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To	Steve Silverman	From	John Gomperts
Co./Dept.		Co.	
Phone #		Phone #	600-5000 x121
Fax #	456-2525	Fax #	x191

TO: Steve Silverman
Cabinet Affairs

FROM: John Gomperts
Corporation for National Service

RE: Thoughts and Options for Meeting with Kansas City Summit Delegation

DATE: March 25, 1998

As requested, this memo provides you with additional information and alternatives for the President's meeting with the Kansas City delegation on April 7. This is not presented as a formal scheduling or briefing memo. Rather, I am trying to present some additional information to you, and then we will decide how to proceed and what needs to be prepared.

The Basics

The idea is that the President would meet with the Kansas City Summit delegation, the same group with which he spent time at the Summit in Philadelphia. In a short interactive discussion, the group would update the President on three items: (1) what has happened in Kansas City since the Summit, (2) the plans for the upcoming Kansas City Summit (April 25), which has been carefully planned and is expected to be a big success, and (3) the plans beyond the Kansas City Summit to really improve the conditions and opportunities for Kansas City's youth.

In addition to the fact that the President met with this delegation last year, the other reason to hear this group is that they have done perhaps the best job in the country in taking seriously the Summit mission, goals and mandate.

Participation

Obviously the Kansas City delegation would be invited to participate: that's about 25 people. In addition, a couple of the lead planners of the Kansas City Summit and other local luminaries might be asked, as well as representatives of the national service programs who are part of Kansas City's comprehensive approach to Summit follow-up. Perhaps we would have representatives from an AmeriCorps program, or from the outstanding Seniors for Schools program in the Kansas City. So in total there would be approximately 35 people in addition to the President and whoever he brings along.

Locations

Bob Rogers suggested three potential sites, all very close to Penn Valley Community College.

- YMCA headquarters – approximately 1 minute from Penn Valley. A leading social service agency, and a sponsor of a local AmeriCorps program.
- BMA Towers – also about 1 minute from Penn Valley. A major office building which has a penthouse meeting room with a spectacular view of the Kansas City area. Very nice meeting room.
- Crown Center Theater – Community Theater about 3 minutes from Penn Valley. Well-known local. More public, with a stage. More formal setting.

Of the three, Bob's leading choice would be the BMA Towers, but all would serve well.

* * *

I hope this information is helpful. Let me know what next steps are. And then let's decide who is going to take lead responsibility for putting this event together.

Americorp Apr 1 I east WC

Steve Silverman

Special Events/ America's Promise

February 27, 1998

Dear Steve and Bibb:

Eli Segal has encouraged me to write you to suggest a particularly effective use of the President's time. As a former member of the President's Office of National Service, organizer of Americorps, and currently Chairman of the Kansas City Summit of America's Promise, I am organizing what promises to be one of the best, if not the very best celebration of America's Promise. Presidents Clinton and Bush were invited, and, currently, President Bush will be attending the event, scheduled for April 25, which is Saturday of National Volunteer Week.

Eli informs me that the President will be in Kansas City on April 7 for a town meeting on Social Security. I would like to request the following, given that he will be in Kansas City three weeks before one of the biggest and best Summits in America:

- a) The President spend an hour with the Kansas City delegation (36 delegates to last year's Summit in Philadelphia), the very same delegation he sat exclusively with in Philadelphia and specifically asked to be invited back to be apprised of it's success. This is what we intend to do April 7, wherever is most convenient for him.
- b) We film this, and include a brief message from the President welcoming the thousands of caring adults and their children to the Summit for April 25.
- c) The Vice President join us at the Summit on the 25th, given that the President cannot come.

Thank you for your consideration. As the President's former point man working with Eli to ensure a truly bi-partisan message of service and involvement, I see this as a master stroke of leadership to give America's Promise the support and energy it needs. I encourage you to consult with Eli to witness his excitement about this idea.

Looking forward to hearing from you soon.

Very Sincerely,

Mark Lowery
 Mark Lowery
 Chairman, Kansas City Summit
 For America's Promise
 White House Office of National Service, 1993
 (913)831-0077

Penn Valley Com. College

Plaza

12-1 Sen. Sec.

1.15 w 6/30

Things are progressing towards our summit April 25; as you know, we are very much interested in having an hour of the President's time when he visits Kansas City for a town meeting April 7. This will allow us to have his presence at our summit in some fashion, and also continue to build the excellent relationship he has with arguably the most representative and influential cross-section of Kansas City's leadership. We would be honored to have Vice President Gore come in his stead on the 25th (I actually attended St. Albans School in Washington eight years after him).

I have one more huge request that could help make our summit: Raymone Bain worked with me when I was at the White House to put together several events for athletes and entertainers who have supported the President in his work to help at risk youth. She currently represents Boyz to Men, Babyface, and Sinbad, among others. To put it bluntly, since at this point the President will not be able to attend the event with President Bush, a phone call to Sinbad and Boyz to Men to encourage them to join us (and thus make it a truly bi-partisan event) would be greatly appreciated. They are, after all, loyal to the President. America's Promise, however, was given birth from the pens - and hearts - of all the living presidents in Philadelphia. I have been in contact with and have already sent invitations through Raymone, and believe this could be the last piece of the puzzle. Raymone can be reached in Washington at (202) 775-1958 at Davis-Bain Associates. She is coordinating Boyz' world tour, which begins April 27, a Monday; our event is on the previous Saturday in the morning, so a little encouragement would be helpful. By the way, take good care of Joyce; she is from Kansas City (where I played for the Chiefs for fourteen years). Looking forward to working with you serving the future of our country: our youth.

Very Sincerely,

Nick Lowery

926-753

.....
Steve Silverman
Bibb Hubbard
Deputies to the President for
Special Events/ America's Promise

February 27, 1998

Dear Steve and Bibb:

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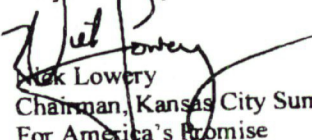
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Very Sincerely,


Nick Lowery
Chairman, Kansas City Summit
For America's Promise
White House Office of National Service, 1993
(913)831-0077

Am Lewis
Skipper
Jen Palmer.
Bibb
fyL

AMERICA'S PROMISE

THE ALLIANCE FOR YOUTH™

February 17, 1998

Senator Harris Wofford
Chief Executive Officer
Corporation for National Service
1201 New York Avenue, NW
Washington, DC 20525

Dear Senator Wofford:

On April 27, 1998 America's Promise will release our One-Year Report to the Nation. The report will highlight the many organizations like the Corporation for National Service who have answered the call to action to help our Nation's at-risk youth since the Presidents' Summit for America's Future last April. On behalf of General Powell and all of us here at America's Promise, we thank you and all the great folks at the Corporation for National Service for the support you have provided.

