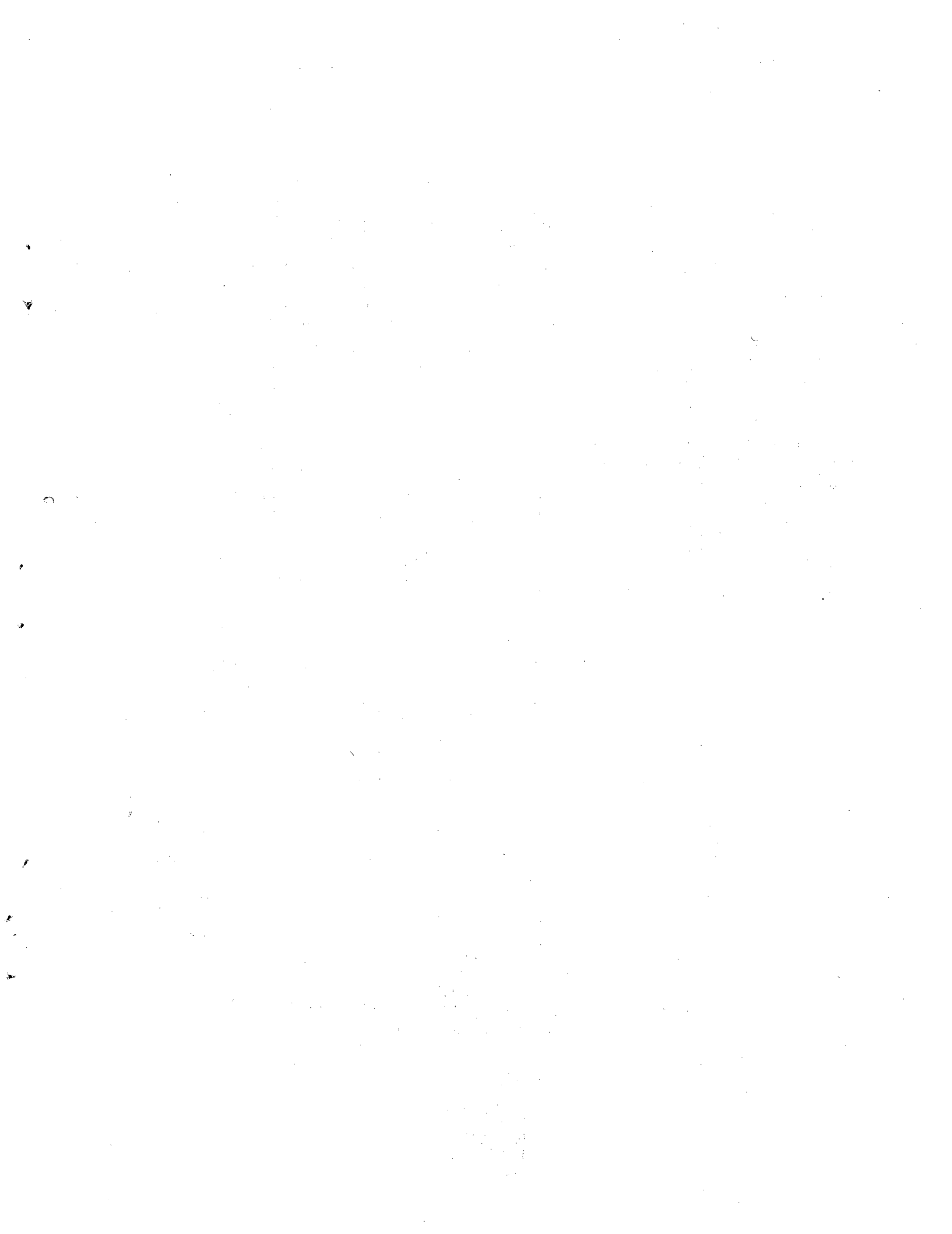
The Honorable William T. Cahill  
Governor  
State of New Jersey  
State House  
Trenton, New Jersey 08625

Dear Governor Cahill:

Your Task Force on Welfare Management is pleased to submit to you a report entitled Research and Development in Public Welfare Programs.

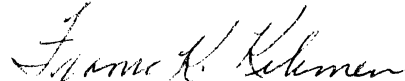
This report recommends the establishment of an Office of Research and Development for public welfare programs to carry out the functions of data collection, basic research, evaluation, planning and development, and provision of technical services. The Task Force is disturbed to find that so much money is being spent on welfare benefits and administration while so little is being spent to assess the impact of those expenditures on the client population and to develop more efficient administrative procedures for the welfare system. Even though federal, state, county, and municipal governments will spend \$380 million in New Jersey for welfare benefits and administration during this fiscal year, the State will expend only a negligible amount for research and development.

This Task Force believes that no State can afford to spend large amounts for welfare benefits and administration without making a serious attempt to understand the underlying problems, rigorously evaluate current procedures and policies, and continually test and develop innovative new approaches to welfare management. We hope that you will carefully consider

