

FOIA MARKER

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

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

OA/ID Number: 24265
FolderID:

Folder Title:
[Loose Material - Citizens Service Summit - April 27-29, 1997] [2]

Stack:
S

Row:
66

Section:
1

Shelf:
9

Position:
1

BRAND, LOWELL & RYAN

A PROFESSIONAL CORPORATION
923 FIFTEENTH STREET, N.W.
WASHINGTON, D.C. 20005

TELEPHONE: (202) 662-9700
TELECOPIER: (202) 737-7565

**CONFIDENTIAL -- THIS MEMORANDUM CONTAINS ATTORNEY/CLIENT
ADVICE AND ATTORNEY WORK PRODUCT. IT MUST BE HELD
CLOSELY TO PRESERVE PRIVILEGES.**

MEMORANDUM

DATE: January 13, 1997

TO: Ms. Deborah Jospin
Mr. Barry W. Stevens

CC: 1221 File

FM: BRAND, LOWELL & RYAN, P.C.
Abbe David Lowell 
Stephen M. Ryan
David E. Frulla

RE: Citizens' Service Summit

**DETERMINED TO BE AN
ADMINISTRATIVE MARKING**

INITIALS: JGP DATE: 1/16/20
2013-0601-F(2)

The Corporation for National and Community Service ("Corporation") and the Points of Light Foundation ("Foundation") have been presented with the opportunity to share in the organization of and participation in a Citizens' Service Summit ("Summit"), tentatively scheduled for the Spring of 1997. The Summit is expected to bring President Clinton and as many former Presidents as possible together with 1,000 citizens (in teams from some 100 chosen communities) and 500 representatives from partner organizations in the national, state, and local level private, public, and non-profit sectors.

The Summit is literally an unprecedented gathering of Chief Executives and ordinary Americans, uniting to advance the country's integral national service goals and agenda. We have carefully reviewed the Corporation's legal authority. Based on that review, we have concluded that the program is consistent with both Corporation's statutory goals and authority. Our analysis follows:

A. Congress Has Invested the Corporation With Nearly Unprecedented Operational Flexibility to Promote the Goals of the National Service Laws

Congress established the Corporation in 1993. Its purposes and authority are set forth in its "organic" statute, the National and Community Service Trust Act of 1993, Pub. L. No. 103-82, 107 Stat. 873 (Sep. 21, 1993), as amended ("1993 Act"). The 1993 Act invests the Corporation with broad authority to "administer the programs established under the national service laws." See 42 U.S.C. § 12651 (*codifying* 1993 Act, Title II, §§ 202(a) & 203(a)(1)(B), 107 Stat. 873, 891).

Central among its many worthy purposes, the Corporation is to undertake aggressive steps to promote, among others, the following national service goals:

renew the ethic of civic responsibility and the spirit of community throughout the United States; . . .

encourage citizens of the United States, regardless of age, income, or disability, to engage in full-time or part-time national service; . . .

expand and strengthen existing service programs with demonstrated experience in providing structured service opportunities with visible benefits to the participants and community;

build on the existing organizational service infrastructure of Federal, State and local programs and agencies to expand full-time and part-time service opportunities for all citizens; and

provide tangible benefits to the communities in which national service is performed.

See 42 U.S.C. § 12501(b)(2), (4) & (6)-(8).

The Corporation, moreover, has broad authority to undertake activities that promote the goals and objectives of the national service laws. See, e.g., 42 U.S.C. § 12551 (Corporation to act as a service-learning clearinghouse); 42 U.S.C. § 12651d(c)(10) (providing Corporation's CEO with broad authority to undertake activity that he determines to be "necessary or appropriate to carry out" the "objectives and provisions of the national service laws"); 42 U.S.C. § 12653a (Corporation may provide assistance to entities acting as clearinghouses to assist State and local community service program development and education).

For its part, Congress provided the Corporation with the tools and resources to fulfill its mission that go well beyond those which U.S. Government agencies are

traditionally provided. For instance, the Corporation may: accept and utilize the facilities and services of Federal, state, *and* local agencies in accomplishing its ends (42 U.S.C. § 12651d(c)(2)-(3)); accept details of personnel from other Federal agencies (42 U.S.C. § 12651f(e)); solicit and accept volunteer service from private individuals and entities, something that federal law generally prohibits an agency from doing (42 U.S.C. § 12651g(a)(2)); and solicit and accept private donations of money and all kinds of tangible and intangible property (42 U.S.C. § 12651g(a)(3)).

Congress, moreover, established the Corporation as a Government corporation (see 42 U.S.C. § 12651) -- a step that provides the Corporation with the operational flexibility and latitude to creatively and aggressively carry out its many missions. In 1939, the Supreme Court explained how this structure provides and is intended to provide greater flexibility:

For more than a hundred years corporations have been used as agencies for doing work of the government. Congress may create them "as appropriate means of executing the powers of government * * *."
Luxton v. North River Bridge Co., 153 U.S.C. 525, 529, 14 S.Ct. 891, 892, 38 L.Ed. 808 [1894].

* * *

Because of the advantages enjoyed by the corporate device compared with conventional executive agencies, the exigencies of war and the enlarged scope of government in economic affairs have greatly extended the use of independent corporate facilities for governmental ends.

Keifer & Keifer v. Reconstruction Finance Corp., 306 U.S. 381, 388-89 (1939) (emphasis added).

More recently, the Supreme Court reviewed the long history of government corporations and the diverse and active roles they have played in implementing valuable social and economic programs and policies. See *Lebron v. National Railroad Passenger Corp.*, 115 S.Ct. 961, 967-71 (1995). Finally, no lesser authority than Chief Justice Marshall explained, in upholding congressional incorporation of the then controversial Bank of the United States, "No city was ever built, with the sole object of being incorporated, but is incorporated as the best means of being well governed." *M'Culloch v. Maryland*, 17 U.S. (4 Wheat.) 316, 411 (1819).

The 1993 Act's legislative history abundantly demonstrates that the Corporation is to use its tools and structure aggressively and creatively to pursue its important mission. The Senate Committee on Labor and Human Resources' report

on the 1993 Act, explained, under the heading "Federal Role," that:

One of the most critical roles that the federal government can play in national service is to expand the interest of Americans in service.

* * *

In addition, the federal government can forge the partnerships with the private and voluntary sectors that are central to many of the most successful national service initiatives. Unlike past programs such as the Civilian Conservation Corps, which were funded and operated exclusively by the federal government, the new national service initiatives receive support from every sector of American society, ranging from business to civic and religious organizations. Most initiatives are operated by non-government entities, and the rest rely on the communities they serve for input, participants, and leadership. In these instances, the federal government often provides a crucial source of financial support. The government invests in programs by providing seed capital, rather than operating them; it measures and rewards success instead of trying to achieve it itself; it provides an overall direction to programs without eliminating flexibility; and it acts as one investor among many not as a market monopolist.

U.S. Senate Comm. on Labor and Human Resources, Report on the National and Community Service Trust Act of 1993, S. Rep. No. 103-70, 103rd Cong., 1st Sess. 6 (June 29, 1993)(emphasis added).

And, when he was a United States Senator, Corporation Chief Executive Office Harris Wofford explained in congressional deliberations culminating in the 1993 Act's passage that, "By itself Government cannot fix problems nor can it change values. But it can and it should be a partner in efforts to promote an ethic of responsibility for ourselves and our Nation." 139 Cong. Rec. S11104 (Sep. 8, 1993, daily ed.) (remarks of Sen. Wofford). These very words could have been written and spoken, respectively, about the Corporation's relationship with the Foundation and these two entities' shared strategy for and mission of the Summit (described more fully herein).

Finally, President Clinton has confirmed the Corporation's mission and goals. Upon transferring the functions of the ACTION Agency to the Corporation, he issued a proclamation, stating:

On September 21, 1993, I had the honor of signing into law the [1993 Act] . . . which created the Corporation for National and Community Service. The Corporation was designed to involve all Americans of all ages and backgrounds in community projects to

address many of our Nation's most important needs -- from educating our children to ensuring public safety to protecting our environment. It was chartered to foster civil responsibility, strengthening the ties that bind us together as a people, while providing educational opportunity for those who make the commitment to serve.

Pres. Proc. No. 6662, 59 Fed. Reg. 16507 (Apr. 4, 1994). We believe this proclamation lends color to the same notions expressed in the 1993 Act and other pertinent litigation.

B. The Corporation Has Enumerated a Series of Goals That Are Consistent with Its Statutory Mandate

Consistent with its statutory directive, the Corporation's Mission Statement charges it "to encourage all Americans to engage in [community-based service that addresses the nation's educational, public safety, environmental, and other human needs]."

The Corporation's Strategic Plan then enumerates the following five important national service goals:

Goal One: Service will help solve the nation's unmet education, public safety, environmental and other human needs;

Goal Two: Communities will be made stronger through service;

Goal Three: The lives of those who serve will be improved through their service experience;

Goal Four: Service will become a common expectation and experience of Americans as an integral part of civic responsibility;

Goal Five: The Corporation will develop and maintain sound organizational systems and effective partnerships with the wider national service network.

These goals are articulated at pages 2-3 of CEO Wofford's December 4, 1996, Memorandum to the Corporation's Board of Directors regarding the Corporation's Participation in the Citizens' Service Summit ("Wofford Memorandum").

For all the reasons set forth above, the Corporation has broad discretion and authority to creatively and aggressively implement these goals. For its part, the Summit seeks to further all of them.

C. The Corporation Has Undertaken a Dynamic, Congressionally-Sanctioned Relationship with the Points of Light Foundation to Implement Programs that Promote Volunteer Service

Congress has specifically directed that the Corporation work closely with the Foundation as one method of making volunteer service even more part of the American way of life. As part of this directive, pursuant to congressional authorization, the Corporation has provided the Foundation with grants to assist that foundation to carry out its mission and defray its administrative expenses. See 42 U.S.C. §§ 12663(a) & 12681(b).

The Corporation and the Foundation have entered into a detailed working relationship going beyond simply the granting of Federal funds. Specifically, they concluded a Cooperative Agreement, denominated Cooperative Agreement No. 142-H001/02, originally dated December 29, 1994, that commits to accomplishing the purposes set forth in 42 U.S.C. § 12661(b), quoted above, by sharing in the conduct of activities that:

... aim to expand the American ethic of service, and include, but are not limited to, teleconferencing activities, the development of strategies for volunteer recognition, the coordination of public awareness efforts, the collaboration of efforts to engage employees in volunteering, and assistance in business outreach.

The Corporation's use of the legal structure of a cooperative agreement itself betokens its desire to work together with the Foundation to accomplish their complementary missions. Federal law counsels employment of a cooperative agreement only when "*substantial involvement* is expected" between the Federal and private entities involved. 31 U.S.C. § 6305 (emphasis added).

