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November 5, 1996



MEMORANDUM TO THE PRESIDENT

From: Harris Wofford
Chief Executive Officer
Corporation for National Service

Subject: The Citizen Service Summit -- Connecting Americans
To Get Things Done For the Next Generation

This is a progress report on the Presidents' Summit -- tentatively being called *The Citizen Service Summit -- Connecting Americans To Get Things Done For The Next Generation* -- being sponsored jointly by the Corporation for National Service and The Points of Lights Foundation. It is now scheduled for Presidents' Day and the following day, February 17-18 at the Pennsylvania Convention Center. It will climax at an Independence Hall signing and announcement of commitments for new action to help solve our nation's most critical problems, especially the challenges of children and youth.

You will recall our conversation en route from your Penn State Commencement talk when I gave you the memorandum outlining the plans for Summit. You indicated that you would participate in the Summit in whatever capacity given to you by the American people at that time.

This Summit, to be convened by the President and former Presidents and First Ladies was the idea of George Romney (before he died last year), who worked out the strategy with Bob Goodwin, President of the Points of Light Foundation, and me. We have run with the ball since then and will be ready to go public later in November. Let me report how the plans have progressed and why it is vital that your schedulers put the February 17-18 dates ** on your calendar.

Former President Bush has enthusiastically agreed to participate, and we are in communication with former Presidents Carter and Ford.

**please note. Dates have been changed to April 27-29, 1997

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Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

The Summit is being designed to build on steps already being taken in communities all across America to produce -- by the year 2000 -- a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. The Summit will consist of more than 1,000 citizens in teams from some 100 communities, and 500 representatives of partner organizations from the private, public and non-profit sectors at the national and state levels. Each community delegation will come committed to organizing a local summit within six months of the Philadelphia summit. At the Summit, they will be planning for their own local summit and follow-on initiatives and will agree to pursue local commitments as part of their local summits. (Many other communities will participate in the national Summit via satellite.)

The 1,500 participants are being invited to Philadelphia to launch a strategy for citizen service and community leadership to "turn the tide" by the turn of the century on many of the challenges facing so many young people today. Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. These conditions include but are not limited to:

- Education that prepares the coming generation for productive employment, economic fulfillment and good citizenship.
- Caring and supportive mentoring relationships in the life of every young person.
- A healthy start in life and encouragement of healthy behavior.
- Safe and decent places to gather, learn, work, play, and live.
- Inspiration and opportunities for everyone -- young and old -- to give back to others through service and to contribute to the common good.

Bold but reachable targets will be proposed at the Summit to offer a national vision of how these conditions can be advanced through expanded and more effective volunteer and citizen service. As a start for this process of target-setting the following two examples for national targets to be achieved by the year 2000 are proposed:

- 5,000,000 additional mentors, tutors and other volunteers engaged in work with the young.
- 5,000,000 additional youth engaged in service to the community.

Following the Summit, community teams and local summits will further develop and refine measurable targets. The Summit should be seen as the beginning of an on-going process through the year 2000. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. We would hope to track some of the progress being made in communities over the next few years and reconvene a Summit in the year 2000 to see if together we are actually solving some of the problems confronting children and youth and celebrate what is being achieved.

A joint steering committee of the two initiating organizations' boards is overseeing the planning, and a number of major organizations are co-sponsors. Among the national organizations working in partnership with the Corporation for National Service and the Points of Light Foundation in endorsing the Summit goals are:

American Red Cross
Big Brothers/Big Sisters of America
Boys and Girls Clubs of America
Boy Scouts of America
Camp Fire Boys and Girls
Child Welfare League of America
Family Service America
Girls Incorporated
Girl Scouts of the USA
Veterans of Foreign Wars of the US

NetDay 96
Goodwill Industries
Salvation Army
YMCA of the USA
United Neighborhood Centers of America
The United Way of America
Communities in Schools, Inc
The National Assembly
General Federation of Women's Clubs

We are collaborating in this venture with The America Project of the Carter Center, John Gardner's National Civic League, the Coalition for America's Children and "Leadership 18" (which is a consortium of the 18 largest non-profit human service organizations convened by the United Way.

To pay for the Summit, including travel funds for many of the participants from local communities, we have so far raised over a million dollars from The W.K. Kellogg Foundation, The Pew Charitable Trusts, and The David and Lucile Packard Foundation, with additional help from the Robert Wood Johnson, Kauffman, MacArthur and Ford Foundations expected. The Kellogg Foundation has already indicated an interest in further funding some of the follow-up efforts on local communities and we believe some of the other funders will do so as well.

One aim of the Summit is to take community volunteering, national service and citizens' action to a new kind of effectiveness and public support, and to the extent that it is necessary in some people's minds dramatically move out of the partisan arena. By the unprecedented joint leadership of the President of the United States and former Presidents and the First Ladies, Democrats and Republicans -- each of whom has demonstrated his or her own special interest -- the call to the Summit will be a signal that this is a field of action beyond politics.

The convening of a national summit with the President of the United States, former Presidents and First Ladies, is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious social problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

After the election, I want to see you as soon as possible to get your thoughts on how to give final shape to the Summit plans. Before seeing you, I will meet and work with whomever you designate. We've been in touch, at different stages, with Bruce Reed, Michael Waldman, John Hilley, George Stephanopolous, Leon Panetta and Mike McCurry.

November 14, 1996

CORPORATION
FOR NATIONAL
 SERVICE

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford
Subject: National Service and Educational Opportunity

Congratulations!

The second most frustrating thing for me during this election – the first being the required non-partisanship of being CEO of the Corporation for National Service – was reading the continual complaint that your proposals were puny. It is baffling how people could think it is insignificant to mobilize one million tutors to help every child to read, hook up every classroom to the internet so every child can enter the information highway or help pay for two years of college education for every American. I am convinced that one of the reasons people haven't viewed these efforts as sufficiently grand is they haven't seen the two connecting threads: each improves education and each has government help citizens solve problems for themselves.

Therefore I propose an overarching theme for your second term: Americans solving problems and expanding educational opportunity through citizen service.

I am convinced this can be done in a way that earns broad bipartisan support. In fact, as I heard both you and the congressional leadership talk about working together it seemed rather obvious that a prime area for such bipartisanship is national service. As you know, the National and Community Service Trust Act must be reauthorized this year. Few issues typify the “vital center” better than the idea that Americans should have the opportunity to earn educational aid by doing service to community and country. Don't you want to add this to budget deficit reduction and campaign finance reform as a top issue around which to form a bipartisan coalition?

Below I will offer some additional proposals to expand national service programs, each with the dual mission of expanding educational opportunity and service. This will enable you to return to the ethic exemplified by the GI Bill – and create a legacy that will survive for generations.

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Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

Where we are

During your first term, you proved that national service works – that it can “get things done.” AmeriCorps has provided an impressive model for how to strengthen community, allow Americans to earn educational opportunity and, at the same time, ask for a greater sense of responsibility. Through national service, you have shown how to be activist and anti-bureaucratic at the same time.

Yet we have not yet met several important goals you set out in the 1992 campaign.

First, AmeriCorps has not yet become a major way for Americans to serve their way through college. At 25,000 members per year, we are reaching about one percent of the college bound population. You have taken major steps in expanding these opportunities with your recent proposals to add 11,000 new AmeriCorps members as part of the America Reads Initiative and your plan to make the nearly one million college work-study jobs more geared toward service. But we are still not where we should be.

Second, because of AmeriCorps’ size, we have not yet conveyed the idea that national service can be a major force to unite our country. As you sensed during your visit to City Year back in 1993, national service is possibly the most successful approach yet invented to bring people of different backgrounds together to work in a common mission. Young Americans schooled in the politics of separatism on college campuses come to AmeriCorps and learn something else: teamwork. Indeed, as an old civil rights hand I believe that national service can be far more effective than affirmative action at providing opportunity while bridging the racial divide. It can be a powerful tool to carry through your theme of working together.

We need only look at recent American history. The greatest class-mixing institution of our time was the World War II draft. The current U.S. military services are perhaps the most effective institution at dealing with race relations. Each year there are at least 100,000 fewer opportunities for the young to serve with the armed forces than during the Cold War. We need to compensate by expanding civilian service opportunities that can help mix - and unite - Americans.

Third, we have not yet made national service a rite of passage - a common expectation - for a large portion of young Americans. Although larger than the Peace Corps, AmeriCorps is still a fraction of the size of the CCC, which reached 300,000 in its first year and 500,000 at its peak. Consequently, we have not yet established firmly the principle of reciprocity, the idea that government benefits ought to be tied to service. Nor have we established the principle that individuals serving their community in a concerted fashion can be part of a larger movement called national service.

Finally, we have not gotten policymakers or the people to routinely think of the ways that service and citizen action can actually help solve some of our country’s most critical problems.

An Agenda for National Service and Educational Opportunity

In your second term, I urge you to establish these broad goals:

- Every young person who wants to perform significant full-time service in exchange for educational aid should have the opportunity to do so.
- Service should be viewed as a way of solving many of our social problems.
- Efforts to serve young people should also ask young people to serve.
- National service should be a way of uniting Americans.

To achieve these goals, I suggest these possibilities.

Expand AmeriCorps to 100,000. This was your original proposal in 1993. We will keep working to get there. The 10,000 new AmeriCorps members you've called for are to be dedicated to seeing that all American children learn to read. Why not have each successive proposed increase tied to solving a particular problem? The next 10,000 could be dedicated to helping people make the transition from welfare to work; the next 10,000 focused on crime or housing (in collaboration with Habitat). This would provide a compelling justification for the increased funding and would strengthen the connection between service and solving problems.

Expand work-study's emphasis on service. You have already taken a big step in this direction by calling for at least 100,000 of the new 250,000 work-study jobs to be committed to the reading initiative. I urge you to continue to use the bully pulpit to get schools to put the rest of the new money (another 150,000 slots) into service. Perhaps you could propose a new initiative to give bonus work-study slots to those campuses that put half their total work study slots into service. We should set a goal of getting at least 500,000 of the million work-study jobs into service.

Encourage Faith-Based Service. As I mentioned in my last memo, there are low-cost ways to stimulate the nation's great religious groups to do more with full-time service. Make them a basic offer: if you multiply the opportunities for full-time service through your own resources and initiative, we will give all these committed young men and women a National Service educational award.

Create summer service opportunities for another 100,000. These programs could be intense experiences for the corps members and accomplish a great deal. In the past, our summer programs have offered \$1,000 scholarship at the completion of

service. Imagine the combined impact if these young men and women also worked on school preparedness for disadvantaged children.

Help Military Recruitment through a Smart Partnership with Civilian Service.

When it comes to service, a rising tide would lift all boats. If we can stimulate a greater readiness for service to the nation, both AmeriCorps and the military would benefit. Here's one idea to start us down that road: if ROTCs or Jr. ROTCs added significant non-military service hours to their curricula, they could become eligible for the \$4,725 AmeriCorps education award. This would be a way of encouraging more volunteer work, increasing college aid – and making ROTC more attractive. We have already entered into a promising partnership with Selective Service, in which they will be encouraging all young men who register to consider serving America today through the U.S. Armed Forces or AmeriCorps.

Expand National Service Scholars. Last Spring you proposed a scholarship program to reward high school students who have done outstanding volunteer service. If communities put up \$500, the government will match it. This spring local communities will announce the first few thousand winners. But we'd like to grow that number ultimately to 100,000. It is also a good way to get the idea of service by young people recognized in every high school in the country.

Mobilize the young to serve the young. If we could get the great youth serving organizations, such as the 2.5 million-strong Boys and Girls Clubs, to put service by youth as a major part of their program, we would be bringing the idea of service to a new level. As part of the America Reads initiative, I would suggest a special partnership between the teachers and the country's great "youth serving institutions." One of the most effective tutoring models involves high school juniors or seniors tutoring young children.

Expand Senior Service. As I proposed in the last memo, we could create a new senior corps charged with the twin missions of helping children read independently and seniors live independently. This could be paid for through the savings generated to Medicaid and Medicare by helping seniors stay out of nursing home. This would expand educational opportunity in a most poignant way: seniors who do significant service could earn a college scholarship they could give as a gift to their children or grandchildren. We'd also like a partnership on this with the AARP, some major corporations and the media.

Add up these numbers and you have about 500,000 new opportunities for Americans to earn college aid by doing civilian service. If we succeed in our effort to get half the one-million work-study into service, we will have created one million opportunities for young people to serve their way through school. The cost of all these initiatives together would be about \$3 billion per year, the AmeriCorps expansion being the most costly part.

To counter the argument that this is a new spending program, I suggest you pay for this by cutting government functions that can be better done by national service or through savings to government generated by service, as with Medicaid and the senior corps expansions. There are other variations on this theme. For instance, the AmeriCorps Habitat for Humanity projects produce affordable sweat-equity housing at a fraction of the cost of HUD housing because they harness the good-will of unpaid volunteers. The money allocated to the school renovation initiative could be stretched to go a lot farther if national service participants were enlisted. For example, The National Civilian Community Corps, the AmeriCorps program based on downsized military bases, did an outstanding job renovating a middle school here in the district this past summer using a team of national service corps members.

Other service programs generate tremendous long-term savings to the government. Programs that teach immigrants English and job skills save money by keeping them off government aid. Those that help young mothers make the transition from welfare to work will save society far more. These are just a few examples.

All of this adds up to something bigger than the sum of these ideas. It makes service a recurring thread through much that you do. As you did with America Reads, I urge you to include a service component in each major proposal you make in the next four years. If you're renovating public schools, have national service volunteers help – along with parents and students. If you're revitalizing public housing, place an emphasis on sweat equity approaches. If you're designing ways of helping get people off welfare, include a component for AmeriCorps. If you're trying to improve race relations without resorting to quotas, look to national service as a way of uniting races around a common mission. And wherever possible, national service participants should be able to earn aid for college.

Making Service a Permanent Legacy

To make national service an enduring legacy, it must become bipartisan – or better yet, non partisan.

As you think about possibly bringing Republicans into an administration, consider particularly having them work on service-related initiatives. It is one area around which Democrats and Republicans can really unite. A simple bold way for you to do that would be to name prominent bipartisan group of distinguished Americans to the Board of Directors of the Corporation for National Service. Or, we are considering creating a new advisory council of outstanding leaders.