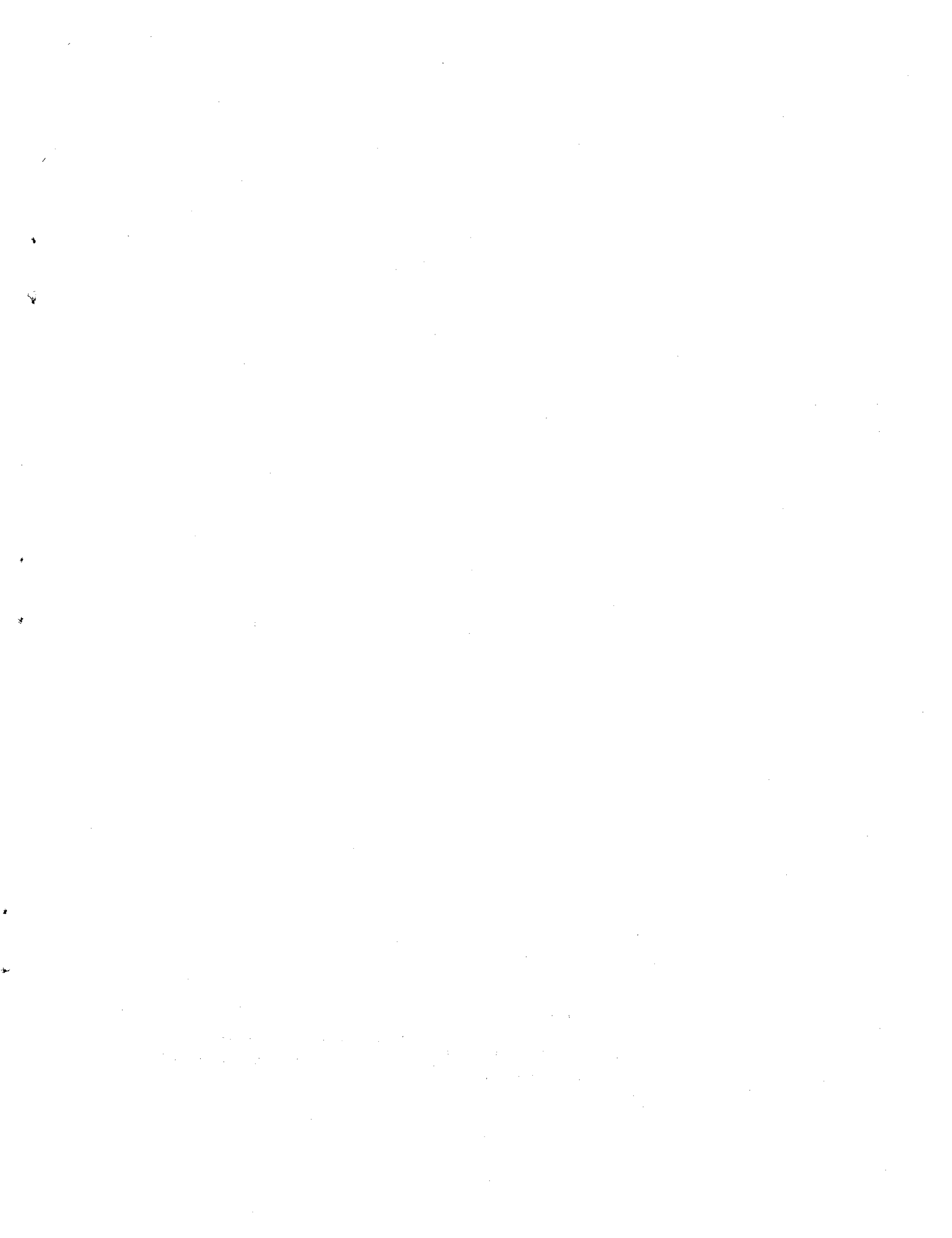


our recommendation for an Office of Research and Development, and take the necessary steps to implement the recommendation in the near future.

Respectfully yours,

  
Frank K. Kelemen

FKK:mcb



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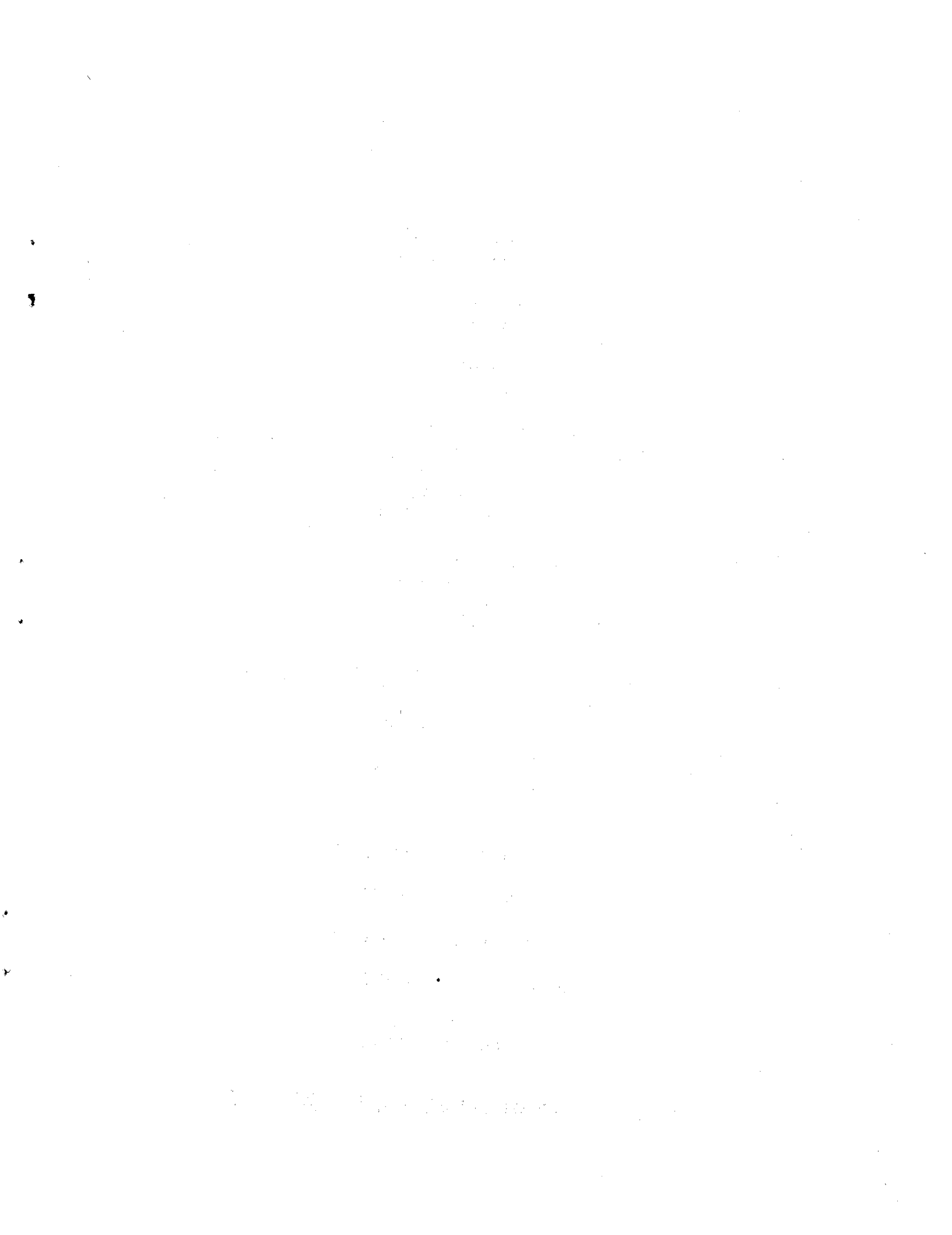
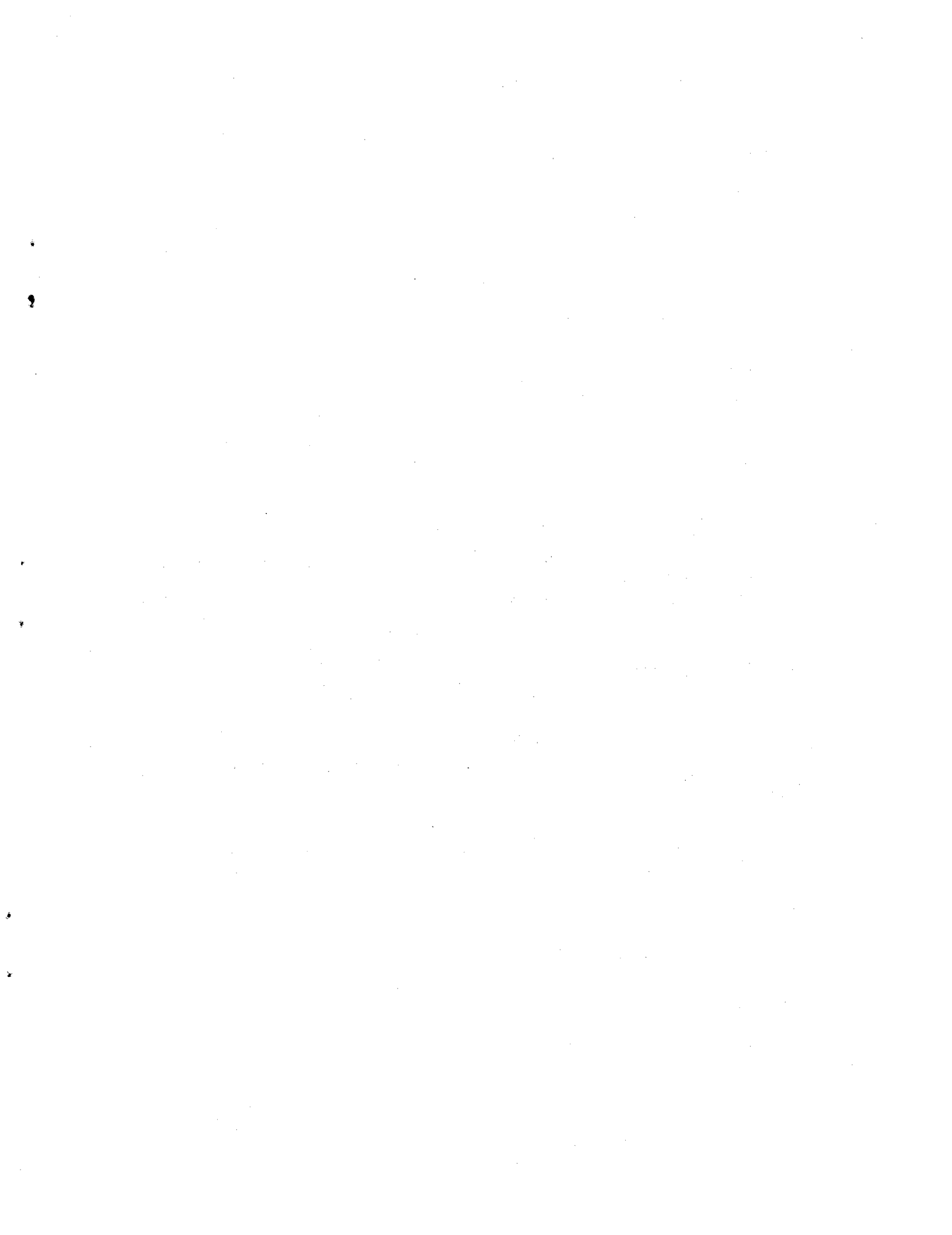


