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Folder Title:

Leadership Summit for National Service & Community Volunteering [2]

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return to Shirley

NOTES
From
The Strategic Planning Group Meeting
on
May 14, & 15, 1996

The Strategic Planning Group of the President's Summit for Community Volunteering and National Service held its second meeting at the Crystal City Courtyard Marriott in Crystal City, VA on May 14, & 15. In attendance (in alphabetical order) were: Mary Babson, Patricia Bland, Michael Brown, Paula Forman, Timothy Hanlon, Virginia Hodgkinson, Eva Kasten, Regina Kelly, Wayne Meisel, Mario Morino, Thomas McKenna, Gregg Petersmeyer, Shirley Sagawa, Eugene Wilson, Harris Wofford, and Michael Woo. Also in attendance were: Sharon Campbell and John Seeley, evaluators from FERA.

The objective of this group was to:

Complete the Development of a strategic plan for the Summit by June 9.

After a quick introduction of each attendee, Gregg welcomed and thanked the group for their commitment, participation and time. He briefly recapped the notes from the last meeting and began this meeting with:

Develop the Summit mission statement and discuss Summit Frameworks:

POSSIBLE PROBLEM STATEMENT AND MISSION FOR THE SUMMIT

Problem Statement:

The "magnitude of our social problems will require that all citizens and institutions make a commitment to volunteering as a way of life.." (Governor Romney). However, organizations and individuals in the public, private, nonprofit and philanthropic sectors don't recognize volunteering as one of the most critical tools for addressing community problems; and those who are engaged as volunteers don't see how their contribution is going to make a real difference. Without the full utilization of Americans who can give of their time to others, America will never overcome these problems.

The Mission Statement of the Summit:

To trigger a series of actions that will instill in the American people the belief that:

- 1) everyone has a gift to give that can make a difference in the life of another person;*
- 2) if most people gave their gifts, America's communities would be transformed for the better;*
and
- 3) there is an urgent need to give those gifts now.*

The group discussed the above statement and their views are reflected in the following comments:

- The title should be changed from "Problem Statement" to Opportunity Statement.

- People don't feel responsible for solutions in the country, and even if they do, they don't feel they can make a difference. Therefore, the problems that could be solved are not being solved.
- Recognition by volunteers of what their contribution means is not part of the experience.
- Tell people they are good - our fundamental trait of Americans - re-engage this spirit to rebuild our common ground.
- "Social Problems" politicize the activity
- A defining characteristic ... of America is to use the willingness of Americans to serve others volunteering. But we've moved away from that. We want to renew and expand this tradition.
- The benefits of volunteering is missing - put in problem/mission.
- This is very serious stuff - the magnitude of social problems
- Fragmentation of community/alienation is a cause of the problem
- Goal - is to solve the problems - means through individual action.
- The word "volunteering" creates narrow view -- volunteering engagement or service.
- Making the coming together to solve problems a mandate
- Citizenship: loving their country - people are challenged by civic power

The Mission of the Summit:

- Individual effort
- Catalyst for Action -- Mobilizing people more than instill a belief. There has to be a Call To Action
- Gift language - change to "something to offer", "talents and gifts", "everyone has something of value to give"
- Make a difference in your life and in the lives of others, people need to see they get something back
- Include institutions and American people as target audiences
- Restore/instill a spirit of caring but don't lose responsibility/citizenship
- There are ways to get involved - more than a call to action
- Help institutions/communities see service as a solution for problems - a paradigm shift - also get involved themselves
- Cause a substantial increase in the volume of those who serve

Frameworks:

1. People act around very specific things
2. We should celebrate "traits" that help people give
3. People are motivated by talents and gifts
 - Belief in collective action is also a motivator
 - Some people need organizations/need help to get involved

Both of these need to happen in order for people to get involved and stay involved.

Chaos theory -- catalytic ; Facilitate not control; Need core of "trained" people
4. I need to be successful/need a benefit

VISION OF THE PRESIDENTS' SUMMIT

The Summit will usher in a new era of citizenship in which Americans taking action in their communities to help solve our serious social problems becomes the nation's defining philosophy for positive change.

The Summit will challenge individuals, organizations and sectors to commit themselves to full participation in this new era by recognizing that:

1. They have unique talents, gifts and resources to give to others;
2. They can make a difference in the lives of others and in their own through their involvement;
3. They have the power and responsibility to act now.

As we enter the 21st century with citizen action as the nation's defining philosophy, we celebrate America's most distinctive virtue, renew citizenship as a way of life, and realize America's hope for the future.

Summit Outcomes by February 1997

1. The Summit demonstrates that the collective power of individuals and organizations using their talents, giving their gifts, and investing their energy can improve lives and restore community.*
2. The American people become aware of the Summit's central message --- that every American:
 - a. Has unique talents, gifts and resources to give to others;
 - b. Can make a difference in the lives of others and in his or her own life through involvement in the community;
 - c. Has the power and responsibility to act now.
3. People around the country engage in serious dialog about the Summit's message and discuss how to strengthen the assets in communities to promote citizen action to solve problems.
4. Leaders of organizations and communities make commitments to create the conditions which would lead to more people involved more effectively in their communities.

Summit Outcomes in 3 Years

1. Agreements made at the Summit are implemented in communities nationwide.
2. Every American believes that he or she:
 - a. Has unique talents, gifts and resources to give to others;
 - b. Can make a difference in the lives of others and in his or her own life through involvement in the community;
 - c. Has the power and responsibility to act now.
3. Through this new call to action, more people become more effectively involved in their communities.
4. As a result of this increased action, we begin to see that problems are solved and communities restored.
5. Leaders of organizations and communities make commitments to create the conditions which would lead to more people involved more effectively in their communities.

* Widespread and effective citizen action will help communities achieve the following desired characteristics: (1) Commitment to Children, Youth Developing Good Character and Values, and Strong Families; (2) Excellent Schools and a Culture that Fosters Lifelong Learning; (3) Meaningful Employment Opportunities and the Hope of Economic Advancement; (4) A Safe, Decent and Drug Free Place to Live in a Clean Environment; and (5) Quality Health Care and a Sense of Well Being.

The group was divided into two. Group A discussed nos. 3 & 4 of Summit Outcomes by February 1997 and nos. 1 & 4 of Summit Outcomes in 3 Years

GROUP A:

Feb. '97 Outcome #3:

Strategy : (Pre - Summit; At the Summit; and After the Summit).

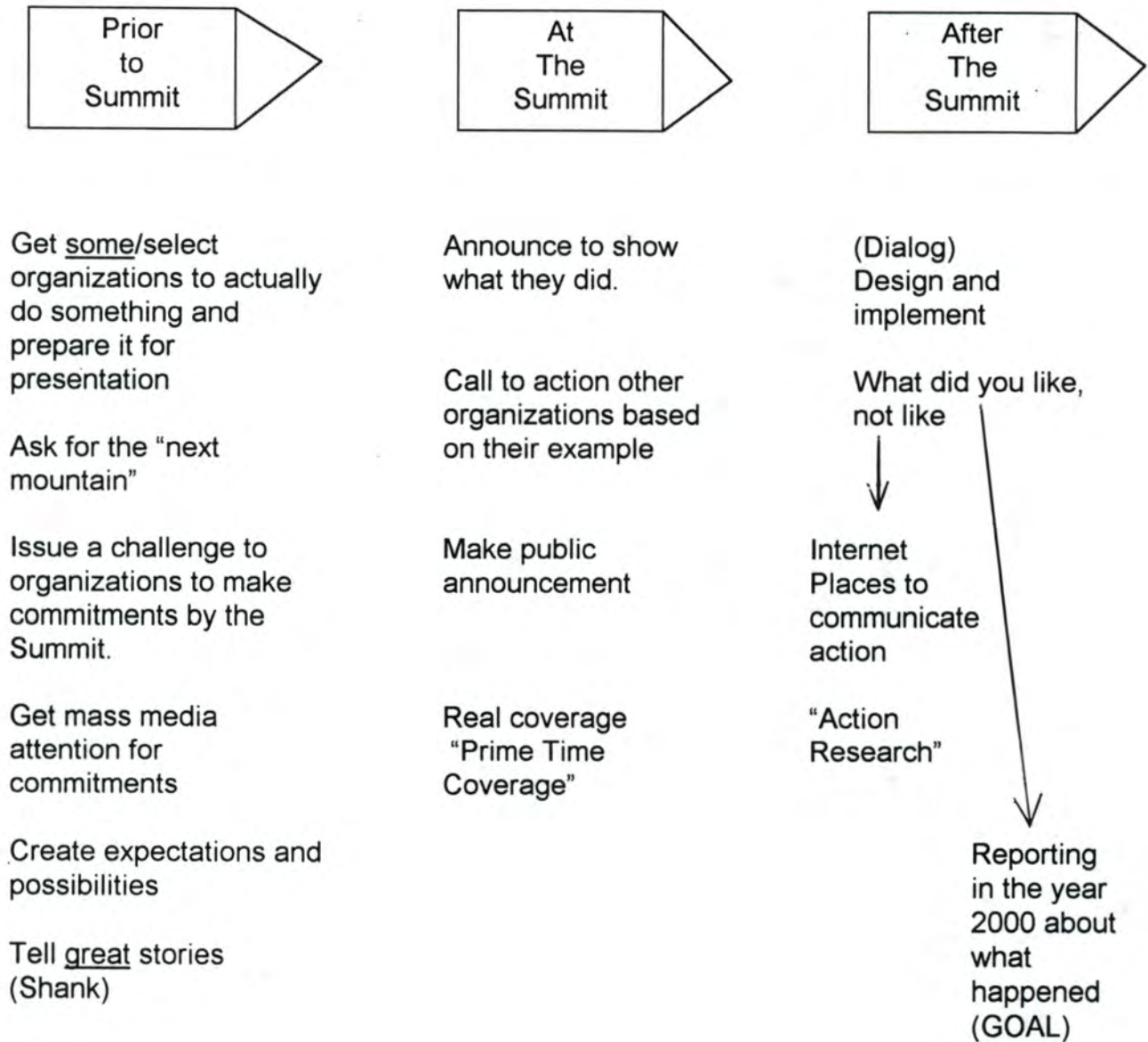
- a. Through a telecast, having dialogs around the country (using high schools, colleges, agencies and other organizations as conveners involving the broadcast range of people(C-Span, etc.).
- b. Identify convenors who could bring in the general public (e.g. Communities of Faith).
- c. Discussion over the internet.
- d. At the Summit, demonstrate what a "dialog" looks like. (e.g. Arthur Miller).
- e. Sample dialog with "Q & A" is developed and shared with organizations prior to the Summit.
- f. The vision should drive the substance of the dialog (2 parts) e.g. go to pollsters.
- g. Figure out a way to include general" public who don't belong to the traditional organizations.
- h. What is the question that the "typical" citizen wants to discuss at these dialogs after the Summit? (- very local) e.g.: What can I do to help someone else in need.

