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COLDWATER CORPORATION

2001 COMMONWEALTH BLVD., SUITE 202, ANN ARBOR, MICHIGAN 48105 (313) 688-2621 FAX (313) 688-6249

COMMUNITY SERVICE FOCUS GROUPS

January 4, 1997 - Alexandria, Virginia

Summary of Ratings and Verbatims

Average General Ratings of Potential Names -- Pre-Mission Statement
(1=Dislike Very Much, 10=Like Very Much)

	Both Groups (N=25)
Children First	5.68
Youth 2000	5.48
FutureStart 2000: A Service Summit for America's Youth	5.44
Citizens Service Summit	5.22
Turning the Tide for our Youth	5.08
HOPE Summit	4.92
America Believes in Children	4.76
Kids 2000	4.68
FutureServe	4.40
2 Million by 2000	3.88
Presidential Summit to Renew America's Promise	3.64
I Need You - You Need Me	3.28

Average Ratings of Potential Names: How Memorable?*(1=Not at all memorable, 10=Very memorable)***10:00 Group***(N=13)*

Youth 2000	7.18
FutureStart 2000: A Service Summit for America's Youth	6.58
HOPE Summit	6.27
Children First	5.33
Kids 2000	4.91
Turning the Tide for our Youth	4.83
America Believes in Children	4.67
Presidential Summit to Renew America's Promise	4.42
I Need You - You Need Me	4.27
FutureServe	4.08
Citizens Service Summit	3.58
2 Million by 2000	3.42

Average Ratings of How Well Potential Names Communicate Mission

(1=Does not communicate well at all, 10=Communicates very well)

	11:30 Group (N=12)
FutureServe	5.33
Citizens Service Summit	5.08
FutureStart 2000: A Service Summit for America's Youth	5.00
Children First	4.42
Kids 2000	4.42
Turning the Tide for our Youth	4.17
Youth 2000	4.09
America Believes in Children	4.00
2 Million by 2000	3.63
HOPE Summit	3.42
I Need You - You Need Me	2.55
Presidential Summit to Renew America's Promise	2.25

COMMUNITY SERVICE FOCUS GROUPS

Saturday January 4, 1997 - Alexandria, Virginia

Initial Reactions to Potential Names for Campaign

Pre-Mission Statement

Children First

10:00 No. #1 priority in the family

Mentors

Everything done for benefit of kids

Tag line from TV commercial

Time off from work Saturdays

Very inclusive

Children are our priority

Family leave

Caring for child's needs first

They need more discipline in the home

11:30 Emphasis on children, excluding others like seniors

Good name. Evokes sense of duty to children

Negative reaction (Titanic...and children first). Too rhetorical, not descriptive. Too Hillary Clinton

Simple

Talks about Save the Children type organization

Very young, pre-school program

Children before others/ranking

Short and succinct, but relationship to community service is unclear

Cliché

America Believes in Children

10:00 Children are our future and we must make them know we believe in them

Potential

Our country believes all kids deserve equal education and opportunities

Campaign slogan

Children are our hope and future

As monetary potential

Promise and hope

Lip service only

They are the leaders of the future

Educational potential

Terrible mind to waste

11:30 Good sounding name

Weak/Vague

Sounds like an education forum; self esteem stuff. Snappy acronym, but seems a bit contrived.

Too rhetorical, not descriptive/Doesn't say much

Realize that children are the future, but America tends not to believe in them

A bit trite, but could work

Positive, but does it limit it to the US?

Touchy-feely

Presidential Summit to Renew America's Promise

10:00 Have doubts – political honesty lacking at top level

It must be renewal as promised

Political involvement

Revitalize and renew challenges and opportunities for all

Political/empty jargon

Political maneuver/won't manifest much

What is it really – politically based

Formal – gives validity

Promise of what

CRAP

Too much bureaucracy – nothing will come of it

Politically motivated

Keep the good work going

11:30 Presidential summits don't impress me

Too long

Yuck. What does it mean to Renew America's Promise? (3)

Too long. Too vague (2)

Makes it more political

Bureaucratic (2)

Pompous

Citizens Service Summit

10:00 Yes, but they must be enforced

Citizens must get involved

Everybody has to be involved

Mandated community service for HS diploma

Who knows – too vague (2)

Needs clearinghouse

Exclusive – everyone has a responsibility

Perhaps good ideas will arise to more involved

Community based network of volunteers

We all need to invest

11:30 Very inclusive and wholesome

Nice neutral name. Hard to argue with service as a concept

If community service is the topic, this is more descriptive and mildly positive
I like it. It's easy to recall (and say) because of the (alliteration).

Needs a headline – good start

Includes all Americans

Has possibilities, depending on actual content

This is OK, plain, functional, not as evocative as it could be

Dull (2)

More inclusive. Could use more message and directions. Needs to state the goal

Kids 2000

10:00 Hope springs eternal

Let's all work together for a better place to live for our youth

Preparing for the future

By year 2000 all newborns will have hc, equal opportunity, job training

Fun – aimed at youth and getting them involved

Goals for kids

My children: what they face, will they be prepared

Infant focus

Sounds high-tech

The future of America's youth addressed

Future of this country

11:30 Futuristic

OK

2000 is way overdone

Meaningless – too many 2000 projects floating around

I don't like numbers

Goal oriented

For many young people, kids is a derogatory term

Possible. Catchy

Is there a goal for something by the year 2000? 2000 is overused lately

Good, but no relationship to community service

Closed-ended goal. What's the mission

Isn't that like Goals 2000?

FutureServe

10:00 Too vague

Getting involved

All able bodied citizens to help serve one another and communities

More directed/needs met?

Innovative collaboration

Sounds like volunteer service org. like Americorps

Sounds like Vista or all personal government service

Developing volunteers for the future

11:30 Very vague (2)

So-so

Doesn't communicate much, but succinct

Sounds like a computer program

Modern flavor. Sounds like an internet-type name

Sounds like CompuServe

Good. It is new CompuServe

Too vague. Reminds me of a film the name of which I can't recall

As opposed to serving now?

A tennis tournament

FutureStart 2000: A Service Summit for America's Youth

10:00 Yes. This is a must. The sooner the better

Preparing youth to be leaders of tomorrow

Provide service opportunities as requirement for graduation

Large-scale, well-organized effort

Space-agey

Youth is too much of a focus

No good unless they (youth) are the summit

Solid-sounding program for youth

Get back on track for the good youth

11:30 A mouthful/too long (5)

2000 is trite, but I like the rest of the name (2)

Good (2)

A new beginning. Only youth are coming to the summit

I like the word summit, but would it serve as a slogan for what is to follow?

2 Million by 2000

10:00 Depends on subject
2 million less crimes
Population growth
Volunteer corps
Number of men marching on DC
2 million what?
Vague/2 million what?
Doesn't make sense
Like thousand points of light
Service of country in some way
Work motivated

11:30 Vague (4)
2 million what? (6)
Don't like numbers/2000 overused (2)
Goal is good – combine this with Citizens Service Summit

Turning the Tide for our Youth

10:00 Must be done by both youth and adults
Adults must be a good example
New opportunities for youth
Find ways to combat crime and drugs and turn the tide for all our futures
Intense program to reach deep, serious youth problems
Building a future for our kids
How? Religious based?
Generic
Implies that all youth need to be turned rather than directed
Must be soon – generations being lost
Counseling service
Give them a voice

11:30 Turning the tide in which direction?
Nice theme – lousy name
Too long/not breezy enough (3)
Changing our outlook
Makes it sound like all youth are on the wrong track – maybe too negative

I Need You – You Need Me

10:00 Yes – this applies to everyone
Adults and children must adopt this motto
Being an integral part of change and growth
Help people learn ways to help one another
Mentor – Big Brother/Sister type of program
Parent-child relationships
Big Brother concept
Reconciling – universal accountability
Too touchy-feely
All adults have something to offer children
Mentoring/sponsorship
All in this together

11:30 Sounds like song lyrics (2)
Yuck. New age touchy feely (3)
Barney/too cutesy (4)

HOPE Summit

10:00 Depends on agenda and who is running it. Good idea.
HOPE that the future will be better for our youth
Looking at the positive aspects of what we can do
Future rests with hope and promise
Religious organization for youth
Concerns hope for future
Seems unreachable
Not much direct meaning
Hope for whom?
Always
City children need something to think toward
Religious-based, future-looking

11:30 Children's hunger ship of the 70's
Not bad, but not specific
Probably not popular among Republican crowd
Plain (2)
From Hope to.../too Arkansas (2)
Hope for the future – implies children/youth
Way too fuzzy, could be for a hospital ship
Project HOPE for the 1960's.

