

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: National Service
Series/Staff Member: Rick Allen
Subseries:

OA/ID Number: 2149
FolderID:

Folder Title:
Youth Service America [Folder 2]: [2]

Stack:	Row:	Section:	Shelf:	Position:
S	66	2	2	2

TO: President-elect Bill Clinton
FROM: Youth Service America's Working Group
on Youth Service Policy
DATE: November 13, 1992
RE: A System of National Service and the New Covenant

PHOTOCOPY
PRESERVATION

EXECUTIVE SUMMARY

Congratulations on your victory; thank you for your call to public service in general and youth service in particular.

We, representatives of America's rapidly growing, grass-roots based youth service movement, look forward with excitement and anticipation to your administration. We stand ready to work closely with you and your Transition Team to build a bold, community-based system of service which incorporates your proposed National Service Trust, service and conservation corps and school and college-based service-learning proposals into a system that asks and enables ALL Americans to serve. We believe that such a system offers an efficient, effective means to build the New Covenant.

WHAT: We urge you to build a bold, mission-driven, diverse, locally operated system of service in which the federal government is a partner, catalyst and leverager of local resources and commitment. We should avoid monolithic federal efforts which have foundered or failed to reach their potential in the past.

WHY: We believe that youth are a vital and underutilized resource for community building:

- Youth Service is a powerful way of building understanding and teamwork across racial, ethnic and regional lines.
- Youth Service can produce immediate tangible rewards for America's communities while preparing youth for participation in a world-class work force and a revitalized citizenry.
- Youth Service is an underutilized resource for housing rehabilitation, health care, environmental clean-up, care for the elderly and above all for a comprehensive rebirth of America's communities.
- Youth Service is a proven means of restructuring and transforming schools and youth-serving organizations.

HOW: We have convened a small task force of practitioners, policy makers and youth. It includes Senator Harris Wofford and Governor Dick Celeste. We stand ready to prepare a proposal that would be ready for enactment and action in the first 100 days. It will build on your proposals and incorporate the best experience and thinking in the field.

A CLINTON NATIONAL SERVICE SYSTEM

A crisis for our times:

PHOTOCOPY PRESERVATION

Every time that America has faced a **major crisis**-- from the Civil War to the Great Depression to World War II to the Cold War-- the youth of America, organized as the armed forces, the Civilian Conservation Corps, or the Peace Corps, have been called to service. We believe that the dissolution of the American community and institutions that have sustained it, from the family to the local school, is such a crisis for our times. We believe that once again the youth of America should be called to service in a form appropriate to the time and circumstances. We suggest that a comprehensive system of youth service for a Clinton-Gore Administration can be the program that defines the era, as the Peace Corps was for the Kennedy-Johnson Administration.

Based on our experience in operating youth service programs we suggest three principles that should guide the development of a national youth service system:

- I. Goal Driven.
- II. Build on existing local, state and federal initiatives.
- III. Comprehensive and bold in scope; entrepreneurial and decentralized in administration.

I. Goal Driven.

The mission of the national service system should be rebuilding America's communities and restoring its civic spirit. The organizing principle of a Clinton - Gore service initiative should be the problems that it can solve and the energy that it can release. Its administrative structure, scope and governance should flow from its mission. Youth service should serve Clinton-Gore Administration priorities; service is not an end in itself, however much we believe in it.

We suggest four basic goals:

- **Racial Reconciliation:** A national system of youth service provides a means of bringing a dangerously divided America together around common experiences and aspirations.
- **Citizenship:** Youth Service provides a means of educating our young people so that civic participation and life-long community service becomes the common expectation and experience of every American.
- **Community Rebuilding:** Youth Service unleashes talents and energy to meet pressing local needs. It can help rebuild the physical and human infrastructures of neighborhoods and reconnect America's youth to their communities.
- **Youth Opportunities:** Youth have been overlooked and underestimated in the last decade. Youth service provides them a means to earn their way back to prominence. Through youth service youth of all backgrounds -- including the "forgotten half" -- can gain the experience in teamwork, problem-solving and civic engagement that a world class workforce and effective citizenry demand.

Nothing paid about
Not a Just.
• Service define
service learn
• Service for
a little for
it's "feel"
Costs.

too Political
strive for bi-part

PHOTOCOPY
PRESERVATION**III. Comprehensive and Bold in Scope; Entrepreneurial and Decentralized in Administration.**

We believe that a dramatic, comprehensive and challenging initiative launched in the first 100 days is important. The goal of placing 1,000,000 young people in sustainable full-time service by the end of the decade is an achievable. The goal of having every young person in America experience the perce joy of service and rich rewards of being recognized as a contributing member of the community is attainable. As your experience with Boys State lead to a lifetime of public service, opportunities for all youth can build a life-long ethic of service.

The impact of a million strong service system could be dramatic. For example:

- 200,000 Youth Service Volunteers could be a major catalyst to assure that every community in America has a system of after-school care and that quality pre-school programs reach every child.
- 100,000 Youth Service Volunteers could bring our rates of vaccination and pre-natal care back of world class standards.
- 100,000 Youth Service Volunteers backed by a revitalized Environmental Protection Agency and linked to state and local environmental and conservation agencies, could vastly increase the monitoring and public education capacity of our environmental efforts.
- 300,000 Youth Service Volunteers organized and trained as a Teachers Corps ? could be a major force in meeting America's declared goal of having the best education system in the world by the year 2000.

We believe that national service programs of the past flourished and vanished (Civilian Conservation Corps and Young Adult Conservation Corps) or never reached their full potential (Peace Corps and VISTA) because they were conceived and operated as federal programs for which local communities never assumed ownership or responsibility. Our experience confirms that local communities will invest in youth service programs if asked and challenged. A locally rooted program avoids the inevitable charges of enhancing federal bureaucracies, mobilizes local corporate and philanthropic investment and builds its own political support from localities with a stake in the program.

In conclusion, we believe that a system of national service can help to make all American communities a place called Hope. We look forward to meeting with your Transition Team in the near future and to working with you to make this happen.

PHOTOCOPY

PRESERVATION

Such a system must be open to ALL youth, including the non-college bound, the disabled and the disadvantaged. It must start very early so that the ethic of service is instilled in the earliest grades and the power of youth service captured for the very young.

II. Build on Existing Local, State and Federal Initiatives.

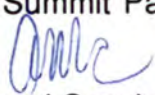
In an era which finds General Motors, Sears and Roebuck and the Soviet Union in decline or in extinction, while Chaparral Steel, The Gap and Singapore thrive, the principle of diverse, small, locally responsive organizations seems self-evident. Over the past decade assisted by a growing number of national nonprofit youth service organizations, America's grass roots have spawned a vigorous, diverse, entrepreneurial network of youth service programs. The Commission on National and Community Service, organized as a grant-making and standards setting commission, has added federal purpose and resources without a stultifying new federal bureaucracy and without threatening local ownership and investment in operating programs.

The building blocks of such a system include:

- **The National and Community Service Act of 1990:** This landmark legislation funds full-and part-time service programs run by schools, colleges, local and state government, and non-profit organizations.
- **VISTA, Peace Corps:** Since the 1960s, VISTA and the Peace Corps have provided opportunities for service. Approximately 7500 youth serve each year.
- **National Youth Service Infrastructure Organizations:** Through the efforts of groups like Youth Service America, the National Association of Service and Conservation Corps, Campus Compact, the Campus Outreach Opportunity League and others that make up the Working Group on Youth Service Policy, a disparate network of national, state, and local organizations and programs have created a growing and vibrant, decentralized national service network.
- **State and Local Youth Corps:** Taking a cue from the Civilian Conservation Corps of the 1930s local, state, and federally funded youth corps have emerged across the country providing full-time summer and year-round service opportunities to more than 25,000 youth each year.
- **School- and Campus-based Programs:** At the urging of a host of prominent educators, schools and colleges across the country have greatly expanded service-learning programs for students.
- **Youth Organizations:** Community based youth organizations, such as YMCA's, Girl Scouts and 4-H have expanded their service focus in recent years and play a vital role during non-school hours.

MEMORANDUM

TO: National Leadership Summit Participants

FROM: AnnMaura Connolly 
Director of Planning and Special Projects

DATE: January 11, 1993

RE: Materials for National Leadership Summit

Enclosed you will find a packet of information for our gathering later this week. We've put together participant biographies and organizational fact sheets to help you get to know the other members of the group, copies of the background paper and summary results from the July meeting and additional information about Coolfont.

We're looking forward to seeing you later this week. Please do not hesitate to call with any questions. See you Thursday.

MEMORANDUM July 5, 1992

TO: PLANNING RETREAT PARTICIPANTS
FROM: YSA PLANNING TEAM/DAVID SAWYER
RE: PREMEETING WARMUP

THE CHALLENGE OF MANAGING GROWTH

During the past two weeks, a sampling of meeting participants has been interviewed to assess the progress we, as a field, have made over the past three years, and to begin an effort to identify key leverage points for assuring the field's continued progress. Several "big picture" issues began to emerge from these interviews. These issues are briefly introduced in this paper. We will explore them more fully over the course of the day and a half gathering at Georgetown University.

The group of field leaders who have agreed to participate in this gathering have been identified as among the premier strategic thinkers in the field, and also as among the key proactive and positive leaders. David Sawyer, who will lead the discussions, has asked that all of us be prepared to look at the field with fresh eyes -- both in terms of solutions to some of the issues that are being raised and in terms of major breakthrough strategies to move the field ahead. For the success of these deliberations, we all need to be prepared to look beyond organizational self interest to the wider interests of the progress of the field as a whole. We ask that you come prepared to think creatively about new ventures, new kinds of relationships, and new successes for youth service.

Managing Growth: The Balancing Act

The most compelling theme that emerged repeatedly in the interviews is the issue of effectively managing the challenges of a period of dynamic growth. This issue was raised in many different contexts by virtually everyone interviewed.

All agree that the youth service field has grown substantially -- sometimes explosively -- over the past three years in terms of visibility, resources, number of programs, number of young people involved. Substantial new forces and influences have entered the

field. We have, to take an obvious example, a major federal partner and connections to key allies in Congress, the White House, and State Houses across the country. Yet despite (or perhaps because of) this and other achievements, the field has reached a critical juncture. What steps need to be taken to preserve the spirit, innovation, and momentum which propelled the field forward in the early years? How do we create collaborative relationships and solid infrastructure to support, rather than displace or overwhelm, the groundwork that has been so carefully laid? Does rapid expansion inevitably come at the potentially high cost of neglecting support of the seminal efforts already in place or can we effectively combine growth with continuity? How can we better cooperate to achieve the goals we agree upon for the field?

Institutionalization: Balkanizing or Organizing?

Inherent in the successful growth of any field or movement is the tension created as the field becomes more institutionalized. New attitudes and skills are required to move from a stage of insurgency to a stage of broader success and institution building.

A number of interviews identified a specific area of concern during this stage of swift transition. That is the state lead agency system created by the National and Community Service Act of 1990 just beginning to take shape. Some believe that the new state system led by state governments is a breakthrough strategy that will build and solidify statewide networks across institutional lines. But others view it much differently and assert that even at this early point, the state systems are becoming a political "spoils system" which favors the "same old favored players" and leaves little room for the truly innovative players. Will the act result in just another layer of bureaucracy that will discourage innovation at the local level or is it a brilliant strategic plan that will create lasting structures to support the best in the field? What kinds of outcomes do we want to see for youth service in the states? What kinds of actions can we undertake to ensure the outcomes we want to see in the states?

The issue of institutionalization came up in another context as well. That is expansion of youth service programming into already existing institutions such as schools and higher education systems, and into job training and welfare systems. How do we maintain reasonable quality control over program models as youth service becomes intertwined within systems that have equally valid but different goals? Does growth for the field in this context mean that new definitions of quality and youth service programming must be

hammered out? Or do we need to educate a new set of policymakers about the program models and principles of best practice that have brought us this far? Are we building a new national system and institution of youth service programming or are we blending into already existing systems and institutions?

Long Term Organizational Survival

Nearly everyone interviewed mentioned the need for stabilization of their own organization, and of other key organizations and programs in the field. Growth at breakneck speed in recent years has shifted the challenges faced by the field's leadership from those of insurgency to those of creating solid organizations that will survive beyond the "fad" stage to ensure continuity.

Many of the organizations that have led the field to this point are experiencing fluctuating budgets, high staff turnover, and lurching, sporadic growth. This appears to be equally true of broad, constituency-based national organizations and pacesetting local programs. Burnout is a problem at several staffing levels, from executive directors to team leaders. Stability of funding sources is a particularly serious problem for nonprofits which have been supported almost exclusively by foundations. Most of the national nonprofits that have led the field in the early years are now dwarfed by the federal funds that have been pumped into newly created organizations. Other organizations face the challenge of planning for a major influx of funding through the National Commission.

If a youth service field consistent with our original vision and commitment to quality is to endure, we may need to pay closer attention now to building stronger organizations -- organizations which nurture staff and which plan more carefully for the future. Living dangerously has been exciting for several years, but it probably means diminished effectiveness in the years ahead. What strategies will help us stabilize our organizations? Who are the allies we can look to to help us achieve this goal? How do we preserve innovation and momentum as we sow the seeds to ensure organizational survival?

The Need For Long Distance Runners

A number of people interviewed identified expansion of the leadership cadre for the youth service field as one of the key achievements of the past three years. But another issue related to the survival of organizations and assurance of quality for the field as

a whole emerged in the interviews. That is the need to create and nurture a growing stable of leaders for the field who will carry the torch in the years to come. More and more young leaders are beginning to consider career commitments to youth service. How can the field work with them to pass on the "lessons learned," provide real leadership roles, prevent early burnout, and provide incentives for staying with the field?

Another concern identified is the need for long distance runners allied with the field in national leadership positions in Congress (for instance, Harris Wofford), in the White House, in state and local leadership structure, in the corporate sector, and in the media. We may need to become better organized to identify and cultivate a broad base of people in positions of power who will work with the field over the long haul to insure that youth service remains at the forefront of the national agenda. What is the cooperative strategy that will help us do this?

Organizational Relationships: Survival Of The Fittest

A hot topic touched upon in many interviews is the sometimes "sensitive" nature of organizational relationships within the field. As the field has grown, turf issues and ideological differences (sometimes with Grand Canyon-like proportions) seem also to have grown and become more intense. While many mentioned this problem, few wanted to risk saying much about it. Yet leadership conflicts, organizational competition, and sharply differing interests and perspectives about the field are clearly one of the central obstacles we face in moving the field ahead. Perhaps we need to revisit a basic question: what is the common ground which unites us?

An example will illustrate the point. The concept of a powerful, unified promotional campaign for the youth service field has been percolating for several years. It was mentioned in many of the interviews as one of the field's primary needs. Aside from questions about how a national advertising campaign could be funded, how could we successfully launch a promotional campaign for the field when we can't even agree on a common message?

Can we grow any further as a movement without cooperation among those who lead the field? Will competition and a Darwinian model of relationships become our *modus operandi*? Is the competition healthy or not? Judging by the interviews, it is seen as a serious obstacle to be overcome.