Feb. '97 Outcome #4:

Strategy : (Pre - Summit; At the Summit; and After the Summit).

- a. Before and at the Summit, "organizations" announce their plans to more fully involve or increase the number of people involved
 - need to make sure this is inclusive
 - we want you to design and implement programs that encourage the culture of service
 - be selective - demand a lot, get them to do stuff before the Summit

Process for the Commitments:



GROUP B: Discussed nos. 1 & 4 of Summit Outcomes by February 1997 and nos 2 & 3 of Summit Outcomes in 3 Years

Feb. '97 Outcome #1:

- a. Build excitement, anticipation, understanding beginning 3 months before the Summit. (Fill the vacuum after the election) e.g.:
 - Media campaign
 - Connect PRESIDENTS
 - QUOTES (2) from each
 - See PRESIDENTS/FIRST LADIES Helping in communities
 - Documentary on history of community service/volunteering
 - Use internet to build movement
- b. Success Stories (people helping / people helped -- that with focus on the Helper)
 - Collect stories
- c. Engage/get word out to those who will participate or be part of the follow-up:
 - Tune in
 - Buy in
 - Want to implement
- d. Simulcast arrangements:
 - 1) - cable companies) Broadcasting
 - need advertising so people will watch) Summit
 - 2) - Doing mini-summits in lots of communities that mirrors national process
- e. SYSTEM/APPROACH/MODEL THAT shows random acts turned into purposeful change/collective power
- f. Success stories must show:
 - enhancement
 - enrichment

Trigger non-random engagement:

- Ask at conference
 - Promote these questions to the media
1. If you had an afternoon/evening off, what would you most like to do?
 2. How can you imagine enjoying that activity in a way that helps someone who is in greater need than you?
 3. What would you need to try that in a very small way? (Role of institution)

Paradigm Shift: A new way to self identify for community service opportunities

The meeting resumed the next day with the Outcomes by 2/97 and in 3 years, which are:

By February' 97:

1. **Summit** - **Demonstrates**
Individual,)
& Collective,) - **Restore a sense of community**
& Organizations)

Can be achieved through:

- Presidents' stories
- Media exposure
- Budgets approved with less political agreements
- Show what would not get done without volunteers (stories)

2. **Awareness of central message**
 - a) enhance others lives
 - b) enrich own life
 - c) need to do so

Can be achieved through:

- Mass media exposure; organization network exposure
- Awareness -- Change in attitude -- beliefs intent -- Action to act

3. **Country-wide Dialogues about:**
 - a) **Summit Message**
 - b) **Strengthen Community Assets**
 - c) **Solve Problems**

Can be achieved through:

- Tracking : Awareness; Attitude; Action
- Unlikely coalition
- Identify target groups

4. **"Leaders" make Commitments**
Create -----> more people
Conditions -----> involved
effectively

Can be achieved through:

- Key organizations announce specific commitments
- Policy changes: National Corporations; Business Leaders
- Agreement by leaders to depoliticize Volunteering/Service

In 3 Years:

1. **Agreements Implemented** in communities
2. **Americans** believe that through service:
 - a) Other lives enhanced
 - b) Own life enriched
 - c) Need to do so
3. **More people** become more effectively involved in community
4. **Results** of invested action:
 - a) Problems Solved
 - b) Communities Rebuilt

After a break the meeting continued with the Brainstorm Agreements by Sector Leaders. The group broke out by Sectors and discussed, brainstormed and then came back together to share with each other their ideas based on these questions:

- a. Define this sector - what is it? (Target)
- b. What type of agreements should we seek? What should we ask of them?
- c. Whom should we approach? Whose the best person to make request?

The Sectors are:

1. BUSINESS

Suggestions:

- Mix of businesses -- large and small
- Assumptions - Leverage them - stakeholder groups
- Labor Unions
- Public Allies - whose on what board
- By industry
- Largest corporate foundations - in terms of money
- Go after the corporations -- CEO; COO
- Most respected in their business community

Requests:

- a. How can they use their talents and gifts to accomplish our outcomes?
Example: Concerning an HR program - Distributes it as part of HR package
- b. Business Advisory Board - Corporate Best Practices -- develop system to catalog Best Practices - Arthur Anderson
- c. Name recognition
- d. Get beyond the companies that are always there/ the purest companies, America On Line - Gene

- e. A day discussion of service - what people are doing already- companies with volunteer program - symbolic Day of Service - report our stories - Reatha King
- f. Unconventional acts
- g. Sharing knowledge across sectors:
 - a booklet on how to do the day of service
 - best practices - use the internet to distribute the load
 - sense of competition about the submissions
 - creating an energy (put it on their home page)
 - communications strategy - ask one company to help us develop
- h. Begin to track in their businesses - traditional employees actually giving of gifts
- i. Economic Impact of downsizing - employees are cynical. Figure out a strategy, increase the competition. Businesses develop alliances with nonprofits - jobs trainings - building their skills

Summary:

- Catalyst to people in the company to send respect of service
- Corporate citizens - use their skills or talents
- Need a distribution strategy:
 - Community - Based - Leaders in the community
 - Pick a city - a person - the lightning road - pick 20 cities (10 or 15 - a few that are good!)
 - CEOs speaking for their firm - the three questions that were asked
- Logical assumptions: if members get engaged - give tangible link to systemic change
- Add to the first outcome "Summit demonstrates - that there is tangible systemic change
- Impact -- Citizen action -- Framework: Doing things together show that you can get something done. People need to get excited - it doesn't do it. Tap the power of citizens (Just Do It - NIKE).
- Goals and strategies that are collective - the word Rebuild

2. **Communities of Faith/Civic Groups/ Nonprofits/Community Foundations / Volunteer Centers:**

- a. Everyone else in the world except business sector
- b. Independent Sector and Council of Foundations - use their worldwide web to do general call, get them involved immediately and help us identify who would be at the table.
- c. Be selective : United Way
- d. Communities of Faith - go to National Council of Charities- approach associations and conferences, get ecumenical religious leaders to sign onto those messages
- e. Major health organizations

- f. POLF and United Way with Volunteer Centers
- g. Minority group associations

Umbrella Organizations:

Ask them to endorse the concept of the Summit, the mission and the 3 questions, then they can go to their members and bring on examples. Members will give voluntary service in some way - Principles of the Paradigm - make commitment to significantly change the role of volunteers in their organization. They will encourage their members to participate and will routinely share stories of volunteers with staff on a regular basis

Examples of groups under this umbrella leadership are: N.P.O's; Communities of Faith, Volunteer Centers, Civic and National Groups to include Humane Services such as Lions, Rotary Leagues, Kiwanis, Elks, NOW, Volunteers of America, Salvation army, Cancer and Heart Associations, National Health Council, United Way, Center for Nonprofit Boards, NAACP, Urban Leagues, Council on Foundations, National Neighborhood Associations, National Council of Churches, Conference of Catholic Bishops, Congress of Black Churches, National Conference of Christian Churches, Mormons, Buddhist, Muslims, Brachery Evangelicals, Ron Valler - Stewardship Committee, etc.

Members (local level)

- What kinds of commitment agreements between and among other organizations.
- Organizations that make agreements or partnerships that measure increase volunteer service among new groups and or individuals

More effective involvement: Organizations make commitments to increase the level of time, responsibility and or current role. Commitment on the part of organizations is to increase the conditions, to increase volume of participation and to recognize the significant role they play. How do they make commitment and plans to plan for and implement programs for volunteers and staff to bring more effective use with volume in mission of each.