Here are some possibilities that would be dramatic and would get you a lot of credit for being above politics – and would help cement AmeriCorps future:

Colin Powell – As you may recall, in his autobiography he said that one job in the administration that would interest him most was working on youth service. Assuming he hasn't agreed to another administration job, why not ask him if he would be chairman or honorary chairman of the Corporation's Board of Directors. It would be a dramatic move politically for national service – and substantively it would elevate the goal of national service as a way to unite the races. Powell would be a powerful role model and recruiter. His initial entry on national service may well be through the Service Summit described below.

Elizabeth Dole – As President of the American Red Cross she strongly supported the creation of AmeriCorps. Since then, the Red Cross has become a major partner with AmeriCorps on disaster relief and in other areas. If she goes back to the Red Cross, this would be a good move for her.

Jack Kemp – He has privately expressed to me his support for national service. He's particularly interested in any ways service can bring together blacks and whites in a common mission.

Bill Weld -- One of our strongest supporters. He said AmeriCorps is "one of the most intelligent uses of taxpayer money ever." (See, attached, the statement he made when swearing in the new class of AmeriCorps members).

Millard Fuller – The Founder of Habitat for Humanity has become a big AmeriCorps fan. I'm not sure if he's a Republican or Democrat but he's greatly admired by Gingrich and would help strengthen our ties to faith-based groups.

Gail Wilson – The First Lady of California is the Honorary chair of the California national service commission. She's a strong supporter, particularly of using service to help disadvantaged children.

Oleane Walker – The Lieutenant Governor of Utah is a strong supporter and well-connected in conservative circles.

Barbara Bush – In addition to her general popularity, she is strongly associated with literacy and could therefore be a good advocate for the America Reads Initiative.

Some other Republicans who have expressed support for national service: Norman Schwartzkopf, William F. Buckley, Lamar Alexander, Vin Weber, Elaine Chao, Michelle Engler (First Lady of Michigan and chair of the commission in that state).

We are, of course, actively considering who the best non-Republicans for the board. One of my first choices would be Sam Nunn. In addition to being one of the early leaders on national service, he could help strengthen the ties between civilian and military service. I enclose his latest piece on national service.

A major, historic opportunity to make service non-partisan will be the Citizen Service Summit now scheduled for April 27-29 in Philadelphia. President Bush has committed to joining you in the call for service, and we are working on getting Nancy Reagan and Presidents Carter and Ford. We have reason to hope that Colin Powell will agree to some

high-profile role at the summit. Organizations and institutions invited to the Summit will be asked to come with tangible commitments to new action that will help create the conditions for the success of American youth.

Together, these proposals provide a grand theme for your presidency – government helping citizens to solve problems through service, and in the process expanding educational opportunity. By emphasizing local, volunteer-oriented solutions, you recognize that while the era of big government is over – the era of big citizens – and big citizen action – had better begin. It would demonstrate that you have far-reaching, far-sighted and effective ideas for addressing the problems facing America's families.

By reaching out to Republicans, you will be showing yourself to be above partisan politics, using common sense to find the common good.

As of now, national service is like the Peace Corps, a small but worthy program. You have an opportunity to make national service be more like the G.I. Bill – something that can transform the country.

December 12, 1996

To: Rebecca Rimel
Tamar Datan
Dan Moore
Joel Orosz

From: Stuart Shapiro



Subject: The upcoming Summit/our conference call on December 13, 1996

Attached is a redone Strategic Plan for the upcoming Summit.

Thank you very much for all of your support and patience. I am personally and professionally convinced that we have outlined a workable plan that can be delivered in an orderly manner.

Although we have not nailed down every item and every detail in the plan, I believe that we are on track for success. We have also made some "leaps of faith" in terms of commitments which I would not have made if I did not believe that they were a virtually guaranteed deliverable. I hope that you will bear with us.

We look forward to talking with you tomorrow. I propose that the Agenda be built around the enclosed document. It is our intention to briefly highlight key issues, honestly share with you, our partners, where we are on your concerns, and respond to any questions you may have. If this agenda doesn't work for you, please let me know.

I hope you will agree that we are continuing to make real progress, but, as Robert Frost said, "...we have miles to go before we sleep....miles to go before we sleep."

cc: Ray Chambers
Harris Wofford
Shirley Sagawa
Bob Goodwin
Kenn Allen
Andrew Chambers

December 12, 1996

To: Ray Chambers
Harris Wofford
Bob Goodwin

From: Stuart Shapiro 
Subject: Strategic Overview for the Summit

Again, I want to thank each of you for bringing me into this process and for your personal input which helped me develop the enclosed strategic/operational plan. I also could not have done this project without the help, support and input of the staffs from the Points of Light Foundation and the Corporation for National Service. Deaver and his team were also very helpful.

Included in this package are:

A strategic overview (and cover memo) which I am simultaneously sending to the Pew and Kellogg Foundations:

- An updated organization chart--not sent to the Foundations
- An expanded proposal for governance--not sent to the Foundations
- A budget prepared by Summit staff--not sent to the Foundations

The attached Strategic Plan, I believe, captures where we are and where we must go...and quickly. Highlights:

- The goals and targets, which I have combined, have been **reworked** since yesterday and will be reworked by the various taskforces as outlined in an expanded section on governance. I have also defined the output products for these taskforces.
- The **new section** labeled "A Vision for the Citizen Service Summit" is my rework of the Deaver public positioning piece. It is a good beginning, but still requires work.
- The **new section** "The Summit" deals with the pre-summit announcement, the Preliminary Agenda, and some initial thoughts for post Summit follow-up. This obviously needs more thought and detail, but is a beginning, building on my work and the work of Deaver, POLF and CNS staff and others.
- The sections on Invitation Strategy and Commitment Strategy are quite detailed, and I believe should be implemented now. I have reduced slightly the number of local delegations from the larger states.
- The section on community efforts is strategically sound, and I believe we should give the go ahead with implementation. There is a lot of process work to be done.

- The section on key dates has been **significantly expanded** since yesterday...and will continue to expand.
- The **new section** "Conclusion" wraps it up.

Not sent to the Foundations are the sections on organization/governance and the budget. I have been quite direct in suggesting a governance structure which I believe will work. Other models are obviously possible, but for the sake of the staff--and our children--this need to be defined soon.

I look forward to talking further with you about this entire package.

The Projected Citizen Service Summit Budget

EXPENDITURES	COST FOR APRIL SUMMIT
I. Summit Preparation and Administration	
ADMINISTRATIVE	
-Salaries	\$383,566
-Benefits	86,141
-Consultants and Part-Time	144,160
-Rent	81,600
-Office Expenses/Meeting Planning	91,000
-Pre-Summit Evaluation	23,750
Subtotal	\$810,217
SUMMIT TRAVEL FOR MEETINGS	
- Office Travel	29,600
- Commitments Travel	62,400
- Youth Travel	4,800
Subtotal	96,800
MATERIALS & PRINTING	
- Postage for Invitations	12,000
- Invitations	25,000
- Commitments Kit	5,000
Subtotal	42,000
II. Communications Plan	465,000
III. Internet	250,000
IV. Delegation Scholarship Support	
- Travel	225,000
- Hotel	150,000
Sub Total	\$375,000
V. Summit Event Logistics	
Transportation	25,000
Registration	30,000
Meals	170,000
Facilities rental	55,000
Hotel Rooms for Advance	19,000
Subtotal	299,000

VI. EVENT PRODUCTION	
- Event Management	250,000
- Former Presidents (four)	48,000
- Sitting President	20,000
-Phones, Faxes, Copiers	15,000
-Printing and Supplies for/at Event	65,000
-Security	10,000
-Miscellaneous	5,000
Subtotal	413,000
VII. Post Summit	
Publishing/Distribution of Summit Proceedings	50,000
Evaluation	76,250
Subtotal	126,250
TOTAL	\$2,877,267

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December 12, 1996

INITIALS: JGP DATE: 1/16/20
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GOVERNANCE ISSUES

Attached is a proposed organization chart for the pre-summit activity which can then be adapted post summit. I have outlined an organizational structure which I believe will lead to a successful event. Flowing from this will be some real assignments with responsibility and accountability.

The Presidents and their wives will be Honorary Chair. This lets us not address the Reagan issue.

If we can gain commitments from General Powell and Orphan Winery, they would become General Chairs.

There would be a moderately large group of Summit Co-Chairs to include the listed names and many others. These would be key individuals who would have key assignments and responsibilities to assure a successful event. For example, Billy Shore might be accountable (with Melinda as staff support) for Corporate Commitments. The Co-Chairs would not have governance responsibilities although some could also serve on the Executive Committee/Planning Committee. I believe that Ray Chambers should head this group, recruit more members, and help build momentum in the corporate leadership community by engaging their participation. Bob Goodwin and Harris Wofford would likewise recruit addition Co-Chairs from "their" communities. At least one major labor leader should be recruited.

The Executive Committee/Planning Committee would be made up of individuals from the Boards of the Points of Light Foundation and The Corporation for National Service as well as other leaders who might add creativity, credibility, structure, etc. The Committee would report to the Joint Steering Committee of the two Boards. This would be the key operational/policy committee and the Summit CEO would report to it. This Committee would not be involved in the day to day operation and planning for the Summit, but would rather function like a Board of Directors does to a Corporate CEO.

The Summit should have a Vice-Chair/CEO who would have day to day responsibility and accountability for implementation of all aspects of the event--substantively, logistically, policy, etc., and would be accountable to the Executive Committee/Planning Committee. This individual must be empowered to make decisions and drive all aspects of the train. This individual should be someone who is not afraid to make decisions (even unpopular ones), will be involved in the day to day management of the various teams and task forces and will keep the Executive Committee/Planning Committee involved in the process as a Board should be, but will not consult them on a daily basis. This individual will clearly manage the staff devoted to the summit as well as the staff of the Points of Light Foundation and the Corporation for National Service when they have responsibilities directly related to the Summit. The Points of Light Foundation and the Corporation for National Service would each designate a key individual within their organization to help keep internal staff focused appropriately. Whomever is selected as CEO must

understand the sensitivities of the political arena in which this event is taking place (Republican/Democrat; for profit sector/non profit sector; advocacy/service; etc.) yet be an individual who can run the Summit like a business. This person needs to be named soon.

Once the strategic direction is clear, and the CEO is on board, the current staff of the Summit would be assigned various responsibilities to match their skill set and the tasks that must be done. Additional staff would be hired and volunteers recruited in Washington and Philadelphia. Andrew Chambers would be given the responsibility to make the logistics of the event work. This is a monumental task. The Republican and Democratic conventions were 12-18 months in the planning and implementation and had a huge budget.

There would be various teams as outlined on the organization chart. Greg Petersmeyer would lead the invitations team, which is critical to the success. The Host Committee would be under Andrew Chambers with support from Harris Wofford, Carolyn Timmins and others. An outside media consultant (either Golin/Harris or Edelman) will be hired shortly to help implement the communications strategy. Melinda Hudson would become the point person for all commitments. The Co-Chairs would hopefully become Melinda's arms and legs to help get the job done. Shirley Sagawa and Kenn Allen would head the strategic team on the Agenda, and Andrew Chambers, with their help, would be responsible for assuring that the Agenda was well implemented at the event. Three teams would continue post summit--communications, commitments, and community. The latter would evolve from the community partners team.

There would be a task forces dealing with each of the five targets. To assist in meeting the aggressive targets by the year 2000, each must have high powered leadership. Thus each would be chaired by a leading outside expert/corporate leader. The work of the task forces will be publicly kicked-off at the announcement, reinforced at the Summit, and will continue until the year 2000. Each task force, with its CEO leader, would have responsibility to rework, better define, and develop back-up for their target, and develop a white paper that would be included in the summit material. Various experts and constituencies would be members and would constitute an oversight/advisory board. A writer/staff person would be assigned from either the Points of Light Foundation or the Corporation for National Service (or possibly elsewhere). A sixth task force would be created to focus attention on the issue of citizen service and community volunteering.

Each task force leader, in consultation with his or her advisory board, will have a number of tasks to complete in the short term. End products associated with the tasks will be:

- An approved "target statement" and "target number" that are clear, bold, and defensible.
- A strategic plan to achieve the target. The plan will include actions to be taken, obstacles or impediments to be overcome, collaborating partners to be enlisted, and other support that will be necessary. Each plan will also need to incorporate ways to stimulate and channel commitments that will meet the plans objectives, ways of sharing or linking "best practices" among different organizations, sectors and communities,

and ways to publicly recognize each commitment made to advance the effort to meet the targets. Finally, each task force will be asked to include, as part of its plan, a special role for schools. They are a pervasive, community-based potential conduit through which a very wide range of services can be directly delivered to children and young people and through which children and young people can be connected to serve opportunities themselves.

- A “white paper” that builds the case for the need to meet the respective targets. It would also include supporting studies and evaluation reports that make the case that effective volunteering and citizen service have the demonstrated capacity to “turn the tide” in the target area. The paper would be written with the assistance of assigned staff familiar with the issue. All of the white papers would be grouped together and distributed at the Summit.

If this strategy for the task forces is acceptable, the next step would be to sit down and agree on chairmen, members, and staff person, etc., provide structure and invitations to participate, and get them working. It would be helpful (but not essential) to have the white paper on citizen service ready for the announcement.