Youth 2000

10:00 Establish goals without political orientation
 Low crime and drugs and new start for 2000
 Preparing youth for their future
 Our promise for the future
 Major effort to improve youth's possibilities
 Youth centered – don't like the number
 Just for those who'll be "youth" in that year
 Will they be there?
 Kids oriented service group
 We don't need the same mistakes of past

11:30 Vague (2)
 Trite
 2000 overused (3)

Other Ideas

National Summit: A Commitment to Our Children
 Renewing America's Promise
 National Effort to Renew America's Promise: Turning the Tide...
 HOPE Summit: A Commitment to Young Americans
 Put Children First
 Youth First
 Young People First
 Making a Commitment to Our Children
 Presidential Summit for Youth
 National Summit for Youth
 A Nation of Service
 Youth Summit
 HOPE Summit

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Shirley -
FYI
- Joel

MEMORANDUM

TO: STUART SHAPIRO
FROM: DAVID CROSSON
CC: JIM ISSOKSON, DAN LEONARD
DATE: JANUARY 5, 1997
SUBJECT: NEXT STEPS

I am attaching the following:

- A revised version of the 2 page backgrounder. This rendition reflects a very productive conversation with Harris Wofford on Saturday. I've also weaved in some very worthwhile language passed along by Shirley Sagawa. Mike Deaver has taken copies of this version with him for his discussion with President Ford and Mrs. Reagan. I think we're about here - and can't afford not to be - on this item.
- Synopses of Saturday's focus group by Dave Ianelli and some sheets with which we think we can focus today's discussion. Our mission is clear. We need to agree on a name - whether by consensus or not. Parenthetically, I should note that our graphics people are prepared to leap into action and create in quick step some graphic options for whatever name is chosen so you can have some stationery in time to deliver the letters that need to go out next week.

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Atlanta Chicago Dallas Houston Los Angeles New York Sacramento San Francisco Silicon Valley Washington D.C.
Beijing Brussels Dublin Frankfurt Guangzhou Hamburg Hong Kong Kuala Lumpur London Madrid Melbourne
Mexico City Milan Montreal Paris Seoul Shanghai Singapore Sydney Tokyo Toronto



I trust today's site visit to Philadelphia was productive. We'd like to discuss it with you in further detail. To do so, I'd like to propose a working lunch here tomorrow - 12:30 - 2:30??? - with you, Jim, Dan, and Tim Unes, our hired gun on event logistics.

I also want to plot out with you a process for producing a White Paper that will provide the undergirding for all messages to be delivered re: the summit and the campaign to follow. I think we will need a point person at both the Corporation for National Service and the Points of Light Foundation to work with an outside writer I am considering bringing on board to compose this critical piece.

As we discussed last week, I think it would be wise to look for a get together in which we can bring Ray Chambers, Bob Goodwin and Harris Wofford together with you, me, Leslie Dach and Mike Deaver. Let's look for a time that works.

Onward and upward...

Re-draft -- 1/6/97

*"Service is never a simple act. It's about sacrifice
for others and about accomplishments for ourselves."*
President William Jefferson Clinton

*"Serving others shouldn't be a detour on your career path.
... It's a way of life, something you start when you are young and stick with..."*
President George Herbert Walker Bush

Why We Need a National Summit to Kick Off a Concerted Campaign Aimed at Enhancing Prospects for Our Young People

The challenges facing young Americans today are unique and daunting. In small towns and big cities alike, young people increasingly are in need of 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.

Young people also have much to offer themselves and need more opportunities and incentives to establish the good habit of giving back to others through service.

Unless a concerted effort is made to turn the tide for our young people and reduce the number of those whose lives are not getting off to a good start, the cost to the country will be huge, in the trillions of dollars, jeopardizing our competitiveness as an economy in the global marketplace.

It is within our reach to address the mounting crisis, to renew America's promise for the next generation.

Thousands of organizations and millions of Americans already are spending tremendous amounts of money and time meeting the needs of our young. At the same time, with more and more young people in need and with program funding ever more difficult to obtain, there is a clear need to bring the skills and spirit of more people to bear.

Surveys routinely suggest that more Americans would give time to help if only they were asked and given the opportunity. Studies also show that citizen service initiatives focused on meeting the needs of children in fact are extremely effective, providing dividends far in excess of costs. When young people who have lacked caring and supportive mentors or tutors are provided with such relationships -- be they with family members, teachers or effective citizen volunteers -- invariably they manage quantum leaps forward in development.

To catalyze the kind of service that is needed, to tap the vast reservoir of talent, knowledge and understanding with which America can in fact nurture our young will require an unprecedented campaign, a unique and new expression of national will. What is envisioned is an ongoing effort into the next millennium in which young and old are teamed together to sustain America's promise.

To begin this campaign -- to kick off a new era of BIG citizenship -- a National Startup Summit is planned for Philadelphia from April 27 through April 29 of this year. President Clinton and former President Bush have endorsed both the Summit and the campaign that is to follow. Each also has pledged to attend the Summit, to be joined by other former Presidents and First Ladies.

The Summit will include delegations from all 50 states, governors from across the nation, and representatives of 100 communities spanning the diversity that is America. In addition, "Hero" volunteers who are doing the kind of work to be encouraged by the Summit will be in attendance, along with "Ambassadors," exemplary citizen volunteer leaders from various sectors of society -- including the corporate, non-profit, academic, and entertainment worlds. Finally, young people will be key participants, telling their stories and being recognized as resources and talents rather than simply the "problem" being addressed.

In anticipation of the summit, the organizers have established as an ultimate objective that every child in America will 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 achieve such an ambitious goal, strategies will need to be mapped out at the Summit that will accomplish the following by the year 2000:

- 2 million additional young people in caring and supportive mentoring or tutoring relationships.
- 2 million additional youngsters with access to safe and decent places to gather, learn, work and play.
- 2 million additional children receiving proper health care.
- 2 million additional young people connected to economic opportunities through education that, notably, ensures an ability to read.
- 2 million additional young people giving back to others by participating in effective citizen service projects.

To generate enthusiasm that can be sustained and to direct it in ways that will allow voluntary actions to make a real difference for the next generation, the Summit also will be devoted to the following:

- Educating the public and the Summit participants on the circumstances placing so many young people at risk and the possible consequences for the nation.
- Identifying the kinds of grass roots citizen initiatives that can improve the future prospects of America's young people.
- Engendering commitments to effective new citizen action that will help create conditions for success for the nation's youth.

The problems of today's youth are many and varied. The economic challenges facing parents are such that many simply don't have the time their children need to be well grounded adults. Broken families and broken schools are both, tragically, contributing to a wider sense of disaffection among young people.

A national Summit of the kind that is being planned -- with the President along with former Presidents and First Ladies -- is without precedent. It can provide a real clarion call for a substantive change in the way we as Americans connect with one another; in the process, turning the tide for a generation increasingly imperiled by poverty, inadequate healthcare and education, drugs, fear, and a lack of adequate adult guidance

The time leading up to the Summit, the event itself and all that flows from it must contribute to a sense of urgency that the problems facing young people today must be solved or they will one day haunt us all.

**FOCUS GROUP RESULTS
POTENTIAL NAMES**

FutureServe: Turning The Tide For The Next Generation

FutureServe: Creating New Partnerships With Young America

YouthServe: Teaming Up For Tomorrow, Today (T3)

SENT BY:POLF

JAN 06 '97 16:56

TO:2239256

: 1- 6-97 : 4:45PM ;

POINTS OF LIGHT+

202 565 2784:# 8/21

FROM:EDELMAN PUBLIC RELAT T-261 F.06

**FOCUS GROUP RESULTS
POTENTIAL NAMES FOR THE EVENT**

Summit

Forum

Convocation

SENT BY:POLF

; 1- 6-97 ; 4:45PM ;

POINTS OF LIGHT-

202 565 2784;# 9/21

JAN 06 '97 16:57

TO:2239256

FROM:EDELMAN PUBLIC RELAT T-281 P.09

COLDWATER CORPORATION

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COMMUNITY SERVICE FOCUS GROUPS

January 4, 1997 - Alexandria, Virginia

summary of Ratings and Verbatims

Average General Ratings of Potential Names - Pre-Mission Statement

(1=Dislike Very Much, 10=Like Very Much)

	Both Groups (N=23)
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Youth 2000	5.48
FutureStart 2000: A Service Summit for America's Youth	5.44
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Presidential Summit to Renew America's Promise	4.42
I Need You - You Need Me	4.27
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(1=Does not communicate well at all, 10=Communicates very well)

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<u>Citizens Service Summit</u>	<u>5.08</u>
<u>FutureStart 2000: A Service Summit for America's Youth</u>	<u>5.00</u>
<u>Children First</u>	<u>4.42</u>
<u>Kids 2000</u>	<u>4.42</u>
<u>Turning the Tide for our Youth</u>	<u>4.17</u>
<u>Youth 2000</u>	<u>4.09</u>
<u>America Believes in Children</u>	<u>4.00</u>
<u>2 Million by 2000</u>	<u>3.83</u>
<u>HOPE Summit</u>	<u>3.42</u>
<u>I Need You - You Need Me</u>	<u>2.85</u>
<u>Presidential Summit to Renew America's Promises</u>	<u>2.25</u>

COMMUNITY SERVICE FOCUS GROUPS*Saturday January 4, 1997 - Alexandria, Virginia***Initial Reactions to Potential Names for Campaign*****Pre-Mission Statement*****Children First****10:00** No. #1 priority in the family**Mentors****Everything done for benefit of kids****Tag line from TV commercial****Time off from work Saturdays****Very inclusive****Children are our priority****Family leave****Caring for child's needs first****They need more discipline in the home****11:30** Emphasis on children, excluding others like seniors**Good name. Evokes sense of duty to children****Negative reaction (Titanic...and children first). Too rhetorical, not descriptive. Too Hillary Clinton****Simple****Talks about Save the Children type organization****Very young, pre-school program****Children before others/ranking****Short and succinct, but relationship to community service is unclear****Cliche****America Believes in Children****10:00** Children are our future and we must make them know we believe in them**Potential****Our country believes all kids deserve equal education and opportunities****Campaign slogan****Children are our hope and future****As monetary potential****Promise and hope****Lip service only****They are the leaders of the future****Educational potential****Terrible mind to waste**

11:30 Good sounding name

Weak/Vague

Sounds like an education forum; self esteem stuff. Snappy acronym, but seems a bit contrived.