Agreements that all people will be given an opportunity to serve and to talk about this service.. We are going to commit our organizations to participate in the Summit by:

- a. to identify specific volunteer opportunities; ways of building capability for volunteers in order to increase conditions .
- b. Identify ways to identify various talents and current contact and ways to use them more effectively
- c. Within the specific mission come up with a way they will specifically increase volunteer service and value to their service

Strategies for Contact:

Who do we approach? - Strategies Analysis of Key Leadership groups

- a. Leadership is (United Way) - their next meeting is in July in Milwaukee
- b. Identify key leaders of the Umbrella Organizations that can commit
- c. Call to leaders of World Wide Web

3. MEDIA

- a. Who is the Target? -- All of the Media
- b. Broadcast -- Advertising, News , Program Parts - Story, Programming, TV Networks/affiliation/Cable Independents/Local, Radio- Network and independents. Print Newspapers, Magazines, Transit, Advertising Editorial, Web internet - on line services. Entertainment Production companies (Lorimar)
- c. What we ask them to do should be guided by the Communications Strategy eg:
 - Ask support in anticipation give of their resources
 - Run materials we provide as well as cover the event
 - Develop their own editorial and contents
 - Interviews with the Presidents ahead of time
 - Exclusives interviews and morning talk shows one day before the event and after the event
 - Get Oprah to do a show on success stories - focus on youth, ask Gregg's 3 questions of audience on the air
 - Take opportunity to writing editorials for newspapers/wires. Instead of newspapers advertising, get out editorials, get service to donate a sat. feed of advertising but advertise in medium to small paper who look for content. Bigger papers to cover ads and develop own stories.
 - On the Radio - huge medium community affair program, talk shows, develop program around talk show syndication-- Paul Harvey, Chase Osbourn
 - On Internet programming to help them seek and explore their opportunities. Self select a version of Gregg's 3 question that leads to community -- in your community exist already
- d. When do we Approach?:
As soon as possible -- as we have an offering. The more you know, NBC, Celebrities, talk about Media committee Board Members, Polf Media Committees "Who do you know, level enough to call you and beg" concentrated on bigger gang, specific show/talent -- Networks, Major Cable, Major Newspapers, Major Magazines. Also have networks do promotion based on their own stars

4. Schools and Universities/Youth:

Define the Sectors: Schools-- Elementary, Junior High, High Schools, Public, Private, Parochial.

- Service learning curriculum
- Implement the new Carengie Unit
- Nicelodium "The Big Care" weekly reader, Socialistic, Ed Week,
- Seek affiliation with local community groups to identify opportunities for meaningful youth service
- Become open to community groups
- Post Secondary - persuade to change
- Require service

- Open their facilities for community meetings
- Expand academic courses teaching and research, offer degrees
- Engage unions
- Practice "public service" and "citizenship" as a priority
- Consider community service for admission
- Encourage more universities to "match" service "scholarships"
- Celebrate/recognize students who serve
- MTV
- Chronicle of Higher education
- American Humanities
- Promote Endowed Chairs in "Service"
- RAND/UCLA study on service
- Increase service for "work/study"

Whom to Approach?

- NAESP
- NASSP
- NEA/AFT, etc.
- YVC
- YES
- Political alliances, etc.
- Student activities
- State Commissions:
 - CFAT
 - National School Boards Associations
- National Coalition for Service
 - Private schools
 - Christian/Parochial schools
 - Council of Chief State School Officers
 - ECS

Post-Secondary Universities etc.

- | | |
|--------------------------------------|--------------|
| - Campers Compact | - D. Bob |
| - COOL | - U Gregonan |
| | - T Eulich |
| - AAC, ACE, etc | - R Payton |
| NAICU, AGB | - B Uhling |
| Higher Ed Cabinet - Academic Centers | - T Ingram] |
| Business -Higher Ed Forum | - R. Coles |
| | - R. Riley |
| | - J. McDunne |

5. GOVERNMENT:

How to get commitment?

- Go to Clinton & Dole -- endorse recommendations, great bulky pulpit opportunity
- Go to Congressional leadership -- focus on encouraging efforts to generate more involvement for service- not explicitly for supporting Polf or the Corporation - no meetings until after the election.

- State level - Role of State Commissions -- run and organize own summit meetings--what do we ask of them?
- National Governors' Association -- Chief State School Officers, -- American Public Welfare Associations, National Association of State Boards of Education, National Conference of State Legislators,
- First Ladies everywhere
- Each Governor be invited to the Summit. What can a governor be asked to do? Immunization case, get a Republican and a Democrat Governor ready and with stories to announce something that catches people's attention. (focus on an issue in their state. Problem: How to get governors to announce new initiative at Summit, instead of State Capital (solved by news media strategy). Which governors are particularly well regarded? -- Gene Sofer -- will make a list.
- Local level - National Association of Counties
- Schools -- Association of School Principals, School Board Associations, School Administrators -- Take advantage of schools as a place to gather, response to a safe place, get an insurance company to help with the liability or what other obstacles that exist.
- Include reformers. Ethics reform - ethics discussion bridges gap between service world and government world. Elected official to be asked to recognize people in service as regular function.

Next on the Agenda was the discussion of a communications plan for the Summit.

Regina Kelley gave an overall brief with the four key questions:

1. Who do we target?
2. What is the communication intended to achieve?
3. What is the key message?
4. How will we support the message?

1. Target

- a. All Americans (primary)
- b. All those organizations that can impact/ that we will ask for help in delivering the message

2. Intended to Achieve

Convince all Americans that the collective power of the individual giving of their gifts can restore communities and improve lives

3. Key Message:

Through using your own talents and interests, you can enhance the lives of others, enrich your own life and you have an inner will to do so

4. Support

Everyone can easily discover the interest or talent that they can use to help someone (Gregg's 3 questions)

- a. What do you like to do?
- b. Imagine doing what you like to help someone?
- c. Need to try in a small way?

Discussions revealed on key message:

there is a great need now ... urgency.

Because of great pressing problems to be solved ... do more effectively

Critical need -- goals/strategies problems

Target:

modify for other sectors

Intended:

Dramatic increase in effective volume

Need twin engine approach: leader strategy to take BIG ACTION

Don't forget the twin engine approach -- need individuals to fuel the groups

Final agenda item was the discussion was on:

What should happen at the Summit itself

- Communicate ideas
 - Showcase agreements
 - Demonstrate results
1. Show a virtual community illustrating the matrix. Points of Light can become Communities of Light. Show best cases, e.g. Cleveland, Newark, East St. Louis, etc. Have them say/show what they've already done -- and also demonstrate virtual -- celebrate. Send people before the Summit to go visit a couple of communities.
 2. A small group of people in dialogue are showcased -- then communicated via TV and Internet.
 3. Presidents' role
 4. Telethon -- people pledging to do something -- calling in
 5. Case studies of what has happened over time -- collective picture
 6. Strategic Planning Session

Gregg then thanked everyone for their time, participation and input. But before they left, each person left a written referral list of contacts/invitees which are:

From Mary Babson (she promised to send us more names):

- | | |
|--------------|--|
| John Bryan | - CEO, Sara Lee |
| Jack Welch | - CEO, General Electric |
| ? | - The President of The Business Roundtable |
| Gordon Raley | - CEO, National Assembly of Health & Human Organizations |

From Harris Wofford:

Walter Conkrite

Charles Kuralt

Bill Meyers for a role

John Gardner

Sergeant Shives

Coretta Scott King

Franklin Thomas from Ford

Identify your leaders -- some of the future:

Allan Khayers

Vanessa K...

Judy Kapp

David Battey

Wayne Meisel

Roger Land....

From the Film Industry:

Paul Newman

Joanne Woodward

Robert Redford

Arnold Schwasznager, some conservative entertainers

Key sports stars interested in service and who are serving on Big Brothers Big Sisters

Sector Leaders.

From Shirley Sagawa:

Marian Edelman

David Liederman

Eugene Lang

Millard Fuller

~~Elizabeth Dole~~

Head of

Frank Newman

Geoff Carada

Al Shanker

Bob Woodson

Frances Hesselbein

Catherine Milton

Bill Bennett

Cabinet Secretaries

Ted Kennedy

Kathleen Kennedy Townsend

Anne Bryant

Mary Louise Schweikart

Bill Basl

- Children's Defense Fund

- Child Welfare League

- I Have a Dream

- Habitat

- ~~Red Cross~~

- AARP

- Education Commissioner of States

- Freedom Schools

- AFT

- Neighborhood Coalition

- Drucker Foundation

- Save the Children

- Hudson Institution

also Jeremy Rifkin (ask Susan)

Head of Nat'l Education Assoc.

Lieutenant Gov of Maryland

- American Association of University Women

- National Senior Service Directors Association

- Director, Washington State Commission

From Virginia Hodgkinson:

Sara Melendez

Dot Riddings

Sandy Cloud

- Independent Sector

- Council on Foundations

- President, National Conference of African Americans of Christians and Jews

Raul Yzguire	- Council de LaRaza
Antonia Hernandez	- Mexican American Legal Defense Fund
Given Baker	- President, UNICEF USA (African American)
Steve Minter	- Cleveland Foundation (African American)
Susan Beresford	- Ford Foundation
Robert Wathrow	- Princeton University (Youth Service)
Bill Gray	- United Negro College Fund
Eddie Williams Jr.	- Center for Political Studies (African American)

There are many others, she will go over her list in the office and forward the list to us.