D. The Proposed Citizens' Service Summit Affords the Corporation and the Foundation with an Ideal Vehicle to Fulfill Their Shared Mission under the Cooperative Agreement

The Summit falls squarely within both the Corporation's and the Foundation's complementary missions and authority.

First, the Summit's missions: Organizations and institutions invited to the Summit will commit to new action that will help create conditions for the success of American youth. These conditions include, but are not limited to:

1. The creation of caring and supportive mentoring relationships in the life of every young person.

BRAND, LOWELL & RYAN

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

See Wofford Memorandum, at 1.

Illustrative targets for the year 2000 that may be set and announced at the Summit include:

1. two million mentors, tutors, and other volunteers engaged in work with the young;
2. two million additional students reading at grade level;
3. two million additional children having access to health care;
4. two million additional children and youth engaged in safe group activities; and
5. two million additional youth engaged in community service.

See Wofford Memorandum, at 1.

The Summit's goals and targets not only self-evidently fall four square within the Corporation's and the Foundation's respective congressional mandates and goals, but the Summit provides an ideal vehicle for the Corporation to enhance and develop its congressionally mandated partnership with the Foundation. Indeed, the goals of the Summit, the structure of a partnership with a non-governmental entity, and the need to share work and resources, all are recognized in the law establishing and empowering the Corporation.

As explained above, moreover, the original Cooperative Agreement charged the Corporation and the Foundation to enter into such existing agreements that will "expand the American ethic of service[,] . . . [and help in the] development of strategies for volunteer recognition, . . . coordination of public awareness efforts, the collaboration of efforts to engage employees in volunteering, and assistance in

BRAND, LOWELL & RYAN

business outreach." The Corporation-Foundation Summit coordinated working relationship will advance **every one** of these goals.

To make the Summit a reality, the Corporation and the Foundation will enter into a "memorandum of understanding," pursuant to the renewed Cooperative Agreement, to undertake preparations for and to convene and hold the Summit in Philadelphia, Pennsylvania in the Spring of 1997.

**A COOPERATIVE AGREEMENT
BETWEEN
THE POINTS OF LIGHT FOUNDATION
AND
THE CORPORATION FOR NATIONAL AND COMMUNITY SERVICE**

1. **LEGAL AUTHORITY.** The National and Community Service Act of 1990, as amended, codified at 42 U.S.C. § 12501 et seq. [hereinafter referred to as the "Act"].
2. **PURPOSE.** To implement the various purposes set forth in Subchapter II of the Act, namely:
 - a. To encourage every American and every American institution to help solve our most critical social problems by volunteering their time, energies and services through community service projects and initiatives.
 - b. To identify successful and promising community service projects and initiatives, and to disseminate information concerning such projects and initiatives to other communities in order to promote their adoption nationwide.
 - c. To discover and encourage new leaders and develop individuals and institutions that serve as strong examples of a commitment to serving others and to convince all Americans that a successful life includes serving others.
3. **ACTIVITIES TO BE SUPPORTED UNDER THIS GRANT.** To accomplish the above purposes and to further mutual objectives, the Points of Light Foundation (hereinafter referred to as the "Foundation") will use grant funds provided by the Corporation for National and Community Service (hereinafter referred to as the "Corporation") to:
 - a. recognize outstanding volunteers and volunteer programs;
 - b. encourage individuals and institutions (including businesses and their employees) to participate in community service projects and initiatives;

- c. disseminate information about outstanding community service projects and initiatives; and
 - d. promote community service in other ways consistent with the purposes of the Act.
4. **CORPORATION INVOLVEMENT IN CARRYING OUT ACTIVITIES.** The Corporation and the Foundation expect that the Corporation will be substantially involved in carrying out the activities contemplated in this Agreement. This involvement may include, inter alia:
- a. Co-sponsorship of conferences, forums, and other events.
 - b. Creating committees to assist in coordinating or planning specific events or initiatives.
 - c. Sharing the use of office space to maximize the effectiveness of cooperative efforts.
5. **THE FOUNDATION AGREES--**
- a. To use funds provided under this Agreement only for activities and programs that are consistent with the purposes described in sections 12661 and 12663 of title 42, United States Code.
 - b. To ensure that the Foundation does not issue any shares of stock or declare or pay any dividends.
 - c. To ensure that no part of the funds available to the Foundation inures to the benefit of any board member, officer, or employee of the Foundation, except as salary or reasonable compensation for services or expenses, and that compensation for board members is limited to reimbursement for reasonable costs of travel and expenses.
 - d. To ensure that no director, officer, or employee of the Foundation participates, directly or indirectly, in the consideration or determination of any question before the Foundation that affects his or her financial interests or the financial interests of any corporation, partnership, entity, or organization in which he or she has a direct or indirect financial interest.
 - e. Not to engage in lobbying or propaganda for the purpose of influencing legislation, or to participate or

Cooperative Agreement _____

intervene in any political campaign on behalf of any candidate for public office.

- f. To use its best efforts to raise from private sector sources additional funds to supplement financial assistance provided by the Corporation.
- g. To keep such records as will facilitate effective audits.
- h. To ensure that recipients of financial assistance provided by it under Subchapter II of the Act keep separate accounts with respect to such assistance and other records that are reasonably necessary to disclose fully (i) the amount and disposition of assistance, (ii) the total cost of the project or undertaking supported by the assistance, (iii) the amount and nature of other support for the project or undertaking, and (iv) other information to facilitate effective audits.
- i. To ensure that recipients of financial assistance provided by it under Subchapter II of the Act provide the Foundation, or any of its duly authorized representatives, access, for the purpose of audit and examination, to any books, documents, papers, and records of the recipients that are pertinent to assistance provided from funds granted pursuant to Subchapter II.
- j. To participate in efforts to coordinate, prevent duplication, share information, and obtain the benefit of the expertise of the Corporation and Foundation.
- k. To obtain adequate and appropriate liability insurance coverage in connection with activities undertaken by the Foundation with financial assistance provided under this Agreement.
- l. To account to the Corporation for the use of financial assistance provided under this Agreement and to submit to the Corporation in timely fashion information and reports required by Subchapter II of the Act and applicable regulations (including those codified at 45 C.F.R. §§ 2543.50 - 2543.53) or otherwise requested by the Corporation, including but not limited to the following:
 - i. An annual report to the Corporation, the President, and the appropriate Committees of Congress, that includes a comprehensive and detailed description of the Foundation's operations, activities, financial condition, and accomplishments, including an annual independent audit, due not later than three (3) months after the conclusion of each fiscal year.

- ii. An annual SF-269a, Financial Status Report (FSR) in an original and two copies, due thirty (30) days after the end of each fiscal year. Extensions of due dates for FSRs may be approved only by the Chief Financial Officer of the Corporation.
- m. To comply with the Corporation's uniform administrative requirements for Federal grants and agreements awarded to institutions of higher education, hospitals, and other non-profit organizations, codified in regulations at 45 C.F.R. Part 2543.

6. THE CORPORATION AGREES--

- a. To provide funds to the Foundation up to the amount appropriated by Congress for each fiscal year to support the activities described in Paragraph 3, upon the Corporation's determination that the Foundation is capable of carrying out the activities described in Paragraph 3 and is otherwise in compliance with the requirements of Subchapter II of the Act and the terms and conditions of this Agreement.
- b. To participate in efforts to coordinate, prevent duplication, share information, and obtain the benefit of the expertise of both the Corporation and the Foundation.

7. PERIOD OF COOPERATIVE AGREEMENT. It is mutually agreed that this Agreement becomes effective upon the signature of both parties and shall remain in effect until September 30, 1997, unless extended by mutual consent.

8. OTHER AGREEMENTS. The Corporation and the Foundation may enter into Memoranda of Understanding, or other agreements, in furtherance of the activities described in Paragraph 3.

9. KEY PERSONS. For the purposes of implementing this Agreement, each party has identified the following key contact persons:

For the Corporation, the Project Manager is Melinda Hudson, 1201 New York Avenue, N.W., Washington, D.C. 20525, Telephone (202) 606-5000, Extension 193.

For the Foundation, _____

Cooperative Agreement _____

Either party may substitute another individual, provided that written notice is provided in timely fashion to the other party.

IN WITNESS WHEREOF, the parties whose signatures appear below attest to having the authority to enter into such agreements and agree that this Agreement shall become effective upon signature of both parties.

Donna H. Cunninghame,
Chief Financial Officer
Corporation for National and
Community Service

Date

Ed Szrom, Chief Financial Officer
Vice President
The Points of Light Foundation

Date

MEMORANDUM OF UNDERSTANDING

By this MEMORANDUM OF UNDERSTANDING, made on the date indicated below, by and between the Corporation for National and Community Service (hereinafter, "Corporation") and the Points of Light Foundation (hereinafter, "Foundation")(collectively, the "Parties;" individually, a "Party"), the Corporation and the Foundation acknowledge and agree that they wish to work together to organize and conduct the Citizens' Service Summit, tentatively scheduled for the Spring of 1997 in Philadelphia, Pennsylvania, for the purpose of bringing together organizations and institutions engaged in service to create conditions for the success of American youth;

WHEREAS, the Corporation is a duly formed United States Government corporation, chartered pursuant to the National and Community Service Act of 1990, as amended, to "administer the programs established under the national service laws" (42 U.S.C. § 12651);

WHEREAS, the Foundation is a duly formed 26 U.S.C. Section 501(c)(3) charitable organization, incorporated pursuant to the laws of the State of Delaware;

WHEREAS, the Corporation and the Foundation have entered into Cooperative Agreement No. _____ [reference new agreement] (the "Cooperative Agreement");

WHEREAS, the Cooperative Agreement contemplates that the Corporation and the Foundation may enter into Memoranda of Understanding in furtherance of the activities described in the Cooperative Agreement;

WHEREAS, the Corporation and the Foundation desire to organize and conduct the Citizens' Service Summit, tentatively scheduled for the Spring of 1997 in Philadelphia, Pennsylvania, and believe that the Citizens' Service Summit will further their respective missions;

Now, THEREFORE, the Parties enter into the following Memorandum of Understanding for the purpose of organizing and conducting the Citizens' Service Summit:

1. The Foundation shall provide resources, including but not limited to personnel, office space, equipment, and supplies, reasonably necessary to assist in making the Citizens' Service Summit a success.
2. The Foundation shall use its best efforts to raise private donations to defray all costs it incurs in connection with the Citizens' Service Summit.

3. To the extent that private donations do not defray all of the Foundation's costs incurred in connection with the Citizens' Service Summit, the Foundation may devote resources to the Citizens' Service Summit that either represent or are purchased in whole or in part using funds provided by the Corporation pursuant to the Cooperative Agreement. The Foundation shall separately account for any Federal grant funds used for the Citizens' Service Summit in the manner prescribed in Paragraph 5l of the Cooperative Agreement.