Too rhetorical, not descriptive/Doesn't say much

Realize that children are the future, but America tends not to believe in them

A bit trike, but could work

Positive, but does it limit it to the US?

Touchy-feely

Presidential Summit to Renew America's Promise

10:00 Have doubts - political honesty lacking at top level

It must be renewal as promised

Political involvement

Revitalize and renew challenges and opportunities for all

Political/empty jargon

Political maneuver/won't manifest much

What is it really - politically based

Formal - gives validity

Promise of what

CRAP

Too much bureaucracy - nothing will come of it

Politically motivated

Keep the good work going

11:30 Presidential summits don't impress me

Too long

Yuck. What does it mean to Renew America's Promise? (3)

Too long. Too vague (2)

Makes it more political

Bureaucratic (2)

Pompous

Citizens Service Summit

10:00 Yes, but they must be enforced

Citizens must get involved

Everybody has to be involved

Mandated community service for HS diploma

Who knows - too vague (2)

Needs clearinghouse

Exclusive - everyone has a responsibility

Perhaps good ideas will arise to more involved

Community based network of volunteers

We all need to invest

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Nice neutral name. Hard to argue with service as a concept

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Needs a headline - good start

Includes all Americans

Has possibilities, depending on actual content

This is OK, plain, functional, not as evocative as it could be

Dull (2)

More inclusive. Could use more message and directions. Needs to state the goal

Kids 2000**10:00 Hope springs eternal**

Let's all work together for a better place to live for our youth

Preparing for the future

By year 2000 all newborns will have hc, equal opportunity, job training

Fun - aimed at youth and getting them involved

Goals for kids

My children: what they face, will they be prepared

Infant focus

Sounds high-tech

The future of America's youth addressed

Future of this country

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Meaningless - too many 2000 projects floating around

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So-so

Doesn't communicate much, but succinct

Sounds like a computer program

Modern flavor. Sounds like an Internet-type name

Sounds like CompuServe

Good. It is new CompuServe

Too vague. Reminds me of a film the name of which I can't recall

As opposed to serving now?

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10:00 Yes. This is a must. The sooner the better

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Youth is too much of a focus

No good unless they (youth) are the summit

Solid-sounding program for youth

Get back on track for the good youth

11:30 A mouthful/too long (5)

2000 is trite, but I like the rest of the name (2)

Good (2)

A new beginning. Only youth are coming to the summit

I like the word summit, but would it serve as a slogan for what is to follow?

2 Million by 2000

10:00 Depends on subject
2 million less crimes
Population growth
Volunteer corps
Number of men marching on DC
2 million what?
Vague/2 million what?
Doesn't make sense
Like thousand points of light
Service of country in some way
Work motivated

11:30 Vague (4)
2 million what? (6)
Don't like numbers/2000 overused (2)
Goal is good - combine this with Citizens Service Summit

Turning the Tide for our Youth

10:00 Must be done by both youth and adults
Adults must be a good example
New opportunities for youth
Find ways to combat crime and drugs and turn the tide for all our futures
Intense program to reach deep, serious youth problems
Building a future for our kids
How? Religious based?
Generic
Implies that all youth need to be turned rather than directed
Must be soon - generations being lost
Counseling service
Give them a voice

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Nice theme - lousy name
Too long/not breezy enough (3)
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Makes it sound like all youth are on the wrong track - maybe too negative

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Big Brother concept
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Hope for whom?
Always
City children need something to think toward
Religious-based, future-looking

11:30 Children's hunger ship of the 70's
Not bad, but not specific
Probably not popular among Republican crowd
Plain (2)
From Hope to.../too Arkansas (2)
Hope for the future - implies children/youth
Way too fuzzy, could be for a hospital ship
Project HOPE for the 1960's.

Youth 2000

10:00 Establish goals without political orientation
Low crime and drugs and new start for 2000
Preparing youth for their future
Our promise for the future
Major effort to improve youth's possibilities
Youth centered - don't like the number
Just for those who'll be "youth" in that year
Will they be there?
Kids oriented service group
We don't need the same mistakes of past

11:30 Vague (2)
Trite
2000 overused (3)

Other Ideas

National Summit: A Commitment to Our Children
Renewing America's Promise
National Effort to Renew America's Promise: Turning the Tide...
HOPE Summit: A Commitment to Young Americans
Put Children First
Youth First
Young People First
Making a Commitment to Our Children
Presidential Summit for Youth
National Summit for Youth
A Nation of Service
Youth Summit
HOPE Summit

Word Choice: Presidential Summit

- Participants clearly oppose the use of *presidential* in the name, even if only for the purposes of the summit itself and not for the subsequent campaign. In fact, when asked to comment on the potential names without the benefit of any background information, almost all participants volunteered negative comments such as "too bureaucratic", "political", and "government related" when asked about the Presidential Summit to Renew America's Promise.
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The use of the word *American* was the subject of only limited discussion, but in both groups, at least one participant raised the exclusionary nature of the word, especially considering the focus on youth who are at-risk.

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Participants were equally opposed to the use of 2000 in this and other potential names. They see it as limiting from the standpoint of strategic planning as the year 2000 is only three years away and many corporations already are looking to 2002 and 2007 in their planning. Further, they think there already are too many references to the year 2000 in different organizations.

COLDWATER CORPORATION

2001 COMMONWEALTH BLVD., SUITE 202, ANN ARBOR, MICHIGAN 48106 (313) 668-2631 FAX (313) 668-8249

TO: David Crosson/Jim Issokson
FROM: Dave Iannelli
DATE: January 6, 1997
RE: Focus Group Observations

Ratings

- Overall, participants gave the campaign names we tested relatively low general ratings, although the Citizen group was more likely to give the potential names higher average ratings than were Opinion Leaders. Following are the names which received "positive" average ratings (greater than 5.5):

Citizen Group

FutureStart 2000: A Service...
Turning the Tide for our Youth
Youth 2000
Children First
HOPE Summit

Opinion Leader Group

Citizens Service Summit

- The Citizen group rated potential names higher on average for being memorable than they did in general. In the Citizen group, Youth 2000, FutureStart 2000, and HOPE Summit all received high ratings for being memorable. In the Opinion Leader group, none of the potential names received positive ratings for how well they communicate the mission of the campaign.

Word Choice: Age Group

- Youth* or *young* are the words participants liked best for describing the age group in question (birth through 21 years of age). Participants think of *children* as a subset of *youth*, but one that is not as inclusive. Similarly, *kids* is limited and a term which people simply do not like. Participants also perceive youth to be a more appealing term to the agegroup in question than either *kids* or *children*.
- Words such as *future* and *generation* have some appeal when used in conjunction with another word such as *youth*.

DRAFT 1/7/97

Dear Community Leader:

Is there a child in your community who lacks the basic conditions that make it possible to succeed? A caring and supportive adult in his or her life? A safe and decent place to gather, learn, work, and play? 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.

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 with a national Summit being organized by the Corporation for National Service and the Points of Light Foundation and dozens of other partner organizations. The Summit will be held April 27-29 in Philadelphia involving the President and former presidents, as well as governors, mayors, business CEOs, nonprofit leaders, educators, religious leaders, community leaders, and others seeking a quantum leap in the level and effectiveness of citizen action. Among the 1500 Summit participants will be teams representing 100 or more communities from across the country, to be selected by a panel of Summit partners. We hope that you will consider organizing a delegation and becoming part of this national mobilization.

What is the goal of the Summit process?

Through the Summit process, communities, individuals, national organizations, corporations, and others will make commitments to support communities working toward achieving five basic targets, which are now being refined.

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

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

How can this national mobilization help your community?

Many communities are finding that in order to respond to the growing crisis facing the next generation, they must come together and cast 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.

Whatever the goal, whatever the strategy, it is no surprise that these challenges 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.

We expect communities that commit to this effort to benefit by learning how to make citizen involvement a more central part of the important efforts that may be underway to help children and youth. Whether or not a community is selected to attend the national Summit, participating communities become 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. Your efforts may enjoy increased visibility by being part of a national movement. Those organizing local teams will receive tools that will help you and other local leaders work together to develop a strategic plan for your community. In addition, participating 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 their communities.

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

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 planning a local summit, developing a strategic plan to meet community goals, and tracking progress towards your goals.

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 our key partners, including business, labor, philanthropic, education, civic, volunteer, and faith-based organizations. If you would like to know who else in your community has shown interest in responding to this letter, you may call [insert contact name and number]. You will need to recruit a development team and return the enclosed materials by Friday, February 7, to be considered to attend the national Summit. Selected teams will be receive invitations to attend the Summit in early March.

Where do I get more information?