How can we effectively manage the sometimes fierce competition among key organizations, among program models, and among

differing perspectives about youth service? Can we agree upon and cooperate effectively in implementing common growth strategies for the field as a whole? Can we agree upon and cooperate around a coherent promotional message?

Looking Ahead

None of the above is meant to constrain our discussions or to keep us focused on problems instead of solutions. These are only some of the issues and challenges we face together identified in interviews. Our hope is that this interview material will help us begin to critically examine the obstacles and challenges we face during a new period of growth and imaginatively plan for the future.

Our immediate task at this meeting, around which the discussions will be structured, is to stand back and take a broad overview of the field so that we can use our experience to identify key leverage points for moving the field ahead, to translate agreed upon major leverage points into tangible collaborative projects, and make some rough estimates about what the projects might cost. This is a valuable opportunity to get beyond our daily work and think big about youth service, and think in terms of the future.

We look forward to stimulating and spirited discussions over the course of the day and a half, and to fresh partnerships that will build upon the many achievements of the past few years.

**The Youth Service Summit:
The Challenge of Managing Our Growth**

**July 9 & 10, 1992
Georgetown University**

For two days in early July, 28 of the youth service field's foremost thinkers and practitioners gathered at Georgetown University to discuss the strengths and needs of the field, and to identify key leveraging strategies to expand and deepen the impact of youth service in our society. Several foundations asked Youth Service America to convene this leadership summit, seeking a candid report on the status of the field and insightful recommendations about strategies to move the field forward. Following are the key leveraging strategies and priority projects identified by the group:

The Leveraging Strategies

1. Integration of Service into the Critical Institutions of American Society
2. Strengthening the Infrastructure of the Field
3. Collaboration on the National Level to Organize, Broaden, and Develop the Field by Identifying Fundamental Policy and Funding Strategies
4. Philosophical Deepening
5. The Importance of Measurable Goals

The Priority Projects

1. National Marketing Campaign
2. Citywide Youth Service Initiatives
3. National Leadership Initiatives
4. Youth Service Census and Almanac
5. Comprehensive In-Service and Pre-Service Teacher Training Program

COOLFONT Information

Route 1, Box 710

Berkeley Springs, WV 25411

1-800-888-8768

(304) 258-4500

DC area call free (801) 424-1282

In this section you will find the answers to all of your questions of how to get to Coolfont, what to wear, what to bring, and what to do.

Check-in, Check-out

Check in at the Front Desk, located in the Treetop House. Rooms are available for arriving guests by 4:00 p.m. in the Woodland House Lodge and 4:00 p.m. in all other facilities. Check-out time is 11:00 a.m.

Accommodations

Coolfont has a variety of lodging accommodations which include Woodland House Lodge, the historic Manor House, two-bedroom chalets, privately owned vacation homes, and one bedroom Hillside Hideaways and log cabins with double sized whirlpool tubs. Our newest accommodations are the two bedroom Alpine Village chalets. Each bedroom has a private bath with a double size whirlpool tub.

Walking Times from the Treetop House to the:

Woodland House Lodge	2-5 minutes
Chalets	5-10 minutes
Log Cabins	5-10 minutes
Mountaineer Homes	10-20 minutes
Hillsiders/Alpine	
Village Chalets	5-8 minutes
Manor House	8-5 minutes

Remember a flashlight!

Dining

Dining Room Hours:

Breakfast	8:00 a.m.-11 a.m. Mon.-Sat.; 8-11:30 a.m. Sunday
Lunch	11:30 a.m.-2 p.m. Mon.-Sat.; Country Brunch 12-3 p.m. Sun.
Dinner	5:30-9 p.m. Mon.-Sat.; 12-8 p.m. Sunday

All meals are served in the Treetop House Restaurant. We have numerous dining rooms; the Mountain Air room is for non-smokers. Food service can be provided in our conference room, from cocktails to banquets. Special arrangements can be made for buffets, banquets, steak cookouts, barbecues, cocktail receptions, wine and cheese parties, or late night snacks.

Coolfont also manages the Cacapon Lodge Dining Room at nearby Cacapon State Park. Meal cards from Coolfont may be used at the lodge.

Squirrel's Nest Cocktail Lounge

Located just off the main lobby. Open during usual dining hours. Alcoholic beverages can be purchased in the dining room. Ask for our fine wine list.

Dress

At Coolfont, dress is informal. Since all housing accommodations are located in walking distance from Treetop House (main building where all conference rooms/dining facilities/entertainment are located) it is necessary to bring low heeled walking shoes and rainwear. Additional sports attire: hiking shoes, bathing suits for swimming, sauna or hot tub, workout clothes for the weight room. Individual flashlights are helpful; sections of the grounds are not lighted.

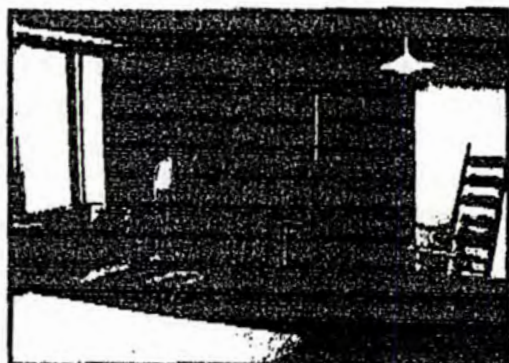
Charges

Coolfont accepts VISA, MasterCard, Diner's Club, American Express, and personal checks.

Pets

Sorry, experience has taught us, NO pets allowed.

COOLFONT



COOLFONT Conference Center

COOLFONT Conference Center

1-800-888-8768

Berkeley Springs, WV 25411

(304) 258-4500 D.C. Area call free (801) 424-1334

There are numerous reasons why your conferees will be glad you chose Coolfont Conference Center.

There's the location, only two hours from Washington and Baltimore, three hours from Pittsburgh and Philadelphia, and yet a million miles from the hectic city life. Coolfont, located on 1200 privately owned acres in the West Virginia mountains on a clear mountain lake, provides hiking trails, sauna, hot tub, massage, live entertainment, and a full range of seasonal activities. (Tennis, fishing, boating, ice skating, cross-country skiing, golfing at a nearby championship golf course and more.)

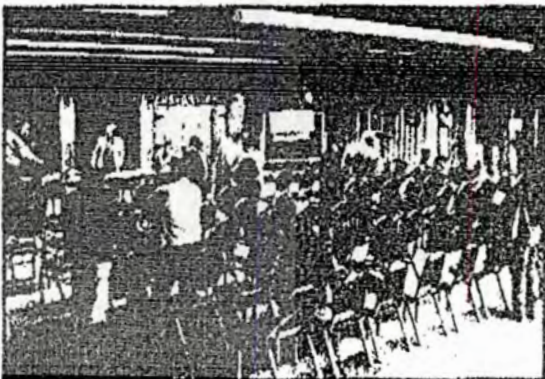
We have five types of lodging accommodations: Woodland House Lodge; Chalets; Mountaineer homes; Log cabins; and Hillside Hide-aways with whirlpool tubs. (Most with cozy fireplaces.) All of the accommodations are carefully hidden on the hillside so that your conferees may enjoy nature to the fullest while they pursue your conference goals.

Conference planners tell us the privacy and seclusion at Coolfont provides a unique atmosphere conducive to successful meetings.

Treetop House is the central facility at Coolfont for your conferences. Located in Treetop House are the meeting rooms, restaurant (overlooking the lake), cocktail lounge, recreation areas, and the spa providing hot tub, sauna, massage, and facials. This convenient grouping of facilities within one building saves time and energy.

Our full-time conference staff helps you before, during and after your meeting. That saves you time and gets you results. The professional know-how and cheerful attention to detail helps to insure a successful conference.

Coolfont conference center offers a combination of natural tranquility and professional dedication to provide you with the perfect setting for a successful conference. The delicious food and cozy accommodations enhanced by the natural beauty, privacy and seclusion of the mountains make Coolfont an ideal getaway destination.



**YOUTH
SERVICE
AMERICA**

**FAX COVER
MEMORANDUM**

TO: Malkia Lydia, Advocacy Institute
Susan Stroud
Micheal Brown, City Year
Dorothy Stoneman, YouthBuild
Toni Schmeigelow, CVC

FROM: AnnMaura Connolly

DATE: 1-11-93

RE: National Leadership Summit

**YOUTH
SERVICE
AMERICA****MEMORANDUM**

TO: Leadership Summit Participants
FROM: AnnMaura Connolly *AnnConnolly*
Director of Planning and Special Projects
DATE: January 11, 1993
RE: January 14-17 Leadership Summit

We're looking forward to seeing you all again this weekend for the Leadership Summit at Coolfont. I am faxing some information from David Sawyer regarding the community building portion of the gathering, as well an update on logistics. Additional information has been mailed to you which includes biographical sketches of participants and fact sheets on their organizations, copies of the paper which was distributed before the July meeting, a summary of the post-summit paper and more information on Coolfont.

Logistics Update

Transportation: Cars will be leaving from the YSA office at 1101 15th Street NW at 5:30 pm and from Dulles at 6:00 pm. Those of you flying into Dulles, please meet David Sawyer at the hotel bar (there is only one) when your flight arrives. David will have a list of the folks arriving at Dulles and their arrival times so we won't leave you behind. If you have not yet called me with your flight information, please do so as soon as possible. All others should be at the YSA offices by 5:30 unless you've made other arrangements.

Accommodations: We will be staying in the Mountainside Homes at Coolfont, which are lovely cabins on the hillside. Linens and towels are provided, but you may want to bring an alarm clock, as not all of the cabins provide them.

Attire: Coolfont is very casual--and very cold this time of year, so dress warmly and comfortably. There are some great hiking trails to explore during free time, and we may be walking to meals, so be sure to bring comfortable (and sturdy) shoes. There is an indoor pool and a sauna, as well as a weight room and aerobics classes, so bring your bathing suits and workout gear as well.

If you have any questions please do not hesitate to call me. I look forward to seeing you Thursday evening.

**YOUTH
SERVICE
AMERICA****MEMORANDUM**

TO: Leadership Summit Participants
FROM: David Sawyer
DATE: January 11, 1993
RE: Community Building Exercise

Last July at the National Leadership Summit at Georgetown University, we began a process of authentic communication about our organizations and our relationships. Thanks to the MacArthur Foundation, we will be able to continue that process over the next two years. Everyone is aware that there is great promise on the horizon for youth service--and possible danger to many of our organizations. There is enormous potential here to move forward with a degree of unity and purpose far beyond our usual interactions.

The best tool I've seen to create a sense of community is the well-known process of "community building" my wife Jennifer and I learned from M. Scott Peck. (You probably know that Peck wrote The Road Less Traveled.) Jennifer and I were asked to attend a special invitational community building event with a cast of characters from all over the world. Since that time, the two of us have used community building with great success at Students for Appalachia, with YSA's New Generation Training Program and as part of other trainings across the country. It is very powerful, and a tremendous challenge, but creates a quick and remarkable bond of mutual respect and understanding.

I have enclosed more information on the process from the literature of the Foundation for Community Encouragement, which was started by Scott Peck and others to support the work of building community in the world. Please look it over. If you wish to become more familiar with this model, read Peck's book The Different Drum, which is excellent.

To determine your interest in doing this formal exercise in community building, please cast your vote using this Quaker style model that I learned from a young leader in our field. I think it is called something like the "HAND" method of voting.

- Five fingers: I fully support this idea and will play a leadership role.
- Four fingers: I fully support this idea and will help the leaders.

- Three fingers: I support this idea but I have some reservations.
- Two fingers: I'm not too excited by it but I can live with it.
- One finger: I don't like it but I'll do it.
- Closed fist: I cannot support this idea.

Get back with us through AnnMaura at YSA as soon as possible. This kind of thing needs ownership, yes?

See you Thursday. Best.

The Process of Community Building

Most groups pass through four stages in the community building process; each stage is essential to the outcome.

Pseudo-community is the first stage. During this stage, the group is polite and not very authentic. In fact, some groups try to fake community at this stage by pointing out the similarities between the members. Differences are ignored or glossed over.

Chaos is the second stage. During this stage, differences are no longer ignored. Individuals try to heal or convert others to their way of thinking. Frequently group members do not listen to one another. The group acknowledges that there are differences among the members and then tries to obliterate them. There are only two ways out of chaos - organization or emptiness.

Emptiness is the third stage. During this stage, individuals in the group examine their barriers to authentic communication. These barriers include preconceived expectations, prejudices, cherished beliefs, the need to control, and the need to solve one another's problems. Effective listening, authentic sharing and periods of deep, comfortable silence are characteristics of emptiness.

Community is the goal. When this stage is reached the full range of emotions can be expressed. Even though community is the goal, it is not a static state that once reached never changes. Community can be palpable to some and very subtle to others.

A group may be in a very profound state of community and yet there may be an individual who does not feel as if he or she is a part of the group. Community is not always experienced by everyone in the group at the same time.

These stages of the community building process are not linear; they do not necessarily happen in order with one stage immediately following the other. A group may touch emptiness and then quickly return to chaos. Or a group in chaos may go back to a more subtle form of pseudo-community. Community building is a dynamic process. Identifying the stages is a guideline for understanding both the process a group goes through to become a community and the most common behavior of individuals during this process.

from: Community Insights, The Foundation for
Community Encouragement, Inc.

Some Rules of Community Building

To communicate effectively, speak personally and specifically rather than generally and abstractly.

Use "I" statements when speaking.

Listen to your inner voice. Become aware of when you are moved to speak and when you are not moved to speak.

Listen carefully and with respect to what another person is telling you. Do not formulate your response while someone is speaking but wait until the other has completely finished.

Be aware of your own barriers, such as prejudices, expectations, ideologies, judgments or a need to control, which are obstacles to community.

Be willing to share your own woundedness. This way you invite others to be vulnerable with you.

Sharing brokenness as well as heroism is an essential part of maintaining community. Both the darkness and light can be expressed.

Understand the value of silence in communication. Be comfortable with silence, your own and others.

Some Principles of Community

Community is inclusive. Individual differences are celebrated. Soft individualism, rather than rugged, can flourish.

Community is realistic and multi-dimensional. Each member is free to experience his or her own facet of reality.

Community facilitates healing once its members stop trying to heal or fix one another.

Community is reflective, contemplative and introspective.

A community's members can fight gracefully.

A community is a group of all leaders who share equal responsibility for and commitment to maintaining its spirit.

A community is a highly effective work group.

A community is the ideal consensual decision making body.

In a community a wide range of gifts and talents is celebrated.

from: Community Insights, the Foundation
for Community Encouragement, Inc.

