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President's Summit - Citizens Service Summit - April 27-29, 1997 [1]

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THE CITIZEN SERVICE SUMMIT

April 27-29, 1997
Philadelphia

The two-day Summit is being designed to build on steps already being taken in communities all across America to produce -- by the year 2000 -- a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. This Summit of Presidents of the United States and citizen leaders from all around the country will be an historic call to action.

With the support of President Clinton and President Bush, and the urging of George Romney shortly before his death, this Summit was initiated by The Points of Light Foundation and The Corporation for National Service. It will consist of more than 1,000 citizens in teams from some 100 communities, and 500 representatives of partner organizations from the private, public, and non-profit sectors at the national and state levels. The 1,500 participants are being invited to Philadelphia to launch a strategy for citizen service and community leadership to "turn the tide" by the turn of the century on many of the challenges facing so many young people today.

Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. These conditions include but are not limited to:

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

Bold but reachable targets will be proposed at the Summit to offer a national vision of how these conditions can be advanced through expanded and more effective volunteer and citizen service. As a start for this process of target-setting the following examples for national targets to be achieved by the year 2000 are proposed:

- 2,000,000 additional mentors
- 2,000,000 additional students reading at grade level
- 2,000,000 additional children having access to health care
- 2,000,000 additional children and youth engaged in safe group activities
- 2,000,000 additional youth engaged in community service

Following the Summit, community teams and local summits will further develop and refine the measurable targets.

Young people will be key participants at the Summit, and youth will be recognized not as "problems" but as resources and talent to be tapped. In challenging society to better serve youth, an equally important challenge will be for youth themselves to serve.

The Summit should be seen as the beginning of an on-going process through the year 2000. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. To advance such action, each of the community delegations will be expected to develop local initiatives launched at their own "summit". In addition, State level participants will have a special responsibility to promote this process in other communities not represented at the National Summit.

The Summit is not to be focused on legislation or government policy relating to the problems of children and youth. Instead, it aims to expand and strengthen the power of citizen service to solve these problems.

The convening of a national summit with the President of the United States, former Presidents and the First Ladies, is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious social problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

done 12/5 ✓ To Barry
From Shirley

Draft - 11/22/96

The Citizen Service Summit

The aim -- and ultimate outcome -- of the Citizen 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. This will happen by drawing new energy and leadership into the mobilization of Americans and their organizations for expanded, more effective service for youth with a special emphasis on engaging more young people themselves in service.

A. General Goals:

- 1) Caring and supportive mentoring relationships in the life of every young person.
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B. Examples of targets by the year 2000 to be set and announced at the Summit:

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- 5) two million additional youth engaged in community service.

Callos
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C. The Summit will be held in Philadelphia on the evening of Sunday, April 27 and on Monday and Tuesday, April 28-29. Function space is confirmed at the Philadelphia Convention Center and at Independence Hall. The Wyndham Franklin Plaza will be the headquarters hotel with additional space available at other downtown hotels.

D. Participation. Fifteen hundred national, state, and community leaders will participate in the Summit.

1. **Presidential involvement.** President Clinton and President Bush have agreed to come together for the first time to convene a major national event. President and Mrs. Carter and Ford have been invited, and all First Ladies -- Mrs. Clinton, Mrs. Bush, Mrs. Reagan, Mrs. Carter, Mrs. Ford, and Mrs. Johnson are also being invited to participate.

2. **Other national leaders.** General Colin Powell has been asked to play a leadership role at the Summit. Chief Executive Officers of major corporations and not-for-profit organizations, in addition to key leaders in the educational, religious, social service, media, sports, and other fields, will be asked to secure invitations by making a measurable commitment to new action that will help achieve the Summit goals and targets. Congressional and executive branch leaders also will be asked to participate.

3. **Governors.** All fifty Governors and their spouses will be invited to lead state delegations [of their own design?]. The state delegations will make commitments [at the Summit?] based on the overarching goals and targets of the Summit and the needs of the state. The state delegations will assist the community delegations and work together at the Summit and in the follow-up phase. The state delegations will also develop strategies to involve communities not represented at the Summit.

4. **Community delegations.** One thousand representatives from one hundred communities will be invited to the Summit. The communities will be selected through one of the following processes:

- 1) by nomination of the governor-appointed state commissions on national and community service;
- 2) in states that have no commissions, by nomination of the governor;
- 3) in any state where the commissions elect not to participate, by nomination of leading service organizations, such as the state volunteer action center, Leadership 18 members in the state; or,
- 4) through an at-large nomination process, which will be used to select a portion of the 1,000 community delegates.

A convener of a proposed community delegation will be asked to describe the composition of the delegation, which may range from 5 to 12 members, indicate the strength of commitment among the delegates to the Summit process, and make a pledge to execute a local summit and encourage peers in nearby communities to replicate their undertakings. The attendance of community delegations may be subsidized by scholarships to ensure diverse participation.

5. **Youth.** To make clear the important role of youth leadership in any undertaking directed at solving the problems of the young, each delegation will be asked to include participants under age 25. National participants will include CEOs of youth-led organizations and governors will be encouraged to include young people on the state delegations.

E. The Summit program will consist of the following primary elements:

- a major ceremonial event, designed to attract significant media coverage, in which President Clinton, the former presidents and first ladies, the Governors and all participants will join together to publicly affirm their commitments to future action, with Independence Hall as the site for some aspect of the public and media events;
- plenary sessions that will emphasize the national goals and targets and the roles to be played by each major sector in achieving those targets;
- opportunities to showcase "best practices" already underway toward meeting the targets;
- working break-out sessions of local and state delegations to help them prepare coordinated follow-up plans for local/state summits within six months.

The final program design will be built around the schedules of the Presidents and other principals.

F. The Summit will be supported by an extensive communications effort which will include the following elements:

- public announcement of the Summit in mid-January;
- sustained outreach to national opinion leaders in the media;
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G. The Summit will be financed primarily through grants from major private foundations. Leadership commitments have been received from the W.K. Kellogg Foundation, the Pew Charitable Trusts and the David and Lucile Packard Foundation with several additional proposals outstanding.

H. Governance. The steering committee of the boards of the Corporation for National Service and the Points of Light Foundation will provide oversight, with the executive committee of the steering committee providing day to day guidance. The Chief Executive Officer of the Summit

will manage the day-to-day operations of the Summit team and will be accountable to the steering committee for carrying out the strategic plan for the Summit.

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5. ^{Commitments} National team (responsible for securing commitments from national organizations and leaders and managing the national delegate process)
- 6 - 10. Goals and targets teams (responsible for developing a cross-sector board for each of the five goals/targets to refine the targets, create a national strategy for achieving the goal, and measure progress)

Each team will be directed by an executive staff person and high-level volunteer leader and will conduct its activity based on the approved strategic plan. Oversight will be provided by an oversight board assembled for each team, to be composed of partner organizations and individuals recruited to play a leadership role at the Summit and by members of the Steering committee.

Staff support for teams will be provided by the Corporation for National Service and the Points of Light Foundation and the special project staff of the Summit.

The structure for post-Summit activities will evolve over the next five months, incorporating those portions of the above structure most appropriate for sustained action.

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Fundraising

Draft - 11/22/96

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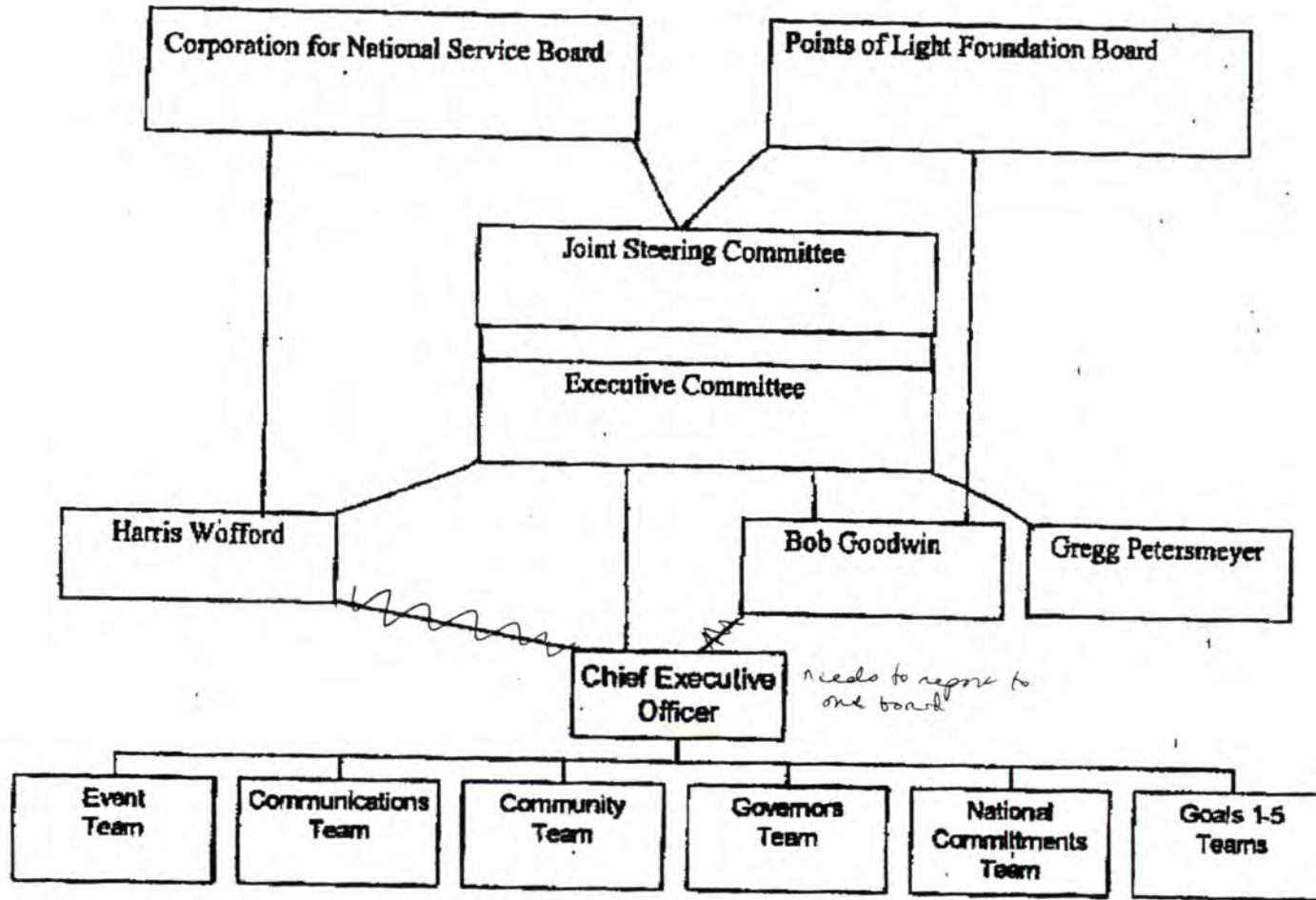
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Draft - 11/22/96

