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Corporation for National Service

Year 2000 Goals and Indicators of Success

The Mission

The Corporation's mission is to provide opportunities for Americans of all ages and backgrounds to engage in community-based service that addresses the nation's educational, public safety, environmental, and other human needs to achieve direct and demonstrable results—and to encourage all Americans to engage in such service. In doing so, the Corporation will foster civic responsibility, strengthen the ties that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service.

The Vision Statement

We envision a nation in which:

service is promoted and valued by educational, religious, and government institutions, by businesses, and by individuals, families and communities throughout the nation.

problems in communities are being solved through service—and where service is a part of problem-solving initiatives in educational, public safety, environmental, and other human needs.

service will help people develop a bond beyond common zip codes so that they look first to themselves and to one another to improve their lives.

active and informed citizenship is widespread—and where service helps each American feel greater responsibility towards others.

service is known and valued throughout the country because it has touched the lives of millions of Americans.

participants in service are widely honored—and deserve it—both while they serve and for the rest of their lives.

* This document is a work-in progress. The Board of Directors approves its circulation for the purpose of inviting comments.

service is defined, initiated, shaped, and nurtured at the community level.

individuals find effective ways to engage in service throughout their lives—as children (with their families and in their schools), and on through adulthood and their senior years.

service promotes partnerships at all levels of society and builds bridges among seemingly disparate groups to improve the quality of life of people in our nation.

successful service endeavors are celebrated in the communities they serve and shared with other communities interested in learning from them.

service is viewed as a nonpartisan institution in which all people take pride.

individual lives are improved through service.

We envision an organization that is:

a catalytic, coordinating, and creative force in realizing this vision for service in America.

a valuable resource to and a partner with communities that seek to solve their problems through service.

innovative in utilizing its resources, influence, and activities.

entrepreneurial in its endeavors to create a solid and sustaining foundation for service in our nation.

viewed as above partisanship.

Year 2000 Goals and Indicators of Success

Note: *A few assumptions and definitions are provided here. Throughout this document, references to particular years refer to the federal fiscal calendar (October 1 to September 30). We have developed this plan with the intent that its short-term goals be achieved by 2000, thus, in the absence of a specific time frame we intend that the goals and objectives described will be achieved by the end of fiscal year 2000.*

Note that “participants” in this document means students and out-of-school youth who serve in Learn and Serve America programs, AmeriCorps Members, and Foster Grandparents, Senior Companions, and RSVP Volunteers who serve through the National Senior Service Corps.

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

Indicators of Success

By the year 2000:

- independent evaluations will report that the service programs the Corporation supports have had a positive impact (for example, improved reading skills, more children served through high quality after-school child care, or families resettled after a flood or hurricane).
- a substantial number of local civic and community leaders and elected officials will report that the service programs the Corporation supports have helped meet local educational, environmental, public safety and or other human needs.
- a substantial number of national leaders in the fields of education, criminal justice, public health, environmental affairs, and children's policy will report that they perceive service as an important tool in solving national problems.

Implementation Objectives:

- A. Increase Corporation focus on children and youth, making it a presumptive priority within each program. Steps will include:
 - 1. deploying AmeriCorps Members and Learn and Serve and Senior Corps participants to help implement the America Reads initiative;
 - 2. working with organizations that serve youth to increase opportunities for youth to serve others;
 - 3. emphasizing children's issues through forums, publications, and other tools;
 - 4. forming partnerships with organizations serving children (including those involved in after-school child care, early childhood education, and school improvement) to improve the quality of national service and number of additional volunteers serving in this area; and
 - 5. evaluating national service programs working with children and youth to determine how to improve the effectiveness of the service provided by participants and additional volunteers.
- B. Ensure that all Corporation-funded programs have objectives and a system of measuring progress in meeting those objectives. Assist state commissions and program sponsors with developing and setting objectives and measuring progress toward them.

- C. Build on the 1996 National Senior Service Corps conference to ensure that by 1999, all Foster Grandparent and Senior Companion programs, and RSVP programs will operate consistent with the goal of "getting things done." Steps will include:
1. continuing efforts to place the emphasis of Senior Corps programs on "getting things done";
 2. reviewing and reconsidering all Senior Corps programs at least every six years to reflect new priorities and high quality programs;
 3. supporting Senior Corps collaborations with other national service programs; and
 4. holding a Leadership Forum on Senior Service in 1997 to build further partnerships for seniors in service.
- D. Organize a leadership conference in early 1998 for school, community and higher education grantees to discuss:
1. ways in which Learn and Serve America can provide leadership for the field;
 2. strategies for strengthening high quality programs;
 3. opportunities for K-16 collaborations and partnerships with other national service programs;
 4. connections to school and higher education improvement efforts; and
 5. development of agendas for technical assistance, training, research and evaluation.
- E. Find ways for communities, states, and other organizations involved with solving critical problems to incorporate service as a strategy in their efforts. Work through the Presidents' Summits, forums, partnerships with organizations involved in solving critical problems, involvement in domestic policy initiatives, and other means.
- F. Collect and maintain a database of success stories, and develop and implement a communications strategy to highlight the effectiveness of service as a strategy for community problem solving.
- G. Increase the emergency management capacity of programs to meet our agreement with Federal Emergency Management Administration (FEMA) through partnerships with the Red Cross and other national organizations, training of national service staff and participants, and the development of working relationships with emergency service agencies at the state and local levels.

Goal Two: Communities will be made stronger through service.

Indicators of Success

By the year 2000:

- a substantial number of civic and community leaders and elected officials will include “national service” when asked to identify important sources of community strengthening and effective citizen engagement in their communities.
- a substantial number of community-based organization directors will list “national service” as a positive influence on their efforts.
- service will be viewed as a major way of unifying people of different races and backgrounds to connect America for citizen action.