TABLE OF CONTENTS

	Page
SUMMARY . . . . .	1
INTRODUCTION . . . . .	3
FUNCTIONS OF THE OFFICE OF RESEARCH, DEVELOPMENT AND EVALUATION . . . . .	5
Research . . . . .	6
Development . . . . .	10
Evaluation . . . . .	13
ORGANIZATION AND FINANCING . . . . .	15



## SUMMARY

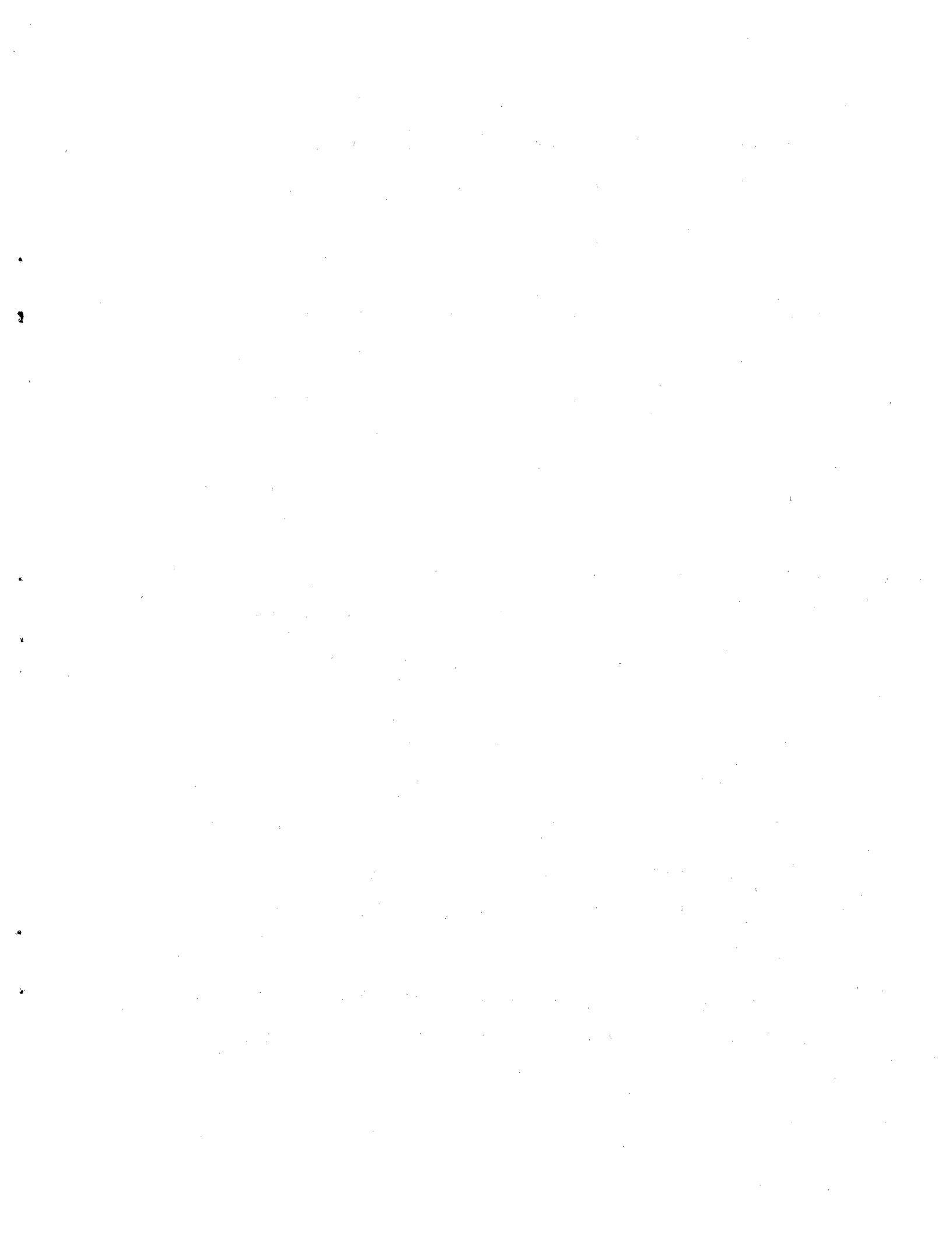
This report of the Governor's Task Force on Welfare Management recommends the immediate establishment of an independent Office of Research, Development, and Evaluation (ORDE) for public welfare programs in New Jersey. The Office would conduct short-term research and careful evaluations relating to current welfare programs, but would supplement these functions with research and development having the goal of a basic restructuring of the welfare system in New Jersey.

Within the broad categories of research, development, and evaluation, the ORDE would have many specific functions.

Under the category of research, the ORDE would (1) collect, summarize and analyze data relating to welfare programs; (2) monitor relevant research, encourage basic research projects by New Jersey's academic community, and carry out selected basic research projects under its own auspices; (3) conduct applied research; and (4) disseminate research results.