From Michael Brown:

Rosabeth mass University	- HBS professor
Jim Austin	- HBS Professor (Cleveland expert)
Sara Melendez	- Independent Sector
Stephen Jobs	- Founder of Apple
Bill Gates	- Founder of Microsoft
Michael Porter	- HBS professor (working on community's competitive advantage)

From Michael Woo:

Annie Weinberg	- Lollapaloozas Foundation
Shelby Coffey	- Editor, Los Angeles Times
Andy Spahn	- Dreamworks, SKG Studio
Dr. Chang Lin Tien	- Chancellor, UCLA - Berkeley
Dr. Stephen Sample	- President USC
Marge Tabankin	
Barbara Streisand Foundation	(Former Director of ACTION)
Ernie Cortez	- Community organizer San Antonio TX
Father Greg Boyle	- Jobs for the Future, Los Angeles, CA

From Tom McKenna:

Yufume	- NAACP
Heads of Leadership 18 agencies	
Sara Melendez	- Independent Sector
Mayors of top 10 cities	
Governors of each state	
Michael Bailin	Head of E.M. Church Fund
Senator Dan Coats	
League of Women Voters	
Susan Beresford	

From Tim Hanlon:

Larry Tisch

Leslie Moonves

Michael Ovitz

Peter Jennings, Tom Brokaw etc.

Dan Rather

Ad Council Chairman

Marone (TCI)

Tommy Morra (Sony)

Cathy Black

Rupert Murdoch

From Gene Wilson:

Broad representatives from Communities of Faith - Mainstream / Evangelical -
Fundamental - Pat Robertson -- focus on the family

Sara Melendez - Independent Sector

Dot Riddings - Council on Foundations

Raul Yzguire - Council de LaRaza

Hugh Price - Urban League

Marian Wright Edelman - CDF

Antonia Hernandez - MALDEF

Ramon Murguia - Hispanic Fund (K.C.)

Frank Newman - Education Commissioner of the States

John Gardner - National Civic League

Bob Payton -

Pablo Eisenberg - Center for Community Change

Dan Yanbloom - Public Agenda

Chuck Gaston - Community Builders

David Mathews - Kettering Foundation

Douglas Patino - Hispanics for Philanthropy

Douglas Bestzoo - AEI

Bill Gorham - Urban Institute

Paul Hogan - LISC

Amati Etz.... - Communitarian

Businesses:

Business Roundtable

The Conference Board

RAND

Elaine Ch..... - United Way of America

Ray Hoewing - Public Affairs Council

Bob Bothwell - National Committee for Responsive Philanthropy

Youth Service Groups:

David Batty - Youth Volunteer Corps

Mario Morino:

Erich Bloch	- Council on Corporatives
Vin Cipolla	- James River Partners
Russell Aeloff	- Internet
Sen Bill Bradley	-
Sen Bob Kennedy	-
Allen Spoon	- President, Washington Post
Henry Fernandez	- LEAP
Bill Lynch	- Revlon
Geoffrey Canada	- Reeland, NY
Doug Engelbart	- Institute of the Future
Bert Roberts	- MCI
R. Allen	- AT&T
Lou Gerstner	- IBM
Joe Henson	- Retired
Steve Penning	- General Atlantic

May 3, 1996

Mr. Harris Wofford
Chief Executive Officer
Corporation for National and Community Service
1201 New York Avenue, N.W.
8th Floor
Washington, DC 20525

Dear Harris:

Pat and I enjoyed being with you on Monday at the planning meeting and want to thank you again for your contribution. We are grateful for the good thinking that everyone shared and the progress that we made on several key issues.

Enclosed are Pat's "flip chart" notes from the meeting that Greer has typed. They will refresh your memory in advance of our next meeting. The notes may also be useful as you think about sector leaders who we will want to seek-out and agreements or strategies that we may want to pursue with them, all of which we will discuss on May 14 and 15. I also hope you will feel free to send us any thoughts that you have on refining the "shared beliefs" of Summit participants or any other matters.

Since our meeting, we have thought more about the key idea or message statement for the Summit. That part of our discussion on Monday is reflected in the attached notes. Given the suggestions of the group, rather than the statement "Everyone can do something meaningful, and if most people did so, many of our most serious social problems would be solved", we would propose:

**"Everyone has a gift to give that can change another person's life.
The collective power of those gifts can renew life in any community
because there are more people than problems."**

We hope you believe this statement captures the key considerations in our discussion. We like it. Please let us know what you think.

We are looking forward to seeing you for our meeting in May 14 and 15. The meeting will be held at the: Crystal City Courtyard Marriott,
2899 Jefferson Davis Highway
Arlington, VA 22202
703-549-3434

We have made reservations for you and we will cover the cost of the rooms. Thank you again.

Sincerely,

GF  Gregg Petersmeyer

NOTES
From
The Strategic Planning Group Meeting
on
April 29, 1996

The Strategic Planning Group of the President's Summit for Community Volunteering and National Service held its first meeting at the Capital Hilton in Washington, DC, on April 29th. In attendance (in alphabetical order) were: Mary Babson, Patricia Bland, Robert Goodwin, Timothy Hanlon, Virginia Hodgkinson, Eva Kasten, Thomas McKenna, Robert Payton, Gregg Petersmeyer, William Shore, Eugene Wilson, Harris Wofford, and Michael Woo.

The objective of this group was to

Develop a strategic plan for the Summit by June 9.

The objective of this meeting was:

1. **Agree on the key ideas underlying the Summit**
2. **Explore, speculate, reflect**

ISSUES:

- National Summit needs to lead to real action in communities focused on engaging citizens.
- Need to understand existing local delivery system/persuade them to act.
- How will the Summit's outcome materialize the linkage between national service and volunteering?
- How can you communicate a vision and make it inclusive enough?
- Common ground has been badly fragmented, how can we build it? Need to assert shared values.
- **Stakeholders** - who are we trying to reach (top-down or bottom-up) - who gets engaged in the process?
- Moral authority/yearn for a Kennedy and a Washington - who does the ask? How do we ask?
- Who is the target audience? Do we want to expand the pool?
- How do we find the real leaders?
- How many people really volunteer? - informal and formal - we have common values but they are not activated.

- Do we need to prove/demonstrate that community service solves problems - do we target problems?
- Building social capital and trust in communities - what contribution will the Summit make to that?
- The message to get across to people: that they can make a difference - a measure of the effectiveness.
- Tension between verifying impact and having more people accept their responsibility
- Depoliticize the process - the human thing
- Should we reactivate people who already volunteer - or reach out to new volunteers? Short term or long term intervention.
- Collectively, I am not alone.
- Our communities, our country be a better place
- Help solve community problems
- Improve the quality of life in a community
- Create a new possibility
- People are the solution, not the problem
- Building stronger communities
- Restore a sense of personal responsibility
- This is America's most distinctive virtue - this is what America can be about -- Individual action. Restore/preserve/enhance
- Every American has the office of citizen
- What is unique about this Summit?
 - Quantum Leap
 - What are our assets?
- What is the question to which the Summit is the answer?
- What should the Summit say? The challenge: the message vs the action
- What are the common values that we share as a nation?
 - What is the message of the Summit?
 - Who is the target audience?

SUMMIT BACKGROUND

1. Shared Beliefs

2. Other Positioning Factors:

- Want to be additive, not competitive or duplicative; want to include all groups
- Want to center on a dominate, core idea that all would admit is essential and say it right and/or synthesize what others do
- A 3 to 5 year movement, not just a summit event

3. Organizing Frameworks:

- Big idea/message
- The "ends" are characteristics we all seek for every community
- The "means" are individuals actions ("deeds") that help achieve those ends
- Important to understand how people come to engage in deeds

How All People Can Help Solve Serious Social Problems in Their Community

Desired Community Characteristics	Commitment to Children, Youth Developing Good Character and Values, and Strong Families	Excellent Schools and a Culture that Fosters Lifelong Learning	Meaningful Employment Opportunities and the Hope of Economic Advancement	A Safe, Decent and Drug Free Place to Live in a Clean Environment	Quality Health Care and a Sense of Well Being
Examples of Community Problems	- Breakdown of the family - Teen pregnancy/Promiscuity - Child abuse and neglect - Inadequate parenting skills - Teen suicide - Racial hatred and prejudice - Youth turning to Crime and gangs - Lack of quality child care - Low self-esteem/lack of direction	- Limited parental involvement in child's education - Illiteracy - Low proficiency in science and math - Children starting school not ready to learn - School drop-outs - Poor learning environment - Lack of proficiency in English - Education not valued - Racial tensions in school - Special needs of children with disabilities - Lack of individual attention - lack of compelling goals	- No contact with career role models - Lack of job skills - No hope of economic advancement among low income youth - Limited job or career opportunities for refugees, recent immigrants and people with disabilities - Inability to obtain employment across racial lines - Lack of skills in managing household finances - Lack of skills for obtaining jobs such as resume writing, interviewing, etc.	- Shortage of affordable housing - Crime and drug-infested neighborhoods - Gang violence - Racial violence - Lack of safe recreational opportunities for children and families - Homelessness - Inadequate nutrition - Environmental/pollution problems	- Substance abuse - Alienation of people with disabilities - HIV/AIDS - Infant mortality - Isolation of terminally ill and their families - Inadequate access to affordable, quality health care - Physical and sexual abuse/ domestic violence
Examples of Community Solutions	- Mentoring/positive role models - Counseling/Education programs - Child care alternatives - Parenting skills training - Surrogate families/family counseling - Engaging people of different races in overcoming common problems - Teen hotlines and support groups - Recreational opportunities	- Tutoring - Volunteer teaching assistants - Mentoring/positive role models - Alternative places to study - One to one counseling - Informal community libraries - Individual and group tutoring in English - Partnerships between schools and universities, businesses and other organizations. - Children's programs that require parental involvement'	- Employment counseling: resume writing, interviewing skills, support groups - Job search assistance - Apprenticeships and job skills training - Personal and family budgetary counseling - Friendship, guidance and job counseling to immigrants/ refugees - Remove excuse for not hiring by providing individuals with tools to work effectively in organizations - Entrepreneurial opportunities - Career mentors	- Renovating/building affordable housing - Community crime prevention groups - Community anti-drug groups - Environmental education/ awareness - Safe recreational opportunities - Safe havens - Positive alternatives to destructive gang activities - Personal counseling and practical assistance for victims of crime	- Substance abuse education and rehabilitation - Companionship and assistance to seniors - Parental care and parental education - Hospice care/bereavement groups - Fulfilling activities for people with disabilities - Support for AIDS patients and their families - Free medical clinics and mobile units staffed by volunteer medical professionals - Shelter, counseling, hotlines and public awareness for abused women and children