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*Witkos
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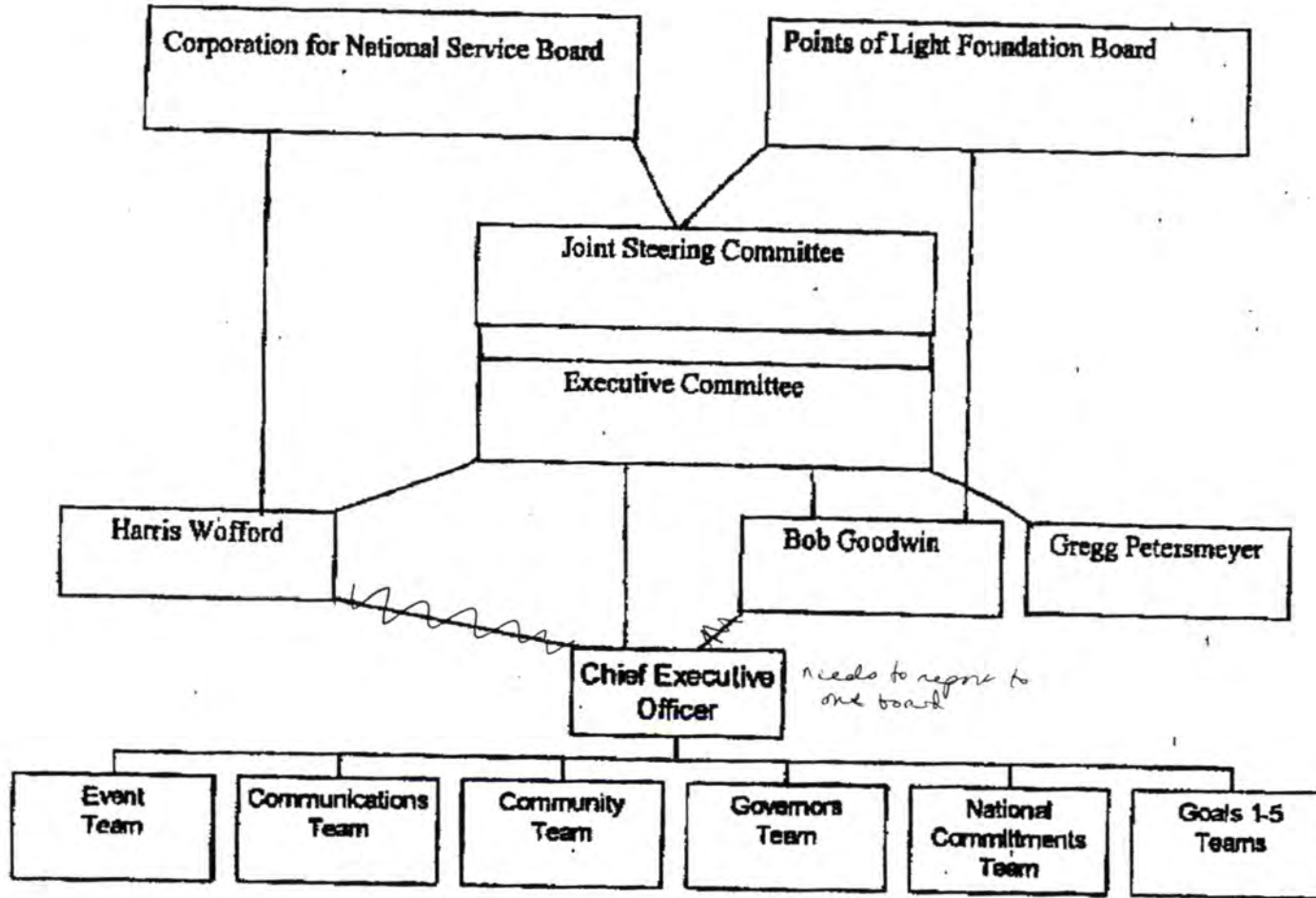
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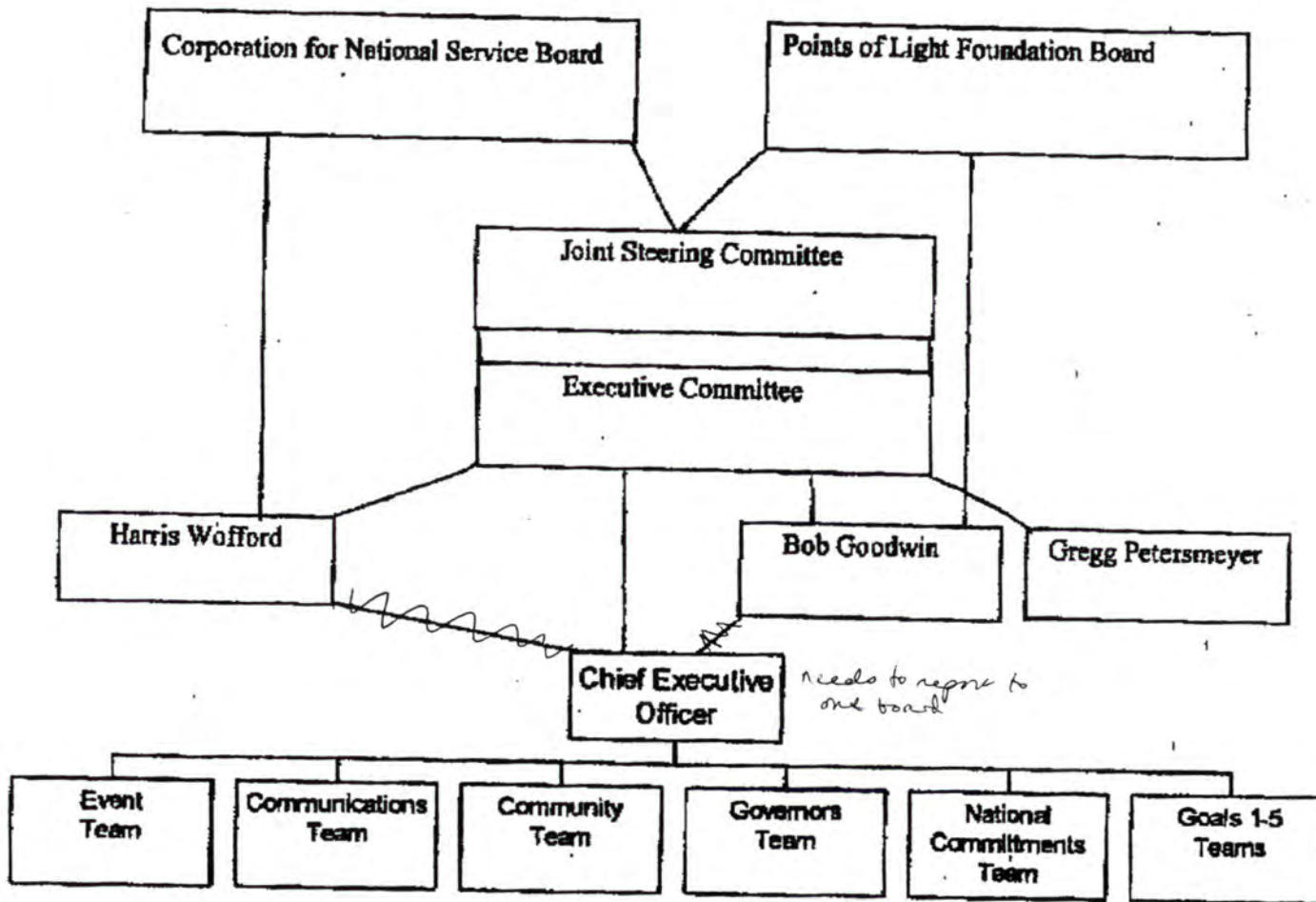
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Draft - 11/22/96

The Citizen Service Summit

The aim -- and ultimate outcome -- of the Citizen 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. This will happen by drawing new energy and leadership into the mobilization of Americans and their organizations for expanded, more effective service for youth with a special emphasis on engaging more young people themselves in service.

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C. The Summit will be held in Philadelphia on the evening of Sunday, April 27 and on Monday and Tuesday, April 28-29. Function space is confirmed at the Philadelphia Convention Center and at Independence Hall. The Wyndham Franklin Plaza will be the headquarters hotel with additional space available at other downtown hotels.

D. Participation. Fifteen hundred national, state, and community leaders will participate in the Summit.

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- 1) by nomination of the governor-appointed state commissions on national and community service;
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- a major ceremonial event, designed to attract significant media coverage, in which President Clinton, the former presidents and first ladies, the Governors and all participants will join together to publicly affirm their commitments to future action, with Independence Hall as the site for some aspect of the public and media events;
- plenary sessions that will emphasize the national goals and targets and the roles to be played by each major sector in achieving those targets;
- opportunities to showcase "best practices" already underway toward meeting the targets;
- working break-out sessions of local and state delegations to help them prepare coordinated follow-up plans for local/state summits within six months.

The final program design will be built around the schedules of the Presidents and other principals.