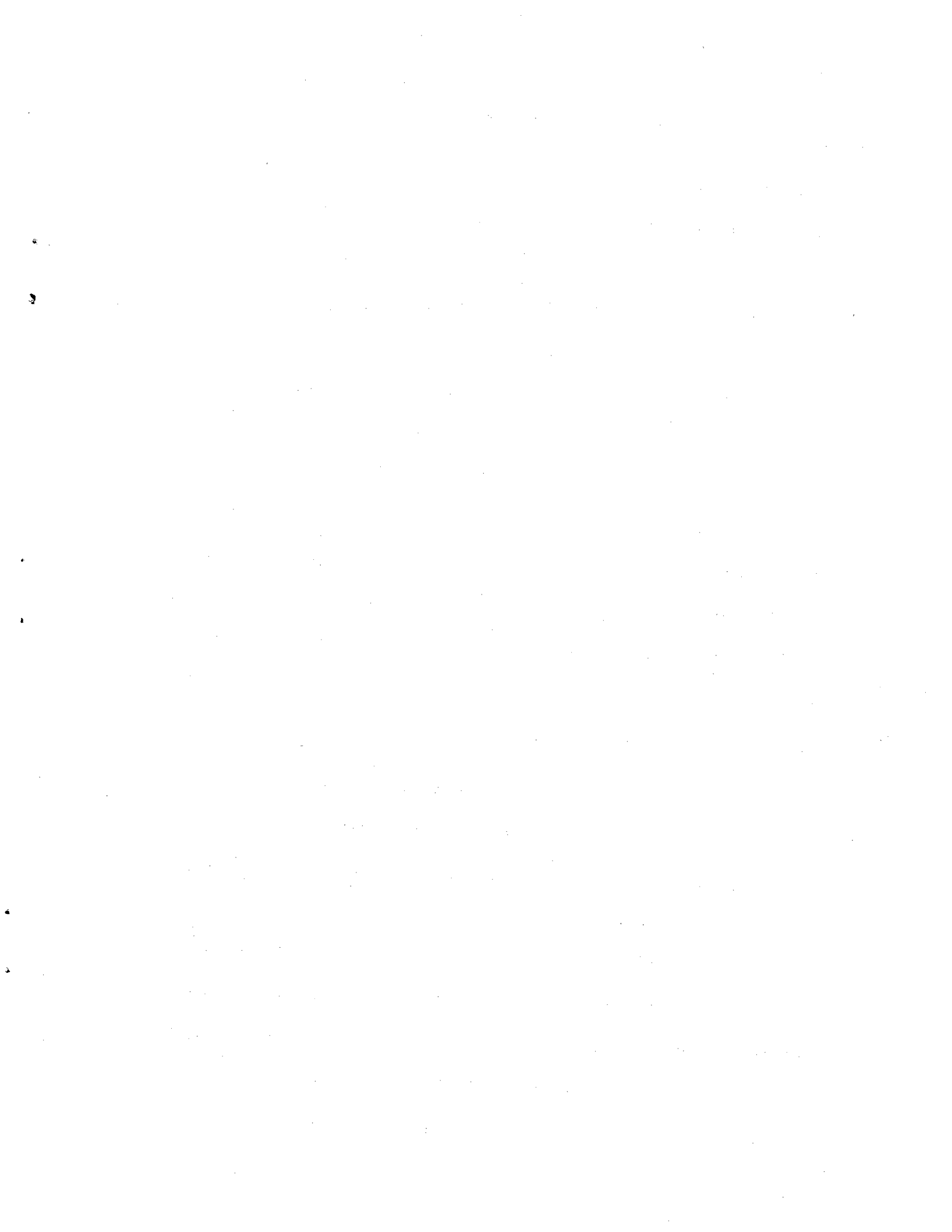
Under the category of development, the ORDE would design and test changes in welfare operations as well as offer technical services to State and local welfare agencies to develop improved programs and procedures.

Under the category of evaluation, the ORDE would assess the effectiveness of current welfare operations and policies, and give technical, objective analyses of legislative and regulatory proposals



at the federal and state levels.

In order to accomplish its important but sensitive tasks, the ORDE should be lodged in the Department of Institutions and Agencies for fiscal and constitutional purposes, but it should report directly to the Governor. The ORDE should be staffed with personnel possessing a wide range of skills and experience relevant to welfare problems. Although the State must provide the basic financing for such an Office, it is anticipated that the major proportion of its financial support could be obtained from the federal government.



## INTRODUCTION

One of the most critical deficiencies of the public welfare system in New Jersey is its lack of capability for sustained and sophisticated research, development, and evaluation. Although the cost of operating New Jersey's public welfare system is rapidly approaching a half billion dollars per year, there are glaring gaps in the availability of basic statistics, data on the recipient population, and knowledge of the effects of various welfare policies.

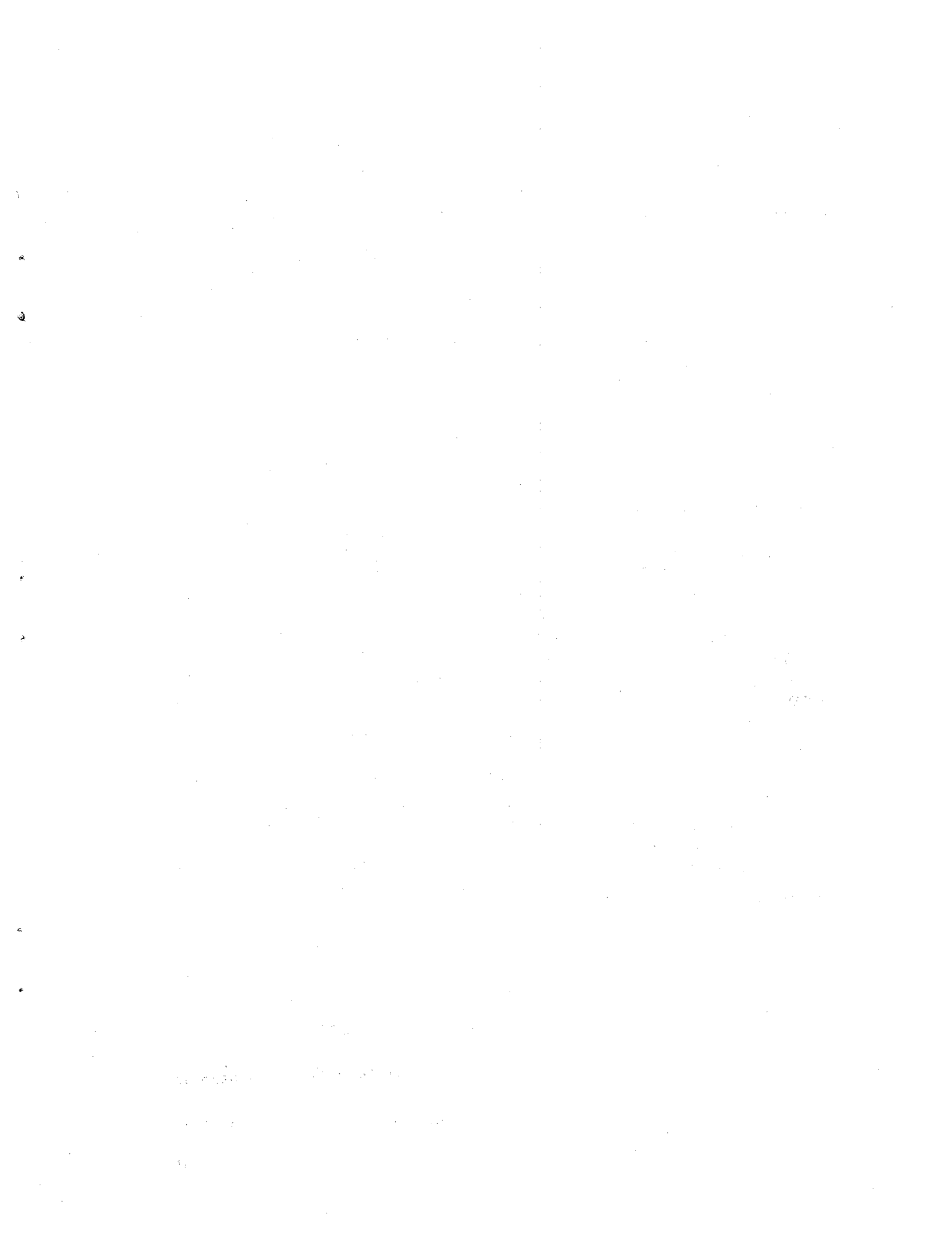
Our Task Force is especially dismayed about this problem for we have been severely hampered by the paucity of information and research findings on welfare in New Jersey ever since our appointment eighteen months ago. In order to deal in a rational way with New Jersey's welfare problems, we have gathered and analyzed almost all available data pertaining to our studies of this State's welfare system. In addition, we have also commissioned a major study of our own, the first interview survey of AFDC families in the State. We have also utilized applicable research from other states to assist us in formulating recommendations for New Jersey. However, in spite of our best efforts, we have been able to touch upon only a few of the many unanswered questions about welfare in this State.

