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Leadership Summit for National Service & Community Volunteering [3]

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Position:

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who at the Corporation can be helpful:

- Jim Scheibel - Mayors, Seniors, Anti Poverty
Gene Sojer - Governors, Mayors
Susan Shovel - Higher Ed, K-12, Federal Agencies
* Melinda Hudson - Private Sector
Mark Feldman - Private Sector / Business
Ann Maura Conolly - Private Sector / Foundations
Diana Algra - Ameri Corps, State Commissions
Don Scott - Military
J Toscano - Media
Lance Potter - Evaluation
* Deb Jaspis - Legal, Board Liaison
-

Other

Database - * Tracy, Nicole
Inuitahin/Selech/Community Strategy - * Karen, Rhonda, Tess, Mal
Peg, Gary

* = attended
for Staff Mtg

**SENIOR STAFF MEETING
MONDAY, JULY 29, 1996 – 11:30 A.M.
CONFERENCE ROOM 8410
AGENDA**

1. Introduction of Summer Interns:

Various Supervisors

- **Emily Johnson (General Counsel)**
- **John Nidhiry (Recruitment)**
- **Roperto Rodriquez (A*Corps)**
- **Amanda Watson (NSSC)**

**Debbie Jospin
Tracy Gray
Peter Heineru
Tom Endres**

2. Points of Light Foundation

**Gregg Petersmeyer
Chairman, President's Summit
Points of Light Foundation**

1. Message Development

(Staff)

Activity:

Completion:
(by whom / by date)

- ___ 1.1 define the main, public outcomes of the summit
 a. break them down by sectors
 b. identify them with the framework _____
- ___ 1.2 create talking points for each of these public values _____
- ___ 1.3 identify 10 most important individuals in order discuss message of Summit _____
- ___ 1.4 set appointments with each of these individuals _____
- ___ 1.5 create agenda to be used in meeting with each of these individuals _____
- ___ 1.6 meet with joint board of POLF and CNS to discuss the message and public outcomes _____
- ___ 1.7 create listing of potential supporters of the summit (organizations) _____
- ___ 1.8 identify and create listing of potential critics of the summit (organizations and individuals) _____
- ___ 1.9 meet with 4-5 of the potential critics _____
- ___ 1.10 create message that will drive communications and public relations plan _____
- ___ 1.11 create reading list for summit staff which both supports and criticizes the message of the summit - relative to the work of the summit agenda committee - using not only academic resources, but identifying the public leaders _____
- ___ 1.12 identify Case Studies which support the message of the summit, where "a new era of citizenship" is working _____
- ___ 1.13 select universities around the country to engage in serious dialogue about the summit's message and contact them _____
- ___ 1.14 develop questions or curriculum to support dialogue or gatherings to discuss the summit's message _____
- ___ 1.15 _____
- ___ 1.16 _____
- ___ 1.17 _____
- ___ 1.18 _____

2. Communications Plan / Public Relations

(GP)

Activity:	Completion: (by whom / by date)
___ 2.1 identify communications firm to develop the communications plan	_____
___ 2.2 develop a communications strategy in concert with firm	_____
___ 2.3 develop in concert with the communications firm the publications for the summit a. executive summary b. brochure c. pamphlet, etc. etc.	_____
___ 2.4 identify national gatherings and conferences -- local and national -- which summit can utilize for advertisement and promotion of dialogue concerning the summit	_____
___ 2.5 create a "listserv" distribution list for communications on the internet including project staff and volunteers, CNS and POLF board members and staff, summit sponsors, all summit committees and strategic planning groups,	_____
___ 2.6 set up meeting with EDS to begin preliminary discussions regarding internet package for the summit	_____
___ 2.7 INTERNET strategy: work in consultation with EDS to establish technology and internet piece prior to the summit a. design a web page b. develop text for web page c.	_____
___ 2.8 establish date for public announcement of summit	_____
___ 2.9 collect "stories" from POLF and CNS that simply tell the summit's message	_____
___ 2.10 contact Harris Wofford at CNS to obtain "stories" from CNS programs	_____
___ 2.11 target talk shows, news programs, and television outputs for summit advertisement and promotion of dialogue concerning the summit	_____
___ 2.12 target literary sources (national and international newspaper resource organizations, magazines, and internet journals) for summit advertisement and promoting dialogue concerning the summit	_____

- _____ 2.13 develop a strategy for creating distribution lists for summit advertisement and materials (i.e. public libraries, Presidential libraries, educational institutions, churches, non-profits, corporations, media organizations, and government entities -- state, local, and national) _____
- _____ 2.14 send memo to Edelman re: inclusion of literary sources in communications plan, listserv, national gatherings, networks, talk shows, educational materials _____
- _____ 2.15 Establish steering committee for Communication strategy _____
- _____ 2.16 establish steering committee for internet strategy _____
- _____ 2.17 manage work with Edelman _____
- _____ 2.18 make appointments to meet with all major networks _____
- _____ 2.19 incorporate the ideal community with the internet strategy of the "virtual" community _____
- _____ 2.20 collect examples of the ideal community _____
- _____ 2.21 define in consultation with the information technology firm the role of the ideal/virtual community in the Internet strategy _____

3. Invitation/Representative Strategy

(SCL)

Activity:

Completion:
(by whom / by date)

- | | |
|---|-------|
| _____ 3.1 develop criteria for summit participants, defining the following distinctions:
a. resource persons
b. "good works" people
c. non-traditional participants
d. individuals with unused capacity
e. public teachers
f. moral authority | _____ |
| _____ 3.2 set up meeting with Dot Ridings to discuss role of foundations in invitation strategy | _____ |
| _____ 3.3 create plan to involve foundations in nomination process and participant development | _____ |
| _____ 3.4 create Registration forms | _____ |
| _____ 3.5 create list of percentage breakdowns for all summit participants including the following distinctions
a. location
b. profession (the six sectors, summit sponsor, media, and membership in national organizations)
c. summit participant distinctions
d. race and ethnicity
e. | _____ |
| _____ 3.6 develop the invitation strategy using community foundation model | _____ |
| _____ 3.7 identify staff person and volunteers to assist with nomination process | _____ |
| _____ 3.8 create steering committee for invitation and nomination strategy | _____ |
| _____ 3.9 develop a list of CEOs to involve in the invitation strategy and contact them | _____ |
| _____ 3.10 visit with 3-4 CEOs to discuss invitation strategy and potential of leading this steering committee | _____ |
| _____ 3.11 select chair of invitation/nomination steering committee | _____ |
| _____ 3.12 set date for steering committee on invitation/nomination process to meet | _____ |
| _____ 3.13 create list of community foundations and their geographic grantmaking area (number and scope of community foundations across the | _____ |

nation)

_____ 3.14 answer the following question: Are
there any sections of the country that are
not represented by community foundations

4. Summit Agenda

(GP)

Activity:

Completion:

(by whom / by date)

- | | | |
|-------|---|-------|
| _____ | 4.1 collect remarkable volunteer stories to promote on the day of the summit | _____ |
| _____ | 4.2 collect examples of what is working | _____ |
| _____ | 4.3 create video/documentary highlighting volunteer stories, neighborhoods, communities, Presidents' and First Ladies' involvement to be used in summit | _____ |
| _____ | 4.4 continue to develop summit agenda in concert with communications strategic plan | _____ |
| _____ | 4.5 create list of potential facilitators at summit, i.e. Ted Koppel, Robert Bellah, Robert Coles... | _____ |
| _____ | 4.6 target these individuals for summit facilitating | _____ |
| _____ | 4.7 establish Summit Agenda committee | _____ |
| _____ | 4.8 ask Dr. Art Naparstek to serve on Agenda committee | _____ |
| _____ | 4.9 discuss different mediums for showcasing the programs and places which are examples of the summit message | _____ |
| _____ | 4.10 create educational materials to be discussed and disseminated at the summit | _____ |
| _____ | 4.11 develop agenda along the following themes:
I. Sharing and Affirming
II. "Virtual" Community Framework
III. Signing Party
IV. Regional Emphasis for Post-Summit opportunities | _____ |
| _____ | 4.12 define and create "Virtual" community | _____ |
| _____ | 4.13 visit potential sites to be highlighted at the summit
a. Cleveland Poverty Commission project
b. Dudley Street in Boston
c. James River? | _____ |
| _____ | 4.14 develop expectations for the ideal community | _____ |
| _____ | 4.15 define the utility of ideal communities in the summit and post-summit activities | _____ |
| _____ | 4.16 define in simple terms "the ideal community"
a. who is involved, what are the necessary pieces
b. where do we see it today
c. | _____ |

- _____ 4.17 create educational materials which simply explain the ideal community _____
- _____ 4.18 establish 2-3 focus groups on the idea of the "ideal" community for the purpose of: _____
 - a. brainstorming ideas
 - b. collecting examples
 - c. knowledge of first-hand experience
 - d. intellectual utility of the idea
 - e. identifying effective means of communicating the ideal community
- _____ 4.19 establish dates for the summit staff to visit an ideal community _____

5. Philadelphia, PA

(Carolyn Berkowitz)

Activity:

Completion:

(by whom / by date)

- | | | |
|-------|--|-------|
| _____ | 5.1 establish host committee involving representatives from all six sectors | _____ |
| _____ | 5.2 locate and develop potential service experiences during summit | _____ |
| _____ | 5.3 identify potential vendors and national organizations who will participate | _____ |
| _____ | 5.4 meet with Carolyn Berkowitz to discuss:
a. in what way and how much help can the summit staff provide
b. summit agenda
c. establishing a connection between the communications firm and her | _____ |
| _____ | 5.5 identify local stories of successful civic engagement | _____ |
| _____ | 5.6 identify dates for staff to visit Philadelphia | _____ |
| _____ | 5.7 | |
| _____ | 5.8 | |
| _____ | 5.9 | |

6. Commitments

(PB)

Activity:

Completion:

(by whom / by date)

___ 6.1 develop approach to each type of institution	_appendix A_____
___ 6.2 test the approach developed on 4-5 clients	_____
___ 6.3 create list of target contacts for at least 30 commitments (5 from each sector)	_____
___ 6.4 visit target contacts	_____
___ 6.5 establish commitments from at least 30 institutions	_____
___ 6.6 breakdown potential commitments into the following six sectors: 1. media 2. corporations 3. non-profits and foundations 4. communities of faith 5. government 6. youth and education institutions	_____
___ 6.7 continue to nurture commitments after they have been created	_____
___ 6.8 create list of contacts (Board members, Bob Goodwin, Harris Wofford, corporate CEOs) who will be able to: a. assist the staff in securing these commitments, i.e. who do they know?.. b. publicly endorse the Summit c. identify their own organizational skills talents, and resources and determine what they can do to accomplish the outcomes	_____
___ 6.9 secured at least 10 major commitments	_____
___ 6.10 develop year-long approach to commitments	_____
___ 6.11	_____
___ 6.12	_____
___ 6.13	_____

7. Presidents, First Ladies, and General Chairman (GP)

Activity:	Completion: (by whom / by date)
___ 7.1 contact Colin Powell's chief of staff	_____
___ 7.2 establish communication with President and Mrs. Carter	_____
a. either through Jodi Powell	
b. or through Stu Eisenstadt	
c. or Andy Young?	
___ 7.3 contact Mike Deaver to introduce Summit to Mrs. Reagan	_____
___ 7.4 contact Peggy Circle regarding the involvement of President and Mrs. Ford	_____
___ 7.5 draft letter to Mrs. Dole for commitment from Senator and Mrs. Dole	_____
___ 7.6 find out about availability of Mrs. Johnson	_____
___ 7.7 continue to work with President and Mrs. Bush regarding their commitment and roles in the Summit	_____
___ 7.8 continue to work with President and Mrs. Clinton regarding their role in the Summit	_____
___ 7.9 work in consultation with Presidential staffs' to define the roles they will play	_____
___ 7.10 from the definition of their roles, develop and draft a Presidential credo, something that can be signed at the Summit	_____
___ 7.11 develop in consultation with the communications plan the "collective moral authority" of the Presidents' involvement	_____
___ 7.12 define the role of the Presidential Libraries	_____
a. Satellite Summits	
b. regional Post-Summits	
c. creation of Presidential resources on citizenship	
___ 7.13 define security issues	_____
___ 7.14	_____
___ 7.15	_____

8. Satellite Summits

(SCL)

Activity:

Completion:

(by whom / by date)

