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WHITE HOUSE STAFFING MEMORANDUM

DATE: 6/20/89 ACTION/CONCURRENCE/COMMENT DUE BY: ----

SUBJECT: PRESIDENTIAL DECISIONS ON NATIONAL SERVICE PROPOSAL

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☒	MCCLURE	☐	☒
SUNUNU	☐	☒	NEWMAN	☐	☐
SCOWCROFT	☐	☐	PORTER	☐	☒
DARMAN	☐	☒	STUDDERT	☐	☒
BATES	☐	☐	UNTERMAYER	☐	☐
BREEDEN	☐	☐	PETERSMEYER	☒	☒
CARD	☐	☒	_____	☐	☐
CICCONI	☐	☐	_____	☐	☐
DEMAREST	☐	☒	_____	☐	☐
FITZWATER	☐	☐	_____	☐	☐
GRAY	☐	☒	_____	☐	☐
HAGIN	☐	☐	_____	☐	☐

REMARKS:

RESPONSE:

CLOSE HOLD

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

THE WHITE HOUSE

WASHINGTON

June 9, 1989

MEMORANDUM FOR THE PRESIDENT

THROUGH: STEPHEN M. STUDDERT *SS*
FROM: C. GREGG PETERSMEYER *GP*
SUBJECT: NATIONAL SERVICE PROPOSAL

I. ACTION FORCING EVENT

"A thousand points of light" has ignited a strong but amorphous nationwide community service movement. Expectations for historic action at the Presidential level have grown. Your own speeches since the New Orleans convention, especially your Inaugural Address, numerous newspaper and magazine articles, Admiral Watkins' testimony before the Senate Labor and Human Resources Committee and the several Democrat bills introduced in Congress have helped to produce widespread interest in and support for national service initiatives, particularly ones involving young people. Unless you act now boldly to lead this movement, giving it the direction it now lacks, it will be overtaken by others who lack your own distinctive value system and lack the Presidency's ability to unite and move the nation.

II. ANALYSIS

Given the unprecedented confluence of circumstances, now is the time to seize the initiative on the issue of national service and to make it your own. The response so far to "a thousand points of light" suggests that the nation is eager to respond to a forceful, visionary presidential call to action, if only such a call is made.

You have raised national expectations to such a level that failure to act will be disillusioning. Moreover, as we prepare for the next century, I believe that establishing among all Americans the ethic of service to others can be a principal legacy of your Presidency.

III. RECOMMENDATION

We believe that you should begin the most ambitious peacetime service movement in American history, recommending that you go far beyond the use of the "bully pulpit" and make certain concrete decisions as outlined in the sections listed below.

I. YES TO AMERICA PROPOSAL

- A. Summary
- B. Introduction
- C. Principles
- D. Purposes
- E. Points of Light Initiative (The Foundation)
- F. State and Local Challenge
 - i. Institutional Challenge
 - ii. The Challenge of Youth Not in School
 - iii. School Challenge
- G. ServNet
- H. ServLink
- I. The President's National Service Youth Representatives
- J. The President's National Service Youth Leadership Forums
- K. The President's National Service Youth Leadership Awards
- L. The President's "Build a Community" Awards
- M. International Aspect
- N. Government Space
- O. Foundation Funding

II. ELEMENTS OF PROPOSED EXECUTIVE ORDER

III. DISSENTING COMMENTS

I. YES TO AMERICA PROPOSAL

A. SUMMARY

YES to America is President Bush's call to all young people to lead a movement to help solve problems such as drugs, illiteracy, and homelessness, by engaging all Americans and all American institutions in community service.

To assist the youth in this effort, the President will call upon every adult and institution - businesses, churches and synagogues, media organizations, schools, unions, service and civic organizations, law, consulting, accounting and other service firms, foundations and hospitals to engage in the development of America's youth.

Toward these ends, President Bush is to chair (ex officio) a foundation, The Points of Light Initiative, which, under his leadership, would plan and coordinate the YES movement, in keeping with his pledge during the 1988 presidential campaign. The President would ask each governor to form a **state President's Points of Light Initiating Committee**. Each governor would then ask each mayor to form **local President's Points of Light Initiating Committees**.

The Foundation would seek an annual Congressional appropriation of 25 million dollars which would be matched by at least an equal contribution from the private sector.

① The Foundation would initiate **ServNet**, a network consisting of some of the nation's most talented private sector leaders whose services would be donated by their institutions for a period of time who would, during that period, canvass the country challenging their peers and colleagues to devise community service and youth development programs for their own institutions and communities. **ServNet** participants would provide training, information about successful programs and how they might be replicated, fundraising counsel and other technical assistance.

② The Foundation would also create **ServLink**, a hotline telephone number answered by existing volunteer agencies in one's own community, who would then direct those who wish to engage in service to opportunities in their own communities.