Implementation Objectives:

- A. Assist in the planning and execution of the 1997 Presidents’ Summit to ensure that the community teams attending the Summit will engage in followup activities likely to strengthen the communities’ ability to respond to local needs and unleash a new level of citizen action in the nation.
- B. Determine effective strategies for collaboration among local national service programs and with other organizations responsible for addressing community needs. Disseminate findings and incorporate them into program policies. Remove any policy or regulatory barriers to local collaboration.
- C. Assess diversity of national service participants at the site level and develop and implement strategies to enable people of different backgrounds to serve together.
- D. Develop a new model of service leadership through an expanded national service leadership strategy, beginning by combining the AmeriCorps*, VISTA*, and NCCC* Leaders programs (which recruit, train, and place individuals with service experience and leadership potential) to support AmeriCorps programs and providing Leaders for Learn and Serve America and Senior Corps. Through training and policy changes, make the new Leaders’ program a catalyst for fostering cross-stream service programming. Increase the number of Leaders consistent with demand.

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

Indicators of Success

By the year 2000:

- program participants will report that their lives were improved by their service experience.

- former program participants will be more engaged as active citizens in their communities, including continuing to serve, than individuals who did not serve.
- Learn and Serve participants will rate higher on measures related to school success and career success (such as school attendance and behavior, graduation rates, rate of participation in higher education, career intentions/expectations, work place skills, and selected curricula mastery), as compared to students not participating in service-learning programs.
- the Corporation will have assisted hundreds of thousands of Americans to further their education.
- National Senior Service Corps participants engaged in getting things done through service will report higher personal satisfaction and self-esteem than the population of senior citizens not volunteering.
- most volunteers recruited or organized by national service participants will report that serving improved their lives.

Implementation objectives:

- A. Dramatically increase the number of individuals who have the opportunity to earn education aid by performing service by:
 1. expanding the AmeriCorps education awards program to encourage nonprofit and religious groups to expand their service activities;
 2. expanding and achieving cost reductions in AmeriCorps*VISTA, AmeriCorps*NCCC, and AmeriCorps*State and National;
 3. expanding summer AmeriCorps programming through existing AmeriCorps sponsors;
 4. implementing the national service scholarships program for high school students; and
 5. encouraging colleges and universities to increase the share of current college work study placements dedicated to community service and target new placements to service, consistent with the President's challenge to the higher education community.
- B. Provide training and technical assistance to programs that will improve the AmeriCorps Member in-service and post-service experience, including in the areas of Member retention, provision of GED classes and other assistance for Members who are disadvantaged, assisting with educational and job counseling for graduating Members, and encouraging citizen responsibility, including continued commitment to service. Explore new ways to work with youth corps to increase their effectiveness and broaden their support.

- C. Undertake a review of Learn and Serve America to analyze ways to improve programs' ability to improve the lives of participants, including their educational success. Make necessary changes to the program based on this research and work with the Service-Learning Clearinghouse and other technical assistance providers to disseminate appropriate guidance and information.
- D. Use the disability funds provided in the National and Community Service Act to double the number of individuals with disabilities in AmeriCorps.

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

Indicators of Success

By the year 2000:

- a majority of Americans will be engaged in service in the community on a regular basis.
- service-learning will be practiced in the majority of the nation's elementary and secondary schools, colleges, and universities, connected to the core mission of the school, and service by students and young people will become a central part of the programs of organizations serving youth.
- Americans will believe that performing service is part of the definition of a successful life and necessary to being a responsible citizen.

Implementation Objectives:

- A. Develop a plan with leading volunteer organizations and with Corporation grantees to double the number of part-time, unstipended volunteers recruited or organized through Corporation programs and increase the effectiveness of these volunteers at meeting community needs.
- B. Direct the majority of Learn and Serve America resources toward activities designed to build and sustain an infrastructure that integrates service-learning and student service opportunities into the educational system (with a focus on endeavors that focus on school reform) and community-based youth programs, including:
 - 1. expansion of training and technical assistance; implementation of the Leader Schools initiative in 1997;
 - 2. launching an effort beginning in 1997 to promote understanding of service learning among educators and others;
 - 3. developing through the Summit process key partnerships with national education and youth organizations;

4. increasing efforts to integrate service learning into education reform plans and college work study beginning immediately;
 5. expanding the use of AmeriCorps Members, including AmeriCorps*VISTAs, as service-learning coordinators and organizers of youth volunteers by 1997;
 6. urging other federal agencies that support education programs to encourage service learning; and
 7. seeing that national service participants engaged in teaching are trained in service learning methods.
- C. Double the number of participants in the National Senior Service Corps to one million. Toward this end, pursue cost-share arrangements with private and public organizations, especially those concerned with home health care; review the legislation, regulations, and Corporation policies for impediments to expansion; and form partnerships with corporations, foundations, university alumni associations, civic groups, and national nonprofits to increase opportunities for seniors to serve.
- D. Develop and implement a communications strategy and pursue partnerships with other national organizations to strengthen commitment to service among specific sectors of the public. In 1997, review and revise the Corporation's key message linking all national service programs to the larger mission and develop a name that encompasses all of national service to make it easier for the public to make connections among the various programs. Communicate the Corporation's new message through both traditional and new strategies to reach the public, including the World Wide Web of the Internet, updated videos, and new publications.
- E. Facilitate the involvement of the national service network in "seasons of service," including the Make a Difference Day in the fall, Martin Luther King Day in January, and National Volunteer Week and National Youth Service Day in April. Not later than the fall of 1997, help to initiate "Saturdays of Service" that will allow for longer term commitments to grow out of the signature days.

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

Indicators of Success

By the year 2000:

- AmeriCorps, Learn & Serve America, and the National Senior Service Corps will share common operating systems and consistent goals.
- Corporation partners (including grantees, host organizations, service programs, sponsors, state educational agencies) will view Corporation performance positively.