The Citizen Service Summit Proposed Organization Chart

Honorary Chairs

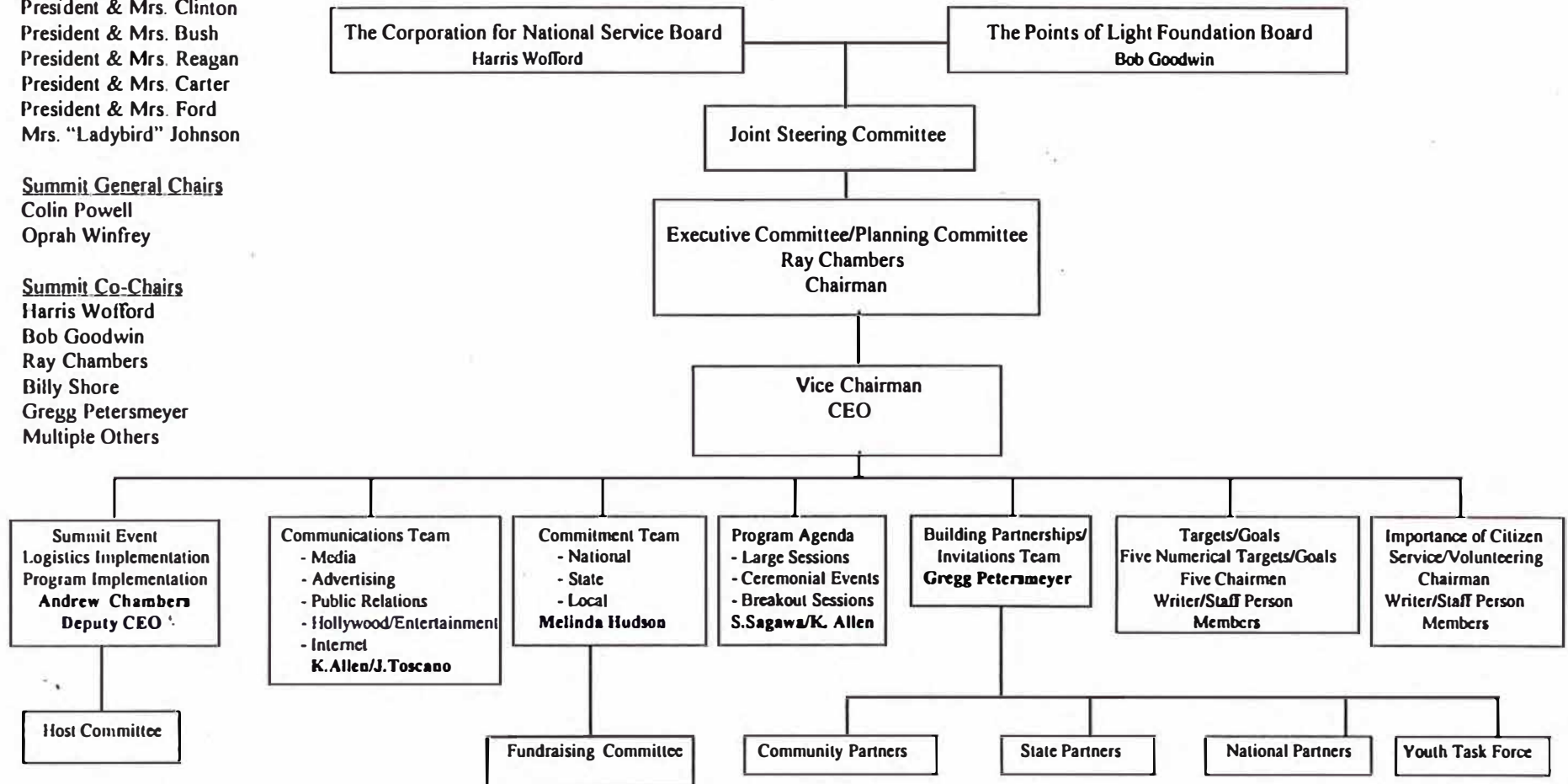
President & Mrs. Clinton
President & Mrs. Bush
President & Mrs. Reagan
President & Mrs. Carter
President & Mrs. Ford
Mrs. "Ladybird" Johnson

Summit General Chairs

Colin Powell
Oprah Winfrey

Summit Co-Chairs

Harris Wofford
Bob Goodwin
Ray Chambers
Billy Shore
Gregg Petersmeyer
Multiple Others



Invitations

The Task and the Goal

The task/goal of the invitation team is to develop a process and support the assembling/invitation of approximately 1500 committed and enthusiastic people for the national Summit in April of 1997. These 1500 people will be divided among three groups: local or community delegations, gubernatorial/state delegations and national leaders delegation. All three types of invitees should cross all sectors (private, public and non-profit) and represent age, economic, social and racial diversity. Approximately 1000 of the delegates will come from local delegations. The remaining 500 will be invited to represent state and national perspectives. National delegate invitations are addressed in another section.

Any individual, regardless of the type of delegation into which they fall, invited to the Summit must make a commitment to receive an invitation.

The Local Community Team

We seek to invite approximately 1000 individuals (10 from each of approximately 100 communities) as part of community teams. These teams will come together before, during and after the Summit to assess the things they as a community are doing well, the things they should stop doing, and the things they would like to do (or do more of) to increase the volume of citizens involved in effectively solving community problems around the needs of young people. This 3-year process, begun in early 1997, will begin with the teams meeting in their local communities before the Summit to establish working relationships and begin assessing their community assets and needs, then working together for two-days in Philadelphia to develop initial plans for holding local community Summits and developing action plans for broader citizen involvement in community solutions, culminating with a national celebration Summit in the year 2000. (note: There is some discussion whether this should be stated as a 3 year process or should simply be stated as committed to a process that increases citizen service to solve community problems. I tend to favor the one without time limits.)

The Application and Selection Process

The process by which communities and, therefore, delegates are chosen to participate in the Summit will be competitive. To attend the Summit, communities must believe in and be enthusiastic about the possibilities open to them for creating better circumstances for children and youth through increasing the volume of effective citizen service for community problem solving.

Through an application process, communities will compete for the opportunity to attend the Summit in Philadelphia. The successful applicant must demonstrate the community's understanding of existing problem solving efforts, have some demonstrated capacity to achieve the Summit goals, assemble a diverse and inclusive community team, and

commit to a process to hold a local community summit to increase the volume of effective citizen service for community problem solving. Willingness to complete the application and put forth the effort to assemble diverse teams committed to the follow on process should help assure the kinds of delegations we desire.

Generating Applications

Before and after the distribution of applications, the invitation team will cultivate interest and support for the community team process, targeting communities through individuals and organizations known to understand the power of citizen service for community problem solving, that are working collaboratively to strengthen communities and that are in positions to support increased capacity of effective citizen engagement.

Applications will be distributed to targeted individuals (this includes mayors) and organizations who have been recommended as knowledgeable about community, understand the power of citizen service to solve critical problems and have the stature to assemble community teams and support follow on activities. The local/community team application will include criteria for the suggested make up and characteristics of the community team (See Attachment). Applications and attachments will also be posted on the Summit Web site for more general distribution and to promote broader possibilities for post Summit activities.

Applications will be mailed for delivery to coincide with the national announcement of the Summit. The national announcement will include mention of the web site to access community applications. Applications will be due to the Points of Light Foundation (or appropriate Summit entity) approximately one month after the date of the formal Summit announcement.

Selection Process

After applications are received, a quick a staff screening will take place to determine if adequate geographic distribution is possible in the selection process. The staff review and recommendation process will take place in a timely fashion to assure governance committee final approval and formal invitation/logistic package mailing not later than March 3. The governance committee process assumes a high level, recognizable governance committee that is beyond reproach who will make final decisions about community team and national delegate selection based on staff recommendations.

Applications will be reviewed against a set of criteria which may include:

- diverse and inclusive members of the community delegation,
- demonstrated knowledge of existing community activities already utilizing citizen service to solve community problems, and
- demonstrated capacity to expand citizen involvement to solve community problems and meet goals of Summit.

In the event the application process does not generate at least one delegation per state and close to population equity, individuals and organizations will be approached to assemble community delegations.

Community delegations may also be recruited to represent model communities - communities where individuals and institutions (public and private) are collaborating effectively to increase the volume of citizen service to solve community problems.

My Community Delegation Was Not Chosen for Philadelphia. Now What?

The hope is that the community competition will generate a wealth of interest in the possibilities of the Summit to produce the quantum leap in effective citizen service to solve community problems we all know possible. These non-Summit communities are very important in that effort.

On March 3rd, when invitations are sent to community delegations, we need to be ready to send something to the teams who were not chosen to come to Philadelphia. This may include a T/TA packet on how to hold your own local summit complete with sample agendas, a video conference option, etc. This needs to be better thought through, but needs to happen.

Numbers of Local Communities

The numbers of delegations or local communities chosen per state will be assigned roughly on a population basis with the following exceptions:

- no state will have less than one local community delegation,
- states with only one community delegation may have an additional community delegation if, and only if, that delegation reaches a special population like a rural area, a Native American area, or an economically impacted area like the Mississippi River Delta area, and
- no state will have more than 10 delegations.

Any state with more than one delegation will be encouraged to select diverse communities (urban, mid-size and rural) from which to recruit community delegations.

See attached list for numbers of community delegations per state.

Gubernatorial/State Leaders Delegation

State teams will consist of approximately seven people per state and should include the Governor (or his/her representative), a representative of the State Commission on National and Community Service and five other people chosen by the Governor. Types

of individuals who should be considered for state delegation invitations include representatives from the higher education community, the extension service, state volunteer associations, United Way associations, Councils of Churches, regional or state associations of grantmakers, to name a few. These people should be citizens, not public employees or political appointees.

All state team members should also commit to the idea that increasing citizen involvement in community problem solving is desirable and necessary and that they will commit their personal and institutional assets to that end by:

- identify targets to work more collaboratively and inclusively within the communities where they reside,
- mimicking the national commitment process to deploy state and local resources to support increased citizen involvement in community problem solving, and
- supporting local community delegations in planning local summits and implementing the plans resulting from those summits. This summit process should be expanded to communities beyond those actually attending the national Summit in Philadelphia. This local summit process may also include supporting a statewide summit, participation in regional summits, etc.

The State Delegate Selection Process

The state delegations will consist of seven people, the governor and his or her representative, a representative of the state commission on national and community service, and five other people chosen by the governor.

Expected Outcomes

The outcomes expected from the implementation of the invitation plan are to recruit and support the invitation of approximately 1500 individuals to the national summit. These individuals should be of the character and position within their community and the nation to increase the volume of effective citizen engagement in community problem solving and to leverage commitments around issues affecting children and youth.

Milestones

Present to Announcement (approximately January 8 - 10) - continue to develop lists of individuals, communities, and organizations to send community team applications. Simultaneously cultivate same. Develop and print application and guidelines.

January 8 - February 7 - support the application process at the local level.

February 8 - February 19 - staff review and preliminary selections for recommendation. Also during this time we will recruit community teams to backfield for geographic shortfalls that may exist.

February 21 - governance committee decisions on community delegations.

February 22 - March 2 - finalize community list, compile community and individual team member data base, assemble invitation packets for mailing.

March 3 - mail invitations

Suggested Characteristics and Make-up of the Local Team

The local teams should be made up of approximately 10 people who:

- are committed to the idea that each person regardless of status in community, age, gender, race, religious or institutional affiliation has a place at the table and something to contribute to the community,
- are experienced in creating opportunity for others to contribute to solutions, not just do it themselves,
- know their community and the key players,
- are able to leave their institutional hat at the door,
- are not harnessed by the “politics as usual” way of doing business, and
- Above all, are **trusted** by others in their community.

In addition, local community teams should be selected with the following things in mind:

- The team look like the community it represents recognizing diversity of age, race, economic and physical ability.
- There must be at least two young people on each community team (please note that no limiting ages are prescribed),
- The mayor or his/her designee must be invited to serve on the community team. This person should not be a public employee if not the mayor, rather a civic leader.
- At least 2 of the individuals should be doing work that addresses the overarching goal of achieving better conditions for children and youth and creating opportunities for other citizens to be involved in this work.
- The balance of the team should include some of the following perspectives that would be most beneficial in increasing the volume of effective citizen engagement in your communities: communities of faith; educators (both k-12 and higher education), corporate (largest employer and small business); neighborhood leaders (like homeowner associations or neighborhood councils); social service delivery agencies; philanthropic groups (community, private or corporate foundations); media; and professional manager (like the city manager).
- All team members should either be in positions to advance citizen action or are already doing so, either through work at the neighborhood or grass-roots

level or from a position of institutional power or administrative authority in the community.

Numbers of Delegations per State

Based strictly on population and assuming approximately 100 communities (actually 103 communities), following is the number of community delegations each state should field.

States with one delegation (30)

Alabama	Alaska	Arizona	Arkansas
Colorado	Connecticut	Delaware	Hawaii
Idaho	Iowa	Kansas	Kentucky
Louisiana	Maine	Mississippi	Montana
Nebraska	Nevada	New Hampshire	New Mexico
North Dakota	Oklahoma	Oregon	Rhode Island
South Carolina	South Dakota	Utah	Vermont
West Virginia	Wyoming		

States with two delegations (10)

Georgia	Indiana	Maryland	Massachusetts
Minnesota	Missouri	Tennessee	Virginia
Washington	Wisconsin		

States with three delegations (2)

New Jersey	North Carolina
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States with four delegations (2)

Michigan	Ohio
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States with five delegations (3)

Florida	Illinois	Pennsylvania
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States with seven delegations (2)

New York	Texas
----------	-------

States with ten delegations (1)

California

Numbers of Delegations

Page 2

In addition to these delegations, states with only one delegation could apply or petition to send an additional delegation if the delegation is reaching a special population, i.e. rural, Native American, or region like Appalachia that might have special needs due to location and economy.

Adding delegations from territories and special circumstances (District of Columbia), would add **five** more delegations. They are as follows:

American Samoa
Puerto Rico

District of Columbia
Virgin Islands

Guam

Summit National Invitations

12/5/96

In addition to the Presidential, Community, and Gubernatorial/State Delegations, national leaders and representatives from the public, nonprofit, and private sectors will be invited to participate in the Summit based on the strength and potential of their commitments to "turn the tide" for children and youth by the turn of the century.

Commitments

The national invitation strategy is driven primarily by the commitments strategy. While there is an expectation that members of the national delegation will bring with them a tangible commitment to new action that will affect the most critical problems of children and youth, there will also be attendees whose commitments will be developed as a result of the Summit process. However, a commitment to producing the quantum leap in effective community volunteering and citizen service is a condition of attendance, whether it affects the conditions for the success of youth, the policies that support or impede service, or the post-Summit process in communities across the nation. The Summit is not a forum for advocates or politicians, or a recognition of outstanding service in the past, but an historic call to action for the future.