The Foundation would also:

- Direct the President's National Service Youth Representatives as they travel around their regions calling other young people to action, suggesting ways that they too might become involved in community service, assisting in local program development and

implementation and communicating examples of successful community programs;

- ✓ Convene national and regional President's National Youth Leadership Forums;
- ✓ Administer the President's National Service Youth Leadership Awards;
- Administer the President's Build a Community Awards program honoring organizations and individuals who have rebuilt or created successful communities by drawing together disparate individuals and institutions who have never worked together before and are unlikely to have done so, but for a common interest in responding to the needs of others.

By 1992, the Foundation would:

- ✓ Double the number of young people engaged in meaningful service to their communities;
- ✓ Double the number of adults and peer groups involved in youth mentoring projects;
- ✓ Triple the number of institutions, e.g. businesses, firms, unions, schools, colleges, churches, synagogues, civic groups and service organizations, formally engaged in youth development through community service.

In answering the President's call to service, not only will the nation's communities harness the energy, talent and ambition of America's young people to help solve pressing community problems, but also every young person will acquire an important lifelong ethic of service. **The President aims to instill in all young people the recognition that from now on in America any definition of a successful life must include service to others.** //

B. INTRODUCTION

At a time when the United States is enjoying one of the longest periods of economic prosperity on record, poverty, disadvantage, and alienation beset large numbers of our people. Drug abuse and violent crime, homelessness, illiteracy, school dropouts, AIDS, teen pregnancies and suicide, the breakdown of communities and broken families, the indignities of life on welfare, loneliness and disconnection from society make America's prosperity incomplete. As regards young people in particular, the situation is especially frightening:

- 31% of the victims of violent crime are 19 or younger;

- 406 people died in Los Angeles alone in 1988 from teen-gang-related attacks
- the 3 leading causes of teen deaths are drug or alcohol-related accidents, suicide and murder;
- 3600 high school students drop out of school each day;
- 2740 teenagers run away from home each day;
- 1650 teenagers attempt suicide each day;
- more than 2700 teenagers get pregnant each day;
- 4 out of 10 high school graduates read at or below 8th grade level.

The difficulties our society faces today are significant, complex and deep-rooted, and cannot be remedied by Government alone. Unless we deal with these problems today, our prospects for the next century will be dimmer than they might be.

But Americans are unique among world peoples. When faced with great challenges, we have always risen to the occasion. When called to act for the common good, Americans have never failed to respond.

Drawing upon this rich tradition, the President should call all Americans and all institutions to dedicate themselves to making life better in their own communities by participating in existing service programs and initiatives and creating new ones. The simple fact is that it is only through the unified effort of every American community that the negative trends existing within certain segments of our society can be reversed.

The President should call each one of us, young and old, black and white, male and female, affluent and poor, and every institution such as corporations, law, consulting, accounting and other service firms, media organizations, hospitals, unions, churches, synagogues and mosques, civic and service organizations and federal, state, and local government employees, to exercise our rights and obligations of citizenship by taking responsibility for someone else who is left out of the mainstream.

YES to America is the first stage of the President's national service movement. YES is an initiative that calls all young Americans to lead the effort to attack critical challenges facing the nation through community service. A lifelong ethic of service will be instilled in the young when they are made aware

of their responsibility for their community's well-being. The President should challenge every adult and institution in society to make the development of America's youth part of their daily life and work.

C. PRINCIPLES

The President should lead a national service initiative that differs from each of the competing proposals introduced on Capitol Hill. Specifically, unlike any of the Democrat proposals, this initiative is not a federal government program. It is a movement that:

- Charges every American, particularly the young, and every American institution to engage in voluntary service to others.
- Appeals to people's better instincts rather than their baser ones in that it does not compensate people with federal dollars for what should be an obligation of citizenship.
- Is grass roots and locally-based rather than a bureaucracy created in and imposed from Washington;
- Weaves service into a young person's normal daily life and career pattern, developing in them a lifelong commitment to service, rather than a one to two year stint.

The President's initiative recognizes that it is critical to the nation's future and to the character of a young person to instill at an early age the notion that service to others is a necessary part of any definition of a successful life. For a fuller discussion of principles which concern: (i) the centrality of service; (ii) the scope of the challenge; (iii) the nature of community service; (iv) leadership and (v) the role of the government, see Attachment "A."

✓ D. PURPOSES

To call every young person, adult, school, college, union, church, synagogue, mosque, business firm, association, civic group, service organization and other institution to devise and implement a program to engage themselves or their institutions in community service, especially programs that involve and directly affect young people. For a fuller statement of purposes see Attachment "B."

E. POINTS OF LIGHT INITIATIVE (THE FOUNDATION)

During the campaign you announced that you would establish a foundation devoted to national service and that you would chair it.

After significant discussion on the issue of the Foundation, the Office of National Service recommends that the Foundation house and launch numerous initiatives in addition to YES with the ultimate aim of involving all Americans (elderly, professionals, unions, etc.) in meaningful community service.

The Foundation's first initiative will be the YES initiative. We recommend that there be a Board of Directors with at least 19 voting members comprised of outstanding leaders drawn from the private sector, voluntary organizations and the government.