_____ 8.1 develop agenda for Satellite Summits, i.e. what will happen	_____
_____ 8.2 create advisory group for satellite summits that will perform the following duties: a. investigate and implement necessary technology plan for "satellites" b. assist summit staff in identifying cities where satellites will take place c. establish joint ventures with other institutions who have the technological capability to hold a satellite summit d. identify key individuals who can run a satellite summit e. train these key individuals to run a satellite f. create program guide for satellites	_____
_____ 8.3 investigate and target communities to hold satellites	_____
_____ 8.4 consult with national university and service organizations in this venture	_____
_____ 8.5 develop cost report for a satellite summit	_____
_____ 8.6 contact the Civic TV Network to discuss their potential role in the summit	_____
_____ 8.7	_____
_____ 8.8	_____
_____ 8.9	_____

9. Post Summits

(SCL)

Activity:

Completion:

(by whom / by date)

_____ 9.1 develop program guide for post summit activity	_____
_____ 9.2 incorporate post-summit vision in with summit outcomes and communications/internet plan	_____
_____ 9.3 incorporate vision of post-summits with strategy for inviting summit participants	_____
_____ 9.4 incorporate vision of post-summits with involvement of Presidents	_____
_____ 9.5 contact Kettering Foundation for assistance on post-summit activities	_____
a. use of their knowledge base with the National Issues Forums, and	
b. list of individuals who are NIFs trained	
_____ 9.6	_____
_____ 9.7	_____
_____ 9.8	_____

10. Fundraising

(GP)

Activity:	Completion: (by whom / by date)
___ 10.1 ask Bob Goodwin if the Kellogg \$ has arrived	_____
___ 10.2 contact Gwen Foster regarding the Packard \$	_____
___ 10.3 send 3 years of POLF financial statements to Pew Charitable Trusts to complete grant application	_____
___ 10.4 contact Harris Wofford about Ford Foundation \$ and MacArthur Foundation \$	_____
___ 10.5 contact AnnMaura Connolly at CNS (she is the Independent Sector liaison) regarding funding	_____
___ 10.6 collect information about Lutheran Brotherhood	_____
___ 10.7 contact Lutheran Brotherhood (suggestion of Virginia Austin)	_____
___ 10.8 create expense report for summit start-up costs from April to the present	_____
___ 10.9 consult with Bob Goodwin regarding start-up fees	_____
___ 10.10 if necessary, send expense report to Ray Chambers for cover-up payment	_____
___ 10.11 contact Lilly Endowment	_____
___ 10.12 contact Rockefeller Foundation	_____
___ 10.13 contact Robert Wood Johnson Foundation	_____
___ 10.14 send memo to Board members asking suggestions of Foundations for seeking funds	_____
___ 10.15 contact Kauffman Foundation through Gene Wilson	_____
___ 10.16	_____
___ 10.17	_____
___ 10.18	_____

11. Summit Outcomes/ Evaluation

(GP)

Activity:

Completion:
(by whom / by date)

- | | | |
|-------|--|-------|
| _____ | 11.1 create an assessment/evaluation plan which includes a method for analyzing | _____ |
| | a. an increase in American, public dialogue about the central theme of the summit | |
| | b. an increase in actual numbers of citizens engaging themselves in public, social problems | |
| | c. more problems are solved | |
| _____ | 11.2 incorporate all summit activity to achieve the following three products: | _____ |
| | 1. A Signed Document by all summit participants, Presidents, and Institutions of commitment | |
| | 2. A plan of action stated by the summit | |
| | 3. A demonstration both affirming the great work being done and showcasing what good can be done if we choose to act | |
| _____ | 11.3 follow up on commitments made at the summit over the next three years (evaluation) | _____ |
| _____ | 11.4 create a post-summit booklet for the purposes of: | _____ |
| | a. assisting in establishing post-summit gatherings | |
| | b. connecting the ideas of the summit to real life and real communities | |
| _____ | 11.5 survey of the 3000 summit participants (evaluation) | _____ |
| _____ | 11.6 work with a public opinion polling firm to analyze the public will | _____ |
| _____ | 11.7 integrate FERA requests into evaluation plan and follow up on them | _____ |
| _____ | 11.8 identify organization that will work with Summit staff to create an assessment/evaluation plan which is consistent with the Summit's objectives | _____ |
| _____ | 11.9 begin process of evaluation by analyzing: | _____ |
| | a. ability of staff to meet weekly objectives | |
| | b. ability to gather and meet objectives outlined by Summit proposal | |
| _____ | 11.10 | |
| _____ | 11.11 | |

12. Intern Responsibilities

(SCL)

Activity:

Completion:
(by whom / by date)

- | | | |
|-------|---|-------|
| _____ | 12.1 create job descriptions for each intern position | _____ |
| _____ | 12.2 fill the following intern positions
1. internet text editor
2. internet text editor #2
3. assist CB with Philadelphia set-up
4. ""
5. geographic linkages
6. ""
7. Satellite summits
8. ""
9. P.R./Communications Plan
10. ""
11. Invitations
12. Intern Coordinator
13. Project Associates
14. supplementary press operations | _____ |
| _____ | 12.3 set-up intern placement announcements for local universities | _____ |
| _____ | 12.4 | _____ |
| _____ | 12.5 | _____ |

13. Volunteer Responsibilities

(SCL)

Activity:

Completion:
(by whom / by date)

- | | | |
|-------|---|-------|
| _____ | 13.1 inclusion of POLF staff in summit preparation | _____ |
| _____ | 13.2 inclusion of CNS staff in summit preparation | _____ |
| _____ | 13.3 create a volunteer strategy | _____ |
| _____ | 13.4 create job descriptions for volunteer opportunities | _____ |
| | a. serving on a sub-committee | |
| | b. working on a particular project | |
| | c. promoting the message | |
| | d. recommending other volunteers | |
| | e. | |
| _____ | 13.5 secure a list of community and national volunteer organizations, inquire with local volunteer centers | _____ |
| _____ | 13.6 secure a list of potential local volunteers in D.C. area | _____ |
| _____ | 13.7 establish expectations of advisory board members on the steering committee and target members for assistance | _____ |
| _____ | 13.8 establish local Washington volunteer steering committee through local volunteer centers assistance | _____ |
| _____ | 13.9 contact Marian Heard regarding the Loaned Executive program and develop job description for this individual | _____ |
| _____ | 13.10 | _____ |
| _____ | 13.11 | _____ |
| _____ | 13.12 | _____ |

14. General

(SCL)

Activity:	Completion: (by whom / by date)
____ 14.1 creation of an operating system which fits the kind of activities and needs that must be accomplished	_____
____ 14.2 management of the budget	_____
____ 14.3 create and maintain address roster and phone list of all: a. Steering Committee members b. Summit Strategic Planning Group c. Volunteers d. Summit staff e. Interns	_____ _____
____ 14.4 create checklist for staff members and interns with appropriate timeline	_____
____ 14.5 create calendar of when all Boards, Committees, and Sub-committees meet	_____
____ 14.6 set up monthly meetings with steering committee	_____
____ 14.7 establish staff expectations for all meetings and travel with communication to other staff and volunteers	_____
____ 14.8 establish model for visiting another city including: a. agreement on purpose of the meeting b. which staff need to be involved c. who should be invited from that city to attend d. what should be the outcome of the meeting e. who should follow-up on the meetings f. what other meetings should be scheduled while in that city	_____
____ 14.9 develop a meeting reporting strategy including the meeting outcomes	_____
____ 14.10	_____
____ 14.11	_____
____ 14.12	_____

Addendum: Staff Responsibilities

(SCL)

Activity:

Completion:
(by whom / by date)

_____ Chairman of the Summit

- a.
- b.
- c.

_____ Executive Director

- a.
- b.
- c.

_____ Conference Administration

- a.
- b.
- c.

_____ Administrative Assistant

- a.
- b.
- c.

_____ Consultant/Strategic Planner (p/t)

- a.
- b.
- c.

_____ Planning Associate (p/t)

- a.
- b.
- c.

_____ Project Manager (A)

- a.
- b.
- c.

_____ Project Manager (B)

- a.
- b.
- c.

Criteria for the Delegation Team for the Summit:

We suggest that the local Delegation consist of eight to ten persons who collectively demonstrate:

1. Commitment to the common good.
There is evidence that they are doing outstanding work in their local communities and could share their learnings with other participants.
2. Commitment to community renewal.
3. Ethical congruence between life and work.
The quality of their personal life is conjoint with their work. They are respected for their deeds even more than their words.
4. Engagement with diversity and complexity.
They are aware of the global quality complexity that characterize contemporary life. See the systemic implications of their work, and have a critical perspective on their own culture.
5. Work focused on solving serious social problems in the community.
6. Personal and moral authority.
they are respected and viewed by the community as one who cares about the well-being and health of the community.
7. Support from the community foundation.
the community foundation will agree to work with other organizations in the community the help the individual representatives to the national summit to lead, organize and support post-Summit meetings in their own communities and regions.
8. Connection to community resources and assets, human and financial.
9. Emerging leadership qualities.
Persons of unused capacity.

The Demographics:

When selecting persons from local communities to be a part of the Delegation Team, the committee should be concerned about the representation of the local delegation. The Delegation will need to work together to develop an action plan to lead a post-Summit.

The following demographics should be considered:

1. Gender
2. Ethnicity
3. Youth
4. Social economics:
 - a. Persons who receive services
 - b. Persons from the Working class
 - c. Persons from the Middle class
 - d. Persons from the Upper middle class
5. The six sectors:
 - a. Media
 - b. Corporations
 - c. Communities of Faith
 - d. Non-profits and Foundations
 - e. Government
 - f. Youth and Educational Institutions

Size of the National Delegation to the Summit


In order to make this a national meeting (approximately 3,000 people) we will both be able to have the entire local Delegation Team attend the Presidents' Summit - we are asking that once the local committee has met and began to work together on the local community action plan, that the delegation would nominate two to three persons to attend the national Summit and represent their local community.

The Delegation:

The participants at the Summit will attend working sessions on how to further develop their local action plans for a post-Summit meeting, and meet with other delegation from their state to discuss strategies and build partnerships on addressing the message of The Presidents' Summit on A New Era of Citizenship in America.

MEMORANDUM

To: Bob Goodwin, President and CEO, The Points of Light Foundation
Harris Wofford, CEO, The Corporation for National Service

From: Stuart Lord, Executive Director, The Presidents' Summit 

Re: Summit Staffing Issues

Date: July 23, 1996

As we move forward in planning "The Presidents' Summit on A New Era of Citizenship in America" there is an increased concern about staffing issues. I will like an opportunity to sit and discuss with you these needs.

Currently we have in place the following personnel:

Gregg Petersmeyer --	Chairman
Pat Bland --	Strategic Planning Consultant
Stuart Lord--	Executive Director
Chad Mayer --	Program Manager
Greer Forsyth --	Administrative Assistant
..... --	Manager not yet on board

We are working well together and it is clear to all of us there is need for additional staff in the following areas:

Administrative Support: This person to provide additional general administrative support to the Summit's staff and assist in typing of letters, drafts, documents, filing etc.

Development and Funding: This person will work with Funders, draft and send proposals for additional fundraising to off-set costs of transportation and accommodation for youth and interns at the Summit. Design and implement the strategy for involving corporations in the sponsorship of several mini-Summits and post-Summit initiatives.

Public Relations: This person will assist staff in getting the "MESSAGE" of the Summit to the right people and also assist in the implementation of the communications plan which is being developed by Edelman Public Relations Worldwide. Making sure the Summit message is consistent in all materials, communications and speeches made by Summit staff or other assisting persons.

Commitments:

Non-Profit: This person will contact potential agencies and organizations for securing commitments to be announced at the Summit.

Corporations: The person will work with CEOs and corporations helping them develop and design commitments that will also be announced at the Summit.

Manager - Community Foundations: This person will work with the community foundations nationwide, (24 regional and 404 national), in implementing the Invitation Strategy for approximately 3,00 participants. This person will be assisted by several part/time interns.

In addition we plan to have 15 part-time Interns, who will provide stability and energy for this project and will be working with different Summit staff members providing programmatic assistance.

I look forward to discussing this memo with you at your earliest convenience.
Thank you.

cc: Pat Bland, Greer Forsyth, Chad Mayer, Gregg Petersmeyer,
The Points of Light Foundation
Shirley Sagawa, The Corporation for National Service

The People's and Presidents' Summit
On
A New Era of Citizenship in America

**Role of Community Foundations in
Nomination and Representation Strategy**

Introduction:

On President's Day and the day following, February 17 and 18, 1997, a national Summit will be convened in Philadelphia, Pennsylvania to help usher in a new era of citizenship in America in which citizens taking action in their own communities to help solve our serious social problems becomes the nation's defining philosophy for systemic and lasting change. It is anticipated that the conveners of the Summit will be the next President of the United States and First Lady and former Presidents and First Ladies. A meeting of this kind between a President and his predecessors is without precedent in American history.