Post-It™ brand fax transmittal memo 7671		# of pages ▶ 5
To Susan Stroud	From AnnMaura Connolly	
Co. C.C.	Co. YSA	
Dept.	Phone # (202) 296-2992	
Fax # (401) 863-3779	Fax #	

**YOUTH
SERVICE
AMERICA**

MEMORANDUM

TO: Susan Stroud
Executive Director, Campus Compact

FROM: AnnMaura Connolly *AMC*
Director of Planning and Special Projects

DATE: December 22, 1992

RE: January Leadership Summit

Happy Holidays! We are looking forward to seeing you **January 14-17** at the Leadership Summit, which will be held at the Coolfont Resort in Berkeley Springs, West Virginia. Coolfont is a beautiful rustic resort located approximately 1 1/2 hours drive from Washington D.C., and should be the perfect location to do some information sharing about organizational missions and agendas, do some community building and begin to plan for the next two years together. A draft schedule follows to give you a sense of what we have planned based on your input.

Logistics Update

The Summit will begin at 7:30 pm on Thursday, January 14 with a light dinner at Coolfont, and will end at 11:30 am on Sunday, January 17. Coolfont is an easy one hour drive from Dulles Airport, so if you are flying, please plan to fly to Dulles rather than National. Cars will be leaving both from Dulles and from the YSA office, so please let us know your travel plans so that we may arrange transportation. If you are flying, please plan to arrive at Dulles by 6:00 pm. Food and lodging are covered by the MacArthur grant, and some travel money is available. If you are unable to cover the costs of your travel, please let us know so that we may make arrangements for you.

Expansion

At the SuperConference gathering and in subsequent conversations, we have discussed the need to expand the group, and have compiled a list of suggested additional participants. A list of "nominees" follows. Please choose no more than five additional participants and return the form to me no later than December 29 by mail or fax (our fax number is (202)296-4030). We would like to include these participants in the January meeting so it is important that we hear from you.

A Few Other Things...

We are in the process of putting together a packet which will be sent out to Summit participants prior to the January gathering. We would like to include a

short bio of each participant and a fact sheet about each organization. Please mail or fax those to my attention no later than January 4, 1992.

Please do not hesitate to give me a call if I may answer any additional questions for you or provide further information. We look forward to seeing you in January, and wish you a happy and healthy New Year.

**YOUTH
SERVICE
AMERICA**

DRAFT SCHEDULE

National Leadership Summit

January 14-17, 1993
Coolfont Resort
Berkeley Springs, West Virginia

Thursday, January 14

6:00 pm	Arrive Dulles/Depart Washington for Coolfont
7:30 pm	Arrive Coolfont
8:00 pm-9:00 pm	Light Supper
9:00 pm-10:30 pm	Three Minute Speeches •Why do you do the work you do?

Friday, January 15

8:00 am-9:00 am	Breakfast
9:00 am-5:00 pm	Community Building Exercise
5:00 pm-7:00 pm	Break
7:00 pm-8:00 pm	Supper
8:00 pm-10:00 pm	Presentation/Discussion: A Historical and Philosophical Framework for the Youth Service Field
10:00 pm-12:00 pm	Party, Relax

Saturday, January 16

8:00 am-9:00 am	Breakfast
9:00 am-11:00 am	Goals and Projects for the National Leadership

11:00 am-1:00 pm	Break/Lunch on your own
1:00 pm-3:00 pm	Help the Executive Director/Organizational Problem Solving
3:00 pm-3:30 pm	Break
3:30 pm-4:30 pm	Training Needs Assessment
4:30 pm-5:30 pm	Nuts and Bolts
5:30 pm-7:30 pm	Break
7:30 pm-9:30 pm	Supper/Briefing from Transition Team*
9:30 pm-?	Party, Relax

**Subject to confirmation*

Sunday, January 17

8:00 am-9:00 am	Breakfast
9:00 am-9:30 am	Announcements/Logistics
9:30 am-11:00am	Closing Exercise
11:30 am	Depart for Washington/Dulles

**YOUTH
SERVICE
AMERICA**

National Leadership Summit

Ballot for Additional Participants

Please indicate your top five choices to be added to the participant list for the January Leadership Summit at Coolfont, West Virginia. Participants should be selected according to the following criterion:

- Potential participant should be a principal of a national youth service organization.
- Potential participant should represent an organization that is not currently represented. (one person per organization)

Please also consider diversity and a commitment to stay actively involved with the group over the two year project period when making your selections.

- ☒ •Michael Brown, City Year
- ☐ •Bernadette Chi, Youth Service California
- ☐ •Diana Algra, Michigan Community Service Commission
- ☒ •Ellen Porter Honnet, Ford Foundation
- ☒ •John Briscoe, PennSERVE
- ☒ •Todd Clark, Constitutional Rights Foundation
- ☐ •Michael Camunez, Commission on National and Community Service
- ☐ •Robert Burkhardt, Eagle Rock School
- ☐ •Peter Negroni, Superintendent, Springfield Public Schools
- ☒ •Barbara Gomez, Council of Chief State School Officers
- ☐ •Barbara Jordan, Executive Director, Miami Service Corps
- ☐ •Malkia Lydia, Advocacy Institute/Young People's National Service Coalition

Please return ballots to AnnMaura Connolly at Youth Service America by Tuesday, December 29. (Fax #:(202)296-4030) Thanks!



Founding fathers. Brown (right) and Khazei acted while Washington only debated.

MICHAEL BROWN AND
ALAN KHAZEI

AN URBAN PEACE CORPS PLAN

A model for national service

If there is a Kennedyesque ideal that will become associated with the Bill Clinton era, it is the notion of national service. And if Clinton has his way, many cities will resemble Boston, where young adults in red jackets can be seen renovating homes, operating soup kitchens and tutoring students. They are members of City Year, a kind of urban peace corps founded in 1987 by Harvard Law School graduates Michael Brown and Alan Khazei. In fact, Clinton visited the program and has been seen jogging in a City Year sweatshirt.

Khazei and Brown, both now 31, developed their idea as congressional interns studying dormant proposals for national service. After graduating from law school, they created the program to unite an impressive mix of inner-city dropouts and New England prep-school graduates, all between 17 and 23 years of age. During their nine-month stint, City Year members are paid \$100 a week; upon completing the program, each receives a \$5,000 grant. Funding to date—more than \$7.5 million over the past five years—has come exclusively from the private sector.

Replicating City Year on a national basis will pose difficulties. A large, federally funded program might turn into an unworkable bureaucracy. Moreover, it will not be easy to find program leaders in various communities with the intelligence and charisma of Brown and Khazei. Others worry that it will be impossible in many places to reach a range of kids. It won't be cheap, either. Khazei envisions 500,000 young adults in service by the decade's end—at a cost of roughly \$10 billion.

Still, the program is very popular. This fall, City Year had more than 800 applications for just 220 spots. Says Khazei: "We learned that the 'Field of Dreams' theory is true: If you build it, the youth will come."



Ready to serve. City Year volunteers warming up

By WARREN COHEN

Clinton Is Fervent About Tying College Loans To National Service, but Cold Realities Set In

By GERALD F. SEIB
And CATHY TROST

Staff Reporters of THE WALL STREET JOURNAL

WASHINGTON — Amid a jumble of issues President-elect Clinton discussed with top congressional Democrats over dinner in Little Rock recently, one topic stood out.

The issue was Mr. Clinton's plan to establish a National Service program to make college loans to students who would pay them back by doing community service as teachers, police officers, nurses or counselors. Participants recall that Mr. Clinton himself raised the idea at the dinner and proceeded to discuss it with special passion.

As that episode illustrates, President-elect Clinton hasn't lost any of the fervor that Candidate Clinton displayed for eliminating existing student loan programs and replacing them with a kind of hybrid of the Peace Corps and the G.I. Bill.

Grappling With Tough Questions

But behind this idealistic vision, colder realities are beginning to set in. Mr. Clinton's aides are privately grappling with tough questions about how grand the program should be and how the new administration will foot a bill that could rapidly run into billions of dollars. The Clinton team must make a fundamental decision about how much of the program to run from Washington and how much to turn over to states and cities. And politically, Mr. Clinton must cope with the opposition that the idea arouses among unions and the military.

"Clinton has a shot at mobilizing the idealism and energy of a very significant number of young people, as Roosevelt did with the Civilian Conservation Corps and John F. Kennedy did with the Peace Corps," says Roger Landrum of Youth Service America, an advocacy group that has been talking with the Clinton transition team on the issue. But, Mr. Landrum adds, "he hasn't made decisions about size

or money or process. . . . The test for Clinton is how he combines the Platonic idea with the grass-roots side of it."

The idea of a voluntary National Service program has been germinating for several years among both Democratic and Republican policy thinkers. But it has been a special favorite of the Democratic Leadership Council, an organization of moderate to conservative Democrats. Mr. Clinton once was chairman of the DLC, and has made DLC President Al From head of domestic policy for his transition.

The National Service idea was prominently discussed at a 1987 DLC conference that Mr. Clinton attended, an event that may mark the conception of the Clinton plan. "It was there that we talked about National Service, and he sort of caught the fever," says Will Marshall, president of the Progressive Policy Institute, a think tank associated with the DLC.

Handful of Top Priorities

There is no doubt that he still has the fever. He has listed the National Service plan as one of a handful of top legislative priorities. The idea, in fact, has emerged as a main vehicle for translating Mr. Clinton's campaign theme that citizens have responsibilities, not just rights.

The concept has been tested on a small scale through the federal Commission on National and Community Service, which was created in 1990 by legislation sponsored by Democratic Sens. Sam Nunn of Georgia and Edward Kennedy of Massachusetts. That legislation authorized \$75 million to fund experimental service programs.

But the vagueness with which Mr. Clinton described his grander vision during the campaign has left open a host of tricky questions that will only now be addressed. The Clinton formulation has been simple and straightforward: Existing student loan programs would be scrapped and replaced by a National Service Trust Fund. Those who borrow from

the fund could repay their loans by committing a small percentage of their post-graduation earnings over time — or they could agree to do "work their country needs" through community service.

In a candid passage at a recent press conference, Mr. Clinton himself acknowledged how many questions that formulation leaves unanswered. He called National Service an idea "I feel very passionate about, but there are a lot of factual questions that have to be asked. How much money should everybody be able to borrow a year? What contributions should people's families be expected to make, if any? If you put this into effect, how are you going to keep the colleges and the universities of this country from using it as an excuse to explode tuition even more?"

The question most pressing to Clinton aides at the moment is cost. Because there's no clear definition about how big or broad the program would be, there's no way to calculate its cost precisely.

But a look at some smaller programs gives an idea of how expensive the proposal could become. City Year, a Boston program Mr. Clinton visited during his election campaign, puts young city residents to work on community projects in return for a salary of \$100 a week and \$5,000 to apply to college after nine months of work. It estimates that the cost of each participant is about \$20,000 a year. Based on that figure, Alan Khazei, City Year's 31-year-old president, envisions a national program with 500,000 youths by the end of the decade at a cost of \$10 billion a year.

Of course, the overall cost of any Clinton program will depend on how much in offsetting savings is achieved by eliminating existing student loan programs; they cost the federal government about \$5 billion a year in defaults and administrative costs. And Clinton advisers are toying with variations on the basic plan that could have a different impact on the budget. For instance, Mr. From said in

a recent television interview that the Clinton team is considering the option of allowing students who have graduated from high school to do community service work to earn vouchers, which they then could apply for college education later.

Whatever the cost, the idea is sure to arouse opposition in some quarters. Some labor activists have always opposed the National Service concept, fearing it would produce low-cost workers who would steal jobs from union members.

Others object on more philosophical grounds. "The main problem with National Service is that it suggests that young people, mainly, have these incredible duties to the state," complains Doug Bandow, an analyst at the Cato Institute, a libertarian think tank. "That runs counter to the principles of this country. Power rises from the citizens to the state."

And military leaders have been leery of a National Service program, fearing it could siphon away intelligent and ambitious young people whom the armed services hope to recruit. "If you went to National Service, the military might not get as high a quality a person, because some of the people who would go into the military might do this instead," says Lawrence Korb, a former assistant secretary of defense for manpower affairs.

But Mr. Korb also notes that such a problem will diminish as the shrinking of the U.S. military reduces the number of new military recruits to 200,000 a year from 330,000 in Cold War days. He and others think a National Service program is needed, in part to give another avenue in society to poor and minority youths who could no longer find a path for advancement in the shrunken armed forces.

In fact, the principal challenge the Clinton administration faces may be to create a program joined by all kinds of youth, not simply middle-class students, and to send them into meaningful rather than make-work jobs. "You don't want to wake up one day and find rich kids working off benefits by being lifeguards at the community pool," says Frank Newman, president of the Education Commission of the States.



GLOBE STAFF FILE PHOTO / TOM LANDERS

Lex Wolf of Cambridge shoulders one of his City Year responsibilities, Demetrius Smith, a second-grader at Blackstone School in Boston, in September 1991.

THE NATION

Which way for national service?

Clinton is signed on but program still being shaped

By Thomas C. Palmer Jr.

They gathered in the light drizzle early Wednesday at City Hall plaza for 30 minutes of calisthenics, 220 youths in khaki pants and red jackets emblazoned with "City Year." Then they broke into their 20 designated teams and fanned out over Boston to help improve the city — and themselves.

Of all those many promises Bill Clinton made to get your vote, he whittled his priorities down to five at a Capitol Hill news conference earlier this month: economic growth, deficit reduction, health care, political reform and national service.

National service? It could redirect the nation's aimless youth, it could help clean up neighborhoods, it

could smooth relations among the races, it could remind Americans to ask not what their country can do for them. It could be Clinton's Peace Corps. It could make him John F. Kennedy.

Or so believe enthusiasts of some type of national service program, from lefties such as Sen. Harris Wofford, the Pennsylvania Democrat, to Tories such as William F. Buckley Jr. And it is the one piece of policy that is more or less doable in the early, image-making months of a new presidency.

"We'll be up to our knees in leaves," said Julie K. Stone, manager of the four teams in City Year's Environmental Division. Most of them boarded the T to go to the state hospital grounds in Mattapan, where they unbagged leaves in the city's first composting project.

"It's a way to reach at-risk kids dropping out of school and to reach college-bound kids headed into a life of civic indifference," says Wofford, a co-founder of the Peace Corps. The only uncertainty at this point is what kind of program Clinton will propose, not whether he will propose national service. "No question whatsoever," Wofford says.

Those who have spent large parts of their professional lives promoting national service say the nature of the program will determine its success, how long it survives, and, of course, fix a thumbs up or down on Clinton's vision.

Will it be rigid and centralized, or flexible and localized, like Boston's increasingly high-profile, even fashionable City Year? Will it be compulsory, as the military draft used to be, or voluntary, like the relatively efficient institution the Army has become? Will it enforce diversity, recruiting lighter and darker skinned alike, or will it be monochromatic? Finally, will it be publicly financed, with oversight and responsibility as-

signed to government; privately financed, with the collateral involvement and commitment of business and community groups; or some combination of the two?

City Year teams are sponsored by corporations and groups. The Timberland Team, with its leader, Gary Orren, teaches environmental awareness and acts as teachers' aides at the O'Donnell School in East Boston, where more than 80 percent of the children come from families below the poverty line. "This school has no cafeteria, no auditorium, no gym," said Orren. "It's a great school." City Year is also working on a five-year program with the Neighborhood Organization for Affordable Housing to turn a forbidding blacktop playground into a park and recreation area.