Implementation objectives:

- A. Ensure the reauthorization of and annual appropriation for the National and Community Service Act and Domestic Volunteer Service Act programs, consistent with this strategic plan.
- B. Strengthen internal and external management systems by:
 - 1. reorganizing the Corporation's management structure based on a review to determine how to make the Corporation more efficient and effective, especially in the areas of customer service, program quality, program coordination at the state and national levels, consistent and independent monitoring and evaluation, financial and legal accountability, and teamwork across programs, units, and headquarters/field operations;
 - 2. implementing an integrated program and grants management system by end of 1997 and, by the end of 1998, ensuring all programs receive funding four weeks before program startup;
 - 3. implementing an integrated, fully modern financial management system by end of 1998; producing auditable financial statements by end of 1997; and implementing sound management controls;
 - 4. conducting an assessment of the program monitoring system by the end of 1997 and implementing a plan to improve the system at the program, state, and national levels;
 - 5. taking full advantage of methodologies and technologies (including expanded use of the Internet and Intranet) that will improve communications within the Corporation and with state commissions and other partners;
 - 6. strengthening development of human resources by implementing comprehensive staff improvement program; tying performance plans to annual plans; and supporting the Labor-Management Partnership Council; and efforts to recruit and retain diverse staff, especially at the senior level; and
 - 7. putting in place systems that will comply with the Government Performance and Results Act.
- C. Strengthen the quality of national service programs through:
 - 1. well-coordinated and responsive research, evaluation, and training and technical assistance focusing on key issues identified through a needs assessment to be conducted in 1997;

2. reviewing and recompeting all training and technical assistance and evaluation contracts by 1998 and extending them, as appropriate, to all Corporation programs;
3. strengthening substantive expertise in the key issues areas by bringing on board issue area experts in 1997, conducting evaluations of programs by issue area, and fostering of "affinity groups" for programs working on the same issue;
4. reviewing and improving the recruitment function to achieve an increase in AmeriCorps applications proportionate to the growth in AmeriCorps, recruit individuals with higher skill levels, and maintaining a diverse pool of Members; and
5. reviewing and revising program guidelines to reflect the Principles of High Quality Programs;

D. Improve program structures and systems by:

1. decentralizing funding decisions while maintaining accountability through monitoring and evaluation;
2. strengthening the role of state commissions as the convener and coordinator of service programs in the state, a provider of support to national service programs, and the administrator of AmeriCorps and other programs; and implementing system to assess state commission performance based on criteria established in the 1997 state administrative guidelines;
3. not later than 1998, fulfilling the Act's requirement for State Commissions working with state offices, state education agencies, and others to develop and implement a unified state planning system for service programs including all Corporation programs.;
4. implementing a plan to (a) streamline and simplify the AmeriCorps grants system so that Corporation need not engage in extensive negotiations regarding local AmeriCorps sponsor budgets, and (b) link the AmeriCorps*NCCC, AmeriCorps *VISTA, and AmeriCorps*State and National programs more closely;
5. emphasizing collaboration among AmeriCorps, Learn and Serve America, and Senior Corps, at the national, state, and local levels, including developing a single point of contact for information about national service at the state level; and
6. developing "customer service" standards to improve the Corporation's responsiveness to external and internal partners.

- E. Broaden funding sources for national service while focusing the federal role by:
1. redirecting federal AmeriCorps funding toward member support (education awards and/or living expenses) and away from program administration and overhead;
 2. implementing a strategy to achieve cost-reduction goals for AmeriCorps by assisting local sponsors to decrease their reliance on Corporation funding, to decrease costs, and diversify support;
 3. expanding the role of the independent sector (including roles in evaluation, leadership and other training, and financing);
 4. emphasizing nonpartisanship of national service and the Corporation; and
 5. strengthening partnerships with a wide variety of agencies and organizations including leading volunteer organizations, faith-based organizations, governors, mayors, and other locally elected officials, organizations serving children and youth, organizations serving senior citizens and retired Americans, educators, federal agencies, the Selective Service and military, and private sector funders.

The Summit

Theme

The theme of the Summit and the joint action to follow will be:

We the people -- citizens and leaders from all sectors, with our Presidents and First Ladies, are joining to Connect America and turn the tide. We are joining in a strategy at the national, state and above all local levels, to achieve some of the most urgently-needed widely shared goals for the future of our nation, especially goals that are essential for the next generation.

For each of the following six proposed goals, the primary, but not exclusive, focus will be the needs of America's young people, from birth through their entry into active, duty citizenship:

- **Caring and supportive adult relationships in the life of every child and youth.**
- **Education for every American that prepares the coming generation for productive employment and good citizenship.**
- **Safe places to gather, learn, work and play and a safe and decent place to live in a clean environment.**
- **Work that dignifies every individual's life and provides hope for the future.**
- **A healthy start in life and encouragement of healthy behavior, with care for those who are sick or in distress.**
- **Encouragement and opportunities for every individual to give back to others and to contribute to the common good in the community.**

By working together and actually achieving these goals we can produce a rebirth of citizenship that will strengthen our civil society in all its dimensions. As we move out of this troubled century into a new millennium, we are determined to demonstrate what the founders of this nation set forth as the purpose of American self-government, to prove that it is really possible for people to decide the most important matters by reflection and choice and not leave them to be decided by accident and fate. In this strategy to Connect America we are thinking together and choosing to act together.

Goals

The proposed goals of the Summit are not new. A large part of the challenge of meeting them, in fact, is building on the good things going on in each goal area in each community. Our plan is to bring a fresh and increased focus to these goals in ways that create more action to meet them by organizations in all three sectors at the neighborhood, local, state and national levels and that cause individuals in larger numbers to step forward on their own to help.

The summit will affirm some and a new beginning for others. Within some community teams, the summit will enhance how individuals are already thinking and what they are already doing. For others it will be the jump-start they want. For all participants it will be a way of building on the current wave of community and neighborhood-based innovation that can help the country achieve the six goals and it is a way to assist communities and organizations to think and act more strategically about achieving those goals.