- The Foundation would be charged with coordinating the projection of the YES initiative into all communities so that all young people and all institutions hear your call to service and have the opportunity to respond.
- The Foundation would also provide "follow-up" and guidance to institutions answering your call to service.
- The Foundation would form a consultative and technical assistance network to enable institutions across the country to replicate community service programs successfully undertaken elsewhere by similar institutions (see ServNet).
- The Foundation would initiate the telephone hotline (see ServLink) answered by existing local volunteer agencies who can direct potential volunteers to community service programs in their own communities.
- The Foundation would work with the major television and radio networks, local broadcasters, newspapers, magazines and other media organizations to spotlight and promote community service and to recognize unique and extraordinary efforts.
- The Foundation would announce monthly the commendations made throughout the country by government and the private sector to young individuals and institutions, reaching out to youth who are doing noteworthy work in the field of community service.
- The Foundation would convene regional leadership forums and publicize the results of such forums.
- The Foundation would announce on a regular basis steps taken by various constituent and interest groups pursuant to the

YES initiative (update on schools and universities, religious institutions, professionals, accountants, consultants, manufacturers, investment bankers, farmers, grocers, etc.)

- The Foundation would distribute reports from existing service and civic organizations as to the response to the YES initiative (volunteers helping out with United Way or Boy Scouts increased by 10%, etc.).
- The Foundation would devise the means to measure the effect of this initiative on such chronic problems as homelessness, illiteracy, drop-outs, etc.
- The Foundation would report on the number of new initiatives undertaken as a result of the YES initiative.
- The Foundation would report on a regular basis activities and initiatives undertaken by the Cabinet, Congress, Governors and Mayors.

RECOMMENDATIONS

1. We recommend that the Foundation be named "Points of Light Initiative" to seize upon the fact that the phrase, "a thousand points of light", has captured the imagination of the American people beyond the Beltway and has already become implanted in the public mind as a metaphor for the kind of intense personal and institutional commitment to bettering the lives of others that should be the aim of the national service movement.

DECISION

☒ Approve *CP*

☐ Disapprove

☐ Approve as Amended

☐ No Action

2. We recommend that you be non-voting Chairman ex officio of the Foundation and the Director of the White House Office of National Service be non-voting Vice-Chairman ex officio.

Note: During the campaign, you stated that "...the YES to America Foundation will be directed by citizens through a volunteer board of directors. And guess who's going to be chairman? I am...." (Comstock Club, California 10/4/88).

OMB and Counsel's Office have no legal objections to this structure and have recommended this non-voting ex officio status as a compromise supported by legal precedents between the alternatives of your being active or honorary chairman.

DECISION:

☒ Approve *CB*

☐ Disapprove

☐ Approve as Amended

☐ No Action

3. We recommend that Congress be asked to authorize and appropriate \$25 million a year for four years to endow the Foundation. This would be matched by at least an equal annual contribution from the private sector.

Note: \$25 million is the amount stated in the President's budget and published in the Building a Better America book which accompanied your State of the Union address.

DECISION

☒ Approve *CB*

☐ Disapprove

☐ Approve as Amended

☐ No Action

4. We recommend that you authorize the preparation of an Executive Order that would establish a President's Advisory Committee on National Service. The Committee would lead your national service effort until legislation is enacted to establish your Foundation. This Advisory Committee may or may not become the Foundation's Board of Directors.

DECISION

☒ Approve *CB*

☐ Disapprove

☐ Approve as Amended

☐ No Action

F. STATE AND LOCAL CHALLENGE

- State and community-based organizations and a wide variety of other institutions will be the "multiple centers of gravity" of this initiative and will be responsible for activating it in local communities.
- The President should challenge every adult, young person, business firm, association, civic group, union, religious institution, service organization, school, college, Governor, Mayor and government employee to devise and implement a plan to commit themselves and their institutions to youth development and community service.
- Thousands of leaders in communities across the country will become seriously engaged in community service and will demonstrate their commitment to others. The lives of an entire generation of Americans will be changed.

i. Institutional Challenge

- In coordination with Governors, Mayors and Members of Congress, the President should call every institution in America formally to engage in the development of youth.
- From now on, every institution in society must see part of its role as serving the needs of young people and providing a means for young people to serve others in their communities.
- In answer to your call, through training and thoughtful preparation, many organizations and institutions will need to expand their capacity and sophistication to utilize volunteers in meaningful service.
- Employers will be urged to consider community service as a criterion in hiring, compensation, and promotion.
- Old and new community-based institutions, groups and individuals should be challenged by the President to, among other things:
 - Identify community needs and match those needs with the talents and energy of the young people affiliated with such organizations;
 - Direct young people and adults to groups and projects which are in need of service and provide them with a meaningful challenge;