Delegates

The national delegation will be made up of a matrix of leaders and representatives of the private sector (business, labor, foundations, media/entertainment, philanthropists), nonprofit sector (youth-led, service, faith, k-12, higher-education, civic/fraternal, healthcare), and public sector (military, local, state, and federal government, and the legislative branch) ... and the leaders and representatives from those sectors that can support the conditions and achieve the targets (caring adult, education, safe/clean place, work, health, and service).

Those leaders and organizations that have been targeted for commitments will be included in the first round of national invitations as a part of the process of securing their commitment. Of the 1,500 attendees, approximately 300 will be a part of the national (or commitments) delegation

The draft national invitation list is a combination of potential commitment makers and "titans", thought leaders, and the like. There will be some advocates, but few if any federal and political policy figures so that the focus remains on service and the future. This list will expand and contract in response to the Summit products Are the right folks coming to achieve these targets? This list will be reviewed periodically by the steering and senior management teams of the Summit, and cross-referenced with the commitments targets.

Process

The national invitation process has already begun informally with the approaches being made for commitments. Leaders of the Leadership 18 organizations, Community and National Service Grantmakers Forum, and Connect America partners, and current private sector partners of the Corporation and Foundation are already engaged in active discussions about commitments and there is some expectation that there will be representatives of these entities at the Summit.

As commitments are formalized, each one will be fed into the Invitation Team's database which will produce the mailing and RSVP tracking. In turn, this information will be periodically reviewed by other teams and the senior management.

How many seats should be designed for the national delegation? How many seats does a commitment "get you"? The number of members of the national delegation will expand and contract until the last deadline. Some overflow can be accommodated if the commitment is a local or state-wide entity by encouraging their inclusion into the community or gubernatorial delegations. National commitments require individual judgment: the CEO will only be there one day, but could bring two key functionals (philanthropy, marketing, or human resources). The Commitments Team will determine how many invitations are warranted and will coordinate the numbers with the Invitations Team and the Logistics Team (a certification form will help this process).

How do we control the invitees for quality, credibility, and diversity? With every preliminary meeting or conversation, there is an expectation of an invitation. Then there is the natural growth in the targets list as word gets out and meetings build upon one another. Weekly, then daily, briefs with the appropriate forms can help to keep track of invitations that are informally offered by the Summit Leadership and are developing through the Commitments Team and balance those against the invitations already offered.

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Dear -----,

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A woman contacted me in late October and explained that she submits ideas to Prime Time Live for stories. She wondered if we had a powerful story that she could highlight for a specific show. Thanks to Mary Louise Schweikert's assistance, you found out about this need and responded quickly with your stories. Each story is compelling. I have submitted them for consideration and should hear back shortly. Of course, there are never any guarantees with this kind of thing, but we must always try to gain as much national publicity for this valuable program as we can.

If I hear that one of the FGP programs we submitted has been selected for a feature story I will definitely contact you and your colleagues with the news. Keep your fingers crossed! Thanks again for your assistance.

Sincerely,

Elaine Dalpiaz
Communications Coordinator

cc: Mary Louise Schweikert

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Elaine Dalpiaz
Communications Coordinator

cc: Mary Louise Schweikert

12/9
MRS

KEY TASKS AND DATES

to place into a workplan/time line

requires functional review by steering, communications, invitations, commitments, agenda, logistics, and expert teams with lead accountability assignments

BIG dates are bold --- these are the peaks around which the others revolve

Weeks of December 9 and 16

Steering committee: identify the notables that lend credibility and interest and assign outreach to them; invite participation by issue experts, leaders and spokespersons who will work in teams to explore the development of targets and collection of best practices; complete funder reports; circulate first draft of strategic plan outline to function teams for timelines and assignments, etc.

Reports: hire or identify writer(s) and begin two projects ... analysis of the community conditions, and the case for service as the strategy. To be released as rationale for the Summit at its announcement. "The Era of Big Citizenship"

Materials: final decision on name so that development can proceed on logo, stationery, fact sheets, applications, etc.

Invitations: route the final draft of the application packet for review; assemble mailing lists from partners (Leadership 18, etc.)

Commitments: finalize and secure additional major commitments for public announcement. Look for spokespeople who would lend interest to the announcement

Logistics: sign the contracts that obligate us to where and when; site visits from public relations firm and staff; assemble the host committee

Communications: build media lists
target youth media
book editorial boards and opinion leader visits for coming weeks
long lead time magazines

Agenda: sketch the outline of the meeting itself; expand the expertise to processes such as Grove's graphic visioning, etc. Produce the first draft outline of the three days, keeping placeholders for "big shots" events" (forums, etc)

Weeks of December 23-January 3

(with Holiday down-time)

Final applications packets returned from printer

Final brochures, stationery, folders, etc. returned from the printer

Web site draft approved (run the alpha tests, etc.)

Week of January 6

Pre-briefing for targeted media with the analysis and case studies for service (need a serious name like "The Era of Big Citizens". Can use "Turning the Tide for the Twentieth Century" for the end report on targets etc.)

Editorial Boards

Meetings with targeted Op-ed writers

Generate media turnout

Application packets in the mail to land around the announcement date

Web site online for beta testing

Week of January 13 Announce the Summit

Announce the Summit and its purpose

Release the Report (analysis and case studies for service) to demonstrate why a summit
Summit process is a framework for what we're going to do about it.

President(s) involved

Steered by community and national leaders

Supported by the best minds on mentoring, education, healthy start, safe and
decent places, inspiration/ opportunities to serve

Attended by governors and state teams, citizens and community teams – the range
of the three sectors

Beginning of a process that will engage every community in the country (culminating in
April 1998 --- see plan)

Key completed tasks/outcomes required for Announcement:

Report (or white papers) on the issues and on service as a strategy to solve

President(s) support and participation ready to be made public

Commitments that illustrate and inspire (including a Philadelphia commit)

High profile "goal experts" and/or sector representatives

Application materials/packet

Web site "for more information" up and running

Announcement site/processes /spokespersons

Week of January 20 Inauguration and Martin Luther King Day

A mention in the speech

Respond to inquiries – all functional teams --- busy!

Op eds, opinion leaders, editorial boards

Weeks of January 27-February 24

Invitation and Commitment processes are active and interactive

Secure media partners (if not already)

Explore national goals and targets (wonky but might be bumped up to create interest)

Media plan and materials for local delegation announcements

Non-traveling delegations plan --- how will communities that have not been chosen to come still participate? A techno answer?

Secure media and celebrity talents

Send all the signage to the production folks

Week of March 3 Announce local delegations

We're coming to the Summit! to generate local media coverage

We're participating in the Summit (but not going)! Tactics to engage non-traveling delegations announced and operational

Agenda and speakers final (including the star power)

Secure broadcast partners for the Summit itself --- from daytime talk to wonk-tv to hybrids like msnbc.

Weeks of March 10 - April 7

etc.

Week of April 14-21 National Volunteer Week Pre Summit Service

A high profile service event for each day of the week with a high profile leader. Can drive events all across the country to add texture and depth.

Monday = mentors

Tuesday = education ... one might be America Reads with POTUS

Wednesday = healthy start with Lens Crafters CEO and Lions Clubs, etc.

Thursday = safe

Friday = opportunities to serve ... can we launch a national hotline???? Or announce the national service scholars program????

Daily build up must continue from there "see what we mean?"
Local "we're getting on the train" stories in the 100 communities, etc.

SUMMIT

events
strategic planning sessions
consecutive forums on issues (with Presidents, Governors et al)
interaction with "non attending delegations"
live coverage/taping for media partner specials
interesting agenda with fabulous processes (ie Grove associates type)
webmaster on board and moving that beast
"reporters" roving (actually young service types who can write) that capture the action
and interaction to feed the webmaster, fill the daily newsletters, provide texture to
the final report writers, and highlight interesting angles for press, programs, and
others. Also automatic spokespersons and media food.
celebrations and entertainment (goosebump factor)

Presidents Service Awards ... and announce the daily points of light?

Post Summit Weeks of Summer and Fall:

100 communities support – communications and summit process

Special post-summit gatherings --- the following are opportunities to gather steam:

- Community Summits
- State Summits
- Regional Forums
- Forums on Summit goals
- Forums by sector

all of the following are partnership opportunities:

- find and communicate best practices
- training
- evaluation
- resource development --- it takes all sectors
- heroes series with awards, media partners, etc.

link with Opening ceremonies of national service
and Make a Difference Day

Week of September 1 --- Labor Day and Back to School

Hook to recapture any momentum with a tie in with the back to school/back to real life/back to work theme we recraft around our service findings.

Issue follow-up report ... "Turning the Tide for the Twentieth Century"

Week of January 19 --- MLK Day and Announce the Report Card in the spring

Week of April 19-25 --- National Volunteer Week and the Report Card

Report to the President by sector, issue, community, etc. leaders on how we've done on the targets.

A fourth of July type celebration on the South Lawn (nations back yard) for a communities and individuals with celebrations, awards, brouhaha.

9/6/21

DRAFT

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DRAFT

**Reigniting the Torch of Volunteerism
-- For the Sake of the Children --**

As a people, Americans are widely viewed as possessing two character traits -- optimism and generosity -- both of which will be indispensable if we are to improve young people's prospects through voluntary service.

Americans' optimism no doubt is a function of the successes we've achieved from our very beginnings as a nation. We are, for the most part, a country of emigrants who, more often than not, first arrived here by surmounting great obstacles -- from tyrannical despots to angry oceans.

The wilderness in which we found ourselves immediately posed its own challenges and, in surviving these trials, our confidence was bolstered and our optimism reinforced.

As for our generosity, it most often is attributed to the plenty that has been bestowed upon us. One could argue, of course, that riches are as likely to breed greed as generosity. It thus might make the most sense to seek an explanation for our enduring commitment to charitable in the spiritual realm.

As much as life in early America taught self-reliance and introduced new ideas of individual rights and freedom, it also re-confirmed the worth of sacrificing the self for the sake of the group. And our history as a nation has only reinforced the worth of such selflessness.

- Uncle Sam asked us to buy War Bonds. We did, and we won the war.
- The March of Dimes enjoined each of us to make contributions to the fight against polio. We did and the disease has virtually been eliminated.
- President Kennedy demanded that we ask not what our country can do for us but rather what we can do for our country. Tens of thousands pondered Kennedy's imperative and then joined the Peace Corps, bolstering America's standing around the globe. Today, you would be hard pressed to find a former Peace Corps volunteer who is not convinced they got as much or more out of their volunteer work as those they helped.
- Distressed by the litter overwhelming our landscape, First Lady "Ladybird" Johnson called on us to "Pitch It." We did, and America is a more beautiful place for the effort.
- In his retirement, former President Carter quietly picked up a hammer, showing the way for thousands who are now helping to build homes for those less fortunate and, in the process, better lives for themselves.

As flush with generosity as Americans to this day remain, several social and economic trends have converged in ways that are creating unprecedented demands for more volunteers.

Since the late 1960s, when the "War on Poverty" was declared and the federal government established its primacy as the caretaker for the nation's disadvantaged, the breadth and depth of volunteer efforts has declined steadily.

Over the past decade, that decline has continued despite the need for more volunteers that has been generated by the extensive dismantling of federal welfare programs. Further driving the need for volunteers are global developments that are having a profound effect on the American economy.

International competition is exerting extraordinary downward pressure on American wages. With technological developments, such competition also is diminishing job opportunities for middle income families.

As a consequence, many households once supported by a single wage earner now require two incomes to maintain current standards of living. The ramification of such developments for the nation's young people are very troubling. Statistics show that:

- More young people than ever before qualify as "latchkey kids," spending more than X hours a day out of school but unsupervised because their parents are working.
- More America children are being raised by single parents than ever before.
- Young people today are scoring lower than they ever have on scholastic achievement tests that have been in use for generations.
- Teen abortion and pregnancy records are at all-time highs.
- Drug use by young people is again on the rise.

In light of these developments, two of the most notable national organizations for promoting volunteerism -- the Corporation for National Service (CNS), which was created at the instigation of President Clinton, and the Points of Light Foundation (POLF), a vehicle for sustaining service programs developed by former President Bush -- have agreed to a joint four-year program aimed at engaging 5 million new mentors and tutors for young people in need while finding an additional 5 million opportunities for young people themselves to become involved in voluntary community service activities.

watch
this
language

Stable
in light of
mgr.
demands

(other
shifts)

insert
- seems
as a
strategy

the
messy
piece
✓

In the view of CNS and POLF officials, the objectives they have set are realistic and their achievement is needed to restore the promise America traditionally has offered each generation as it enters adulthood.

To launch the urgent, bipartisan campaign that is needed to accomplish their goals, CNS and POLF have engaged President Clinton, former Presidents Bush, Carter, and Ford, and their wives, along with former First Ladies Nancy Reagan and 'Ladybird' Johnson to raise a clarion call for renewed voluntary efforts by the public at a "Citizen Service Summit" to be convened in Philadelphia in late April.

Each of the Presidents and First Ladies will be accompanied to the Summit by a "Hero Volunteer," a real person who is a real volunteer and represents a category of engagement with young people critical to their well-being. The summit participants will also include "Ambassadors" from various realms -- the world of volunteer organizations, corporate board rooms, the celebrity arena, academic leaders, etc. -- who will be critical not only in sustaining interest in volunteering and the objectives of the CNS and POLF but also in building mechanisms for placing prospective volunteers with worthwhile service organizations.

Delegates to the Summit will include representatives of public, private and non-profit groups from all 50 states. Their task at the summit will be to define the most pressing needs of America's young people, determine what kinds of efforts can most effectively address these needs, and agree on strategies for engendering such efforts.

Already, CNS and POLF have honed in on several areas where extensive help will be needed: Caring and supportive mentoring relationships; educational interactions that will prepare young people for work and citizenship; initiatives that will insure young people understand, appreciate and embrace healthy lifestyles; efforts to insure safe places in which to live, work, and learn; and spiritual guidance to sustain the nation's collective commitment to service.