If you have any questions, you may call [insert contact name and number] or visit our web site [insert address].

Participating in this mobilization will take extra effort on the part of the leaders of your community. It may mean new ways of doing business. 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.

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 involve others in your community to help every child realize his potential.

Sincerely,

Harris Wofford

Bob Goodwin

FOCUS GROUP RESULTS POTENTIAL NAMES

FutureServe: Turning The Tide For The Next Generation

FutureServe: Creating New Partnerships With Young America

YouthServe: Teaming Up For Tomorrow, Today (T3)

**FOCUS GROUP RESULTS
POTENTIAL NAMES FOR THE EVENT**

Summit

Forum

Convocation

COLDWATER CORPORATION

2001 COMMONWEALTH BLVD., SUITE 202, ANN ARBOR, MICHIGAN 48106 (313) 668-2621 FAX (313) 668-6249

TO: David Crosson/Jim Issokson
FROM: Dave Iannelli
DATE: January 6, 1997
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Potential Co-signators of Summit Invitation Letter

Bob Goodwin – POLF

Marion Heard – Chair of Board of Directors, POLF

Harris Wofford – Corporation for National Service

Bob Rogers – Chair of Board of Directors, Corporation for National Service

Mary Rose Main – Girl Scouts of America, Chair of Leadership 18

Betty Beene – United Way of America

Fred Grandy – Goodwill Industries

Ray Cortinez –

Ray Chambers – Amelior Foundation

Bill Shore – Share Our Strength

Gregg Petersmeyer – Communities of Light

Bill Richardson – Kauffman Foundation

Rebecca Rimel –Pew Charitable Trusts

Tom Kean – Drew University

Rich Little – International Youth Foundation

Bill Milliken – Cities in Schools

Jim Burke – Coalition for a Drug Free America

Jim Hayes – Junior Achievement

Jay Winston – Harvard

Roxanne Spillett – Boys and Girls Clubs

Bill Bradley --

Ed Rendell – Mayor of City of Philadelphia

Judith Rodin – University of Pennsylvania

Oprah Winfrey – Harpo Productions

Tommy Dortch – Coalition of 100 Black Men

Michelle Engler – First Lady of Michigan

Sara Melendez – Independent Sector

Christine Benero – Coalition for Children

A M E L I O R F O U N D A T I O N

310 SOUTH STREET
MORRISTOWN, NJ 07960TELEPHONE (201) 540-9148
FAX (201) 540-0958TRANSMITTAL SHEET

TO: Harris Woffard 202-565-2784
FROM: Ray Chambers
DATE: 1/9/97 NO. OF PAGES: 7
(Including Cover Sheet)

MESSAGE: _____

IF THERE ARE ANY PROBLEMS OR QUESTIONS, PLEASE CALL
NOELE JENCARELLI AT (201) 540-9148.

January 7, 1997

Dear Ray,

I have just completed my last meetings of the day (it is 11:55 p.m.) and as I approach the witching hour, I would like to take this opportunity to briefly summarize the foundation of our discussion today. Please excuse the somewhat displaced format of these notes; I am sending them to you simply as a reminder of some of the basic ideas we discussed—and as a jumping off point for future discussion.

First of all, when you shared with me your vision of two million mentors in place by the year 2000 and informed me of the resources you had amassed by way of a committed union between President Clinton and George Bush, as well as the resources of such notable Americans as Oprah Winfrey, Colin Powell, Bill Cosby, the governors of several states, and CEO's of major corporations, I became more certain than ever that this vision could be met. While I did not see this conference as the ultimate and absolute solution for America's youth at risk, I did feel that a disciplined commitment to the specific goal of bringing forth two million participants in the mentoring program (along with a simplified set of systems for training those mentors to develop quality, caring, committed relationships with young people) could provide the critical mass of initial leverage to "turn the tide for our future."

However, as I began to read the strategic overview of what this initial simple, clear, and brilliant idea has mushroomed into, I became extremely anxious. Why? Simply due to the fact that expanding your initial vision into five goals, as worthy as they may be, runs the risk of diluting the resources you have available to produce the result you are truly after—children who have a compelling future.

It is imperative that we all stay focused on this outcome and that we remember that the individuals who participate in this program are the architects of our children's future. They are charged with creating a sense of self worth within the child by caring, being there for him/her; they must be honest with the child, so he/she feels respected and is held to a standard; finally, they must show their child that all individuals are capable of making mistakes and that as long as those mistakes are both unintentional and immediately corrected, life can and will constantly improve.

If our focus is to truly empower this youth, then we must not only give them a sense that they are worthwhile by consistent communication and caring, but we must also give them experiences that show them that they are much more resourceful than they believe themselves to be. In addition, we must expose them to and encourage them to utilize the tools that can ultimately provide them with economic independence.

If we are going to achieve a significant change in the belief systems and resources available to the youth of America, we must not attempt to do everything at once. I sincerely agree that health care must be available to the ten million kids at risk who are currently uncovered, not just the two million that you are originally targeting. But as we discussed, I believe this goal is not under public control, but instead needs to be lobbied to the President and key members of the U.S. Congress.

I know you have the resources as well as the contacts to provide the leverage and support necessary to move these politicians in the right direction. As I have already stated, I am one hundred percent supportive of providing both caring and a pathway to personal economic sustainability (through internship programs). I think the work that is being done by Charles Schwab is a great example of this and I am sure the resources that you have available to you through Junior Achievement will be invaluable in this area.

I must state again, however, the importance of focusing on creating two million mentors by the year 2000 and establishing a plan for creating access for two million young people to safe spaces—these are the two foundations of a four step plan that will create long term transformation. As you know, step number three of this plan involves teaching these kids marketable skills for a long term future and step number four is devising a way for them to give back to the community in such a way that will create an expanded identity for each individual.

While all four of these elements are paramount, the focus of the next three years is to get the critical resources necessary—which are the two million caring adults. If we have two million volunteers who really care about kids and are mobilized to strategize solutions, these two million adults can certainly conceive of a way to get these kids access to health care. These same individuals must also know that part of our goal is to help these kids develop marketable skills and it will be our job in the second, third, and fourth conferences to begin to come up with very specific ways to network these mentors with organizations such as Junior Achievement who provide internship opportunities. We can also create within our mentoring training simple ways to teach children that they are resourceful as well as ways they can give back to society in order expand their identity—but we need caring adults and safe spaces to accomplish this.

You are well on your way to safe spaces with your 500,000 person commitment from the Boys and Girls Clubs of America and you are half way to your two million mentors if the numbers quoted by the President's office can be backed up by an intelligent plan for one million tutors. Thus the path becomes simple: From a conservative perspective, how do we generate an additional one million mentors? I believe that a seven-step plan can create these one million mentors. Only those who have a direct impact on this plan should be invited to the Summit. (The exception would be people who can attract media, focus, interest and emotion from the general public to the event and our outcome.)

The first part of this plan involves the utilization of the governor of each state as a major leader in setting the trend for supporting the mentoring program. Options for this include modeling the state of California by creating and communicating an executive order that commits each state to producing their fair share of the two million mentors. The governors of each state could also support a provision for matching time off work with full pay for the twenty to forty hours spent mentoring per year. We could provide the governors with an OPA plan of specific outcomes, purposes, and action items necessary to reach their goals for recruiting mentors into manageable chunks.

The second part of this plan includes corporate involvement. (See example listed in the enclosed notes from our meeting with the California Mentoring Council). Major corporations associated with Junior Achievement and/or any and all organizations that attract the leaders of such socially-conscious corporate entities should be brought in and provided with three primary ways to support mentoring. For example: a) create mentoring systems and training programs within their own companies, b) endorse mentoring and provide, like the state, matching hours off work for mentoring; and c) institute internship programs.

The third part of the plan involves service organizations which should be invited to commit resources for expanding the reach they already have in place.

The fourth part of the plan involves garnering support from churches; the fifth would involve support from the state militia, and the sixth would involve educational institutions. Finally, the seventh part of the plan would involve encouraging the general public to participate by way of joining organizations that already exist, i.e. Big Brothers, Big Sisters, etc., and/or becoming part of the mentor movement by creating their own team of people to work with the local youth. Once again, see the enclosed chunking of the goals for California as an example.

Once these approaches have been somewhat defined with specific numbers established, one individual should be assigned as the primary person responsible for creating the plan for each one of these sectors. That individual should have assigned two or three key team players whose entire focus is to cultivate that plan in a way that will meet the ultimate goal of supporting the children by recruiting mentees and creating a format for training. This plan must also meet the psychological positioning, political, social and emotional needs of the client, i.e., the governor, who must make these decisions, the Corporate CEO who must commit these resources, the minister of the church, the heads of the service organizations, etc.

This team should be put together immediately to develop a game plan that is realistic. Recruitment of the initial players who can conservatively commit to numbers with a simple, yet intelligent plan to meet the ultimate goal (with some room for error, unanticipated distraction or disaster, etc.) should also begin immediately.

Similarly, a team to create two million safe spaces should be put in place and monitored accordingly. Next, a team should be created that will work on creating ways to link economic opportunity, health care resources, and simple structures for allowing children to have the experience of giving back to their community available to mentors and mentees. I believe the challenge in all of this lies in the fact that all the organizations you currently have in mind for participation are working under the auspices of their own agendas.