Accountability

In the year 2000, a second national summit will take place for communities to mark some of their early progress and to celebrate what they are achieving. Between the two summits, perhaps in 1998, we will ask the Presidents to reconvene for a smaller half-day meeting to hear from several of the participants about some of their local community summits that will have taken place and follow-on community initiatives that will be underway. In addition, commitments made since the national summit to support the local community initiatives and to support efforts to achieve the national goals will be presented.

Invitations

We are seeking to invite individuals who would view the summit as an opportunity for action in their communities or within their organizations, not as a reward for past service.

Local Community Teams. From local communities we will seek as much as possible to invite individuals who are committed primarily to their communities, not to institutions they may manage or help govern. We are willing to accept the risk inherent in this approach, recognizing that any strategy is going to exclude many important people. However, we believe that this approach will have the greatest payoff for fostering change in the 100 communities represented at the summit and in creating a process that can engage additional communities in the future.

The summit will seek a diverse group of individuals not only from all sectors but from the grass-roots and positions of institutional power and authority from the same community. If they are selected well, they will come to the summit with a common attitude that might be summarized this way: "We are in this together. We share faith and hope that we can

overcome many of our most serious social problems. We are going to leave our institutional and ideological hats at the door. We are going to work together as part of an inclusive and expanding team of people to achieve one or more of the national goals for our community."

Finally, if the summit initiative is to challenge local community groups to come together and collaboratively find new ways of doing business by connecting more people in community problem solving, then the national summit initiative must set the example.

State Networks and National Organizations. In addition to the local teams, we would hope that those representing state networks would commit to use their networks to further the work of participating communities and to assisting other communities in their states in participating in their own summit process and follow-on initiatives. In addition, leaders of many of the national organizations that wish to participate in the effort over the next three years will also be invited to attend.

Work of Community Teams at the Summit

Teams from 100 communities will come together to create a conversation and a dialogue but in the context of own team, not to create new formal organization.

- The team takes an "inventory" of what kind of activity is going on in the community in each of the goal areas.
 - What are we doing well and want to increase, support and reinforce.
 - What are we doing badly and should stop doing.
 - What are we not doing that we want to start doing.
- The team uses the inventory as the basis for participation in the national summit and they will seek the same inventory process in connection with their community's own local summit(s) and follow-on community initiatives over the next several years. In the context of the goals, the summits will allow communities to celebrate the things they are doing well and bring fresh focus on where they want to do better and do more. Commitments to follow-on initiatives will be one of the key results.

More specifically, there will be three facilitated, sequential break-out sessions that the teams will participate in, each session building on the outcomes of the previous session. The sessions will focus on the following topics:

- 1) What does it take to make our community work? In my experience, what examples have I seen or experienced that confirms this?

- 2) How do I think the national goals fit into my own "inventory" of my community. How would I mobilize the community to consider these goals and to mobilize around them?
- 3) What do we want to do when we return home? How are we going to carry-out our own plan for a local community summit? What is the best of what has happened at the national summit that we want to use in our local process?

Teams will be expected to hold their local community summit within six months of the national summit. We would hope that in many cases teams at the local summits would be from neighborhoods. The local summits will result in follow-on initiative entirely determined by the local community and focused on one or more of the goals.

Sample Commitments to be Announce at the Summit

The summit will announce a call to institutions in all three sectors to make new or renewed commitments to increasing the volume of effective citizen action in the country focused on achieving six national goals. Organizations will be asked to commitments of their time, resources and skills in support of citizen leaders across the nation who are working to turn the tide against many of the most serious social problems confronting their communities.

At the summit, a set of sample commitments will be highlighted from different sectors. Following the summit, and over the next eighteen months, a concentrated effort will be made to acquire commitments from a wide range of organizations and institutions.

All of the commitments made by the national summit from all three sectors -- private (business), non-profit, and public -- should be focused on increasing the volume of effective citizen action in the country focused on achieving the six national goals. Many of the commitments will support work of local communities. To the extent possible and where relevant, commitments of national organizations should be presented in a "developing package" to all summit participants who will seek to organize local summits and follow-on initiatives.

An organization can make two types of commitments:

- 1) An organization could commit to changing its own organizational policies or systems in order to support citizen service.
- 2) An organization could commit to increasing citizen service towards one of the six national goals defined by the summit and for which children and youth are the primary focus.

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

- 1) Each commitment should be significant enough to serve as a model for other organizations across the country: the commitment will be valued for the projected impact it hopes to make on the country and on communities.
- 2) Each commitment should represent "new" action for an organization; although it could build on something it already does, the organization should "stretch beyond" its current activities and ask how it could make the greatest impact.

The commitments process on the national level has three purposes with respect to these teams:

- 1) The commitment may be to provide resources and reduce barriers that will support and extend the work of the local community teams. The commitment would be to work as part of the local community teams as they determine and implement ways to increase the effective involvement of citizens in their local communities focused on one or more of the national goals. The commitment would be to provide time, resources and skills to the community organizing efforts over the next three years; to engage in a "different way of doing business in the community."
- 2) The commitments process on the national level will also serve as a model for those teams, who will ask for commitments from organizations in their own communities when they return, thereby multiplying the impact on the country.

Anticipated Results of the Summit

Within Communities. In 100 communities from all 50 states, teams of approximately 10 leaders will commit to work together to carry-out a plan that they design to increase the volume of effective local activity focused on achieving one or more of the national goals. This will include their convening one or more local summits in each of their communities and to having each of those local summits lead to follow-on initiatives focused on one or more of the goals.

The teams may be assisted in carrying-out their local summits and follow-on initiatives by:

- A national foundation grant that is matched by the local community
- A leadership group of national non-profits acting collectively as a single local partner
- One or more national or local corporations

For communities that do not attend the national summit, we would anticipate that state summits will be convened that would follow a similar model to the national summit. State commissions, as part of their integrated service plans, could be one of the lead state partner in organizing the state summits. Other organizations with state-wide or regional networks could serve as lead organizing partners.