As with our six-month Report to the Nation, we look forward to sharing our collective progress with other commitment-makers, local and state summit delegations, and members of the media at the first anniversary mark. The information provided on the progress of your commitment is critical. Not only will the report document your contribution towards assisting America's at-risk youth, but it will also become an important tool in enlisting new organizations and communities to become actively involved.

We have sent a copy of our Commitment Progress Report to Ms. Melinda Hudson for a response due by Friday, March 13, 1998. We are excited about having the Corporation for National Service included in our One-Year Report to the Nation. Paige Cassidy, Vice President, Federal and State Commitments, and Kathleen Lennard, Report Project Director are available to answer any questions regarding the report. Please feel free to call them at 703-684-4500. For your review, I have enclosed a copy of our Promise Letter, a quarterly report updating those associated with America's Promise about activities occurring throughout the Nation.

With best wishes,

F. William Smullen III

F. William Smullen III
Colonel, USA (Ret)
Chief of Staff

cc: Ms. Melinda Hudson, Corporation for National Service (with commitment progress report)

Enclosure: The Promise Letter

FAX TO
DIANA
STEVE ASAP

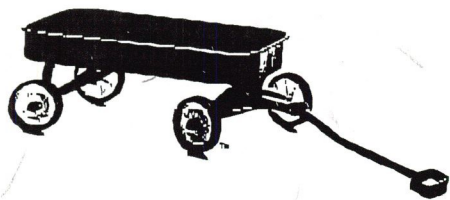
909 North Washington Street
Suite 400
Alexandria, VA 22314-1356
Tel. 703.684.4500
Fax 703.684.7328
www.americaspromise.org

To Melinda
for ACTION -
at deadline

cc: JSH

AnnHudson

Jim



AmeriCorps site

Gandy, J. Jennings/Spector,

M. Goodman, M. Crisci

Sweating to the oldies

Toiling together will do as much for race relations as talking together

BY STEVEN WALDMAN

The topic was supposed to be race, but the conversation quickly turned to music. As alumni of the national service program City Year gathered at a conference in Boston, one panel of young people convened to discuss how their ethnic backgrounds had affected their experiences with the program.

More than one former team of workers described how, whenever they would arrive at a work site to do graffiti removal or housing renovation, conflict would arise over what music to play on the boom box. Black corps members (and some urban whites) would generally put on hip-hop or rap—music that some of the white suburbanites found annoying. When a white City Year participant would change it to heavy metal or grunge, the black corps members would be insulted. The daily decision of what music to play became a constant issue of “respect,” a proxy for whatever insecurities and anxieties each group had about working with the other.

One team of corps members hit upon a comical, yet poignant, compromise. Instead of listening to rap or grunge, they agreed to listen to oldies—a musical genre that no one there particularly liked but which no one felt threatened by. The key to the compromise, the alumni agreed, had been the mutual trust they’d gradually developed through working together toward common goals.

Colorblind huddle. Usually when critics recommend that racial dialogue be accompanied by action, they mean acts such as appointing more minorities to important positions or promoting affirmative action. But there is also a need for people of different races to work jointly toward goals that have nothing to do with race. The failure to recognize this reality is one reason President Clinton’s race initiative has been such a dud.

The same dynamic described by the City Year alumni is typical of team sports. Republican politician Jack Kemp, for example, has often talked about how his experience as a pro football quarterback made him more understanding of African-Americans. As John Mackey, a former football buddy of Kemp’s, explained, “The huddle is colorblind.” Whatever Kemp’s preconceived notions, he was far less concerned with the race of his offensive linemen than with their ability to keep him from get-

ting killed by an opposing linebacker. Similarly, although there’s no statistical proof, it sure seems that most interracial friendships in high schools are forged on sports teams.

The other widely cited example of black-white cooperation is the military—where, again, the goals toward which soldiers strive have nothing explicitly to do with racial harmony. Indeed, if the goal of the Army were race mixing instead of defending our shores, it might do neither job well.

By contrast, college students spend a great deal of time talking about racial issues—and yet it doesn’t seem to translate into better relations. A recent study by the Corporation for National Service on diversity in civilian service programs included this

telling passage: “A white female . . . commented that the college she had attended was very diverse but the students there ‘hung out in groups where everyone was the same.’ In contrast, at her AmeriCorps program, members truly served and socialized across racial, ethnic, and class lines.”

Why the contrast between college and national service? Primarily, it’s a question of individual goals versus group goals. While the college student’s grades reflect only on her, a service corps—like an army or a sports team—measures success collectively. (At the end of the day, are the graffiti gone, the hill taken, the other team defeated?) Few things force you to take an honest measure of people as much as having to rely on them to accomplish an objective.

You don’t have the luxury of your prejudices. Young people in City Year didn’t learn that everyone worked hard or was pleasant company; they learned that there wasn’t a correlation between those qualities and race.

So how could Clinton improve his race initiative? Perhaps by no longer thinking of it as a race initiative. He should pick a goal largely unrelated to race and create opportunities for people of different backgrounds to work together toward that goal. The president could help organize a partnership between black churches and white churches to fight drug addiction, or between Hispanic high schools and non-Hispanic ones to renovate low-income housing. There would be a lot less time for talk and perhaps more time for progress.

Steven Waldman is national editor of U.S. News. In 1996, he worked as an official at the Corporation for National Service.



City Year corps members warm up before starting a project.

Racially loaded arguments about music sometimes erupted at the work site.