4. Any contract for services or goods entered into by the Foundation in furtherance of its activities in connection with the Citizens' Service Summit is not, and shall not be construed to be, a contract of the United States or the Corporation subject to Federal procurement laws.

5. To the extent that the Foundation's activities in connection with the Citizens' Service Summit are supported solely by private contributions, the provisions of 45 C.F.R. Part 2543 do not apply.

6. The Corporation may utilize its authority to provide resources, including but not limited to personnel, office space, equipment, and supplies, reasonably necessary to assist in making the Citizens' Service Summit a success.

7. The Corporation may utilize its authority, granted pursuant to 42 U.S.C. § 12651g(a), to use private volunteers and to raise private contributions to assist in fulfilling its obligations in connection with the Citizens' Service Summit.

8. Personnel used by the Foundation to carry out activities related to the Citizens' Service Summit will generally be located at the Foundation's Washington, D.C. headquarters. These personnel may utilize office space at the Corporation's headquarters if that space is available.

9. The Parties shall establish a Coordinating Committee for the Citizens' Service Summit. Each Party shall assign personnel to serve on the Coordinating Committee. The Coordinating Committee shall serve as a vehicle for the Parties to prevent duplication, share information, and obtain the benefit of each other's expertise.

10. Nothing in this Memorandum limits either Party's independent authority to make decisions regarding its participation in the Citizens' Service Summit, including its use of personnel, office space, equipment, supplies, and other resources. Neither the Coordinating Committee nor any other committee to which the Parties may assign personnel for the purpose of organizing or conducting the Citizens' Service Summit has the authority to bind either Party or to provide consensus recommendations to the Corporation.

11. The Foundation shall obtain adequate and appropriate liability insurance coverage in connection with its activities involving the Citizens' Service Summit.

IN WITNESS WHEREOF, the Parties whose signatures appear below attest to having the authority to enter into this Memorandum of Understanding and agree that this Memorandum of Understanding shall become effective upon signature of both Parties.

Date

Date

AMERICAN MENTORS SUMMIT
STRATEGIC PLANNING MEETING SUNDAY, JANUARY 12, 1997

- I. EVALUATE, DECIDE, REFINE AND ESTABLISH ONE SPECIFIC MEASURABLE, ACHIEVABLE AND IMPACTFUL OUTCOME (RESULT) THAT WILL BECOME OUR ABSOLUTE FOCUS, COMMITMENT, AND DRIVING FORCE IN MOBILIZING OURSELVES AND AMERICA TO TRANSFORM THE QUALITY OF LIFE (AND THUS THE FUTURE) OF OUR NATION'S YOUTH.
- II. CREATE A FUNDAMENTAL PLAN FOR INSURING THAT THIS OUTCOME IS REALIZED WITHIN THE TIME WE HAVE COMMITTED.
- III. CREATE AND ESTABLISH ACTION TEAMS WHO WILL BE RESPONSIBLE FOR THE FURTHER DEVELOPMENT OF AND IMPLEMENTATION OF EACH SEGMENT OF THE MASTER PLAN WITH SPECIFIC COMMITMENTS AND DEADLINES.
- IV. EVALUATE, REFINE, AND ESTABLISH A MAXIMUM OF THREE SPECIFIC OUTCOMES FOR THE SUMMIT.
- V. ESTABLISH WHO SHOULD ATTEND THE SUMMIT AND WHAT THEY WILL CONTRIBUTE AND COMMIT TO IN ORDER TO MAXIMIZE OUR MOMENTUM IN MOVING THIS AGENDA FORWARD.
- VI. CREATE THE FUNDAMENTAL OUTLINE FOR THE LOGISTICS PLAN OF THE SUMMIT; a, TIMELINE; b, PLAYERS; c, NAME; d, INVITATION SCHEDULE, ETC.
- VII. ESTABLISH WHEN OUR NEXT COMMUNICATION OR MEETING WILL BE.

SEVEN STEP PLAN

- I. GOVERNORS
 - A. COMMIT TO THEIR PRORATE SHARE.
 - B. IDEALLY COMMIT TO MATCHING TIME FOR EMPLOYEES.
 - C. COMMIT TASK FOR US TO IMPLEMENT AND COORDINATE SEVEN STEP PLAN.

- 2. CORPORATIONS
 - A. S/C WHO WILL HELP MOBILIZE OTHER CORPORATIONS AS WELL AS THEIR OWN.
 - B. MARKETING TEAM CREATED BY GOVERNORS OFFICE (VIDEO PRESENTATION THAT PRODUCES EMOTION AND ACTION.
 - C. CREATE A LIST OF FOUR CHOICES THAT ARE SIMPLE AND EASY.
 - 1. SUPPORT EXISTING ORGANIZATIONS OFFERING MATCHING TIME; BIG BROTHERS, SCHOOL BASED ORGANIZATIONS, ETC.
 - 2. TEAM MENTORING PROMOTED, BUT NOT DIRECTED OR CONTROLLED.
 - 3. CREATE THEIR OWN IN-HOUSE MENTORING PROGRAM WITH MATCHING SYSTEMS.
 - 4. EVENT RESOURCE AVAILABILITY OR CAPITAL DONATION.

- III. MILITARY STATE MALITIA - NATIONAL GUARD

- IV. SERVICE/COMMUNITY BASED ORGANIZATIONS

- V. CHURCHES

- VI. EDUCATIONAL INSTITUTIONS

- VII. GENERAL PUBLIC/MAKE IT COOL (JAY WINSTEIN) - UTILIZE EXISTING ORGANIZATION i.e., BIG BROTHER/BIG SISTER, AND/OR CREATE A MOVEMENT TEAM MENTORING CONCEPT.

EACH OF THESE SEVEN SECTORS MUST HAVE A PLAN FOR:

- 1. RECRUITMENT OF QUALITY MENTORS
- 2. IDENTIFICATION, MOTIVATION AND MATCHING OF MENTEES WITH MENTORS
- 3. TRAINING OF MENTORS
- 4. MONITORING, MEASURING AND REPORTING OF RESULTS

OUTCOMES FOR THE MENTORING SUMMIT

- I. RIVET AMERICA'S ATTENTION TO THE PROBLEM THAT AFFECTS US ALL.
- II. INSPIRE AMERICA WITH A PROVEN AND EMOTIONAL SOLUTION, THE ANCIENT TRADITION OF MENTORING.
- III. PROVIDE A SPECIFIC GOAL THAT CAN BECOME A BASIS OF A "MOVEMENT" WITH A SET OF ACTION PLANS THAT ARE SIMPLE, BELIEVABLE AND ACHIEVABLE.
- IV. PROVIDE A FORUM FOR GOVERNMENT LEADERS, ENTERTAINERS, EDUCATORS AND CORPORATE LEADERS TO MAKE SPECIFIC COMMITMENTS THAT WILL CREATE THE INITIAL MOMENTUM AND FOUNDATION FOR THE ACHIEVEMENT OF THIS GOAL.

The Summit Targets

The aim -- and ultimate outcome -- of The Citizens Service Summit is to "turn the tide" for children and youth -- to improve the quality of life and chances of success of those most affected by serious social problems. Every child in America will ultimately have a caring and supportive mentoring relationship; access to a safe and decent place to gather, learn, work, play and live; proper health care and a healthy start in life, as well as the encouragement of healthy behaviors; a connection to economic opportunities through education; and the opportunity to give to others.

To help achieve these broad goals, a three year strategy is being established which will result in the following:

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

Call for Community Delegates

to the

National Summit

Responding to the Call for Delegates

Any local leader can take the lead in identifying members of a community team and sending in the information to complete the Call for Delegates form. Organizers should complete the attached form and send four copies of it to:

The Points of Light Foundation
1737 H Street, NW - **should really have a P.O. Box for the Summit**
Washington, DC 20006
Attn: National Summit
Call for Community Delegates

The Call for Delegates form should be received by **February 21, 1997**. Summit delegations will be selected by a panel of our key partners representing all sectors of society. Selections will be made by the first week of March, and delegations selected to attend will be notified and officially invited to the national summit by the second week of March.

The enclosed Intent to Participate card should be returned **immediately**. This will give us time to plan the number of reviewers needed to select community delegations. Also, if there are additional delegations from your community forming, we can share those contacts with you.

Note: Before contacting potential delegation members or preparing the narrative, you should read the accompanying material that describes the goals of the summit and the strategies for local community involvement. The composition of your delegation might change depending on the goals you choose to address.

Another option is that from the second paragraph on this page forward, we might change it to read:

The communities that are interested in attending the National Summit in Philadelphia should complete and return the Call for Delegates form by **February 21, 1997**. Summit delegations will be selected by a panel of our key partners representing all sectors of society. Selections will be made by the first week of March, and delegations selected to attend will be notified and officially invited to the national summit by the second week of March.

For communities who are interested in assembling a Community Delegation to participate in local, state, regional, or any follow on initiatives, but **not** attend the National Summit in Philadelphia, please return the Call for Delegates form by **April 1, 1997**. We will ensure that you are kept informed and engaged in the process.

The enclosed Intent to Participate card should be returned **immediately**. This will give us time to plan the number of reviewers needed to select community delegations. Also, if there are additional delegations from your community forming, we can share those contacts with you.

Note: Before contacting potential delegation members or preparing the narrative, you should read the accompanying material that describes the goals of the summit and the strategies for local community involvement. . The composition of your delegation might change depending on the goals you choose to address.

The following information will be turned into a **Call for Community Delegates form**.

Composition of Community Delegations

Community delegations should be made up of approximately 10 -12 people who:

- ~ have achieved success in effective citizen service;
- ~ are committed to the idea that each person regardless of status in community, age, gender, race, religious or institutional affiliation or background has a place at the table and something to contribute to the community;
- ~ are experienced in creating opportunities for others to contribute to solutions, not just do it themselves;
- ~ know their community and the key players;
- ~ are able to leave their institutional “hat” at the door;
- ~ are not harnessed by the “business as usual” way of operating;
- ~ have a record of “getting things done”; and
- ~ above all, are trusted by others in their community.

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

- ~ The team should look like the community it represents recognizing diversity of age, race, economic background and physical ability, and include young people under age 25.
- ~ The mayor must be invited to serve on the team or designate a representative.
- ~ At least two of the individuals should be doing work in the community that addresses the overarching goal of achieving better conditions for children and youth and creating opportunities for other citizens to be involved in this work.
- ~ The balance of the team should include some of the following perspectives that would be most beneficial in increasing the volume and effectiveness of citizen engagement in their communities: community of faith, educators (elementary, secondary and higher education), corporate (a large employer and small business), neighborhood leaders (such as homeowner associations or neighborhood councils), social service delivery agencies, philanthropic groups (community, private or corporate foundations), media, and professional public sector managers.
- ~ All team members should either be in positions to advance citizen action or already be doing so, either through work at the neighborhood or grassroots level or from a position of institutional power or administrative authority in the community.