We would expect to assist the teams in building and maintaining the momentum of their work in their communities in the following ways:

Continuing to seek and make available to each of them commitments of institutions in all three sectors in support of increasing the volume of effective activity focused on one or more of the national goals and in support of the work of the teams in individual communities.

Creating a special effort to establish the neighborhood school building as a standard neighborhood access point” for groups and organizations for all three sectors that wish to pursue activities necessary to achieve the national goals.

Establishing and maintaining an e-mail system that encourages all participants who wish to communicate among themselves to do so about specific issues that arise, progress being made, and challenges being met.

Creating links where appropriate among the work of community teams and the local media that may have an interest in reporting on the community resident engagement in the context of achieving community and national goals.

Creating an opportunity to publicly share early results with other communities and the Presidents at a second and smaller meeting in 1998. A representative from each community will report on some of his or her community’s progress and plans. Commitments made in support of reaching the national goals would be discussed as well.

Within Organizations. Sample commitments will be made by organizations and institutions from all three sectors. Some of the sample commitments will help frame the kind of commitments that will be sought from organizations following the summit. As commitments are made, information about them will be made available to communities where they could apply or to other organizations where the commitment would be helpful to their work on a common goal.

Additional Areas of Focus.

Communication Technology Invest in communication technology that enables people to communicate in ways that increase their desire and capacity to act. This includes helping individuals, organizations (including local summit initiating groups), communities, states and the nation see how commitments, local summits and follow-on initiatives are developing and to communicate among themselves. It will allow them to follow the progress being made toward achieving the goals. The summit will include an Internet site that overtime will provide some of this communication access and support. Other organizations will be encouraged to provide information to their own users that support the objectives of the summit process.

Local Affiliates and Members of National Organizations Remove barriers to working together locally by establishing problem solving connections among local representatives of national organizations that are as strong as those to their respective national organization.

State-wide Organizations Build integrated support networks in states and communities through a collaborative among state commissions, state United Way associations, volunteer center networks, community and private foundation associations, and cooperative extension networks. The strongest organizing institution(s) in each state will be challenged to strengthen its state network. The Corporation's request that states develop consolidated state service plans could be part of this effort. The Corporation and the Foundation could work together to encourage that this collaborative planning process be used to draw local community problem-solving activities into state plans for service and volunteering.

Local Media The media needs to get people's attention, inform them about issues, connect them to their own community, help them build a desire to act, and hopefully contribute to triggering the decision to act. Therefore, the Summit effort will seek to support interests of local media to report on issues in the context of achieving those community goals that are of greatest importance to community residents (and support the interest of national media in connecting local community efforts to a nationally framed message). The media will be asked to work in a collaborative manner with local teams to build local public awareness of the importance of the local summits and follow-on initiatives and to help maintain local momentum over the three year period.

Key Values to Help Expand Citizen Action

- Expand "repeatable ideas that work" by discovering, recognizing and investing in people and organizations that can make them work in their own way.
- Focus on service as a strategy to meet goals, not as a stand-alone objective; use service as an action that can bring people together across racial, cultural and economic divides.
- Expand the community's view of human capacity. Recognize young people and seniors as two critical resources and talent pools for getting things done in community; give authority to non-traditional leaders found in all parts of a community; support "entrepreneurial" citizen action that is perhaps initiated outside of existing organizations; engage the disengaged as leaders and seek service from those who are traditionally only served.
- Focus on ways individuals can make a difference in other people's lives through an activity that the individual most enjoys in terms of a personal talent or interest, by

engaging with individuals with whom he or she feels a special relationship, or engaging around the life experience to which one relates most closely.

A Framework for Integration of the Presidents' Summit & Connect America

1. The "Goals for the Nation" establish a vision of what America can become.

With further work, each could be translated into measurable outcomes with progress measurable over time.

2. Connect America is an organizing theme and framework to stimulate and organize actions needed to achieve those goals.

Connect America is based on the recognition that there are significant human and social problems that threaten us - that people have been pushed out of the mainstream of American life, that communities are fragmented and that our differences too often keep us from working effectively together.

But it also is based on the belief that there are actions that can be taken to overcome those problems, that everyone has the capacity to contribute to the solutions and that there are viable ways to connect people with opportunities to act.

Connect America is about the actions - taken by people, individually and collectively, and by institutions - to move toward the national goals - and it is about the demonstrable results they achieve.

People may take any of a wide variety of actions - changing their personal behavior, providing direct service as volunteers, acting in support of others taking such actions, becoming advocates for change, mobilizing others for action - based on their personal values, interests, gifts, needs and priorities.

Institutions - business, government and voluntary organizations - also may take any of a wide variety of actions - changing their policies or operating practices, mobilizing their people to take individual or collective action, supporting with their resources the actions of others - based on their distinctive resources and competencies and on their values and priorities.

3. In order to move Connect America into an action phase, the Points of Light Foundation has invited other national organizations into partnership to develop it, established a secretariat to facilitate and support it, and created the framework for the "national campaign" to build its identity and impact.

Recognizing the importance of connecting people through service, the Corporation for National Service, under its legislative mandate, is working in each state to assist the Governor-appointed commissions to develop a unified state plan that brings together the various streams of service for effective action to solve community problems.

4. The Presidents' Summit is a way to:

- focus public attention on the goals and the actions to take to achieve them;
- stimulate early "modeling commitments" that others might follow;
- begin local processes that will lead to local action to achieve the goals;
- fully launch and position the theme of Connect America.

5. The Points of Light Foundation and the Corporation for National Service are prepared to focus their resources in support of the Presidents' Summit as a significant way to launch the Connect America theme and to move all Americans toward the actions needed to achieve the national goals.