Yet everyone's agenda—the president's of building a large force of volunteers committed to civil service, Junior Achievement's goal of linking economic opportunity to millions of kids, etc.—will be met if we can simply recruit two million mentoring volunteers. Isn't that really what we're after—two million caring people who are willing to put themselves on the line on a consistent basis in measurable ways to make a difference for America's youth? With those two million mentors, we can access all the other resources we need as long as we also create

room for two million kids to enter a safe space where they can create, learn and have access to the critical resources we know are necessary for a life change.

I don't know if anything I have dictated has made any sense at this stage (or at this hour!) and I will not have the opportunity to read this prior to you receiving it, but on a final note, I would like to suggest a change in the name of the program. When the President speaks of Citizens of Service it sounds exactly like a Government Agency. Because I believe your goal is to create a movement, I suggest we call this the American Mentoring Summit—an opportunity for today's heroes to create tomorrow's leaders; an opportunity to turn the tide; an opportunity to create a sustainable and compelling future for all American's by playing their part in nurturing and expanding, giving and contributing to the most valuable resource that exists—the young souls who will lead us all into tomorrow.

What is required of a mentor is simple: individuals who have four characteristics; one, a commitment to care; two, a commitment to be there; three, a commitment to be honest; and four, a commitment to be human—to make mistakes and correct them. We are not looking for professional therapists, nor are we looking for two million corporate CEO's, we are looking for real people with real heart and soul who want to learn some fundamental tools on how to create quality friendships and then gradually be taught to expand the emotional, psychological, and economic opportunities for these children who they will learn to love and care for.

There is no question in my mind that if we simplify the target, we can achieve this goal. But we must create a clear plan and utilize the Summit to achieve three simple outcomes:

- One: to bring the players together to agree upon the goals that have already been outlined;
- Two: to have each individual at the Summit select one of four or five plans that they will utilize and expand upon in way that gives them a sense of ownership and certainty that they can achieve their portion of the goal;
- Three, to commit to measurable numbers of mentors, safe spaces, and all the resources necessary to achieve two million mentors and two million safe spaces, thus providing the environment and the foundation in which caring adult relationships, marketable skills, and a way to give back to society can be fostered.

Again, the summit should bring public attention to this issue and those invited to the summit should only be those who are ready to leave with a clear plan and a commitment to not only achieve the result, but to report their progress at each measurable degree in this first stage of the initiative. Let's keep ourselves focused on the first two elements and we can achieve the second two and more. How do we take this discussion that seems to be rambling at this hour into reality? I would suggest that you bring your team together to visit with me in Philadelphia so that we can clearly define the six or seven pathways to achieve this goal as well as create measurable, simple, OPA formats, and assign key individuals responsible for obtaining the resources to meet these needs. We should trim down the summit and invite those individuals ready to commit, but we should also produce more emotion in the summit, not only in the summit's title, but in the summit's content. We must shorten the summit's time period and make measurable goals during that individuals know they can and will meet.

This will create the initial momentum that can turn this youth empowerment summit into a occasion of true impact and consequence in which the first actions are taken to change the direction of our society as a whole. Thank you for your review and for listening. I hope to see you and your team in Philadelphia and I will look forward to speaking with you on Thursday. Feel free to contact me sooner if necessary. Enjoy your vacation Ray!

Love and respect,

Tony

P.S. All I've said in this letter is: To turn the tide of our society we must transform our youth. To do that we must act on the goals you've already identified. There are five steps.

- I. We must make available a caring adult relationship for all needy youth in our culture. This relationship can transform the identity and experience of an individual and give them a sense of a compelling future. It is the most important resource of all; it is the goal.

Safe spaces should be provided for all those youth who need it (with two million as the goal) because that environment provides the place for children to have their foundational needs met while giving them the opportunity to learn, grow, and receive all that is required to support them—coaching, health care, training for marketable skills, etc. The third goal of teaching marketable skills, and the fourth goal of finding a way for them to give back to their community, can only be achieved if we focus on the foundation of the first two goals. Our first year's focus must be on these and these alone.

II

A. Before we get to the Summit we must focus and create a clear pathway on how we can achieve two million mentors through the involvement of the entities described in the previous pages. Ideally we should do our best to see if we can far surpass our goal utilizing fewer than these seven, but we should have individuals assigned to each of these entities to develop a clear plan on how, for example, to get 400 churches in each state to supply one hundred mentors. This must be done before the summit. The summit should not be a discussion about what is possible, or an argument on how to do it, rather it should be a discourse on how we enhance the plan that already exists and who is ready to take responsibility for specific numbers in each of these categories so that our goals are absolutely met.

B. A similar plan must be generated creating two million safe spaces.

C. Individuals who will own each of these categories of responsibility must be established prior to the summit and have developed their plans, ready for publication, prior to or directly at the summit.

- III. The summit's focus should not be one of continuous discussion, instead it should be a place to highlight goals that are already established with plans that are well on their way; it should be an opportunity for individuals of influence and power to refine the plan, not create the plan, and announce what they are willing to commit to in a public forum in which they are acknowledged and held to a new standard; it should be an opportunity for the President of the United States, our past presidents, key celebrities, and corporate executives, to utilize their immense influence to rivet the nation's attention—not just to the problem, but to a clear solution that we can all participate in—one that will transform our future by taking care of the most valuable resource that exists in our society—our youth. There should be a simple, actionable plan that the leaders in this summit are committed to.
- IV. The mentoring process should be simplified, clarified, and measured in such a way that the public, as well as those involved in these organizations, will be able to see an ongoing impact from the actions committed to by the leaders of this summit.
- V. Simplify and Focus! Create a small, concise and powerful team. Most revolutions throughout history were generated by less than a dozen people. Most change in society is not orchestrated by a group; it is orchestrated by a small band of leaders who have ultimate resolve. As leaders we must create the outcome with clarity and a plan that makes sense. We must not try to please everyone nor try to solve all the ills of our youth at one time. Let's take one bite at a time; let's take it intelligently; let's make it real; and let's produce the result that you and I are both committed to.

FAX
POINTS OF LIGHT
FOUNDATION

Date

1/8/97

Number of pages including cover sheet

9

TO:

Shirley Lagana

Phone

Jay Toscano

Fax Phone

565-2784

FROM:

Greer Forsyth

Administrative Assistant

The Citizen Service
Summit

1737 H Street, NW

Washington, DC 20006

Phone

202 223-9186 X 248 196

Fax Phone

202 223-9256

CC:

REMARKS:



Urgent



For your review



Reply ASAP



Please Comment

Pls make a copy and give to Jay

Thanks

Greer

The Citizens Service Summit**MEMORANDUM**

TO: Ray Chambers
Christine Chambers

FROM: Stuart H. Shapiro, M.D. 

DATE: January 8, 1997

RE: Summit Coordination

Attached is a synthesis of the various components related to the Summit. We will proceed to hire an events management firm within the next 1 - 2 weeks. Thoughts, please....

cc: Bob Goodwin
Harris Wofford
Kenn Allen
Carolyn Berkowitz
Andrew Chambers
Gregg Petersmeyer
Shirley Sagawa
Jay Toscano

Memorandum

Date: December 8, 1997

To: Stuart Shapiro

From: Carolyn Berkowitz
Tim Unes

Re: Summit Event Management Roles

cc: Kenn Allen
Andrew Chambers

The following is an outline of the major roles and responsibilities related to event management for the Summit. Event management consists of three types of activities - advance and on-site delegate logistics, program design and execution, and advance and on-site dignitary logistics. The specific accountabilities and responsibilities break down as follows:

Delegate Logistics

Managing delegate logistics includes the facilitation of all activities related to delegate participation in the Summit. In advance of the Summit this includes generation and execution of hotel and facility contracts, logistics resume development, preregistration and confirmation, air transportation, housing and materials development. On-site work consists of registration and information, meals, social events, ground transportation and logistics for break-out sessions. The delegate logistics group will be the liaison with a variety of vendors including the hotels, convention center, ground transportation, travel agent audio visual supplier, caterers, drayage and decorators, shipping agents, fulfillment vendors, florists and others.

The delegate logistics team is led by Carolyn Berkowitz from the Points of Light Foundation with the full support of its partner, Conferon, Incorporated, an independent meeting planning firm.

Program

The Summit program has three components - public events and ceremonies, general sessions and break-out sessions. The program team under the guidance of the program committee will work to develop the content of the three types of sessions, the design and process for the sessions, and the production and staging of events.

The program design group, managed by Mike Deaver from Edelman Public Relations and Kenn Allen from the Points of Light Foundation will provide content, vision, thematic concentration and continuous feedback to the program execution process. The execution group, led by General Andrew Chambers and Tim Unes will work with an event management firm to produce and direct public events, ceremonies and general sessions. The program execution group through its work with the event management company will coordinate and manage the services of vendors including decorating, production, sound and light, and stage management. The program

execution group will also work with the National Park Service and the Office of the Mayor on the coordination of events in public spaces.

Dignitary Logistics

The dignitary logistics effort is the coordination of every aspect of the participation of high profile participants including the Presidents, governors, mayors, CEO's of major corporations and celebrities. Advance tasks include housing, air and ground transportation, security, and serving as a liaison with aides and offices to assure that principals are present, well prepared and comfortable. On-site responsibilities include VIP events, support for staff, transportation, security and the coordination of special VIP sessions.