The following information will be turned into a **Call for Community Delegates form**.

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

Draft 1/10/97

Intent to Participate Response Card - Return Immediately
(this will be turned into a response card - look at content only please)

__ I do not plan to respond to the Call for Delegates, but I would like to have my name shared with local, state, regional or other follow-on initiatives of the Summit process.

__ I plan to respond to the Call for Delegates, but do not wish to come to Philadelphia. Please share my name and Community Delegation list with any local, state, regional or other follow-on initiatives of the Summit process.

__ My Community intends to respond to the Call for Delegates to attend the National Summit in Philadelphia, and would be prepared to come to Philadelphia if selected.

Name of person submitting the Call for Delegates or this form:

Affiliation:

Address:

City:

State:

Zip:

Phone:

FAX:

e-mail:

City, State that Community delegation will be representing:

Signature: _____

Draft 1/10/97

Dear Community Leader:

Are there children in your community lacking some of the basics needed to succeed? Do you know a young person without a caring and supportive adult in his or her life? Do you know of a neighborhood without a safe and decent place where youth can gather, learn, work and play? Are you aware of children without access to health care, education, or a way to connect with economic opportunities? How about young people who haven't had the chance to appreciate what they can contribute to the community by giving back to others through service?

If you can answer yes to any of these questions, please join us in a call to citizen action. To ensure that every young person growing up today has a chance to succeed, we must reach beyond traditional governmental and social sector resources. In times of need - to win wars, to fight diseases, and to protect our environment - Americans have always risen to the challenge.

Now more than ever is the time to call on Americans to turn the tide. We want to build on the foundation your community has laid to create new opportunities for our children and young people.

Together with President Clinton and former President Bush, we invite you and your community to take part in a nationwide mobilization - a campaign through the year 2000 and beyond - on behalf of children and youth. The effort will be launched with a national start-up Summit to be held in Philadelphia from April 27 through April 29. The occasion is being organized by the Corporation for National Service and the Points of Light Foundation along with dozens of partnering organizations.

In addition to Presidents Clinton and Bush, the Summit participants will include other former Presidents and First Ladies as well as governors, mayors, business CEO's, non-profit leaders, educators, and religious and community leaders who are all committed to seeking a quantum leap forward in the volume and effectiveness of citizen action. Among the expected 1500 Summit participants will be delegations representing 100 or more communities to be selected by a panel of Summit partners. We hope you will consider organizing a delegation and becoming part of this national mobilization.

The Goals of the Summit and the Campaign to Follow

The Summit is a first step not only at gaining commitments from participants but also equipping them to work to achieve five basic targets that can be achieved through increased citizen involvement:

- 2 million additional young people having caring and supportive mentoring or tutoring relationships by the year 2000.
- 2 million additional youth having access to a safe and decent place to gather, learn, work and play by the year 2000.

- 2 million additional children receiving proper healthcare by the year 2000.
- 2 million additional young people connected to economic opportunities through education, in which the ability to read is essential, by the year 2000.
- 2 million additional young people giving back to others through service by the year 2000.

The Summit in Philadelphia is a first step in a national mobilization of citizen service on behalf of and in partnership with young people. Having a delegation attend this startup Summit in April is just one way to support this national campaign. Others might include organizing broader local summits following the national Summit, attending state-wide programs, or serving as a national model of the best thinking on one of the goals, to name just a few.

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

How this National Mobilization Can Help Your Community

In seeking to respond to the growing crisis facing the next generation, many communities are discovering they must cast off traditional rivalries among organizations serving youth and children. To best utilize limited resources, specific goals need to be set and agreements need to be reached on strategies for achieving such goals.

At the same time - whatever the goal, whatever the strategy - communities across the nation are discovering not only that new resources must be generated but that the single most important available resource - ordinary citizens with talents that can make a difference - often is not being enjoyed to its full potential. Indeed, study after study makes clear that the average American is prepared to do more, if only someone would ask.

We are convinced that communities that commit to the campaign that is being organized will benefit by learning how to mobilize more citizens and engage them in efforts that have proven effective in helping young people. Whether or not a community is selected to attend the national Summit, all who wish to will be included in a nationwide support network through which the knowledge and experience of all will be made readily available.

By embracing the national movement, we expect that local organizers will gain access to valuable tools for helping our young people, including strategic organizing plans and guidance for gaining the kind of visibility for your efforts that is so essential to sustaining them. In addition, participating communities may gain access to resources made available by national organizations, foundations, corporations and others - tangible commitment to support a vigorous process for engaging citizens

Becoming Part of an Historic Call to Increase Citizen Action

To participate, you and other leaders in your community will need to identify a community team that is representative of your community - individuals in local government, business, labor, education, social services, volunteer organizations, young people, parents and others who are in a position to foster more activities aimed at enhancing prospects for our young people. The team will be responsible for managing a process that will develop local goals and strategies for achieving these, such as a local summit, and for tracking progress toward achievement of the goals that are set.

To show your interest in forming a community team, please send back the enclosed Intent to Participate response card immediately. This letter has been sent to leaders identified by our key partners, including business, labor, philanthropic, education, civic, volunteer, and faith-based organizations. If you would like to know who else in your community has shown interest in responding to this letter, you may call (*insert contact name and number*). You will need to recruit a community delegation and return the enclosed Call for Delegates form by Friday, February 21, 1997, to be considered for attendance at the national Summit. Selected teams will receive invitations to attend the Summit in mid March.

If you are interested in being a part of this campaign as it develops, but not convening a delegation, or interested in convening a local delegation that works through local, state and regional networks but does not attend the Summit, indicate that on the enclosed Intent to Participate card.

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

Participating in this mobilization will take extra effort on the part of the leaders in your community. It may mean new ways of doing business. It will require more active and effective engagement of members of your community. But it will surely make a difference in the lives of our young people and all of us whose futures depend on them.

Thank you for the important work you already are doing for the children and youth of your community. We hope to have the opportunity to work with you to involve others in helping every child in this country to realize his full potential.

Sincerely,

See attached list for potential signatories.

Potential Co-signators of Summit Invitation Letter

Bob Goodwin – POLF

Marion Heard – Chair of Board of Directors, POLF

Harris Wofford – Corporation for National Service

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

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

Betty Beene – United Way of America

Fred Grandy – Goodwill Industries

Ray Cortinez –

Ray Chambers – Amelior Foundation

Bill Shore – Share Our Strength

Gregg Petersmeyer – Communities of Light

Bill Richardson – Kauffman Foundation

Rebecca Rimel –Pew Charitable Trusts

Tom Kean – Drew University

Rich Little – International Youth Foundation

Bill Milliken – Cities in Schools

Jim Burke – Coalition for a Drug Free America

Jim Hayes – Junior Achievement

Jay Winston – Harvard

Roxanne Spillett – Boys and Girls Clubs

Bill Bradley --

Ed Rendell – Mayor of City of Philadelphia

Judith Rodin – University of Pennsylvania

Oprah Winfrey – Harpo Productions

Tommy Dortch – Coalition of 100 Black Men

Michelle Engler – First Lady of Michigan

Sara Melendez – Independent Sector

Christine Benero – Coalition for Children

Responding to the Call for Delegates

Any local leader can take the lead in identifying members of a community team and sending in the information to complete the Call for Delegates form. Organizers should complete the attached form and send four copies of it to:

The Points of Light Foundation
1737 H Street, NW - **should really have a P.O. Box for the Summit**
Washington, DC 20006
Attn: National Summit
Call for Community Delegates

The Call for Delegates form should be received by **February 21, 1997**. Summit delegations will be selected by a panel of our key partners representing all sectors of society. Selections will be made by the first week of March, and delegations selected to attend will be notified and officially invited to the national summit by the second week of March.

The enclosed Intent to Participate card should be returned **immediately**. This will give us time to plan the number of reviewers needed to select community delegations. Also, if there are additional delegations from your community forming, we can share those contacts with you.

Note: Before contacting potential delegation members or preparing the narrative, you should read the accompanying material that describes the goals of the summit and the strategies for local community involvement. The composition of your delegation might change depending on the goals you choose to address.

Another option is that from the second paragraph on this page forward, we might change it to read:

The communities that are interested in attending the National Summit in Philadelphia should complete and return the Call for Delegates form by **February 21, 1997**. Summit delegations will be selected by a panel of our key partners representing all sectors of society. Selections will be made by the first week of March, and delegations selected to attend will be notified and officially invited to the national summit by the second week of March.

For communities who are interested in assembling a Community Delegation to participate in local, state, regional, or any follow on initiatives, but **not** attend the National Summit in Philadelphia, please return the Call for Delegates form by **April 1, 1997**. We will ensure that you are kept informed and engaged in the process.

The enclosed Intent to Participate card should be returned **immediately**. This will give us time to plan the number of reviewers needed to select community delegations. Also, if there are additional delegations from your community forming, we can share those contacts with you.

Note: Before contacting potential delegation members or preparing the narrative, you should read the accompanying material that describes the goals of the summit and the strategies for local community involvement. . The composition of your delegation might change depending on the goals you choose to address.

The following information will be turned into a **Call for Community Delegates form**.

Composition of Community Delegations

Community delegations should be made up of approximately 10 -12 people who:

- ~ have achieved success in effective citizen service;
- ~ are committed to the idea that each person regardless of status in community, age, gender, race, religious or institutional affiliation or background has a place at the table and something to contribute to the community;
- ~ are experienced in creating opportunities for others to contribute to solutions, not just do it themselves;
- ~ know their community and the key players;
- ~ are able to leave their institutional “hat” at the door;
- ~ are not harnessed by the “business as usual” way of operating;
- ~ have a record of “getting things done”; and
- ~ above all, are trusted by others in their community.

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

- ~ The team should look like the community it represents recognizing diversity of age, race, economic background and physical ability, and include young people under age 25.
- ~ The mayor must be invited to serve on the team or designate a representative.
- ~ At least two of the individuals should be doing work in the community that addresses the overarching goal of achieving better conditions for children and youth and creating opportunities for other citizens to be involved in this work.
- ~ The balance of the team should include some of the following perspectives that would be most beneficial in increasing the volume and effectiveness of citizen engagement in their communities: community of faith, educators (elementary, secondary and higher education), corporate (a large employer and small business), neighborhood leaders (such as homeowner associations or neighborhood councils), social service delivery agencies, philanthropic groups (community, private or corporate foundations), media, and professional public sector managers.
- ~ All team members should either be in positions to advance citizen action or already be doing so, either through work at the neighborhood or grassroots level or from a position of institutional power or administrative authority in the community.

The following information will be turned into a **Call for Community Delegates form**.