October 7, 1996

Summit Program and Agenda Committee

October 24, 1996

Issues (to date) for Summit Program and Agenda

Purpose	To provide a model/approach by which a larger number of citizens can become engaged in selecting and pursuing important national goals	
Activities	- provide a gathering of local communities and organizations from across the nation to think and act more strategically about achieving goals set by the Summit process - develop curriculum for summit sessions that create the possibility for participants and others to meet the summit objectives - demonstrate to the American people how citizen service solves problems and can change the future of the nation - highlight and celebrate communities who have been successful in finding solutions to their local problems - announce broad ranging sample commitments by organizations and leaders that can serve as national level models that support the vision of the summit	
Days and Events	Saturday, February 15	
	Facilitator Training	
	Sunday, February 16	
	last-minute preparation for speakers registration for Summit participants Reception for summit participants	
	Monday, February 17	
	Opening Session	
	Breakout Session 1 and 2	
	Town Meeting	
		Signing Ceremony ?? (Monday or Tuesday)
	Tuesday, February 18	
	Breakout Session 3	
	Closing Session	Service Project ?? (Monday or Tuesday)

Production

The following items are pieces of the Summit program and agenda that will require professional production:

- Opening Session
- Town Meeting
- Closing Session
- Signing Ceremony in Independence Hall
- Service Project

The Presidents and First Ladies are being asked to participate in the Town Meeting, Signing Ceremony, a service project, and either the Opening or Closing Session.

Curriculum and Activity for Breakout Sessions

Local Community Teams...

Breakout Session #1:

What does it take to make our community work? in my experience, what examples have I seen that confirms this?

Breakout Session #2:

How do I think the national goals fit into my own "inventory" of my community?
How would I mobilize the community to consider these goals and to mobilize around them?

Breakout Session #3:

What do we want to do when we return home? How are we going to carry-out our own plan for a local community summit? What is the best of what has happened at the national summit that we want to use in our local process?

Activity of State

Participants at
the national Summit:

Those coming to the Summit who will represent state networks of support for the Summit's objectives will participate in local community team track and participate in some of the national organization track.

Activity of individuals
representing
national networks and
organizations who have
made commitments to
the Summit process...

Options:

1. Panel discussion with presentations by several communities that have been exemplary in their local work
2. Panel discussion on collaborating at the local level
3. Panel discussion with national opinion leaders
4. Sector reception
5. Work with local community teams in facilitated discussions

Sagawa, Shirley

From: Sagawa, Shirley
Sent: Monday, October 21, 1996 4:50 PM
To: Marshall, Jessica; Taylor, Rhonda; Kowalczyk, Gary; Gray, Tracy@CNCS MS Mail Serve
Cc: Hudson, Melinda; Toscano, J.

Melinda and I were given a draft budget for the Summit this afternoon -- it's a fundraising proposal budget, so it's not "real." The committees working on the various parts of the summit will be submitting their resource needs. However, it would be helpful if you budget experts would review what has been developed so far and let me know what looks wrong to you -- what categories are missing, what seems low, etc. we need to give comments to the staff this week. I'll send copies around for your review. Comments to Melinda. Thanks.

**The Presidents' Summit
Budget**

EXPENDITURES	COST	SPENT	REMAINDER
Summit Preparation and Administration			
Salaries	\$318,720.		
Benefits	72,931.		
Consultants and Part-Time	111,860.		
Office Expenses	131,277.		
Travel for Meetings	70,000.		
Planning	3,000.		
Evaluation	23,750.		
Materials/Printing			
- Postage	2,000.		
- Invitations	5,000.		
- Commitments Kit	5,000.		
- Documents for the Summit Event	7,500.		
Video Production	32,000.		
Communications	40,000.		
Sub Total	\$823,038.		
Delegation Scholarship Support			
Travel	225,000.		
Hotel	150,000.		
Sub Total	\$375,000.		
Summit Event			
Transportation	30,000.		
Registration	30,000.		
Meals	120,000.		
Facilities rental	40,000.		
Hotel Rooms for Advance	19,000.		
Sub Total	\$239,000.		
Event Production			
General Session	20,000.		
Town Meeting	50,000.		
Video Conference/Satellite	60,000.		
Concert Travel	5,000.		
Presidents and VIPs	5,000.		
Sub Total	\$140,000.		
EXPENDITURES	COST		
Phones, Faxes, Copiers	15,000.		
Supplies	25,000.		

Security	10,000.		
Miscellaneous	5,000.		
Sub Total	\$55,000.		
Post Summit			
Publishing/Distribution of Summit Proceedings		10,000.	
Evaluation	76,250.		
Citizens Action Brochure	82,000.		
Sub Total	\$168,250.		
TOTAL		\$1,800,288.	

THE PRESIDENTS' SUMMIT ON THE NATION'S FUTURE
PROJECT BUDGET NARRATIVE

Revenue

The following foundations have committed funding to the Summit:

W.K. Kellogg Foundation	\$550,000
The Pew Charitable Trusts	\$400,000
The David and Lucille Packard Foundation	\$100,000

The Points of Light Foundation has contributed \$42,000 to the project.

The remainder to be raised is \$708,000. Requests have been made to The Ford Foundation (\$400,000) and the John and Catherine MacArthur Foundation (\$400,000).