EXECUTIVE SUMMARY

INTRODUCTION

The Macro study on “Race, Class, and Ethnicity in AmeriCorps Programs,” requested by the Corporation for National Service, comes at a time when the topic of racial and ethnic diversity is prominent in the national discourse. The effects of socioeconomic divisions overlay—and often appear more intractable than—differences of race and ethnicity. Those involved in the debate over the benefits and challenges of diversity find little research available to support their arguments. Much of the data to evaluate the impact of diversity is anecdotal; research has focused primarily on college students and corporate employees in the management literature.

Since its inception, the Corporation has required AmeriCorps programs “to strengthen communities and encourage mutual respect and cooperation among citizens of different races, ethnicities, socioeconomic backgrounds, and education levels, among both men and women and individuals with disabilities.” Although the value of this emphasis is implicit, the Corporation sought to determine how programs are supporting this effort and to assess its impacts. The research approach chosen was qualitative. The research considered the varied and unique circumstances across the wide range of AmeriCorps programs, by in-depth inquiry into program operations, staff and Member perspectives, and the community served. Thematic cross-site content analysis was conducted to identify patterns and trends that support diversity. The following research questions guided the study:

- What elements are indicative of the successful support of diversity?
- What are the benefits of diversity?
- What effect does the AmeriCorps experience have on Members’ tolerance of and attitudes toward others?

METHODOLOGY

A total of 12 AmeriCorps programs were selected for intense study by Macro researchers. The programs were selected on the basis of a diverse Member Corps, good performance in delivering service, and having actively reflected on the implications of diversity, although not necessarily having resolved the issues that had surfaced. As a whole, they represented the breadth of AmeriCorps programs with respect to urban vs. rural, size, geographical location, type, Member status, program model, and service area. A diverse team—consisting of one evaluation specialist and one diversity trainer—visited each program site. During the course of the 2- or 3-day site visit, the researchers interviewed program staff, host site staff, and service recipients. They moderated focus group discussions with Members and observed service activities. At the end of the program year, Members were asked to complete a written survey focusing on attitudes toward diversity.

PROGRAM ELEMENTS THAT INDICATED SUCCESSFUL SUPPORT OF DIVERSITY

There are eight program elements that had the potential to successfully support diversity in the AmeriCorps service delivery and Member development.

- **Program Design.** The first overarching consideration was the importance that the program placed on diversity in achieving its goals. This was accomplished by both explicit and implicit means. Ideally, programs integrate diversity into their policies and procedures and reinforce its importance in daily operations. When issues arise that appear to contradict these values, there are opportunities to discuss the situation openly.
- **Program Staff.** Programs could address the role of program staff in supporting diversity by having staff diversity reflect that of the Members to the extent possible; and importantly, by ensuring that all staff have the skills to interact cross-culturally with Members who differ from them. Staff who effectively support diverse groups of Corps Members have strong feedback skills, confidence outside of their own “comfort zone,” and team facilitation skills.
- **Member Recruitment.** Recruitment strategies to yield the desired diversity mix should be intentionally developed and implemented by program leadership. Furthermore, programs should recognize that their efforts in next year’s recruitment sends a message to current Members. Attracting a diverse Corps is only a precursor to the successful support of diversity; equally critical are elements that support diversity and promote Member retention.
- **Training.** Ongoing reinforcement of diversity training throughout the year is part of successful program efforts. But merely scheduling training is not sufficient to address fully the diversity issues that emerge. At only half the sites visited did Members report high levels of satisfaction with the diversity training they received. Training topics need to include workshops to improve communication and promote effective working relationships among Members. Specific areas found to be useful include conflict management, diversity awareness, sexuality and gender issues, team building, feedback skills, and facilitation skills development. Multiple methods are also advocated: varying in length and including experience-based approaches (discussions, role playing, and Member-led sessions). This variety appeals to different Member learning styles and different needs.
- **Assignments.** Member assignments can be structured to support diversity at two levels—in host site programs and in teams. Assignments to and within host site programs usually depend on program goals and service needs. Often creating diverse teams within the program was used as a balance to promote diverse relationships among Members when homogeneity had occurred in placements at the host site.
- **Attention to Group Conflict.** This program element requires strategies and tools that programs can use on a daily basis to ensure that Members receive the skills necessary to work through conflicts constructively. These contentions can take a number of forms: inter-Member conflicts. Member-staff conflicts, and or Member-host site personnel conflicts.

- **Host Site Relationships.** The extent to which diversity was seen as important and reinforced by the host agencies was a critical factor in helping Members to feel supported. When these host agencies are active in recruiting, selecting, and placing diverse Members, their value was more readily communicated to them. Supportive programs are also more inclined to intervene if a conflict or diversity issue arises at a host site.
- **Member Retention.** Programs that successfully supported diversity not only recruited, but also retained, a diverse group of Members. The retention of a diverse team of Corps Members had a direct impact on the morale and motivation to contribute of individuals, as well as team cohesion and group effectiveness. The perceptions among present Corps Members about attrition tied to race, class, or ethnicity can be detrimental even if the analysis of the numeric data on the race, class, and ethnicity of those who left does not support that link.

BENEFITS OF DIVERSITY

The benefits of diversity can be seen in their effect on the key participants in AmeriCorps programs: Members, service recipients, host sites, AmeriCorps program staff, and communities.

- **Members.** The Members reap the greatest number of benefits. The most basic benefit was simply the chance to experience diversity, being with and serving people from different communities. The extent to which Members appreciated this benefit was related in part to their own background. Members who grew up in homogeneous neighborhoods found this opportunity particularly beneficial. Other consequences can flow from this experience—dispelling of stereotypes, learning to approach things from different perspectives, developing self-confidence, and extending diversity lessons to the workplace.
- **Service Recipients.** In some communities, the diversity in the Member Corps may be the only people different from themselves to which service recipients are exposed. A service recipient's relationship with a Member may be the first long-term, intensive relationship that person has had with someone from a different background. Some service recipients benefit by having a role model—not simply when the Member is of the same race or ethnicity. Many host agencies request mentoring by college students or males, in particular, for youth in their programs. Beyond providing role models, service recipients benefit by: seeing that the willingness to help crosses cultures, gaining an opportunity to exchange perspectives, and being exposed to others different from themselves in a positive way.
- **Host Agencies.** Diversity in AmeriCorps Members helps host agencies in many ways. Specifically, host sites reported improved outreach to groups that had not previously been served; this was especially true for non-English speaking populations. An added benefit was that the diversity in the AmeriCorps program served as a catalyst to make connections between various community organizations who had not interacted in the past.
- **Program Staff.** AmeriCorps program staff have a dual role with respect to Member diversity: they both learn from the diversity of Members and support Member diversity. Like Members, staff have a chance to develop relationships with people from various cultures with whom they

might not otherwise have come in contact. Many also found that their skills in managing diversity, communication, and problem solving were enhanced.