The Journey of an Enterprising Point of Light: Stages of Engagement

Prepared to Engage (Traits)

A combination of the following personal characteristics already exist:

- Able to act on faith
- Bored or restless at some level
- Likes to see others do well
- Independent and quietly confident
- Energetic and enjoys practical, hard work
- Guided and sustained by deeply-held beliefs
- Helping is not new
- Positive and patient
- Empathy based on personal experience
- Ready to engage talents, interests and gifts

Trigger (Events)

One or more of the following events often trigger action:

- Hearing a story
- Coming to know of someone in need
- Being asked to help
- Gradually discovering a gift
- Fearing for the children
- Finding meaning in tragedy or a deeply troubling experience
- Experiencing a spiritual call or transformation
- Recognizing one's own aloneness

Sustained Action (Benefits)

The work is sustained because small successes are experienced at the human level. For example:

- Seeing lives change
- Developing new friendships
- Gaining a renewed sense of purpose
- Confronting the unknown and not getting bored
- Feeling better physically and emotionally

Success (Behavior)

The enterprising Points of Light believe they succeed for several reasons:

- Irrationally committed
- Targeting the roots of the problems
- Personal relationships, not bureaucratic programs
- Action and outcomes, not talk, process or structure
- Wary of educated incapacity
- Profoundly respectful of others
- Not afraid to have fun doing serious work
- Highly resourceful, but accepting of their own limitations

KEY IDEA/MESSAGE:

Beginning idea:

"Everyone can do something meaningful, and if most people did so, many of our most serious social problems would be solved."

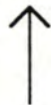
Comments/Suggestions:

- Everyone has something to give, and if everyone gave what they could, we would make a difference, it would change people's lives.
- Asset model/building - sense of hope - rather than deficit model
- More people than problems
- Everyone has a talent to give
- Renew rather than rebuild communities
- Everyone could be great if everyone served
- Show progress: make this a better/caring society
- Everyone has the capacity to change to life of someone else

What are the conditions that need to exist in a community in order for individuals to be engaged in need in his or her community?

**Desired
Characteristics
(Ends)**

xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx
xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx
xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx



**Solutions
(Means)**

Deeds

Deeds

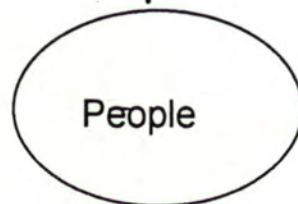
Deeds

Deeds

Deeds



Conditions



People

Examples of Conditions

1. Individuals would be aware of the meaningful things they could do successfully and would enjoy doing those things.
2. Individuals would feel safe getting involved and would have control over their actions.
3. There would be a high volume of opportunities for involvement in communities. There would be consistent media coverage of opportunities.
 - new opportunities, break the mold
4. Individuals would feel that they are part of a larger ,movement; that they are not alone.
 - this connects past and future; volunteering as a tradition
 - recognition of people already involved; praised
 - show the diversity of what is working - the stories of what is working
 - support systems would be in place to get people involved:
 - a. establish relationships, place to go
 - b. build new skills
 - incentives need be in place for people to get involved - tangible/intangible - people need to understand the benefits
 - there would be a sense of hope
5. Engagement in the lives of others would be a social norm; an expectation.
 - involvement in the life of the community (not the lives of others)
 - all the sectors should interact to help people get involved
 - engagement in community causes:
 - children of communities are critical leaders
 - need to make an economic argument. (but may not be able to push very far)
 - need to make moral case, may be even more important
 - need to be able to generate interest beyond race, class
 - infrastructure must be built
 - opportunity must be there
 - people need to believe that there is a kinship with those you are being asked to help. (Good people temporarily in need because of circumstances beyond their control.)

Question:

What is the appropriate role for government in this Summit?

Conditions:

- Reinforcement of the value by the leaders in the community
 - How do we train/deploy leaders in service? Does that imply full-time service? - What is the role of full-time service?
 - Set of questions/ways to discuss this among leaders
- Search for common ground is what this is about

Summit Outcomes (by February' 97)

1. People around the country talk seriously about (Service) - dialogue, strategy, worldwide web, decentralize
2. Closer/new partnerships among "organizations in the field" rather than working separately.
3. Leaders of organizations make commitments to exploit/create the conditions. They understand what they each have to offer.
4. Stories of success are spread about organizations/individuals creating the conditions using their gifts -- More service/more people involved (after the Summit)
5. By the Summit, a theoretical picture of a successful community is shared

After the Summit Outcomes (Within 3 Years)

6. Follow-up agreements years afterwards -- follow-up summits
 - Getting people to buy into premise -- what is the fulfillment system that exists? How do you make it easier to them?
7. Depoliticize the debate about service - Bipartisan
8. Finding the way of asking questions of what's happening/outcome should be increased awareness.

Questions:

Who to Get Involved?

- a. Who to see between now and June; and
 - b. After the Steering Committee Meeting in June
- Hugh Price -- Urban League
 - Alliance for National Renewal
 - Independent Sector
 - Dot Riddings -- Council on Foundations
 - Adhoc committee from the world of media
 - Corporation for Public Broadcasting
 - Big Corporations/Business Roundtable
 - Don Yankelovitch -- language and questions
 - National Conference of Mayors
 - Progress and Freedom Foundation
 - Conservative Right Wing Thinking groups -- Heritage Foundation
 - Groups on the left
 - Emmet Carson -- volunteer participation
 - NAACP
 - Council of LaRaza
 - Children's Defense Fund
 - Annie E. Casey Foundation -- Ralph Smith
 - National Assembly of Health & Human Service organizations
 - United Way
 - YSA
 - Red Cross
 - Public Allies/Cool/Campus Compact
 - Michael Brown
 - Cityyear
 - Communities of Faith (eg):
 - National Council of Churches
 - Baptist Church , etc... ..
 - Regional Association of Grantmakers
 - Community Foundations
 - Amita Etzioni
 - Jane Adams Fellows
 - Amy Weinberg - Lallapelock

Presidents' and First Ladies' Role:

- Get as much media as possible
- Great forum for ask what you can do for your country
- Get them to actually do service
- Declaration of the office of the President
- Collective moral authority
- Ask them what they would do individually
- Use libraries/centers to implement as the secondary sites

Other Issues:

- The name of the event
- The announcement strategy

Homework:

1. Shared Beliefs -- review
2. List -- add to it
3. Sector strategies
4. Respect by peers -- Interest/Commitment

March 25, 1996

TO: Shirley Sagawa

CC: Harris Wofford

FROM: Melinda Hudson *MSH*

SUBJECT: Background on the Leadership Summit for National Service and Community Volunteering

Following is an update on the leadership summit. Over the last three months, Harris and Bob Goodwin, Board and staff, have been steadily pursuing the concept and have made tremendous progress on several fronts, including objectives, staffing, and funding. But, this is the beginning, and a good time to set our expectations and parameters.

Background

For many years, George Romney had championed the concept that national attention and intention should be drawn toward service and volunteering as an effective means to solve serious problems. A key component of his strategy was a national summit that brought together the leaders of all sectors of society to begin a full-scale mobilization to attack underlying causes of the disintegration of our communities and families. Evident in memoranda over the last few years, there have always been the following key elements to the idea: convened by the President and his peers of living former presidents; established beyond partisan and political boundaries; built by the four sectors he describes (religious and moral, business and labor, volunteer and social, and government); and focused on the impact that service and volunteering have on serious social problems.

Before Romney's death, he and Harris has several conversations about this concept and its timeliness considering the political position of national service and the practical realities of a declining volunteer base. Both saw the summit as a way, in Harris's words, to "kick the political football of AmeriCorps out of the stadium" and back into communities as well as to bring needed resources to the field.

*For Thursday,
Apr 18
11:00 on mtg 4/13/96
copy to
Jim S*

*4:00 p.m. 5/25
Leadership mtg
To be rescheduled
(2)*

Since December, a small group from the Corporation and the Points of Light Foundation has been exploring the potential for such a gathering and has found enormous support from both Boards, from funders, and from leaders in the field.