Consequently, we are recommending the establishment of an Office of Research, Development, and Evaluation (ORDE) for public welfare programs in New Jersey. Like the Governor's Welfare Study Commission,



we believe that such an office should have the mandate to conduct short-term research and critical evaluations relating to current welfare programs. Such efforts could bring about significant financial savings and greater understanding of the impact of welfare policies on recipients. However, it is our conviction that these functions must be supplemented with research and development having the goal of a basic restructuring of the welfare system in New Jersey. These broader efforts could be expected to yield major long-run benefits in efficiency and effectiveness which could not be attained by a more limited scope of research and evaluation.

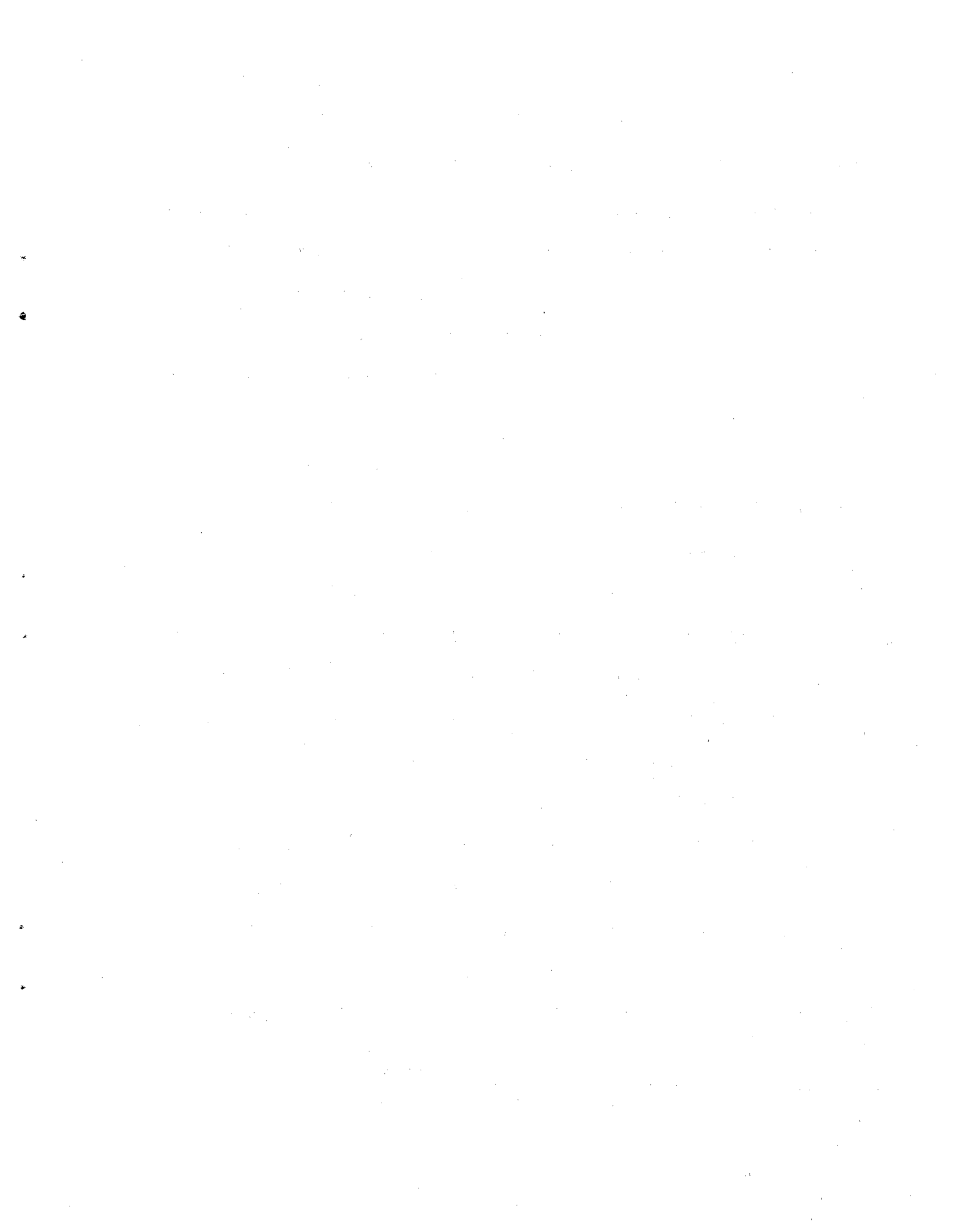
This report sets forth the details of our recommendation for an Office of Research, Development, and Evaluation. It should be noted that the Welfare Study Commission's report of January 1971 includes a recommendation similar to the proposal advanced by this report, which was made available to the Commission in draft form during its deliberations.



FUNCTIONS OF THE OFFICE  
OF RESEARCH, DEVELOPMENT, AND EVALUATION

Within the broad categories of research, development, and evaluation the ORDE would have many specific functions. Under the category of research, the ORDE would (1) collect, summarize, and analyze data relating to the welfare programs; (2) monitor relevant research, encourage basic research projects by New Jersey's academic community, and carry out selected basic research projects under its own auspices; (3) conduct applied research; and (4) disseminate research results. Under the broad category of development, the ORDE would design and test changes in welfare procedures and programs as well as offer technical services to State and local welfare agencies to develop improved programs and procedures. Under the broad category of evaluation, the ORDE would evaluate current welfare policies, audit and evaluate current operations and procedures, and give technical, objective analyses of legislative and regulatory proposals at the federal and state levels.

Although these functions cover a broad range, each function significantly strengthens and is dependent upon the others. A broad data base is necessary for virtually all other functions. The presence of basic research to identify better the nature of major social problems substantially improves evaluation of the effectiveness of programs designed to cope with those problems. Development of improved programs and procedures follows naturally from evaluation, while development ensures



that the efforts spent on evaluation will not be wasted. These functions are all significantly interrelated in that they require similar skills, they demand scrupulous objectivity, and they require similar types of information.

### Research

The ORDE would perform four major research functions.

1) Data Collection As part of its research task, the ORDE would be the center for the collection and analysis of data concerning the client population and the functioning of the welfare system. This Task Force will shortly recommend that a statewide electronic data processing system be developed for the administration of cash assistance. Such a computerized information system would make possible, for the first time, virtually instantaneous retrieval of data on the social and economic characteristics of recipients of public welfare. In order to provide additional information not otherwise available, the ORDE should be empowered, within limits and for research purposes only, to insert extra questions into applications and other procedural forms. The ready availability of such a vast store of information would provide an accurate profile of the welfare rolls. It would also make possible a swift and sensitive response to welfare problems before they become full blown crises.

As part of its data collection function, the Office should conduct (or commission) periodic interviews with members of the past, present, and potential recipient population. Such survey research would



provide information on attitudes of clients toward various procedures and policies as well as information on the success of new programs in attaining their goals.

Moreover, the Office should evaluate the information yielded by the 1970 census to estimate accurately the number of people in the State who are potentially eligible for public welfare, the possible future increases or decreases in the public welfare rolls, and a variety of other factors which should be given consideration in planning for public welfare. Unfortunately, there is no group in the welfare system with the responsibility or the resources to analyze adequately important information available from the census. The prompt establishment of an Office of Research, Development, and Evaluation would provide the means for immediate utilization of this data.