"National service should be a key national strategy for making our democracy work better," says Michael Brown, co-founder five years ago of City Year. "A key strategy for healing the rifts that exist between socioeconomic groups, racial and ethnic groups, city and suburban groups. You can use service as a meeting ground for the common good."

Alan Khazei, who with Brown, his Harvard University roommate, founded City Year, described the staff: 80 adults who have left professional careers, businesses and teaching positions to work with a diverse group of 16- to 22-year-olds. The 220 young people - chosen from 800 applicants - are all colors and ethnic backgrounds, from the city and the suburbs, some high school graduates and some in GED programs. They receive \$100 a week and \$5,000 when they complete the one-year, full-time service.

National service has been talked about for decades, at least since 1906, when philosopher William James gave a speech called "The Moral Equivalent of War." "I outline that as the sort of first breakthrough of the imagination that this could be done," says Roger L. Landrum, executive director and co-founder six years ago of Youth Service

America, a Washington clearinghouse, for youth public service programs. President Franklin D. Roosevelt's Civilian Conservation Corps was one model.

In the 1960s the Democrats took a stab at coordinating their many and varied youth programs: Head Start, Vista, the Peace Corps, the Job Corps. The Democrats' pie-in-the-sky goal was 1.5 million participants in just the Job Corps and Vista. But the Vietnam War came along, and domestic resources were diverted. Later, under President Carter, Vice President Walter F. Mondale headed a commission on federal programs regarding youth. Wofford and Landrum helped produce a report that proposed a large-scale voluntary youth service program. "We lost that argument to the manpower professionals and those that believe that our resources should be focused only on the disadvantaged and minorities," recalls Wofford. And a good thing they lost, too, he adds; 52 Americans were taken hostage in Iran three weeks later, scuttling hope for any domestic initiatives. The very idea of national service, had it been launched, might have been damaged for the immediate future.

Earlier this year, "Clinton came and spent a day at City Year. He swooned. Loved it," said Orren. Young Lee, a former Youth Conservation Corps worker in New York City, was inspired by that and now manages City Year's Housing and Homelessness Division. "You attain citizenship by doing service," Lee said. "You get a full-rounded human education - not a formal education, not a street education but a human education." Five teams were painting, remodeling and landscaping the new site of the Boston Food Bank, on Atkinson Street, Wednesday.

Republicans in general have not been enthusiastic about national service, and there are those today who are wary. Martin Anderson, a senior fellow at the Hoover Institution, participated in a "National Service: Pro & Con" conference at Stanford University in

1989. "Voluntary national service, I have no problem with that," says Anderson. "If it is compulsory national service, I have great problems. Basically these are mean-spirited systems."

He calls it the "dirty-work philosophy" and traces the roots of the urge to compel young people to national service to a desire to make indentured servants of them. "That's what William James really wanted to do, getting young people and knocking some sense into them," Anderson says. "You have to be real careful here. ... All the people I know who are driving for a form of national service, primarily they want compulsory. They realize that's a terrible problem politically, so they're not willing to say it."

It is endangerment of freedom and the potential for indoctrination that skeptics do not like in the national service concept. However benign the program, some think it will not succeed on any meaningful scale unless it is compulsory.

Last year Bill Bernard of Holliston owned a construction company. This year he is a team leader in City Year. "We sometimes get so involved with ourselves that we get stuck in our own comfort zones," Bernard said. "I just woke up one day and wanted to be part of the solution." Orren, in a year away from teaching at Harvard University's Kennedy School of Government, says quality and accountability are vital. "When the private sector is involved, then you get real accountability. ... Excellence is much more likely to happen. ... Everything has to be excellent - totally new idea to the suburban kids as well as the city kids. It has to be excellent, not just OK."

Landrum's thumbnail sketch of the programs - many, not one - that would work includes that they are voluntary, part-time, combined public and private ventures, with financing and encouragement, but not management, from the federal government.

Ten bills moving generally in that direc-

tion were forged into one by Sen. Edward M. Kennedy, called the National and Community Service Act of 1990. After partisan bickering ended, about \$140 million was appropriated for 1991-92, and the Commission on National and Community Service was created. "They will be the implementors of this new scheme, or they will be absorbed into something else," says Landrum, who adds, "I think there's a struggle: Who has the mandate to develop this for Clinton?"

There exists a wide variety of city, regional and state programs, from the New York City Volunteer Corps and the San Francisco Conservation Corps to more ambitious services, such as the California Conservation Corps and counterparts in Pennsylvania and Washington state. Landrum counts about 75 full-time programs, plus thousands of part-time corps, with a total enrollment of perhaps 30,000 this year. Maryland is now requiring 75 hours of community service between sixth and 12th grades for all graduating students.

"It is conceivable that it would prove to be such a valuable part of coming of age in America," says Wofford, "that people ... would be saying some participation in voluntary service is a part of citizenship." Having worked with Clinton on a task force on national service for the National Governors Association, Wofford hopes and believes the president-elect will endorse a flexible plan where almost any organization could submit a plan, be certified and receive vouchers with which to pay its volunteers. Private money would cover administrative costs.

City Year is still primarily privately financed, but this year received its first federal money, a \$7 million grant. The corps was 50 strong in 1988, its first year, growing to 220 this year, with equal numbers of men and women. Brown said, "The whole reason why community service works is it says to young people, 'You're the resource and not the client.'"

The National Service Project

Inaugural Committee

THE NEW YORK TIMES, SUNDAY, JANUARY 3, 1993

A New Group Will Champion Youth Agenda In Washington

The MTV generation is getting its own Washington-based public policy center.

Vanessa Kirsch, the 27-year-old founder of Public Allies, a Washington group that sets up public-service apprenticeships, and Steve Barr, the 32-year-old founder of the Boniface Project, a Los Angeles organization that renovates abandoned inner-city buildings and registers voters, are joining forces to create the National Service Project.

Their goal is to influence the debate over Bill Clinton's plan to allow college graduates to pay off student loans through community service. "Basically, we both run organizations in the inner city that are models of national service," said Mr. Barr, who is also one of the co-founders of Rock the Vote, a

music-industry group that encourages voting. "We decided we needed to form a coalition if we were going to have any say." He added, "We want them to tap into organizations that already exist nationwide," which are run by young people.

Two weeks ago, the pair found a building to house their project with the help of Peggy Cooper Cafritz, who founded the Duke Ellington School of the Arts in Washington, and John Valenti, the son of Jack Valenti, the lobbyist and president of the Motion Picture Association of America. "Peggy helped us find an abandoned theater called the Atlas, and we've gotten it donated for the

first year," Mr. Barr said.

Located in the northeast section of the capital, the Atlas will be the site, on Jan. 18, of the group's first event. "It's a barn-raising," Mr. Barr said. "We hope to have a few hundred to a few thousand people cleaning and painting the place." Redubbed "Generational Space," the building will eventually include offices for nonprofit organizations, a public health clinic and a coffee shop.

"I think what's starting to be symbolic of our whole generation," Ms. Kirsch explained, "is that despite all the myths, we are taking leadership on these issues."

OPINION USA

Is national service the answer?

Youths are ready for life-long commitment to community service, and Clinton idea is start in right direction.

The young people, especially the students, are more distressed than adults by the inconsistencies that they see. . . . They are inexperienced; they oversimplify; they may not have a sense of history. They have other shortcomings, but they bring with their commitment intelligence, a deep sense of moral responsibility, an openness of spirit and — hope.

In 1969, Sen. Eugene McCarthy wrote those words describing his hope that a renewed and revitalized spirit of America would be the legacy young people carved out of the turbulent and contradictory '60s.

Thus far, that legacy goes unfulfilled.

The '60s began in great hope over civil rights and

peaceful growth and ended in chaos and despair. The '70s brought us the Equal Rights Amendment and disco. The '80s were the Me Generation's rush to climb the ladder of success.

Which brings us full circle to the '90s.

The words of Eugene McCarthy ring true for my generation. We are a concerned generation on the brink of adulthood, and we face a bleaker future than our parents did. We are a generation waking up to our social responsibilities, to the role we must play in solving the mess left to us by previous generations.

We don't have all the answers, but we know we have to take action now — before it's too late. This year, more young people voted than at any time in recent history. We voted for change and are ready to help make the '90s the decade in which real and lasting social change finally comes true.

One way this change can come about is through community service and political involvement. Perhaps the legacy of the '90s will be millions of young people who have a life-long commitment to community problem-solving.

Fantasy? No. Our generation has launched a quiet revolution



By Diane Jackson, an employee of the District of Columbia Service Corps and a founding member of the Young People's National Service Coalition.

What other young people say



Lt. Michael Cook, 24
Warner Robins, Ga.

Few taxpayers would want to jump into a national-service plan. There are too many other pressing issues, like health care and AIDS. With the deficit, no one wants increased spending.

Besides, how does Clinton's college plan really help the economy? It's not the young kids coming out of college who are having as much as the 30-year-old unemployed auto workers. With community service, where is money being spent or revenue generated?

I couldn't see myself doing national service, and I had loans when I got out of college. I didn't need a program. I had a four-year commitment with the military and felt secure.



Jerri Shields, 17
Indianapolis, Ind.

I don't think I'm going straight to college. I work seven hours a day and 10 hours on Saturdays. When I graduate, I'm going to keep working and save my money to go to school outside of Indiana where I can make it on my own.

If the government gave me money for college, I'd do national service. I'd donate my time to the homeless anywhere around where I live. I would need insurance — since after I turn 18 I'm off my mom's — and an allowance for gas, rent and food. There should also be some sort of training.

A lot of my friends aren't going to college. An apprenticeship program for them would be a good idea.



Mitch Kayser, 21
Bozeman, Mont.

Right now, a national-service agenda might look good on paper, but whether it's going to work is hard to say.

Big national plans always sound great when they come out, but three years down the road, you look back and say, what got accomplished? The Peace Corps worked out well. A lot of the New Deal didn't.

A student-service corps might be good because when you graduate, you have a lot of debt and there are no jobs. Volunteering would improve skills.

We've got to get the emphasis off the federal government. Some congressman from New Jersey shouldn't say what jobs should be done in Montana.

— Sarah Bowen

Context

CLINTON'S PROPOSAL

Establish National Service Trust Fund to allow students to repay college loans by doing community service. Also:

A Youth Opportunity Corps for high school dropouts and a National Apprenticeship Program to teach non-college-bound students a skill.

OTHER IDEAS

This idea was included in 1991 vetoed crime bill:

Police Corps

Participants attend boot camp for two summers and serve four years on a police force in exchange for college tuition.

The Commission on National and Community Service, holding hearings nationally this week, has initiated programs in states:

Adult plans

Individuals 17 and older participate in full- or part-time pilot programs to assist communities. Also, college students assist in rural development and health centers.

Youths

School-age youth help in home-improvement, after-school programs. Mentors teach cultural understanding and conflict resolution.

Youth corps, 15-25, work to renovate buildings for homeless, reforest tribal park, assist migrant families.

struggling to create change on a number of fronts, but very few people know about us because we lack the color and confrontational power the activists of the '60s generated by focusing on civil rights.

As you read this, thousands upon thousands of young people are working in partnership with their communities on pressing social issues. Young people are working to help prevent AIDS, care for the elderly, fight for the environment and educate younger children.

A national-service initiative could weave these diverse threads together and promote service — full and part time — among all young people. Through a broad national-service initiative, we can begin to weave a sense of community responsibility back into the fabric of the United States.

President-elect Clinton campaigned on the premise of a National Service Trust Fund — an option whereby young people could provide up to two years of service to their country in ex-

change for compensation. This National Service Trust Fund must be the cornerstone of a larger vision of national service to engage young people in community problem-solving.

As young people working as leaders in our neighborhoods and in our nation, we understand the value of involving participants in program design and implementation. Toward that end, we have established the Young People's National Service Coalition, which urges the creation of "AmeriCorps," a program that would allow young people of all backgrounds to serve for a year in return for a living stipend and flexible post-service benefits.

Young people would serve through a wide range of programs, such as the existing infrastructure of non-profit organizations and agencies, which include service corps, community- and nationally based initiatives, individual entrepreneurial projects and innovative new programs in overlooked communities.

AmeriCorps programs would be administered by a slim, decentralized agency delegating much responsibility to diverse local or regional intermediaries to ensure that the needs of young people and the communities in which they serve are being met.

Programs and participants would be connected by this national support, which would provide standards for program operation as well as technical assistance, core training curriculum and principles of best practice.

AmeriCorps, especially in the context of a national culture of community service, could spark the imagination and desire of our entire generation to use our energy and ideas to help rebuild and heal America from the ground up.

And, perhaps, if we can harness the practical idealism of our generation, we can look back on the '90s as the decade of hope — the decade in which young people used community service to renew and revitalize our country and take back our future.

DRAFT

RECEIVED JAN 05 1993

**Working Group Agenda
January 8, 1993**

12:30 - 12:50	Lunch / Introductions	
12:50 - 1:00	Legislative Update / Announcements	
1:00 - 1:30	National Service Trust	Transition Team Members
1:30 - 1:45	Financial Aspect of the National Service Trust	USSA
1:45 - 1:55	Young People For National Service	Diane Jackson
1:55 - 2:05	Report on POLF Wingspread Conference	Chuck Supple
2:05 - 2:20	Alliance for Service-Learning in Education Reform	ASLER Member
2:20 - 2:30	National Youth Service Day	Jacqueline Lundquist
2:30 - 2:50	Update on NCSA Reauthorization Strategy	Kathleen Selz
2:50 - 3:00	New Business	
3:00	Adjourn	

**WORKING GROUP ON YOUTH SERVICE POLICY / NATIONAL AND
COMMUNITY SERVICE ACT COALITION**

**December 4, 1992
MEETING NOTES**

In Attendance: Laverne Alexander (Girl Scouts of the USA), Liz Alperin (Public/Private Ventures), Howard Brown (DC Service Corps), Laura Citrin (People for the American Way), Caroline Durham (National Association for Public Interest Law), Robert Gordon (Presidential Transition Team), Ruth Granados (Council of Great City Schools), Pronita Gupta (United States Student Association), Sondra Hausner (Advocacy Institute), Bill Hoogterp and Kristin Parrish (Campus Outreach Opportunity League), Jerry Kolker and Kathleen Selz (National Association of Service and Conservation Corps), Maria Nagorski (National Crime Prevention Council), Peg Rosenberry and Chris Murphy (Commission on National and Community Service), Shirley Sagawa (National Women's Law Center), Toni Schmiegelow (City Volunteer Corps), Marilyn Smith (University of Maryland), Chuck Supple (Points of Light Foundation), Donna Power (Close Up Foundation), and Frank Slobig, Vollie Melson and Aulani Wilhelm (YSA).