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- public announcement of the Summit in mid-January;
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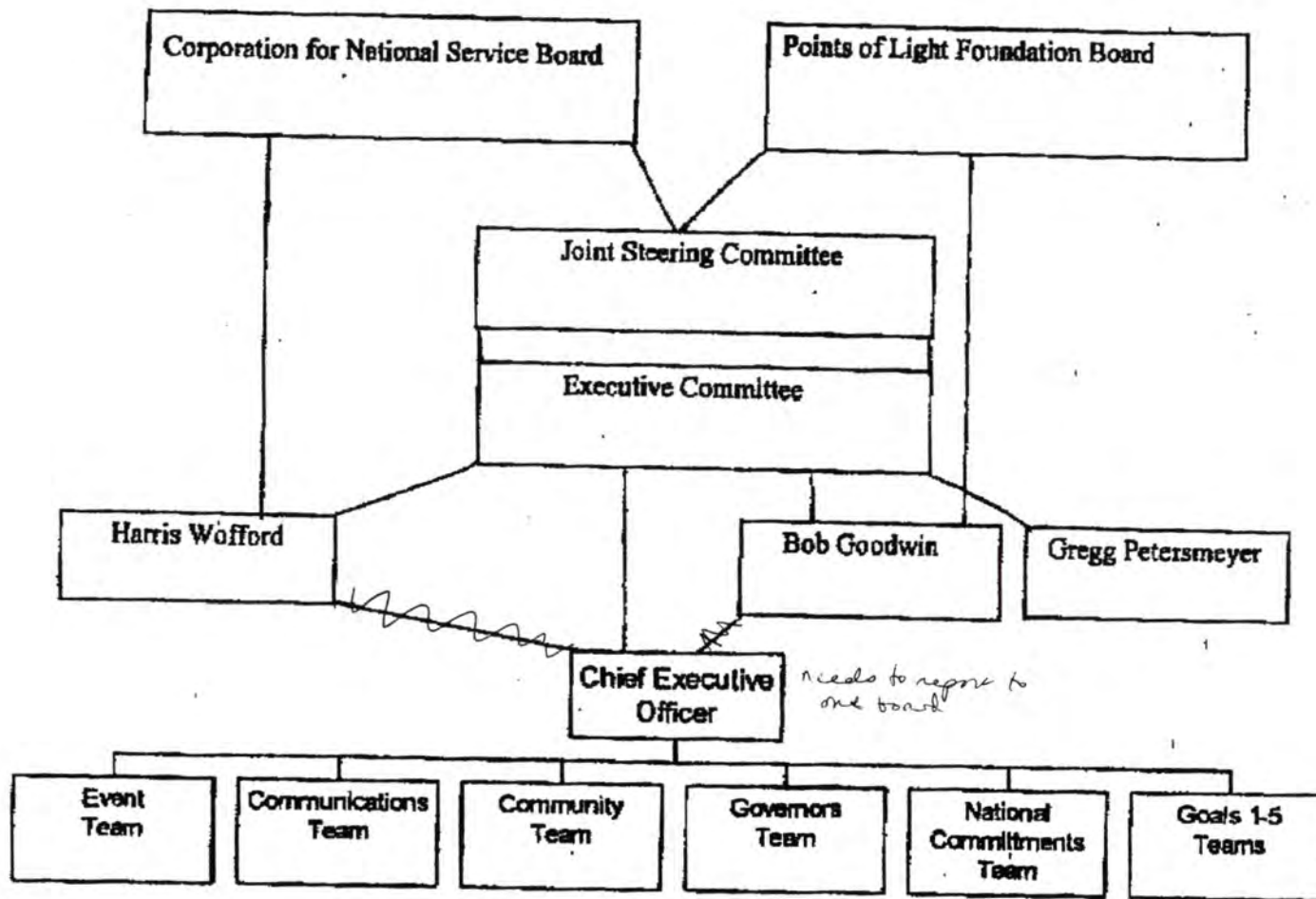
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November 19, 1996

MEMORANDUM

TO: Gregg, Shirley, and Kenn
FOR: Harris and Bob
CC: Stuart
FROM: Melinda and Virginia
RE: Commitments issues for the decision meeting

As the Commitments Team begins its outreach, there are a handful of start-up ambiguities and inconsistencies we'd like to clear up with your help. The following are the processes and products on which we need your thinking:

Process:

The commitments team is actually two tiers. Staff from all three organizations target, research, and prepare for a commitment from a particular sector or client. "Big Shots", for lack of a better phrase, do the pitching with staff support and follow-up. For instance, Leadership 18 was "pitched" by the three of you, but Virginia and Melinda follow-up, attend meetings, push for clarity, etc.

Each organization starts by working with their twenty-five major partners, securing these old friends as supporters of the Summit. But the bulk of the energy will go towards new partners and new approaches open only through some big idea like the Summit.

Attached is the start of our commitments grid which will track the target, the subsectors, the commitments by community goal, the Big Shot pitcher and the support staff. This needs amplification by the steering committee and both Boards, but it is a start, it demonstrates our process, and it will track our progress.

Questions that arise from the process:

1. How do we evaluate a commitment and judge its value? The team is planning a "certification" process for commitments --- are they big/interesting/important/creative enough to warrant an invitation or recognition at the Summit? In addition to ensuring some sense of equity among the committers, this will help us create a sense of competition as well. The criteria include:

- New action of some sort
can be an expanded effort to another level of service
 - One of the three kinds of commitments
goals, policies, post-Summit
 - Big in some relative way --- a first for a sector or impressive in its reach
 - Quantifiable – driving toward goals and getting things done
 - Sizzle - must tell a story, be interesting, raise eyebrows
 - Service of some sort --- expanding active duty citizens
 - Credible leader in the sector
2. Do you have to have a commitment to come? It can be in support of the goals, some policy that unleashes citizens for service, or some support for the post-process, but a group or its leader must have one. The only exception we can come up with is Governors. But as CEO's of a state, should they not be committing resources to service? Will not the ones that would come be already hip-deep in service?
3. If you have made a commitment, are you automatically invited? Communities are coming forth: Gary, Indiana, Riverside, California, Tucson, Arizona, Springfield, Massachusetts, and St. Louis, Missouri are on the radar screen. If they are 'certified', will they be a community delegation? Or do we have a "set-aside" for commitments delegations?

Product

4. Are the subsectors about right? Are there any you favor more or less than the others? Any obvious omissions? We are seeking a broad representation of the:
- | | |
|-------------------|--|
| Private Sector: | Business, Foundation, Labor, Media, Philanthropists, Entertainment/Sports |
| Public Sector: | Local, state, federal government, Legislative branch, Military |
| Nonprofit Sector: | Youth-led, Service Delivery, Faith, K-12, Higher Ed, Civic/Fraternal, Associations, Healthcare |
5. Do we have the content about right? Attached is the latest version of the "public" commitments piece. This is our "approved" text that we have shared with potential commitments. It will be re-crafted by the communications team at some point with the other documents, but it is the only "leave behind" besides the two-pager at the moment.

6. Will the Points of Light Foundation and the Corporation make commitments? Should they be stand-alone or collaborative?
7. The lead commitments are a crucial piece of the communications strategy and help us set the standards for future commitments. Following are brief descriptions of the existing or developing commitments with some 'pros' and 'cons' to help us tease out your thinking on the content and standards of future commitments. Let's discuss:

Lens Crafters: one million eyeglasses for children by 2,000
cons: not service, old commitment, already in process
pros: quantifiable, big, dramatic, existing partner, health goal

Big Brothers/Big Sisters: 100,000 existing matches with incorporate service.
Will double matches to 200,000 by 2,000.
Cons: doesn't roll off the tongue yet
pros: service, big, quantifiable, youth serving

Communities in Schools: bring schools to the students, in the malls
cons: needs more definition, numbers
pros: new partners in mall owners, service, education and safe places goal, could be big, replicable

Prudential: expand their high school service program to middle and elementary
cons: needs crafting
pros: brings in more student servers, good partner

Tucson: ensure that every youth that needs a mentor gets one
cons:
pros: quantifiable, mentor goal, replicable

Shell: we don't know but they are donors to Connect America
cons: don't mix fundraising for C.A. with commitments
pros: big, fine company with enormous reach and new resources, credible

National Council of Volunteer Centers: a million mentors/tutors by the year 2000
cons:
pros: quantifiable, education/mentor goals, credible, important partner

Leadership 18: committing one collective delegate to each community team and will perpetuate goals post-summit
cons: processy, cliquish, "of course you should be working together"
pros: enormous reach through affiliates

Leadership 18 raises a lot of questions for the team:

- a. Are they sponsoring 100 delegates? Money and all?
- b. Why are they guaranteed attendance?
- c. What is their local role post-summit?
- d. It's those 400 million folks, not the Leadership 18
- e. Must have commitment from each of the 18

Next set of questions

These are bubbling to the surface:

8. Budget: will the Foundation get its commitments expenses reimbursed? Travel?
9. Consultants: we're ready to go. And we have to get started. Set a price and do a contract before we lose them.
10. What do you get for making a commitment? Hang with the Presidents? The Commitments Team is working up a draft "pyramid" for your review, but your early thoughts are needed now to drive the process.
11. What does my CEO actually do? Part of the agenda puzzle.
12. How many people can come from my company/organization?
13. What happens after the summit?

Commitments

The Citizen Service Summit

**Connecting Americans to Get Things Done
for the Next Generation
April 27-29, 1997**

Philadelphia

The Citizen Service Summit begins a three year process to produce a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. This Summit of the Presidents of the United States and citizen leaders from all around the country will be a historic call to action to achieve goals for the future that are shared by communities across the nation. Following the Summit, these citizens will return to their own communities and organizations and launch plans to increase citizen involvement to achieve these goals.

Summit Commitments

The Citizen Service Summit will call for commitments that serve as models for increasing the volume and effectiveness of citizen action. Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. Commitments are, in fact, a requirement for attendance.

At the Summit, a set of leadership commitments will be highlighted from foundations, businesses, state and local government, educational institutions, religious organizations, nonprofits, and community delegations that will commit their time, resources, and skills to turn the tide against serious social problems. Following the Summit, and over the next eighteen months, a concentrated effort will be made to acquire commitments from a wide range of communities, organizations, and institutions and support a continuing process of local summits and follow-on initiatives.

The Summit will propel three kinds of commitments to increase the volume and effectiveness of citizen action. Commitments that:

- Achieve one or more of Summit's five goals for the future, especially those that focus on the needs of America's young people from birth through their entry into active duty citizenship
- Change organizational policies or systems to unleash the power of citizen action and remove the barriers to sustained and effective citizen engagement.
- Support community delegations in carrying the summit process forward, extending their reach and engaging more citizen power at the local and neighborhood level.

Model Commitments for the Future

Commitments made by organizations at the Summit must be bold, national in scope, and local and profound in their impact. The nature and scope of commitments is very important for two reasons: first, the scale of the country's serious social problems demands that every institution and individual play a role in addressing them; however, the current volume of effective work is not sufficient to change these problems. Second, these commitments will serve as examples to others, and, therefore, must be bold and far reaching so that other organizations nationwide will be inspired to make their own commitments in their own communities.

All of the commitments made by the private, public, and nonprofit sectors will increase the volume and effectiveness of citizen action in one of three ways: through the Summit's goals, through changes in organizational policies, or through committing to support post-summit work in the local communities.

The following are examples of the kind of commitments the Summit will catalyze:

I. To Achieve a Summit Goal:

Caring and supportive mentoring relationships in the life of every young person.

A business could establish a mentoring program at all of its work sites.

A national organization could pledge to fulfill a commitment for mentors for every child that needs one in a community or state, or for a model national number by the year 2,000.

A religious organization matches every family in its parish, synagogue, church, mosque, or temple with a family in need.

A community could pledge to find a mentor for every young person in need.

A civic organization offers a citizen service scholarship to a student in every high school in America.

Education that prepares the coming generation for productive employment, economic fulfillment, and good citizenship.

A college or university commits its work-study funds to community service.

A nonprofit locates its services in the school, anchoring after-school tutoring and child care programs.

An employer provides Saturday Academies designed to pair corporate volunteers with students in a comprehensive school-to-work program.

A computer company puts schools and nonprofits online, with hardware, training, and technical assistance.

A governor declares zero tolerance for illiteracy, and leverages all the public assets to support volunteers in teaching all who want to read.