Planning process to date

Through December and January, Harris and Bob Goodwin began the formal consultation process with their respective Boards. Through a series of memos, conference calls, and meetings, the Boards discussed the objectives of the summit. Attached is a memo from December 13 which captures the themes discussed. With solid support of the concept, and no serious reservations expressed, staff from both organizations began to sketch the outlines of the summit, while Bob and Harris explored staffing and funding alternatives.

At the January Points of Light Board meeting, former President Bush gave his enthusiastic support for the summit and offered to co-sponsor and recruit others for the effort. After that endorsement, an executive committee composed of members from both boards was appointed to take the planning to the next phase. The members are:

Reatha Clark King,
Carol Kinsley
Tom Ehrlich
Eli Segal
Mary Babson

Marian Heart
Don Staheli
Norm Brown
Michelle Engler
Mitt Romney
Jeremy Rifkin
Ray Chambers.

In February, staff members from both organizations met to outline the summit so that discussions could proceed with more concrete parameters. Terry Russell produced a memo on options for an organizational entity that would hold the staff and funding for the summit. Both memoranda are attached.

On March 7, the first "face-to-face" meeting of the executive planning committee for the summit was held in New York. The concept was gaining steam, with the interest of Gregg Petersmeyer, former director of the White House Office of National Service under President Bush, and with the growing sense of urgency by both boards to tackle larger strategic issues facing communities. Petersmeyer, pointing out the real peril of hosting "just another service meeting", proposed a summit that would engage the active participation of former presidents and a focus on the serious social problems. Board members discussed at great length their frustration with how uncoordinated various efforts are in communities and how little support service receives as a solution to these problems. How could 90 million volunteers make so little progress?

Current situation

After more meetings and conference calls, the executive committee has agreed to seek the leadership of Gregg Petersmeyer to be Chairman of the Leadership Summit. Gregg will continue the process of engaging the former Presidents, most of whom he knows, and will begin an intensive strategic planning phase. He will also begin the process, with former President Bush's help, to recruit Colin Powell to serve as General Chairman. Additional staff have been recommended that represent both ends of the service spectrum, with a senior person with national service background and a senior person with volunteer credentials.

The funding prospects are excellent, and actually underway. Kellogg has asked for a proposal for up to half of the summit expenses, and Ray Chambers is considering assisting with the strategic planning phase which begins now.

So with leadership and funding in our sights, the summit concept will be a reality.

December 13, 1995

MEMORANDUM TO THE BOARD OF DIRECTORS

CORPORATION
FOR NATIONAL
 SERVICE

FROM: Harris Wofford 
SUBJECT: George Romney's Proposal for
Leadership Summit for National Service and Community Volunteering

Among other items for our forthcoming conference call, I want to discuss this proposal. As many of you know, one of George Romney's last acts, a few days before his death, was to sign off on an outline for a "Leadership Summit for National Service and Community Volunteering." Bob Goodwin, president of the Points of Light Foundation, and I agreed to work with George in planning the large leadership convocation he had long championed, and to ask both the Corporation and the Foundation to co-sponsor it.

I attach the short working paper George gave us, in the last of three discussions we had on this idea. As Governor of Michigan, as the founder of the national Volunteer Centers organization, and as founding board member of both the Commission on National and Community Service and the Points of Light Foundation, George Romney tirelessly advocated a national summit that would bring together leaders from across our society to mount a full-scale mobilization to attack the underlying causes of the disintegration of our communities and families.

In recent years George had come to see full-time National Service in AmeriCorps (or other full-time service programs) and traditional part-time, unpaid volunteering as the twin engines that -- working together -- could realize the powerful potential of citizens' action to solve some of our most pressing problems in education, public safety, health and the environment. He was intending to come to Washington each week to meet with members of Congress to assure adequate funding and a successful reauthorization for the programs of the Corporation and Foundation. But above all he saw the proposed Summit for National Service and Community Volunteering as a way to lift sights beyond the partisanship of 1996 to a new and more effective level of non-partisan citizens action in 1977 and beyond.

George proposed that the call to the 1997 Summit be issued in early 1996, by President and Mrs. Clinton, by President and Mrs. Bush (President Bush has just become the active honorary chairman of the Points of Light Foundation, which he initiated), by President and Mrs. Carter, by President and Mrs. Ford, and by President and Mrs. Reagan.

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

Memorandum to the Board of Directors
December 13, 1995
Page 2

Bob Goodwin and I think that the attached proposal by George Romney provides a good starting frame in which to begin planning. We propose that several members of the Board of the Corporation and of the Foundation be designated to serve on the initial planning committee. Both of us hope that Mitt Romney, a new member of the Foundation's board, will be one of the key planners of this idea which he heard so much about from his father. Sargent Shriver and John Gardner were also involved early in George's formulation of this proposal, and would be excellent members of a planning committee. You will have other good participants to suggest, from the civic, religious, business, volunteer and government sectors.

We count on the two chairs of our boards to participate, and we will enlist interested staff support in the planning process.

If both boards agree, we would like the first planning session -- at least by teleconference -- to take place sometime this month. At an early stage we should seek the concurrence of President Clinton and President Bush, and then of the other proposed conveners, and of the initial advisory group or other structure for sponsorship by the appropriate national civic leaders.

As you might expect, it's been proposed that Colin Powell be asked to play a leading part, perhaps as Chairman of the Summit.

Please think about how this proposal fits our goals and strategy, and how to take the next steps.

Attachment

Draft of July 21, 1995
by George Romney
with his editings

LEADERSHIP SUMMIT FOR NATIONAL SERVICE AND COMMUNITY VOLUNTEERING

PREMISE:

connect We must curb and reverse the vitally serious social problems and ~~reconstruct~~ torn communities or they will render us noncompetitive globally and terminate us as a great nation. This will require cooperation and support of top leadership from all four sectors, nationally and locally.

PURPOSE:

To persuade top leadership from the four sectors that America's future global competitiveness requires its vitally serious social problems to be curbed and reduced and its torn communities to be connected.

The needed cooperation between such leadership should start with a summit at the national level. The conference should convene inclusive top leadership from the four sectors: 1) ^{Religious} ~~regions~~ and moral; 2) business and labor; 3) volunteer and social; 4) national, state and local government. Citizens of all ages should be among the invitees.

To secure their attendance and recognition of the urgent need for such cooperation and its nonpartisan nature, the conference should be convened by the President and his wife and all former Presidents and their wives. To make certain the cooperation will ^{continue} ~~contract~~ to have ~~this the~~ *the* leadership of Presidents, the conference should be held in January 1997 following the next Presidential Election and the winner and loser should jointly chair the conference. This will also further evidence its nonpartisan and national importance.

ORGANIZATION:

It will take the time until January 1997 to organize a successful summit conference of this magnitude. The first step should be to secure the President's approval of its purpose and organization. The second step should be selection of the individual or individuals to secure commitments from the former Presidents and their wives. The third should be the selection of an inclusive and nonpartisan advisory committee. The fourth to plan the summit. The fifth to identify the attendees. The sixth to make it a success.

ITS SUCCESS:

and — The success of the summit will depend on the willingness of the national leaders to follow-up by persuading their state and local leaders to strengthen national service and community volunteering in their states and local communities. This will require effective state and national service commissions and community volunteering structures. The state commissions and community volunteering structures should launch campaigns to strengthen citizens' national service, volunteer activities focused on curbing and reversing problems in education, public safety, health, and the environment. Duplication of programs and projects should be minimized and collaboration of programs and projects increased .

The national summit in 1997 should be followed up with evaluation summits either annually or bi-annually.

George Romney
July 21, 1995

MEMORANDUM FOR SHIRLEY SAGAWA

FROM: Terry Russell
Myung J. Lee

RE: Leadership Summit

DATE: February 23, 1996

The Leadership Summit for National Service and Community Volunteering ("Summit"), as envisioned by the late Governor George Romney, would bring together leaders and citizens from all sectors of our society in support of national service and community volunteering -- "the twin engines that, working together, could realize the powerful potential of citizens' action to solve some of our most pressing problems in education, public safety, health and the environment."¹ The specific sectors from which the leaders would be called to convene are: (1) religious and moral; (2) business and labor; (3) volunteer and social; and (4) national, state and local governments. Harris Wofford has stated his desire to co-sponsor the Summit with the Points of Light Foundation.²

Shirley Sagawa has asked the Office of General Counsel to research some possible options available to the Corporation for National Service ("Corporation") in planning and organizing the Summit and any possible legal issues that may arise under each option. For the purposes of this assignment, the following was assumed:

- The Summit will be supported with private funds;
- The Summit will be "sponsored" jointly by the Points of Light Foundation and the Corporation; and
- The Summit will be staffed by an independent entity.

I. Legal Authority for the Corporation's Involvement

The Corporation has the statutory authority to organize and implement the Summit. Under the National and Community Service Act of 1990, as amended, (the "Act") the Corporation has the authority to "organize and hold conferences, and prepare and publish materials, to disseminate information and promote the sharing of information among programs for the purpose of improving the quality of programs and projects."³ Assuming the Summit will "improve the quality of programs and projects", the Corporation has the legal authority to be involved in such an endeavor.

The Act also gives the Corporation the authority to "conduct a campaign to solicit funds for the National Service Trust and other programs and activities authorized under the national service laws and to promote and recruit participants for programs that receive assistance under the national service laws."⁴ So long as the Corporation

¹ Memorandum from Harris Wofford, CEO of the Corporation for National Service, to the Board of Directors for the Corporation for National Service (Dec. 13, 1995) (on file with author).