I. Announcements

- A. Pronita Gupta invited everyone to join in celebrating the 45th anniversary of the United States Student Association on December 10, 1992 from 5:30 to 9:00 pm at the Spy Club.
- B. Bill Hoogterp announced the upcoming 1993 National COOL conference. The conference will be held on March 25th -28th at the University of Illinois in Champagne-Urbana. For more information, contact COOL at 612/624-3018.
- C. Chuck Supple announced the upcoming Points of Light Foundation Wingspread conference at the end of December on development and training for non-profits to aid in creating service opportunities for young people. Out of this conference videos, training manuals and mini-training programs will be developed for a larger conference in June.

II. National Service Trust

The Working Group was fortunate to have Melanne Verveer, longtime friend of the Youth Service field and member of the Clinton Transition Team, come to discuss issues and questions about Clinton's National Service Trust with the Group. Robert

Gordon, another member of the Transition Team also attended the meeting.

Melanne began by giving the Group an overview about the Clinton National Service Initiative. National service has been announced as one of Clinton's 100 days priorities, much to the surprise of many reporters. Not since the 60's has national service gained so much attention, administration support and worth. The initial concept behind the Clinton plan has been to find a way for young people to partly finance their college education through national service. As the dialogue has developed, the concept has expanded, and as of now, no final decisions have been made as to exactly how this program will look. One point Melanne stressed, however is that Clinton has no intention of scrapping the current PELL grants now available, as the Nunn/ McCurdy bill of a few years ago had proposed. National service would merely provide another financial pay back option for students.

Many questions still need to be sorted out by the Transition Team. Will the program be open to pre- and post-college youth only? Or will scholarships be available for job training and vocational programs? What should the stipend amount be? How will the money be distributed? All these questions remain unanswered. However, there are a few assumptions. While the amount of the stipend has yet to be quantified, stipends will likely be given and they will probably take both living expenses and health care into account. The program will also probably build on existing programs including non-profits, service programs, ACTION and VISTA etc... However the plan is structured, it must be done credibly and well. Participants must be placed in 'real' service settings so it does not become the welfare story of the '90's. The service opportunities should be broad and should only serve to enrich current programs.

Melanne stressed that the Transition Team welcomes any and all input on these unanswered questions. They realize the value of the experience available in the field and want to hear from everyone. The key staff people to contact include Bill Galston, Senior Advisor, National Service and members of his staff, Joel Berg and Robert Gordon. The Transition Team address is 1120 Vermont Avenue, NW, Washington D.C. 20270, and the main number is 202/973-1423. The National Service staff number is 202/972-1474.

Following this brief overview, Melanne answered Group members questions. Bill Hoogterp asked where the National Service initiative will be housed. Melanne assumed that responsibilities will be shared. The higher education loans will probably be housed in the Department of Education while the IRS will probably take care of the income contingent collection of payments, and the national service piece will be housed somewhere in the "national service world" which has to be determined. It may be a combination of ACTION/VISTA and the Commission on National and Community Service, or something else entirely. Melanne also assumed that these organizations will not be eliminated, only elevated and enhanced.

Sondra Hausner expressed concern that this initiative would only be a one shot service deal. Melanne relayed that the Transition Team is also concerned about this issue and is working towards minimizing this possibility.

Caroline Durham asked about service opportunities for graduate and law students. Melanne said that there has been some discussion about this option already and again, no decision has been made. The goal is to create the highest number of slots as possible -- as many as the budget will allow-- and slots for graduate and law students would decrease the available undergraduate slots.

Marilyn Smith asked about part-time opportunities and expressed concern that room be made for college students to participate while in school. This issue needs to be addressed and looked at more closely by the Transition Team, according to Melanne.

The last question posed was what has been the opposition so far? According to Melanne, there hasn't been much feedback yet. Cost, however, will obviously raise opposition. Historically, it has never been easy for National Service to receive widespread, immediate support. Members of Congress need to see the educational tie in order to levy support for such an initiative.

Frank Slobig added that the sense he's gained from various discussions is that the Transition Team wants the plan to be laid out before Congress convenes in January. A leader needs to be found in both the House and Senate to put the initiative on a legislative fast track, much like Kennedy's Labor and Human Resources Committee did for the National and Community

Service Act. The House is still muddled on the issue, and time will reveal how much Representative Bill Ford will come forward and lead.

III. Young People's National Service Coalition

Caroline Durham spent a few minutes providing the background of the Young People's National Service Coalition (YPNSC). The YPNSC is a diverse group of young leaders from around the country who are active in a wide variety of programs and activities which make up the current national service system. The members have put their heads together to come up with a national service plan entitled AmeriCorps, in hopes of influencing national policy on service. The idea for such a group came about at a recent training session of YSA's New Generation Training Program with Catherine Milton. Catherine challenged the group to provide the Commission with feedback about furthering national service. Later, at the SuperConference, young people convened a number of meetings about Clinton's vision for a college loan forgiveness service program. Out of these meetings a coalition was formed. Subsequently, the group has held several meetings and has produced multiple drafts of a young people's national service plan (see attached).

Trabien Shorters, a YPNSC task force member, elaborated on the YPNSC. In order to gain widespread input, the coalition went to great lengths to involve youth who are not directly involved in youth service, but who are interested in community building. Trabien invited feedback on the AmeriCorps proposal and feels that it is in line with similar proposals by YSA's Working Group, the National and Community Service Act Coalition and collective Board Members that have already been sent to the Transition Team. Above all, Trabien stressed that though the proposal is still somewhat general, the Coalition is becoming more and more specific, and their aim is to provide young people with a vehicle to impact Clinton's service plan.

IV. Hearings on National Service

Jacqueline Lundquist informed the group about the three upcoming hearings on National Service sponsored by the Commission on National and Community Service with Youth Service America. The hearings are aimed to gather grassroots testimony from local leaders and service advocates for the

Commission's 1993 Report to Congress and the President and are scheduled for the week of December 14 - 18th. The hearings will be held in Minneapolis, Los Angeles, and Washington D.C., and will be followed by a technical assistance session to provide prospective grant applicants with the Commission's 1993 grant process. YSA has been hired to provide the logistics for the hearings, and the Widmeyer PR firm has been hired to advertise the event. The hearings will include an introduction and formal testimony session followed by an open microphone session to gain comments from the floor. There will also be video testimony taken at each site as well as a gathering of written testimony. Jacqueline encouraged all to attend and to encourage colleagues to do the same, and bring program participants to testify.

V. Reauthorization Strategy

Shirley Sagawa announced that a steering committee has now been appointed to take over the work of the Coalition. The committee consists of acting chair, Kathleen Selz, Frank Slobig, Barbara Gomez, Frank Dirks, Eden Fisher-Durbin, Tess Scanell, and Nancy Rhodes. The coalition will now be housed at the National Association of Service and Conservation Corps. Anyone who would like to join the coalition should now contact Lisa Woll at 202/737-6272. Checks to cover mailing expenses should now be written out to NASCC. Within the coalition, a Transition Committee, headed by Frank Slobig will be responsible for the Coalition's work on the Hill. The committee's first task is to finalize a set of nine guiding principles from the Coalition to send to the Transition Team (see attached).

Shirley stressed that we are all dependent on each other to expand the formal coalition. The coalition is now up to 60, however there were 100 members of the original Act coalition. She urged Group members to join the Coalition if they haven't already, and to encourage others to do the same. Members with field offices need to contact them and encourage them to contact Congress between now and the time Congress convenes again in early January. It is especially important to gain the support of freshman members.

VI. The new COOL

Bill Hoogterp announced that his two-year term as Executive Director of the Campus Outreach Opportunity League has come to a close. Bill introduced Kristen Parrish, the new Executive Director who will partner with John Sarvey, the new Managing Director. COOL will enter into a six week drydock period to reexamine the organization and develop a plan for COOL's role in the next decade. They are also in the process of hiring new staff members and may hire up to 14 new staff contingent on pending grant money. Kristen Parrish said that they are in the process of forming a new vision for COOL -- in a way, a return to COOL's original vision combined with a step into the future. Bill announced that he is now off to South America before he begins community organizing work in New Jersey.

VII. New Business - Working Group meeting at the COOL Conference

Bill Hoogterp again mentioned the upcoming COOL conference which aims to be the biggest and best ever. At the conference COOL hopes to have a record attendance and over 200 workshops for participants to choose from. It was proposed to hold a Working Group meeting at the COOL conference to attract new members, attract youth participation in the Group, and to keep in step with the Working Group's plan to hold meetings outside the beltway. The Group voted on whether or not to replace a D.C. Working Group meeting with the one at the conference or hold a special meeting in addition to the regular monthly meetings. It was decided by consensus to hold a special meeting. The meeting will take place on Friday, March 26th, at the University of Illinois. The location and time TBA.

VIII. Next Meeting

The next Working Group meeting will be held on Friday, January 8, 1992 from 12:30 - 3:00 pm at YSA. Remember, we are now located at 1101 15th Street, N.W., suite 200, Washington D.C. 20005.

December 23, 1992

Mr. Warren Christopher
Director, Office of Presidential Transition
Presidential Transition Office
1120 Vermont Avenue, N.W.
Washington D.C. 20270

Dear Mr. Christopher:

A growing coalition of now eighty organizations that support the reauthorization of the National and Community Service Act has been meeting for several months. It is in the process of drafting a set of recommended changes that will strengthen the Act and contribute to the healthy development of the community and national service field.

A special task force of the coalition has been formed to craft a set of principles to assist the Clinton Transition Team in implementing its new National Service Initiative. They are attached along with the list of endorsing organizations.

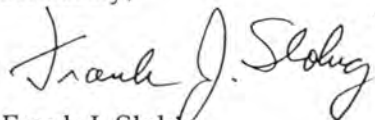
The recommendations focus on the programmatic definition and administration of the program side of the initiative. They do not deal with the technical and financial features of the trust fund itself.

We are excited by the prospect of a bold Presidential initiative with ambitious goals that will capture the imagination of the American people. We hope the President-elect challenges our citizenry in his inaugural address to serve and to support others in full-time national service.

Finally, we also hope that President-elect Clinton appoints as Director of National Service someone of national stature, who enjoys the respect of the community service field. The director should be the Sargent Shriver of the '90's, a person who understands the value of high quality programs and can lead the charge to build a public mandate for service in this country.

We look forward to working with the Transition Team in the short run and with the Clinton Administration over the next several years to build a system of National Service that is the envy of the rest of the world.

Sincerely,



Frank J. Slobig
Chair, Transition Committee
Director, Policy and Programs,
Youth Service America

National and
Community
Service Act
Coalition

366 11th St.NW
Suite 500
Washington,DC
20036

(202) 737-6272
(202) 737-6277
(fax)

Basic Principles for Implementation of the Clinton National Service Initiative

As the Clinton transition team prepares to define the parameters of a national service system, we urge an inclusive, comprehensive approach that builds on and consolidates existing programs and provides Americans of all ages, backgrounds and circumstances opportunities to serve. The college loan forgiveness program articulated by President-elect Clinton during the campaign and in recent days by transition staff will be a welcome new component to an existing array of service opportunities available through the National and Community Service Act and the Domestic Volunteer Service Act (which includes VISTA and the Older American Volunteer Programs). The principles outlined below are intended to assure that the new college loan forgiveness program is developed in the context of a larger national service system that provides service opportunities to non-college bound youth, older persons, and others in our society who would welcome the opportunity to contribute.

- I. **The Clinton National Service Initiative should be designed to achieve four basic goals:**
 - **Citizenship.** We must change the way we educate our people so that civic participation, including lifelong community service, is the common experience and expectation of every American.
 - **Community Rebuilding.** By engaging all Americans in service and organizing their efforts to meet pressing local needs, we can help rebuild the physical and human infrastructure of neighborhoods across the nation, reconnect Americans of all ages to their communities, and remind them that they are an important national resource. Specifically, service opportunities should respond to unmet community needs in the areas of public safety, education, the environment, human service, and housing and health services for low-income people.
 - **Opportunities to Serve.** The time and talents of too many young and older people are wasted because our nation fails to provide sufficient opportunities to serve. The Clinton National Service initiative should structure service programs to enable citizens of all ages and of all backgrounds-- including the "forgotten half" of young people who are not college bound-- to gain experience, job skills, self-esteem, leadership and community problem-solving skills, access to further education, and opportunities to serve as resources.

- **Unity.** Too few American institutions bring together individuals of different ages, socio-economic backgrounds, races and ethnicities in a common cause. National Service can be a way to build bridges among diverse groups, foster racial understanding and harmony, and intergenerational partnerships.
- **Educational Access.** The economic barriers to a postsecondary education are formidable ones, keeping millions of our nations citizens from bettering themselves through higher education. The Clinton National Service Program will give all people an opportunity to both participate in life enriching community service and break the barriers to educational access without affecting existing federal grant programs for student financial assistance.

- II. **The Clinton National Service Initiative should not be a completely federally run system.** Rather, it should build on existing federal, state and local programs, as well as national and regional non-profit organizations that have provided leadership to the national and community service field over the last decade. To create a completely federally operated program, as opposed to a federally administered system, would siphon support from state and local organizations that have grown up over the last decade. It would require the creation of tens of thousands of new federal jobs and undermine important innovations now underway in the private sector. A preferable model would use a restructured federal agency to administer grants, certify placement organizations, and promote a national esprit de corps.
- III. **The Clinton National Service Initiative should allow for participation by people of all ages.** Those parts of the system focusing on youth should include non-college bound youth as well as those who are college-bound or college graduates. The nation needs all of its people to be united in a common purpose. Service should not become the province of the elite or the needy or young people alone. Opportunities should be available for persons of all ages, races, genders, abilities and disabilities, and economic backgrounds.
- IV. **The Clinton National Service Initiative should provide for public-private partnerships and create considerable new federal resources to leverage state, local and private funds.** The new national service system should involve major roles for state and local government and non-profit organizations with expertise in meeting community needs and organizing people of all ages in service. Costs of the programmatic aspects of the system should be shared among federal, state, and local government and participating non-profit organizations. Such a system

will be stronger and more sustainable in the long run, and be more responsive to community needs.

- V. **The Clinton National Service Initiative should not be dominated by the military.** The military infrastructure, facilities, and personnel should not become the backbone of the national service system, either administratively or programmatically. There may, however, be significant linkages at the state and local level with the military infrastructure which could benefit the national expansion.
- VI. **Governance of the Clinton National Service Initiative should be bipartisan at every level.** The existing Commission on National and Community Service is governed by a bi-partisan board appointed by the President and confirmed by the Senate. This model, because of its staying power and inclusive message, should be replicated at the state and local level.
- VII. **Youth and older Americans should play significant leadership roles in the Clinton National Service Initiative.** The design and implementation of a national service system should include significant and substantial participation by young people and older Americans, particularly people of color -- from the local program level up through the national leadership.
- VIII. **The Clinton National Service Initiative should be complementary to other new initiatives.** The programmatic definition of national service should be consistent with other proposals, including welfare reform, workforce development, and education reform.
- IX. **The Clinton National Service Initiative participants must not displace paid workers.** In order to ensure that the national service system provides additional services beyond those that would otherwise be provided and to protect the jobs of currently employed persons, it is essential that participants not take on roles currently performed by regular employees. Strong measures should be included to ensure that displacement does not occur.