A healthy start in life and encouragement for healthy behavior.

A company could pledge that its primary product be provided for free to all children who need it in a community or to a national target number by the year 2,000.

Retirees from a union or company or public employer could band together to provide services that support donations of a private sector product.

A medical or dental school could commit to having a certain percentage of residencies conducted in low income clinics.

A health care provider uses senior citizen volunteers and retirees to help the frail elderly live independently and avoid nursing homes.

Safe and decent places to gather, learn, work, and play and live.

- Financial institutions commit a percentage of community reinvestment funds to programs and approaches that engage citizens in active duty service.*
- A civic organization guarantees a safe place for youth from the close of the school day to early evening in every community in which it has a facility.*
- A company adopts everything within one mile of its headquarters, renovating every public space within its circumference and restoring every ecosystem.*
- A religious organization could offer its facilities daily as a safe place or a safe corridor for children after school.*
- A real estate firm donates housing for those who commit to do full-time service in the community.*

Inspiration and opportunities for everyone - young and old - to give back to others through service and to contribute to the common good.

- A newspaper could commit to running, on the front page, one story each week about what is working in communities through citizen action.*
- An employer integrates service into its hiring, evaluation, and retirement systems.*
- A company supports a youth service program in every elementary school in America.*
- An employer integrates service into its apprenticeship programs, building leadership and management skills.*
- An employer devotes a percentage of its summer jobs tasks to support community service projects.*
- A city pledges to organize public-private funds for summer jobs for every youth, a good percentage of those in service to the community.*
- A university commits a fixed number of volunteer hours from its students, pledging that on any given day there will be a certain, reliable number of volunteers for a project.*

II. To Change Organizational Policies in order to Support Citizen Service:

- A foundation could make citizen service a criterion for all of its grantmaking.*
- A civic organization that serves youth could turn the tide by engaging youth in service to others, integrating service into its strategy.*
- An employer could incorporate citizen service into its hiring criteria, employee evaluation, and other personnel policies.*
- A television network could agree to carry regular and prominent programming related to service.*
- An employer could integrate service into its apprenticeships programs, building leadership and management skills.*
- An employment agency could deploy its clients in nonprofit community organizations during between placements and during extended job searches.*
- A business could provide service sabbaticals or community leave for skilled employees and engage their retirees in community service.*
- A college or university could integrate service-learning into every class and the entire curriculum.*
- An employer hires, trains, and mentors those transitions out of welfare.*

III. To Support the Work of Community Teams During and Following the Summit:

A foundation could support the local summit.

A company could underwrite the participation of a community delegation.

A national nonprofit could pledge its affiliates as partners in the post-summit delegations and other initiatives.

Commitment Criteria

While each commitment will 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:

- Each commitment must be significant enough to serve as 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.
- Each commitment should represent “new” action for an organization. Although it could be build on something it already does, the organization should “stretch beyond” its current activities and ask how it could make the greatest impact.

11/18/96

BACK PAGE IS THE SIGN UP FORM

Commitments application/competition

FOLLOWED BY A 'SIGN UP FORM'

includes the kinds of commitments for check off, etc.

Summit goals

Policies that empower

Support that continues the process

FOR MORE INFORMATION

Draft - 11/22/96

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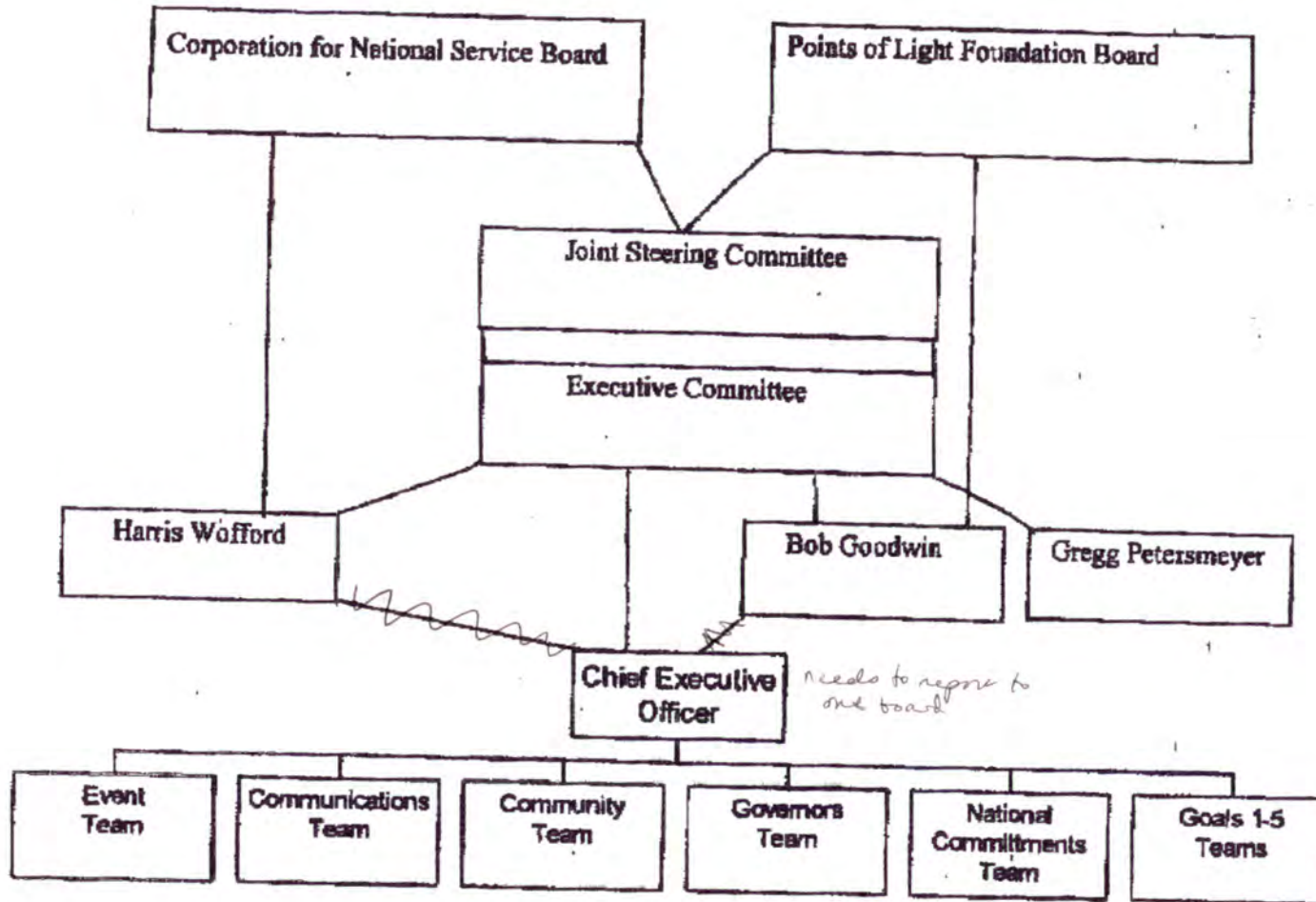
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the national committee

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CORP NAIL SVC

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To: Melinda and Shirley
From: Sylvia & Gene
Re: Congressional Commitments
Date: November 19, 1996

DRAFT
In your comments
Alycia

Below are several options for commitments from members of Congress for your consideration. It is important to find the kind of commitment that is realistic for Members to be able to make and keep, and roles for them that are appropriate given their time constraints.

1. Individual Commitment

- All or targeted Members of Congress are invited by the President to make an individual commitment to a regularly scheduled service project involving children and youth in Washington or in their District, (eg. Sen. Jeffords' weekly tutoring engagement) which we could help publicize. If Members already have an ongoing commitment, like Senator Jeffords, we could ask them to expand or we could include it .
- We could open the commitment challenge to the staffs of Members. We could hold a competition to see which offices pledge the most time to community service. Roll Call and the Hill could mention the top offices and Members.
- We could ask Members to regularly devote a portion of their newsletter to promoting volunteer opportunities in their community in their newsletter on a regular basis.
- The Representatives and Senators of the 100 communities chosen could be approached to commit themselves and the resources of their state/district office staffs to help fulfill the commitment put forward by their community. Members could be asked to profile the summit and the community leaders chosen to participate as a way of building support for the community's commitment after the Summit.
- We could help arrange a day of service just for Members of Congress and highlight what they are doing. It could be here in Washington or in their districts. The day could fall in National Volunteer Week, April 13 - 19 as a build-up to the Summit. Or, we could just ask that members commit to a service activity at some time during the week. It would be especially helpful to get the leadership of both parties behind this and promote it as a bipartisan activity. In the past Minority Leader Gephardt and Speaker Gingrich have co-sponsored fundraisers for Horton's Kids here in Washington, so there is some precedent for such an approach. It would be good to approach leadership now to get their agreement to promote participation in the Summit. We could also seek a resolution proclaiming National Volunteer Week.

Con: It may be difficult to get Members (and/or staff) to make and keep such commitments. We would have difficulty compiling, tracking and verifying all these committed hours and it would require a significant investment of staff time to coordinate the commitments of 535 individual

offices. Even with the support of the Congressional leadership there is no guarantee that Members will participate and we can't predict how the bipartisan message will play in April because events will influence the climate. Given the peculiarities of Congress, consideration should be given to inviting Members of Congress with no commitment in return.

2. Summit Commitment

- Commitment to bi-partisan televised town meeting with the participation of Gingrich, Gephardt, Lott and Daschle and/or other Members of Congress to discuss service, citizenship and kids; service as a strategy to solve problems; promoting volunteerism; civic renewal, etc. which would also include listening to community leaders participating in the Summit. Members who participate should be aware that this is not at all about "AmeriCorps" but much broader, addressing the themes of the Summit. This could be worked into the Forum/Town meeting part of the Summit Agenda as it is developed.
- Members of Congress who have been supportive of community service/civic renewal will be invited to participate in public events of the Summit such as an appearance with the Presidents or the signing ceremony and not make a formal commitment.

3. Institutional Commitment - A Community Service Caucus could be established through the leadership of such members as Tim Roemer and Chris Shays in the House and Dan Coats and Ted Kennedy in the Senate which would work to encourage community service, in particular, service targeted toward children and youth. The caucus could study various legislative proposals related to service (volunteer liability, reauthorization of the National and Community Service Act) and use resolutions and proclamations to help raise the profile of service

4. Combination of All of the Above - Depending on the Member and the past involvement in community service issues and present willingness to make a commitment they could be approached to do different things. All members would be sent a letter which would include a menu of options of how they could participate.

Con: Makes the commitment more diffuse, but could increase the number of Members involved.

Draft 11/19/96

THE CITIZEN SERVICE SUMMIT

April 27-29, 1997

Philadelphia

The two-day Summit is being designed to build on steps already being taken in communities all across America to produce -- by the year 2000 -- a quantum leap in effective community volunteering and citizen service focused on the most critical problems of children and youth. This Summit of Presidents of the United States and citizen leaders from all around the country will be an historic call to action.