As we see it, the Summit itself cannot accomplish the goals set by CNS and POLF unless a broad range of activities are undertaken before during and following the event in Philadelphia. A quick look at the activities we envision follows:

Before the Summit --

- An Announcement Press Conference at the National Press Club in Washington. This event will bring together the press secretaries for each of the principals -- M. McCurry for Clinton, M. Fitzwater for Bush, J. Powell for Carter, R. Nessen for Ford, S. Tate for Nancy Reagan and E. Carpenter for LBJ. The press conference could announce the findings of the latest Gallup Survey on Volunteering in America.

lunch following q&a

- A news release detailing a White Paper by the Points of Light Foundation and the National Service Organization on the challenges confronting today's youth and depicting the levels of volunteerism in America.
- A series of exclusive joint interviews/profiles by both print and broadcast outlets of the "Heroes" and the Summit Principals sponsoring them. These news events could be as various as a "Parade" magazine piece, a "Dateline" interview, and an on-going on-line Q&A.
- A PBS-style town meeting/seminar on volunteerism involving a select number of Democratic and Republican governors along with key players from POLF and CNS and moderated by a Walter Cronkite or Charles Karault.

At the Summit --

The watershed event of 1997 will be the Citizen's Service Summit launching America's recommitment to volunteerism on a national basis. The summit will serve to create momentum and enthusiasm establish national goals and elevate the ideals of volunteer service to new levels. The Summit program must demonstrate and highlight a carefully balanced mix of political leadership, celebrity status, and real-life volunteer experiences.

Potential program Agenda:

- **Opening ceremonies/gala (Independence Mall)--Lighting the Torch of Volunteerism**
 - Official welcome Mayor and Governor
 - Moving rendition of National Anthem (Whitney Houston)
 - Welcome of delegates by CNS and POLF Leadership. Introduction of Chairman
 - Remarks by Chairman--The commitment of a nation--introduction of leadership team.
 - Video presentation -- Making the case for service. Establishing urgency, demonstrating commitment, showcasing success.
 - Recognition and salute to all volunteers in the audience.
 - Entertainment (Bill Cosby)
 - Closing remarks--The Chairman
 - Lighting of the torch
 - Fireworks, music

- **Monday morning session--Presidential Leadership--Committing a nation to Service**
 - An interactive program with President Clinton and three former Presidents and the first ladies. Each President would be teamed with a “volunteer hero” who embodies the ideals of service. Each President would focus on a particular element of the national service goals, and would speak on the personal importance this commitment has made in their life.
 - Potential Presidential Pairings:
 - President Clinton: Mentoring relationships
 - President Bush: Education and literacy
 - President Carter: Safe and decent places to live
 - President Ford: The importance of a healthy lifestyle
 - First Ladies: Inspiration and opportunities to serve
- **Monday Afternoon Session -- The Governors -- Committing the States to Service**
 - An interactive session with the governors, highlighting activities in the states and featuring volunteer heroes.
 - A roll call of states where governors and their delegations make public commitments. The total becomes the national goal.
- **Monday Evening -- An Evening of Service --**
 - VIPs and delegates alike, fan out into the Philadelphia community to participate in volunteer activities.
- **Tuesday Session -- The Volunteers --Committing Communities to Service**
 - Signing ceremonies where delegates sign their names to the Declaration of volunteerism at Independence Hall.
 - Closing ceremonies at Independence Mall. Send off to the states.
- **Media Components of Summit**
 - Morning television and radio talk show appearances by the Summit principals with their “Heroes” and the “Ambassadors”; the point being to sell the concept of volunteer work for and by young people.
 - Summit event coverage by C-Span / CNN.

- Satellite Video News Release and Satellite Media Tours for Summit participants. The tours would target local newscasters in the nations top 30 media markets.
- Daily Press Conference. Both days of the summit, briefings would be provided by the organizers.

Coverage by TV magazines--Dateline, 20/20, 48 Hours

Following the Summit --

- Establishment of a national 800 number for prospective volunteers and a network to link callers to local volunteer organizations.
- News releases that monitor the growth in levels of volunteerism.
- Well-paced follow-up Public Service Announcements should be generated that rely on the principles at the April summit and the cavalcade of celebrities that will be gathered for it. As with virtually all aspects of the program, pro bono contributions will be sought for PSAs that can be used again and again over the course of the 4 year effort.
- USA Today weekly "hero box"
- Ad Council commitment to add-a-day.
- Involvement by Hearst, Conde Nast, other publishers to showcase volunteerism
- Continuing efforts on behalf of governors offices aimed at sustaining local media coverage of effective volunteer programs.

As ambitious as are the goals of CNS and POLF, we are heartened at the prospects for achieving these objectives by the confidence and generosity that has been shown to be an integral part of the American character for generations.

Whether one considers government the source of the problems facing our young people or the solution to these problems, the inescapable fact remains that government alone cannot address all the challenges confronting our youth.

Broad, bipartisan support for this premise should spur the coordinated effort involving volunteer organizations, the business community, educators, and the media that will be needed to accomplish the aims of CNS and POLF.

While the Summit can generate enthusiasm, the critical need will be to sustain this enthusiasm and direct it in ways that will allow voluntary actions to make a real difference for the next generation.

Finally, it would seem that the lead up to the Summit, the event itself and all that flows from it must contribute to a sense of urgency that opportunities are being opened for individuals to make contributions to the common good that will leave offer them in return an indelible sense of personal satisfaction.

Eli-FYI

Deb and Gene –

As you may know, the White House is pretty cagey about releasing the President's official schedule, and does not do so for most days. When the White House Office of Scheduling and Advance told me they can't release official schedules out-of-house, I called Bill White (Associate Director of Public Liaison), who said that even in-house, they don't release it unless you tell them why you need it, and "Because my Chief of Staff asked me for it" isn't good enough.

Nonetheless, the information we're looking for – speaking engagements – is inherently public, so I am confident that the information I've put together from press releases and press conferences transcribed onto the White House and Presidential Archives web sites tell us what we need.

- On the last two days of Passover in 1993, the President participated in "Ceremonies commemorating the 250th Birthday of Thomas Jefferson" in Washington, the "Goals 2000: Educate America Town Meeting; Building Bridges from School to Work" conference in Washington, the "First Technology Reinvestment Project Conference" via satellite from Washington, and the Easter Egg Roll in Washington.
- One the last two days of Passover in 1994, which fell on Saturday and Sunday, the President did absolutely nothing in public other than the Easter Egg Roll. Perhaps he was exhausted from announcing that San Diego was getting a NCCC campus, which he did on April 1st, the sixth day of Passover.
- On the last two days of Passover in 1995, the President gave interviews and a radio address from Washington as the nation mourned the victims of the Oklahoma City bombing. He also issued his 1995 National Volunteer Week proclamation.
- On the seventh day of Passover in 1996, the President delivered a eulogy at Ron Brown's memorial service at the National Cathedral

FYI, the seventh and eighth days of Passover fell out:

1993 April 12 and 13
1994 April 2 and 3
1995 April 21 and 22
1996 April 10 and 11

Stu



Save the Children.

FAX COMMUNICATION

54 Wilson Road
P.O. Box 950
Westport, CT 06881 USA
(203) 221-4000

Sending Fax: Cheryl Odigri
Receiving Fax: _____
Date: 12/9/98

Fax No: 203-565-2784
Total No. Including face sheet: _____

Please deliver the following pages to:

Shirley Agnew
From: Catherine Fulton -

Comments:

Shirley, FYI -
Tried to reach you before I sent this.
Will keep you posted if I hear anything back.
Would appreciate you doing the same - Can you
make sure that Harris gets his copy - I sent
a fax this morning.

If you do not receive all pages, please inform us as soon as possible at (203) 221-4006

TO: BOB GOODWIN
HARRIS WOFFORD

FROM: CATHERINE MILTON

SUBJECT: SUMMIT: Next Steps

DEC. 8, 1998

I enjoyed our session on Friday and hope that it was helpful to you. I have thought about Bob's question as to how much (if any) time am I willing to commit to helping you launch the Summit.

I believe I could be most useful to you pulling together the program for the Summit (the agenda, facilitators, flow). However, I am only willing to get involved if there are clear lines of authority and structure. Perhaps you already have plans to have this structure, if so, no problem. But from what I have picked up from some of the staff helping out, I thought it best to be very explicit. Here are my recommendations:

An Executive Committee with final authority on all aspects of the Summit, including the program --- the members would include both of you and anyone else that you think essential (from what I gather this would include either Ray or his representative, Stuart, and General Chambers). There would also need to be a functioning coordinating Summit Staff Team which would convene the key staff representatives responsible for each of the key tasks (Logistics, Outreach, Program, Presidential/VIP management, Pre/Post Reports).

If there were such a structure, I put together an agenda for the program. To do this, I would need to have:

- * A staff contact who has immediate access to the Executive Committee and could set up the meeting times, serve as a liaison;
- * Assistance from Lisa Spinali, a trainer/consultant who works for the Corporation. She would need to have her travel and expenses paid for at least ten days and two trips from San Francisco where she is based;
- * Two half days of time commitment from the Executive Committee over the next five weeks;
- * Ability to bring in for a day, David Sibett --- the "charette" expert to see if you all want to proceed with him (ideally for one of the half day sessions in Dec),
- * My transportation costs covered from Connecticut (I probably would need to make a trip every other week). As Bob knows, I would also want some appropriate acknowledgment for Save the Children's donation of my time.

With this kind of commitment on your part, I could commit to driving the process to get the major decisions made on the program by January 15. Time is critically important, the longer the delay in making these key decisions, the harder it becomes to make them at all.

Think about it and please give me a call. If you want to proceed, I will get going right away.

My phone number at work is: 203 221 4006; at home: 203 221 8457.

Catherine

**Save the Children.****FAX COMMUNICATION**

54 Wilton Road
P.O. Box 950
Westport, CT 06881 USA
(203) 221-4000

Sending Fax: Nayt

Receiving Fax: _____

Date: 12/11Fax: No: ~~610 662 2866~~ 202-565-2784Total No. Including face sheet: 2

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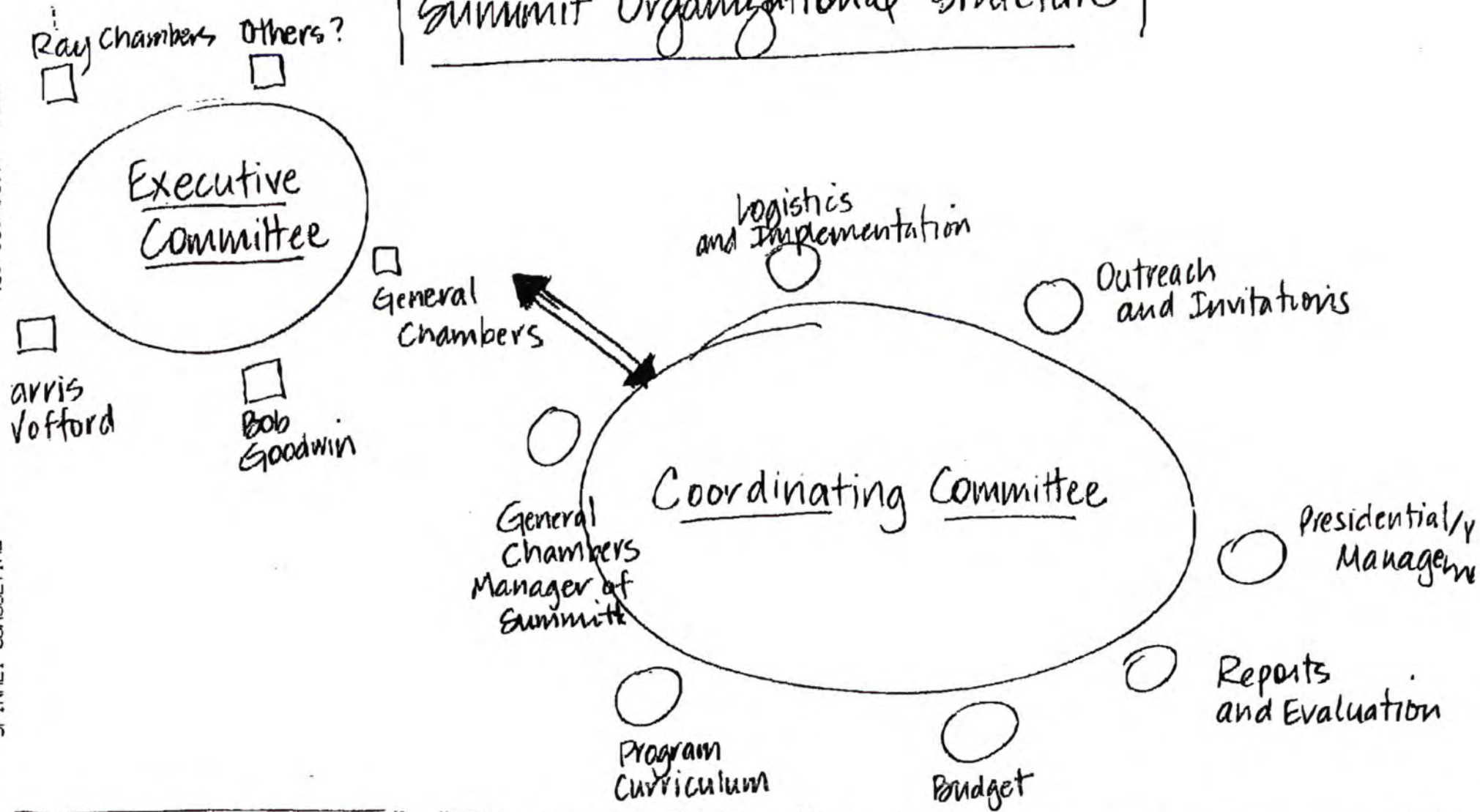
Shirley LagawaFrom: Catherine Milton

Comments:

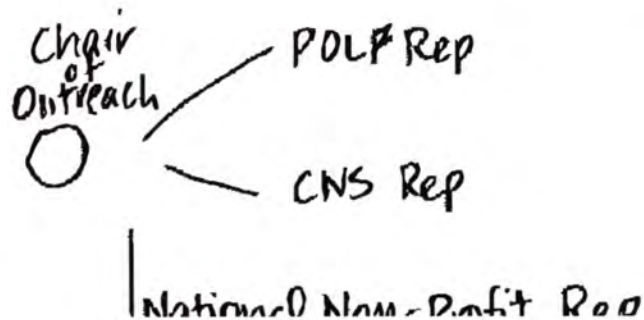
MI

If you do not receive all pages, please inform us as soon as possible at (203) 221-4006

Summit Organizational Structure



Note: For each ○ - Major area, there would be a secondary structure to support the area. For example:



MEMORANDUM

CORPORATION
FOR NATIONAL
 SERVICE

TO: Corporation Board of Directors
FROM: Shirley Sagawa 
SUBJECT: Summit Commitments Meeting
DATE: December 13, 1996

As you know, we are moving ahead with our plans for the Summit. A key strategy to use the Summit to launch a new era of citizen action involves the announcement of "commitments" by major organizations (business, education, religious, nonprofit, etc.) to advance one or more of the five goals of the Summit (see attached). We are counting on the assistance of Board members, consultants and volunteers to reach out to appropriate organizations to encourage them to make commitments that may be announced at the Summit in April. A limited number of model commitments may be part of the press announcement of the Summit in January.