The dignitary logistics effort will be led by Tim Unes with the support of Conferon Incorporated and the Points of Light Foundation conference staff in accomplishing detail work.

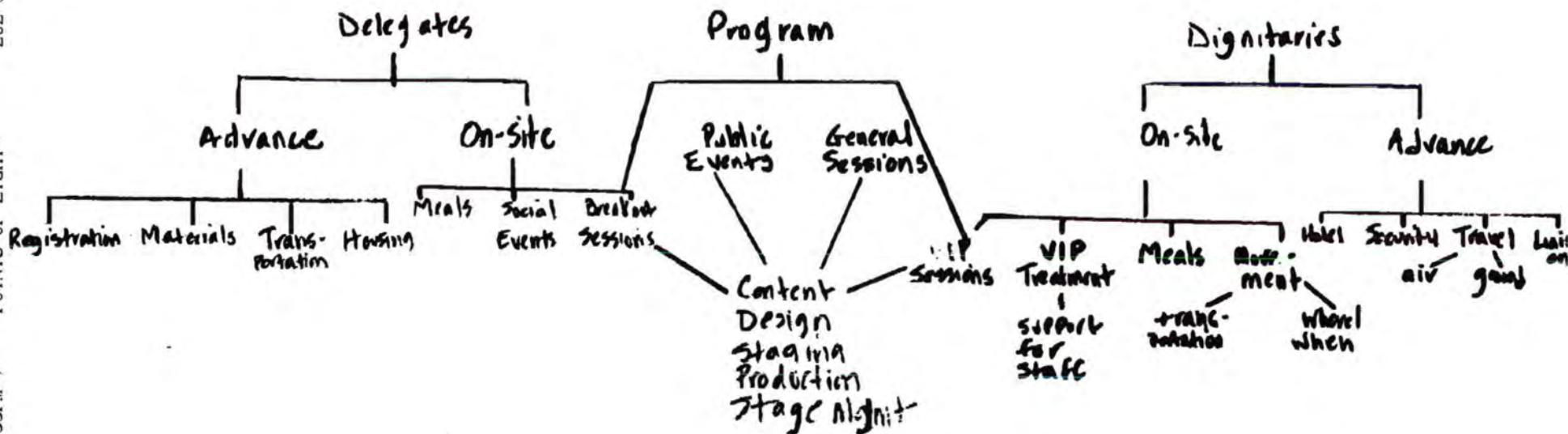
The attached event management chart and organizational chart provide a visual presentation of the more detailed descriptions above. The event management chart (Chart 1) diagrams the three primary activities required to execute a Summit event -- delegate logistics, program and dignitary logistics. It further details the specific tasks for completed work in each of the three activities (e.g. delegate housing, breakout session development and logistics, VIP security, etc.).

The organizational chart (Chart 2) provides the reader with a quick view of who is principally responsible for each of the activities described. Stuart Shapiro leads the planning and execution of all activities according to the direction provided by the Executive/Planning Committee and its chairman, Ray Chambers. The design of the program leads all of the work that follows in executing a successful event. The program design team, comprised of Mike Deaver and Dan Leonard from Edelman Public Relations, Kenn Allen from the Points of Light Foundation, and General Andrew Chambers, will provide content, design and process to the development of the program. The three primary activities associated with event management will be carried out by General Chambers, Tim Unes (retained by Edelman), and Carolyn Berkowitz from the Points of Light Foundation. General Chambers and Tim Unes will execute high profile events with the support of a professional event management company. Carolyn Berkowitz will execute delegate logistics with the support of Conferon, a professional meeting planning company. Tim Unes will also execute dignitary logistics with the support of Conferon.

The final attachment is a memo outlining basic specifications and a list of questions for recruiting an events management firm which we recommend be hired quickly.

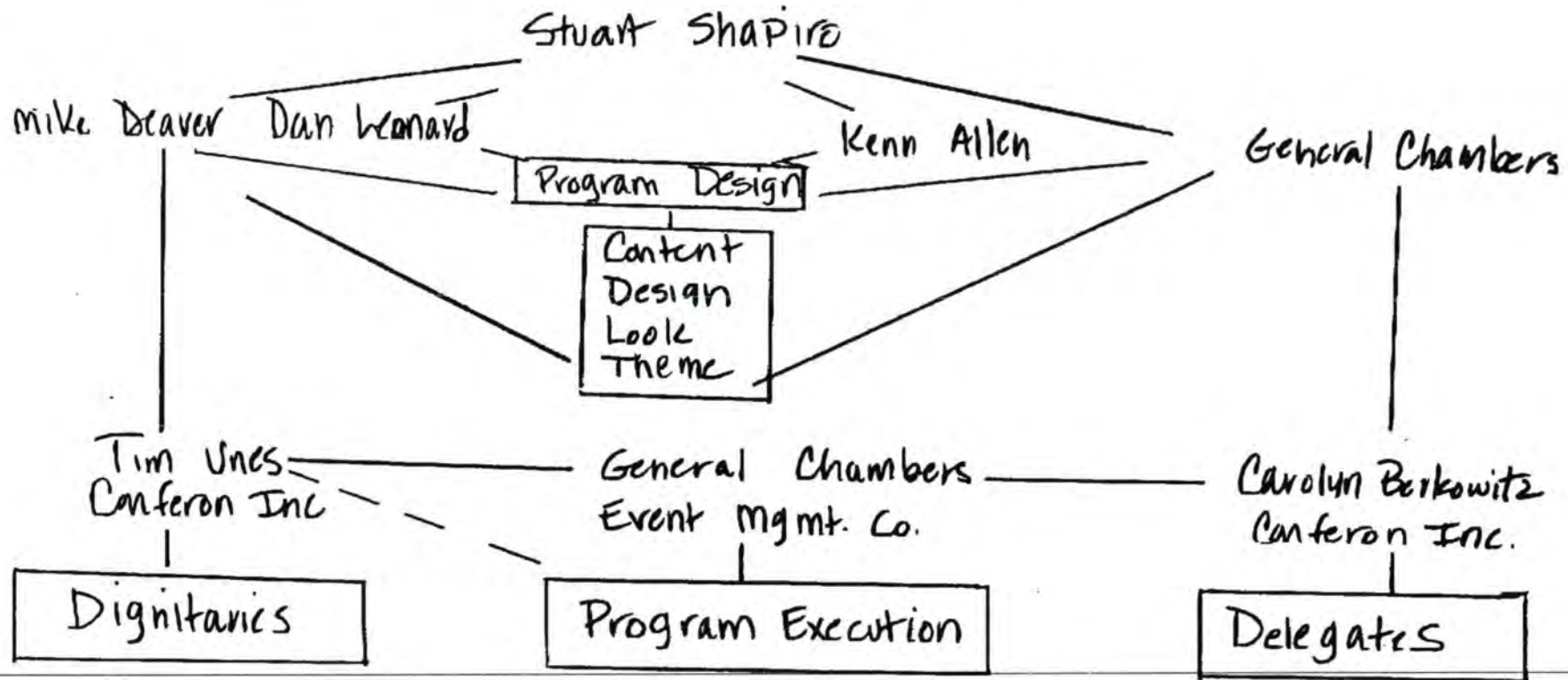
Event Management Chart

(Chart 1)



Event Management Organizational Chart

(Chart 2)



Memorandum

Date: January 8, 1997
To: Stuart Shapiro
From: Tim Unes
Re: RFP specs for Events Management Firm

The following is a list of questions that we should ask each prospective Events Management Firm that wishes to bid on our contract. We should begin by giving each bidding firm a rough outline of our program so they will know what we will expect from them. Once they have gotten a macro explanation of our program we will ask them to comment on, and give examples, of the following questions.

We should remember that to work in the Philadelphia Convention Center means having to work with five different unions. Therefore working at the Philadelphia Convention Center will be very expensive and will necessitate some union experience for any firm wishing to work there.

General:

Is your firm union or non union?

If your firm is non union do you have contracts to work with any unions?

Has your firm worked with unions in the past?

What type of Liability Insurance does your firm have?

How large is your firm?

Does your firm have any experience working in Philadelphia?

Does your firm have any experience working directly in the Philadelphia Convention Center?

Design:

Does your firm have an in house design team?

What is the largest stage set your firm has produced?

Does your firm have experience producing Computer Aided Design (CAD) drawings

Does your firm have the ability to produce in house CAD drawings

Is your firm experienced in designing signage plans?

Does your firm have experience in designing exhibitor or informational booths?

Construction:

Does your firm have experience building the sets you have designed?

What is the largest set your firm has designed to date?

Does your firm have in house capabilities to produce signage?

Does your firm have in house experience for building exhibitor booths or informational booths?

Audio Visual :

Does your firm have experience in producing set lighting designs?

Does your firm have experience in producing video lighting designs?

Does your firm have the ability to produce set sound designs?

Does your firm have in house capabilities to provide lighting equipment, video equipment and sound equipment?

Give examples of Audio/Visual set designs you have produced in the past?

Stage Management Experience:

Does your firm have talent/stage coordination experience?

Give some examples of this coordination experience?