- Encourage young people to devise their own programs and projects to suit their own unique needs and capabilities;
- Arrange meals and transportation where necessary;
- Train volunteers, mentors and team leaders where appropriate;
- Attract members of the adult community as mentors, co-workers and team leaders;
- Create and support new ideas for youth service;
- Evaluate service projects to assure that young people have a meaningful service experience;
- Ensure that young people make a significant contribution to their community;
- Encourage all community entities to recognize and publicly honor the most outstanding efforts of youth of every age in their communities;
- Stimulate local fundraising efforts.

ii. The Challenge of Youth Not in School

- We recognize that many young people are not in school. Indeed, many of these youngsters are not "connected" with any positive groups or institutions in the community.
- Community leaders and every institution should be challenged by the President to make special, meaningful and creative efforts to reach out to these alienated young people.
- Community leaders and every institution will be encouraged to devise programs to engage dropouts in strenuous and structured community service as well as positive activities in locally-funded youth recreational and arts centers, eventually redirecting these young people toward a high school degree, job training and placement.
- Programs such as Pittsburgh's Oasis program that engage inner city school dropouts in community service in their neighborhoods, as a means of giving purpose and structure to their lives and to entice them away from gangs and street life should be encouraged.

- Successful programs recognize that much of the antisocial behavior of young people comes from an abundance of aggressive energy that can be channeled into a positive and constructive direction. Programs should be physically and mentally challenging, in order to engage the full attention of the young people involved.
- Media campaigns involving celebrities, entertainers, sports figures and local leaders will be launched to stress positive values of self-esteem, measurable accomplishments, service, lawfulness, work, and family, among others.
- Through ServNet the Foundation will help institutions replicate successful programs that address the needs of youth not in school.
- Programs and institutions involving youth not in school will be able to participate in the President's National Service Youth Awards. Participating programs will be able annually to select one young person to receive a National Service Youth Leadership Commendation.

RECOMMENDATION

5. We recommend that you ask the Governor of every state to form a state "President's Points of Light Initiating Committee" to ignite this movement at the state level. Governors would then be asked to request that mayors in their states form local President's Points of Light Initiating Committees.

DECISION

☒ Approve 

☐ Disapprove

☐ Approve as Amended

☐ No Action

6. We recommend that you call upon all existing organizations and institutions throughout the nation such as businesses, unions, religious institutions, media organizations, civic organizations as well as all existing service organizations such as Boys Clubs, YWCA, Urban League, Rotary, Kiwanis, La Raza, to find creative ways to address community problems and to engage all young people in meaningful community service.

DECISION

☒ Approve

☐ Disapprove

☐ Approve as Amended

☐ No Action

7. We recommend that you call upon all individuals to work with their peers to invent and develop new initiatives to suit their own needs, abilities and interests, because existing service outlets are alone insufficient to absorb all would-be youth entrants into community service.

DECISION

☒ Approve

☐ Disapprove

☐ Approve as Amended

☐ No Action

8. We recommend that the President call upon employers to consider community service in hiring, compensation, and promotion decisions.

DECISION

☒ Approve

☐ Disapprove

☐ Approve as Amended

☐ No Action

iii. School Challenge

- Schools will be encouraged to weave community service and citizenship into existing curricula (K-12).
- Schools will be asked annually to select and award the National Service Youth Leadership Commendation to the student most outstanding in service to the community.

- Community service builds self-esteem, leadership and, when connected to classroom learning, increases student interest in classroom education and strengthens what is learned from service by providing for systematic reflection.
- The original mission of schools is to teach academic skills, citizenship and leadership. A premium should be placed on devising service programs that complement the learning of basic educational skills (e.g., 3rd graders reading to kindergarten students).
- School-based service can be a successful strategy to re-engage students in learning. Students become more interested in school when they are actively engaged in a meaningful project which brings classroom learning to life. This is especially relevant to young people re-entering school after dropping out or students lacking self-esteem, motivation or students on the verge of dropping out.
- The success of a school-based community service initiative is dependent upon the participation of parents, students, and education leaders. The principal, faculty champion(s) (member(s) of the faculty personally committed to the success of the project) as well as the remaining faculty and parents, are all imperative to a successful service experience for the student.
- The education leaders and parents must constantly evaluate and monitor programs to ensure that the programs adequately train the student for the community service experience. They must account for what is being taught to ensure that the community service project is meaningful to the community and the youth.
 - a. Kindergarten - 6th Grade
 - Activities of elementary school children will be organized through their local schools. Elementary school teachers will be asked to design activities appropriate for each age level, such that each grade level participates regularly in some community service, from drawing pictures to be sent to children's hospitals to asking 4th graders to read to kindergartners.
 - Through education materials such as the widely read Weekly Reader, you will communicate directly with young people and suggest ways that they can

help their neighbor and how they can become involved in YES.

b. 7th - 12th Grade

- Junior high and high school students will focus their activities in existing community organizations and develop their own programs. Such students will be expected to involve themselves in these organizations or, alternatively, to create new programs specifically tailored to their individual interests, aptitudes and community needs.

c. The YES Summer Initiative (Summer between 8th and 9th grade).