On Wednesday, December 13, we are holding a meeting on Summit Commitments with some of our key consultants and partners. Joining our growing team of service missionaries and participating in the meeting are Billy Shore, Ray Cortinez, interested Board and Steering Committee members from the Summit, the Corporation, and the Foundation.

If you are eager to explore commitments right away and would like to participate in the meeting, please give Melinda Hudson a call at ext. 193. We can either bring you in, brief you after, or more fully brief you at the Board meeting after the holidays.

1201 New York Avenue, NW
Washington, DC 20525
Telephone 202-606-5000

Getting Things Done.
AmeriCorps, National Service
Learn and Serve America
National Senior Service Corps

Commitments

The Citizen Service Summit

**Connecting Americans to Get Things Done
for the Next Generation
April 27-29, 1997**

Philadelphia

The Citizen Service Summit begins a three year process to produce a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. This Summit of the Presidents of the United States and citizen leaders from all around the country will be a historic call to action to achieve goals for the future that are shared by communities across the nation. Following the Summit, these citizens will return to their own communities and organizations and launch plans to increase citizen involvement to achieve these goals.

Summit Commitments

The Citizen Service Summit will call for commitments that serve as models for increasing the volume and effectiveness of citizen action. Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. Commitments are, in fact, a requirement for attendance.

At the Summit, a set of leadership commitments will be highlighted from foundations, businesses, state and local government, educational institutions, religious organizations, nonprofits, and community delegations that will commit their time, resources, and skills to turn the tide against serious social problems. Following the Summit, and over the next eighteen months, a concentrated effort will be made to acquire commitments from a wide range of communities, organizations, and institutions and support a continuing process of local summits and follow-on initiatives.

The Summit will propel three kinds of commitments to increase the volume and effectiveness of citizen action. Commitments that:

- • Achieve one or more of Summit's five goals for the future, especially those that focus on the needs of America's young people from birth through their entry into active duty citizenship
- Change organizational policies or systems to unleash the power of citizen action and remove the barriers to sustained and effective citizen engagement.
- Support community delegations in carrying the summit process forward, extending their reach and engaging more citizen power at the local and neighborhood level.

Model Commitments for the Future

Commitments made by organizations at the Summit must be bold, national in scope, and local and profound in their impact. The nature and scope of commitments is very important for two reasons: first, the scale of the country's serious social problems demands that every institution and individual play a role in addressing them; however, the current volume of effective work is not sufficient to change these problems. Second, these commitments will serve as examples to others, and, therefore, must be bold and far reaching so that other organizations nationwide will be inspired to make their own commitments in their own communities.

All of the commitments made by the private, public, and nonprofit sectors will increase the volume and effectiveness of citizen action in one of three ways: through the Summit's goals, through changes in organizational policies, or through committing to support post-summit work in the local communities.

The following are examples of the kind of commitments the Summit will catalyze:

I. To Achieve a Summit Goal:

Caring and supportive mentoring relationships in the life of every young person.

A business could establish a mentoring program at all of its work sites.

A national organization could pledge to fulfill a commitment for mentors for every child that needs one in a community or state, or for a model national number by the year 2,000.

A religious organization matches every family in its parish, synagogue, church, mosque, or temple with a family in need.

A community could pledge to find a mentor for every young person in need.

A civic organization offers a citizen service scholarship to a student in every high school in America.

Education that prepares the coming generation for productive employment, economic fulfillment, and good citizenship.

A college or university commits its work-study funds to community service.

A nonprofit locates its services in the school, anchoring after-school tutoring and child care programs.

An employer provides Saturday Academies designed to pair corporate volunteers with students in a comprehensive school-to-work program.

A computer company puts schools and nonprofits online, with hardware, training, and technical assistance.

A governor declares zero tolerance for illiteracy, and leverages all the public assets to support volunteers in teaching all who want to read.

A healthy start in life and encouragement for healthy behavior.

A company could pledge that its primary product be provided for free to all children who need it in a community or to a national target number by the year 2,000.

Retirees from a union or company or public employer could band together to provide services that support donations of a private sector product.

A medical or dental school could commit to having a certain percentage of residencies conducted in low income clinics.

A health care provider uses senior citizen volunteers and retirees to help the frail elderly live independently and avoid nursing homes.

Safe and decent places to gather, learn, work, and play and live.

- Financial institutions commit a percentage of community reinvestment funds to programs and approaches that engage citizens in active duty service.*
- A civic organization guarantees a safe place for youth from the close of the school day to early evening in every community in which it has a facility.*
- A company adopts everything within one mile of its headquarters, renovating every public space within its circumference and restoring every ecosystem.*
- A religious organization could offer its facilities daily as a safe place or a safe corridor for children after school.*
- A real estate firm donates housing for those who commit to do full-time service in the community.*

Inspiration and opportunities for everyone - young and old - to give back to others through service and to contribute to the common good.

- A newspaper could commit to running, on the front page, one story each week about what is working in communities through citizen action.*
- An employer integrates service into its hiring, evaluation, and retirement systems.*
- A company supports a youth service program in every elementary school in America.*
- An employer integrates service into its apprenticeship programs, building leadership and management skills.*
- An employer devotes a percentage of its summer jobs tasks to support community service projects.*
- A city pledges to organize public-private funds for summer jobs for every youth, a good percentage of those in service to the community.*
- A university commits a fixed number of volunteer hours from its students, pledging that on any given day there will be a certain, reliable number of volunteers for a project.*

II. To Change Organizational Policies in order to Support Citizen Service:

- A foundation could make citizen service a criterion for all of its grantmaking.*
- A civic organization that serves youth could turn the tide by engaging youth in service to others, integrating service into its strategy.*
- An employer could incorporate citizen service into its hiring criteria, employee evaluation, and other personnel policies.*
- A television network could agree to carry regular and prominent programming related to service.*
- An employer could integrate service into its apprenticeships programs, building leadership and management skills.*
- An employment agency could deploy its clients in nonprofit community organizations during between placements and during extended job searches.*
- A business could provide service sabbaticals or community leave for skilled employees and engage their retirees in community service.*
- A college or university could integrate service-learning into every class and the entire curriculum.*
- An employer hires, trains, and mentors those transitions out of welfare.*

III. To Support the Work of Community Teams During and Following the Summit:

A foundation could support the local summit.

A company could underwrite the participation of a community delegation.

A national nonprofit could pledge its affiliates as partners in the post-summit delegations and other initiatives.

Commitment Criteria

While each commitment will be unique, depending upon the interests, skills, and experiences of the organization making the commitment, the Summit has defined criteria that all commitments must share:

- Each commitment must be significant enough to serve as model for other organizations across the country. The commitment will be valued for the projected impact it hopes to make on the country and on communities.
- Each commitment should represent “new” action for an organization. Although it could be build on something it already does, the organization should “stretch beyond” its current activities and ask how it could make the greatest impact.

11/18/96

Dear Community Leader:

Is there a child in your community who lacks the basic conditions that make it possible ~~for him~~ to succeed? A caring and supportive adult in his life? A safe and decent place to gather, learn, work, ^{or her} play ~~and live~~? Access to health care, education, and the connection to economic opportunities? And the chance to appreciate his ^{or her} own value to the community by giving back to others through service?

If the answer to these questions is yes, please join us in a call to citizen action.
If we are to ensure that every child growing up today has a chance to succeed, we must reach beyond the government and social sector resources traditionally available to help. Throughout history, Americans have risen to the challenge by ~~doing~~ their share during times of war, or to stamp out polio, or protect our environment. Now it is time to call on every American to turn the tide for our children.

Many communities are finding that in order to respond to the growing crisis facing the next generation, ~~that~~ they must come together, ^{and cast} putting aside traditional rivalries, ideologies, or ~~conflict over~~ turf. Some have set specific goals, and assembled all the resources of the community to craft a strategy to achieve them.

Challenges
Whatever the goal, whatever the strategy, it is no surprise that these ~~efforts~~ often call for new resources. And whatever its demographics, whatever the need, virtually every community has an important resource that is often overlooked: the time, commitment, and caring of ordinary citizens. Study after study makes clear that the average American is prepared to do more, if only someone would ask ~~and show that she can make a difference.~~

April 27-29
Together with President Clinton and former President Bush (Carter, Ford?), we invite your community to take part in a nationwide mobilization to turn the tide for children and youth. This effort will be launched in April with a national Summit to be held in Philadelphia involving the President and all living former presidents, as well as governors, mayors, business CEOs, nonprofit leaders, educators, religious leaders, ^{use of local names} and others ^{community leaders} seeking a quantum leap in the level and effectiveness of citizen action. *More than 1,000 of the 1500 participants in the Summit will be drawn from teams from 100 communities selected by a panel of Summit partners to engage in this intensive 2 1/2 day session.*

the Summit process
Through ~~this mobilization~~, national organizations, corporations, and others will make commitments to support communities working toward achieving five basic ^{communities, indiv. leaders, targets} goals, which are now being refined by teams of experts:

[list goals]

We will track progress toward these goals over the next three years, and help communities ~~be in touch~~ with others who are undergoing similar efforts. *cooperate*

BOLD *How can this national mobilization help your community?*
Should your community be part of this national mobilization?

Done

**Application Instructions
for
Local Community Delegations
to the
Citizens Service Summit**

*1/31/97
Copies to
Shant
Andrew
Cress
Kenny
Jim
Melinda*

Cress + Rhonda - where are we on scholarship \$?

Need to decide if we are in it; team to be part of process as opposed to attending

Need to meet with letter as edited by team

The Points of Light Foundation and the Corporation for National Service invite delegations from communities across the country to apply to attend the Citizens Service Summit in Philadelphia, April 27-29, 1997. These delegations will become partners in their communities to improve the quality of life and chances of success of children and youth most affected by serious social problems. The Summit will be one event in a multi-stage strategy to increase effective community volunteering and citizen service focused on the most critical problems of children and youth. It is our hope that, in part through citizen service, every child in America will have a caring and supportive mentoring relationship; access to a safe and decent place to gather, learn, live and play; proper healthcare and a healthy start in life.

The delegations will come together before, during and after the Summit to develop action plans for broader citizen involvement in community solutions. Each local delegation will begin with team meetings in their local communities before the Summit to establish working relationships and begin assessing their community assets and needs. Clearly, many community already have established local teams that are working effectively together. It is intended that this process will build on existing assets. In addition to local community delegations, states will send statewide teams which includes the governor and national leaders who represent the public, non-profit and private sectors will be invited to participate based on the strength and potential of their commitments to "turn the tide" for children and youth by the turn of the century.

About 100 community delegations from those that apply will be invited to attend. The selection process will be competitive. Applications will be evaluated against a set of criteria that include:

- ~ demonstrated understanding of the community's existing problem-solving efforts;
- ~ demonstrated capacity to achieve the Summit goals; — ? commitment to set + achieve goals?
- ~ a diverse and inclusive community delegation; and
- ~ personal and organizational commitments to hold a local community summit and increase the volume of effective citizen service for community problem-solving.

In addition, the selection process will ensure that every state has at least one local community delegation, that some delegations reach special populations such as rural areas, Native American communities or economically impacted areas and no state has more than nine delegations. The selections will be made by a team of community leaders and policy experts from the United Way *[Rhonda who else, can you fill in?]*

informed by the recommendations

Blue Ribbon panel

Composition of Local Delegations

The local teams should be made up of approximately 10 people who:

- ~ are committed to the idea that each person regardless of status in community, age, gender, race, religious or institutional affiliation has a place at the table and something to contribute to the community;
- ~ are experienced in creating opportunity for others to contribute to solutions, not just do it themselves;
- ~ know their community and the key players;
- ~ are able to leave their institutional hat at the door;
- ~ are not harnessed by the ^{a "business as usual"} ~~"politics as usual"~~ way of ^{operating} ~~doing business~~; and
- ~ above all, are trusted by others in their community.

have a record of "getting things done"

In addition, local community teams should be selected with the following things in mind:

- ~ The team should look like the community it represents recognizing diversity of age, race, economic and physical ability, and including young people.

background

- ~ The mayor ^{should} or his/her designee must be invited to serve on the team.

should include

under age 25

or to designate a representative

- ~ At least two of the individuals should be doing work in the community that addresses the overarching goal of achieving better conditions for children and youth and creating opportunities for other citizens to be involved in this work.

- ~ The balance of the team should include some of the following perspectives that would be most beneficial in increasing the volume of effective citizen engagement in their communities: community of faith, educators (^{elementary, secondary, &} both K-12 and higher education), corporate (^{such as} largest employer and small business), neighborhood leaders (^{like} homeowner associations or neighborhood councils), social service delivery agencies, philanthropic groups (community, private or corporate foundations), media, and professional managers ^{public sector} (like the city manager).

- ~ All team members should either be in positions to advance citizen action or ~~are~~ already ^{be} doing so, either through work at the neighborhood or grassroots level or from a position of institutional power or administrative authority in the community.

How to Apply

Any local leader can take the lead in identifying representatives and sending in the application. Applicants should follow the instructions below for the application and send four copies of it to:

Rhonda, need address and contact person here

It should be received by February 8, 1997 *[Rhonda, date correct?]*. Selections will be made by late February and successful delegations will be notified and officially invited by March 3, 1997.