Expenditures

I. Salaries

Title	Annualized Salary	Salary Dedicated to Project	Time Spent
1. Chairman	\$95,000	\$95,000	100%
2. Executive Director	\$60,000	\$50,000 (10 months)	100%
3. Administrative Asst.	\$28,800	\$28,800	100%
4. Project Manager	\$40,000	\$33,333 (10 months)	100%
5. Project Manager	\$40,000	\$26,666 (8 months)	100%
6. Meeting Admin.	\$40,000	\$26,666 (8 months)	100%
7. Asst. to Chairman	\$35,000	\$11,666 (4 months)	100%
8. Data Entry	\$30,000	\$10,000 (4 months)	100%
9. Admin. Asst	\$28,800	\$9,600 (4 months)	100%
10. Other		\$26,989	
Total		\$318,720	

II. Benefits

Title	Benefits Paid for by Project	% of Salaries
1. Chairman	\$23,750	25%
2. Executive Director	\$12,500	25%
3. Administrative Asst.	\$7,200	25%
4. Project Manager	\$8,333	25%
5. Project Manager	\$6,666	25%

6. Meeting Admin.	\$6,666	25%
7. Asst. to Chair	\$2,916	25%
8. Data Entry	\$2,500	25%
9. Admin. Asst.	\$2,400	25%
Total	\$72,931	

III. Internships

We will have interns for the Summit (we estimate 5 interns). The interns will be totally volunteer (no stipend or housing will be provided). The Points of Light Foundation will provide related overhead expenses for the interns (desk space (rent), light, computer support).

IV. Consultants

The following consultants and part-time workers will work on the Summit:

1. Pat Bland -- Consultant to the Chair -- paid for by The Points of Light Foundation. Two days per week -- \$42,000.
2. Kerry Yeager -- Invitation Strategy -- 36 days (2 days per week until Summit; from October 14 to February 24) at \$600 per day. \$21,600 (Expenses: \$5,000).
3. Bob Rosenwig -- Commitments Strategy -- 36 days (2 days per week until the Summit; from October 14 to February 24) at \$600 per day. \$21,600 (Expenses: \$5,000)
4. Chris Gates -- Invitation strategy. \$600 per day fro 5 days work, plus expenses. Estimated total : \$6,000.
5. Norm Brown -- Post Summit community strategy. Expenses only. 7 travel trips at \$700 per trip = \$4,900.
6. Part-time administrative support for people above, and to help Summit. 3 days per week, November 1 through March 1. Total: \$5,760.

V. Summit Event/Event Production

The major event is, of course, the Summit itself. The accompanying budget (under Summit event) outlines the cost of the logistics for the event (\$239,000) plus the costs of each "event" production at the meeting (\$140,000). We plan to invite 1,600 people to attend the Summit. The event will be held at the Philadelphia Convention Center.

To Shirley ~~and Melinda~~
From Melinda

202)565-2794

Meetings from the POLF ~~thru~~ ^{thrash} (good for!).

Attached are the latest handouts shared publicly. Good discussion about a Nov. 1 drop dead decision date for Summit matters (including the date). Key issues: ① a test of our invitation strategy by trying a pilot in a couple of states - see if a good group can come and what are the challenges ② the event itself - what do we do - and strong commitment to follow up ③ commitments must be noteworthy ④ MUST HAVE THE TWO PRESIDENTS... AND FOUR IS BETTER.

Other interesting nuggets - still working on the wording ^{and} of the national goals. If you have any thoughts, now's the time. And Gregg said should settle on a communication firm right away - Nov 18 tentative public announcement. And Tim pitched Kerry/Byrnes, I think should keep 'yeah'.

The other item that's clear now is our need to integrate some Summit staff into renewals ^{conference} need a session/briefing on it as the United States Plans and the Communist ED's are key players in invitation, in post-summit convening, and for commitments. Can you help? Melinda will track too.

SO THE NEXT TWO WEEKS ARE KILLER
but fun...

in Melinda

①

Corporation Staff Contribution to the Summit

Presidents
For the Future
of Our Nation

Chart
Budget

Evaluation

②

Gregg
Lance
Tracy
Steve
+ me
on
Exhibit
of the
Summit

Oversight and Planning: Shirley Sagawa

Overall Coordination of Corporation Staff: Melinda Hudson (3-5 days a week)

Commitments/Invitations Database: TBD (5 days a week)

Staff Assistant: TBD (5 days a week)

Invitations Coordinator: Rhonda Taylor (3-5 days a week)

Outreach: Jim Scheibel (2 days a week), Anne Ostberg (3 days a week), Don Mathis (5 days a week)

Commitments Coordinator: Melinda Hudson

Outreach: Kerry Yeager(?) (2 days a week), Jim Scheibel, Marcie Levin (1 - 2 days a week), Sylvia Hacaj (1 day a week), Ann Maura Connolly (3-5 days a week), Susan Stroud (1 day a week), Drew Gowan (3-5 days a week)

Internet: Tracy Gray (1 day a week); Web Manager (1 day a week)

Public Affairs: J Toscano (1-4 days a week) and other staff as needed

Program and agenda: [Tracy Gray to help identify manager to be hired by Summit]

Advisors: Harris Wofford, Shirley Sagawa, Steve Waldman, Tracy Gray

Presidents and First Lady Protocol: [Melinda Hudson to identify/hire as consultant]

Harris Wofford Fundraising: AnnMaura Connolly

Post-Summit Planning Group Members: Shirley Sagawa and Jim Scheibel

Lance
Gary
Steve
NOTES: Debbie
Terry
Donna

Melinda Hudson to report directly to Gregg Petersmeyer

All Corporation staff to be housed at Corporation; space can be made available for Gregg Petersmeyer and a limited number of other staff; Debbie Jospin will arrange

J Toscano to work directly with firm hired to handle PR

Who will handle conference logistics? Suggest Carolyn Berkowitz from Points of Light Foundation/hire firm