The Summit will result in a substantial increase in volume of activity focusing on serious social problems

The Role of Community Foundations:

We are asking community foundations to play a major role in localizing the effect the Summit outcomes will have on the nation. The strategy for incorporating a large percentage of the American public in the preparation for and follow through of the Presidents' Summit will do this. Community foundations, if they agree to serving as a partner on the local level, will have the opportunity to be involved in the design, selection, and support of local citizens who will attend the Philadelphia Summit. Community foundations will:

1. design a strategy for nominating and selecting individuals who will represent their community at the Philadelphia summit;
2. select the individuals from their community who will serve as the nomination committee, of which ultimate power to select local citizens will be bestowed;
3. convene the local citizens and summit delegates prior to the Philadelphia summit to discuss local needs, community assets, and community plans for increasing the volume of citizen action;

4. support the work produced by summit participants and others by continuing the spirit of the national summit with community summits that initiate and further develop the community action plans.

The Goals of Local Participation:

A principle objective of the Summit is to help community leaders and active citizens engage more people in the work of their community. We are in a defining moment in American history in which Americans taking action in their own communities is proven to be an effective way of solving our nations most serious social problems. The Summit will:

1. invite people to come together who normally do not sit at the same table, either socially or professionally, to discuss their community's most serious problems;
2. engage citizens in thinking about the same issues and focusing on not only community problems, but community assets and resources;
3. offer a framework which will allow citizens to come together from different backgrounds and interests, and yet still be able to have a collective, positive, community-wide impact; and
4. increase the volume of effective citizen action going on in our communities.

The Role of the Summit Staff

The Presidents' Summit staff with assistance from national associations of community foundations and grantmakers will:

1. develop representation and nomination strategy for Presidents' Summit which will include the criteria and necessary support materials for the community foundations;
2. allocate the number of Summit participants that will attend the national summit from each state and region;
3. test the representation and nomination strategy with several community foundations and community foundation leaders;
4. recognize appropriate community foundations for which to lead this effort;
5. work in conjunction with local delegation team and community foundations to establish post-summit activities, local summits, and town meetings.

Criteria for Nomination Committee:

The Presidents' Summit is asking that each community foundation take into consideration the following criteria when selecting their nomination committee. The purpose of the nomination committee is to select a representative sample of community delegates who will work in consultation with the local community foundation and summit staff to meet the outcomes of the Presidents' Summit. Individuals nominated will attend the national summit and work in consultation with the community foundation and other people from their community to meet the objectives of the summit.

The suggested criteria for the nomination committee are as follows:

1. A representative from the local community foundation (Program Officer or Trustee)
2. A Business/Corporate Leader
3. A representative of the Local Media (newspaper editor, television news producer)
4. A Youth
5. An elected government official
6. A local school teacher, principal, or school superintendent
7. A pastor, minister, or rabbi of local church
8. Leader of volunteer center or director of local non-profit
9. A representative from a local university
10. Community person at large

Once the Nomination Committee has been selected, their charge will be to establish a local delegation team made up of a cross-section of people from the community. The summit delegation team will work in consultation with the summit staff to meet the outcomes of the Presidents' Summit. In addition, the local delegation team in concert with the community foundation will set up local town meetings to follow the Summit in order to discuss local needs and community resources. The local delegation team is not necessarily to be participants who are well-known throughout the community. Rather, we seek people with a moral and deed-based authority within their own community.

How will we do it?

The Summit staff will work in coordination with the regional and association groups of community foundations and grantmakers to identify local community foundations with which to work.

**A SUMMIT OF THE PRESIDENTS AND THE PEOPLE
ON
A NEW ERA OF CITIZENSHIP IN AMERICA**

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The Need for the Summit

Many of our nation's most serious social problems now seem overwhelming in scale. For too many Americans and American communities, indeed for the nation itself, many of these problems are crises. In addition, there is an ominous quality to some of the worst problems because it seems that the road we are on is not leading to solutions. In fact, without curbing and reversing our most serious problems, in the words of the late George Romney who called for the Summit, they are problems that within two or three generations "will render us non-competitive globally and terminate us as a great nation."

Problems are being overcome and lives are turned around every day. But it is one by one and the volume of effective work is certainly not sufficient to change the course of these problems nationally. The urgent need, therefore, is to find pragmatic ways to restore citizen engagement as an essential way of life in America, where individuals are more personally engaged in the problems, challenges, and opportunities of the communities in which they live, work and learn. Fortunately, we are uniquely equipped among all nations to succeed at this challenge because America's most distinctive virtue, the one most recognized around the world, is our willingness as individuals to serve others voluntarily. Not only are there countless examples of effective engagement to be affirmed and celebrated. The Summit can help communities build on these examples in a strategic way that begins to create the volume of effective activities that will change the trajectory of the nation.

The Vision of the Summit

The Summit is a defining of a "new era of citizenship" where authority and responsibility for change lies primarily with local people directly engaging in their own communities. We will ask all participants in the Summit to publicly endorse the following vision:

"The People's Summit will usher in a new era of citizenship in which Americans take action in their own communities to help solve our serious social problems. In this new era, citizen action, often in partnership with government, business and non-profits, is the nation's defining philosophy for sustaining and systemic 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; and**
- 4. By doing so, they will help rebuild their communities and their country.**

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

Citizenship of engagement in community is what we mean by "a new era of citizenship." The engagement may be motivated by a sense of calling or responsibility to help other people, the community or the country and it may be motivated by a desire to share a talent, gift or interest in a way that is needed. It includes citizens engaging in their own projects or the project of a group, either in part-time or full-time service. The "new era of citizenship" is also about a renewed sense of the values or ethic associated with citizenship including personal and civic responsibility, the idea of civic reciprocity, the search for the common good, and an emphasis on direct participation and experience.

Summit Audiences

The primary audiences that we need to reach in order to make the vision a reality are national leaders, community leaders, and active citizens. National leaders will help make the national summit occur and create a national-level model of commitment and cooperation that we hope to see replicated as the local level. These include the corporate leaders, nonprofit directors, newspaper publishers, television network CEOs, religious leaders and others who head large national organizations that represent the business, government, nonprofit and religious sectors. Community leaders who must be equipped to take a message to the local level and motivate people in their communities to get involved. We need to have a realistic idea of the tools and support they will need in order to communicate effectively when they return home after the summit.

Active citizens, the largest audience, are who this summit and the community summits must inspire to action in order to have the impact we seek. The messages of the summit will motivate the people who are most likely to be -- or become -- active citizens. The number of people who might be receptive to the summit's message could be very large: according to a Time/CNN poll of 1,010 Americans, 77 percent said they wished they could have "more

contact with other members of their community." But only 36 percent said they already take part in "volunteer organizations." (Time, July 22, 1996). The data suggests that a message that offers citizen action as a way of connecting with others is one that may appeal to people's beliefs and desires.

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- 1) Every individual will have the opportunity to make a difference in the lives of others and in his or her own life through citizen service;
- 2) Every organization will provide the opportunity for their members or employees to become engaged in solving problems in their community; and
- 3) Every community will promote citizen action to solve problems and build the support mechanisms required to help people discover ways they want to make a difference.

Summit Outcomes

The Summit in February, 1997 will begin a three year process that we anticipate will be marked by a second summit in February, 2000. The core process surrounding the initial summit will consist of three steps: 1) Summit Preparation (from April 1996 to February 1997); 2) The Summit Event; and 3) Post-Summit Activity (February 1997 to February 2000). The second national summit in the Year 2000, with the Presidents and First Ladies, would be convened to assess and celebrate the accomplishments between the summits. The following Summit outcomes will occur over the next three year period:

1. **The Summit demonstrates that widespread citizen engagement could turn the tide against serious social problems in communities.**
 - a.) **Sample social problems are analyzed in terms of the difference citizen action could make in the nation's future, and**

- b.) Several "repeatable ideas" of national value are examined by those who have made them work in their local communities.
2. The American people become aware that an era defined by citizens taking action in their own communities to solve our serious social problems is upon us.
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 - a.) A national-level model of commitments and cooperation demonstrates what we hope to see replicated at the local level.
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Through their historic joint participation, the Presidents and First Ladies will bring a collective moral authority to the call for a "new citizenship." They will share some of their views on citizen action and create widespread visibility for the work at the Summit as participants plan their own local community summits and initiatives to get more people effectively involved in their community. The Presidents and First Ladies will also acknowledge and affirm individuals and groups already doing outstanding work in their communities, witness the commitments made by organizations and individuals at the Summit that will support the growth in the volume of citizen action, and call on all individual Americans to serve.

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Approximately 3,000 people representing a broad cross-section of communities will be invited to the Summit event. Three types of people will attend: 1) citizens who are engaged in outstanding work in their communities and could share their learnings with others; 2) individuals from organizations announcing commitments at the Summit towards increasing the level and impact of citizen involvement; and 3) individuals who will lead, organize and support local community summits in their own communities and regions. Like the Constitutional Convention held in Philadelphia in 1787, where the representatives were "average citizens, we will celebrate and affirm exemplary accomplishments through service by individual Americans.

In many cases, community foundations across the country, working with Volunteer Centers and other community-based organizations, will be asked to convene a local selection committee to select representatives to attend the Summit, support their participation in the

Philadelphia summit, and assist in organizing local community summits gatherings that will be held in hundreds of communities.

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Key Summit Strategies

In order to accomplish the Summit outcomes, three key strategies, or actions will be taken: 1) commitments will be made by leaders of organizations; 2) local summits will be held in hundreds of communities following the national Summit; and 3) the Internet will be used, along with outreach to the media, to share messages and information of the Summit.

Commitments. At least 30 major organizations --- representing business, nonprofits, youth and education, communities of faith, government and the media -- will be approached prior to the Summit event and will be asked to make commitments to take specific action to increase the volume and effectiveness of citizen engagement. These commitments will be made within the framework described above, leading to ideal community characteristics. The Summit event will also provide the opportunity for the country to celebrate what is already being done by these organizations to build citizen engagement in communities by highlighting these outstanding actions through the Internet and the media as models for others.

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feels it has a stake in the future of the city or community, and want to participate as "public journalists" in the summit process nationally and locally, they will be welcome.

World Wide Web. The Internet will play a valuable role in promoting the messages of the Summit, enabling participants to communicate their progress in implementing commitments and holding local community summits, and providing information to individual Americans on how they can use their own talents to help others in communities. The EDS Corporation has committed to design the Internet web site for the Summit.

Administration of the Summit Process

A steering committee, made up of members of the boards of The Corporation for National Service and The Points of Light Foundation, who are the sponsors of the Summit, will oversee the planning and administration of the event. A small, temporary staff, housed by The Points of Light Foundation will plan and administer the Summit. Gregg Petersmeyer, former director of The White House Office of National Service under President Bush, will chair the Summit. The Summit will seek funding from major foundations to support the planning, administering and initial follow-up of the Summit with a budget of the Summit estimated to be approximately \$1.4 million.

Achieving Desired Community Characteristics: The Collective Value of Different Solutions

Desired Community Characteristics	Strong Families and Caring Adults in the life of Every Child and Youth	Excellent Schools and a Culture that Fosters Lifelong Learning	Work that Dignifies and Creates the Hope of Advancement	A Safe, Decent and Drug Free Place to Live in a Clean Environment	Healthy Behavior, Quality Health Care, and a Sense of Well Being
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Examples of Community Solutions	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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' 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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

MEMORANDUM

To: Harris Wofford

From: Gregg Petersmeyer

Date: July 18, 1996

RE: The President's Summit On a New Era of Citizenship in the Country

As we move forward on the Summit, I wanted to bring you up to date on a few items and ask for your support on others. First, attached please find the revised "Executive Summary" of the Summit plan. After my discussions with you about the Summit outcomes, as well as a telephone conversation with Ray Chambers and others, Pat and I have revised and sharpened the plan to include your good suggestions. Please let me know if you have any other thoughts regarding these new changes.