- **Community.** As a whole, the community benefits from the sum of the benefits noted, especially enhanced service delivery. A direct positive impact can be observed when diverse Members work with each other and with service recipients, and that experience may be felt among the recipients' family and neighbors in disadvantaged communities. This benefit was noted more strongly in the more segregated communities.

MEMBER ATTITUDES

Macro developed an instrument that was administered at the end of the program year to capture the views of all Members. Questions related to Members' assessment of program support of diversity and the program climate, Member behavior and attitudes, and perceived benefits.

The following attitudes were most strongly reflected in the survey results:

- Members are very comfortable with interacting with service recipients from different backgrounds.
- Members think that getting to know Members from different racial and ethnic backgrounds has been worthwhile.
- Members strongly believe that Members of different racial and ethnic backgrounds contribute equally to service.

At the same time, the survey and the focus group uncovered difficulties in the experience. Working together with people from a wide range of backgrounds and providing service in disadvantaged communities is a very intense experience. Members are confronting—and not always successfully—what it means to interact with colleagues who are different from themselves.

The survey revealed other challenges to programs in working with diverse Members. Members appear to be more comfortable with differences based on race than social class. Some of the smaller subgroups within the Member population may be experiencing the program differently than the rest—specifically, those who classify themselves as “other” in terms of race/ethnicity, those who do not have a high school diploma, and those who identify themselves as coming from an upper class background.

The data also suggest that the program's performance in supporting diversity does, indeed, make a difference. When Members are involved in a program that successfully supports diversity through training, team building, and similar activities, their behavior and attitudes appear more accepting of diversity and open to others. When programs were assessed by their Members to be doing a good job, a whole host of positive attitudes and behaviors tended to follow.

OTHER DIMENSIONS OF DIVERSITY

An additional variant among programs was what constituted “diversity” in terms of their concerns and actions. Repeatedly the point was made that there were many facets of diversity that define a person and contribute to what they have to offer. There are many aspects of diversity beyond race, class, and ethnicity that challenge programs to respond and to make these differences benefit the program and their service.

The specific forms of diversity that staff and Members called to our attention, or that we observed as raising issues with which the program dealt, were all types of disabilities, gender, age differences, educational background, motivational differences, sexual orientation, religion, place of origin, and readiness to work.

NEXT STEPS

A standalone document on “Practical Applications” that stem from the research on this project will be sent to all State/National programs and NCCC campuses. It is intended to provide strategies for supporting a diverse group of Corps Members, based on the lessons gathered from the 12 programs that participated in this study.

CONCLUSIONS

Recruiting a diverse Corps is a necessary but not sufficient step for successfully supporting diversity. The program itself must set the tone and create an environment which values Member diversity throughout the program year. The diversity issues that surfaced in the programs we visited covered many facets of Members’ cultural background—beyond race, class, and ethnicity—including gender, physical disability, learning disability, age, sexual orientation, nationality, and religion. There were complex inter-relationships among these facets, both within and between Members. Implementing strategies to support diversity that have not been tailored appropriately to a program’s Members may be more divisive than taking no action. A successfully supported diverse Corps of Members can generate more benefits for all parties involved. We found that a diverse group of Corps Members, working together effectively, provided a range of benefits at the personal programmatic, and community levels—beyond the service itself. Many of these gains, such as increased self-esteem, recognition of the impact of personal biases, and cross-cultural communication skills, will benefit Members long after they complete their AmeriCorps service.

CABINET AFFAIRS ROUTING SLIP

DATE: 3-11-98

ACTION/CONCURRENCE/COMMENT DUE BY: _____

FOR APPROPRIATE ACTION: _____

FOR YOUR INFORMATION: _____

FROM: STEPHEN B. SILVERMAN
DEPUTY SECRETARY TO THE CABINET
DEPUTY ASSISTANT TO THE PRESIDENT

SUBJECT: Scheduling Request for Oracle re: Chicago Internet Access / service, volunteerism
COMMENTS: Please review + give me your thoughts. SBS

ERSKINE BOWLES	1FL WW	ELENA KAGAN	216 OEOB
SYLVIA MATHEWS	1FL WW	JON KAPLAN	233 OEOB
JOHN PODESTA	1FL WW	JACK LEW	252 OEOB
ELI ATTIE	566 OEOB	ANN LEWIS	GFL WW
DON BAER	GFL WW	THURGOOD MARSHALL, Jr.	2FL WW
KRIS BALDERSTON	160 OEOB	MIKE MCCURRY	1FL WW
DAVID BEAUBAIRE	160 OEOB	ANNE MCGUIRE	160 OEOB
PAUL BEGALA	147 OEOB	CHERYL MILLS	2FL/WW
SIDNEY BLUMENTHAL	GFL WW	LINDA MOORE	115 OEOB
EMILY BROMBERG	106 OEOB	JENNIFER PALMIERI	GFL WW
SUSAN BROPHY	2FL WW	VICKI RADD	115 OEOB
PHIL CAPLAN	GFL WW	KAREN SKELTON	115.5 OEOB
DAWN CHIRWA	130 OEOB	DOUG SOSNIK	1FL WW
LYNN CUTLER	106 OEOB	STACIE SPECTOR	GFL WW
MICHAEL DEICH	209 OEOB	GENE SPERLING	2FL WW
FRED DUVAL	106 OEOB	TODD STERN	GFL WW
MARIA ECHAVESTE	2FL WW	STEPHANIE STREETT	GFL WW
RAHM EMANUEL	1FL WW	AMY WEISS TOBE	1FL WW
DIANA FORTUNA	212L OEOB	BARRY TOIV	1 FL WW
T.J. GLAUTHIER	246 OEOB	GINNY TERZANO	274 OEOB
JASON GOLDBERG	1FL WW	LORRAINE VOLES	274 OEOB
LARRY HAAS	253 OEOB	MICHAEL WALDMAN	196 OEOB
NANCY HERNREICH	1 FL WW	CABINET AFFAIRS STAFF	160 OEOB
MICKY IBARRA	2FL WW		