After school
child care ->
CCWS

Get a writer to develop examples

CCWS
617m -> 830m
713m -> 960m

Yellowship

Anna Corp. L+S Senn Corp
cost shares

VISTA what can they
do

Summit Plan

1. Specific Goals:
 - Goals that work, e.g. if met we would “turn the tide.”
 - Primarily children and youth focused
 - Other characteristics:
Real, obvious, simple, big, inclusive (they don’t leave groups or individuals out whose help we need), and doable.
2. Local Communities
 - Teams
 - People who together can make a difference (grass roots, institutional power, and administrative authority)
 - Engage in ways that prepares them to return to their communities committed to work together on a plan they have begun to develop at the Summit.
3. New Resources
 - Commitments
 - Seek “sample commitments” that:
Change an organization’s policies or systems to support citizen service
Focus on one or more of the six goals
Support specific work of local community teams
 - Seek commitments from private, public, and non-profit sector at the national, state and local level
4. Process
 - Treat Summit as the start, not the end
 - Leverage national Summit into state and local summits
 - Leverage “sample commitments” into many communities in each sector
 - Periodically engage Presidential leadership
 - Create accountability:
Communicate progress among communities and those making commitments
Interim meeting in 1998 to review progress
Celebration summit in the year 2000

Conference call
Tues at 10
Friday at noon

Summit Plan

1. Specific Goals
 - Goals that work - e.g. if met we would have "turned the tide."
 - Primarily children and youth focused.
 - Other characteristics:
 - Real, obvious, simple, big, inclusive (they don't leave groups or individuals out whose help we need), and doable.
2. Local Communities Teams
 - People who together can make a difference (grass roots, institutional power, and administrative authority)
 - Engage in ways that prepares them to return to their communities committed to work together on a plan they have begun to develop at the Summit.
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 - Create accountability
 - Communicate progress among communities and those making commitments
 - Interim meeting in 1998 to review progress
 - Celebration summit in the year 2000

Sign In

10/14

Name

Shirley Sagawa ✓
Mike Berning ✓
Stunt Lord ✓
Tracy Gray ✓
Garret Kowak 27K ✓
TESS SCANNELL ✓
Don Mathis ✓
Bill Banta ✓
Mike Berning ✓
Dan Kerrigan ✓
Elaine Dalpiz ✓
Sandy Scott ✓
Jim Schmitt ✓
Rhonda Taylor ✓
David Premo ✓
Jona Algo ✓
AnnMaura Connolly ✓
Melinda Hudson ✓
Drew McGowan ✓
Anne Ostberg ✓
Myrci Lewin ✓
GENE SOFER ✓
SYLVIA HACAJ ✓
Gladys Petersmeyer ✓
Donna Cunningham ✓
Deb Jospin ✓
S. Strong ✓
Jerry R ✓

**THE PRESIDENTS' SUMMIT
HOST COMMITTEE**

CO-CHAIRS

Brian Robert	President, ComCast
Rebecca Rimel	President, Pew Charitable Trusts
Christine James-Brown	President, United Way of South East Pennsylvania

HONORARY CO-CHAIRS

Mayor Ed Rendell	Mayor of Philadelphia
Governor Ridge	

COMMITTEE

Robert Brassler 215-923-0004	President and CEO of National Constitution Center
Ellen Harley	(Regional Pew Grant)
Judith Roslin	University of Pennsylvania
Carmen Sabo-San Miguel	Chair of Philadelphia Foundation Board
Charles Pizzi	Philadelphia Chamber of Commerce
Mjenzi Traylor	Million Man March - Deputy of Commerce Philadelphia
Arthur Finnell	National Association of Black Journalists
Samantha Gater	Sun Valley H.S. (Youth)
Harry Cerino	William Penn Foundation
David Haos	Board Chair of William Penn Foundation
Michael Rawl	Chester County Community Foundation

Ernest Jones
215-851-0110

Greater Philadelphia Urban Affairs Coalition

Ed Geiger

Metropolitan Christian Council

Howard Charish

Jewish Federation

Michael London
215-898-2739

The Wharton School of the University of Pennsylvania

Carie Kitchen

The Convocation Project, The Center for Philadelphia

ADDITIONAL RECOMMENDED PEOPLE

Senator Stuart Greenleaf

Manny Ortiz
215-686-7507

Philadelphia Deputy Mayor and former
Executive Director of Philadelphia ASPIRA

Governor Tom Ridge
717-787-1700

Shirley Dennis - 215-841-4105

Director, Community Relations
PEPCO Energy Company

Rosanne D'Alonzo - 610-359-3196

Chair Corporate Volunteer Council of the Delaware Valley
ARCO Chemical Co.

Dorothy O'Connor - 215-553-3920

Corporate Affairs Manager

Dale Mitchell - 215-790-9700

Executive Director
Delaware Valley Grantmakers

Joe Rauscher 215-665-9800

President
Philadelphia AFL-CIO

Emma Chappel 215-829-2272

President & CEO
United Bank

Rose Marie Greco 215-786-3820

President
Corestates Bank

Bruce Crawley 215-922-7184

President
African American Chamber of Commerce

Marcien Mattleman 215-790-1666

Executive Director
Philadelphia Futures

Reverend Joseph Patterson
215-747-0881

Hickman Temple

Karen Simmons
215-851-1701

Executive Director
LaSalle Non-Profit Management Development Center

Skip Voluntad
215-849-1471

Director
Asian Pacific Institute

Marty Friedman
800-893-9963

Executive Director
National School and Community Corps.

Frank Donaghue
215-299-4000

CEO
American Red Cross

Cheryl Appline
215-765-6070

Executive Director
Habitat for Humanity

Catherine Kutcher
800-899-9963

Corps Member
National School and Community Corps.

Melvin El
800-899-9963

Corps Member
National School and Community Corps

Gary Ledebur
215-299-7461

Executive Director
Family Resource Network

Scott Mulhauser
215-243-2090

Youth Representative
3929 Baltimore Avenue
Philadelphia, PA 19104

Points of Light Foundation

1737 H Street, NW,

Washington, D C. 20006

cc: Melinda

Shirley

FAX

Date: 10/17/96

Number of pages including cover sheet: 4

To:

Harris Wafford

Phone:

Fax phone: (202) 565-2794

CC:

From:

Stuart C. Lord

Phone:

202-223-9186

Fax phone:

202-223-9256

REMARKS:

☐ Urgent☐ For your review☐ Reply ASAP☐ Please comment