On the funding front, we are delighted to have received the first check from Kellogg for the Summit, and, as you know, have submitted proposals to the Pew Charitable Trusts and the Packard Foundation. At this point, I think it is critically important for us to approach the Ford Foundation within the next week to ask for their support and to begin that proposal process. I would appreciate it if you would again call Susan Berresford on our behalf. I have been told that Susan's personal support for funding the Summit will be necessary to move the request forward in a timely way within Ford.

Now that Stuart Lord and Chad Mayer have joined the Summit team and we have developed clear workplans, I think it's very important for us to build a stronger, regular working partnership with the Corporation. I want to make sure that the Corporation is integrally involved in the implementation of the plan. In addition, the plan is very ambitious and will require more staff than we can muster. With that regard, I would like to request that a Corporation staff member be loaned full time to the Summit team. I thought that perhaps Steve Waldman, particularly given his communications background and understanding of national service issues, would be an outstanding addition to the team. Of course, we would appreciate any person from the Corporation you feel would be a good team member.

I would also like to communicate with you regularly about our progress. Bob has asked that we meet with him every Tuesday morning at 9:00 am in his office, and would like to extend an open invitation to you to join those meetings when you are available or we can meet in your office alternately. You could also join us by phone for those meetings. Our first meeting will be next Tuesday (July 23) at 9:00.

Thank you for your attention to the above. I will call your office tomorrow to follow up.

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Desired Community Characteristics	Strong Families and Caring Adults in the life of Every Child and Youth	Excellent Schools and a Culture that Fosters Lifelong Learning	Work that Dignifies and Creates the Hope of Advancement	A Safe, Decent and Drug Free Place to Live in a Clean Environment	Healthy Behavior, Quality Health Care, and a Sense of Well Being
Examples of Community Problems	<ul style="list-style-type: none"> - Breakdown of the family - Teen pregnancy - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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' 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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

TO: Members of the Boards of Directors of:
The Points of Light Foundation and The Corporation for National Service

FROM: Gregg Petersmeyer *GP*

DATE: June 5, 1996

RE: Draft Strategic Plan for The Presidents' Summit

Enclosed is the Discussion Draft of the Strategic Plan for the Presidents' Summit which Pat Bland and I look forward to reviewing with you on Sunday.

S 6/6
To take w/ you
to San Francisco
so please return
for your folder
Thanks
A —

THE PRESIDENTS' SUMMIT
DRAFT PLAN SUBMITTED TO THE STEERING COMMITTEE
June 9, 1996

INTRODUCTION AND BACKGROUND

On President's Day and the day following, February 17 and 18, 1997, a national Summit will be convened in order to call all Americans to take action in their communities to help solve our nation's most serious social problems, and to arrive a set of agreements on a strategy to do so.

It is anticipated that the convenors of the Summit will be the next President of the United States and First Lady, and all the former Presidents and First Ladies. A meeting of this kind between a President and his predecessors is without precedent in American history. Therefore, the importance of voluntary citizen action and national service will receive significant national attention.

Governor George Romney called for a national leadership summit because, in his words, "The magnitude of our social problems will require that all citizens and institutions make a commitment to volunteering as a way of life and as a primary opportunity to create needed change." Immediately prior to Governor Romney's death, The Corporation for National Service and The Points of Light Foundation agreed to pursue the idea and to be co-sponsors of the Summit. A joint steering committee made up of representatives of the two boards was formed to oversee the Summit and its development (Exhibit 1). An independent 501(c)-3 organization is being formed to implement the objectives of the Summit which will be chaired by Gregg Petersmeyer who will also be the Chairman of the Summit.

Over the past two months, a strategic planning group was formed to develop a first draft of a strategic plan that would guide the Summit and the implementation of its outcomes (Exhibit 2). Members of this group are committed to furthering citizen action in communities, and represent many leading organizations whose programs include working with volunteers. This group, along with Gregg Petersmeyer and Pat Bland of the Points of Light Foundation, developed the following draft plan for review by the steering committee. This plan lays out the need, vision, mission, underlying beliefs, desired outcomes and key strategies of the Summit.

THE NEED FOR THE SUMMIT

America's most distinctive virtue, the one that is recognized around the world, is our willingness as individuals to serve others voluntarily. Since the founding of the country, citizen action has built our communities, saved lives, and strengthened and protected our country. Lately, however, we have begun to lose our sense that we *collectively*, as people working together, can solve our problems. There is a growing sense of isolation from one another and fragmentation within communities: people don't feel responsible for *our* problems as a nation. Or, they don't know how to get involved, or don't know that their individual actions -- when added to millions of other individual actions -- can really make a difference.

Many if not most of those making serious contributions of their time and hearts do not categorize their work as volunteering or service -- but simply something they need to do for themselves or a specific situation or a person that needs addressing or help. The urgent need is to restore a sense of engagement with the problems, challenges and opportunities of the communities in which they live, work and learn. Whether this comes in a form of volunteering, service, or just giving something of themselves is probably an irrelevant factor. We are seeking a positive response in every person in this country to give something of themselves to help others -- based on the premise that every individual does, in truth, have something of value to give.

At the same time, social problems are growing worse in communities. There is an urgent need to restore effective citizen involvement as an essential way of life in America. The full utilization of volunteer resources is needed in order to address our most serious social problems and continue our role as a great nation. As Governor Romney said, "We must curb and reverse the vitally serious social problems and connect torn communities or they will render us noncompetitive globally and terminate us as a great nation. This will require cooperation and support of the top leadership from all sectors, nationally and locally."

If Americans are to meet this challenge as a people, we must rely on three engines: economic growth, government action, and community action. We would include in community individuals and families, places of worship, social, educational, and civic institutions, businesses as community members, the media, and the web of informal relationships that 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.

Through the Summit, we believe that we could substantially increase citizen involvement by celebrating what is already being done in communities by individuals and organizations in ways that awaken others to do likewise; by defining the value of volunteering and service; and by helping individuals realize that they themselves have a gift to give that is an important part of the overall solution to our nation's problems. The Summit is a call to action for the country to welcome, and prepare for, a new era of citizenship in the country -- in which everyone has something of value to contribute to his or her community. The Summit should also stimulate the development of mechanisms at the local, state and national levels to support these actions and help direct them towards positive, sustaining change. The Summit is not a federal program, nor a convening of organizations involved in the service sector, but a citizen movement, where the

authority and responsibility for change lies primarily with local people directly engaging in their own communities.

VISION OF THE PRESIDENTS' SUMMIT

The strategic planning group has defined the vision of the Summit as a credo that will be shared and discussed with, and endorsed by, all who participate in the Summit and hear its message:

VISION OF THE PRESIDENTS' SUMMIT

“The Presidents’ 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 lasting, sustaining and systemic 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; and**
- 4. By doing so they will help rebuild their communities and the country.**

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

What we mean by “a new era of citizenship” is citizenship redefined. It is a citizenship of engagement in community. It is inclusive, because it recognizes that individuals are motivated by the opportunity to share a talent, gift or interest in a way that is needed and also motivated by a sense of responsibility for the community and the country. It includes citizens engaging directly in their own projects in both part-time and full-time service, and organizations and groups working together.

The “new citizenship” is about an “ethic” of citizenship that includes not only direct citizen service, but also a renewed sense of the values associated with citizenship. These “citizenship values” include: personal and civic responsibility; the idea of civic reciprocity (e.g. the “sweat equity” of Habitat’s home ownership); the search for a common good (i.e. aggressively tilling the common ground); and an emphasis on direct participation and experience.

The Mission of the Summit

In order to accomplish this vision by the year 2000, many people from many different sectors will have to be involved. To achieve the extraordinary volume of effective involvement required to really make change happen in communities, people must be able to act on their own beliefs. Therefore, we have designed the mission, outcomes and strategies of the Summit to build a set of beliefs, trigger a desire to act on those beliefs, and encourage the development of systems to support widespread involvement. Therefore, we have defined as the main objective of the Summit:

“To instill in the American people the belief that everyone of us has something to give our communities, to call on all Americans to take action now, and to cultivate new ways to advance this action to lead to positive, sustaining community change.”

Role of Presidents and First Ladies

The opportunity to focus widespread media and public attention on the Summit and its central message will be provided by the historic joint participation in the Summit by the President and First Lady and former Presidents and First Ladies. Perhaps, more important than creating enormous visibility for the Summit, will be the collective moral authority they will bring to the call for a “new citizenship”.

The specific roles they will play will have to be determined by them or their staffs on a case by case basis. Obviously, each will have his or her own special interests and own points of view about issues related to the call for a “new citizenship”. We will seek and welcome ways for them to express those values as they see fit. But clearly we will also seek common agreement that can be shared with all Americans. Perhaps, for example, they will agree on and sign a credo that reflects the vision of the Summit. It could be widely publicized and disseminated following the Summit.

As individuals or together, the group will be in a position to witness commitments being made by key Summit participants and to personally thank them for doing so. This would encourage follow-on agreements by others. Following the Summit, or perhaps as part of it, various presidential libraries could be centers for mini-summits and related events.

It will be important to keep in mind, however, the model that will be used in determining their various roles in the Summit. It will be as though this were a summit of heads of state of sovereign nations. We will literally neither presume or assume agreement on anything not explicitly agreed to by each of them with respect to documents, policies, proceedings or stagings. This will include not authorizing any groups or organizations to speak or write on behalf of the Presidents’ Summit.

The Summit Agenda

At this stage we are clearer about the objectives of the agenda than we are about the specific content. We want the Summit to celebrate exemplary stories, we want there to be discovery and learning on the part of individuals, organizations and communities and we want there to be agreement on a strategic plan for action in the country including post-Summit summits in neighborhoods and communities following the Summit until the year 2000. But above all else we want the Summit to communicate the message of the era of "new citizenship" to the American people. This will be driven by television whose staging will inevitably drive key aspects of the agenda.

We want the American people and the Summit participants to visualize what an "ideal community" could look like in an era of "new citizen" involvement. To develop that picture we may create a "virtual community" with Summit participants being "virtual citizens" of that community. We might assume that the exemplary stories celebrated at the Summit were part of the "virtual community" as would be all of the organizations who made commitments at the Summit for action of one kind or another. It would be a dramatic and exciting community to imagine and to hold out as a model.

The Summit will also be designed to address in a coherent way the key strategic segments that are its focus, namely: individuals, organizations and communities. At the Summit, material would be shared by each segment. We expect that young people will have a prominent role in communicating some of the key messages of the Summit. With respect to communities, we would use the small "post-summit summits" and call for even smaller gatherings in hundreds of communities across the country. This would include developing and sharing a common model at the Summit that could be adapted as organizing residents see fit in their own communities.

Participants at the Summit:

Our plan is to invite approximately 3,000 people representing a broad cross-section of communities to attend the Summit event. Many Summit participants will be selected based on their ability to lead post-summit meetings in their own communities. (This "distributed summit strategy" will be discussed later in this document). Community foundations across the country (or other organizations where a community foundation does not exist) will be asked to support the post-summit meetings. As a first step in that process, they will be asked to lead a nomination process in their community that will result in individuals attending the Summit. Where necessary, the community foundation can sponsor individuals to attend. They will be asked to work together to create a selection process that will choose individuals who are committed to community renewal, who are respected for their deeds even more than their words, who have the capacity to be entirely inclusive in the way they go about approaching the community, and who are capable of leading a family of post-Summit summits in the community.

Community foundations could work with volunteer centers and other organizations in the nomination and selection process. They should also seek the involvement of local media

organizations in the process as well. We do not necessarily seek participants who are well known across a community. Rather we seek many people with moral and deed-based authority within their own neighborhood.

Community foundations would know how to make the post-summit events additive within the community, not competitive with the many good things underway in every community. They also have the power and authority within the community to convene and sustain groups that want to make a difference.

THE UNDERLYING BELIEFS OF THE SUMMIT

We start with a set of beliefs about community change and the kind of action that works. We also have a picture of the kind of community that we seek and an understanding of what matters most to individuals most capable of helping to create such a community. Finally, we will design the Summit process to reach these individuals in ways that will cause them to act. Here are several core beliefs with which we begin:

- The most important element in the overall health of a community is the economic self-sufficiency of its residents. The importance of broad-based higher income levels is unarguable and achieving them must remain among our highest priorities. But the social deterioration in many communities means that more than economic remedies must be pursued. Indeed, improvement in economic life must not be regarded as a *precondition* for improvement in the quality of daily life.
- Lasting accomplishments in neighborhood and community life can only occur if the local people themselves are fully engaged. Local residents must create their own initiatives or, in securing financial and planning help from the outside, they must negotiate on what will work and how they will acquire and maintain "ownership" over all key activities. The essential roles that others can play -- the government, foundations and other non-profits, corporations and outside volunteers -- should in no way be minimized. But it is individuals within the community itself who must remain the central force for change regardless of the contributions of others.
- People engage most successfully by focusing on their talents, gifts, strengths and assets, not their deficiencies, weakness and needs. Everyone has something to contribute although the challenge is often getting them to recognize that fact. In addition, problems people face do not disqualify them. People who experience the greatest problems, who have suffered and have learned from their experience, are often the most help to others.