Jen Palmieri

Kim Tilley

Patti Solis-Rayle

Diana Fortuna

BDb Mubhar

T M J

FEMA	DOT	ANNOUNCEMENTS
MATHEWS 1/WW MARSHALL 2/WW CHOW 107/EW TOIV G/WW IBARRA 2/WW MURGUIA 112/EW TOBE 1/WW C. SMITH G/WW VOLES 274 OEOB	MARSHALL 2/WW DEICH 209 OEOB TOBE 1/WW TOIV 1/WW MAYOCK 166 OEOB	MATHEWS 1/WW MARSHALL 2/WW LEWIS G/WW IBARRA 2/WW TOBE 1/WW L. MOORE 115 OEOB J. KAPLAN 235 OEOB TOIV 1/WW TERZANO 272 OEOB FORBES 170/EW ATTIE 566 OEOB

ORACLE'S PROMISE

NOW EVERY CHILD CAN USE A COMPUTER

500 Oracle Parkway
Redwood Shores, CA 94065
Tel. 650.506.7000
Fax. 650.802.9695

TO: Steve Silverman
FROM: Sarah Ross
DATE: March 8, 1998
RE: Attached

As you may be aware, Oracle's Promise is undertaking a citywide initiative in Chicago in partnership with 3Com Corporation, Hewlett-Packard, NEC, and Uniden Corporation to bring Internet access and comprehensive teacher training to the City's most economically-challenged public schools. Extensive plans are underway to announce this initiative at Chicago's Navy Pier on April 7th (or a subsequent date) with a major media event staged before an audience of approximately 700. At this time, Lawrence Ellison and Eric Benhamou, CEO of 3Com Corporation, are confirmed to speak at this announcement.

Larry Ellison instructed us to issue scheduling requests to both President Clinton and General Powell to participate in the Chicago announcement. As such, attached please find a scheduling request for President Clinton. I recognize that you must be swamped with scheduling requests for the Chicago market, especially as the one-year anniversary of the Presidents' Summit For America's Future approaches. Nonetheless, I respectfully request that you consider the merits of this scheduling request. Please note:

- Collectively, 3Com, Hewlett-Packard and Oracle have dedicated \$250,000 for the production of this event.
- The announcement is a collaboration among several America's Promise commitment makers: Oracle, 3Com and Hewlett-Packard.
- Oprah Winfrey is extremely interested in this opportunity. However, she will not confirm her participation without a confirmation from another high-profile platform guest (i.e., General Powell, President Clinton or Vice President Gore).
- The public relations force of three major corporations will be engaged to cover this announcement (Oracle, 3Com and Hewlett-Packard).
- This announcement is not about "dropping computers into schools." The announcement is about corporate volunteerism. Nearly 1,000 Chicago-based employees from Oracle and 3Com are involved in this effort.
- Real work is taking place. What follows is a list of the schools this initiative has impacted:

Mary E. McDowell Elementary
1419 East 89th Street
Chicago, Illinois 60619

Moses Montefiore Special School
1310 South Ashland Avenue
Chicago, Illinois 60608

John M. Palmer School
5051 North Kenneth Avenue
Chicago, Illinois 60630

Walter Reed School
6350 South Stewart Avenue
Chicago, Illinois 60621

Brian Piccolo Elementary
1040 North Keeler Avenue
Chicago, Illinois 60651

Peter Cooper Primary and Intermediate School
1624 West 19th Street
Chicago, Illinois 60608



Steve Silverman
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- We are, likewise, flexible about folding in other commitment-makers as part of this announcement. For example, Chicago-based All State and McDonalds could be part of this event to detail progress of the corporations' respective commitments to America's Promise - The Alliance For Youth.

Please let me know what you think. As instructed, I am "going back" to President Clinton to gauge his interest to participating in this Chicago announcement.

I may be reached at 650-506-8371 with any questions. Thank you for your consideration.

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ORACLE'S PROMISE

NOW EVERY CHILD CAN USE A COMPUTER

500 Oracle Parkway
Redwood Shores, CA 94065
Tel. 650.506.7000
Fax. 650.802.9695

TO: Steve Silverman

FROM: Sarah Ross
Oracle's Promise
650-506-8371

DATE: March 8, 1998

RE: SCHEDULING REQUEST

cc: Raymond G. Chambers
Lawrence J. Ellison

Lawrence Ellison, CEO of Oracle Corporation, and Eric Benhamou, CEO of 3Com Corporation, respectfully request a scheduling commitment from President Bill Clinton to attend the media event launch of the Oracle Corporation/3Com Corporation Chicago public school initiative on April 7, 1998 (please note the April 7th date is flexible and can be altered to accommodate the President's schedule, should he be interested and available).

PREMISE:

April 7, 1998 falls just after the nation's next National NetDay, March 28, 1998. As changes in federal legislation supporting the wiring of schools and libraries have moved the NetDay process to the end of its lifecycle, Oracle and 3Com are working together to redirect perceptions of NetDay – to re-brand the notion of "wiring" schools for Internet access. By inviting the participation of President Bill Clinton, Oprah Winfrey, Michael Jordan and other credible third-party spokespersons to launch a Chicago initiative prior to NetDay, Oracle and 3Com are seeking to vividly deliver a public/private partnership committed to donating networking infrastructure and network computers to low income schools in Chicago.

A media event launch featuring Lawrence Ellison and Eric Benhamou offers President Clinton the opportunity to 1) highlight two substantive corporate commitments made to the Presidents' Summit for America's Future and America's Promise – The Alliance For Youth; 2) bring visibility to corporate commitments that directly support the Administration's goal of providing Internet access and computing hardware to public schools; 3) recognize Lawrence Ellison and Eric Benhamou's work on behalf of American public education; and, 4) participate in a well organized media event in a major media market designed to dramatically highlight the visibility of President Clinton's commitment to America's children and youth. Oracle Corporation and 3Com Corporation extend an invitation to President Bill Clinton to join Lawrence Ellison and Eric Benhamou on April 7, 1998 (approximately 10:00 a.m.) at Chicago's Navy Pier for the launch of the Chicago public school initiative.