² Memorandum from Harris Wofford, CEO of the Corporation for National Service, to the Board of Directors for the Corporation for National Service (Dec. 13, 1995) (on file with author).

³ 42 U.S.C. §12653 (g) (emphasis added).

has the authority to organize and hold a conference such as the Summit, the Corporation has the authority to solicit funds for such an event. Additionally, the Act also gives the Corporation the authority to "solicit, accept, hold, administer, use and dispose of... donations of any money or property" in furtherance of the purposes of the Act.⁵

II. Options

1. Creating a nonprofit, tax-exempt organization for the exclusive purposes of accepting donations, organizing and staffing the Summit

It is possible to create a nonprofit, tax-exempt organization to accept donations, organize and staff the Summit. However, the Corporation, itself, may be prohibited by section 9102 the Government Corporation Control Act (the "GCCA")⁶ from creating and controlling this entity.

The GCCA permits an agency to "establish or acquire a corporation to act as an agency only by or under a law of the United States specifically authorizing the action."⁷ Currently, there is no definitive legal standard on how to establish and operate a nonprofit corporation consistent with the GCCA. However, in interpreting section 9102 of the GCCA, it is fair to say that where a corporation (1) is created to further governmental objectives and (2) is under the permanent direction and control of the government, section 9102 may be applicable.

The Corporation's Inspector General's office recently grappled with this issue in reviewing the Corporation's involvement with the Partnership for National Service ("Partnership") and concluded that the establishment and operation of the Partnership by Corporation officials violated the GCCA. In the discussion of the Partnership and the Corporation's relationship to it, the Inspector General stated that

"although the Partnership was incorporated as a "private nonprofit corporation in the District of Columbia, CNS has a substantial direct relationship with the Partnership. For example, CNS has the right to name members of the Partnership's Board of Directors⁸, and upon the dissolution of the Partnership, its assets must be distributed to CNS. In addition, all of the Partnership's officers are also CNS officials. Thus, CNS officials exercise full control over the Partnership's day-to-day operations and finances.... CNS's proprietary interest in the Partnership, and CNS officials' operational control of the Partnership's affairs, make the Partnership an agency or instrumentality of the United States.

⁴ 42 U.S.C. §12653 (i) (emphasis added).

⁵ 42 U.S.C. §12651g(a)(2) (emphasis added).

⁶ 31 U.S.C. §9102.

⁷ 31 U.S.C. §9102.

⁸ While three Directors of the Partnership were required to be officers of the Corporation (or their designees), the Corporation had no authority to name any of the remaining Directors (between four and six, depending on the size of the Board). Article III, 2. Board Members are chosen by a vote of the majority of the Board each year. During a recent Partnership Board Meeting, the Members voted to eliminate this requirement from their Articles of Incorporation.

Accordingly, CNS officials violated the Government Corporation Control Act in creating the Partnership, and their continuing operation of the Partnership is improper."⁹

If the Corporation creates a new nonprofit organization for the purposes of the Summit, some may argue that it is in violation of section 9102 of the GCCA. The Partnership was not created to carry out a specific statutory directive of the Corporation but to supplement the activities of the Corporation. Yet, the Inspector General concluded that without specific statutory authority for the Corporation to create the Partnership, the Corporation violated section 9102 of the GCCA because the Partnership was created "for the purpose of acting as an agency or instrumentality of the United States. If the Corporation creates a new nonprofit organization to plan, organize and hold the Summit, we can probably expect objections from the Inspector General. Because the Corporation is legally authorized to directly hold or be involved with the Summit due to the fact that it will improve the quality of programs and projects, the activities of this newly created entity will be more closely and directly related to the Corporation's mission than the Partnership was. Henceforth, it may be argued that this new entity is "an agency or instrumentality of the United States" and that the Corporation is in violation of section 9102 of the GCCA.

Of course, the Points of Light Foundation is free to create this new entity. Regardless of who actually creates this new entity, however, a second concern that we must address is around the issue of control. If there are Corporation officials on the Board of this newly created entity or if they play a leadership role on the staff, some may argue that the Corporation is in control and that the newly created entity is an agency or instrumentality of the United States. With respect to the Partnership, the Inspector General concluded that because

"CNS has significant proprietary interest in the Partnership... [and] CNS [] exercises significant operational control over the Partnership... [and] CNS officials have full day-to-day operational control of the Partnership's day-to-day operations and finances... the Partnership would be an agency or instrumentality of the United States under the GCCA."¹⁰

If the Corporation wants to play a significant role in shaping the Summit, it would have to maintain control over this newly created organization -- e.g. number of seats on the Board of Directors, control over the hiring and firing of staff, control and oversight over expenditure of funds, etc. Under the criteria used by the Inspector General, the Corporation would have control over this newly created entity and it would be an "agency or instrumentality of the United States under the GCCA" whether the Corporation or the Points of Light Foundation creates the new nonprofit organization.

We, of course, strongly disagree with the position taken by the Inspector General on the Partnership, as did Hogan and Hartson and OMB. Nonetheless, to the extent that her position had any validity at all, it is stronger as applied to the Summit, which is a "conference" within the meaning of our Act. Hence, it is an authorized activity of the Corporation as opposed to the Partnership, whose function was to complement rather than duplicate, the activities of the Corporation.

⁹ Memorandum from Douglas Hilton, Counsel to the Inspector General, to Luise Jordan, Inspector General (Sept. 13, 1995) (on file with author) (emphasis added).

¹⁰ Memorandum from Douglas Hilton, Counsel to the Inspector General, to Luise Jordan, Inspector General (Sept. 13, 1995) (on file with author).

There are also some practical and mechanical issues that should be considered under this option. First, it takes about 6 months, on the average, to incorporate a nonprofit organization and receive tax exemption for that organization. Second, this newly created organization will have the burden of creating an infrastructure -- e.g. staffing, liability insurance, fiscal safeguards, and personnel policies -- within which to effectively carry out its mission. Thus, even if the issues discussed above are resolved, it may not be the most expedient route for the Corporation to take.

2. Agreement with an existing nonprofit, tax-exempt entity to organize and staff the Summit

A more practical option seems to be that of entering into a cooperative agreement with an existing nonprofit, tax-exempt entity that can receive tax-deductible donations, organize and staff the Summit.

In choosing a third party organization, it would be prudent for the Corporation to publish a notice in the federal register so that we could inform the public of our intentions and allow all interested parties to apply. While the Corporation is not legally required to open up the process in this manner, it would help avoid any appearance of the Corporation favoring one organization over another.

Under this option, the Corporation and the Points of Light Foundation would enter into a cooperative agreement with an existing organization such as the Union Institute or the School of Philanthropy at Indiana University¹¹ to set up a segregated fund, hire staff, and organize the Summit. The cooperative agreement will specifically delineate the duties and responsibilities of each party. For example, the cooperative agreement can state that the Corporation and the Points of Light Foundation will be responsible for raising the funds for the Summit and that the use of such funds will be jointly governed by the Corporation and the Points of Light Foundation. Additionally, the agreement could state that the shape and direction of the Summit will be jointly controlled by the Corporation and the Points of Light Foundation.

Whether the privately raised funds for the Summit are distributed through the Corporation or directly to the third party organization, the cooperative agreement should clearly state that the Corporation has the authority to review all expenditures of funds. The Grants and Legal offices should work together in drafting the cooperative agreement to ensure that there is sound financial system in place to control the funds that the Corporation is involved in raising for the Summit. In organizing and holding a such a major event as the Summit, the Corporation should also ensure that the third party organization has adequate liability insurance. With an endeavor of this magnitude, the third party organization will probably have to purchase additional insurance. These specific issues can be explored and addressed more fully if this option is chosen.

¹¹ Some other possibilities are: The Haas center at Stanford University; and the Aspen Institute.

MEMORANDUM

February 28, 1996

For: Bob Goodwin
Harris Wofford

From: Gregg Petersmeyer *GP*

Subject: Presidential Summit

Thank you for thinking that I could play a major leadership role in the planning, execution and follow-up of a national presidential summit based on some of the hopes of our good friend, the late George Romney.

I have put down a few of my thoughts on the subject. The bottom-line is that I regard this summit no differently than a classic super-power summit. It has tremendous potential, but it is treacherous getting from here to there. For that reason, essentially all of the work, especially agreements to be followed-up on, must be hammered out *before* the summit, not during it or after it is over. Only the fine-tuning of agreements left for actual summits. The summit should really be the start of an implementation process, not a time when people begin thinking about what should be implemented.

What I Would Bring to the Task

1. Have a demonstrated commitment to the issue and, like George Romney, see it as a mainstream American issue, not in any sense an issue in the exclusive domain of the non-profit or governmental worlds. *Gregg Petersmeyer*
2. Have a track record for being inclusive and scrupulously non-partisan on the issue of community service and for publicly indicating that "there are many roads up the mountain."
3. Know many of the members of the two Steering Committees of the Boards and have worked successfully with them before.
4. Have met President Clinton who has been complimentary about my work in the White House. At President Bush's initiative, he and President Clinton discussed Points of Light during the transition.