An Ideal Community: Surrounding Individuals With Support

The Dudley Street Neighborhood in Boston is instructive in how it is developing, namely "from the inside out." It is the residents themselves who are the inspiration and the source of the

changes being made. To be sure, there are critical partners in the effort. Government is a partner effecting changes in physical aspects of the community, giving authorization for other changes and providing financial help; foundations and community development corporations are providing planning support and financing and technical assistance; and corporations and outside groups are providing pro bono help of all kinds. But the one thing that everyone agrees is making the real difference in the Dudley Street Neighborhood are the neighborhood people. Their values, talents, gifts, and energy are being committed to the neighborhood in hundreds of different and purposeful ways. That is what is making the difference.

The principle assets of every community are people with the capacity to make a difference. In many cases those assets can be added to and leveraged with help from "outside." The objective is a community that constantly seeks to invent, develop, strengthen and multiply all kinds of *social support systems* that serve a broad range of the needs and interests of neighborhood residents. We want the Summit to hold up a picture of what this kind of ideal community would look like.

Why is this so important today? In many people's lives, the web of relationships that fill the space between family and social service institutions has disappeared. In the past, when families and communities were stronger social units, the gap was not as large. Families, of course, are the most vital institution within communities and should be strengthened. But the community aspects of people's lives need to be strengthened too. And families will also be strengthened in the process. But the simple fact is that far more energy and sophistication should be devoted to stitching together the web of informal relationships that engage people in one another's lives.

The Summit's role will be to call on all Americans to help restore and rebuild the community as an essential part of their lives. The picture that the Summit will advance of an ideal community will be defined by a set of core characteristics, *each the cumulative result of the work of an extraordinary number of informal support systems in the community*. (See Exhibit 3 for the matrix framework). It is the hope of the Summit that communities around the country will use this framework of an ideal community as a discussion tool to better define their own community and its potential and to determine ways they want to mobilize themselves to act. An ideal community, one that would be a good place to live and work would have these five elements:

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.

Each of the elements is in fact the result of a wide range of different types of activities. For example, in the case of the first characteristic, namely "Commitment to children, youth developing good character and values, and strong families," the kinds of activities that are supportive of that objective include mentoring and positive role models; counseling and education programs; child care alternatives; parenting skills training; surrogate families and family counseling; hotlines and support groups; and recreational opportunities.

As part of the Summit, however, we want to encourage people to think about new citizenship at the level of highly personal engagement. But individuals and small groups of people do not think about engaging in “recreational opportunities” for example. They think about coaching a baseball team, organizing a Cub Scout troop, providing after school theater classes, matching college students with young people for sports and other activities, or opening a center for safe activities during the off-school hours. It is at this level that the call must be made and that it will be heard.

An “ideal community” would be one where multitudes of individuals on their own or through their schools, places of worship, businesses, and social organizations are working in their own communities to engage in these kinds of activities. There would be scores of initiatives pursued for each category of activity in support of each of the five core elements desired in every community. The effect of all of these informal social support systems would be to surround each individual with support and in the process help to solve serious social problems like family disintegration, teen pregnancy, crime, illiteracy, homelessness and hunger.

THE OUTCOMES OF THE SUMMIT

We have defined the work not just as the convening of one summit but as a process that will include a two-day Summit event in February, 1997 and work over the next 3 years, from June of 1996 to February, 2000 and perhaps a second summit at the end of the three years. The activities leading up to the February Summit and the Summit event itself are designed to trigger a series of actions in communities around the country that will re-instill in the American people a certain set of beliefs about their role in this new era of citizenship. Therefore, we have defined the outcomes of the Summit in two phases: 1) Summit Outcomes by February 18 and 19, 1997 (including the months leading up to the Summit, and the Summit itself); and 2) Summit Outcomes within three years (by the year 2000).

Summit Outcomes by February, 1997

1. The Summit event demonstrates that the collective power of individuals and organizations using their talents, giving their gifts, and investing their energy can restore community and improve lives.*
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 citizen service in the community;
 - c. Has the power and responsibility to act now; and
 - d. By doing so they will help rebuild their communities and the country.

3. At the Summit event and through simultaneous local summits, 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. Leading up to the Summit, and at the event itself, leaders of organizations and communities make commitments to create the conditions and mechanisms which would lead to more people to be involved more effectively in their own communities.

Summit Outcomes in 3 years (By the year 2000)

1. Commitments made at the Summit are implemented in communities nationwide.
 2. Through follow-up summits in communities around the country, people engage in serious dialog about the Summit's message, discuss how to strengthen the assets in communities and promote citizen action to solve problems, and build the support mechanisms required to help people take action.
 3. Many more Americans believe that individually they each:
 - a. Have 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. Have the power and responsibility to act now; and
 - d. By doing so they will help rebuild their communities and the country.
 4. Through this new call to action, more people become more effectively involved in their communities.
 5. As a result of this increased action, we begin to see that problems are solved and communities restored.
- * Citizen action can result in the conditions of a desirable community: 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, and; Quality health care and a sense of well being.

Focus on Systemic Change

The Summit should focus on more than volunteering and service -- specifically about awareness and engaging. The desired outcomes of the involvement that we seek means that we want to:

- Facilitate citizen and community-based action to produce solutions in their neighborhoods. We not only want one person in a neighborhood step forward to help another to read but we

want to somehow leverage this act to realize a fundamental change in the literacy rate of the neighborhood's youth.

- Cultivate and nurture "communities of interest" of those with a passion for a specific area, such as helping to create neighborhood learning centers for youth and their families -- "communities of interest" not only within their neighborhoods and broader physical communities, but literally throughout the country.
- Encourage a "broader citizenship" which includes increased participation as voters, but even more importantly, as citizens to become more aware and participate in and throughout the governance.
- Forge new ground for how business leaders and their businesses can become more strategically linked and involved with their communities.
- Coalesce people with a care or passion in a certain area of interest to create an overarching vision for their effort and help them, more effectively and on a broader basis, communicate their concerns and suggest solutions to those in community leadership positions.

The "new citizenship" theme needs to take on the scope of the massive educational campaigns that were launched to focus attention on the environment, for example. One of our summit outcomes should be the recognition and support of this as a process of transformation requiring nothing short of massive awareness and education campaign to see its potential fulfilled.

We know how many of the activities and practices we seek to increase are already occurring. The challenge and opportunity lies in strengthening and building on all the community resources that exist and that exemplify the beliefs and objectives of the Summit, reinforcing existing institutions and organizations, but also reinforcing critically important practices such as tutoring, mentoring, coaching, counseling and advising.

The Measures of Success

Measuring our progress and the impact of our various strategies on citizen engagement and through citizen action on serious social problems is an important part of our thinking. We need to know if our specific strategies are effective at each stage and build that information into our planning. We need to know the nature and extent of our impact as communities begin to solve or continue to solve their problems.

We have retained FERA, Formative Evaluation Research Associates from Ann Arbor, Michigan to assist us in developing and implementing an evaluation plan. Working collaboratively with the Strategic Planning Committee, FERA is developing specific, qualitative and quantitative measures related to our desired short-term and long-term outcomes. The evaluation plan will evolve as the project evolves and information will be fed routinely into our decision-making. At this point, five evaluation methods will be used to measure Summit outcomes.

- Formal Agreement Tracking. The key commitments that develop out of contact with at least 30 organizations in six sectors described below will be identified and tracked. This measure will identify the impact on policy and programs generated by these agreements. It will focus on changes in institutional capacity to engage individuals in activities. (February, 1997 outcome # 4 and the 2000 outcome # 1)
- Summit Participant Assessments. A sample of the 3000 people participating in the Summit event will be surveyed to assess the impact of the Summit on their attitudes and plans. We wish to determine what the Summit demonstrated and to assess what participants intend to do as a result of the Summit. The same sample will be reassessed to see if their attitudes have changed and their plans have been successfully implemented. (February, 1997 outcome # 1 and 2000 outcome #1)
- Public Opinion Polling. We will create a baseline and subsequent measures to assess changes in attitudes toward citizen engagement and to assess whether the central messages of the Summit are understood. We will also assess behavior changes to determine the ways and extent of citizen community service. Whenever possible, we would collaborate with individuals and organizations already planning or conducting polling efforts to gather this information. (February, 1997 outcome # 2 and 2000 outcomes # 3 and 4)
- Community Case Studies. We will gather information from different types of communities. One of our strategies includes intensive work with some communities before, during and after the Summit. A sample of these communities will be chosen for assessment. Also, if funds permit, a sample of communities will be randomly chosen and changes in those communities will be traced. These communities will be chosen to reflect the diversity of the country. (February, 1997 outcome # 3 and 2000 outcomes # 2 and 5)
- Collecting Information. Our last measure will include an open invitation to all people in the country to supply us with information, often anecdotal, on what is occurring in their communities or the institutions in which they participate which could potentially be related to this project. This measure will accumulate information both directly related to the outcomes identified above but also the unexpected consequences of the project. We will have post office and Internet addresses for people to send us this information and we will establish an 800 telephone number for this measure as well.

We need to develop a metric for "new citizenship" and we should consider metrics for 1) the number of individuals, businesses, and other institutions that agree to get involved and actually do something (a self-registration process may be the basis for this type of measurement) and this may be a more encompassing measure than a count of "volunteers;" and 2) we could keep track of types of actions taken within the five community characteristics, even down to the "problems" and "solutions" levels.

Total funding for the evaluation is as yet undetermined. The comprehensiveness of the evaluation and the frequency of reporting will depend on available resources. We intend to seek adequate

funding based on budget estimates but then set priorities within budgetary limits based on the measures we view as most valuable.

THE STRATEGIC APPROACH FOR MAXIMIZING THE SUMMIT'S OUTCOMES

In order to achieve the Summit's outcomes, we will use a multi-tier approach to affect change: we will approach the general public, organizations from every sector, and communities as the Summit's three target audiences:

- The general public is the primary audience for the Summit's message, and mass media will be used to call for a "new citizenship."
- We will seek commitments from organizational leaders from six sectors -- business, private and community foundations and nonprofits, educational institutions, government, communities of faith, and the media -- to endorse the Summit's message and to create the conditions within their own organizations and within communities that will help achieve the Summit's outcomes. An important role for organizations will be to create the strategic collaborations that will leverage individual action.
- Finally, citizen action takes place on the community level, where we must identify and cultivate the real leaders in communities to rally around the Summit's message.

A second major strategic approach, which we will use to empower communities, will be to use a "distributed summit strategy" where:

- Several selected cities and towns are empowered to run their own mini-summits, concurrent with the national Summit on February 17 and 18, 1997.
- Many other communities would be called on to hold similar summits throughout the country following the Summit, from 1997 to the year 2000.
- The results of these nationwide activities would be reported to the nation at a second national Summit in the year 2000.

At the Presidents' Summit in February, 1997, we would create an engagement process that would establish guidelines and criteria for these local summits, that, if followed, would lead to positive change in the community. This "distribution" of the Summit concept and engagement of leaders at the local level could greatly expand the reach and value of the national Summit, while helping to establish a "field organization" through which the outcomes of the Summit could eventually be realized.

A third major approach involves the use of information technology. We will need to design and develop both the communications network (e-mail, fax, etc.) to support operational and broad-based communications and a website(s) on the Internet that can serve as the repository for

information and a hub for collection, dissemination and communication associated with the Summit and post-summit activities.

In Exhibit 4, we outline the strategies to achieve the Summit's outcomes, reaching out to individuals, organizations and communities. We would assign the work of the Summit staff, and the Summit volunteers, around these audiences.

Approach to Organizations

Organizations from every sector are needed to create the conditions in communities that support individual involvement in service. The Summit must engage individuals and strengthen the mechanisms within organizations and communities through which people get involved. The individual's passion is made real in the interaction with others. We should help translate the individual to the collective through places of worship, volunteer organizations, schools, neighborhood associations, and volunteer centers. As part of this effort we should ask all organizations to help those who are served to themselves serve others.