Appendix: Existing federal, state, and local service programs

The following state and local efforts -- as well as the national and regional leadership organizations that support them-- should be included in the Clinton National Service System:

- **State and Local Youth Corps.** Based on the Civilian Conservation Corps of the 1930's, youth corps have made a come-back in the last decade, providing full-time and summer service opportunities for more than 17,000 youth aged 15 to 24 each year.
- **School and Campus-based Programs.** Also in the last decade, schools and higher education institutions across the country have greatly expanded programs for students to become engaged in service as part of the educational process or through extracurricular activities.
- **Community-based Organizations.** Community-based organizations provide significant service opportunities for Americans of all ages, including school-aged youth after school and during the summer.

The National and Community Service Act provides support to the organizations described above. This legislation, enacted in 1990, should be the primary vehicle to support the national service network. It funds full and part-time service programs run by schools, colleges, local and state government, and non-profit organizations through:

- **Serve-America** (school aged youth) funds school-based service-learning programs, programs sponsored by youth organizations in the community, and programs to involve adult volunteers in schools.
- **Higher Education Innovative Projects** (college students) funds institutions of higher education to operate student service programs, integrate service into the curriculum, and provide teacher training in service-learning models.
- **American Conservation and Youth Service Corps** (out of school youth) supports youth corps programs involving teenagers and young adults in full-time service year-round or during the summer while they receive job skills training and education.
- **National Service Demonstration Program** (individuals 17 and older) funds experimental programs designed to test the effectiveness of large-scale national service through which participants receive scholarships and other benefits in exchange for intensive full or part-time service.

Other federal programs that should be included in a new system include those authorized under the Domestic Volunteer Service Act.

- **VISTA** (individuals 18 and older) engages more than 3,000 adults in full time service through community-based organizations each year.
- **Older American Volunteer Programs** (individuals age 60 and older) include:

Foster Grandparents, which enables low-income older Americans to serve children with special needs;

Senior Companions, which pairs low-income older Americans with frail, homebound older individuals; and

Retired Senior Volunteer Program, which places older American volunteers in a variety of service opportunities in their communities.

Additional service programs include the **Civilian Community Corps**, a federally run corps program enacted last year (the same legislation provided funding for corps programs run by the National Guard), **YouthBuild**, a program to train disadvantaged youth in the building trades while they renovate housing for the homeless (authorized for funding under the National and Community Service Act and the HOPE program), the **Summer Youth Conservation Corps**, operated by the U.S. Forest Service and the Bureau of Fish and Wildlife Management, and the **Peace Corps**, which currently supports more than 6,000 adults in service to developing countries and fledgling democracies around the world.

National and Community Service Act Coalition

National and Community Service Act Coalition

•

666 11th St.NW
Suite 500
Washington,DC
20036

(202) 737-6272
(202) 737-6277
(fax)

American Alliance for Rights and Responsibilities
American Red Cross National Headquarters
California Department of Education
Campus Compact
Campus Compact Center for Community Colleges
Campus Outreach Opportunity League
Child Welfare League of America
City Year
Close Up Foundation
Community Service Learning Center, Inc.
Constitutional Rights Foundation
D.C. Service Corps
East Bay Conservation Corps
Florida Conservation Corps
Generations United
Girl Scouts of the U.S.A
Kentucky's CampusServe Council on Higher Education
Magic Me
Maryland Student Service Alliance
Massachusetts Youth Service Alliance
National Assembly of National Voluntary Health and Social Welfare
Organizations
National Association of Foster Grandparent Program Directors
National Association of Public Interest Law
National Association of Retired Senior Volunteer Program (RSVP) Directors
National Association of Senior Companion Program Directors
National Association of Service and Conservation Corps
National Association of State Universities and Land-Grant Colleges
National Center for Service Learning in Early Adolescence
National Council on the Aging
National Crime Prevention Council
National Women's Law Center
Operation Civic Serve
Palmetto Project
PennSERVE
Pennsylvania Conservation Corps
People For the American Way
Project Service Leadership
Public Interest Clearinghouse
Saint Edwards University Community Mentor Program
Society for Nonprofit Organizations
Thomas Jefferson Forum
Virginia Campus Outreach Opportunity League
Women in Community Service
YMCA of the U.S.A.
YouthBuild U.S.A.
YouthBuild Coalition
Youth Service America
Youth Service America's Youth Action Council

The Young People's National Service Coalition

December 4, 1992

Dear Coalition Members and Potential Coalition Members,

The work has continued since our first meetings at the Youth Service SuperConference in early November. The first draft of the YPNSC proposal on national service was sent to more than 50 leaders in the national service field including members of President-elect Clinton's transition team. Feedback was very positive.

As planned, a task force of fifteen young people were selected by the three person selection committee and subsequently met in Washington DC November 20-22 (a list of the Task Force is attached). The fifteen young people who attended the meeting provided a range of experiences, racial, cultural, and socioeconomic diversity and represented numerous geographic areas. Our charge was to further develop the original YPNSC recommendations on the Clinton National Service Trust sent to the President-elect and the transition team, as well as to develop a strategy for outreach. We spent an intensive weekend hammering out the proposal on what a national service initiative should look like.

The weekend resulted in the creation of a longer, more detailed proposal for a large-scale national service program. Every effort was made to remain true to the vision and purpose of the original proposal. Where the original document adequately conveyed the intention of this revised proposal, the original wording was maintained.

The most recent draft of the proposal is enclosed. This is not the final draft of the proposal. Throughout the Coalition meetings at the SuperConference and the meeting of the Coalition Task Force, concern has been expressed that the Coalition work represent the voices of all of the youth service movement. To that end, we ask your assistance. There are two immediate tasks at hand. First, review the enclosed document and submit your comments to us. What have we forgotten? Whose voices are not included? Are the ideas expressed in the proposal ones that you support and can endorse?

The second task is to help spread the word to others you know in the youth service movement. For many of you, this letter is your first introduction to the Coalition. There are others out there who have not been included. You know how they are. We are asking that all members of the Coalition come up with at least 15 names of people or organizations (more is better) in the service movement whose participation is needed. These folks can be friends, colleagues, people you meet on the street. We need to get the word out that the national service program is being developed!

The YPNSC is currently developing a more structured outreach and media strategy in which we invite you to participate. For now though, you can take a few initial steps to push forward the outreach, in addition to tying your friends, colleagues and associates into the service movement. You can have informal discussions with those around you both in and out of the service movement, hold formal community forums, and attend any of the three regional hearings the Commission on National and Community Service is holding to solicit feedback on a national service system (info enclosed).

The enclosed proposal for AmeriCorps is just the beginning. We are looking for as much feedback on the memo as possible. At the back of the AmeriCorps proposal you will find a list of specific questions relating to the development of AmeriCorps and a national service system. These are predominantly the same questions the Commission on National and Community Service will be asking those who testify at their regional hearings. The Coalition needs to work to develop answers to these questions in addition to revising and finalizing the AmeriCorps proposal.

The national service initiative is going to happen! Since we will be expected to undertake the actual service, we believe young people need to play an active role in the design and implementation of any national service initiative. We want you to be a part of it. But, that means you must take an active role in the Coalition. Your input, feedback, ideas, suggestions, participation are needed!

Please send your comments about the proposal, names of new members of the Coalition, and general thoughts about the YPNSC to Caroline Durham by **December 31**. If you do not want to be a member of the Coalition, please call Caroline, so we can take your name off of the mailing list. Otherwise we will assume you want to remain a YPNSC member. If you have questions or concerns about any of the Coalition's work, please contact either of the two point people for outreach for the Coalition:

Masankho Banda
Pacific School of Religion
1798 Scenic Avenue
Box 324
Berkeley, CA 94709
(510) 841-6342

Caroline Durham
NAPIL
Third Floor
1118 22nd Street, NW
Washington, DC 20037
(202) 466-3686

We are looking forward to a strong national service initiative that has the youth voice being heard loud and clear. Let us hear your voice!

Peace,

Caroline Durham
YPNSC Task Force Member

Rocki Melo
YPNSC Task Force Member

**Young People's National Service
Coalition Task Force Members**

Trabian Shorters
Indiana University - Center on Philanthropy
Indianapolis, IN
(317) 684-8906
fax: (317) 684-8900

Masankho Banda
Pacific School of Religion
Youth Commission on Urban Policy
Berkeley, CA
(510) 841-6342
fax: (510)-845-8948

Jennifer Appleton
Constitutional Rights Foundation
Los Angeles, CA
(213) 487-5590
fax: (213) 386-0459

Malkia Lydia
Advocacy Institute
Public Allies 1992 Apprenticeship Placement
Washington, D.C.
(202) 659-8475
fax: (202) 659-8484

Caroline Durham
National Association for Public Interest Law
Washington, D.C.
(202) 466-3686
fax: (202) 429-9766

Jason Scott
Public Allies - Field Director
Washington, D.C.
(202) 638-3300
fax: (202) 638-3477

Willy Lee
Vero Beach Youth Volunteer Corps
YSA Youth Action Council member
Vero Beach, FL
(407) 567-0515
fax: (407) 778-2836 (call to let know faxing)

Ted Allen
Laura Leadership Project
Albuquerque, NM
(505) 344-6685
fax: (505) 260-1339

Linda Cheu
Haas Center for Public Service
Stanford, CA
(415) 725-2865
fax: (415) 725-7339

Deirdre Holmes
Oberlin College
Oberlin, Ohio
(216) 774-2399
fax: (216) 775-8886

David Gaston
Former City Volunteer Corps corpsmember
New York, NY
(609) 924-6663
fax: (609) 683-4626

Jeanette Zaragoza
National Committee to Free
Puerto Rican Prisoners of War
Oakland, CA
(510) 832-1114
(w) (415) 563-2900 Stewart Hall
fax: (415) 292-3183

Rocki Melo
Center for Public Service - Brown University
Providence, RI
(401) 272-3125
fax: (401) 863-3094

Zach Willette
National Youth Leadership Council
Minneapolis, MN
(615) 421-6827
fax: (615) 343-8081

Nicole Thomas
D.C. Service Corps
Washington, D.C.
(202) 234-2057
fax: (202) 872-4050

The Young People's National Service Coalition

MEMORANDUM

TO: President-elect Bill Clinton
FROM: Young People's National Service Coalition
DATE: December 3, 1992
RE: Preliminary Policy Proposal for National Service Legislation

The Young People's National Service Coalition is pleased that you have made national service one of your five key legislative priorities. In response to the excitement generated during your campaign about the possibility for a national service initiative, we formed the Young People's National Service Coalition (YPNSC) to offer the assistance and support you will need to make your vision a reality.

Who are we? We are a diverse coalition of individuals active in a wide variety of programs and activities which make up the current national service system. We are African Americans, Hispanic Americans, Asian Americans, European Americans, activists, counselors, teachers, students, service providers, corps members, program directors, community organizers. We are from different racial, ethnic, geographic, cultural, and socio-economic backgrounds and sexual orientations. We share a renewed sense of hope that, during your Presidency, we can begin to engage the entire nation in rebuilding and healing America's neighborhoods and communities through national service. We are the young people you seek to engage in this vision of national service.

Why did we come together? We came together because we share a common vision of young people involved in meaningful service experiences which meet real community needs. We started as a small cluster of youth service professionals challenged by the Commission on National and Community Service to develop recommendations for a large-scale national service initiative. Since that time, our coalition has expanded rapidly and is much more representative of the diversity of our nation's young people. For three days in mid-November, representatives of the Young People's National Service Coalition met in Washington, DC, to develop this preliminary policy proposal and a comprehensive outreach strategy.

WHY NATIONAL SERVICE?

Before a national service policy is created, we feel it is important to establish a common vision of what national service might be. Towards that end, we, as young people currently involved in service efforts nationwide, have attempted to define what is meant by national service. In our hope and vision for a better future, we believe national service can and should:

- Challenge our generation to revive a sense of community spirit and involvement;
- Provide easily accessible service opportunities for all young people;
- Provide short-term relief and long-term solutions;
- Democratize knowledge about how youth can improve our communities;
- Link obligations to opportunities and rights to responsibilities;
- Help communities value youth and youth value communities;
- Encourage citizenship and inspire hope;
- Offer opportunities for experiential education;
- Work against racism, sexism, classism and homophobia by building bridges of understanding;
- Be the norm, not the exception;
- Be recognized as real work and as a life-long commitment;
- Be proactive, not reactive;
- Be valued, respected, and supported by our society;
- Be based on urgent community needs;
- Be locally independent and nationally interdependent;
- Be a way to redefine and empower youth as leaders of today by emphasizing youth strengths and skills vs. youth at-risk; and
- Be a method for uniting our communities and celebrating our diversity.

We believe national service can be the catalyst for both bringing our country together and solving the most pressing problems of our neighborhoods and our nation. As a result, strong Presidential leadership and action on the issue of national service can have a powerful and direct impact on every urban area and rural community in America.

Our generation is looking for a way to come together, to develop mutual understanding, and to feel connected and united while preserving our diversity and individualism. As President, you have an opportunity to touch and mobilize our generation with your inaugural address just as John F. Kennedy touched your generation by asking what you could do for your country. If you challenge our generation to meet the call to rebuild and heal America, national service is the answer for those who say "yes." Give us the opportunity, give us the possibility, give us the responsibility, we will serve!

CONTEXT

We are excited by your Presidential leadership on the issue of national service and hope that this preliminary proposal provides the immediate input you need because of the rapid timetable for implementing your campaign promises into policies. However, we will continually be reaching out across lines of class, race and community to improve and expand upon the policies proposed here to ensure that your national service initiative is one that meets the needs of America's young people, the generation you will be asking to serve. This document is only the beginning.

To achieve the vision of national service as a mechanism for positive social change and as a unifying force among America's diverse communities, it is critical that a system of national service be enacted which incorporates the many and varied "streams" of service. Such a system must foster and support life-long access and commitment to community problem-solving through involvement in K-12 and higher education-based service-learning projects, intensive corps-style service experiences, and innovative service programs. Only through a comprehensive strategy to unify and provide meaning and context to all service efforts can national service help weave a sense of community responsibility back into the fabric of the United States. The service ethic of civic responsibility does not begin at 18 and end at 24. It must be developed from an early age.

Following is a preliminary policy proposal for what we see as the cornerstone of your national service initiative, what you have called the National Service Trust Fund. As we understand it, the National Service Trust Fund is a program which would provide all students, regardless of income, with the opportunity to borrow money to pay for higher education and pay back a portion of their loan by participating in a national service program which would provide compensation during the time of service. Using that definition as a framework, we have provided these practical recommendations for how your administration might implement this bold idea which attracted many young voters to your candidacy. We have named the National Service Trust Fund, as a piece of a larger national service system, the **AmeriCorps**.

The vision behind our recommendation is to provide a common spirit and identity to all the young people who will enlist in service to America if given the opportunity. There is a vital need for young people of our generation to feel they belong to something larger than themselves and their individual jobs — to feel there is a way to channel their originality, passion, energy and commitment into meeting real national, state, and local community needs.