With the support of President Clinton and President Bush, and the urging of George Romney shortly before his death, this Summit was initiated by The Points of Light Foundation and The Corporation for National Service. It will consist of more than 1,000 citizens in teams from some 100 communities, and 500 representatives of partner organizations from the private, public, and non-profit sectors at the national and state levels. The 1,500 participants are being invited to Philadelphia to launch a strategy for citizen service and community leadership to "turn the tide" by the turn of the century on many of the challenges facing so many young people today.

Organizations and institutions invited to the Summit will be asked to come with a tangible commitment to new action that will help create the conditions for the success of American youth. These conditions include but are not limited to:

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

Bold but reachable targets will be proposed at the Summit to offer a national vision of how these conditions can be advanced through expanded and more effective volunteer and citizen service. As a start for this process of target-setting the following examples for national targets to be achieved by the year 2000 are proposed:

- 2,000,000 additional mentors
- 2,000,000 additional students reading at grade level
- 2,000,000 additional children having access to health care
- 2,000,000 additional children and youth engaged in safe group activities
- 2,000,000 additional youth engaged in community service

Following the Summit, community teams and local summits will further develop and refine the measurable targets.

Young people will be key participants at the Summit, and youth will be recognized not as "problems" but as resources and talent to be tapped. In challenging society to better serve youth, an equally important challenge will be for youth themselves to serve.

The Summit should be seen as the beginning of an on-going process through the year 2000. It will provide an organizing model both for the communities represented at the Summit and for many others who will find this model an impetus to new action. To advance such action, each of the community delegations will be expected to develop local initiatives launched at their own "summit". In addition, State level participants will have a special responsibility to promote this process in other communities not represented at the National Summit.

The Summit is not to be focused on legislation or government policy relating to the problems of children and youth. Instead, it aims to expand and strengthen the power of citizen service to solve these problems.

The convening of a national summit with the President of the United States, former Presidents and the First Ladies, is without precedent. That itself will enhance the importance of voluntary citizen action and national service but the aim is to prove that this strategy of service can "turn the tide" and actually connect Americans to solve some of the most serious social problems facing the coming generation and thus the nation as a whole. In doing so, Americans will feel a new sense of faith and hope that the great challenges facing our country can be successfully met by citizens working together.

Summit Commitments

updated 11/19/96

DRAFT

Sector: Private
Subsectors: Foundation, Business, Labor, Media, Philanthropist, Entertainment/Sports

Sector: Public
Subsectors: Local Gov't, State Gov't, Legislative, Federal Gov't, Military

Sector: Nonprofit
Subsectors: Youth-led, Service Delivery, Faith, K-12, Higher-Ed, Civic/Fraternal Associations, Healthcare

<u>Organization</u>	<u>Name</u>	<u>Title</u>	<u>Phone</u>	<u>Fax</u>	<u>Sector</u>	<u>Subsector</u>	<u>Scope</u>	<u>Pitch</u>	<u>Goal</u> ☆	<u>Staff</u>	<u>Commitment</u>	✓
Aid Assoc. for Lutherans					Private	Service	National					
Allstate					Private	Business	National					
AMBUCS	J. Joseph Copeland	Exec. Director										
American Airlines	Bob Crandall				Private	Business	National					
American Association of Univ Students					Nonprofit	Higher Ed	National					
American Express		CEO			Private	Business	National			Gregg		
American Red Cross (L18)	Gene Dyson				Nonprofit	Service	National					
AmeriCorps Leaders Alumni	Meri Ames	Director			Nonprofit	Service	National					
Annie E. Casey Foundation	Ralph Smith	Director/Planning	410/547-6600		Private	Foundation	National		2,3	Harris/AMC/Rennie		
ASPIRA					Nonprofit	Service	National					
Baltimore Sun	Mary Junck	Publisher			Private	Media	Local		6	Jim		
Bank of America					Private	Business	National			Gregg or Pat		
Best Buddies					Nonprofit	Service	National					
Big Brothers/Big Sisters (L18)	Tom McKenna				Nonprofit	Service	National		1	Harris	100k matches in service, 200,000 matches by 2,000	
Black Student Leadership Network					Nonprofit	Association	National					
Boys and Girls Clubs (L18)	Roxanne Spillett				Nonprofit	Service	National					
Boys Scouts of America (L18)	Jere Ratcliffe				Nonprofit	Service	National					
Camp Fire Boys and Girls (L18)	Russ Weathers				Nonprofit	Service	National					
Catholic Charities USA (L18)					Nonprofit	Service	National					
Center for Sports in Society	Don McPherson	Director			Nonprofit	Sports	National					
Center for Youth as Resources					Nonprofit	Service	National					
Child Welfare League (L18)	David Liederman				Nonprofit	Service	National					
Children's Express					Nonprofit	Media	National					
City Cares of America					Nonprofit	Service	National			Ann Maura		
Claire Danes		Actress			Private	Entertainment	National					
Coalition for Community Foundations for Youth					Private	Foundation	National					
Coca Cola Company	Roberto Goizuetta	Chairman	404-676-2121		Private	Business	National		2	Gregg/Pat	Education, children, families	
Coca Cola Company	Don Green	President			Private	Foundation	National		2	Pat	Education, children, families	
Communities In Schools	Bill Milliken	President			Nonprofit	k-12	National		2,3,6	Pat	Schools/Literacy to the Malls	
Council of Jewish Federations (L18)												

☆ = Goals: 1-Caring Adult, 2-Education, 3-Safe Clean, 4-Work, 5-Healthy, 6-Serve

Summit Commitments

updated 11/19/96

Council on Foundations	Dot Ridings	President	202/467-0443		Private	Association	National		2	Harris/AMC	
Disney University	Jeff Hollman				Private		National			Pat	
Do Something	Michael Sanchez	Director			Nonprofit	Service	National				
Echoing Green					Private	Foundation	National				
EDS					Private	Business	National			Gregg/Bob	
Ewing Marion Kauffman Foundation	Bob Rogers	President	816/932-1000		Private	Foundation	National		2,6	Harris/AMC	
Family Service America (L18)											
GE	Clifford Smith	President			Private	Business	National				
General Mills	Reatha Clark King	President			Private	Foundation	National			Ann Maura	
General Motors		CEO			Private		National			Gregg	
Georgetown University	Rev. William Byron				Nonprofit	Higher Ed	National				
Girls Scouts (L18)	Mary Rose Main				Nonprofit	Service	National				
Girls, In (L18)	Isabel Stewart										
Goodwill Industries (L18)	Fred Grandy										
Grantmakers for Children, Youth and Families	Mary Bogle	Exec. Director	202/393-6714		Private	Foundation	National		1,3	AnnMaura	
Grantmakers in Health	Catherine McDermott	Exec. Director	202452-8331		Private	Foundation	National		5	AnnMaura	
Grantmakers/Natl & Community Service	Jill Blair		415/522-5400		Private	Service	National			Ann Maura	Policy change, include service as a criterion
IBM	Lou Gerstner	CEO			Private	Business	National		6	Harris	Connect service world through net
IBM Foundation	Stanley Litow	President			Private	Foundation	National		2,6	AnnMaura	
Independent Sector	Sara Melendez	President	202/223-8100		Nonprofit	Association	National		2,6	Harris/AMC	
JC Penney					Private	Business	National				
Johnson Publishing Co					Private	Business	National		6		
Karl Kani Infinity					Private	Business	National		1		
Kiwanis International	Dirk Bannister	Chairman									
La Raza											
Latter Day Saints					Nonprofit	Faith	National		6	Don Staheli	Family volunteering as a church practice
Leadership 18					Nonprofit	Service	National		6	Harris	Local summits/national collaborations
LensCrafters	Dave Brown	CEO			Private	Business	National		5	Bob	Glasses for one million children in next 12 mo./eye van
Lions Clubs International					Nonprofit	Civic	National				
Marriott Corps					Private	Business	National				
Metters Industries					Private	Business	National				
Microsoft	Bill Gates	CEO			Private	Business	National		6	Gregg or CNS	
Minneapolis Star Tribune	Joel Crammer	Publisher			Private	Media	Local		6	Jim	Civic journalism/corporate volunteerism
N.A. Partners in Education	Jim Pitofsky				Nonprofit	k-12	National			Melinda	has a company partner ready to "do something big"
NAACP	Kweisi Mfume	President			Nonprofit	Service					
National Urban League (118)	Hugh Price				Nonprofit	Service					
National Urban/Rural Fellos					Nonprofit	Higher Ed	National		2	Gwen	
Nationsbank	Vickie Tassan	Senior VP			Private	Business	National		3	AnnMaura	
Natl Council of Negro	Dorothy Height	President			Nonprofit	Service					

Summit Commitments

updated 11/19/96

Natl Mental Health (L18)	Mike Faenza									
NBA					Private	National				
Northern CA Grantmakers	Caroline Tower	Exec. Director			Private	Foundation	State/Local	6	AnnMaura	
One Hundred Black Men	Tom Dortch									
Pillsbury	Paul Walsh	CEO			Private	Business	National	1	Pat	Mentoring: build on KAPOW Kids&Power of Work
Pillsbury	Rebecca Ernhardt				Private	Foundation	National		Pat	
Pillsbury	Susan Enright				Private	Foundation	National		Pat	
Prudential	Urbano Venero		201-802-2559		Private	Foundation	National	6	Gregg/Pat	K-12 Service program, post summit in 24 communities
Quality Ed. for Minority	Shirley McBay									
Robert R. McCormick Fdn	Gen. Neal Creighton	CEO			Private	Foundation	National	6	Harris/AMC	
Robert Wood Johnson Fdn	Steven Schroeder	President			Private	Foundation	National	5	Gregg/AMC	
Russell & Co					Private	Business	National	3		
Salvation Army (L18)	Robert Watson									
Shell	Phil Carroll	CEO			Private	Business	National		Jeff	
Soft Sheen					Private	Business	National	1		
Staples					Private	Business	National		Gregg	
Target					Private	Business	National	6	Virginia	Family volunteering
The Benton Foundation	Charles Benton	President	202/638-5770		Private	Foundation	National	3,5,6	Harris/AMC	
The Hitachi Foundation	Delwin Roy	President	202/457-0588		Private	Foundation	National	6	AnnMaura	
The Home Depot					Private	Business	National		Melinda	
The James Irvine Foundation	ennis Collins/Nick Bollma	President	415/777-2244		Private	Foundation	State/Nat'l	6	AnnMaura	
The Meadows Foundation	Eloise Meadows Rouse	Vice President	214/826-9431		Private	Foundation	State/local	6	Gregg/Pat	
The W.K. Kellogg Foundation	William Richardson	President	616/968-1611		Private	Foundation	National	6	Harris/AMC	
Time Warner	Dick Monroe	Chairman			Private	Media	National		Bob	
TLC Beatrice					Private	Business	National	5		
United Neighborhood Centers of America	Fred Isaacs									
United Way of America										
UPS					Private	Business	National		Melinda	
Visiting Nurse Assoc.	Bill Varnell									
Volunteers of America	Denny Barnett				Nonprofit	Service	National		Pat	
Walt Disney	Michael Eisner	CEO			Private	Media	National		Gregg	
YMCA	Ron Kinneamon				Nonprofit	Service	National	3		Y's as the places in every community
YWCA (L18)	Prema Mathai-Davis									
Hillel					Nonprofit	Faith/Service	National			
Jesuit Volunteer Corps					Nonprofit	Faith/Service	National			
Kaboom!	Daryl Hammon	Director			Nonprofit	Youth-led/Service	National			
Lead...or Leave					Nonprofit	Youth-led/Service	National			
Lutheran Volunteer Corps					Nonprofit	Faith/Service	National			
Music Television					Private	edia/Entertainme	National			