Companies, nonprofits, educational institutions, communities of faith, private and community foundations and the media can establish organizational policies that would support the increased involvement of their employees or members; this benefits the organizations, as well as the community and the individuals. Most importantly, cooperation and collaboration between organizations on the community level has been shown to be critical to making a significant impact on community problems. Through the very act of cooperation, organizations model the individual behavior that leads to community change. Organizations often also match their commitment of time with other resources -- money, in-kind equipment or facilities, contacts -- that are critical to making real change happen in communities.

The Summit will ask the Chairman, CEO or equivalent of organizations in each of those sectors to: 1) publicly endorse the mission and vision of the Summit; 2) identify their own organizational skills, talents and resources and determine what they can do to accomplish the outcomes of the Summit; and 3) make a commitment that would result in an increase in the level and impact of employee or member involvement in the community. The Summit will ask organizations that are not involved to get involved; it will ask organizations that already have a some level of commitment to increase their level of effective involvement. The opportunity for change in the country will require "unconventional acts" -- new ways to restore community -- by organizations and their leaders.

From now until the national Summit in February, the Summit Chairman and staff, and volunteers from the strategic planning group, the steering committee, and others, will approach organizations and gain commitments. The goal is to achieve commitments from at least 30 leading organizations: at least 5 each from each sector, including the business, nonprofit and private and community foundations, communities of faith, educational institutions, government and media sectors. Our hope is that these organizations can begin to act on their commitments prior to the Summit event; at the Summit itself, these organizations can announce their commitments and their

success stories with the American people. Through their examples, a call for other commitments will be made to the organizations who are invited to the Summit, and to organizations around the country. Following the Summit, these commitments will be implemented in organizations and communities nationwide.

The strategic planning group identified the types of commitments we would seek from each sector, as well as the specific organizations we should approach. Below are descriptions of the type of commitments we would seek:

A. The Business Sector. We will approach a mix of businesses -- large and small -- from different industries, who are respected by the business community for their business success, as well as for their community involvement. We will seek commitments from cutting-edge company, and ask for their support of the Summit outcomes. For example, we could approach America On Line to help develop the outreach to companies and individuals on the Internet. Or, we might ask a company to host the mini-summits to be held in communities around the country. We would ask all the businesses we approach to share their commitments on their web pages. Most importantly, we would ask each business to make a commitment towards changing their own business policies and employee volunteer involvement that would result in more impact on, and greater systemic change within, their communities. We will also approach several leading business umbrella organizations, such as the Business Roundtable and the National Federation of Independent Businesses, and ask for them to make commitments towards communicating the vision of the Summit to the business community.

B. The Nonprofit Sector. Nonprofits represent a large percentage of the organizations in the country, and are greatly varied in their type and structure. We would approach a mix of "provider" organizations -- those nonprofits who have members, such as the Kiwanis, whose members volunteer in the community --as well as nonprofits who utilize volunteers, such as the Salvation Army. In order to approach this vast sector, the strategic planning group suggested that we approach the Independent Sector and the Council of Foundations, two major umbrella organizations, to communicate the vision, mission and messages of the Summit (perhaps through the Internet) to their nonprofit members. "Provider" nonprofits could encourage and support increased involvement by their members in the community; nonprofits who utilize volunteers could commit to changing the role of volunteers to accomplish their mission, and support the local summit activities.

C. Communities of Faith. The involvement of communities of faith, both on the national and local levels, is critical to the achievement of the Summit outcomes. On the national level, we would approach several umbrella religious organizations representing different faiths, such as the National Council of Churches, or the Conference of Catholic Bishops, and ask how they could reach out to their membership. We would approach select ecumenical leaders about the vision and message of the Summit. On the local level, churches and temples could play several different roles; first, they could nominate participants to attend the Summit event in Philadelphia; they would also participate actively in the local summits following the event, hosting the summits and implementing the summit plans on the neighborhood level.

D Educational Institutions (Schools and Universities). Every type of educational institution -- elementary, junior high, high schools, colleges, public and private -- should be represented in the Summit process. National umbrella organizations, such as the National Association of School Administrators, would be approached. Schools and Universities could participate in a number of ways; for example, they could seek greater affiliation with local community groups to identify opportunities for youth service; expand their academic courses to include service; and celebrate and recognize students who serve. Schools and the media, such as MTV, will be the primary vehicles for reaching young people; we will approach the educational media, such as the Chronicle of Higher Education and Education Week to reach educators.

E. Government. From the establishment of the Civilian Conservation Corps in the 1930s through the development of VISTA, Foster Grand Parents, Senior Companion and the Retired Senior Volunteer Program (RSVP) in the 60s and 70s, through the many youth conservation and service corps initiated by state and local government during the last four decades, to the 1990 and 1993 National Service Acts passed by bi-partisan support in Congress and signed by Presidents Bush and Clinton, all levels of government have participated in the creation or strengthening of citizen service programs including all the programs supported by The Corporation for National Service.

A select number of government entities at the federal, state, and local levels will be approached to make a commitment towards the Summit outcomes. At the state level, the Governor-appointed state commissions for national service will be asked to determine how they can further the Summit outcomes. We will also approach the National Governors' Association for their involvement. Each governor will be invited to the Summit, and will announce what more they will do in their state to further utilize service and volunteering as a strategy for solving serious social problems. To reach the local level, we will approach the US Conference of Mayors, National Association of Counties and (League of Cities) for their support and involvement in communicating the messages of the Summit to their constituents.

Because of the importance of engaging all sectors in the Summit, we will include government officials in the process. However, we will limit the presence of government officials (e.g. members of congress and senate, mayors) because we do not want to "crowd out" the leadership participation of the non-governmental groups that make up communities. It is also important that we maintain completely the nonpartisan nature of the Summit.

F. Media. The media has two critical roles to play in order for the Summit to be successful. First, as with other organizations, we will ask them to use their distinctive resources and skills, namely communication skills, and commit to telling stories of individuals and groups who give to their community and how organizations are creating the mechanisms that increase the effectiveness of much of the work. All forms of media will be approached (broadcast, radio, print, transit, cable, advertising, and on-line services). The commitments we will seek from media companies will include asking them to write editorials and series on service and its value; as well as "mirroring" the Summit and local summit discussions through talk shows on the air. We would hope that the commitments would include the integration of direct citizen service in the programming for television and movies.

Second, we will ask the media to communicate the Summit messages through the coverage of the Summit itself. We would hope that there would be increased coverage of Summit related activities and themes leading up to the event. We would also hope that local broadcast affiliates and the print media will cover the attendance of local residents at the Summit and will cover a simultaneous summit if it occurs in their market, and the post-summit events in their respective communities as well. Although this would be for the media and communication subcommittee to determine as part of their strategy, we may seek a single network sponsor who agrees to run a week long series of special programming leading up to the Summit, including a series of news magazine pieces as part of their regularly scheduled programs documenting citizens in action, as well as the Summit itself.

Approach to Individuals

In order to achieve the volume of effective activities necessary to change communities, a significantly large number of individuals would need to become involved. Ideally, people could be motivated to the point where they find this kind of involvement irresistible. For that level of motivation to occur, we must explicitly factor into our strategy the conditions that are necessary and the personal qualities that must exist in order for a person to act. The mass communications and media strategies that are designed to promote the messages of the Summit must take these motivational factors into account.

At the core, the approach to individuals must focus less on getting people to do what someone else wants them to do and more on helping people do what they most enjoy doing but in a way that makes a difference in other people's lives. In other words, we must find ways for ever larger numbers of people engaging their own special talents, interests and gifts in ways that help others; engaging with individuals with whom there is a special relationship; and/or engaging around one or more life experiences to which one relates most closely.

The critical questions, therefore, that every organization can help each of its members or employees answer (and then help them find ways to implement the results) in order to create a high volume of effective and sustainable activities are:

- *What does he or she most like to do in terms of a personal talent, interest or gift?*
- *What kind of arrangement would give him or her the opportunity to enjoy that talent, interest or gift in a way that assists other people and improves the community?*
- *What would he or she need to be able and willing to try the idea in a small and simple way and exactly as he or she would like?*

As a secondary, but complimentary strategic approach, to individuals, organizations and the media will be asked to focus on other principal "drivers" that matter most to individuals engaged in the kinds of activities we seek to multiply. The purpose is to enable more people to begin the journey of involvement in effective activities and more people to make progress on that journey than would be the case without this focus (Exhibit 5). The key drivers will be treated in the following way:

- Bringing to the forefront for people awareness of those personal traits that matter most in an individual's willingness to consider participating in helping others.
- Creating the circumstances and conditions that will personally "trigger" individuals to step forward (e.g., telling stories, coming to know someone who could benefit from one's help, and personally asking the individual for help).
- Communicating the life-changing personal benefits that come from being Meaningfully involved.
- Increasing understanding of the patterns of behavior that leads an individual to feel success in this kind of work.

Communication Strategy. The media will play a critical role in the success of the Summit. We have created a subcommittee of media specialists from the strategic planning group to develop a communication and media plan for the Summit that will focus on the Summit approach to the individual. The plan will be developed during the next two or three weeks. It will include framing the following issues:

- Target/Whom do we want to reach? 1. All Americans who have had some experience with service/community involvement and/or who are open to the idea of getting re-involved or more involved with others. 2. All organizations/ communities that can impact the participation of these individuals and that we will ask for help in delivering the message.
- What is the communication intended to achieve? Convince the targets that there is a great urgency in this country, a great need for their help. It will only be through the collective power of individuals giving their gifts, using their talents that communities will be restored and lives will be improved. Individuals need to work together to achieve mutually supportive goals. They also need to understand how they can engage with others.
- What is the key message we want to be heard? Today, there is an urgent need for individuals to come together to restore our communities and make a difference in the lives of others. By using your talents and interests, you can enhance the lives of others and enrich your own life.
- How do we support this message? Everyone has an interest or talent that they can use to make a difference in the lives of others and in our communities. Throughout all of the Summit meetings, and through the media outreach, we will ask individuals three questions:
 1. What is it that I like most to do, that I willingly devote time to?
 2. How can I imagine to myself that I could enjoy that interest/capability in a way that helps someone else or in working in my own community?
 3. What would I need in the way of help to get started in a small way, today?

Approach to Community

A "distributive summit strategy" will be the main approach to communities. A "distributed summit," be it concurrent or post-Summit, is to gain a more intense and personal involvement with the Summit and its outcomes -- in other words, this is not a Summit that is happening only in Philadelphia, "but I am a part of it, right here in Jackson, Mississippi." Inherent in this strategy must be a set of criteria that goes beyond the Summit, but is directed at the outcomes sought.

The objectives for such an undertaking are several:

- Achieve a much greater degree of support and buy-in to the Summit itself
- Accelerate or ensure a higher degree of success in the achievement of projected outcomes
- Help establish a "field organization" for the ongoing attainment, communication, and assessment of outcomes and issues

For each of a large number of communities, we will seek a local sponsoring organization for the post-summit summit (for example, the community foundation, where it exists). Each of the sponsoring organizations will be asked to select and organize the right combination of individuals and other local organizations and institutions (including local media) in its community to plan an effective post-Summit summit or series of mini-summits. Each of these summits will have as one of its principal objectives figuring out how to cause the three key questions of individuals to be asked of the members and employees the various organizations in the community (and have the individual ideas supported by the organizations) in such a way that 50% of the citizens step forward to take effective action through either one their associations, in a group or individually. The local sponsor would select individuals to attend the February Summit who will be part of the local process.

The key to the undertaking will lie in the effectiveness of the logistics systems to support the distributed mini-summits and the local leadership the program would enjoy in each community. A great deal of thought needs to go into these aspects of a "distributed mini-summit" and, in particular, what we seek in the leaders for the various communities. Obviously, the "distributed mini-summits" must function as nonpartisan, coalescing the six sectors of their communities, focused around the five community characteristics, and operating in support of the stated short and long-term outcomes. There is tremendous benefit to the idea of a simultaneous series of distributed mini-summits running concurrent to the Presidential Summit.

A major concern, however, is the degree to which we can mobilize and support the distributed mini-summit strategy in time for February 1997. In order to execute in this time frame, a committee must be tasked with this responsibility as soon as possible. To this end, the group will need to map out the expectations, logistics, and "packaged" plans for the distributed summit, as well as be prepared to outline the linkage of the distributed mini-summits to the Presidential Summit itself. For example, with C-SPAN coverage, the Presidential addresses/speeches could be piped into all of the meetings at the same time (properly scheduled for various time zones).