Application Instructions

The application includes a cover page that lists the members of the delegation and a simple narrative that answers the questions below. It should be no more than three or four pages long. Before contacting potential delegation members or preparing the narrative, you should read the accompanying material that describes the goals of the summit and the strategies for local community involvement. *[Rhonda, I assume we will have the "inspirational piece and background materials that lists the goals as part of the package.]*

1. **Cover Page:** Provide the following information on the cover page.
 - A. Name and brief description of the community
 - B. List of the delegation members and their affiliations
 - C. Name, organization, address and phone number of the person submitting the application. This person will be the official contact and will be notified if an invitation to attend will be extended)
2. **Narrative:** Answer each of the questions below. Please begin each section with the question itself.
 - A. What challenges face your community related to your children and youth and what is currently being done to solve those problems?
 - B. Which goals of the Summit will you work to achieve in your community and how do you see the Summit helping you to achieve your goals?
 - C. Describe your community delegation. How did you decide who should be included and what do they bring to the delegation?
 - D. What are your plans for action following the Summit? How will you increase the volume of effective citizen service to address issues facing your children and youth?

from Rhonda

Shirley, I decided to write my comments on the Community Leader letter...so here goes. Please see originals for some comments in red ink.

I realize you were not focusing on style, but I think the letter needs to be divided with bold headings, like: Why is this important to me and my community? Who should come? What do I get for my community? How do I make sure I get to come?

In the opening paragraph, I think we should make clear that we are inviting them to be part of an exciting process. Maybe the last line of the first paragraph should say something like --- Then please join us in this historic call to citizen action.

In paragraph 5 of page one, I would add to the end of the first sentence -- , asking all citizens to take action to change their communities (or something like that) -- tell them what you want.

On page two - a little different take -

How can I be part of this historic call to citizen action?

To participate in the summit in Philadelphia, you and other leaders in your community will need to identify a local development team composed of individuals representative of local government, business, education, social services, volunteer organizations, the communities of faith, youth, parents, and others whose individual or institutional affiliations put them in a position to influence positive change. The team will be responsible for setting goals for your community, planning a local summit, developing a strategic plan, and tracking progress toward your goals.

How does my community benefit?

We expect communities to become part of a nationwide network of local teams, experts and others who can share the best of what they know and what they've learned to support one another's efforts to reach goals and targets they have set to change the lives of children and youth. Communities may gain access to resources made available by national organizations, foundations, corporations and others – tangible commitments to support the process of engaging citizens in changing their communities.

At the summit in Philadelphia, we will provide tools that will help you and other local leaders work together to develop a strategic plan for your community. Already successful local initiatives will be highlighted and may enjoy increased visibility by being part of a national effort.

Please consider joining us in the effort. It will surely make a difference in the lives of the next generation, and all of us whose future depends on them.

What is the process for bringing a community team to Philadelphia?

You will need to complete the attached application materials and, to be considered to attend the national Summit, return them by February 7, 1997 (or February 10 or 14). There is a reply card that should be returned *immediately*. As many as 100 community teams of up to 10 people each will be selected by a blue ribbon panel to participate in the national Summit in Philadelphia, April 27- 29, 1997. The community teams will join the President, former presidents and more than 500 national leaders in this groundbreaking effort.

Selected teams will be notified in early March of their acceptance to attend the national Summit.

Where do I get more information?

If you have questions, or would like to know who else in our community has shown interest in responding to this call for community delegations, you may call (insert) or visit our web site (insert address) after (insert date). This letter has also been sent to other community leaders identified by organizations like United Way, Goodwill, Volunteer Centers, the Civic League to name a few.

How can my community be part of this effort if we don't come to Philadelphia?

We will send you copies of the tools developed to support this process beginning in Philadelphia, as well as supply you with contact names of communities across the country who are participating in the national Summit. Our web site will be updated regularly to include information useful to meeting the goals and targets set by your community and others.

Thank you for the important work you are already doing for the children and youth in your community. We hope to have the opportunity to work with you to more actively and effectively engage others in your community to help every child realize his potential.

Sincerely,

HW
BG

MEMORANDUM TO STUART SCHAPIRO, HARRIS WOFFORD, BOB GOODWIN

From: Shirley Sagawa

Re: Invitation letter

Date: December 30, 1996

cc: Rhonda Taylor, Gregg Petersmeyer, J Toscano, Kenn Allen, Jim Scheibel, Melinda Hudson

Here is a draft of a letter soliciting applications for local delegations to attend the Summit. I believe we need to have a letter ready to go by next week, so we will need comments by Friday a.m. at the latest. You will see that I have taken the approach of inviting participation in the Summit process, rather than the Summit itself. Where I had no information, I made something up.

Get out your red pens. Have a Happy New Year!

Dear Community Leader:

Is there a child in your community who lacks the basic conditions that make it possible for him to succeed? A caring and supportive adult in his life? A safe and decent place to gather, learn, work, play and live? Access to health care, education, and the connection to economic opportunities? And the chance to appreciate his own value to the community by giving back to others through service?

If we are to ensure that every child growing up today has a chance to succeed, we must reach beyond the government and social sector resources traditionally available to help. Throughout history, Americans have risen to the challenge by doing their share during times of war, or to stamp out polio, or protect our environment. Now it is time to call on every American to turn the tide for our children.

Many communities are finding that in order to respond to the growing crisis facing the next generation, that they must come together, putting aside traditional rivalries, ideologies, or turf. Some have set specific goals, and assembled all the resources of the community to craft a strategy to achieve them.

Whatever the goal, whatever the strategy, it is no surprise that these efforts often call for new resources. And whatever its demographics, whatever the need, virtually every community has an important resource that is often overlooked: the time, commitment, and caring of ordinary citizens. Study after study makes clear that the average American is prepared to do more, if only someone would ask. ~~and show that she can make a difference.~~

Together with President Clinton and former President Bush (Carter, Ford?), we invite your community to take part in a nationwide mobilization to turn the tide for children and youth. This effort will be launched in April with a national Summit to be held in Philadelphia involving the President and all living former presidents, as well as governors, mayors, business CEOs, nonprofit leaders, educators, religious leaders, and others seeking a quantum leap in the level and effectiveness of citizen action.

Through this mobilization, communities, individuals, national organizations, corporations, and others will make commitments to support communities working toward achieving five basic goals, ~~which are now being refined by teams of experts:~~

[list goals]

We will track progress toward these goals over the next three years, and help communities be in touch with others who are undergoing similar efforts. What about access to commitments?

Should your community be part of this national mobilization?

Bold

How about ~~some~~ headings like a

could we explain or give an example of commitment?

→ move up here

We expect communities making the necessary commitment to benefit from being part of a nationwide network of local teams, experts, and others who can share what they know and what they have learned to support one another's efforts. Communities may gain access to resources made available by national organizations, foundations, corporations and others to support the process. We will provide tools that will help you and other local leaders work together to develop a strategic plan for your community. Your efforts may enjoy increased visibility by being part of a national effort. And 100 community teams of up to 10 people will be selected by a blue ribbon panel to participate in the national Summit in Philadelphia, April 27 to 29, along with the President, former presidents, and more than 4500 others participating in this groundbreaking effort.

this is the 1000 of the 1500

To participate, you and other leaders in your community will need to identify a local development team composed of individuals representative of local government, business, education, social services, volunteer organizations, youth, parents, and others whose individual or institutional affiliations put them in a position to influence positive change. The team will be responsible for setting goals for your community, planning a local summit, developing a strategic plan, and tracking progress toward your goals. You will need to fill out the attached materials and, to be considered to attend the national Summit, return them by [insert date].

communities of faith or religious leaders

~~March~~ Feb. 7, 1997.

We cannot promise that by responding you will receive additional funding or will be selected to attend the national summit. But we can commit that you will receive copies of the tools developed to support this process and that you will become connected to others who believe that increased effective involvement of community members is a critical part of the solution to the growing crisis facing the next generation.

→ It will take extra effort on the part of the leaders of your community. It may mean new ways of doing business. And it will require more active and effective engagement of members of your community. But it will surely make a difference in the lives of the next generation, and all of us whose future depends on them.

Please consider joining us in this effort. To show your interest in forming a local development team, please send back the enclosed reply card immediately. This letter has been sent to leaders identified by organizations like United Way of America, If you have questions, or would like to know who else in your community has shown interest in responding, you may call [insert contact name and number] or visit our web site [insert address] after [insert date]. Completed development team forms must be received by [insert date] in order to be considered to attend the April summit.

Thank you for the important work you are already doing to for the children and youth in your community. We hope to have

the opportunity to work with you to involve others in your community to help every child realize his potential.

Sincerely,

Harris Wofford
Bob Goodwin

4W Summit
cc: Shirky, Melinda

Two Million By 2000



Background

A study released several weeks ago by the National Center for Children in Poverty at the Columbia School of Health cited that between 1979 and 1994 the number of children under the age of 6 who were living in poverty in the United States grew from 3.5 million to 6.1 million or approximately 25 percent of that age group. That's a rate much higher than in any other major Western democracy.

While Black and Latino children, especially in big cities, are disproportionately poor, the poverty rate for young children grew twice as fast among whites as among blacks during the period studied. The study noted that young children in poverty are more like to receive lower-quality medical care, to experience hunger and malnutrition, to experience high levels of conflict in their homes, to be confronted by violence and environmental hazards in their neighborhoods and to experience harmful delays in their physical, cognitive, language and emotional development. Even when the worst risks are avoided or overcome, the long-term outlook is bleak. "As children in poverty grow into adolescence and adulthood," the study said, "they are more likely to drop out of school, have children out of wedlock and be unemployed."

The problems affecting our nation's children have become so overwhelming that we are fearful of not being economically competitive in the global marketplace unless we can reconnect millions of children and help them to become productive adults. Just recently it was estimated that every child who takes "the wrong road" in life would cost us as taxpayers between \$1 million and \$2 million during his or her lifetime. If all 15 million plus children living in poverty take the wrong road, the result would be an additional \$15 to \$30 trillion of burden upon the already overloaded taxpayers.

Summit

On April 27, 28 and 29, 1997 Presidents Clinton and Bush will co-convene a non-partisan Presidential Summit in Philadelphia to address the problems most affecting America's children. As a result of this unique gathering, hopefully led by General Colin Powell, it is anticipated that a private/public movement will begin which will result in a quantum leap in effective citizen involvement to greatly improve our children's future.

Page 2...

All living Presidents and surviving First Ladies are expected to join Presidents Clinton and Bush as well as all 50 Governors. The Summit will also consist of more than 1,000 citizens in teams from some 100 communities, and 500 of our nation's leaders from the corporate and non-profit sectors. The 1,500 citizens are being invited to Philadelphia to launch a strategy for individual participation and community leadership, to "turn the tide" by the "turn" of the Century and to remove the obstacles besetting our nation's children. Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth.

Plan

It is our hope to emphatically address the situation through a five-pronged citizen service plan. Every child in America would ultimately have a caring and supportive mentoring relationship, access to a safe environment, proper healthcare, a connection to economic opportunities through education, and the opportunity to give back to others.

To help achieve these broad goals, a three-year strategy has been established which will result in the following:

- o 2,000,000 additional young people having caring and supportive mentoring or tutoring relationships by the year 2000
- o 2,000,000 additional youngsters having access to a safe and decent place to gather, learn, work and play by the year 2000
- o 2,000,000 additional children receiving proper healthcare by the year 2000
- o 2,000,000 additional young people connected to economic opportunities through education, in which the ability to read is essential, by the year 2000
- o 2,000,000 additional young people giving back to others through effective citizen service by the year 2000

We are asking the Governors of each State, with the help of each State's Commission for National Service, to take on that State's pro rata share of the targets. For example, Governor Wilson of California issued an Executive Order earlier this

Page 3...

year calling for 250,000 mentors in California by the year 2000. He has given each State employee 40 hours a year off with pay if they match it with 40 hours of their own for mentoring purposes. If each Governor would accept the same responsibility, based on proportionate population, we would reach the goal of 2,000,000 by 2000 for each target.

The target for 2,000,000 mentors and tutors is planned to dovetail with President Clinton's "America Reads" project. America Reads is desirous of recruiting 1,000,000 tutors to read to children spending as much as 10 hours per week doing so with the goal of having all third-graders in our country be able to read at grade level. As a result of an increase in the funding for the work/study program, 21 universities have pledged to have 50 percent of that increased funding go toward college students participating in the America Reads tutoring program.

We are seeking major commitments from corporations and not-for-profit groups to help achieve the overall goals and targets for the Summit. As an example in that vein, Lens Crafters has committed to give free eye exams to 1,000,000 children. Big Brothers/Big Sisters of America has undertaken to engage all 100,000 of its mentoring matches in effective community service by the year 2000.

Young people will be key participants at the Summit and youth will be recognized not as "problems" but as resources and talent to be tapped. In challenging society to better serve youth, an equally important challenge will be for youth themselves to serve.

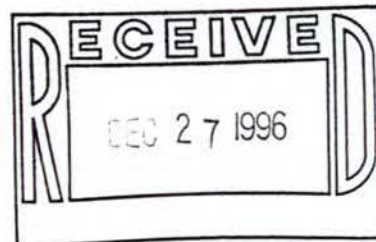
The Summit should be seen as the beginning of an on-going process through the year 2000 and beyond. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. To advance such action, each of the community delegations will be expected to develop local initiatives launched at their own "summit".

This convening of a national Summit with the President of the United States, former Presidents and the First Ladies is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

*The study was referred to in Bob Herbert's Op Ed piece which appeared in the New York Times on December 16, 1996

AMELIOR FOUNDATION
310 South Street
Morristown, New Jersey 07960

Telephone: 201-540-9148
FAX: 201-540-0958



TRANSMITTAL SHEET

201-505-2784

DATE: 12/27 # OF PAGES: (4)
TO: Harris Wafford
FROM: Peggy Chambers

MESSAGE: _____

If Any Problems or Questions, Please Call: _____

POINTS OF LIGHT
FOUNDATIONFax CoverPages: 4Time: 1/2/96

5:19 pm

To: ShirleyFrom: GardnerRe: Invitation Letter Draft.

Shirley,

Help! We're running out of funds and
can't afford any more "Summit Fax Cover Sheets!"