Summit Commitments

updated 11/19/96

NAACP Youth and College Division				Nonprofit	K12/HE	National				
National Assn for Public Interst Law				Nonprofit	Association	National				
National Collaboration for Youth				Nonprofit	Service	National				
National Indian Youth Leadership				Nonprofit	Service	National				
National PTA				Nonprofit	Civic	National				
National Student News Service				Private	edia/Entertainme	National				
National Youth Leadership Council				Nonprofit	Association	National				
New York Yankees				Private	Sports	Local				
Nickelodeon				Private	edia/Entertainme	National				
Public Allies	Chuck Supple	President		Nonprofit	Service	National				
Rock the Vote				Nonprofit	Civic	National				
Sierra Club		President		Nonprofit	Youth-led/Service	National				
Student Coal for Action in Literacy Ed				Nonprofit	Youth-led/Service	National				
Teach for America	Wendy Kopp	Founder		Nonprofit	Youth-led/Service	National				
US Student Association				Nonprofit	Association	National				
Fidel Vargas		Mayor		Public	Local	National				
Who Cares Magazine	Heather McLeod	Founder		Nonprofit	Youth-led/Service	National				
YES Ambassadors	Jennifer Gilligan			Nonprofit	Service	National				
YouthBuild USA				Nonprofit	Service	National				
Youth on Board				Nonprofit	Association	National				
Youth Service America	Roger Landrum			Nonprofit	Service	National				
General Federation of Women's Clubs	Faye Z. Dissinger	President		Nonprofit	Association	National				
Kinsmen and Kinette Clubs of Canada	Robert Elliot	Exec. Director		Nonprofit	Association	National				
Optimist Clubs International	Stephen P. Lawson	Exec. Director		Nonprofit	Association	National				
Delta Sigma Theta	Rose Kennedy	Exec. Director		Nonprofit	Association	National				
Pilot International Foundation	Cynthia Mills	Exec. Director		Nonprofit	Association	National				
Civitan International	John Rynearson	VP		Nonprofit	Association	National				
Association of Junior Leagues International	Holly Sloan	Exec. Director		Nonprofit	Association	National				
Soroptimist International	Leigh Wintz	Exec. Director		Nonprofit	Association	National				
Quota International	Kathleen Wright	Exec. Director		Nonprofit	Association	National				
US Jaycees	Tim Jackson	Exec. Director		Nonprofit	Association	National				
Allstate Foundation	Laurie Stinson	Exec. Director		Private	Business	National				
Amelior Foundation	Raymond G. Chambers	Chairman		Private	Business	National				
American Express Foundation	Mary Beth Salerno	President		Private	Business	National				
Amoco Corporation	H. Laurance Fuller	Chairman		Private	Business	National				
AMR/American Airlines	Robert L. Crandall	Chairman		Private	Business	National				
Anheuser Busch Companies	Anthony Jones	Director		Private	Business	National				
AT&T	Robert E. Allen	hairman and CEO		Private	Business	National				
Bank of America	Ronald Biagi	CEO		Private	Business	National				

Summit Commitments

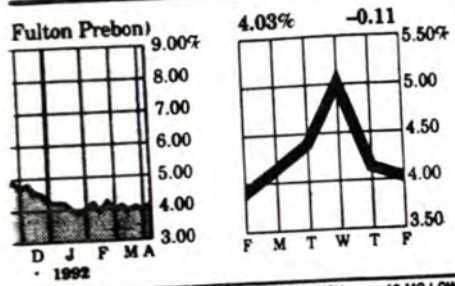
updated 11/19/96

BellSouth Corporation	Jim Breedlove	Dir. Ext. Affairs		Private	Business	National			
Chrysler Corporation	Robert J. Eaton	hairman and CEO		Private	Business	National			
Communication Workers of America	Morton Bahr			Private	Business	National			
Fannie Mae	James A. Johnson	hairman and CEO		Private	Business	National			
Farmers Group	Jeff Beyer	VP		Private	Business	National			
General Electric Company	John F. Welch	hairman and CEO		Private	Business	National			
General Mills	Stephen W. Sanger	hairman and CEO		Private	Business	National			
Hallmark Cards	Irvine O. Hockaday	President		Private	Business	National			
Honeywell Inc.	Michael R. Bonsignore	CEO		Private	Business	National			
IBM Corporation	Louis Gerstner	hairman and CEO		Private	Business	National			
Johnson and Johnson	Ralph Larsen	hairman and CEO		Private	Business	National			
Levi Strauss & Co.	Bob Adas			Private	Business	National			
SC Johnson Wax	Sam Johnson			Private	Business	National			
Sears, Roebuck & Co.	Arthur C. Martinez	hairman and CEO		Private	Business	National			
Valero Energy Corporation				Private	Business	National			
Walt Disney Company	Michael Eisner	hairman and CEO		Private	Business	National			
American Cancer Society	Ruth Corcoran	VP		Nonprofit	Healthcare	National			
Eli Lilly & Company	Steven E. Twait	Manager		Private	Business	National			
Elks Club				Nonprofit	Service	National			
Rotary Club				Nonprofit	Service	National			
Church Women United				Nonprofit	Faith	National			
Omega Psi Phi Fraternity				Nonprofit	Fraternal	National			
Alpha Kappa Alpha Sorority				Nonprofit	Fraternal	National			
Alpha Phi Alpha				Nonprofit	Fraternal	National			
Essense Communications				Private	Business	National			
BET Holdings, Inc.				Private	Business	National			
Assn. of Volunteer Administrators				Nonprofit	Service/Assn.	National			
Child Advocates				Nonprofit	Service	National			
Mothers Against Drunk Driving				Nonprofit	Service	National			
Students Against Drunk Driving				Nonprofit	Service	National			
American Association of Retired Persons				Nonprofit	Association	National			
United Negro College Fund				Nonprofit	Education	National			
Pepsi-Cola (of Wash DC)				Private	Business	National			

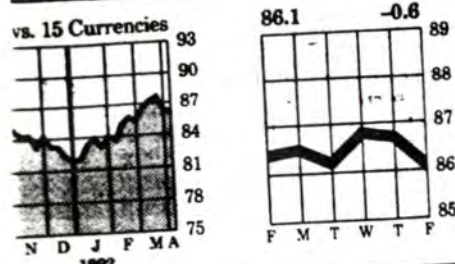
Bob —
Seen this?
— claim

Ray Chambers

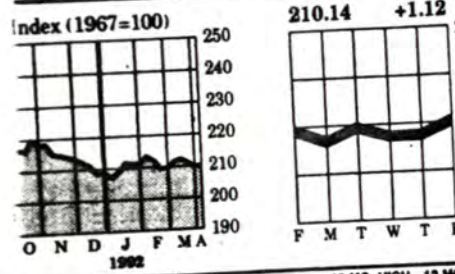
4219.14	7.96%	3769.79	4366.76	3696.83
98.89	8.14	93.72	99.81	93.66
662.75	8.09	592.74	697.13	589.72
94.27	6.84	92.5	97.6	91.5
567.50	8.37	501.57	569.17	500.22



THU	YEAR AGO	12-MO HIGH	12-MO LOW
4.02%	5.71%	5.75%	3.72%
3.73	5.95	5.95	3.51
4.26	6.12	6.20	3.94
4.31	6.19	6.25	4.00

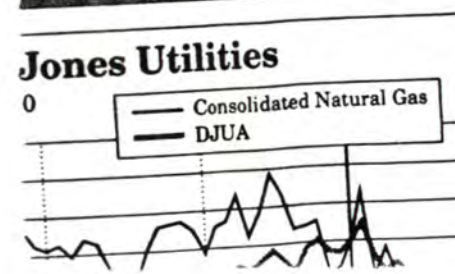


LATE THU	DAYS HIGH	DAYS LOW	12-MO HIGH	12-MO LOW
1.7305	1.7475	1.7252	1.8855	1.6010
0.8389	0.8421	0.8392	0.8928	0.8343
1.5014	1.4860	1.5035	1.3405	1.5903
133.73	133.07	134.30	123.35	141.59
1.6440	1.6225	1.6475	1.5075	1.8356



CHANGE	THU	YRAGO	12-MO HIGH	12-MO LOW
\$+	0.30	\$340.90	\$359.80	\$373.70
+	0.50	19.80	19.95	24.15
+	0.03	4.10	2.98	4.77
+	0.50	78.75	81.75	81.75
				64.00

except for Federal Funds, which are weekly average rates.



New Charity Fund Puts Its Bets In Cutthroat Commodity Pits

WSJ, 4/6/92
By GEORGE ANDERS
And STANLEY W. ANGRIST

Staff Reporters of THE WALL STREET JOURNAL
NEW YORK—A little bit of charity is creeping into the rough-and-tumble commodity pits.

A top U.S. futures trader, Paul Tudor Jones, and one of the most successful sponsors of leveraged buy-outs in the mid-1980s, Raymond Chambers, are teaming up to form a \$125 million commodity fund that plans to hand over most of its profit to charity.

Capital for the new fund, known as the One-to-One Charitable Fund Inc., will come from foundations, other institutional investors and wealthy individuals. It will be managed by Mr. Jones and three other veteran commodities traders.

Over the past five years, Mr. Jones and the other traders have been some of the top performers in their field, averaging annual returns of 36% to 71% on their portfolios, according to futures industry publications.

Most of any profit realized by the One to One fund will be channeled toward social programs picked by Mr. Chambers and a group of advisers. The advisers' main goal: encouraging children from dis-

advantaged backgrounds to stay in school and pick up business skills. The notion of trying to further social justice by trading in cutthroat markets such as soybeans or stock-index futures strikes some as odd. As veteran Chicago commodity trader Mark Ritchie observed in his autobiography: "There is a stunning lack of sportsmanship in the way that this game is played. . . I got the feeling I was being trained as a socially sanctioned bookie."