With the shortness of time, we would need to conduct a 2-3 day planning session, probably in September, in which the respective leaders and several members of their staffs could be brought together to discuss, be educated on, and lay out their specific plans to run a distributed summit in their communities. Ideally, these community teams would leave this planning session with full tailored plans, an understanding of their responsibilities and expectations, and knowing how the communication across these groups and the central meeting will be conducted and their efforts supported. This necessitates that the communities and the leaders be identified, invited and secured over the next ninety days.

To this end, the logistics of the "distributed mini-summit" need to be heavily facilitated through "network interactive communications," with firms such as America On-line, Microsoft or IBM providing: e-mail services for the thousands of groups/individuals that will be involved; support for the design, development and operation of a central website in support of the Presidential Summit; and provision for each distributed mini-summit to develop and operate its own summit website. Separating the technical flavor of this approach, it would provide the most efficient form for communications, planning coordination, and collection of information on individuals, contributions, success stories and the like.

ROLE OF INFORMATION TECHNOLOGY

There are many issues to decide and discuss with regard to technology. We must solicit a leading firm to design and develop both the communications network (e-mail, fax, etc.) to support operational and broad-based communications and the website(s) that can serve as the repository for information and a hub for collection, dissemination and communications. Rather than "outsource" this entirely, however, we will bring onboard, perhaps on loan, an individual who understands this new communications medium and can direct not only the vendor, but, more importantly, the Summit staff for this must become ingrained in the staff and the summit's operation for it to be successful.

The following are additional considerations concerning the use of technology in the Summit process:

- We must ensure that all people working with the effort become "electronically" connected -- this is proving far less of an obstacle as each day passes.
- At a minimum, we must have the key participants "electronically" connected through a well-organized e-mail network that will allow more interaction, engender greater involvement, and generally improve the quality of the communication, consensus buy-in, and resulting product. As part of this effort, we must organize "electronic" distribution lists and discussion groups with specific responsibility assigned to a member of the staff for each communication process:
 - Summit Steering Committee of the Boards
 - Summit Strategic Planning Group
 - Summit Sponsors
 - Sector Participants

- Distributed Mini-Summit Teams
 - Media (in general)
- One or more websites should be developed in support of the February Summit with the intent that they become an inherent and integral part of the ongoing communications process through and after the summit. The Summit websites will provide:
 - An ongoing stream of news about the Summit to its constituents
 - Data bases that can be browsed or searched containing information on:
 - Summit Sponsors with contact information
 - Summit Participants with contact information
 - Distributed Mini-Summit Teams, ideally with pointers to their respective websites that mirror the central site in design and layout
 - Desired Community Characteristics with information on involved individuals, case studies, experiential journals, suggestions, and anecdotes. This would also be organized around the desired primary characteristics, the problems and solutions (Exhibit 3).
 - Individual Talents, Gifts and Interests with a menu, information, case studies and anecdotes about ways individuals and groups have shared activities they enjoy in ways that make a difference in the lives of other individuals and their community.
 - Distribution lists and discussion groups where the dialogue or conversations of these groups generally can be saved, archived and made available for retrieval and use:
 - Operational
 - Summit Sponsors with contact information
 - Sector Participants with contact information
 - Distributive Mini-Summit Teams by topic and subject area
 - Outcome-based at a national, regional, community and/or neighborhood level
 - Desired Community Characteristics
 - Community Characteristics - Problems
 - Community Characteristics - Solutions
 - Directories of on-line resources to support communication, collaboration, and interaction with a broad range of on-line services and resources. These directories of resources could be nothing but an organized set of pointers to other on-line services that have already organized the on-line resources

TIMING OF THE STRATEGIES

Implementation of the Summit process will occur in three time periods: 1) Summit Preparation (April, 1996 through January, 1997); 2) the Summit event itself (February 17 and 18, 1997); and 3) Post-Summit Activity (February, 1997 through February, 1998). The timeline for the key activities of the Summit process is outlined in Exhibit 6.

1. Summit Preparation (April through January 1997). The primary objective of this phase is to gain commitments among leaders from every sector for action they will take to encourage and support the vision and outcomes of the Summit, and to encourage them to begin to act on those commitments prior to the Summit. Another primary focus will be to work with the media, and to implement a broad-based communications strategy. The Internet "communities of interest" will begin, as well as the sharing of "success stories" of organizations on web pages. Of course, all of the work for preparing for the Summit event -- logistics, invitations to participants, planning of the Summit staging, refinement of the Summit agenda -- will occur during this phase.

2. The Summit Event (February 17, 18). The Summit event will occur in Philadelphia, Pennsylvania at the Convention Center, and will include 3,000 participants. (We will discuss the agenda later in more detail later in this document). The event will provide a forum to communicate and share the ideas of the Summit with the American people; showcase the agreements that were made by the sector and community leaders; and demonstrate the results of outstanding citizen action that has already occurred. We will celebrate what communities have already done (such as the outstanding volunteer-driven community work of Cleveland, Newark, and East St. Louis) and discuss these as "case studies" of what has happened and been successful over time. At the time of the national Summit event, 5 representative community-based summits will occur simultaneously via simulcast.

3. Post-Summit Activity (February 1997-February, 2000). The objective of this phase is to move from dialog and celebration to actual action taken in communities towards achieving the Summit outcomes and vision. Hundreds of "mini-summits" will occur in communities across the nation, started and led by attendees of the national Summit and others who heard the call to action. These communities will determine what they will do to achieve the Summit's vision. Organizations will implement their commitments. Our hope is that we would reconvene a national meeting in the Year 2000 with the Presidents and First Ladies, during which the announcements of what has been done can be made.

ADMINISTRATION OF THE SUMMIT PROCESS

The planning and leadership structure for the Summit is shown in Exhibit 7. A temporary 501(c)-3 organization is being developed to manage the Summit process, chaired by Gregg Petersmeyer who will also be Chairman of the Summit. A leader of national prominence will be asked to be General Chairman of the Summit.

The Summit has set ambitious goals, to be achieved in a short period of time. As a result, the Summit outcomes can only be achieved with the assistance and direct work of the volunteers

associated with the Summit process. The Summit staff will ask the members of the strategic planning group and the joint steering committee, the Boards of the Points of Light Foundation and The Corporation for National Service, and other volunteers to take an active role in working with the Summit staff to implement the strategies of the Summit. The organizations that make commitments must be willing to act on those commitments with limited assistance from Summit staff.

The budget for the Summit is outlined in Exhibit 8. The staff and administrative costs of the Summit have been budgeted to run through March of 1997. At this point, a proposal has been submitted to the W.K. Kellogg Foundation for \$400,000; we are approaching the Pew Charitable Trusts, The Ford Foundation, and the John and Catherine MacArthur Foundation for the remainder of the funding.

The Presidents' Summit for Community Volunteering and National Service Steering Committee

- Norman Brown (P) - President Emeritus, W.K. Kellogg Foundation
- Raymond Chambers (P*) - Chairman, Amelior Foundation
- Thomas Ehrlich (C) - Professor, California State University
- Michelle Engler (P) - First Lady, State of Michigan
Michigan Community Service Commission
- Robert Goodwin (P*) - President and CEO, The Points of Light Foundation
- Marian Heard (P*) - Chairman, The Points of Light Foundation; and
President and CEO
United Way of Massachusetts Bay
- Reatha Clark King (C*) - Acting Chairman
The Corporation for National Service; and
Chairman and Executive Director
General Mills Foundation
- Carol Kinsley (C) - Executive Director,
Community Serve Learning Center
- Leslie Lenkowsky (C) - President, Hudson Institute
- Arthur Naperstek (C) - Professor, Case Western Reserve University
- Jeremy Rifkin (P) - President, Foundation on Economic Trends
- Mitt Romney (P) - Chief Executive Officer, Bain Capital, Inc.
- Eli Segal (C*) - Chairman of the Board,
Partnership for National Service
- Donald Staheli (P) - Chairman and CEO, Continental Grain Co.
- Harris Wofford (C & P*) - Chief Executive Officer
Corporation for National Service

(P) The Points of Light Foundation Board Member

(C) Corporation for National Service Board Member

* Executive Committee of the Joint Steering Committee of

The Points of Light Foundation and The Corporation for National Service

June 9, 1996

**The Presidents' Summit for
Community Volunteering and National Service
Summit Strategic Planning Group**

1. Mary Babson - Principal, Arthur Anderson
2. Patricia Bland - Senior Vice President, The Points of Light Foundation
3. Michael Brown - Co-Founder, City Year
4. Paula Forman - President, Wells, Rich, Greene, BDDP
5. Timothy Hanlon - Partner, Bozell Worldwide Inc.
6. Virginia Hodgkinson - Vice President of Research, Independent Sector
7. Eva Kasten - Executive Vice President, The Advertising Council
8. Regina Kelley - Executive Vice President, Saatchi & Saatchi
9. Wayne Meisel - President, Bonner Foundation
10. Mario Morino - President, Marino Institute
11. Thomas McKenna - National Executive Director,
Big Brothers/Big Sisters of America
12. Robert Payton - Professor, Indiana University
13. Gregg Petersmeyer - Chairman
14. Shirley Sagawa - Executive Director, The Corporation for National Service
15. William Shore - Executive Director, Share Our Strength
16. Eugene Wilson - President, Youth Development, Kauffman Foundation
17. Harris Wofford - CEO, The Corporation for National Service
18. Michael Woo - Western States Director,
Corporation for National Service

Achieving Desired Community Characteristics: The Collective Value of Individual Solutions

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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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' 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 PRESIDENTS' SUMMIT

STRATEGIES TO REACH:

Individuals

Organizations

Communities

OUTCOMES (By February 1997)

1. The Summit event demonstrates that the collective power of individuals and organizations using their talents, giving their gifts and investing their energy can restore communities and improves lives.

- Conduct a mass media campaign, beginning 3 months before the Summit, highlighting "success" stories of how individual citizen action restored community.
- On the Internet in the months leading up to the Summit, create "communities of interest" where people discuss the success stories.
- At the Summit itself, show documentary of Presidents/First Ladies/ and individual Americans and how their actions made an impact on communities.

- Leading up to the Summit, organizations of all kinds identify how employee/ member citizen action has made and impact on:
 - 1) The organization;
 - 2) The community.
- On the internet, in the months leading up to the Summit and following, organizations share their success stories via their E-Mail and web pages.
- At the Summit, showcase "best case" examples of organizations who have changed their organizations' policies and communities.

- At the Summit, model the "ideal Community", showing how the collective power of individuals can restore community.
- Showcase some "best case" examples and celebrate their accomplishments.

2. The American people become aware if 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; and
- c) Has the power and responsibility to act now.

- Through a national and local media campaign (TV; radio; print), send central message.

- Gain commitments from media organizations to cover/or do series on individuals and organizations who have used their unique gifts and talents to give to others.
- Gain commitments from business organizations, communities of faith, nonprofits to communicate the message of the Summit to their employees and members.

- Conduct national Summit and simultaneously 5 local summits and lead citizens in a discussion of the central message, and on these questions:
 - 1) What needs to be done in the community?
 - 2) What is it I like to do?
 - 3) What would I need to do to get started in a small way?
 - 4) What does the community need to do to help me get started?

STRATEGIES TO REACH:

Individuals

Organizations

Communities

OUTCOMES (By February 1997)

- | | | | |
|--|---|--|--|
| <p>3. At the Summit event, and through simultaneous local Summits, people around the country engage in serious dialog about the Summit's message and discuss how to strengthen assets in communities to promote citizen action and solve problems.</p> | <ul style="list-style-type: none"> - Individuals are invited to participate in local summits through their community foundations and through local media. Individuals are "nominated" by local organizations and communities to attend national Summit - The summits are simulcast; major media covers via TV special; agreements are made by cable companies for coverage. | <ul style="list-style-type: none"> - Organizations can: <ol style="list-style-type: none"> 1) host a local Summit; 2) send representatives to National Summit 3) stimulate dialog within their own organizations about the Summit's message among their employees, chapters, and members (e.g. churches can conduct discussions; businesses at work). | <ul style="list-style-type: none"> - Conduct national Summit and simultaneously 5 local summits and lead citizens in a discussion of the central message and on these questions: <ol style="list-style-type: none"> 1) What needs to be done in the community? 2) What is it I like to do? 3) What would I need to do to get started in a small way? 4) What does the community need to do to help me get started? |
| <p>4. Leading up to the Summit, and at the event itself, leaders of organizations and communities make commitments to create the conditions that would lead to more people being effectively involved in their communities.</p> | <ul style="list-style-type: none"> - Obtain mass media and targeted (trade press) coverage of these commitments and announcements. | <ul style="list-style-type: none"> - Gain commitments from a select number (5) organizations from each sector (e.g. business, nonprofits, communities of faith, educational institutions, government and the media) prior to the Summit. Have 30 organizations begin to act on their commitments prior to the Summit. Announce commitments and show what they did to help involve people in their organizations and communities at the Summit. - At the Summit itself, issue a call to action other organizations to follow their example. | <ul style="list-style-type: none"> - At the local summits, determine the role of organizations in helping the community meet the Summit's objectives and achieve local community objectives. |

The Journey of Those Who Give of Themselves to Others: 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)

Those who give of themselves to others 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

Background. Deeply woven into a successful and sustaining initiative is the engagement of a specific talent, interest or gift of the participant from which the doer of the activity derives enjoyment. The sense of satisfaction and confidence gained through engaging in that activity is in fact essential sustaining the initiative. Normally the interest is simple, such as a hobby, avocation or type of relationship, or it is based on a personal experience. But a person's feelings about the activity are very strong. They tend to be a gift or talent around which an individual will work the hardest and over a sustained period of time often they seem to be a source of energy rather than a net consumer of it.