From time-to-time, the Office should prepare statistical summaries, trend studies, and profiles of recipient groups based on its collection and analysis of welfare data.

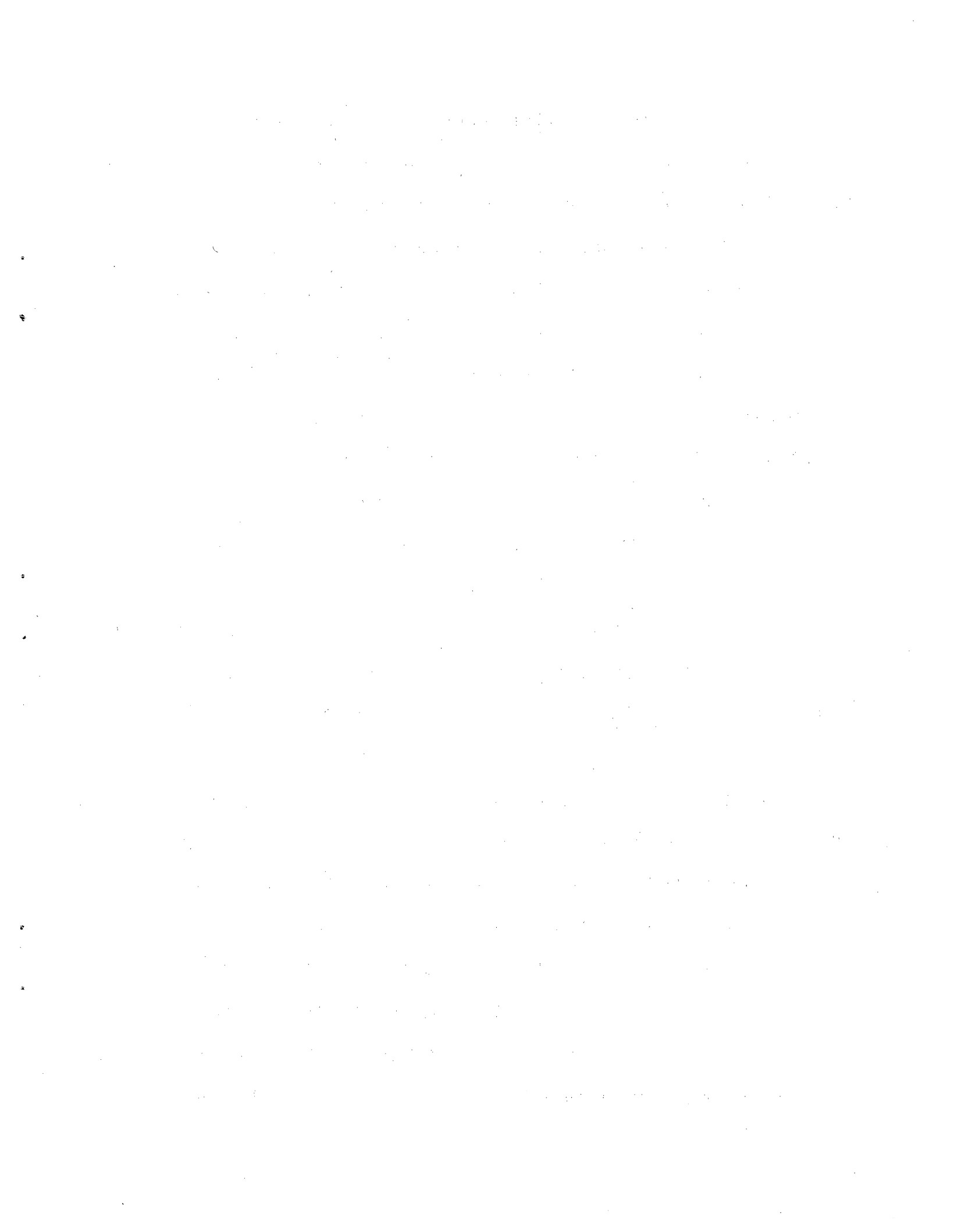
2) Basic Research A major task of the Office would be to monitor, stimulate, and carry out basic research in all areas of knowledge related to public welfare functions, concentrating particularly on the causes and consequences of welfare dependency. It should collect and analyze the results of relevant research from across the nation. It should encourage needed academic research on welfare in the State by seeking to draw scholars into the field, assisting them in obtaining federal research funds, and offering small research grants supported by State funds. The Office should also have the means to consult



and contract with outside experts for specific research. Among the many outside centers of expertise in New Jersey, both public and private, are the Graduate School of Social Work at Rutgers; the Population Research Center, and the Industrial Relations Research Section, both of Princeton University; and the Educational Testing Service. The ORDE should also maintain ties with the new regional research centers of the federal Social and Rehabilitation Service and with national research centers, like the University of Wisconsin's Institute for Research on Poverty.

While we do not wish to offer a detailed specification of the ORDE's research program in this report, we do wish to point to several areas of inquiry which should be afforded high priorities.

Of immediate concern is the consequence of the creation of the new Aid to the Working poor program for those families which were previously assisted under the "AFDC - Unemployment" and "AFDC - Insufficient Income" segments. A study should be initiated immediately by the ORDE with two objectives: 1) To determine the effect on family structure of lower levels of benefits for intact families; and 2) to determine the impact on work effort of the restoration of wage incentives to families with employed fathers earning insufficient income. In such a study, consideration should be given to the establishment of a control group from the non-welfare population as well as an experimental group which would be given payments at the former levels. The Task Force believes that federal funds might well be available for



such an experiment because of the unique conditions in New Jersey and the strong nationwide relationship between family break-up and growth of the welfare rolls in recent years.

Another function of basic research should be to forecast trends in the demand for income maintenance payments and social services. One important responsibility would be to increase the sophistication of forecasts of welfare caseloads and expenditures. Another responsibility would be the assessment of service needs in the State.

Finally, the ORDE should undertake to study the factors affecting the likelihood that a recipient will achieve financial independence of the welfare system. It should also study whether the receipt of financial assistance encourages psychological dependency on the welfare system.

3) Applied Research Applied research would include studies to determine the effect of policy innovations under consideration for the welfare system. This function might answer questions concerning the optimal method of benefit payments, such as: Are there seasonal patterns in expenditures by welfare families? Would payments be more wisely used and of greater aid if they were given weekly or bi-weekly instead of monthly? Would welfare mothers respond to part-time employment opportunities during hours their children are in school? Part of the applied research function of the ORDE would consist of experimentation with new methods of welfare administration. For



example, the Office could test the effects of different payment schedules in several areas of the State by setting up controlled, scientific experiments in those areas.

It could also develop models for offering social services. These models would be similar to "discriminant function models" used in career placement. With these models, the client and caseworker would know which of the various available social services would most likely benefit the client based on his background and personal characteristics. The client would be offered these services first, rather than being offered services in the present haphazard fashion.

4) Dissemination of Research Results A major function of the ORDE should be the widespread distribution of more and better information about the welfare system in New Jersey to welfare personnel and to the general public. Properly utilized in the training of new welfare personnel, significant research findings developed by the ORDE would greatly increase the level of expertise among welfare employees. Public release of such findings would help to satisfy the public's demand for more objective information about the welfare system.

#### Development

Under the function of development, the Office would plan, develop, and test new policies and procedures. It would also offer technical services to State, county, and municipal welfare agencies for the purpose of instituting more efficient procedures.