- { During the summer between 8th and 9th grade, young people will be given an opportunity to work in a program jointly designed by students, local governmental leaders and civic leaders to harness the enthusiasm, creativity and energy of young people and focus them on specific local problems.
- The aim of this summer initiative is to expose young people to critical local needs and challenge them to find creative ways of addressing them as a rite of passage to young adulthood, a shared experience that would create an esprit de corps among the young, as well as go a long way toward alleviating pressing community problems. From this point forward, the student will focus community service activities beyond the school and into the community.
- It will be the responsibility of every community to devise a summer program for its young people.
- The Foundation will provide communities with possible models of a YES Summer Initiative and will publicize creative initiatives.
- The Foundation will determine such issues as costs, liability concerns and transportation.

d. High School - Age 25

- Young people in this age group will be challenged to be mentors to other members of the community, particularly younger ones, to serve in existing college or community-based programs, or create new programs to suit their individual needs and gifts.

RECOMMENDATIONS

9. We recommend that you call to action each Board of Education to weave community service into existing school curricula (kindergarten through 12th grade) in a manner that complements the learning of basic education skills and where possible involves students in community service outside of school hours. Also, each Board of Education should consider a minimum number of hours of community service as a prerequisite to graduation. To the extent possible and desirable, service initiatives after school and on weekends should be encouraged.

DECISION:

☒ Approve *01*

☐ Disapprove

☐ Approve as Amended

☐ No Action

10. We recommend that you call on all Colleges and Universities to grant degree credit for community service and include it in their curricula. In addition, admissions departments should be asked to weigh community service in determining admissability of applicants.

DECISION:

☒ Approve *✓*

☐ Disapprove

☐ Approve as Amended

☐ No Action

G. SERVNET

- ServNet will be led by some of the most talented citizens in the country whose services would be "donated" to the foundation by their institutions.
- ServNet participants would travel across the country challenging their fellow engineers, lawyers, investment bankers, consultants, advertisers, union leaders, ministers, educators, etc. to devise community service programs for their own institutions and employers.
- ServNet will serve as an information sharing program and facilitating resource. It will provide for individuals and institutions who wish to learn of programs and initiatives

that are working, devise new programs and initiatives or make existing ones more effective.

- ServNet will attempt to facilitate and promote cooperation and "networking" among programs in communities that are addressing the same or similar problems so that the efforts of these programs are complementary rather than conflicting.
- ✓ - ServNet will provide analyses of "successful" programs and offer advice as to what makes for a "successful" program and what pitfalls to avoid.
- ServNet will provide community service organizations, private institutions and individuals with technical assistance by linking them up with institutions experienced in areas such as fundraising and training (for both the organization and the volunteer).
- ServNet will attempt to cause people and institutions to see social problems as interconnected to each other and as problems to be addressed comprehensively.
- Issues such as cost, staffing and volume of inquiries and requests will be decided by the Foundation.

RECOMMENDATION

11. We recommend that ServNet become a part of the Foundation.

DECISION:

☒ Approve

☐ Disapprove

☐ Approve as Amended

☐ No Action

H. SERVLINK

- It is anticipated that most young people and adults will look to their own schools, churches, civic clubs, businesses, firms, unions, etc. to provide them with service opportunities, or that they will create their own opportunities perhaps in partnership with their peers.
- There should, however, be a service information source of last resort for people unable to identify or create service opportunities on their own.
- ServLink is a hotline number for those who want to engage in community service. A person in any given community could call a hotline number and have his or her own call

automatically routed back to his or her locality. The call would be answered by a staff member of an existing local organization who would then direct the caller to appropriate service programs and initiatives in his or her own community based on the caller's articulated preferences, capabilities and needs. There would be a 1-800 ServLink number in every telephone directory in the country.

- To create ServLink, we propose a partnership among select existing service organizations with specific strengths and expertise. Vital characteristics of ServLink include: an infrastructure which reaches into every community, an experienced clearinghouse, an established hotline and a sophisticated data base. ??
- The issue of managing the volume of anticipated inquiries will be determined by the Foundation which may decide to phase in ServLink incrementally over time.

RECOMMENDATION

12. We recommend that ServLink become part of the Foundation.

DECISION

☒ Approve

☐ Disapprove

☐ Approve as Amended

☐ No Action

I. THE PRESIDENT'S NATIONAL SERVICE YOUTH REPRESENTATIVES

- We recommend that you annually select two college-aged young people from each state. These outstanding young people would have a demonstrated record of extraordinary achievement in the field of community service.
- Governors can make recommendations to you from among the past recipients of the National Service Youth Leadership Commendation - see Section K.
- Members of Congress can make recommendations from among the past recipients of the Gold Congressional Award.
- The mission of the President's National Service Youth Representatives will be to spend one full year before, during or after college, calling their peers and younger Americans in their respective regions to action, suggesting ways that they too might become involved in community service and offering examples of successful community programs that might be replicated.