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

Draft 1/10/97

Intent to Participate Response Card - Return Immediately
(this will be turned into a response card - look at content only please)

__ I do not plan to respond to the Call for Delegates, but I would like to have my name shared with local, state, regional or other follow-on initiatives of the Summit process.

__ I plan to respond to the Call for Delegates, but do not wish to come to Philadelphia. Please share my name and Community Delegation list with any local, state, regional or other follow-on initiatives of the Summit process.

__ My Community intends to respond to the Call for Delegates to attend the National Summit in Philadelphia, and would be prepared to come to Philadelphia if selected.

Name of person submitting the Call for Delegates or this form:

Affiliation:

Address:

City:

State:

Zip:

Phone:

FAX:

e-mail:

City, State that Community delegation will be representing:

Signature: _____

The Citizens Service Summit

MEMORANDUM

TO:

Kenn Allen
Andrew Chambers
Christine Chambers
Bob Goodwin
Rick Little
Suzanne Mertz

Bill Milliken
Gregg Petersmeyer
Shirley Sagawa
Billy Shore
Jay Winsten
Harris Wofford

FROM: Stuart H. Shapiro, M.D.

DATE: January 9, 1997

RE: Sunday's Meeting

We will be meeting at the Four Seasons Hotel, located at One Logan Square, Philadelphia, PA from 11:00 am until 3:00 pm in room number 361. The telephone number there is (215) 963-1500. Lunch will be served.

An Agenda and related materials are attached for your review prior to our meeting, including a document that Tony Robins prepared for Ray, and some material prepared by Public/Private Ventures and McKinsey and Company for the Summit. Thank you.

cc: Ray Chambers
Tony Robins

STRATEGIC PLANING MEETING

Philadelphia, PA

Sunday, January 12, 1997

11:00 am - 3:00 pm

AGENDA

1. Introductions
2. Review core "Needs/Rights" for children and youth.
3. Review analysis from Public Private Ventures and McKinsey
4. Review proposed targets as outlined in strategic plan
5. Discuss preliminary strategy for meeting each target.
6. Discuss number of targets for Summit and seek consensus
7. Discuss Community Involvement strategy
8. Discuss Names for Summit and aftermath
9. Next Steps

January 7, 1997

Dear Ray,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Love and respect,

Tony

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

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

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

II

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

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

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

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

SUMMARY — CALIFORNIA MENTORING INITIATIVE MEETING DECEMBER 17, 1996, SACRAMENTO, CA

ACCOMPLISHMENTS

December 17, 1996 Meeting

- 1. Identified that we didn't have either a plan nor a consistent delivery system in place.**
- 2. Identified that we must look at making this into a movement and empower the public to get involved (utilize the resources that already exist and are available)**
- 3. Decided that we must focus on a plan for distribution outlets to achieve 250,000 mentors by 2000.**
 - a. To this end, we identified our target customers and goals for each one.**
 - b. We identified the responsible people to own producing the plan and the result for each target customer.**
- 4. Identified the current obstacles to recruiting mentors.**
- 5. Identified the questions that we need to answer for people (and in what order).**
- 6. Identified the primary options for corporations.**
- 7. Identified the reasons mentors leave.**

HOW TO TAKE MENTORING TO SCALE

Creating a Movement that empowers a mass number of individuals

How do we accomplish this?

- **Simplicity is sustainability**
- **Adopt a different/more relaxed, simpler rule structure**
- **Change beliefs: remember, people are resourceful**

What is the message?

- a. **The message must be specific, coherent, and emotional.**
- b. **There are two messages:**
 - (1) **Getting people to want to volunteer to become a mentor**
 - (2) **Getting kids to want to have a mentor**

How do we distribute the message?

- a. **Television (public service announcements, etc.)**
- b. **Radio**
- c. **Print**
- d. **Word of Mouth**
- e. **Schools**
- f. **Churches**
- g. **Chambers/Service Clubs**
- h. **Fraternities/Sororities (colleges)**
- i. **Military/National Guard**
- j. **Billing inserts**
- k. **Businesses**
- l. **Events**

CUSTOMER TARGETS FOR RECRUITING MEMBERS

DISTRIBUTION OF TARGET	GOAL	RESPONSIBLE PERSON FOR CREATING PLAN	DATE FOR PLAN
GOVERNMENT	25,000 (= 10% of 250,000 employees)	Jeff Hoffman Ron & Monitoring Resource Center staff to assist	2/1/96
MILITARY / NATIONAL GUARD / VETERAN'S AFFAIRS	25,000	Jeff Hoffman Ron, National Guard Outreach Director (Dennis) & Monitoring Resource Center staff to assist	2/1/96
NETWORKS	115,000 total	Ron Weekley George to assist	2/1/96
1. Friday Night Live	50,000 (their goal = 100,000)	Jim	1/15/96
2. Churches/CA area	50,000 (their goal = 100,000)	Ron (George to assist)	2/1/96
3. AARP	5,000	Jeff (Ron, George, Pres. of AARP to assist)	2/1/96
4. 4-H Clubs	10,000	George	2/1/96
EDUCATION	55,000 total	Jeff Hoffman Dr. Andy Mason to assist	2/1/96
1. High Schools	5,000		
2. CA Education Roundtable	50,000 (their goal = 100,000)		
CORPORATIONS	25,000	George Gray Ron to assist	2/15/96
GENERAL PUBLIC	5,000	Kari Miner Lynne to assist	2/1/96
TOTAL	250,000		

CONSTRAINTS TO IMPLEMENTATION

"Is it worth it?" "What's in it for me?"

1. **TIME:** *How much time will it take?*

- a. # of hours/days
- b. Availability (i.e. travel)

Solution: Team mentoring2. **FEAR/IDENTITY(CAPABILITY AND RESPONSIBILITY):** *Can I succeed? Am I qualified? Do I want that kind of responsibility?****Solution:*** Team mentoring3. **DURATION:** *How long is this going to last? Is this forever? How long do I have to commit for?****Solution:*** Team mentoring, create a commitment time period (i.e. 6 month commitment/2 hours per week with your mentoring team)4. **SAFETY/LIABILITY:** (fear of mentee and of environment mentee is in)***Solution:*** Team mentoring5. **CONVENIENCE (ACCESS):** *How do I get access to them?****Solution:*** Team mentoring6. The **TIME LAG** between when someone is "in state" and decides they want to be a mentor and when they actually receive the information and are matched up with a child. (This also makes people wonder if it's legitimate.)7. **LACK OF INFORMATION** about the impact and opportunity and what mentoring is

QUESTIONS ASKED BY MENTORS IN THE RECRUITMENT PROCESS

1. What is the program's objective and how can we help you?
2. What's in it for me?
3. How do I get involved?
4. Is it going to cost me any money? If so, how much?
5. Is there any assistance? Will I ever see you again?
6. Is it safe? (Liability and personal safety)
7. Why should I do this vs. something else? Why is this special?
8. What's the next step? (once they've decided to become a mentor)

PRIMARY OPTIONS FOR CORPORATIONS

1. **Team Mentoring**
2. **Utilize a current program that already exists (i.e. Big Brothers/Big Sisters, 100 Black Men, One-to-One). (Directory of 243 resources)**
3. **School-based programs — opportunity for employees to volunteer 1-2 hours per week (company could underwrite cost)**
4. **Create their own program**
5. **Provide social marketing/resources**

INCENTIVES**STUDENTS:**

1. **Lower car insurance**
2. **Give them a card for discounts at local businesses (i.e. "Mentor Plus Card")**
3. **Give academic credits and service credits toward their degree**
4. **Recognition**

BUSINESSES:

1. **Tax incentives designed to cover one-time recruitment training costs.**

WHY MENTORS LEAVE

Obstacles that get people out of the game prior to the 6 Month Runup

1. Expectations are not met/Disappointment (i.e. mentor does not understand the model of the world for this)
 - a. Not feeling appreciated by the mentee or by the organization
 - b. The mentee "tests" the mentor and the mentor does not understand this.
2. Incompatibility with the child
3. Mentor's priorities change/conflicts (i.e. mentor becomes a parent him/herself, etc.)
4. Child or mentor moves

TEAM MENTORING CRITERIA

Mentoring teams would consist of 3-4 mentors for every 9-12 kids.

1. Commitment; 2 hours a week for six months.
2. 4 qualities:
 - a. Care
 - b. Be there
 - c. Be honest
 - d. Be human
3. Mentor must replace him/herself after 6 months if he/she decides not to continue

LOGS TO BE CREATED

- 1. Video for marketing**
- 2. Audio that explains the power of mentoring**
- 3. Corporate brochure**
- 4. System involving the governor's office for following up with corporations:**
 - a. Show video to corporation**
 - b. Do presentation to corporation**
 - c. Follow-up with a letter from the governor**
 - d. Follow-up with a phone call from the governor's office**
 - e. Create regional events with celebrities**
 - f. Create an annual recognition event**
- 5. Internet site set-up**
- 6. Newsletter**
- 7. 1-3 day emotional training program that empowers and educates mentors**
- 8. Regional/semi-annual/annual conferences with celebrities**
- 9. System of communication with governor/government offices**

COMMITMENTS
12/17/96 MEETING

Commitment	Responsible Person	Completion Date
<u>Determine who will be invited to the next meeting (February)</u>	George Grays	2/1/97
<u>Create OPA for team monitoring</u>	Tony Robbins <i>Key: George, Ron, & Jeff to assist</i>	2/1/97
<u>I. Create OPA for recruiting mentors: Government</u> (Please submit copy to Tony Robbins)	Jeff Hoffman <i>Ron & Marketing Resource Center staff to assist</i>	2/1/97
<u>II. Create OPA for recruiting mentors: Military & National Guard</u> (Please submit copy to Tony Robbins)	Jeff Hoffman <i>Ron, National Guard Outreach Director (Dennis) & Marketing Resource Center staff to assist</i>	2/1/97
<u>III. Create OPA for recruiting mentors: NETWORKS</u> (Please submit copy to Tony Robbins) 1. Friday Night Live 2. Churches/LA area 3. AARP 4. 4-H Clubs	Ron Grays to assist Jim Ron (George to assist) Jeff (Ron, George, Pres of AARP to assist) George	2/1/97 1/15/97 2/1/97 2/1/97 2/1/97
<u>IV. Create OPA for recruiting mentors: Education</u> (High schools, Colleges & California Education Roundtable) (Please submit copy to Tony Robbins)	Jeff Hoffman <i>Dr. Andy Mocco to assist</i>	2/1/97
<u>V. Create OPA for recruiting mentors: Corporations</u> (Please submit copy to Tony Robbins)	George Grays <i>Ron to assist</i>	2/15/97
<u>VI. Create OPA for recruiting mentors: General Public</u> (Please submit copy to Tony Robbins)	Kari <i>Lynne to assist</i>	2/1/97
<u>Track people's OPA's on marketing plans to recruit mentors</u>	Tony Robbins	ongoing
<u>Create list of critical objectives, outcomes, and components of the next meeting (February 1996)</u>	David Monti	2/15/97