Sponsors of the One to One fund, however, say they are totally serious about their new charitable mission. "The problems in our inner cities are so severe," says Mr. Chambers. "This isn't a silver bullet that will solve everything, but it's an opportunity to help people feel connected to the mainstream."

So far, major investors have tentatively committed about half the \$125 million target, according to executives working with the fund. These executives add that they hope to have the fund fully raised by June, at which time it will start operations.

As spelled out in its offering circular, the One to One fund would try to line up volunteers nationwide to serve as mentors for students from disadvantaged backgrounds. Students periodically would get small cash awards—drawn from the fund's commodities trading profits—if they stayed in school, avoided drugs and crime, and picked up business skills.

At age 23, or perhaps earlier, students who completed the program would each get a \$10,000 grant designed to help them

Please Turn to Page C10, Column 1



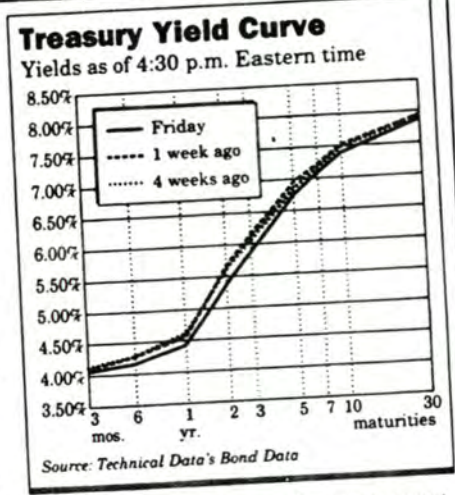
Paul Tudor Jones II

Bond Market Faces Pressure From Supply

CREDIT MARKETS

By CONSTANCE MITCHELL
Staff Reporter of THE WALL STREET JOURNAL
NEW YORK—Grab your flak jacket. The bond market is in for a tumultuous second quarter.

That warning comes from economists and bond market analysts who believe investors should proceed cautiously in the months ahead. They expect yields on short-term securities, which have declined sharply since March 24, to move even



In response to the employment report, bond prices took off. The best performer: two-year Treasury notes. In the past two weeks, the yield on the two-year securities has declined about 0.5 percentage point to 5.35%. Analysts say buyers of the two-year notes believe the Federal Re-

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UPWARD

Auto Man

Chrysler

Ford Motor

General M

Advertis

Omnicom

Aerospac

Grumman

DOWNWA

Biotechn

Chiron

Building

Armstrong

Manville

Owens-C

Sherwin

Vulcan

Oil Drill

Helmer

Rowan

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New Commodity Fund Formed To Give Profit to Social Programs

Continued From Page C1

start their own business. While program sponsors say it is too early to tell how many students might ultimately benefit, they indicate that if the futures-trading operation does well, it could support several thousand students.

According to the offering circular, part of the One to One fund will be kept in cash reserves, while the rest is divided among four futures advisers. They are: Mr. Jones's Tudor Investment Corp., Blenheim Investment Inc., J.W. Henry & Co. and Moore Capital Management Inc. Executives at J.W. Henry confirmed their participation; executives at the other three firms declined to comment.

All four futures managers are waiving the usual money-management fees that they charge—which typically amount to about 3% of funds under management plus 15% to 30% of any profits earned. That will leave more money for charity.

Investors in the fund are being offered only modest returns. Merrill Lynch & Co. is providing a guarantee that investors will get back at least their initial capital after five years, though without any interest. If the fund makes money, investors will get interest income comparable to the rate on similar-maturity Treasury securities—currently about 6.85% annually. Additional gains go to charity.



Raymond Chambers

"This isn't an investment vehicle," says William Crerand, chairman of Evaluation Associates Inc., a pension consulting firm that will monitor the fund's performance. Rather, he says, potential investors are being asked to think of their contribution to the fund as a form of philanthropy on their part, with a potentially modest financial return.

One prospective investor, the \$2 billion Rockefeller Foundation, says the mix of charity and finance sounds intriguing. "This is better for us than [making] a regu-

lar grant," says David White, the foundation's treasurer. Mr. White says his foundation hasn't yet decided whether to help finance the One to One fund. But he adds: "It's definitely a live issue for us. The program has a tremendous amount of appeal."

Helping channel money to various mentoring programs will be Mr. Chambers and a panel of experts led by Leroy Keith, president of Morehouse College, and Sybil Mobley, business school dean at Florida A&M University. Organizers of the One to One fund say they plan to work mostly with existing mentoring programs, such as Big Brothers/Big Sisters of America, but may help develop some new programs, too.

Mr. Chambers is best known on Wall Street as a founding partner of Wesray Capital Corp., the leveraged buy-out boutique that earned big riches from its acquisitions of Gibson Greetings Corp. and the Avis car-rental business in the 1980s. Since 1987, though, Mr. Chambers has withdrawn from active work at Wesray and spends most of his time on social programs in the Newark, N.J., area.

Huntway Partners L.P.

A Brookline, Mass., investor who owns a 6.5% stake in Huntway Partners L.P. requested a seat on the board and cash distributions to holders of preference units.

Andre Danesh made the requests in letters sent last month to Juan Y. Forster, Huntway president. The letters were included in a Securities and Exchange Commission filing last week by Mr. Danesh.

The company "currently [has] no openings or any anticipated openings in the near term," Mr. Foster responded in a letter that also was attached to the filing.

Doug Hansen, Huntway chief financial officer, said he was aware of the correspondence, but declined to comment further.

Huntway, based in Valencia, Calif., is a partnership that produces liquid asphalt for road construction. It suspended distribution to preference unit holders in November 1990. In August 1990, the partnership slashed the distribution to 10 cents a unit from 34.5 cents.

Goldman Sachs Gets Commitments For New Fund

By RANDALL SMITH

Staff Reporter of THE WALL STREET JOURNAL
NEW YORK — Goldman, Sachs & Co. has obtained commitments for a \$1 billion merchant-banking fund after only a few months of fund raising, according to people on Wall Street.

William Benedetto, chairman of Benedetto Gartland & Greene Inc., which specializes in finding investors for such funds, said it was highly unusual for any firm "to be able to raise this much money so quickly."

A spokesman for Goldman declined to comment, citing rules limiting promotion of such private equity partnerships. However, the same people on Wall Street said the securities firm plans to close the fund-raising process within the next few weeks.

Mr. Benedetto said one way Goldman obtained the investor commitments was by promising to put \$300 million of the firm's own money into the fund, meaning the firm needed only \$700 million from outside investors. "This is an example of money talks and big money talks loudly," he said.

The Goldman fund, GS Capital Partners L.P., plans to make private equity investments, taking minority stakes in companies with clients as partners.

This is Goldman's first big fund-raising effort since its controversial \$783 million Water Street Corporate Recovery Fund, which invested in junk bonds of financially distressed companies. That fund generated so many protests from clients over Goldman's role in the companies' debt restructurings that Goldman last year announced plans to shut down the fund.

Goldman was also able to raise the fund by touting a 30.6% annual return on some \$1.23 billion in investments since 1983. One of those investments was a \$12 million stake in the 1986 leveraged buy-out of R. Macy & Co., which sought bankruptcy-liquidation protection from creditors earlier this year.

Although the Macy stake may currently have little value, that loss was dwarfed by profits on Goldman's \$25 million stake in the 1989 buy-out of Hospital Corp. of America, which Goldman valued at \$162.5 billion last December, just before a recent public offering of Hospital Corp. shares.

The people on Wall Street said the \$1 billion in commitments from outside investors came from wealthy individuals and institutional investors, foreign and domestic. Goldman had set out to raise at least \$500 million, with 30% coming from the firm itself, but received expression of interest for a fund roughly three times amount.

DIGEST OF EARNINGS REPORTS

ACKERLEY COMMUNICATIONS (A)		
Year Dec 31:	1991	1990
Revenues	\$182,200,000	\$183,100,000
Net income	a(\$9,100,000)	(14,500,000)
Shr earnings:		
Net income	(2.54)	(.94)
Quarter:		
Revenues	51,400,000	52,000,000
Net income	a(24,300,000)	(2,100,000)
Shr earnings:		
Net income	(1.58)	(.14)

FREDERICK'S OF HOLLYWD (N)		
13 wk Feb 29:	1992	1991
Sales	\$34,654,000	\$34,085,000
Net income	2,583,000	2,475,000
Shr earnings:		
Net income	.29	.28
26 weeks:		
Sales	60,327,000	59,677,000
Net income	3,092,000	3,084,000
Shr earnings:		
Net income	.34	.35

ABBREVIATIONS	
A partial list of frequently used abbreviations: Accto adjl (Accounting adjustment); Extrad chg (Extraordinary charge); Extrad cred (Extraordinary credit); Inco cnt op (Income from continuing operations); Inco dis op (Income from discontinued operations).	

MEMORANDUM

November 25, 1996

TO: *Stuart Shapiro*

FROM: *Ray Chambers*

RE: *Conversation with Bill Richardson*

Bill strongly suggested that the communities being represented at the Summit be provided with a menu of entities to whom each community could report in its representative State, as well as those entities who could be helpful to each community.

He also stressed the need to make sure all those in our country understand the strong bi-partisan nature of the Summit.

RGC:fm
14022

CC: *Bob Goodwin*
Harris Wofford
Gregg Petersmeyer
Kenn Allen
Shirley Sagawa

MEMORANDUM

November 25, 1996

TO: Bob Goodwin
Harris Wofford
Gregg Petersmeyer
Kenn Allen
Shirley Sagawa
Stuart Shapiro

FROM: Ray Chambers

RE: 2,000,000 Mentors by the year 2000

Jay Winsten called after our National Mentoring Partnership Board Meeting and requested a "battle plan" as to how we are going to get the 2,000,000 mentors by the year 2000. The attached represents a response from Tony Robbins' organization.

Do you think this could be the skeletal outline for Jay's requested "battle plan"?

RGC:fm
14023

CC: Geoff Boisi
Gail Manza
Robin Smith
Christine Gilfillan

MENTORING PROGRAM & SUMMIT

NOVEMBER 20, 1996

ULTIMATE OUTCOME

Produce two million mentors by the year 2000 and through their efforts transform the lives of two million additional young people through a connection to community service, creating access to health care and a safe environment, and connecting them to economic opportunities.

ULTIMATE PURPOSE

To produce a caring and supportive mentoring relationship in the life of every young person and offer them an opportunity to give back through service.

To provide our youth with a healthy environment with quality role models and safe places to learn, work and play.

To transform the quality of life for all Americans by taking care of the foundation of the community structure: our youth.

To produce hope, opportunity, and a compelling future for not only young people, but all those who interact with them.