- The President's National Service Youth Representatives can also go into communities to assist in program development and implementation where needed.
- The representatives will serve as liaisons to the Foundation.
- The Foundation will pay the living and travel expenses of the representatives during their year of service.
- The Foundation will determine the specific role of each representative and how and by whom each one is to be supervised.

RECOMMENDATION

13. We recommend that you approve the President's National Service Youth Representatives.

DECISION

☒ Approve *but I'm a little unclear on funding - is the appropriation* ☐ Disapprove
☐ Approve as Amended *on annual one* ☐ No Action

J. THE PRESIDENT'S NATIONAL SERVICE YOUTH LEADERSHIP FORUMS

- Because we believe that the development of young community leaders is critically important, a series of regional forums should be convened, to be called the President's National Service Youth Leadership Forums, bringing together young people, educators, community activists and other interested parties to examine the issue of creating a new generation of community leaders.
- Through the forums, the President should challenge existing institutions and concerned individuals to devise ways to inspire young people to pursue a career in community leadership and to help them develop the skills and training necessary successfully to do so.
- The Foundation would ask forum participants to return to their communities to brief and coach other young leaders unable to attend the forums.
- The Foundation will follow-up with the participants in these forums to track their longer-range community impact and to

continue to challenge participants to apply what they have learned.

- The Foundation will determine such issues as the suggested level of Presidential involvement, participants and costs.

RECOMMENDATION

14. We recommend that you approve the President's National Service Youth Leadership Forums.

DECISION

☒ Approve  ☐ Disapprove

☐ Approve as Amended ☐ No Action

K. THE PRESIDENT'S NATIONAL SERVICE YOUTH LEADERSHIP AWARDS

- Dynamic and promising young community service leaders performing outstanding work should be honored and encouraged.
- The President should annually recognize up to 1000 outstanding youth community leaders through the National Service Youth Leadership Awards.
- Award nominees should be reviewed and selected by the Foundation and White House Office of National Service from submissions received from state and local President's Points of Light Initiative Committees.
- The presentation of up to 1000 President's National Service Youth Leadership Awards should be made by the President with appropriate ceremonies.
- All schools (elementary through post-secondary) and selected youth organizations would be encouraged to participate in the awards program. The foundation will make a "National Service Youth Leadership Commendation" available to all participating schools and organizations. Each school and organization would present the commendation and a lapel pin to the youth most outstanding in community service. The presentation is to be made at a graduation ceremony or other appropriate time. All recipients would be nominated for the President's National Service Youth Leadership Award through their local President's Points of Light Initiative Committee.

- Governors will have the opportunity to nominate two of the President's National Service Youth Leadership Award recipients (17 to 24 years of age) to the President to be considered for the President's National Service Youth Representatives.
- The Foundation will introduce all of President's National Service Youth Leadership Award winners to their respective Senators and Representatives, local officials, and local media for additional recognition.

RECOMMENDATION

15. We recommend that you approve the President's National Service Youth Leadership Awards.

DECISION

_____ Approve

_____ Approve as Amended

~~_____ Disapprove~~

☒ _____ No Action

*let's discuss
1000 seems so
many - at the
Gov. level that
my be fine
but 1000
as some
ceremony
seems
unworkable
Please
act*

L. THE PRESIDENT'S "BUILD A COMMUNITY" AWARDS

- The destruction of the family and the disintegration of communities lie at the heart of many of the social woes facing the nation. Many young people have the sense that no one, not peers, not parents, teachers, pastors or civic group leaders, cares about them or has a stake in their future. Somehow a caring, committed community must be developed in the place of non-existent families and communities.
- The aim of helping young people or devising means of involving young people in helping others can serve as a magnet to draw together disparate individuals and institutions who have never worked together before and are unlikely to have done so, but for a common interest in responding to the needs of youth.
- We must inspire and encourage the creation of such "communities." One way to do so is to reward those who have already "rebuilt" or "created" successful communities. Through the foundation, the names of worthy award recipients would be solicited and received from all across the country. These awards would be presented either at the White House or in the locality, depending upon the circumstances.
- Examples of programs that might be recipients of such awards include Atlanta's Emmaus House, a program begun by an Episcopal minister and involving community volunteers

which picks up babies born of school-age mothers, feeds and teaches them during the day while their mothers work and provides instruction, shelter, job training and placement for some mothers.

- Another example is that of the One to One (Uno a Uno) Movement, a program bringing together Warner Communications, Big Brothers and Big Sisters of America and C.O.O.L. (a student volunteer organization on campuses across the country), that aims to match every young person from a fractured family with an adult male or female positive role model.
- The Foundation will determine the process for selecting recipients and presenting the awards.

RECOMMENDATION

16. We recommend that the Foundation initiate the President's "Build a Community" Awards.

DECISION

☒ Approve 

☐ Disapprove

☐ Approve as Amended

☐ No Action

M. INTERNATIONAL ASPECT

The National Security Council has recommended that the national service initiative be applied to the international context.