STEVE SILVERMAN

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PROGRAM ELEMENTS:

Should President Bill Clinton be available to join Lawrence Ellison and Eric Benhamou for the launch of the Chicago public school initiative, a well organized media event will be staged in accordance with the President's specifications. This scheduling request merits the President's positive consideration for the following reasons:

- ⇒ Oracle Corporation (through Oracle's Promise) and 3Com (through Partners In The Promise) are undertaking a citywide initiative to bring networking infrastructure and network computers to low income schools in Chicago.
- ⇒ At the Chicago launch, Oracle's Promise will publicly release its "School Selection Application" via the Oracle's Promise web site. Public schools with a demonstration of poverty will be able to apply via the Internet to receive a donation of network computers.
- ⇒ Oracle Corporation's outreach in Chicago is executed in the context of Oracle's Promise – a \$100 million commitment made to the Presidents' Summit For America's Future.
- ⇒ 3Com's outreach in Chicago is executed in the context of Partners In The Promise – a multi-million dollar commitment made to the Presidents' Summit For America's Future.
- ⇒ The Oracle/3Com effort in Chicago is an example of a true public/private partnership. Six Fortune 500 companies based in Chicago will, likewise, be involved with the Oracle/3Com effort by providing technically trained volunteers to designated schools to assist with the integration of Internet access into classroom instruction.
- ⇒ Oprah Winfrey will be asked to reprise her role as the Presidents' Summit For America's Future emcee at the Oracle/3Com announcement in Chicago. In response to Lawrence Ellison's October 1996 appearance on *The Oprah Winfrey Show*, Oprah Winfrey will be adopting one of the school's receiving the Oracle/3Com donation.
- ⇒ If deemed appropriate by the President's office, other local Chicago residents such as Michael Jordan and Jesse Jackson will be included in media event activities.

MESSAGE ELEMENTS:

The central messages of the media event are 1) the highlighting of Oracle Corporation/3Com Corporation's work in Chicago public schools as a vivid demonstration of the impact and tangible result of the Presidents' Summit For America's Future and the ongoing work of America's Promise – The Alliance For Youth, and 2) the critical importance of connecting all American public schools to the Internet and its wealth of knowledge.

Lawrence Ellison and Eric Benhamou recognize that in an era of cost-prohibitive technology, growing numbers of children in low income schools have no access to the Internet. The implementation of Oracle Corporation and 3Com's commitments to America's Promise – The Alliance For Youth is helping reverse this trend by providing broader access to computing technology.

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Oracle Corporation and 3Com Corporation fully recognize the level of logistical consideration required to properly execute an event to President Clinton's standards. Please be assured, Oracle Corporation and 3Com Corporation will provide all resources necessary to ensure a safe, high-visibility event for the President that will yield a tremendous amount of "good will" media coverage.

We are hopeful this scheduling request merits the President's positive consideration. Please contact me at 650-506-8371 with questions or comments.

Thank you.

ORACLE®



Handwritten: American Ideas
Thank
Annually Report

Handwritten: Please copy for Steve Silverman —
Steve please call me about
Please copy for Andrew - Andrew please put

TO: Sylvia Matthews, Assistant to the President and Deputy Chief of Staff
FR: Carolyn Casey, Director of National Affairs C.C.
RE: The President of the United States and City Year
DA: February 12, 1998

Handwritten: on agenda for our next MM, RS, AM, Sm meeting

Thank you for taking time to talk with me after the State of the Union Address. We are very excited at City Year about the prospect of celebrating our tenth year of service with the President. As we discussed, I have listed below our three proposals for the President to celebrate our tenth anniversary.

CYZYGY

Date: June 2 -5, 1998 (Date and time are flexible, between the 2nd and 5th)
Location: John Carroll University, Cleveland OH
of participants: 850 Corps and 1,000 guests
Description:

CYZYGY, City Year's Annual Convention of Idealism, is a national showcase for citizens in action. For four days, CYZYG hosts committed idealists for forums, workshops, nationally renowned speakers and a day of transformational community service (last year Hillary Clinton was our featured speaker). As the premiere event of this year's CYZYG, we would like to offer the President an opportunity to make a statement about the importance of service as a critical strategy to meeting the goals of the Race Initiative. He could then participate in a transformational service project with City Year Corps Members that would put his words into action.

Another option for CYZYG would be a National Town Meeting which would heed the President's call to engage in a powerful dialogue on race. City Year seeks to highlight service as a means of uniting diverse people to benefit the common good.

The National Town meeting is rooted in the colonial tradition of civic leadership and democratic action. Through their collective will and resolve the colonists sought to improve the quality of life for all citizens. City Year seeks to channel the same spirit and collective will on the issues of race and diversity. This dialogue would be one rooted in action and impact emerging from the 900 members of the City Year corps. City Year knows that service can be a powerful catalyst through which to celebrate our nation's diversity. The City Year community would be honored to serve as a forum for this important discussion at CYZYG '98.

Handwritten: Demand please draft a note to Carolyn saying that we are considering her request. Thanks for the letter + details M Smart

- BOSTON
- CHICAGO
- CLEVELAND
- COLUMBIA
- COLUMBUS
- PHILADELPHIA
- RHODE ISLAND
- SAN ANTONIO
- SAN JOSE/SILICON VALLEY
- SEATTLE/KING COUNTY

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PUTTING IDEALISM TO WORK



Serve-a-thon '98

Date: Saturday, October 24, 1998
Location: Boston
of participants: 12,000
Description:

This year marks the 10th anniversary Serve-a-thon. It is City Year's largest civic engagement event in Boston. 12,000 citizen's from across Greater Boston will gather on the Boston Common early Saturday morning to meet the others who have committed their time for that day to community service. Each person will bring their own individual talents, time, and energy; together they will pool their resources for the common good of Boston's neighborhoods. They will complete over 250 service projects and become a living testimony to the kinds of long lasting transformation that can be achieved when people are motivated to bring resources together.

Young people, business leaders, college students, civic leaders, community members, and congregations, will work shoulder to shoulder to serve their communities during over 70,000 hours of service. They will paint schools, construct playgrounds, clean waterways; each of these projects, and others like them, will serve to tangibly strengthen Boston neighborhoods while uniting and inspiring thousands of citizens in service.