Does your firm have experience with rider fulfillment?

Does you firm have any experience working with the press?

If your firm has experience working with the press what is it?

Memorandum

TO: The Corporation's Board of Directors

FROM: Harris Wofford

DATE: December 4, 1996

RE: The Corporation's Participation in the Citizens' Service Summit

This memo describes how the forthcoming Summit is consistent with, and can greatly advance, the Corporation's mission and its Strategic Plan.

As you know, the Corporation's mission statement includes the mandate to encourage all Americans to engage in community-based service that addresses the nation's educational, public safety, environmental, and other human needs. At its most basic level, that is also the mission of the Summit.

The Summit's aim is to use service as a strategy to "turn the tide" for children and youth – to improve the quality of life and chances for success of those 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 for youth with a special emphasis on engaging more young people themselves in service. The Summit's aim is also in line with the special emphasis on children and youth that the Corporation agreed upon earlier this year. I also attach for your review the Findings and Purposes of the National and Community Service Act. The Summit is designed to help achieve each of our statutory purposes.

Currently, the Summit is designed to move America toward five goals:

- Caring and supportive mentoring relationships in the life of every young person.
- Education that prepares the coming generation for productive employment, economic fulfillment, and good citizenship.
- 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 to give back to others through service and to contribute to the common good.

Examples of the targets by the year 2000 to be set and announced at the Summit include:

- two million mentors;
- two million additional students reading at grade level;
- two million additional children having access to health care;
- two million additional children and youth engaged in safe group activities;
- two million additional youth engaged in community service.

(These targets are in the process of being honed, and will no doubt emerge with some different numbers and descriptions.)

As we have worked on the Summit, we have sought to make the planning consistent with the Corporation's Strategic Plan. Here are some of the ways we see a synergy between the two:

Goal One of the Strategic Plan: Service will help solve the nation's unmet education, public safety, environmental and other human needs. The first implementation objective for this goal includes increasing the Corporation's focus on children and youth. The Summit's focus is children and youth, and includes specific, measurable targets (which is also consistent with Goal 1.B of the Strategic Plan, "ensuring that all Corporation-funded programs have objectives and a system of measuring progress in meeting those objectives."). One of the Summit's targets is two million additional youth engaged in service. Meeting this target will help the Corporation achieve Goal 1.A.2 of the Plan (working with organizations that serve youth to increase opportunities for youth to serve others). Finally, the Summit is an important tool in achieving Goal 1.E of the Plan, which calls for the Corporation to "find ways for communities, states, and other organizations involved with solving critical problems to incorporate service as a strategy in their efforts." Through the Summit process, community delegations will plan how to use service as a strategy to solve local problems; Governors and state commissions on national and community service will assemble delegations to attend the Summit and will commit themselves to follow-up activities; and national organizations will unveil "commitments" at the Summit – pledges to take groundbreaking, strategic actions to effect the goals of the Summit.

Goal Two of the Strategic Plan: Communities will be made stronger through service. The first implementation objective under this goal is to "[a]ssist in the planning and execution of the 1997 President's Summit." It is our strong belief that the Summit will go far to strengthen the ability of the community delegations that attend the Summit (and others that follow) to bring together key organizations and leaders to develop innovative solutions to local problems. In order to attend, a community must assemble a diverse delegation, including youth representation; the mayor and other local leaders; and nonprofit, education, business, labor, religious, and other leaders. The delegation must commit itself to engage in a planning process, including holding a local summit, and their progress will be tracked over a period of three years. The leadership provided by the present and former Presidents, the commitments made by national organizations, and the involvement of governors and mayors lend support to those communities that step forward to meet the challenges presented by the Summit. In addition, we believe that the involvement of the governors in the Summit will help our state commissions in the development and launching of the unified state plans that we have been working with them to produce. In this way, we hope to achieve the first indicator of success under Goal Two: "a substantial number of civic and community leaders and elected officials will include 'national service' when asked to identify important sources of community strengthening and effective citizen engagement in their communities."

Goal Three of the Strategic Plan. The lives of those who serve will be improved through their service experience. By raising the profile of national service and underscoring the bipartisan and nonpartisan support for service programs, the Summit will pave the way for efforts to expand all of the Corporation's programs, including those that allow individuals to earn education aid by performing service (Goal 3.A).

Goal Four of the Strategic Plan. Service will become a common expectation and experience of Americans as an integral part of civic responsibility. The Summit is a leading example of how we are pursuing Goal 4.A, which is to "develop a plan with leading volunteer organizations . . . to double the number of part-time, unstipended volunteers." It is also a key part of the strategy, laid out in Goal 4.D, to "pursue partnerships with other national organizations to strengthen commitment to service among specific sectors of the public." The Summit will call all Americans to give back to their communities and accelerate the development of an infrastructure that will effectively engage those volunteers. The media strategy that is being developed for the Summit is targeted at convincing ordinary Americans that they have something to offer their communities and that their service can bring about real change. The commitments and community delegation process will expand the infrastructure of service opportunities as employers, social organizations, youth serving organizations, education institutions, faith-based organizations, and others are motivated to develop service programs, and social sector organizations engaged in serving children and youth find ways to involve volunteers as a greater part of their delivery system.

Goal Five of the Strategic Plan. The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network. One of the key drivers behind the Summit has been the Corporation's need to convince the public and Congress that AmeriCorps and the rest of national service transcend partisan politics. Commitments to attend the Summit by the current and former Presidents, sitting Governors, and other political figures of both parties will send a strong signal that service is a nonpartisan venture. That, in turn, will help the Corporation achieve Goal 5.A (ensuring the reauthorization of and annual appropriation for Corporation programs) and Goal 5.E.4 (emphasizing nonpartisanship of national service). In addition, the Summit will jumpstart our attempts to "strengthen partnerships with a wide variety of agencies and organizations" (Goal 5.E.5) and move the nature of those partnerships from one related to grants and funding, to an alliance rooted in common mission and strategy.

The majority of the staff assisting in the Summit planning have found that the effort is entirely consistent with their own responsibilities. For example, the Public Liaison staff (**Melinda Hudson, Rhonda Taylor, AnnMaura Connelly, and Drew McGowan**) are using the Summit to approach the organizations that we have long hoped to develop partnerships with, but for whom we had not found a strategic niche. Some of the commitments obtained by the Public Liaison staff may result in greater funding and

resources for Corporation-sponsored programs, and the attention surrounding the Summit will ease the staff's entree into organizations currently "outside the family" of service.

Similarly, the Public Affairs team (**J Toscano and Dan Kerrigan**) expect that the Summit will attract more press attention than they could reasonably expect to obtain with just Corporation programs to promote. The Intergovernmental Affairs staff (**Gene Sofer and Marci Levin**) will use the Summit to develop closer relationships with governors and mayors, who will be helpful in our efforts to secure Congressional support.

In addition, four other individuals are expected to play important roles. **Jim Scheibel**, as a former mayor of a major city, is uniquely suited to approach other mayors. As the head of the National Senior Service Corps, he is also in an excellent position to approach senior citizen organizations. **Susan Stroud**, with her sophisticated understanding of the education field and her excellent contacts, will be an important asset to the Summit effort. In both cases, outreach on behalf of the Summit will broaden and deepen our contacts and is expected to result in greater visibility and support for our programs. **Tracy Gray**, with her knowledge of technology and computers, is responsible for the development of the Summit's Web Site and E-mail capabilities. The use of these technologies will enable both the general public and Summit participants to communicate and create a true service "network."

Finally, **Shirley Sagawa** has been playing the temporary role of Summit co-coordinator, along with Kenn Allen of the Points of Light staff. Her last day with the Corporation will be January 20th, and she believes that she will not have a problem preparing a revision to the Strategic Plan in a timely manner for consideration by the Board at its January meeting. We expect Shirley will continue to assist in the reauthorization planning until she leaves the Corporation. While she will not "staff" the reauthorization effort, which is being ably handled by Gene Sofer and a team of senior staff, she will be available to share her views at key decision meetings.

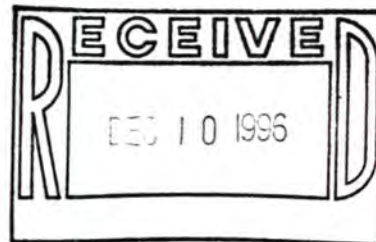
Since the early planning days of the Summit, it has been our policy to provide only in-kind and staff support for the Summit. We have kept to this rule to date. The Points of Light Foundation has secured substantial financial resources that it is devoting to preparations for the Summit.

THE DAVID AND LUCILE PACKARD FOUNDATION

cc: M. Hudson

S. Sagawa

Carol M. Hudson



December 4, 1996

Robert K. Goodwin
President and CEO
Points of Light Foundation
1737 H Street, NW
Washington, D.C. 20006

Dear Mr. Goodwin:

Thank you for sending a draft copy of the Citizen Service Summit workplan and for taking time to speak with me recently about the Summit. I recently spoke with Gregg Petersmeyer, and I am encouraged by the positive steps that the Points of Light Foundation, the Corporation for National Service, and Gregg have taken to respond to the foundations' concerns.