-  - USIA should publicize the national service initiative internationally.
-  - Talented community service leaders in the United States and other countries should exchange visits and information about successful programs.
-  - The input and representation of the American military should be solicited in implementing this initiative.
-  - A link should be established to our overseas bases and embassies, so the thousands of Americans and their family members serving overseas are part of your initiative.

RECOMMENDATION

17. We recommend that the suggestions of the National Security Council be approved.

DECISION

☒ Approve *but given those transfers overseas, may be difficult* ☐ Disapprove
☐ Approve as Amended *wrong about dilution 50 may balls in air* ☐ No Action

N. GOVERNMENT SPACE

To demonstrate the central importance that you place on national service, we propose that government space near the White House (preferably a Jackson Place location) be made available to accommodate the Foundation with a staff of approximately 50.

RECOMMENDATION

18. We propose that a government space, as described above, be dedicated to the Foundation.

DECISION

☒ Approve *provided no legal conflict* ☐ Disapprove
☐ Approve as Amended ☐ No Action

O. FOUNDATION FUNDING

RECOMMENDATION

19. We recommend the following preliminary notional Foundation budget:

- Funding for the Foundation's work will be approximately allocated in the areas listed below between the youth initiatives and all other initiatives on a 70 - 30 ratio (other initiatives include elderly initiatives, professionals initiatives, etc.).
- This budget assumes \$25 million in government funding and \$25 million in private funding per Building a Better America.

Budget

- | | | |
|-------|--|---------------|
| 1. | Training and Technical Assistance
(educational materials, fundraising
counsel, curriculum supplements). | \$ 14 million |
| 2. | ServNet, ServLink | \$ 14 million |
| 3. | Communications
(television and radio spots,
newspaper and magazine features,
pamphlets, posters, etc.). | \$ 10 million |
| 4. | Recognition of Outstanding Initiatives
and Individuals, and Communication of
their Achievements through Media and
Awards and the President's National
Youth Service Award (Commendations and
Lapel Pins). | \$ 5 million |
| 5. | Regional Leadership Forums | \$ 3 million |
| 6. | Youth Representatives
(living and traveling expenses only). | \$ 2 million |
| 7. | Administrative Costs
(e.g. staff salaries, equipment costs,
building rent, stationery, printing, postage). | \$ 2 million |
| TOTAL | | \$50 million |

DECISION

✓ Approve

_____ Disapprove

_____ Approve as Amended

_____ No Action

II. ELEMENTS OF PROPOSED EXECUTIVE ORDER

We believe that it would be disingenuous for the President to call upon the nation at large to engage in service without calling on the Executive Branch which you lead to set an example for others to follow.

RECOMMENDATION

20. We recommend that you sign an executive order calling upon the heads of all federal departments and agencies themselves to engage in community service to the extent practicable, devise programs and identify opportunities to engage all of their employees in community service and recognize and award employees and others outside the department or agency who do so.

DECISION

_____ Approve

_____ Disapprove

_____ Approve as Amended

☒ No Action *Disapprove*

*Cabinet officers are serving
this country —*

PRINCIPLES OF YES TO AMERICA

i. Centrality of Service

- While you do not endorse compulsory community service, what is needed in America today is systemic change in thinking which leads to the expectation that every young person will engage in community service - and that service becomes the norm of our society. yes
- The principle of unselfish giving to others is best internalized through life experiences starting at one's earliest years.
- Programs devised pursuant to the YES initiative should demonstrate and instill the notion that service to others is the highest calling of human life.
- Lack of self-esteem is at the very heart of many of the problems of youth. Learning to help others effectively builds self-esteem.

ii. Scope of Challenge

- The President should challenge every individual and institution in society (e.g., corporations, law, consulting, accounting and other service firms, media, hospitals, unions, churches, synagogues and mosques, civic and service organizations and federal, state, and local government employees) to devise and implement their own program to improve the quality of life for young people and to involve young people in meaningful community service.
- Each young person has gifts to give and the nation is now in need of these gifts.
- "YES to America" should provide a framework around which the young people in America will feel united in a collective effort to improve the quality of life in their respective communities and, thereby, in the nation as a whole.
- All people, and particularly, those between the ages of kindergarten to 25 (students, dropouts, poor, affluent, disabled and delinquent) should work together and with older Americans and engage themselves in community service.