Six other City Year sites will also hold Serve-a-thon's simultaneously with Boston. So that on that one day, National Make a Difference Day, City Year will recruit 20,000 citizens into service. As the anchor event, the City Year Boston Serve-a-thon is an excellent opportunity for President Clinton to inspire a nation into community service. The power of a City Year Serve-a-thon is overwhelming, participating with over 12,000 volunteers in Boston illustrates well the incredible power of individuals acting together as a team to transform communities. We would be excited to have President Clinton with us for our 10th Serve-a-thon.

Opening Day of the City Year Corps '98

Date: Wednesday, September 30 (Date is flexible)
Location: Fanueil Hall, Boston (outside rally)
of participants: 300 corps members, 2,000 guests
Description:

City Year is kicking-off its 10th anniversary in its founding city with the opening day of its 10th "heroic corps". We would love to have President Clinton join us for this celebration. City Year was founded in 1988 in Boston, since its founding City Year corps members have performed millions of hours of service in Boston.

The day consists of a rally in Fanueil Hall and an afternoon of transformational community service. This day brings together political dignitaries, community leaders, and corporate champions to experience the power of service. We would be very honored to have President Clinton join us for this amazing day.

cc: John Podesta, Assistant to the President and Deputy Chief of Staff

NATIONAL HEADQUARTERS

285 Columbus Avenue
Boston, MA 02116
Tel: 617.927.2500
Fax: 617.927.2510
www.city-year.org

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PUTTING IDEALISM TO WORK



January 1, 1998

Dear National Service Colleague,

As the new year begins, I want to report to you on our progress and salute you and the entire national service family for making 1997 such a success. We have cause to be thankful and proud. We also have new challenges to meet, including reauthorization of the Corporation and its programs.

All of our streams of service – AmeriCorps, Learn and Serve America, and the National Senior Service Corps – have flourished, thanks to the work of state commissions, state offices, state education agencies, senior service associations, and our many partners in the private and public sectors. And above all the participants engaged in national service.

AmeriCorps has grown to its largest size, and is recognized in more and more communities for the quality of its programs and participants. That includes the hundreds of state and national grant programs and both the Volunteers In Service To America (VISTA) and National Civilian Community Corps (NCCC). Continuing its legacy of service, AmeriCorps*VISTA has been on the leading edge of America Reads, the President's literacy initiative, which led to AmeriCorps*VISTA receiving its largest-ever increase in appropriations. AmeriCorps*NCCC's service, particularly its disaster response efforts, continues to impress those who come in contact with NCCC teams. This fall we opened a new campus of the AmeriCorps*NCCC in Washington DC.

Learn and Serve America is at the forefront of the expanding service-learning movement. A 1997 study by Brandeis University/Abt Associates showed that well-designed service-learning programs not only instill the values of citizenship, but enhance academic performance. Chicago, Philadelphia and Miami are the latest big city school districts establishing service requirements in their schools.

Our senior service programs are winning greater recognition for their impact in solving community problems, which is part of the reason that the Foster Grandparent Program, the Senior Companion Program, and the Retired and Senior Volunteer Program (RSVP) also received significant increases in funding. Building on the success of the Experience Corps model, we recently launched the Seniors for Schools initiative in nine cities to extend the impact of senior power in schools as part of the America Reads Challenge. We are developing an important new collaboration with the American



Association of Retired Persons (AARP) using service as a strategy to deal with the challenges of long-term care.

The vitality of our core programs gives good reason to believe we can achieve the broader goal of encouraging and promoting a range of service and volunteer opportunities so that Americans of all ages and backgrounds are challenged and inspired – and have the opportunity – to serve. For this we need to move full-speed ahead in improving the capacity of our programs and in forging new partnerships with the great non-profit, civic, educational, corporate and faith-based institutions of our society.

#

Congressional Reauthorization of the Corporation: Although many agencies and programs operate without renewed authorization, Congressional re-affirmation is important for the long-term growth and success of national service. That is why the President, in his Thanksgiving weekend radio address, announced that he would ask Congress to reauthorize the Corporation and all its programs.

In communities around the country, people have come to recognize the value of national service. The key role our network has played in the Presidents' Summit for America's Future and in the ensuing state and local summits has produced an opportunity to demonstrate the quality and power of national service. Even though winning reauthorization is a big challenge, if Members of Congress focus on the achievements in their states and districts and the future potential of national service, then the prospects for reauthorization will be good.

I have enclosed a copy of the President's radio address as well as information describing the reauthorization proposal. The full text of the bill and a detailed synopsis are available on our website – www.nationalservice.org – or by calling our legislative information line at (202) 606-5000 extension 237.

The Presidents' Summit for America's Future: One of the ways the Corporation has demonstrated the power of national service was our leadership in organizing the Presidents' Summit in Philadelphia last April. As the co-sponsor of the Summit, along with our special partner the Points of Light Foundation, we helped focus national attention on the need for a new level of concerted citizen action to turn the tide for millions of young people. The goal of the Summit and of America's Promise, the post-Summit campaign led by General Powell, is to mobilize millions of citizens and thousands of organizations – including government at all levels – to help children who lack the conditions for success in life.

At the Summit, the Presidents signed a declaration setting five goals – five fundamental resources for a young person's success:

- an ongoing relationship with a caring adult – as a mentor, tutor, or coach;
- safe places with structured activities to learn and grow during non-school hours;
- a healthy start and a healthy future;
- an effective education providing a marketable skill, including the ability to read well; and
- an opportunity to serve, not just be served.

National service is already playing an active role in achieving each of these goals, and the more the Summit goals catch on, the greater the opportunity for the whole national service family to show the power of service as a strategy for solving community problems. Each of the five goals is part of our mission, and gives us the chance to provide effective service. Of course, the fifth goal – service by young people – is at the heart of our mission. In General Powell's recent progress report on America's Promise, he warmly thanked the Corporation for its role. For more information about America's Promise, please see their webpage at www.americaspromise.org, or call America's Promise at (800) 365-0153.