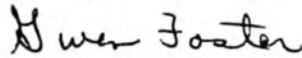
As I stated during our telephone conversation, the David and Lucile Packard Foundation has a strong interest in supporting efforts which raise public consciousness about volunteerism as an underutilized but rich resource for community problem-solving. Our Board of Trustees chose to support the Summit as a unique opportunity for mutual learning on a national scale about volunteerism and community-building strategies. We join you in our desire to see that the Summit is successful, and that effective follow-up activities are launched.

My quick review of the draft workplan reassured me that things are falling in place satisfactorily. I noticed that the mission of the Summit has been modified somewhat from ushering in "a new era of citizenship in which Americans take action in their own communities to help solve our serious social problems," as stated in our proposal, to a clearer focus on citizen action on behalf of children and youth. This is still within the intent of our grant. I also noticed that the number of invitees has been reduced from 3,000 participants to approximately 1,500. Although I concur that a smaller number of participants will be more manageable given the complexity of the Summit, I would like to be informed about the rationale for reducing the number and would appreciate more detail about how the Summit Planning Committee will assure as broad a representation as possible given the smaller number.

The objectives and outcomes for the Summit are stated more clearly which should be helpful in communicating what the Summit is for and why people should be involved. As planning proceeds for follow-up activities, we should begin to consider evaluation methods and costs, which are not addressed in the current workplan.

I look forward to receiving the final draft of the workplan and to future communication about the progress of implementing this endeavor. I appreciate the work that you and my foundation colleagues at Pew and Kellogg have done. I will take no action on the funding commitment we have already made since I am satisfied that things are moving forward. Please be aware, however, that our funds are available to help support pre-summit, and immediate post-summit activities. If you have any questions or if I may be of assistance, please do not hesitate to call me.

Sincerely,



GWEN FOSTER
Program Officer

GF/et

cc: Harris Wofford, CEO, The Corporation for National Service
Gregg Petersmeyer, Chair, Citizen's Service Summit Committee
Dan Moore, W.K. Kellogg Foundation
Rebecca Rimel, Pew Charitable Trust

To Shmely
From Melinda

A wacko rep. of my
thoughts on the Edelman
assignment to map out
big events & draw a timeline.

here's my first cut -
am trying to get w/ Dan Leonard
to push their end

will keep you posted!

12/4

Analysis -
the dangers
to the
future

⇒ young people need
our focused
attention

The Game Plan

create a
"service ecosystem"
a network of relationships
between customers,
clients, etc
that → SERVICE
FOR BY GUYANA
Jan 1

Vision:
Communities
where every
child has
• ed
• mentor
etc

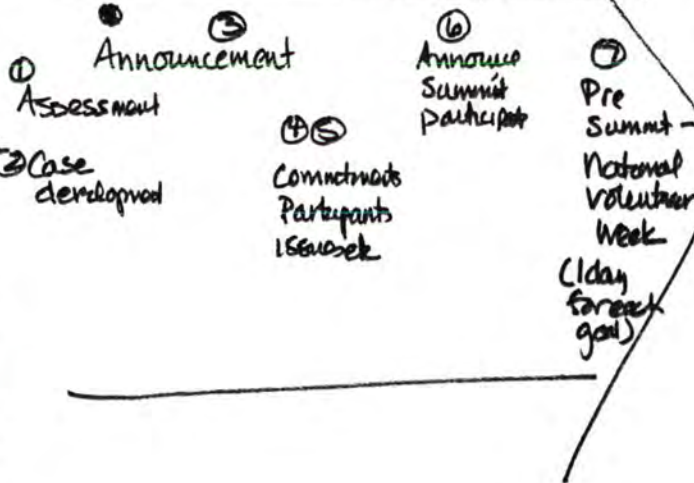
Functions

Jan 1

April 97

Jan 1

- Commitment
- Invites
- Communication
- Agenda
- Logistics
- Issue experts/teams



Events
Workshops
Strategic planning
the works!

- Mentors
 - Ed.
 - Health
 - Safety
 - Service
- The products

Summits
local
State
regional

Forums
by sector
by issue
or product
BIS Shots

yielding:
best practices
training
evaluation
resource devel.
Partnerships
Communication
Activities
excitement

The National
Report Card
National
Volunteer
Week
April 98!
South Lawn

12/4 MBH

Strategic Overview

12/5/96

SEE THE FLIP CHART FOR A GRAPHIC GAME PLAN
that begins with

background assessment: the analysis and observation that there are core weaknesses in the lives of children ... lack of supportive relationships, ineffective education, unhealthy environments, exposure to risk, fear, danger, crime, and a crippling sense of powerlessness and disconnection

case development: by using case studies and evaluation reports, build the case that indicates that effective volunteering and citizen service focused on the most critical problems of children and youth is the only thing that has demonstrated a capacity to “turn the tide” already at work in communities all over, but need the quantum leap

that leads us to a ...

vision: that every community provides/creates the following for the success of youth

1. caring and supportive mentoring relationships
2. education that prepares for work and citizenship
3. a healthy start and healthy behavior
4. safe and decent places
5. inspiration and opportunities to serve

5 bold but reachable targets that get us there: 2 million additional mentors, etc.,

that we announce in January

that we launch at the Summit

that we support after the Summit, creating a “service ecosystem” or network of relationships between sectors, clients, customers, competitors, regulators, etc. that “turns the tide” and that we evaluate and celebrate during National Volunteer Week, April 1998 on the nation’s back yard.

Step one: Background Assessment or “market analysis”

Compile data (secondary research) on the needs (that support the conditions). Just enough , i.e. 20% of young people who graduate from high school are functionally illiterate, the most dangerous hours of the day for children are, etc.

for the announcement media kits
by December 15

Compile media and stakeholder targets. Who really needs to know about this early and who should be a part of the planning.

Step two: Case development

Make the case that service has been proven to work ... maybe the only thing. Link to historic traditions, American values, and entrepreneurial smarts. Assemble evaluation data and reports to demonstrate. Write brief summary examples to illustrate the service successes for each community problem.

Assemble the expert teams that will advise and develop the targets for each of those goals. Demonstrate the caliber and reach of the effort.

For the announcement media kits
by January 1

Massage the early, lead commitments for public announcement.
By January 5

Step three: Announcement

Essential elements are

1. the "white papers" on each of the 5 community conditions with statement of need, examples of great things that are working already, and call to action.
2. the "commitments" who will help make this happen
3. the "expert teams" that are walking through the tactics that will get us there - akin to the announcement of distinguished commissioners, etc. and building a little expectation for their analysis
4. the Presidents and First Ladies and other big shots (on paper or video)
5. follow up support through op-eds, editorials, talk shows, etc.

When: early January, before inauguration

Where: Philadelphia? National Press Club? A national monument or icon?

Who: who announces this?

What: the media kits, white papers, big shots, commitments, and a "call to action" that brings in interested participants

Web site and information systems must be up and running

Commitments must be in place (sample leadership). Must have a package from Philadelphia

An issue leader for each condition or goal must be identified (gravitas!)

Media kits and contents printed and assembled (logo, etc)

Funding secured and ready to announce

Presidents etc ready to announce participation (or just the cosponsors)

Any pre-briefings?

Link into existing hits: Inauguration, State of the Union, MLK Day, etc.

Steps Four and Five: Assemble participants, commitments, partners

From the three sectors, supporting those five goals. Target key partners. Design technical assistance packages for the local summit process. Conduct game plan sessions with expert teams. Provide technical assistance to community teams. Nail those logistics.

January and February

Step Six: Announce the Summit Participants

This begins the local media blitzes generated in each community and by/for each commitment maker. Requires media support and materials, training packets. Announce the “inclusion strategy” that brings in the communities that will not be going to the summit but will be participating by simultaneous events or technology.

Step Seven: Pre-Summit Attention

During National Volunteer Week (April 17-19), do high profile service events for luminaries, one day for each issue/condition/goal. For instance, if Wednesday is the day for education, do an “America Reads” announcement and project in one city, and a “Libraries for the Future” deal in another, etc. Presidents, CEO’s, school children, national guard types, senior citizens, inmates, you name it! A national “magazine” of citizen service!

Step Eight: The Summit

The products of the Summit are the targets for those five goals. “We will deliver 2 million mentors by the year 2,000.” “Every American will add a day”, etc.

National forums for big shots and their ideas

Events for public excitement, education, engagement

Workshops for skill building, and technical assistance backup

Strategic planning session by sectors and by condition/goals

Process primers for the post-Summit activities
Celebrations, entertainment, “interactives”, etc.

Step Nine: Creating the “service ecosystem”

Building on the Summit and echoing its processes for collaboration, there will be “game plans” for each of the targets (our summit products)

Local Summits in each community led by the Philadelphia delegations
State Summits by the Governors to engage the policy types and public
Regional Summits by Governors, National nonprofits, Big Employers, etc

Target Forums and Sector Forums that keep the thinking moving and build the expertise to share with the rest of the country.

best practices
training
evaluation
resource development
communication
partnerships

Step Ten: The National Report Card

During National Volunteer Week, April 1998, the President will host his partners in this process (former Presidents, CEO’s, students, leaders, etc.) in a national evaluation at the White House (how are we doing on those targets? Who else is here to help and welcome, etc.) and a celebration on the nation’s back yard (South Lawn with all the festivities ... a rebirth of citizenship, etc.)