iii. Nature of Community Service

- The federal government should not mandate service or do so indirectly by, for example, making federal student financial aid dependent on service. However, other institutions in society may, if they choose to do so, create incentives and offer inducements (e.g., school districts may require service for promotion; colleges and universities may consider service for admission and graduation; employers may use service as a hiring and promotion criterion).
- The principal motivation for service should be a sense of civic obligation rather than the promise of remuneration. Through YES, service will be acknowledged and encouraged by awards, commendations and other forms of recognition to be given by all levels of government and every significant private institution in the community.
- Service opportunities, informational materials and educational programs should be sensitive to the unique needs and differing perspectives of diverse groups and peoples.
- Programs and activities will be specifically designed to maximize the particular skills and capabilities of discrete age groups.
- It is essential that a young person's service experiences be incremental in nature, beginning at an early age, with progressively more sophisticated opportunities and learning experiences as he or she grows older.
- YES should encourage existing programs and new programs organized in and by local communities rather than create a supernational program. The strengths, capabilities and experience of existing community youth programs should be utilized and expanded. Not only will this avoid "reinventing the wheel," but also it will be cost-efficient, limiting start-up costs for new programs.
- Training, for both the service provider and the service organization, is a vital component of a successful service experience. The potential volunteer must be trained with the particular skills necessary for the individual service endeavor and the community service organization needs to be trained on how to engage

volunteers, particularly young volunteers, in a meaningful service experience.

- Service opportunities are most fruitful for both the provider and recipient of service if the experience is devised on an individualistic basis, taking into account the convictions, motivations, interests and commitments of the provider and recipient. Such goals are best fostered by diverse, small programs devised, implemented and managed by numerous agencies and non-profit organizations accountable to and supported by local communities.
- YES initiatives should meet real community needs. Such programs must be meaningful and purposeful, meeting real needs identified by the communities themselves, not artificial or theoretical ones.
- Programs should be developed in such a way as to provide maximum protection for young people from danger, abuse and chicanery. *ability*
- While there should be an emphasis on individual agency efforts, such efforts should be developed as part of local community-wide planning which involves existing service agencies, new agencies and organizations created in communities by communities, schools, churches, unions, adults and young people themselves. Programs should stress collaboration and linkages among schools, human service and youth service organizations, businesses and other community leaders.
- Citizenship is an integral part of a good education. The nation's educational goals and the notion of community service are complementary. Efforts will be made to "weave" the notion of community service into existing curricula.
- To the maximum extent possible, young people and adults will be encouraged to work in teams, out of the belief that teamwork teaches young people positive values of cooperation, collaboration, esprit de corps and mutual understanding and appreciation and that a team approach to problem solving is most likely to be effective.
- Among young people, peer pressure can be a positive or negative influence. We encourage young people to work with their peers in community service activities in order to channel peer pressure in a positive direction.
- Collaboration among disparate individuals and institutions within a community to address the social

ills of that community will be encouraged, in the hope that the concept of youth service will serve as a magnet drawing together people and entities who would otherwise continue to be isolated from each other.

iv. Leadership

- Young people have the ability to evaluate their own community needs and to devise and implement strategies to meet those needs.
- YES to America should identify, develop and enable a new generation of community leaders who will see service as one of the most rewarding and exciting vocations or avocations.
- Ultimately, the bulk of youth service work should be devised and implemented by young people themselves through existing or new institutions or wholly outside institutions through individual initiatives.

v. Role of Government

- ✓ *yes* - While there is a role for government spending to play, the principal hope for solutions to our major social problems lies at the community level.
- The President should call upon all federal departments and agencies to set an example by: calling on them to
✓ { develop department or agency community service initiatives; recognizing and awarding employees engaged
✓ in outstanding community service; and highlighting and honoring outstanding community initiatives and outstanding volunteers in the nation.
- ✓ - { The President should call all Governors and Mayors to action to develop statewide community service initiatives and to recognize and honor outstanding community service programs and volunteers.
- Governors and Mayors will work with other elected officials such as State Legislators, County and City Councils to assist the President in carrying out the YES initiative.
- The President should ask every member of the House of Representatives to lead an effort in his or her district and every Senator to spur statewide efforts working with Governors.

ATTACHMENT B

PURPOSES OF YES TO AMERICA

- To instill in young people the sense that the nation is theirs to inherit and that it is therefore in their interest to improve the lot of their fellow citizens.
- To expand the capacity of existing service organizations to absorb new volunteers into meaningful service opportunities with special emphasis on the young.
- To promote community service through the means of existing and new programs and initiatives in every community.
- To improve the quality of life in America by attacking the most fundamental socio-economic problems in the country at their source: the disintegration of communities and families and the resulting sense of loss of self-esteem among young people.
- In the context of community service, each young person should be made to feel a part of the "social compact," with an obligation to do his or her part to better the lives of other people, particularly other young people, in his or her community.
- To ennoble young Americans and improve their lives by instilling in them a lifelong sense of concern, compassion and obligation to others.
- To remove barriers to service including the high cost of liability insurance (tort reform).

III. DISSENTING COMMENTS

Of all of the commentators on this memorandum, only Jim Pinkerton of OPD and Tom Lewis of OMB had dissenting comments.

A. COMMENTS OF JIM PINKERTON

Jim Pinkerton recommends that you give speeches on the importance of moral virtue and periodically visit and present awards to outstanding community service leaders and projects. He believes that the Foundation and its activities would be unnecessary and would represent undue government involvement. 7

B. COMMENTS OF TOM LEWIS

Tom Lewis recommends that the foundation be named "The National Service Foundation" and that the ServLink proposal be rejected.