As part of this logic it is also clear that no matter what one enjoys doing, the activity can be enjoyed in a way that helps someone in need. In this sense all talents, interests and gifts are useful. Teaching a fifth grade boy who is having trouble in school, who is even on the brink of dropping out, how to play chess will help him do better in school, for example. The child learns to sit still, concentrate for long periods of time, think logically, calculate, solve problems, win and lose, and gain confidence in the process. Chess can reduce the chances that he will see himself as destined to fail in school and better suited for a gang. The point is not the game of chess; it is what happens to the individual in the process of mastering the game. These lateral benefits are the valuable benefits and all of them are neither predictable nor controllable. The challenge is to see how a talent, interest or gift can be applied in a way that it creates such benefits and helps solve a serious social problem.

Beyond the traits that prepare one for involvement, and the central importance of incorporating into one's work one's talents, gifts and interests, two elements are critical: "triggering" an individual to step forward and nurturing the individual's work until it has time to bear fruit. The event, or more typically the series of events, that typically trigger individuals to begin their work occur randomly. Therefore, in order to substantially increase the number of individuals involved in activities beyond the status quo, a principal challenge is to create *non-random triggering events for individuals prepared to engage*. In other words, we are seeking to create circumstances that are so conducive to action that action becomes *irresistible*.

To do this, we must focus on not only on triggering but on motivating and supporting individual gifts through the organizations closest to them. For example, people must be able to engage in their activity in a setting or environment where they feel safe and at home. Therefore, the leader of whatever institution in the neighborhood in which the individual feels most comfortable, must be willing and even eager for the institution to be used in whatever way will be helpful in this regard. Peers and other members of the organization need to be encouraging and supporting. In many communities, however, the self-doubt is so profound among individuals, the habit of expecting failure rather than success is so ingrained, that this is critically important. Without constant reassurance and help on a highly credible personal level, many otherwise giving individuals will not believe they had anything of value to give and will not move forward.

With each individual, the journey is highly personal. But the fact is these simple but transcendent human traits, experiences and satisfactions exist in people of all groups irrespective of age, gender, ethnicity, education and income. What interests them most is engaging in relationships through which they see lives change. The centrality of these relationships to their work grows over time and, in the end, is all that matters.

The Presidents' Summit Summit Timeline of Key Activities

<u>ACTIVITY</u>	<u>COMPLETED BY</u>
<u>I. Planning</u>	
1. Recruit strategic planning group	April 15
2. Develop draft plan	May 15
3. Present draft plan to Steering Committee	June 9
4. Complete evaluation plan	June 9
5. Receive input from Advisory Committee on Summit Outcomes/revise plan	June-December
6. Complete Communications and Internet plan	September 1
7. Final plan submitted to the Steering Committee	September 15
<u>II. Recruiting</u>	
1. Finalize Clinton's commitment	June 15
2. Recruit Powell via Bush	June 15
3. Recruit and meet with Carter/Ford/Nancy Reagan/Lady Bird Johnson and gain commitments	July 30
4. Meet with Senator Dole/or Elizabeth Dole	July 30
5. Recruit Advisory Committee	July 30
<u>III. Recruit Staff</u>	
1. Hire following staff:	
- Planning Associate (Part time)	April 15
- Administrative Assistant	April 15
- Executive Director	June 5
- Managers (2)	June 30
<u>IV. Fund Raising</u>	
1. Agree on prospects	April 3
2. Develop concept paper and budget	April 9
3. Make calls to funders/schedule visits	April 15 - June 15
4. Secure total funding	July 30
<u>V. Summit Preparation</u>	
1. Meet with key groups and organizations to gain 30 commitments towards achieving Summit outcomes. (Business, Nonprofit, Communities of Faith, Educational Institutions, the media, government)	June through January 15

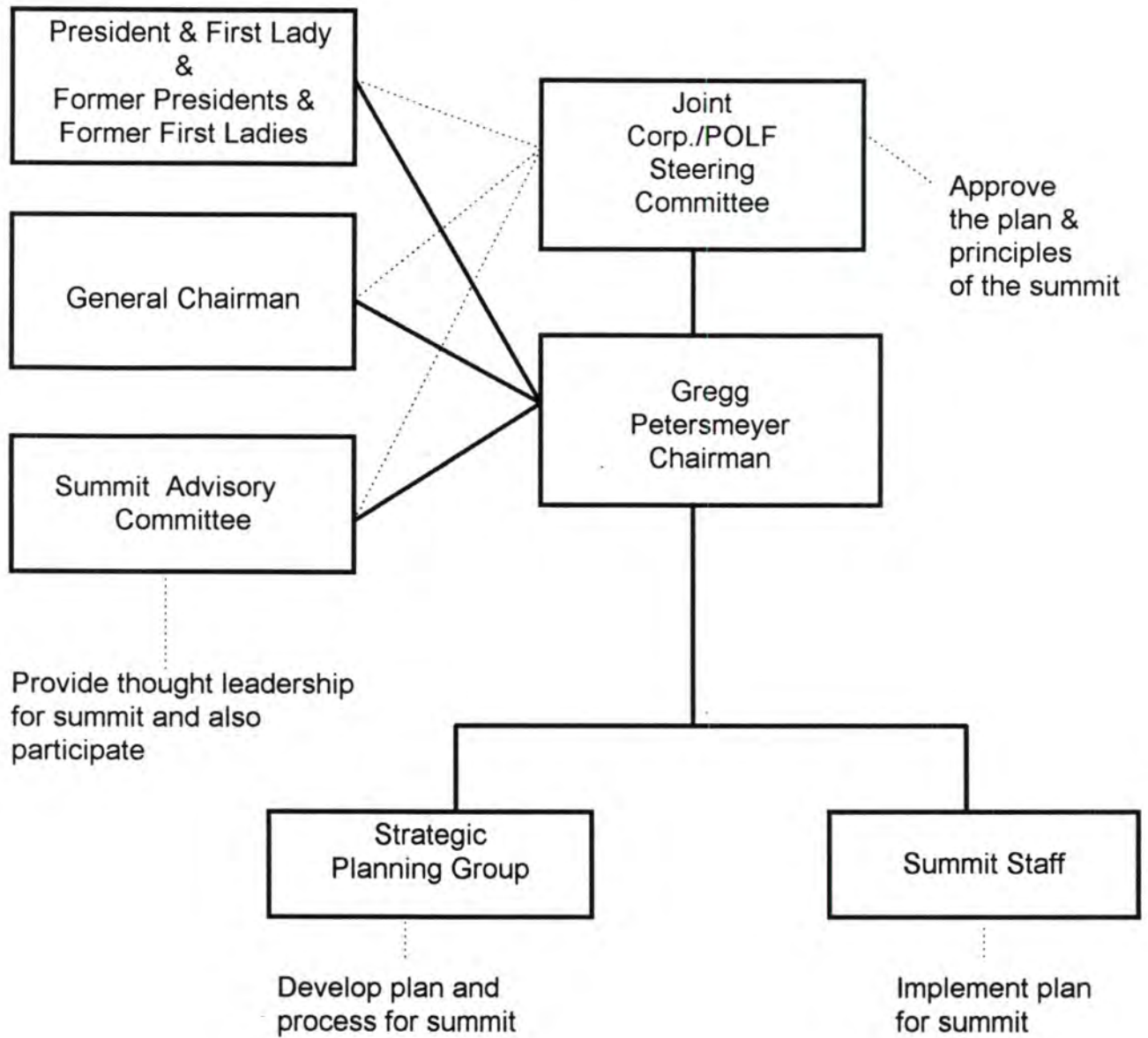
**The Presidents' Summit
Summit Timeline of Key Activities Continued**

<u>ACTIVITY</u>	<u>COMPLETED BY</u>
2. Develop invitation strategy for Summit participants; approach national organizations for community foundations and media groups and ask for nominations from representative communities nationwide	July through September 15
3. Choose 5 communities who will hold local summits simultaneously to National Summit; develop approach and agendas with local leaders	July through October 30
4. Develop and implement Internet strategy for Summit (develop Summit Web page; begin collecting "success stories" of communities; begin communities of interest; conduct discussions and share stories on Internet).	July through January 15
5. Invite participants to attend Summit (implement invitation strategy)	November 30
6. Develop video/documentary of "success stories" of individual Americans and the Presidents having impact through service	January 15
7. Implement communications strategy for national media coverage	November through February 17
8. Choose communities who will be recognized/celebrated/showcased for successful community-wide strategies based on volunteers	November 30
9. Develop Summit agenda, (create "virtual" community; develop Presidents' roles)	January 15
 <u>VI. Event Logistics</u>	
1. Develop agenda/outcomes/draft plan for the day	May 30
2. Secure the location	May 30
3. Secure the speakers	November
4. Invite the participants	November

**The Presidents' Summit
Summit Timeline of Key Activities Continued**

<u>ACTIVITY</u>	<u>COMPLETED BY</u>
<u>VII. Summit Event</u>	February 17,18, 1997
<u>VIII. Post-Summit Activities</u>	
1. Conduct evaluation of Summit event	March 1
2. Commitments by organizations are implemented.	March 1 through January 2000
2. Track and measure the 30 commitments in six sectors to identify impact on policy and programs; continue Internet sharing	March 1 through January 2000
3. Communities around the country hold mini-summits	March 1 through December 1997
4. Second National Summit held	February 2000

The Presidents' Summit for Community Volunteering and National Service Organization Chart



- Executive Director
- Conference Administration
- Administrative Assistant
- Consultant/Strategic Planner (P/T)
- Planning Associate (P/T)
- *MANAGERS (2)*

The Presidents' Summit Preliminary Budget

Summit Preparation and Administration	Cost	Request of Kellogg	Remainder
Staff and Overhead*	\$448,799	181,000	267,799
Travel for meeting	70,000	55,000	15,000
Planning	3,000	3,000	-----
Evaluation	23,750	23,750	-----
Materials/Printing			
- Postage	2,000	2,000	----
- Invitations	5,000	5,000	----
Video Production	32,000	32,000	----
Communications	40,000	----	40,000
Subtotal:	\$624,549	\$301,750	\$322,799
Summit Event	Cost	Request of Kellogg	Remainder
Transportation	\$30,000	30,000	----
Registration	30,000	24,000	6,000
Meals	198,000	---	198,000
Facilities Rental	40,000	38,000	2,000
Hotel rooms for advance/staff	19,000	---	19,000
Production**	200,000	---	200,000
Equipment	10,000	---	10,000
Office Equipment			
- Phones, faxes, copiers, etc.	15,000	---	15,000
- Supplies	25,000	---	25,000
Security	10,000	---	10,000
Evaluation	23,750	6,250	17,500
Miscellaneous	5,000	---	5,000
Subtotal:	\$605,750	\$98,250	\$507,500
Post Summit	Cost	Request of Kellogg	Remainder
Publishing/distribution of			
- Summit Proceedings	\$25,000	---	25,000
Evaluation	32,500	---	32,500
Citizens Action Brochure	82,000	---	82,000
Sub Total:	\$139,500	---	\$139,500
TOTAL:	\$1,369,799	\$400,000	\$969,799

*Includes Salaries, benefits, rent, supplies, telephone and other office expenses

** Includes staging of Summit sessions for television audience