If national service is to be a mechanism to bring this country together across lines of class, race and community, there must be a unifying identity, an esprit de corps among the hundreds of thousands of young people who serve each year. Only by weaving common themes and support throughout all service opportunities can **AmeriCorps** truly be a mechanism to rebuild and heal America.

AmeriCorps

EXECUTIVE SUMMARY

AmeriCorps: To create a national service system that both provides a great variety of service options to meet the needs of all young people, and unites service participants to create a sense of common purpose for our generation, we recommend the creation of AmeriCorps. AmeriCorps is not a monolithic national corps, but a wide range of placements which range from formal corps-style programs to individual entrepreneurial grants. It would be the pool of talented and dedicated young people who are committed to a year of full-time and intensive part-time national service.

Service Options and Program: "Certified placements," or participating programs, would include existing community- and nationally-based initiatives, as well as innovative new programs and efforts in overlooked communities identified by outreach efforts. The bulk of AmeriCorps programs would be community-based to ensure that real local needs are being met. Certified programs would be eligible for federal funding for a small percentage of their operational costs, and federal funds would also be available to substantially contribute to an AmeriCorps participant's compensation and post-service benefit. Compensation would include at least a living stipend and flexible post-service benefit options to meet the diverse needs of diverse participants. Participants could receive information from a centralized AmeriCorps clearinghouse but would apply to programs directly.

Administration: AmeriCorps programs would be administered by a slim, decentralized agency which would delegate much responsibility to local or regional intermediaries to ensure that the needs of young people, and the communities in which they serve, are met. Programs and participants would be connected through a national support mechanism that would provide standards for all parts of a program's operation, as well as technical assistance, core training curriculum, and principles of best practice. A primary charge of that agency would be the development and maintenance of a strong sense of common mission and identity among AmeriCorps participants who will be serving and solving the problems of America through a diversity of service choices.

AmeriCorps

Structure

Although we believe a comprehensive strategy for national service would include integration of school-based service-learning into the K-12 curriculum, reinforcing the higher ed-based community service infrastructure, and expanding opportunities for adults to participate in part-time service, this section will focus more on how a year-long, full-time service commitment piece of the system might look.

The success of any national service system will depend upon many factors, but none more important than its ability to excite young people to commit a year of their lives to service to their communities and country. An important question the designers of such a system must ask themselves is, "If we build it, will they come?" We, the members of the Young People's National Service Coalition, stand ready to help you assemble such a system.

If national service is to live up to its potential to heal the wounds of the 1980s and bring a divided nation together with a common purpose, a system should be designed to attract young people from all backgrounds. **The idea of a National Service Trust Fund that addresses only the financial educational needs of young people who are college-bound or college graduates must only be the starting point of any serious discussion about truly national service.**

However, while we recommend that a national service system be national and comprehensive in scope, we do not advocate for the creation of a large, centralized federally operated program such as the revival of the Civilian Conservation Corps of the 1930s. Our experience in the youth service field has taught us that the most successful youth service programs are those that are locally initiated, designed, and administered, and which provide for community ownership and creative innovation at the local level.

To create a national service network of full-time, year-long service opportunities that are individually responsive to the needs of each community, collectively visionary and dynamic to capture the imagination of the country, and unified enough that it has the power to bring young people from incredibly diverse backgrounds together on common ground, we propose the establishment of AmeriCorps.

AmeriCorps is not a specific program, nor is it confined to the programs of any particular government or non-profit agency. AmeriCorps is the loose confederation of full-time and part-time national service slots that are locally independent and nationally interdependent. It is dynamic, large-scale, and comprehensive enough to meet the need of the Clinton Administration to establish a national program with broad, sweeping vision, politically realistic in that it does not call for a radical realignment of existing federal, state, and local community service agencies, and built to stand the test of time because it allows for critical community ownership and local innovation.

AmeriCorps service opportunities might include:

- service or conservation corps;
- placement models with a strong team component;
- innovative programs, some of which could be created by young people themselves;
- individual proposals (individuals could apply to service hubs with specific themes);
- Part-time, campus-based service slots during the academic year combined with intensive, full-time summer experiences; and
- Peace Corps and VISTA (by including them in the AmeriCorps network but not in a centralizing bureaucracy you achieve coordination without a huge federal agency).

While the vast majority of service opportunities would be created from more traditional service program structures, it would be valuable to allow for some individual innovation which these service-specific hubs or mini-federal foundations would be much better equipped to handle. Each hub might have a fixed number of highly selective planning and operational grants to award; there might be 100 slots nationally for "AmeriCorps Environmental Fellows." Emphasis should be given to projects developed and initiated by young people. Federally administered programs such as the Peace Corps and VISTA would continue to operate as they are now but under the AmeriCorps flag.

A key element to the long-term success of locally-based AmeriCorps programs will be the maintenance of community ownership. Expansion of state and local advisory boards to include young people and participants in programs will ensure community and youth voice in decisions which should be responsive to community needs. But to achieve true ownership there must be a strong financial and institutional match from that community. Therefore, we recommend that non-federally operated AmeriCorps programs receive federal funding at a certain rate per AmeriCorps slot. In most cases, the federal government would provide the entire stipend and post-service benefit and could contribute a small percentage of the operational and administrative costs depending on the number of AmeriCorpsmembers in the program. The program would then be required to put together a creative mix of public, private and non-profit funding to support the remainder of its operational budget.

Given the tremendous diversity of service options within AmeriCorps, it will be important to promote a strong sense of unity among all AmeriCorps participants. One way of developing such unity would be the creation of an AmeriCorps logo which would be widely replicated and incorporated into uniforms, stationary, or publications of AmeriCorps affiliates. An individual AmeriCorps member could wear an AmeriCorps pin or patch. This use of a common logo is not unlike the sense of unity and immediate recognition inspired by the Depression era National Recovery Administration's Blue Eagle, the Olympic Rings, or the official authorization logos of Major League Baseball, the National Basketball Association, or the National Football League.

The federal AmeriCorps structure will primarily consist of the network of federally operated service programs like VISTA or the Peace Corps which would continue to be run by their independent agencies, and a funding agency like the Commission which supports locally-based service initiatives. Another important federal responsibility would be to provide principles of best practice and a core training curriculum. Technical assistance in terms of designing and implementing programs and trainings would be provided by the federal AmeriCorps entity.

Certification

Certification of AmeriCorps programs and participants will be a critical element to the network's success. If poor quality programs are continually funded, planning grants never become operational, or individuals do not take their AmeriCorps placements seriously, the program is doomed to the same fate as President Johnson's Model Cities or President Carter's Program for Better Jobs and Income. Certification could be handled federally by a Commission-like agency, by the states which could be allotted a certain number of AmeriCorps slots, or by the proposed service-specific lead agents previously mentioned. Constant monitoring and evaluation of AmeriCorps programs and individuals will be crucial.

Enrollment and Recruitment

AmeriCorps would have three enrollment options:

1. A young person would know of a certified AmeriCorps program in her area and would apply directly to that program.
2. A young person could find a non-certified job that he thinks might fit AmeriCorps criteria or would develop a proposal for an individual AmeriCorps fellowship and would apply to a centralized or hub system for individual certification and funding.
3. A young person could have interest in getting involved in AmeriCorps but have little knowledge of specific AmeriCorps options. She could receive information about AmeriCorps through:
 - An AmeriCorps Clearinghouse and computer database;
 - AmeriCorps recruiters and counselors (like the military);
 - High School, Higher Education, and Employment Guidance Counselors;
 - Could be tied to receiving a Driver's License (like Motor-Voter); and
 - An automatic mailing (through Social Security system) when a young person reaches a certain age — much the same as Selective Service when males turn 18.

After receiving information on program options; she would apply to each individual program.

Service Options

AmeriCorps must offer participants a wide range of service options. It is imperative to utilize existing youth and conservation corps, community-based organizations, K-12 and higher education institutions, and national service and advocacy organizations in designing and creating such options. It will also be important to support, through planning grants, the development of social entrepreneurs — young people who are taking the initiative in community problem-solving and creating service opportunities for other young people.

Service options should include, but not be limited to, the following areas:

- Urban;
- Rural;
- Agriculture;
- Environment;
- Education;
- Human Services;
- Grass-roots community-based organizations;
- National non-profit organizations;
- International community-based; and
- Non-profits that support other community organizations (by providing training and technical assistance).

AmeriCorps service options can meet short-term needs or work to develop long-term solutions or both. They can be in diverse or targeted programs. However, if programs are targeted, there should be a strong commitment to building bridges with other service groups that represent other communities, or through multi-cultural education components.

Participants

Participants in AmeriCorps should include young people from diverse ages, communities, and experiences as well as ethnic, cultural, religious and socio-economic backgrounds.

Examples include youth who are:

- in and out of high school;
- involved in gangs;
- adjudicated youth;
- non-college-bound;
- enrolled in two- and four-year colleges;
- enrolled in vocational schools;
- students in graduate and professional school programs; and
- from rural, urban, and suburban communities.

Training

If we are to create a decentralized national service system but one that also creates a sense of common identity and purpose, a strong training component will be essential. A common training program with a core curriculum adaptable to specific communities and a diversity of programs should exist for all AmeriCorps participants.

Although training will be most effective if it is connected to the experiences and skills of the community and is tailored to meet the specific needs of that community, core elements will still remain. Common experiences among AmeriCorps members are critical to ensure that participants are part of a larger mission and support network during difficult times of their experience. Pre-service training should focus on the AmeriCorps ethic, team and community building among the participants to create a network of support among participants and the community. As an explicit goal of national service is to build bridges and unite young people and communities across lines of class, race, etc., prejudice reduction, coalition building, and cultural awareness must be a part of core curriculums. Youth service programs work best when training incorporates team work in both group and placement service models.

Without orientation, preparation, and on-going support and reflection, well-intentioned people and programs can do more harm than good.

Benefits

To ensure that all young people have the opportunity to participate in AmeriCorps, a minimum weekly living stipend must be established. In some cases a salary might be substituted for a stipend. The question of equity would become moot under AmeriCorps because it is acknowledged up front that there is tremendous diversity among the AmeriCorps network of programs, and therefore no commitment to equal compensation. A final scholarship, if the service is performed before school, loan forgiveness if the service is performed after school, or a modified cash benefit (perhaps distributed over time) for non-college bound youth should be offered.

Other benefits that should be considered:

- Child care;
- Health care/Insurance;
- Transportation;
- Housing (if appropriate);
- GED classes;
- Citizenship classes;
- Language classes;
- Resumé writing classes;
- First Aid classes;
- Coordination of services for special populations; and
- Post-AmeriCorps counseling (i.e. additional job training and placement).

AmeriCorps participants and programs will be evaluated based on impact on their communities rather than on purely quantitative factors such as "hours served" or "walls painted," although these will certainly be a component of any evaluation process. Participants should know how they will be evaluated by AmeriCorps, as well as how they should be expected to evaluate themselves.

CONCLUSION

Our recommendations represent a policy proposal by young people for young people. We recognize that this proposal leaves many important questions unanswered and is not detailed enough to turn our shared vision and hope for national service into legislative reality. We also recognize the need for the rapid development of a comprehensive national service plan. Towards that end, we have created a youth outreach strategy both to gather feedback on this proposal through community forums and surveys, and to build a network of national and grassroots support to mobilize for the legislative and political challenges that lie ahead. We will continue to develop the recommendations we have presented here.

We, as a generation, are living through the legacies of policies designed as hasty political remedies rather than as carefully crafted long-term solutions. We encourage you to resist sacrificing the long-term viability and impact of so important a program. Therefore, we urge that you temper political necessity with wise policy making and slow down the development of your national service initiative so that you can consult those who will be most affected by it.

Your Presidential leadership on the issue of national service has provided our generation with hope. We very much appreciate the responsiveness you and your transition team have shown on the issue of national service, and we look forward to continuing this relationship. Our partnership in the design and implementation of a program will have a profound impact on young people and the communities in which they serve. A thoughtful, comprehensive national service strategy can be both a reaffirmation of your desire to create innovative long-term solutions to America's most pressing problems, and a substantive commitment to your politics of inclusion.

Policy Questions on National Service

The following are a few policy questions about national service that the Coalition needs to focus on.

1. The President-elect has called for a new student loan system which allows students the option of engaging in service for up to two years as a means of paying back their loans.

Is that a good idea?

How should this be structured?

Should such a loan program be solely for the college-bound?

Who should be eligible?

What types of service experience should qualify?

2. How should participants in a national service program be rewarded? How large a stipend should be offered? How much should a participant receive in post-service benefits?

3. If the national service program features a post-service benefit, should it be for education only, or for other kinds of assistance, such as housing or vocational and technical training? What types of post-service benefits should be given?

4. How should a national service program be administered? What are the roles, if any, for:

federal, state, and local government?

military?

community-based organizations?

schools?

national non-profit organizations?

the private sector?

churches? sororities? fraternal organizations?

5. In a large-scale national service system, how can we avoid worker displacement?

6. What type of symbolic gestures can President Clinton make to show his support for a national youth service program? (Some suggestions have been a youth service contingent in the inaugural parade or a youth service inaugural ball.)

7. Currently, the federal government (the Commission on National and Community Service) funds mostly states, advised by state advisory commissions, which in turn fund local service programs. A question has been raised about whether this is the most practical and efficient way to funnel resources to the grass-roots level. Another possibility would be for the federal government to directly fund local programs or fund smaller intermediaries like community advisory committees. What do you think the funding mechanism should look like?

Young People for National Service
(formerly the Young People's National Service Coalition)

TO: The Clinton Transition Team
FROM: The Young People for National Service Task Force
DATE: December 22, 1992
SUBJ: Specific Policy Recommendations for National Service

In meetings with Bill Galston and Joel Berg of the transition team, we were asked to come up with specific recommendations concerning the following policy questions for creating a national service program. Last weekend, we brought together a task force representing a wide range of viewpoints in our network (participant names are included on the last page).

Over the course of the weekend, we were able to put together the following specific recommendations. These recommendations are a work in progress, but recognizing the time pressures you are facing, we are submitting them to you this week. We feel strongly that more young people really need to have a voice in how this program is shaped and developed, so we are sending this memo out to all of the members of our coalition for input and approval. We expect to have results by the first week in January.

The questions included in this policy paper are as follows:

1. How can we construct a system that is nationally interdependent and locally and regionally independent? What would local control look like?
2. Questions of Certification -- How will it be done? What kind of service will be accepted?
3. When should service be performed?
4. Stipends and vouchers: What should the benefits be? What about health insurance?
5. What will the effects of national service be on financial aid?
6. How do we select participants for national service?
7. What kind of service opportunities should be included in a national service program?
8. How do we build a national sense of unity or esprit de corps?
9. How do we ensure diversity within youth corps?

1. How can we construct a system that is nationally interdependent and locally and regionally independent? What would local control look like?