Commitment	Responsible Person	Completion Date
<u>Submit the following to Tony Robbins to assist him in creating "team mentoring O.P.A.'s":</u> 1. What are the elements of mentoring that are 'musts' — what are the critical components that make mentoring work? 2. What do we have to achieve in order to make this work? (i.e. what are the most important outcomes/results?) • Reinforcement tools • Resources to find mentees • Marketing system to market to corporations • Simple & duplicable training tools • Promotional tools such as audios, videos, etc. • Acknowledgment systems	All	1/13/97
<u>Give Tony information about contact for World Kid's organization</u>	Jeff Hoffman	Done
<u>Coordinate phone call/meeting between Tony Robbins & Dr. Andy Mocco for the first week of January</u>	Veronique Boes	1/3/97 Scheduled for 1/8/97 @ 10:00
1. Review and refine 5 'offers' for promoting mentoring within organizations 2. Brainstorm reinforcement/acknowledgment system & create an OPA — once a corporation says 'yes' to team mentoring, how do you keep them in the program? 3. Send Tony Robbins' the offers/plans that are already in place for this.	George Grays	2/1/97
<u>Send Tony Robbins' "Kid's with Character" workbook, plan and materials</u>	Kay	1/6/97
<u>Create summary/list of responsibilities & primary focus for next meeting:</u> • Distribute to Dr. Mocco & Ray Chambers	Pam Hendrickson	12/24/96
<u>Send OPA planners and tapes to participants of 12/17/96 meeting</u>	Pam Hendrickson	12/24/96
<u>Summarize AJR's 6/1/96 Meeting with Ray Chambers and schedule meeting w/ TR early Jan.</u>	Pam Hendrickson	1/3/97
<u>Schedule next meeting</u>	Veronique Boes (with Dr. Mocco's office)	meeting set for 2/15/97

Commitment	Responsible Person	Completion Date
<u>TK to meet with Joseph McClendon to debrief him on Mentoring Initiative and invite to attend meeting with 100 Black Men</u>	Veronique Boas to schedule	1/6/96
<u>Send George Gray and Ron Weekley copies of UPBC (invite them to give quotes)</u>	Veronique Boas to coordinate with Joseph	12/24/96
<u>Meet with Charles Schwab's organization about their program</u>	Tony Robbins (Veronique Boas to schedule)	1/17/96
<u>Visit and review 3 organizations:</u> 1. 100 Black Men (with George Gray and Joseph McClendon) 2. Sammy Bandack's group 3. Patrice's groups	Tony Robbins (Veronique Boas to schedule meetings)	1/15/97
<u>Create timeline for ADR:</u> 1. Design training program (1-3 day program—video based or live) • model 3-4 best programs • discuss at 2/15/96 meeting 2. Design simple system to be utilized for team mentoring 3. Create audio tape to promote team mentoring to the general public ("What is mentoring?" "What is team mentoring?") 4. Create video tape series • Create identity • what are the '4 big issues'? • Model of the world/potential problems with kids (tapes to be created over reasonable time period, i.e. 12 months; LEVERAGE creation of portrait to Patrice, etc.; talk to Ray Chambers as he knows of an organization who wants to develop this (for profit))	Tony Robbins	

MENTORING INITIATIVE

February 1997

Attendees to include people from other organizations to assist us in understanding/creating recruitment and training models.

- 1. Review of last meeting**
- 2. Report on progress and results produced to date.**
- 3. Review the new plans for marketing to targeted customers**
 - a. How to recruit mentors**
 - b. How to recruit mentees**
- 4. Training program mentors:**
 - a. Create O.P.A. plan for training**
 - b. How to reinforce mentors to play long-term**
- 5. Brainstorm resources to implement these plans**

**AJR's OUTCOMES/QUESTIONS
CA MENTORING INITIATIVE PLANNING MEETING
DECEMBER 17, 1996, SACRAMENTO, CA**

MAJOR OUTCOMES

To create an effective, actionable, and flexible strategic plan with government, entertainment, and business leaders and to implement this plan immediately in order to create a powerful 'Force for Good' of more than two million mentors by the year 2000.

OUTCOMES/QUESTIONS FOR THE MEETING

1. Learn
 - a. What systems are currently in place
 - b. Who the players are
 - c. What is the current plan
2. What are the best mentoring organizations in the state and what makes them effective?
3. How do you currently find, enroll, and train mentors? What are the most effective systems?
4. What are the obstacles that you currently encounter in recruiting mentors? that you will encounter in recruiting 250,000 mentors? and 2 million mentors? What are some potential solutions?
5. How do you inspire, recruit, and select mentees?
6. How do you determine how to connect specific mentors with specific mentees? (What is your current 'matching' system?)
7. Who are some of the most effective mentors? What specific character traits, skills, etc. make them successful?
8. What do you believe the most important outcomes/results are in order to have a lasting impact?
9. What causes mentors to leave their association with a mentee?
10. What do you believe the necessary components are to achieving 250,000 mentors by the year 2000?

Finally, we must review what elements were discussed and discover who will own what portions of our 'action plan.'

Public/Private Ventures
One Commerce Square
2005 Market Street
Suite 900
Philadelphia PA 19103
215/557-4400
Fax 215/557-4489



MEMORANDUM

Alice F. Emerson
Board Chair

Gary Walker
President

Board of Directors

Rex D. Adams
William R. Anton
Michael A. Bair
Douglas J. Beeharov
Amalia V. Betancze
Roy J. Bostock
Alan K. Campbell
Yvonne Chan
John J. DiIullo, Jr.
Alice F. Emerson
Mitchell S. Fromstein
Susan H. Fuhrman
David W. Hornbeck
Siobhan Oppenheimer
Nicolaou
Marlon Pines
John W. Porter
Harold A. Richman
Gary Walker
Eddie N. Williams
William Julius Wilson

**Research Advisory
Committee**

Marta Tienda, Chair
Jacquelynne Eccles
Ron Ferguson
Frank Furstenberg
Robinson Hollister
Alan Krueger
Frank Levy
Katherine Newman

To: Stuart Shapiro
From: Gary Walker
Re: The Citizens Service Summit
Date: January 10, 1997

You asked P/PV to address five issues regarding the Summit, and we agreed that I'd get you a brief memo on the first of the five issues by January 10, and the rest one at a time over the next month or so. As we later discussed, I think on reflection that the five issues are interconnected enough, and are as strategic in nature as they are technical, that P/PV could serve your needs better if we addressed all five issues in one document, and focussed on the strategic perspective rather than the technical.

1. Can an evidentiary case be made for the Summit's five substantive strategies* as priority ways to achieve the Summit's goal "to improve the quality of life and chances of success of those most affected by social problems?"

Yes, you can make a reasonably persuasive case, based on "scope of the problem" numbers and evaluations about what works. The strength of the case varies across the five substantive strategies; is generally stronger in "scope of the problem" data than it is in evaluations about what works; and is stronger in strategies 1-4 than it is in strategy 5.

The evidentiary case is as strong for this group of strategies as it is for any other. It's just that no one or group of strategies can claim that the evidence unequivocally elects it as the way to go.

*Mentoring/safe places/proper health care/economic improvement through education/service to others.

But the evidentiary case is not your strongest case, and I wouldn't lead with it: it'll just stir up academic/policy wonk/turf arguments. Your strongest case is common sense: what kids need more of to grow up to be economically self-reliant and good citizens is more adult guidance and attention; more safe and positive activities; good health; good education; and a strong value of caring for others. The evidence can provide some support, but it's not your strong lead or main attractor, from a citizen's perspective. Using "common experience" and "common sense" as your lead is much more consistent with a "citizens summit."

I have other documents that develop this approach and argument further, if you would find them useful.

2. What is a reasonable set of numbers--very ambitious but achievable--to use as goals?

A very difficult question, since the strategies are not clearly defined; since standards for what is effective do not exist in all five areas; since the implementation vehicle you are relying on (volunteers) has little precedent for a task of this content, scope and duration; and since you expect "business done not as usual" to be local modus operandi.

Nonetheless...

- Mentoring and tutoring relationships. Our guess is that there are about 300,000 such relationships right now. If we halved the BBBS standard, and said these relationships should last six months to be effective, and this worth counting, the number falls to about 250,000.

I think it's doable but very ambitious to double the number of effective mentoring/tutoring slots over the next three years. So our goal would be to get to 500,000 such relationships at a given point of time.

Let's say we achieve most of that in the first two years. If the average effective mentoring or tutoring relationship lasts nine months, the original 250,000 mentor/tutor slots will generate 1,000,000 additional young people over the 1997-98-99 period; the new stock of 250,000 will generate about 400-500,000 new and countable relationships.

That's a total of about 1.5 million youth being mentored in the 1997-98-99 period. Note that only 500,000 are youth who would not otherwise have received mentoring or tutoring--but that's only because of start-up. But that would be one way to state the goal: 500,000 more youth in mentoring/tutoring relationships than would otherwise be the case, or a 50 percent increase.

I think you could count your way to larger numbers, but I think that the American public is becoming more and more suspect of numbers--and if someone points out the goal includes youth who would have already had mentors, or that it includes anything that calls itself a mentor or tutor, it will damage this initiative's credibility.

So lowering your quantity goal from 2,000,000 to 500,000, and adding the six-month quality standard, will in my judgment strengthen the credibility and sustainability of this initiative.

- Safe places. I'd focus on increasing youthful participation in safe, structured activities in non-school hours, with adult involvement. That's the critical need.

I think 2 million new youth "having access to safe places" is a vague achievement, and will promote big numbers but will also undercut long-term credibility. We've recently done work with organizations in large urban areas who might have 300 youth use them a day, and maybe 2,000 different youth use them a year--but within a 15 block area might live 15,000 youth who "have access." I think actual participation is what you want to increase.

So we would focus on the increase of youthful participation in non-school hour activities that take place with adult supervision or involvement. They could be in a school, at a B&GC; there could be chess, soccer or computer literacy.

I'd set three months duration as the quality control/effectiveness standard, because it's the standard sport length, is equal to a trimester, and is long enough to know that a young person's interest was genuinely piqued--but maybe just as genuinely waned. That's okay, and is developmentally healthy.

We don't have a ready baseline number of youth who participate in at least one three-month, non-school adult-supervised activity a year, but we're working to come up with a credible number. Whatever it is, I'd take the numerical approach used above: a goal to double the stock capacity, and thus increase the youth participation about 50 percent over the initial three-year period.

- Healthcare. I won't even address this, as there are plenty of health experts who can better deal with the definitional and other issues imbedded in this one--and I know you'll find them, if you haven't already!
- Economic opportunity through education. This one is very confusing as currently phrased, and I'd suggest you clarify and simplify it--and at the same time address this

document's most serious lack--by simply making a goal of doubling the employment rate of high school graduates in high poverty areas.