State and Local Summits: Since April, many states and communities have held their own follow-up summits to gather local partners and get local commitments to pursue the summit goals. From Boston to Baton Rouge, Atlantic City to Jackson, Louisville to Des Moines, I have seen governors, mayors, corporate leaders, non-profit organizations and newly-energized citizens come together to craft and implement plans of action.

In states and communities across the country, our national service network has been crucial in planning and carrying out these follow-up summits. Our state commissions, state offices, project sponsors, and national service participants have risen to the occasion. Government officials and community leaders have seen – sometimes for the first time – the quality of the national service network, the dedication of national service participants, and the power of national service to get things done. Many states have successfully incorporated the Summit's goals into the Unified State Plans being developed jointly by state commissions, state offices and state education agencies.

The greatest number of state and local summits are scheduled for the spring of 1998, and many in the national service network are already hard at work on these events. I urge all members of the national service family to make the maximum effort to support and participate in these summits, and help fulfill America's Promise for all of America's children.

Goal 5 – Service by Young People: While the Corporation is working to achieve all of the goals of the Summit, Goal 5 – the opportunity for all young people to actively participate in service to their community – is our special mandate. General Powell has become an ardent advocate of the value of youth service and service-learning. He told the Board of America's Promise that his points about Goal 5 bring the strongest applause in his speeches – and I've seen this first-hand. I enclose General Powell's holiday essay in *Time* Magazine on the power and potential of youth service, service-learning and AmeriCorps.

The Corporation is taking the lead in carrying out Goal 5 through collaboration with the growing alliance of organizations committed to that effort. This charge fits the Corporation's mission to promote large-scale expansion of youth service and service-learning. In August, on behalf of the Goal 5 Advisory Board, the Corporation teamed up with Do Something to convene a meeting of 150 leaders in the youth service movement on how to achieve this special goal. I hope you will read with care the enclosed paper that summarizes the progress and proposed targets in implementing Goal 5.

New Funds for the America Reads Challenge: Congress focused virtually all of the new funding for Corporation programs on the America Reads Challenge to assure that all children can read independently by the end of third grade. AmeriCorps received \$49 million in additional funds – \$25 million for the AmeriCorps*State program and \$24 million for AmeriCorps*VISTA, (the largest increase, 58 percent, in the 30-year history of VISTA). In addition, the Senior Service programs received a total of \$18 million in new appropriations (most of these funds targeted to America Reads) – \$4.5 million for the Retired and Senior Volunteer Program (with which RSVP is mobilizing volunteers for elementary literacy), \$9.7 million for Foster Grandparents to serve children, and \$4.1 million for Senior Companions to strengthen the informal care system for an aging America.

Using these funds well is now one of our big challenges. It is up to all of us to meet this new challenge and prove the value of national service as an integral part of the solution to America's most pressing problems.

Education Awards Only: In 1996, the Corporation began to test an additional approach to AmeriCorps in which the Corporation provides the education award, but almost all other expenses associated with an AmeriCorps member are paid by the host agency or from other sources. At the Summit in Philadelphia, President Clinton called for a dramatic expansion of this program: 50,000 education award only participants over the next five years. The President challenged the great non-profits, faith-based organizations and the whole private sector to take the lead in expanding national service by engaging

and supporting these new AmeriCorps members. The response to the President's challenge has been outstanding. There are already more than 15,000 of these education award only AmeriCorps members, and we will be conducting new competitions in the coming year.

National Service Scholarship Program: In 1997, the Corporation launched a new scholarship program – the National Service Scholarships– to recognize high school students for outstanding service to the community. Under this program, a \$1,000 scholarship (\$500 from the Corporation to be matched by \$500 from a local source) is awarded to a student selected by a process established by the school principal. In the first pilot year of operation, these scholarships were awarded in nearly 1,700 schools. The Corporation's partners in this effort include the Lions, the Kiwanis, Rotary Clubs, Veterans of Foreign Wars, and the American Legion, to name only a few. Community foundations, local businesses and individual philanthropists also joined in support.

For the coming year Congress has given the Corporation the opportunity to extend this scholarship program to 10,000 high schools. We hope you will help to spread the word about this program – to students, high school principals, school boards, superintendents, and potential community partners. I have enclosed information about this scholarship program – and you can find more at our website.

Martin Luther King Holiday – “A Day On, Not a Day Off”: Three years ago President Clinton signed legislation designating the Martin Luther King Holiday as a national day of service. The law gives the Corporation responsibility for promoting this day of service, in conjunction with the King Holiday Commission (a role now assumed by the King Center in Atlanta). The Corporation has made small grants to groups that are organizing service events and ongoing projects in some 70 communities to mark the King Holiday, which this year falls on January 19, 1998.

I hope that all members of the national service network will take an active part in making this the biggest King Holiday Day of Service to date. Our partners in this endeavor -- the Martin Luther King Center for Nonviolent Social Change Inc., Do Something, the United Way of America and the Points of Light Foundation – are working with us to produce maximum service opportunities and participation. The National Basketball Association has produced a public service announcement for Martin Luther King Day to broadcast during its games. For more information about the Martin Luther King Day of Service please visit our website or call David Premo at 202-606-5000 extension 278.

Strategic Plan: This fall, the Corporation completed and published a comprehensive Strategic Plan. A great deal of consultation and hard thinking went into

the plan's development. I encourage everyone who is interested in the Corporation's direction to read it. You can find the plan on the Internet at www.nationalservice.org. If you do not have access to the Internet, please call Susan Raines at (202) 606-5000 extension 450 for a copy.

The Corporation in Cyberspace – www.nationalservice.org: As you have noticed, this letter often directs you to our website at www.nationalservice.org. As part of our effort to communicate more quickly and effectively with the field, we have significantly upgraded our website by improving the operation of the site and loading new publications and information promptly. Look for a new, livelier design early in the new year. We invite you to bookmark our site – www.nationalservice.org – and visit it often.

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I hope you share my enthusiasm for our progress and prospects. I look forward to our continued collaboration, and hope you will continue to share your ideas about how we reach the goal of making citizen service the common expectation and common experience of all Americans.

With best wishes for a Happy New Year,

A handwritten signature in black ink, appearing to read "Harris", with a stylized flourish extending from the end.

Harris Wofford

Live Free or Die

If you go back up,
you could talk about
the holiday in personal
terms (I think that's
what she was asking) -