This question received a majority of our attention over the weekend. We attempted to create a decentralized structure which allowed intermediary structures to select placements from a mixture of the following four groupings of service opportunities:

- 1) existing diverse corps models
- 2) the creation of new corps models
- 3) individual placement opportunities with team components
- 4) entrepreneurial models designed by individuals or communities

We believe the available national service slots should be allocated to three levels of intermediaries: community councils, state councils, and a national council. Intermediaries would receive the following allocation of funds:

- 70 percent allocated to **community councils** to be created in each of the 435 Congressional districts;
- 15 percent allocated to **state councils** for state-wide programs; and
- 15 percent for national programs to be allocated by a streamlined, decentralized federal agency run by a **national council**.

Over the weekend, we came up with the following model as a foundation for constructing the different councils that would allocate funding under this structure. The councils on each level would be comprised of:

- 9-21 stakeholders who reflect the diversity of the area which the council covers.
- Educators, community-based organization representatives, religious leaders, business and labor leaders, advocates from a variety of social issues, and local government leaders.
- 50 percent youth voice, including a diverse mixture of high school-aged, college-aged, and out-of-school youth.

Councils on all levels would be responsible for:

- determining the needs of the communities they are working with, whether they are local, state or national councils;
- assessing current available services;
- identifying placement and program options from the following groupings of service opportunities: existing diverse corps models, the creation of new corps models, individual

placement opportunities with team components, and entrepreneurial models designed by individuals or communities;

- outreach and recruitment of young people;
- additional fundraising to supplement participant stipends and operating costs; and
- other functions to be determined as the program is developed.

Additional responsibilities for the state councils would include:

- working with the community councils and providing technical assistance;
- assisting with impact evaluation;
- publishing updates on local and state programs; and
- linking related community council programs together.

The national council/coordinating national agency would have the following additional responsibilities:

- working with the state councils and providing technical assistance;
- assisting with impact evaluation;
- linking related state councils together; and
- providing information on national model programs.

Funding would flow directly from the national council to the state and from the national council to the community councils to ensure each council administers its own allotted funds.

2. Questions of Certification — How will it be done? What kind of service will be accepted?

There should be broad national criteria for certification. Training criteria might include the following:

- job descriptions;
- meaningful personal experiences;
- safe experiences;
- programs based on community need;
- training for participants and organizations; and
- reflection.

A key issue is that the application process for certification be kept as simple and uncomplicated as possible. Programs desiring certification should apply for approval to the appropriate council. Through the application process, they would explain how their program meets the national criteria and fulfills the identified criteria of the community council, state council, or national council to which they are applying.

Community councils, through identifying local community needs, would identify specific issues or outcomes that certified programs should be expected to meet. Councils would select programs based on the needs of the community.

It is critical that all certified programs incorporate an evaluation mechanism that measures the impact of the service program on young people and on the communities in which they serve.

3. When should service be performed?

We feel that young people must have the flexibility to determine when it is most appropriate for them to perform service. They should be able to do it after high school, while enrolled in college, while taking a year off from college, or after graduating from college. This option should be flexible to encourage non-college-bound young people or non-traditional students to participate.

Emphasis should be on full-time programs. However, innovative programs which are certified should have the opportunity to be part of the national service program. This could be done by pro-rating benefits for some specific programs. While encouraging flexibility, the national criteria should urge emphasis on the entire service experience, including training, reflection and community problem solving, to ensure the participants and communities receive the maximum possible benefits from the program.

4. Stipends and vouchers: What should the benefits be? What about health insurance?

Overall, a national service policy should be about promoting community service and problem solving in every segment of society. However, people at various stages in life, particularly young people, need to have the opportunity to be immersed in service in a more concrete way. Young people, especially from lower-income communities, must be allowed the same opportunity to serve. Stipends and health insurance are necessary to support these young people as they give of themselves to the community, as are post-service benefits.

We feel strongly that young people need to be consulted on what they need to be paid in order to live and how much they expect to receive in post-service benefits. We feel that in order to truly make national service a cost-effective program, we need to find the correlation between the total amount of money a participant will receive (stipend and post-service benefit) versus the number of people who will participate in the program given these parameters. Therefore, next week we will send out a survey to all the young people in our network to help determine this intersection. Results will be available in the first week of January.

5. What will the effects of national service be on financial aid?

We do not support the creation of a program that requires mandatory participation in national service in order to get financial aid for college. We do not support the creation of a program that displaces other financial aid options.

Any reforms that are made to the financial aid system should make the process easier for young people to understand. Task Force member John Sarvey (reachable at COOL, the Campus Outreach Opportunity League, at 612-624-3018) is currently researching the pros and cons of the different loan systems.

6. How do we select participants for national service?

The selection process that evolves should result in a broad range of participants that includes young people of diverse ages, genders, communities, experiences, and sexual orientations, as well as from different ethnic, cultural, religious and socio-economic backgrounds. The young people who participate in national service should also come from a wide variety of actual service experiences.

One option might be to let state, local and national programs conduct their own selection processes -- within specified criteria -- to determine who will fill their allotted number of slots. On the theory that there will be 100,000 spaces in the first year, the slots might be allocated as follows:

- LOCAL: 160 for each Congressional district.
- STATE: 300 for each state/Washington, D.C./the U.S. territories.
- NATIONAL: 15,000 distributed through national programs.

Collaboration between Congressional districts or between states and localities is encouraged to develop broad-based programs. Partnerships would be created among districts which make up cities and/or regions to attract national model programs like corps and innovative new models for individual or education placements.

7. What kind of service opportunities should be included in a national service program?

A national service program should be a loose confederation of full-time and part-time national service slots that are locally and regionally independent and nationally interdependent. Service opportunities might include:

- Service in existing youth or conservation corps;
- Participation in new youth corps;
- Individual placements in organizations, including

- opportunities in structures like Public Allies, VISTA, or the Peace Corps;
- Entrepreneurial proposals submitted by young people;
 - Part-time, campus-based service slots;
 - Placements to assist teachers and facilitate K-12 service-learning programs;
 - Placements in program development of the national service model on all levels in roles like program design, training, program staff, and leading teams.

Community councils might play a large role in working with school systems and national service participants to nurture counter-part service programs for K-12.

8. How do we build a national sense of unity or esprit de corps?

There is a vital need for young people of our generation to feel they belong to something larger than themselves and their individual jobs -- to feel a common spirit and identity, a common goal. One way to achieve this is by assuring that all participants -- whether they are working in corps or in individual placements -- have the opportunity to come together regularly in teams for training and reflection.

The key to developing an esprit de corps and common experience is a core training curriculum, ensuring that each person who participates in national service will share a base of common knowledge and experience with other AmeriCorps members no matter which service opportunity they participate in. Elements that might be incorporated into a core training curriculum include: communication skills, conflict resolution, problem-solving skills, team-building, and physical conditioning.

Other methods to help participants understand their role and impact in the broad scope of the national program might be the development of a national magazine and regional newsletters, as well as regional conferences and an annual national conference that will bring together a wide range of national service participants to reflect on their experiences in a comparative context.

Finally, a sense of unity could be promoted among participants by giving them a common identity under a logo such as "AmeriCorps." The logo could be incorporated into uniforms, stationery, T-shirts, or publications. All participants might wear a pin or patch. This common identifying logo could be worn simultaneously with the individual's program emblem.

9. How do we ensure diversity within youth corps?

National service must include a broad range of young people of diverse ages, genders, communities, experiences, and sexual orientations, as well as from different ethnic, cultural, religious and socio-economic backgrounds. The young people who participate in national service should also come from a wide variety of actual service experiences. It is critical that a national service program involve a diversity of programs as well as a diversity of participants.

The debate among service corps is whether homogeneous corps (i.e. YouthBuild) would be acceptable as an appropriate placement for a federal national service program. National service programs should represent a fair cross-section of their communities.

We strongly encourage diversity and bringing together young people from widely varied backgrounds, but we also feel it is important to allow for the strength of programs that draw from similar types of participants. For programs that are based on a homogenous group of participants, there must be a component of multicultural education and training, as well as an exchange between programs to ensure a wide range of diverse experiences for all AmeriCorps participants.

Who can be contacted for additional information?

If you have questions about these policy recommendations, please feel free to call on any one of these three Task Force members over the next two weeks:

- Ted Allen: (h) 505-344-5953
- Jared Genser: (h) 301-279-9536
(w) 410-333-2427
- Diane Jackson: (until 12/28) 919-867-7982
(w) 202-234-2057 (h) 703-521-6107
- John Sarvey: (w) 612-624-3018
- Jason Scott: (w) 202-638-3300

Young People for National Service (formerly the Young People's National Service Coalition) is a diverse group of young people from all backgrounds in service. Our mission is to unite and mobilize diverse young people to impact a national service system that inspires long-term community problem solving.

Young People for National Service*
Unacceptables in a National Service Program

As a group, we were asked to develop a list of principles that we absolutely would not support if they were incorporated into a national service design. While we obviously prefer to keep the dialogue moving in a direction where we are helping to shape a program that young people can and will support, we are providing you with the list of things that can not happen if national service is to be effective on a broad scale.

We will not support a national service program which:

- is administered by the military or by a major federal bureaucracy;
- does not include young people in the development and administration at the local, state and national levels;
- does not seek to engage a diverse range of young people in a broad variety of placement options;
- does not include meaningful training and reflection for all participants in group settings;
- allows for placement in mostly non-meaningful service activities;
- focuses solely on one service model and does not allow participants the flexibility of choice;
- uses VISTA as the only model for individual service placements and fails to look at the innovative programs currently in existence;
- does not incorporate a mechanism for the evaluation of the impact of this service program on young people and on the communities in which they serve;
- negatively impacts existing community problem-solving efforts and organizations;
- requires mandatory participation in national service in order to get financial aid for college or displaces other financial aid options;
- does not provide basic health care for the participants; and
- does not work in conjunction with other types of service to develop a long-term national service ethic that includes K-12 service-learning, higher education, and inter-generational programs.

*formerly the Young People's National Service Coalition

Steering Committee Members

Nancy Rhodes
Campus Compact
401/863-1119

Pronita Gupta
U.S. Student Association
202/347-8772

Frank Dirks
Close Up
703/706-3350

Eden Fisher-Durbin
YMCA of the USA
202/835-9043

Barbara Gomez
Council of Chief State School Officers
202/336-7026

Tess Scannell
Generations United
202/638-2952

Dorothy Stoneman
Youthbuild USA
617/623-9900

Jim Kieslmeier
National Youth Leadership Council
612/631-3672

Frank Slobig
Youth Service America
202/296-2992

RECEIVED JAN 05 1993

**National and
Community
Service Act
Coalition**

666 11th St. N.W.
Suite 500
Washington, DC
20001

(202) 737-6272
(202) 737-6277
(fax)

December 23, 1992

TO: NCSA Reauthorization Coalition members
FROM: Kathleen Selz, Acting Chair, Steering Committee

On December 21, the Coalition Steering Committee met to discuss Youthbuild's role in the NCSA, the contents of the Coalition consensus proposals for the Hill and the Clinton Administration and the upcoming congressional briefings. We do not yet have a date for the briefings, but anticipate that they will be held in late January.

The next steering committee meeting is set for January 6 at which time we will set a date for the next full coalition meeting.

In the meantime, we are preparing the consensus proposals for review by the Coalition members. It will then be sent to the Hill and the Clinton Administration.

We will be in touch again after the first of the year. In the meantime, please contact Lisa Woll with any questions. A list of steering committee members is attached.



**A Challenge to Conventional Wisdom About Racial and Social
Class Integration in Urban and Service Corps.**

by Dorothy Stoneman
President, YouthBuild USA

In various policy-making circles, people often express the opinion that each Urban and Service Corps must be integrated by race and class in order to reach the goals and be consistent with the mission of the service community. Sometimes funding decisions are made with this opinion as the determining factor.

This policy position is incomplete and can be counter-productive. It has the potential for undermining local programs which have grown up within communities which have been segregated by race and class, and which are tackling the issues in their communities by mobilizing young people to serve through regeneration of their own neighborhoods. A rigid expectation that all programs be integrated doesn't reflect all the needs of low income communities. The same kind of program doesn't work for all people, nor does it meet all community needs. We need a diversity of programs.

Personally, I am in every sense committed to building deep friendships and permanent alliances across class and racial lines. I am a 50 year-old upper-middle-class white woman who has

lived and worked in Harlem for 24 years. Integration is definitely a goal which I share with those individuals espousing integration in service corps. A society that is thoroughly integrated and full of equal opportunity, love and respect among all peoples is a cherished ideal.

But let's not kid ourselves about where we now stand as a society, and what must happen to achieve that vision. We are a segregated nation. White people in general have precious little deep knowledge of the conditions affecting people of color. Refusing to fund programs that emerge within communities of color, are governed by people of color, and primarily involve young people of color, is no way to achieve racial harmony and mutual respect. On the contrary, it is a way to reinforce the perception that the white establishment will not deal adequately with the needs of communities of color.

When good programs emerge within communities of color, engaging primarily young people of color, they must be supported alongside the programs that are invented as citywide or statewide efforts to build an integrated society. Our goal should be a diversity of programs that include and reach all segments of the population. Our only method for tackling issues of race and class should not be programs that are internally diverse in precisely the same ways.

The responsibility of the larger service community is to insure that there are frequent ways of bringing together young people on a city-wide, state-wide, or national basis to build

bridges and relationships and to debate policy perspectives across racial, economic, and geographical lines of separation. But it doesn't always have to happen in the same way inside every program.

Another responsibility of the larger service community is to ensure that there are many programs with people of color in the critical leadership roles, as executive directors and members of Boards of Directors and State Commissions. There is lots of work to be done to integrate the leadership of the service community.

The situation for young people of color in low-income communities is an emergency, a profound crisis, a moral outrage. Our refusal as a nation to face and correct the conditions is intolerable.

But the central way to take action is not to send troops of outside volunteers into low-resource communities to do service, although this could be part of a larger strategy if the volunteers were clearly accountable to leaders in the local community. Rather, people living in oppressed inner-city neighborhoods must be given the tools and resources to rebuild, and their efforts to do so must be honored, supported, respected, and funded. Self-determination and development of local leadership are principles we understand in international relations. Resources for local people to take responsibility for improving the neighborhood must be made available. This is fundamental to community development. This is essential for

building real partnerships among adults from different backgrounds. There must be respect, and a sharing of resources.

We need to support every type of effective youth service program. Some will be integrated. Some will not. Some will engage predominantly one population group in one neighborhood; some will serve several, or will make a point of including young people from all neighborhoods. They will be run by people from all different backgrounds, who share a commitment to responsibility, service, leadership, and love, but who may have different program designs and different approaches to meeting the needs of the communities they know best.

It is our job as a national policy-making community to insure that there is a diversity of fine programs reaching all populations, and that youth from all programs have contact with each other through conferences, retreats, common projects, cultural exchanges, trips, and visits with each other. This should be a requirement of every State Commission. But we should not prescribe precisely what type of diversity should exist within each and every program.

By Dorothy Stoneman
President
YouthBuild USA
November 8, 1992

ds\integra5.wtg