That goal would give the document a hard-nosed practicality that it might otherwise be accused of lacking, and would involve the employing sector in the way most citizens would like to see employers involved. In addition, the Boston Compact experience over the past 15 years provides an excellent model of how to do it, without firms feeling that they have lowered their standards, or made commitments that they cannot keep.

This goal could be clarified in other ways, but this is the way we would recommend doing so, and the way we would recommend phrasing the quantitative goal.

- Youth Service. If Harris and Corporation staff were involved in setting this goal, then you can ignore my comments below, since they'll know what they are talking about.

If they weren't involved, I'd suggest revising it downward to 500,000, in part because I think there should be a duration and/or time standard--e.g., a service project of three-months length, or 75 hours total--and in part because our experience has been that youth "most affected by serious social problems" are not attracted in large numbers to service projects, unless those projects also offer income and/or career and employment possibilities. Thus in our judgment this strategy will cost more money than the rest to achieve numbers. Even a low cost of \$1,500 for a three-month slot would equal \$3 billion, and that seems unlikely.

You could drop the duration or hour standard, and count any kind of service, but I would worry, once again, that this would breed cynicism about the numbers. In addition, you might generate criticism that you were asking the most disadvantaged youth to provide service without offering them any opportunities in return to improve their own income and employment prospects.

* * * * *

I realize that our advice on what are ambitious yet achievable numbers may disappoint you. But these are still big numbers, and once you get beyond the startup years, they will grow rapidly. For example: doubling the number of mentoring/tutoring relationships from 250,000 to 500,000 will, once it is achieved and reaches a steady state, produce 2,000,000 effective relationships in the second three-year period (2000-01-02). That is one million more than would have been achieved otherwise.

In addition, because these numbers include effectiveness standards, they will be credible, will help sustain momentum, and will not risk the debilitating effects of cynicism. Our country is cynical about the potential of social improvement efforts in good part because from the War on Poverty to the present, all our social improvement efforts have promised far more than they could deliver. While it is vitally important that the Summit effort be ambitious, we should not let it repeat that tragic mistake, and further confirm the electorate's deepening sense that "nothing works" for our country's most disadvantaged young people.

3. Can the five substantive strategies be defined more crisply?

Yes. The previous section offers some suggestions on how to do so, so I won't repeat them. I don't believe the definitions should be nailed down too tightly at this point, since localities will no doubt come up with some very good interpretations that would only cause you to make exceptions to overly-tight initial definitions.

4. What past or existing efforts could be highlighted as examples?

You'll get many good suggestions here; we would emphasize a few.

- Communities in Austin, Texas, Savannah, Georgia, St. Petersburg, Florida and the Lower East Side of New York City are currently engaged in privately-initiated efforts to accomplish simultaneously your strategies 1, 2 and 4. It would be inspiring to other communities to hear about these impressive efforts to accomplish multiple goals with very modest new resources, through public/private partnerships governed by local citizen councils. I'm sending information to you on these under separate cover.
- The Beacons initiative is a school-based effort that involves many of the goals you want to achieve; it has multiple sites in New York City and San Francisco. It would serve as a good way to highlight your desire to have schools better utilized.
- The Boston Compact, which I mentioned earlier, is the best example I know of a privately-initiated effort to ensure that youth in job-poor urban areas feel that high school graduation does help get jobs in job-rich suburban areas. For years it has equalized the employment rates for minority and white high school graduates from job-poor Boston neighborhoods—a major accomplishment.

There are of course many other examples of inspiring and effective initiatives. These three are, we think, outstanding.

5. How can progress be measured?

The goal should be to set a measurement system that is credible, and that by its very structure promotes better performance and sustains momentum.

We think the way to accomplish that goal is to establish a measurement system that has two parts: first, a component that gets regular information from each state, based on three to ten local areas in each state, which would then be compiled nationally and used as the public report card for how the initiative is doing as a whole, and by state.

The basic protocols, methods and timetables for information collection would have to be established nationally, and then each state, possibly through the Governor's office in conjunction with its university and community college system, would be responsible for collecting and reporting the data--and for absorbing the financial burden of doing so. A creative use of service-minded faculty and graduate students would permit this to be done economically.

Having a state-based reporting system as the major public information source would not only disperse costs but would create a healthy state and local rivalry to accomplish the Summit's goals. No governor or mayor would want to be embarrassed.

However, even in the best of worlds this component would suffer from inconsistencies, quality control problems and other glitches that would make even the most ardent Summit supporter, much less an objective observer, wonder about the reliability of the numbers.

Thus a second component would be composed of one or more of the following options, with each option administered by one organization, to increase the probability of consistent and quality data:

- A multiple (10-20) site measurement project, that would produce more reliable data on a representative group of sites chosen by regional, demographic and other indicators;
- A measurement project that looked at major federation-type organizations whose mission was to accomplish one or more Summit goals, such as BBBS and B&G Clubs. We think it's a fair assumption that these organizations, which have hundreds of satellites, will be highly motivated and well-equipped, structurally and resource-wise, to accomplish a big portion of the Summit's overall goals.
- A national survey of youth, to secure information from youth's perspective on their involvement in Summit-like activities and relationships.

These three complementary approaches would each, and certainly together, provide an excellent check on what the state-based public reporting system was producing. In short, they would help establish credibility. They would not substitute for the state-based system, though, since they would not produce the competition, peer pressure and direct accountability that helps to generate momentum and drive for increased performance.

Establishing and operating the first component, or any of the options of the second component, is a major undertaking. The first step is to decide on the overall strategy. Our recommendation would be to do the first component, and at least two of the options under the second component.

6. Key concerns.

We think that the Summit is a very important and timely undertaking, and you should not be discouraged by naysayers or nitpickers. Anything of this magnitude will not proceed without some serious stumbles and hitches. There are some hitches, however, that could directly impact on public will, momentum and sustainability, and those need to be avoided at all cost.

- Credibility and seriousness. We have dealt with those issues throughout this document, and here only want to underscore their importance.
- Implementation infrastructure and resources. Enthusiasm alone will not get this done. The best-run national media campaign can be a tremendous negative force if people perceive nothing real is happening locally.

Thus you must have a strong national vehicle with political clout, leverage resources and ability to assist states and localities that want it. It must be a vehicle that can acknowledge the reality of how things are really going, and act to improve them, and not see its job solely as cheerleader and shaper of good news.

I am a firm believer that there is too much bureaucratic infrastructure in both the profit and non-profit worlds, and too much whining about resources when creative strategizing is the more critical need. But social problems are like any other problem--they do require organization, management, intense dedication and the resources needed to sustain those qualities. We do worry that the Summit emphasis on volunteers and service will mask those needs, and oversell what can be accomplished by those means alone.

Stuart Shapiro
January 10, 1997
Page 8

Somebody--preferably an anti-bureaucrat--needs to be thinking hard on the likely resources and organizational structures necessary to carry out these goals in the real world of poor communities.

- Local spirit. This is key. We worry that the site selection process outlined in the paper will not work to produce it, even initially. The competitive selection process set forth, in our experience, will anger every community turned down--especially the volunteers and local citizens involved. We've been through this, and have made this very mistake. The Summit's 100 communities will not alone be able to produce the quantitative goals you want, so you can't afford 200 "turned off" communities.

It may be that a more random selection process--like a "drawing"--would be more palatable, and could be easily justified on the grounds that the Civic Center can only hold so many people. Whatever, I would by any means avoid having "losers" at the very outset of this important process.

* * * * *

I hope this has been helpful. P/PV is very supportive of the Summit's effort to arouse our country's will to do better for its youth. If we can be of further assistance, please don't hesitate to call.

~~Confidential~~

McKinsey & Company, Inc.

Memorandum to:
Steering Committee

Economics of Contemporary Social Challenges

DETERMINED TO BE AN
ADMINISTRATIVE MARKING

Citizen Service Summit

INITIALS: JGP DATE: 1/16/20
2013-0661-F(2)

McKinsey & Company was asked by the Citizen Service Summit to assess the economic "cost" to the nation of four social conditions: drug and alcohol abuse, high unemployment, crime, and the failure of many youths to complete high school. A strong national consensus already exists on the social, moral, and political reasons for improving such conditions. But there is less consensus that correcting such problems is economically "affordable." The McKinsey study was designed to estimate conservatively the economic costs currently associated with these social conditions. That information could then be useful in assessing the economic as well as social benefits that might be derived from reducing their incidence.

In general, there is widespread agreement on the desirability of three goals for citizen actions:

1. Ensuring an educational system that prepares every member of the coming generation for productive employment and good citizenship
2. Providing a healthy start in life and encouraging both physically and socially healthy behavior – where every individual cares for others who may be sick or in distress and is strongly opposed to participation in criminal activities
3. Strengthening the opportunities for meaningful employment which dignifies every individual's life and provides hope for the future.

Each of these is essential. A healthy society obviously begins with children and youth – where increased community support and educational preparation of our coming generation will create the candidates for a fulfilling adult life. Employment opportunities and safe communities also are instrumental for creating the appropriate adult world, which in turn will prepare our children and into which our children will graduate.

But achieving these goals may be expensive. Knowledge of the range of potential benefits is integral to any decision as to how much effort and money

can reasonably be committed to improving these social conditions. Specifically, it allows the following questions to be answered:

- ¶ If a particular current social condition results in costs of \$x, how much might communities be willing to spend / invest to ameliorate that social condition?
- ¶ Is there evidence that existing programs have produced such social improvements and economic benefits?
- ¶ Can/should new programs be initiated to make such improvements?

These three questions are addressed in the McKinsey report.

CHALLENGES

The McKinsey report has estimated the costs arising from a single year's activities, considering four categories: current-year expenditures, future-year expenditures due to current-year activities, annual opportunity costs (i.e., lost income), and future-year opportunity costs resulting from current-year activities. These estimates have been based upon conditions within individual "base years" ranging from 1994 to 1996. Total costs for all four challenges are as follows:

- ¶ Annual directly-related expenditures – \$315 billion
- ¶ Annual lost opportunities – \$92 billion
- ¶ Future expenditures (present value) – \$7 billion
- ¶ Future lost opportunities (present value – \$197 billion
- ¶ Total economic costs – \$611 billion.

For each social challenge, the costs have been estimated as shown in the following tables (amounts in \$ billions):

Crime

	Expenditures	Opportunity	Total
Annual	204	16	220
Future (created annually)	*	15	15
Total	204	31	235

High school dropouts

	Expenditures	Opportunity	Total
Annual	-1	-2	-3
Future (created annually)	*	18	18
Total	-1	16	15

Unemployment

	Expenditures	Opportunity	Total
Annual	1	14	15
Future (created annually)	7	139	146
Total	8	153	161

Drug and alcohol abuse

	Expenditures	Opportunity	Total
Annual	111	64	175
Future (created annually)	*	25	25
Total	111	89	200

Total

	Expenditures	Opportunity	Total
Annual	315	92	407
Future (created annually)	7	197	204
Total	322	289	611

* Unable to be reliably determined.