Development of new policies and procedures for welfare programs would be expected to follow directly from the research and evaluation functions of the ORDE. Development tasks might range in magnitude and complexity from the design of a new WIN referral form to the development of a computer system for the administration of cash assistance.

We believe that the latter--the computerization of welfare payments and administration--is particularly timely and important. The development of a computerized system, and--later--an on-line administrative system, would yield extraordinary benefits in terms of rapid access to detailed information as well as substantially reduced administrative costs.

Such a system could be designed immediately by the State for use by all the counties since they must follow standard procedures mandated by the State Division of Public Welfare. At the present time, no single county could be expected to bear the expense of developing such a system and it is unlikely that all counties would jointly finance such a cost. Thus, it would be an appropriate function for the State ORDE to develop such a system, since it would significantly expand the base of accessible data and would yield substantial administrative savings for the counties. Later it could be adapted for use by a new State welfare system should the State eventually assume responsibility for administering and financing welfare programs in New Jersey.

The design of a simplified method of eligibility determination is an important procedural development already underway which should merit

1. The first part of the document discusses the importance of maintaining accurate records.

2. It then outlines the various methods used to collect and analyze data.

3. The next section describes the results of the study and the conclusions drawn.

4. Finally, the document provides a summary of the findings and recommendations for future research.

5. The following table shows the distribution of data across different categories.

6. The data indicates a significant correlation between the variables studied.

7. This suggests that the factors analyzed have a direct impact on the outcomes.

8. The results are consistent with previous research in this field.

9. However, there are some limitations to the study that should be noted.

10. These include the sample size and the potential for bias in the data collection process.

11. Despite these limitations, the study provides valuable insights into the phenomenon.

12. The findings can be used to inform policy decisions and further research.

13. In conclusion, the study highlights the need for continued research in this area.

14. The authors thank the participants and funding agencies for their support.

15. The document is intended for use as a reference for researchers and practitioners.

16. It is hoped that this work will contribute to the advancement of knowledge.

17. The authors are available for consultation regarding the study's findings.

18. Contact information is provided at the end of the document.

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20. All rights reserved. The information is provided for informational purposes only.

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25. For more detailed information, please refer to the full report.

close attention by the ORDE. The ORDE should closely monitor the design and testing of the simplified method to ensure that it will be reliable and to assess the administrative savings that would result from its implementation.

As the center for development and innovation in the State's welfare structure, the Office should also be given the means to initiate pilot projects so that it can assess the feasibility of new procedures and policies and can also facilitate their implementation. Pilot projects would often follow from basic research efforts of the Office as well as outside policy recommendations. After the research group identified a problem and developed a proposal for dealing with the problem, the development group of the ORDE could design small-scale pilot projects to test the proposal before it were introduced throughout the welfare system in the State. In this way, the overall feasibility of such proposals could be evaluated and any "bugs" in their application to the welfare system could be diagnosed and eliminated.

The Office of Research, Development and Evaluation should also provide, on request, technical services of importance to the day-to-day operations of the welfare system. Using appropriate methods of operations research and systems analysis, for example, the Office could design more effective procedures for processing applications. This sort of technical service, which is common in industry, is still rare in government. In the administration of cash assistance, these sophisticated methods could be of much value in cutting costs and



increasing responsiveness to client needs.

Moreover, the ORDE should assist the counties in implementing this Task Force's recommendations concerning the development of a new social service system for former, current, and potential recipients. In doing so, the ORDE could help to improve the services available while maximizing the federal funds available for the support of such services.

#### Evaluation

The function of evaluation would include cost-benefit analyses of current welfare policies, programs, operations, and procedures, as well as technical evaluations of proposed changes in welfare policies. In broad terms, the Office would be responsible for evaluating the effectiveness of current and proposed welfare programs in attaining their goals. These programs would include those funded under the Social Security Act as well as non-federal welfare programs. The evaluations would not focus solely on deficiencies in various policies and programs. The Office would be expected to evaluate objectively the benefits and costs of all State welfare programs, and to suggest alternative policies and procedures.

One task included in the evaluation function would be the analysis of administrative procedures in order to ensure that proper financial controls are being maintained; that programs are implemented efficiently; and that maximum coordination is attained between the several agencies concerned with public welfare. While the ORDE would not generally

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engage in direct financial audits of program expenditures, it would carefully evaluate existing auditing operations to determine whether they are capable of adequately detecting errors, abuses, and fraud as well as ensuring that agencies and their personnel can account for all monies disbursed.

Another task included in the evaluation function would be to determine whether benefits from welfare programs exceed costs and whether those programs are as effective as possible in their desired impact on recipients. For example, the Office should undertake an analysis of liens, agreements to reimburse, and other resource requirements to determine whether the administrative expense of enforcing such requirements is substantially exceeded by the money they yield.

As part of its evaluation activities the ORDE should undertake a comprehensive study of the Work Incentive (WIN) Program. Based on its research efforts the ORDE should assess the viability of the WIN program's underlying assumptions relative to the needs of recipients and conditions in the job market. It should find out whether the benefits from the program exceed its costs. It should recommend changes in procedures to make the program more efficient and effective.

Also, the Office should evaluate the strengths and weaknesses of the organizational separation of social services delivery from cash assistance administration to ascertain how the separation can be improved so that it can more effectively attain its goal.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations. The records should be kept up-to-date and accessible to all relevant personnel.

2. The second part of the document outlines the various methods and tools used for data collection and analysis. It highlights the need for consistent and reliable data sources, as well as the importance of using appropriate statistical techniques to interpret the results. The document also mentions the use of software applications to streamline the data management process.

3. The third part of the document focuses on the role of the management team in overseeing the data collection and analysis process. It stresses that management should provide clear guidance and support to the staff involved, ensuring that the data is used effectively to inform decision-making. Regular communication and reporting are also emphasized as key components of this process.

4. The fourth part of the document discusses the challenges and limitations of data collection and analysis. It notes that data may be incomplete or biased, and that there may be difficulties in interpreting the results. The document suggests ways to address these challenges, such as using multiple data sources and conducting sensitivity analyses.

5. The fifth part of the document concludes by summarizing the key points and providing recommendations for future work. It reiterates the importance of maintaining accurate records and using data effectively to improve the organization's performance. The document also suggests areas for further research and development in the field of data collection and analysis.

Included in the evaluation function would be the technical evaluation of proposals for changes in the welfare system. This would entail the clarification of various proposals, as well as an assessment of their likely impact on existing programs. There should be technical evaluation of proposed changes in federal legislation and regulations, proposed legislative changes at the State level, and a more detailed study of the recommendations of this Task Force and the Governor's Welfare Study Commission. As a computerized data bank is developed, technical evaluation could include computer simulations of proposed policy changes, which would yield precise estimates of the fiscal effect of the proposals and their impact on the caseload. For example, had the ORDE been in existence, it would have continually monitored, evaluated, and suggested changes in the current federal welfare reform proposals as they developed. Without a professional staff to analyze such legislation carefully, small details can go unnoticed until their major fiscal impact becomes painfully obvious once the legislation has gone into effect.

#### ORGANIZATION AND FINANCING

Since its functions are sensitive and would often have significant consequences for many other parts of the welfare system, organizational autonomy would be essential for an ORDE. So that it might accomplish its important but sensitive tasks unhindered, the ORDE should be lodged in the Department of Institutions and Agencies for fiscal and constitutional

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by appropriate documentation.