5. Have met all of the living former Presidents and, with respect to former Presidents most relevant to the summit --

- Have the confidence of George Bush.
- Was instrumental in arranging the White House meeting between George Bush and Jimmy Carter, at the request of President Carter, and a subsequent meeting between Carter and several cabinet secretaries concerning federal waivers for elements of the Atlanta Project.

6. Acquainted with Colin Powell who has high regard for the work that I did in the White House and an interest in the work that I have done since then.

7. Have worked successfully in the past with both Harris Wofford and Bob Goodwin. I am also known to several of the key officers at the Corporation and the Foundation.

8. Have personal relationships in key fields from which summit participation should come and on which summit follow-up will rely and which can be combined with relationships of others (e.g., foundations, media organizations, communities of faith, business community, political community, and educational institutions).

I Also Bring a Point of View

For better or worse, I bring a point of view about a variety of subjects that would inevitably impact my leadership of a summit. They include, but are not limited to (!), the following:

1. If America is to go where it wants to as a people, three engines must get us there: economic growth, government action, and community action. Included in community are the family, places of worship, social and educational institutions, businesses as community members, and the web of informal relationships that meaningfully engage people in one another's lives. While each engine has a critical role to play, the "horsepower," efficiency and effectiveness of the "community action engine" can be substantially improved.

2. I believe there are half-a-dozen identifiable core elements of a healthy community, ones that would make a community a good place to live, work and raise a family. There are specific kinds of positive activities that every kind of organization can sponsor that will help a community achieve those elements of health. There is a role for meaningful one-to-one relationships in each of these areas.

3. The individual factors can be identified that matter most in the lives of those who play a direct role in the lives of others in need. I regard the people of deeds, not words, who play such roles as the authentic builders of civil society and trust today. I have spent much of the last three years answering the following questions: What conditions must obtain, what qualities must exist, what

experiences must occur for an individual to take the step from inaction to action, from indifference to engagement in the life of another person in need.

4. The more that is done in so called community-building, the more we realize that nothing meaningful can be accomplished if the local people themselves are not engaged. Community building doesn't really work unless local residents create their own initiatives, or negotiate with outsiders on what they think will work and on what they will take ownership. Therefore, if we want communities to work, all segments of our national life, in one way or another, should be about the business of engaging people in their own work in their own communities.

Key Early Steps That Would Need To Be Taken

1. Meet with the two Board Steering Committees to get their points of view about what they would hope would be accomplished.
2. Meet with President Bush for him to place a call to Colin Powell asking him to agree to be the General Chairman and to meet with me to discuss the summit, including his ideas about what he would hope would be accomplished.
3. Meet privately with each of the former Presidents (Nancy Reagan instead of President Reagan) either with Colin Powell or alone to discuss the summit idea and ask for each of their points of view about what they would hope would be accomplished.
4. Meet with a small number of potentially key funders to describe the conference, seek their point of view about what should be accomplished and ask for a commitment of funds.
5. Pull together an interim staff to draft a strategic plan for the summit including a firm budget with sources of funding. Gain approval of the plan with the Board Steering Committees.
6. Hire staff in seven key areas: fundraising, logistics, participants, program, documents, media, accounting.

Basic Approach

1. Position the summit in the context of George Romney's vision.
2. Use the key findings from the meetings with the former Presidents, the two Board Steering Committees, and the key funding groups to outline the conference approach.
3. Set out several philosophical tenets that are necessary to achieve the vision.
4. Identify specific desired outcomes.

5. Identify what is going to have to occur before the summit and at the summit for the desired outcomes to be achieved.

Agreements

1. The right title is important to me. It needs to be a strong and unambiguous title because I would be the one responsible for *driving* the process. This is not something Colin Powell will do day to day during the run-up to the summit. I would be dealing with a huge variety of individuals (former President's, their staffs, etc.) who would want to be assured that I have the authority to act. Therefore, assuming that President Clinton and the former President's (plus a President-elect in the event that President Clinton is defeated) would all be Honorary Chairmen and perhaps summit hosts, that Colin Powell would be the General Chairman, that perhaps the Chairpersons of the Corporation and the Foundation would be Vice-Chairman and that there would be a Steering Committee consisting of Harris Wofford and Bob Goodwin, plus various members of the two organization boards, I would like the title of Chairman or Executive Chairman.

2. I would be authorized to hire an assistant right away, plus other staff in due course (although hopefully most would be loaned from the Foundation, Corporation, and other places), and would be given adequate office space and travel budget especially for the early rounds of meetings with the most important potential participants. I would plan to devote approximately 75% of my time to the effort in April, May, June and July. Beginning in September, I would devote almost 100% of my time. I would ask to be compensated at what would translate into a \$95,000 a year salary or \$380 per day (assuming a 250 work day year)

My Fears

1. That we do not succeed at lifting this topic out of the traditional place where it is positioned by the culture, namely with the non-profits. And even there it always positioned too narrowly.

2. That the effort will slide into nothing much more than an arbitration about the future of two Washington agencies, the Corporation and the Foundation, which is not appropriate work for the summit.

3. That the role of the former Presidents will be fundamentally suboptimized in the planning process. They have a lot to offer in thinking and in the run-up to the summit, but it will be easy for staff folks to dismiss that possibility. If we do that, it will not really be their summit and everyone will know it.

4. That if the planning does not get started soon, and we are able to put together a strong strategic plan, including a budget, we will miss the opportunity to have the summit between the election and the next inauguration.

5. That the summit will not be adequately funded.

March 4

TO: Harris and Bob
Kenn and Richard

FROM: Melinda, AnnMaura, and Rhonda

RE: Draft Staff Outline for Summit

In preparation for the March 7 meeting, attached is a broad treatment of the summit, its mission, objectives, framework, process, and timing.

Please edit at will. The results will be faxed to the executive committee right away ...

Leadership Summit for National Service and Community Volunteering

Mission

The summit will be gathering of leaders whose mission will be to plan how to solve our most critical social issues using all of the resources that their sectors can bring to bear, the primary one of which will be service. This will not be just a service summit; the focus would be too narrow, the results too parochial. Instead these leaders should tackle the greater challenges communities face, the issues that have proven to be intractable in part because they are complicated, interrelated, and rooted in disconnection ... and apply service as a resource to solve those problems. If the focus remains on the greater issues, with service as a "critical path" solution, then the leaders are freed to create strategies that cut across sectors, industries, issues, and constituencies ... to frame a civil society in which freedom is active, in which service is a necessary component of citizenship and a cornerstone of democracy. Service becomes the antidote to social problems and the foundation of a civil society.

Objectives for the Summit

- position service as a key component to solving serious social issues
- move service beyond the political spectrum
- promote the ethic of service, service as integral part of being a citizen in a free nation
- develop a strategy for the whole family of service, across sectors, programs, demographics, and funding

- conceptualize and implement a structure for states and communities for the problem-solving strategy
- highlight the synergy of volunteer, unpaid service, and national, stipended, service
- capture the public's imagination

Leaders would represent the following sectors (an expansion of Governor Romney's critical four):

Government
Corporate/business
Religious/moral
Nonprofit
Education
Media

Framework

	Govern't	Business	Religious	N'profit	Ed	Media
Quantity						
Focus						
Barriers						

Look across a row and a column:

Across Quantity: each of the sectors has a role to play and resources to deploy towards achieving a quantity goal such as more seniors in service. For instance, Government could shoulder some of the funding burden, Business could organize and support their retirees, Religious could host the service bringing their parishioners into the projects, Nonprofit could organize its delivery, Education could provide expertise, student power, and the Media would build public enthusiasm and support. And so on

Process

These goals and sectors would be organized and developed through **working groups** chaired by the Presidential leadership team that is co-convening the conference. The specifics, the priorities, the papers would be developed over a period of months preceding the Summit. The Summit would be the culmination of this exploration and an opportunity to knit together the separate working groups' endeavors into something approaching a strategic plan for restoring a civil society through service.

Timing

Two key dates in 1997 surface for their symbolism: President's Day, February 17, and National Volunteer Week, April 20-26.

The fast track would be to announce the summit this Volunteer Week, launch the working groups with Presidential leadership this summer and fall (potential meeting on a holiday such as MLK Day in January), and convene the Summit on President's Day.

The slower track would be to hold a working group session on President's Day and the Summit during National Volunteer Week.

The timing decision will be driven by a number of variables such as staffing, funding, and the ability to lock-in commitments from the former Presidents and their spouses and other key leaders. Some other activities that may affect the timing and that could support the process include:

1996

April 21-27	National Volunteer Week: announcement?
May	National Service Grantmakers Forum
June 8-11	National and Community Service Conference/Day of Dialogue/Connect America
July 14-17	National Senior Service Corps Conference
September	Rifkin Conference POLF Corporate Awards
October 96	SuperConference (Youth Service America)?

1997

January	MLK Day
February 17	President's Day: Summit or working groups?
April 20-26	National Volunteer Week: Summit?
Summer 97	National and Community Service Conference

Structure and Staffing

The recommendation is to construct a separate staff and office for the implementation of the Summit and all of its outcomes. Following is a potential hierarchy:

- Co-convenors: Presidents and their spouses
- Potential national chair
- Steering Committee - bi-board, both CEO's, and staff
- Secretariat - new dedicated staff and Executive Director



insert chart

Next steps

Agenda

Update

Approach to leadership

Framework

Funding

Role of Corporation and CNS

Meeting schedule