CAVEATS

While a margin of error exists for all of the above totals, we believe that each estimate represents a conservative approximation of the economic costs resulting from crime, drug and alcohol abuse, etc. However, these estimates are not, nor could they ever be, dollar-accurate. They simply represent order-of-magnitude approximations of the economic costs of these particular social challenges. It is understood that assumptions that are different, and perfectly defensible, from those made by McKinsey will result in totals that are quite different from those given in the report.

Initial efforts were made to sort costs by age bracket. Rough estimates suggest that at least one-third of the given costs are related to youths under 25 years of age. However, it can also be argued that improving the social condition of youths will ultimately reduce the incidence of the aforementioned social conditions. Therefore, one can posit that *all* the stated costs ultimately are associated with youth-related issues. Even independent of this fact, it is still important and necessary to address these conditions.

TARGETS

In addition to estimating the economic costs resulting from crime, drug and alcohol abuse, high unemployment, and high school dropouts, McKinsey was asked to generate hypotheses regarding the economic costs and benefits that would result from realization of potential Summit targets. As given to McKinsey, these targets were:

- ¶ Two million additional mentors for children and youth
- ¶ Two million additional children and youth involved in safe community group activities
- ¶ Two million additional children and youth immunized or provided with health insurance
- ¶ Two million children and youth with improved literacy skills
- ¶ Two million additional children and youth engaged in community service.

Estimates have been prepared for four of the five targets. The volunteer-hour, cost, and benefit totals are merely "ballpark," order-of-magnitude figures. The projections have been based on limited data, including localized, specific studies and data that have been extrapolated onto a national scale. Therefore, they are intended more as examples of a useful framework by which one may examine the results of particular programs and initiatives rather than definitive cost-benefit evaluations.

TARGET ESTIMATES

The following estimates are shown in \$ billions.

Two million additional mentors

Total costs	Total benefits	Total savings	Estimated volunteer hours required
4	7	3	672 million

Two million additional children and youth involved in safe community group activities

Total costs	Total benefits	Total savings	Estimated volunteer hours required
8	16	8	370-500 million

Two million children with improved literacy skills

Total costs	Total benefits	Total savings	Estimated volunteer hours required
1	62	61	1.3 billion

Two million children and youth engaged in community service

Total costs	Total benefits	Total savings	Estimated volunteer hours required
*	4	4	307 million

Total

Total costs	Total benefits	Total savings	Estimated volunteer hours required
15**	89	74	2.7 billion

* Less than \$.5 billion

** Figures do not add due to rounding

The total number of volunteer hours required to reach these targets is large – approximately 1.5 million person-years would be necessary to realize the entire \$74 billion savings total. However, the savings are also substantial. We as a nation could afford to “employ” each volunteer full time at a salary of \$45,000/year and still save \$650 million. Alternatively, the number of volunteer hours required could be achieved if less than 5 percent of the U.S. population served 5 hours per week for 1 year.

CONCLUSIONS

The information provided in this executive summary is explained in further detail and fully referenced within the full report. It is hoped that the report will be helpful to those individuals and groups who accept the challenge of developing programs that address pressing social problems. We believe that our findings will be useful in estimating the true costs and benefits of their proposed actions.

January 9, 1997

INVITATION STRATEGY -- BUILDING PARTNERSHIPS

Only committed and enthusiastic people will participate in the Summit. The approximately 1500 participants -- all current or future leaders -- will become partners in turning the tide for children and youth. Approximately 1000 participants will be local or community delegates, 250 gubernatorial/state delegates, and 250 national leaders. All three types of invitees should cross all sectors (private, public and non-profit) and represent age, economic, social and racial diversity.

Any individual, regardless of the type of delegation into which they fall, invited to the Summit must make a commitment that will accomplish the Summit's goals to receive an invitation.

Local Community Teams -- Local Partners

Approximately 1000 individuals (10 from each of approximately 100 communities) will be invited as part of community teams. These teams will come together before, during and after the Summit to assess the things they as a community are doing well, the things they should stop doing, and the things they would like to do (or do more of) to increase the volume of citizens involved in effectively solving community problems around the needs of young people specifically focusing on the 5 goals or targets. Each local delegation will begin with team meetings in their local communities before the Summit to establish working relationships and begin assessing their community assets and needs. They will then work together for two-days in Philadelphia to develop initial plans for holding local community Summits and develop action plans for broader citizen involvement in community solutions. Clearly, many communities already have established local teams that are working effectively together. It is intended that this process will build on existing assets.

The Application and Selection Process

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

Through an application process, communities will compete for the opportunity to attend the Summit in Philadelphia. The successful applicant must demonstrate the community's understanding of existing problem solving efforts, have some demonstrated capacity to achieve the Summit goals, assemble a diverse and inclusive community team, and commit to a process to hold a local community summit to increase the volume of effective citizen service for community problem solving. Willingness to complete, in a timely manner, the application and put forth the effort to assemble diverse teams committed to the follow on process will help assure the kinds of

delegations we desire. By establishing a competitive process, we hope to stimulate involvement of committed individuals who are willing to go beyond "business as usual".

Generating Local Applications

Before and after the distribution of applications, the invitation team will cultivate interest and support for the community team process by targeting communities through individuals and organizations known to understand the power of citizen service for community problem solving.

Applications will be distributed locally to mayors, targeted individuals and many organizations who have been recommended as knowledgeable about their community, understand the power of citizen service to solve critical problems and have the stature to assemble community teams and support follow on activities. This distribution process will be very broad and will encourage immediate local collaboration. Lists of possible applicants will be provided by Leadership 18 member organizations, The Corporation for National Service, and many others. The local/community team application will include criteria for the suggested make up and characteristics of the community team. Applications and attachments will also be posted on the Summit Web site for more general distribution and to promote broader possibilities for post Summit activities.

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

Selection Process

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

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

- diverse and inclusive members of the community delegation,
- demonstrated knowledge of existing community activities already utilizing citizen service to solve community problems, and

- demonstrated capacity to expand citizen involvement to solve community problems and meet goals of Summit.
- making their own personal and organization commitments to expand citizen service and volunteering.

In the event the application process does not generate at least one delegation per state and close to population equity, individuals and organizations will be approached directly to assemble community delegations. Summit staff will be monitoring application flow to assure this is done in a timely manner.

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

The hope is that the community competition will generate a wealth of interest in the possibilities of the Summit to produce the quantum leap in effective citizen service to solve community problems we all know possible. It is anticipated that some communities will not be chosen, but even those non-Summit communities will have a very important post Summit role to play in this effort.

On March 3rd, when invitations are sent to community delegations, we will send information to the local teams who were not chosen to come to Philadelphia informing them of their value and how they may have a continuing role in our partnership. They will receive post Summit materials that will assist them in becoming full partners.

Numbers of Local Communities

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

- no state will have less than one local community delegation,
- states with only one community delegation may have an additional community delegation if, and only if, that delegation reaches a special population like a rural area, a Native American area, or an economically impacted area like the Mississippi River Delta area, and
- no state will have more than 9 delegations.

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

Based strictly on population and assuming approximately 100 communities, below is a listing of the approximate number of community delegations each state might field:

States with one delegation (30)

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

States with two delegations (10)

Georgia	Indiana	Maryland	Massachusetts
Minnesota	Missouri	Tennessee	Virginia
Washington	Wisconsin		

States with three delegations (2)

New Jersey	North Carolina
------------	----------------

States with four delegations (5)

Michigan	Ohio	Florida	Illinois
Pennsylvania			

States with six delegations (2)

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

States with nine delegations (1)

California

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

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

American Samoa
Puerto Rico

District of Columbia
Virgin Islands

Guam

Suggested Characteristics and Make-up of the Local Team

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

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

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

- The team look like the community it represents recognizing diversity of age, race, economic and physical ability, and **including young people**.
- The mayor or his/her designee must be invited to serve on the community team.
- At least 2 of the individuals should be doing work that addresses the overarching goal of achieving better conditions for children and youth and creating opportunities for other citizens to be involved in this work.
- The balance of the team should include some of the following perspectives that would be most beneficial in increasing the volume of effective citizen engagement in their communities: communities of faith; educators (both k-12 and higher education), corporate (largest employer and small business); neighborhood leaders (like homeowner associations or neighborhood councils); social service delivery agencies; philanthropic groups (community, private or corporate foundations); media; and professional manager (like the city manager).
- All team members should either be in positions to advance citizen action or are already doing so, either through work at the neighborhood or grass-roots level or from a position of institutional power or administrative authority in the community.

Gubernatorial/State Leaders Delegation -- State Partners

State teams will consist of approximately 5 people per state and should include the Governor, a representative of the State Commission on National and Community Service and 3 other people chosen by the Governor. Types of individuals who should be considered for state delegation invitations include representatives from the higher education community, the extension service, state volunteer associations, United Way associations, communities of faith, regional or state associations of grantmakers, public sector leaders, to name a few. These people should be citizens, not public employees or political appointees.

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

- identify targets to work more collaboratively and inclusively within the communities where they reside,
- mimicking the national commitment process to deploy state and local resources to support increased citizen involvement in community problem solving,
- supporting local community delegations in planning local summits and implementing the plans resulting from those summits, and
- expanding the Summit process to communities beyond those actually attending the national Summit in Philadelphia.

This local summit process may also include supporting a statewide summit, participation in regional summits, etc.

National Leaders Delegation -- National Partners

National leaders who represent the public, nonprofit, and private sectors will be invited to participate in the Summit based on the strength and potential of their commitments to “turn the tide” for children and youth by the turn of the century.

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

Those leaders and organizations that have been targeted for commitments will be included in the first round of national invitations as a part of the process of securing their commitment. Of the 1,500 attendees, approximately 250-300 will be a part of the national delegation.

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

The draft national invitation list is a combination of potential commitment makers and "titans", thought leaders, and the like. There will be some advocates, but few if any federal and political policy figures so that the focus remains on service and the future.

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

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

Expected Outcomes

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

Milestones for Invitation Process

Local

Present to Announcement (approximately January 8 - 10) - continue to develop lists of individuals, communities, and organizations to send community team applications. Simultaneously cultivate same. Develop and print application and guidelines. Application guidelines to be completed and approved by 12/31/96.

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

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

February 21 - governance committee decisions on community delegations.

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

March 3 - mail invitations

State and National

Invitations will be mailed to Governors at the time of the announcement. Invitations will include guidelines for selecting their delegation.

The National Leaders Delegation will be an on-going process involving the commitment team and the invitation team.