3. Regular audits should be conducted to verify the accuracy of the records.

4. The second part of the document outlines the procedures for handling discrepancies.

5. Any errors identified during the audit process should be promptly investigated.

6. The findings of the audit should be reported to the appropriate authorities.

7. The third part of the document provides a detailed explanation of the accounting principles.

8. These principles are fundamental to the preparation of financial statements.

9. It is crucial to understand the underlying concepts of each principle.

10. The fourth part of the document discusses the various methods used for valuation.

11. Each method has its own set of advantages and disadvantages.

12. The choice of method should be based on the specific circumstances of the case.

13. The fifth part of the document provides a summary of the key points.

14. It is hoped that this document will be helpful to all concerned parties.

15. The sixth part of the document contains the concluding remarks.

16. The author expresses their appreciation for the cooperation of all involved.

17. The seventh part of the document provides contact information for further inquiries.

18. The eighth part of the document contains the signature of the author.

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purposes, but it should report to the Governor (or his representative) either directly, or indirectly through a citizen's commission. The existence of a commission in its initial phase could aid in the establishment of research priorities while insulating the ORDE from pressures which might otherwise compromise its objectivity.

In order to fulfill its functions, the ORDE should be staffed with personnel possessing a wide range of skills and experience relevant to welfare problems. The staff should be drawn from among the following categories: welfare specialists; psychologists, economists and other social scientists; operations researchers, statisticians, accountants, and systems analysts; and lawyers. A small central core of permanent staff should be flexibly supplemented by short-term personnel in order to guarantee a continual flow of new ideas and to bring in different types of specialists according to the specific problems under study. It would be advisable to have a number of experienced and talented line welfare workers assigned to the ORDE for periods of twelve to eighteen months so that the Office might benefit from their knowledge of conditions at the operating level. In addition, the short-term staff could include past or present recipients of welfare benefits. Experts who are not normally part of the civil service, such as university scholars on sabbatical leave, could also be utilized by the ORDE on short-term contracts.

A requirement for any modern, sophisticated research group is access to a scientific computer. The welfare system does not have such computing facilities. The statewide electronic data processing system

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3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and reporting, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that data is used responsibly and ethically.

5. The fifth part of the document discusses the importance of data governance and the role of various stakeholders in ensuring that data is managed effectively. It emphasizes the need for clear policies and procedures to guide data handling practices.

6. The sixth part of the document provides a summary of the key findings and recommendations. It reiterates the importance of a data-driven approach and the need for continuous improvement in data management practices.

7. The seventh part of the document includes a list of references and sources used in the research. It provides a comprehensive overview of the literature and resources that informed the document's content.

8. The eighth part of the document contains a list of appendices and supplementary materials. These include detailed data sets, charts, and other supporting information that provide further context and evidence for the findings.

9. The ninth part of the document includes a list of figures and tables. These visual elements are used to present complex data in a clear and concise manner, making it easier for readers to understand the key trends and insights.

10. The tenth part of the document provides a list of contact information for the authors and other relevant parties. This allows readers to reach out for more information or to provide feedback on the document's content.

11. The eleventh part of the document includes a list of acknowledgments. It expresses gratitude to the individuals and organizations that provided support and assistance throughout the research and writing process.

12. The twelfth part of the document contains a list of footnotes and endnotes. These provide additional details and references for specific points mentioned in the main text, ensuring that all information is properly cited and documented.

13. The thirteenth part of the document includes a list of glossary terms and definitions. This helps to clarify any technical or specialized language used throughout the document, ensuring that all readers have a common understanding of the key concepts.

we are proposing for the administration of cash assistance would not be appropriate for sophisticated scientific analysis. Perhaps the least expensive short-term solution to this problem would be a tie-in with the statewide Rutgers-Princeton computing network.

Many of the necessary components of the ORDE we are proposing would be expensive. However, several federal sources of funds could be obtained to support the ORDE. Operation of the ORDE would be considered as a legitimate administrative expense subject to at least 50% federal matching under the Social Security Act. In addition, special project funds are available through a variety of other federal programs which have been inadequately tapped in the past. For example, Section 1110 of the Social Security Act makes provision for the following types of projects:

There are authorized (funds) ... for ... making grants to states and public and other organizations and agencies for paying part of the cost of research or demonstration projects such as those relating to the prevention and reduction of dependency...or which will help improve the administration and effectiveness of programs related thereto, and making contracts or jointly financed cooperative arrangements with states...for the conduct of research or demonstration projects relating to such matters.

Section 1110 research funds have been used only by a small number of enlightened and able governmental agencies. Most of the money has been given to university groups. As of June 1969, only one of the 164 research projects supported nationally by these funds was conducted in New Jersey.\*

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\* The single New Jersey project was SRS grant #190: "Research -Action on Prevention of Family Disorganization," under the direction of Professor Ludwig Geismar at Rutgers, the State University.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. This is essential for ensuring the integrity of the financial statements and for providing a clear audit trail.

2. The second part of the document outlines the various methods used to collect and analyze data. These methods include interviews, surveys, and focus groups, each of which has its own strengths and limitations.

3. The third part of the document describes the process of identifying and defining the research objectives. This involves a thorough review of the literature and a clear understanding of the research question.

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Similarly, funds are provided under Section 1115 of the Social Security Act for experimental, pilot, and demonstration projects which would not otherwise have any source of support. The Hamilton Township Social Services Project is partially funded by an 1115 grant. In past years, however, New Jersey has not been successful in obtaining a reasonable share of 1115 funds. Of the \$3,722,000 expended in fiscal year 1969 for section 1115 projects, New Jersey received only \$8742, or less than one-quarter of one percent of the total allocation. New Jersey would have received at least ten times as much if it had only obtained the same proportion of project funds as its proportion of the nation's welfare population.

There are additional funds for research on poverty available from the Office of Economic Opportunity, the National Science Foundation, and private foundations. For example, OEO finances the Negative Income Tax Experiment in New Jersey. It has also funded a major planning project for family planning services in the State.

The existence of a highly skilled Office of Research, Development and Evaluation would place the State in a favored position to receive substantial research and demonstration project support. Three factors would support the State's effort to build a first-rate research program. First, the enabling legislation in Sections 1110 and 1115 gives state agencies priority in the allocation of grants. Second, as is usually true in research funding, skilled research groups are given preference.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This not only helps in tracking expenses but also ensures compliance with tax regulations. The second part of the document provides a detailed breakdown of the company's revenue streams. It identifies the primary sources of income and analyzes their contribution to the overall financial performance. The third part of the document outlines the company's financial goals for the upcoming year. It includes a comprehensive budget and a strategy for achieving these goals. The final part of the document provides a summary of the key findings and recommendations. It highlights the areas where the company is performing well and identifies the challenges that need to be addressed. Overall, the document provides a clear and concise overview of the company's financial health and future prospects.

Third, there are few other state agencies in this country which would have equivalent research and development skills.

Although a well-administered ORDE could draw substantial federal research funds, the State would have to provide its basic financing. An appropriation amounting to no more than one-tenth of one percent of total welfare expenditures in the State in the next fiscal year would amount to \$435,000. Within the next few years, the ORDE should be supported from all sources at a higher level.

As one indication of the level of support needed for this kind of governmental unit, we offer the example of Illinois, which has established an Institute for Social Policy, similar to the ORDE we are proposing. This Institute was founded with an initial appropriation of \$3.3 million and will undertake basic research, administer several major demonstration projects, and engage in long-range planning.

In view of the magnitude and complexity of New Jersey's welfare problems, we believe that a goal of one percent of total welfare expenditures in the State would be the minimum level necessary even to begin to solve those problems.