Just kidding.

Strat encouraged me to offer input
on the invitation letter, so I jotted a
few ideas. Looks good.Let me know if I can be of any
more help.

- Gardner

P.S. Was the new packet of
"Citizen Success Stories" by the
interns helpful?

Dear Community Leader:

Is there a child in your community who lacks the basic conditions that make it possible for him to succeed? A caring and supportive adult in his life? A safe and decent place to gather, learn, work, play and live? Access to health care, education, and the connection to economic opportunities? And the chance to appreciate his own value to the community by giving back to others through service? *What about the... How about...*

If we are to ensure that every child growing up today has a chance to succeed, we must reach beyond the government and social sector resources traditionally available to help. Throughout history, Americans have risen to the challenge by *doing?* their share during times of war, *or to stamp out polio, or protect our* environment. Now it is time to call on every American to turn the tide for our children. *stamping out disease, the loss of polio, or preserving our land and natural resources for future generations.*

Many communities are finding that in order to respond to the growing crisis facing the next generation, *our* they must come together, *pulling* *cut* aside traditional rivalries, ideologies, or *conflict* turf. *Some have set specific goals, and assembled all the* resources of the community to craft a strategy to achieve them.

challenge *cut* The most successful communities have joined to whatever the goal, whatever the strategy, it is no surprise that these efforts often call for new resources. And whatever its demographics, whatever the need, virtually every community has an important resource that is often overlooked: the time, commitment, and caring of ordinary citizens. Study after study makes clear that the average American is prepared to do more, if only someone would ask and show that she can make a difference.

Together with President Clinton and former President Bush (Carter, Ford?), we invite your community to take part in a nationwide mobilization to turn the tide for children and youth. This effort will be launched in April with a national Summit to be held in Philadelphia involving the President and all living former presidents, as well as governors, mayors, business CEOs, nonprofit leaders, educators, religious leaders, and others seeking a quantum leap in the *level* and effectiveness of citizen action. *volume/annet*

no possible *By launching forward together,* Through this mobilization, national organizations, corporations, and others will make commitments to support communities working toward achieving five basic goals, which are now being refined by teams of experts: *Some removed from them, maybe "goals" which are held in common in communities throughout America*

[list goals]

We will track progress toward these goals over the next three years, and help communities *be in touch* with others who are undergoing similar efforts. *cooperate*

Should your community be part of this national mobilization?

(How can this national effort/mobilization help your community?)

We expect communities ^{that} making the necessary commitment ^{this effort} to benefit from ~~being part of~~ a nationwide network of local teams, experts, and others who can share what they know and what they have learned to support one another's efforts. Communities may gain access to resources made available by national organizations, foundations, corporations and others to support the process. We will provide tools that will help you and other local leaders work together to develop a strategic plan for your community. Your efforts may enjoy increased visibility by being part of a national effort. ~~In addition~~ 100 community teams of up to 10 people will be selected ~~by a blue ribbon panel~~ to participate in the national Summit in Philadelphia, April 27 to 29, along with the President, former presidents, and more than 1500 others participating in this groundbreaking effort.

Sounds exclusive, superior, then we are rewarding or judging communities
 To participate, you and other leaders in your community will need to identify a local development team composed of individuals representative of local government, business, education, social services, volunteer organizations, youth, parents, and others whose individual or institutional affiliations put them in a position to influence positive change. The team will be responsible for setting goals for your community, planning a local summit, developing a strategic plan, and tracking progress toward your goals. You will need to fill out the attached materials and, to be considered to attend the national Summit, return them by [insert date].

We cannot promise that by responding you will receive additional funding or will be selected to attend the national summit. But we can commit that you will receive copies of the tools developed to support this process and that you will become connected to others who believe that increased effective involvement of community members is a critical part of the solution to the growing crisis facing the next generation.

These national targets for our communities and youth will take.../require/call for...
~~It will take~~ extra effort on the part of the leaders of your community. It may mean new ways of doing business. ~~And I~~ will require more active and effective engagement of members of your community. But it will surely make a difference in the lives of the next generation, and all of us whose future depends on them.

Please consider joining us in this effort. To show your interest in forming a local development team, please send back the enclosed reply card immediately. This letter has been sent to leaders identified by organizations like United Way of America, If you have questions, or would like to know who else in your community has shown interest in responding, you may call [insert contact name and number] or visit our web site [insert address] after [insert date]. Completed development team forms must be received by [insert date] in order to be considered to attend the April summit.

Thank you for the important work you are already doing to for the children and youth in your community. We hope to have

the opportunity to work with you to involve others in your community to help every child realize his potential.

Sincerely,

Harris Wofford

Bob Goodwin

The challenges faced by American youth today are complex. In small towns and big cities alike, young people need caring and supportive adult relationships; a healthy start and incentives for healthy behavior; safe and decent places to gather, learn, work, play and live; and early childhood education and extra tutoring in and out of school. Youth themselves have much to offer, and should have opportunities and incentives to give back to others through service.

It is within our reach to meet the needs of young people if we have the national will to do so. Across the country, millions of national, state, and local organizations, spending billions of public and private dollars, are working to address these challenges. So are tens of millions of Americans, serving through community organizations or on their own initiative. These ordinary and extraordinary citizens represent an important resource, often overlooked by those whose charge it is to respond to the pressing needs of children and youth. Bringing skills, time, and spirit to the cause, well-organized community members can help local organizations extend the services they provide or initiate new strategies to solve intractable problems. In this age of limited public and philanthropic spending, increasing the volume and effectiveness of citizen action is an important strategy that may prove essential to providing the next generation of Americans a strong start.

We begin with the premise that every person in this country has something to contribute, whatever their economic or educational background, race or ethnicity, age or ability, or citizenship status. The roles that they can play in solving problems of youth are as diverse as the people themselves. [Insert examples here: Individuals may act on their own initiative, as so and so did in xyz city, when she Or they may volunteer through a community organization, as so and so did... Or their school

Some may serve through an organized national service program, like City Year ... Foster Grandparents Full-time... Stipended ... College Work Study ... Others may assist public or nonprofit organizations, etc.]

The x million community volunteers now serving represent only a fraction of the potential available human resources that might be dedicated to helping young people. Surveys routinely suggest that more Americans would give time to help others if only they were asked and given the opportunity. Those already volunteering could serve more hours, and say they would do so if they thought they could make a difference. The challenge then, is to convince more people that they have something to give and to motivate them to take their service to new levels.

Another way to ensure that volunteers have a greater impact on the young people in need is to increase their effectiveness. Organizations concerned with young people may find ways to integrate volunteers into their programs more effectively. Communities may find ways to assist volunteers who are serving outside of organized programs by giving them support and recognition. Groups serving the same constituency may begin to work together strategically.

Finally, the young people themselves should be asked to serve, and given opportunities to do so. Once the habit is formed in youth, chances are a lifetime of service will follow. Ultimately, the way to sustain a new era of citizen action will be to ensure that every American learns citizenship through service at an early age.

The role of ordinary citizens in this new era is simple – to take action when called; to seek out ways to contribute their time and talents; to enlist others in this effort.

Virtually every sector of American society has a role to play in launching the new era of big citizenship. Government organizations, funders, and nonprofits charged with solving problems of children and youth can build incentives for community volunteers to become involved. Education institutions and other organizations working to develop young people can encourage them to serve, not just be served. Businesses and other employers can encourage employees to volunteer by offering release time, organizing community service projects for staff, or adopting a school, neighborhood, or community organization.

To: Shirley Sagawa

From: Jim Scheibel 

Date: January 2, 1997

Re: Some thoughts on the invitation letter

1. Early on you may want to state that although this summit focuses on youth, there are many other issues in which active and involved citizens can make a difference and strengthen our communities.
2. I like Harris' notion of the twin engines; what communities need are service participants and volunteers.
3. Acknowledge that communities have already accomplished much through participation and collaboration. We want people to build on that foundation and take steps to move forward. I believe that the biggest benefit likely will come the commitments they make at the local level. They will gain from being able to learn and share with others, and possibly gain access to resources outside their community.

COMMENTS FROM STUART SCHAPIRO

- In the first paragraph don't use the word "live"
- The letter needs to be "punchier", and no longer than two pages (and showing more white)
- There needs to be a section on what the Summit is earlier in the letter
- Don't use the word "goal" use *target*, even if you have to use it as *targeted goals*
- There is a lot of redundancy on the second page, particularly in the first paragraph
- The "100 teams" needs to be moved up and earlier.
- The local teams' responsibility should be to define a strategic plan to meet the targeted goals (not to set goals for the community)
- Harris nor Bob should sign the letter. It should be Paulo? Or Ray Chambers

DRAFT - 1/2/97

THE CITIZEN SERVICE SUMMIT**Host Committee**

The ultimate goal of the Citizen Service Summit is to improve the quality of life and the chances of success of children and youth most affected by serious social problems. This will happen by drawing new energy and leadership into the mobilization of Americans and their organizations for expanded, more effective service with a particular priority on engaging more young people themselves in service.

The Summit will be held in Philadelphia on the evening of Sunday, April 27 and on Monday and Tuesday, April 28-29. Function space is confirmed at the Philadelphia Convention Center and at Independence Hall. The Wyndham Franklin Plaza will be the headquarters hotel with additional space available at other downtown hotels.

Philadelphia was chosen as the site for the Summit because of its unmatched history and the strong leadership it has produced throughout history. Convening the living Presidents to make a statement about the state of our nation will bring national visibility to the Philadelphia area and to the cities' commitment to make it a healthier place to work and live.

The purpose of the Philadelphia Host Committee is to help make the Summit a local and national success. The Host Committee shall provide the following support:

1. help position and highlight the Philadelphia community
2. position the city of Philadelphia to be a model community of Summit commitments and post Summit strategy.
3. help identify and reach out to key Philadelphia constituents
4. help identify and reach out to potential funding sources for various events
5. help identify certain vendors on an as needed basis
6. advise the Summit staff on the needs of the Philadelphia area and help identify service opportunities
7. attend the Summit on April 27-29, 1997

The Philadelphia Host Committee, to accomplish its task, should consist of the following sub-committees:

I. Local Recognition and Involvement

1. help secure involvement of key public officials and other leaders
2. advise Summit Staff on who to approach to address the comprehensive needs in planning and executing the event
3. recruit and help manage volunteers for on-site logistical and administrative support

-2-

II. Community Service

1. identify local service sites and opportunities for at least 1500 Summit participants
2. assist the Summit logistics team in coordinating transportation to the community service sites
3. assist in the media promotion and communication of Summit service projects in the Philadelphia area

III. Publicity

1. advise on local media strategy and execution.
2. help coordinate with Edelman Public Relations on-site media interviews

IV. Event and Program Planning

1. identify activity to be hosted by Philadelphia community
2. help organize an activity for youth participants (planned by youth on the committee)
3. help organize activities to be sponsored by the Philadelphia area (community service, welcome reception, etc.)

V. Fund Development

1. help identify and solicit funding sources (both financial and in-kind service needs)
2. help to determine fundraising goals for Philadelphia community and what aspects of the program would be of interest to Philadelphia sponsors.

POINTS OF LIGHT
FOUNDATION

FAX TRANSMITTAL

DATE: 1/3/96FAX #: 565-2784TO: Harris WoffordPAGES: 3
(Includes Fax Cover Sheet)FROM: Andrew Chambers

SUBJECT: _____

MESSAGE/COMMENTS:

If there are any problems/questions, please call:
at (202) 223-9186, ext. 216Ginger Morris

Main fax #: (202) 223-9256



A national movement to remind all of us of what we can accomplish when we work together - and to move us to action. By connecting through service we can bridge our disconnection from one another and help solve the problems facing our communities and our society.

Dear Community Leader:

Is there a child in your community who lacks the basic conditions that make it possible for him to succeed? A caring and supportive adult in his life? A safe and decent place to gather, learn, work, play and live? Access to health care, education, and the connection to economic opportunities? And the chance to appreciate his own value to the community by giving back to others through service?

If we are to ensure that every child growing up today has a chance to succeed, we must reach beyond the government and social sector resources traditionally available to help. Throughout history, Americans have risen to the challenge by doing their share during times of war, or to stamp out polio, or protect our environment. Now it is time to call on every American to turn the tide for our children.

Many communities are finding that in order to respond to the growing crisis facing the next generation, that they must come together, putting aside traditional rivalries, ideologies, or turf. Some have set specific goals, and assembled all the resources of the community to craft a strategy to achieve them.

Whatever the goal, whatever the strategy, it is no surprise that these efforts often call for new resources. And whatever its demographics, whatever the need, virtually every community has an important resource that is often overlooked: the time, commitment, and caring of ordinary citizens. Study after study makes clear that the average American is prepared to do more, if only someone would ask and show that she can make a difference.

Together with President Clinton and former President Bush (Carter, Ford?), we invite your community to take part in a nationwide mobilization to turn the tide for children and youth. This effort will be launched in April with a national Summit to be held in Philadelphia involving the President and all living former presidents, as well as governors, mayors, business CEOs, nonprofit leaders, educators, religious leaders, and others seeking a quantum leap in the level and effectiveness of citizen action.

Through this mobilization, national organizations, corporations, and others will make commitments to support communities working toward achieving five basic goals, which are now being refined by teams of experts:

[list goals]

and ordinary citizens:

We will track progress toward these goals over the next three years, and help communities be in touch with others who are undergoing similar efforts.

Should your community be part of this national mobilization?

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It will take extra effort on the part of the leaders of your community. It may mean new ways of doing business. And it will require more active and effective engagement of members of your community. But it will surely make a difference in the lives of the next generation, and all of us whose future depends on them.

Please consider joining us in this effort. To show your interest in forming a local development team, please send back the enclosed reply card immediately. This letter has been sent to leaders identified by organizations like United Way of America, If you have questions, or would like to know who else in your community has shown interest in responding, you may call [insert contact name and number] or visit our web site [insert address] after [insert date]. Completed development team forms must be received by [insert date] in order to be considered to attend the April summit.

Thank you for the important work you are already doing to for the children and youth in your community. We hope to have

the opportunity to work with you to involve others in your community to help every child realize his potential.

Sincerely,

Harris Wofford
Bob Goodwin