To gain a sense of contribution and impact beyond imagination.

See memo

*cc: J. Winston
- S Skapard*

*O. Bais,
A. Monza*

*P. Smita
cca*

MAJOR OUTCOMES

1. Produce an outstanding Mentoring Summit in Philadelphia on April 27-29, 1997—one that produces an army of more than 1,000 committed players who are now inspired and committed to a common vision with a goal of 2 million mentors by the year 2000. Have these players experience an amazing emotional intensity and leave with an absolute commitment to make this happen.
2. **Recruiting plan** for two million mentors by the year 2000 is created, refined, published, and distributed.
3. **An outstanding training plan is created** for mentors that inspires them to maintain and grow a long-term relationship with the youth.
4. Brainstorm, evaluate and establish **an effective plan for accessing and inspiring two million youth** for participation and linkage with mentors.
5. **Establish the communication and reinforcement systems** that cause mentors to continue to participate and to commit to Constant And Never-ending Improvement (CANI!).
6. **Create a system for evaluating the impact of the mentoring program** so that these results will reinforce mentors and will teach people in the culture the value of this system of creating change.
7. **Brainstorm and establish a plan for the cultural promotion of mentoring on an ongoing basis** by creating it as an established value system that is appreciated, respected, pursued and expected of those individuals who achieve significantly within the culture, as well as those who wish to significantly contribute to society as a whole. This plan should be media driven.

ACTION	OUTCOME	PURPOSE
<ol style="list-style-type: none"> 1. Brainstorm the outcomes of the program for each day. 2. Brainstorm all the resources available. 3. Prioritize these outcomes and design fundamental outline of program. 4. E³ the event. 5. Confirm speakers and resources including: <ol style="list-style-type: none"> a. President Clinton b. President Bush c. General Colin Powell d. President Carter e. President Ford 6. Select the Master(s) of Ceremony 7. Brainstorm resources and potentials for video—social proof of impact and emotional movement of the crowd at strategic times throughout the weekend. 8. Design the system for creating a plan within each community that produces a sense of ownership and yet a consistent, easily duplicated, and synergistic pattern that causes the ultimate outcome to be achieved in the shortest period of time with the maximum amount of impact and enjoyment for those participating in the process. 	<ol style="list-style-type: none"> 1. Produce an outstanding Mentoring Summit in Philadelphia on April 27-29, 1997—one that produces an army of more than 1,000 committed players who are now inspired and committed to a common vision with goal of 2 million mentors by the year 2000. Have these players leave experience an amazing amount of emotional intensity and leave with an absolute commitment to make this happen. 	<p>By aligning more than 1,000 leaders with the same vision, we might access the synergy and capabilities of all their minds and resources to make this goal a reality. To create excitement, momentum and impact.</p>
<ol style="list-style-type: none"> 1. Brainstorm the options for the finest tools for recruiting mentors. 2. Evaluate group mentoring vs. Individual mentoring. 3. Brainstorm the obstacles that prevent mentors from committing. 4. Brainstorm the solutions to these obstacles and the practical action steps to make this work. 5. Design the system that will guide people through the weekend to refine this system and once again produce a sense of ownership within them that they have created this. 6. Interview and model the most successful recruiters of mentors to find out their influencing and recruitment strategy. 7. Mismatch recruiting strategy to make sure that the strategy doesn't just produce two million mentors, but keeps them. I.e. interview and evaluate the length of time a mentor will commit to a child 	<ol style="list-style-type: none"> 2. Recruiting plan for two million mentors by the year 2000 is created, refined, published, and distributed. 	<p>Turn the dream into a reality; have people leave with certainty that this can and will be done; give people a sense of ownership of the process; make it real; transform our world through attaining the key resources that every child needs; engage mentors in the ongoing process of caring for, sharing with, and transforming our youth.</p>

ACTION	OUTCOME	PURPOSE
<ol style="list-style-type: none"> 1. Brainstorm the finest models that exist in the country for training. 2. Schedule dates to visit and synthesize characteristics and systems that are effective. 3. Videotape and/or capture the training program(s) to be used as examples to show a variety of ways to produce the impact with the common themes that makes all programs effective. 4. Interview youth about what it is about mentoring that works and what doesn't. 5. Develop the primary tool(s) that each mentor needs and a system for teaching it in an entertaining way. 6. Develop syntax and training format for providing both the certainty, the tools, and the effective training of mentors at various stages. 7. Resolve mentoring certification program? 8. Schedule first mentoring conference to actually train mentors. Include inspirational speakers such as General Schwarzkopf, etc. And make the event itself transformational giving the mentors an identity they will be proud of for the rest of their lives and a mindset of Constant And Never-ending Improvement. 9. Brainstorm a list of the core mentoring training products necessary to expand our reach—audio tapes, video tapes, etc. 10. Develop a training program for people who will train the mentors. 11. Brainstorm the quality control and evaluation systems for mentoring trainers and for mentors. 12. Establish communication links for ongoing training support of mentors, i.e. create mentoring internet site, segments for stories of inspiration and success, coaching corner (where mentors can write and receive answers about how to deal with challenges), bulletin board, dialogue/chat sessions, scheduled ongoing training, etc. 13. Establish utilization of Internet for the delivery of television quality video to key regional sites where training can occur simultaneously across the nation. 14. Establish levels of mentoring or acknowledgment systems for mentors including pin system, or some other symbol of a person who touches the future, who is a developer of human potential. 15. Establish who the ultimate person responsible for designing the mentoring program, managing the process and quality control. 16. Establish a syntax and a timeline for mentors to build relationships. 17. Establish what obstacles occur in the relationship and how to deal with them as well as rapport building skills. 	<ol style="list-style-type: none"> 3. An outstanding training plan is created for mentors that inspires them and keeps them on long-term. 	<p>Give mentors a sense of ownership they can deal with whatever comes up and therefore allow them to relax more with those that they are mentoring; provide a totally enjoyable process that makes mentoring part of the mentor's identity and gives them a sense of ongoing pride. It's one thing to have mentors, it's another to have effective mentors that are truly maximizing their time with kids to enjoy themselves and make an ongoing measurable difference. To have kids enjoy their lives. To point kids in a direction that provides maximum opportunity for the development and unfolding of their souls and their lives.</p>

ACTION	OUTCOME	PURPOSE
<ol style="list-style-type: none"> 1. Establish who the ideal youth to pursue are. 2. Brainstorm and establish how to best access the youth through distribution systems that currently exist. 3. Develop a plan to inspire youth to desire a mentoring relationship (i.e. how do we make it results-oriented, but also "cool") 4. Establish initial contacts. 5. Measure and model those accessing programs that already exist. 6. Implement timelines and deadlines for initial goals of breaking down two million youth to the numbers for this year in specific communities in a specific time. 7. Establish the person ultimately responsible for driving this system, developing the plan and managing the process. 	<ol style="list-style-type: none"> 4. Brainstorm, evaluate and establish an effective plan for accessing and inspiring two million youth for participation and linkage with mentors. 	<p>Mentors don't change lives, relationships between mentors and students change lives. Our purpose is to enroll them in relationships with mentors; to provide community services giving them access to the resources necessary to transform the quality of their lives, and the lives of all those within the communities they live; and to touch the future like no other project that exists</p>
<ol style="list-style-type: none"> 1. Access the most important things that would reinforce the mentors to continue to participate. 2. Brainstorm and establish the systems for continually inspiring mentors to become more, learn, grow, and give more based on a promotional program that will ensure their 6 Human Needs are met. 3. Establish the necessary systems for communication (i.e. Internet site, bulletin boards, success stories, newsletters, audio coaching tape of the month/quarter, etc.) 4. Establish a meeting time (annually, semi-annually, or quarterly) in one city as the annual conference. This annual event will become a place of inspiration, results sharing, modeling of systems that work, celebration of the current results, and a re-focusing of what needs to be done to take things to the next level. It will have great media coverage and focus that gives people reinforcement for being there. 5. Establish mentoring links where mentors are coached by other top mentors on an ongoing basis. 	<ol style="list-style-type: none"> 5. Establish the communication and reinforcement systems that cause mentors to continue to participate and to commit to Constant And Never-ending Improvement (CANI!). 	<p>In order to maintain momentum, you must reinforce approximately right behavior, not only perfect behavior. Through reinforcement the system will expand geometrically. Through reinforcement we will establish an identity within mentors that will cause them to be the recruiting system that brings others to the table (especially if we use a teen mentoring format). This is how we reach beyond the year 2000 to have an ongoing impact rather than just achieving a goal with temporary results. Most mentors traditionally do not last and through reinforcement we can maintain the mentoring relationships through the years.</p>

ACTION	OUTCOME	PURPOSE
<ol style="list-style-type: none"> 1. Review evaluation systems that already exist. 2. Utilize resources of government and private foundations to establish clear consequences to the mentoring relationship. 3. Develop promotional campaign to teach those about the impact of mentoring. 	<ol style="list-style-type: none"> 6. Create a system for evaluating the impact of the mentoring program so that these results will reinforce mentors and will teach people in the culture the value of this system of creating change. 	<p>You can't manage what you don't measure. Without measurement, this will be just seen as another way of making a difference instead of one of the finest ways for making a measurable difference. Measurement will show us that we are (or are not) truly achieving our goals and give us the opportunity to make immediate changes to accomplish our higher purpose.</p>
<ol style="list-style-type: none"> 1. Establish the core team who will promote this. 2. Establish specific goals for numbers of shows and targeted shows to produce results. 3. Execute the plan. 4. Create a video/audio/brochure package that would be so emotionally moving that anyone who views it would immediately want to become a mentor and would be willing to commit the time, energy and resources to be an effective mentor. The video would cause people to see the emotional gains and believe with a sense of certainty that they could be trained to be effective. 	<ol style="list-style-type: none"> 7. Brainstorm and establish a plan for the cultural promotion of mentoring on an ongoing basis by creating it as an established value system that is appreciated, respected, pursued and expected of those individuals who achieve significantly within the culture, as well as those who wish to significantly contribute to society as a whole. This plan should be media driven. 	<p>Rule structures drive society and through the media new rule structures of what is "cool" and what makes a difference in how we spend our time can clearly be established, therefore creating a change of not only two million mentors initially, but also establishing an ever-growing number of mentors and a standard by which successful individuals in our society define themselves in the future and how they pursue a sense of fulfillment.</p>

SUMMARY

1. It is critical that after we've had this key meeting on mentoring, we schedule a key meeting on the process of mentoring where people are trained. The outcome for the meeting is that at the end of the three days the people have tremendous mentoring skills. In addition, we would have major players there so that individuals want to come. This convention needs to be large, something done with 3,000 - 5,000 people initially and then grow this through satellite linkage, etc. But, it should become an event so that when people leave they are inspired, ready and trained. It's one thing to have two million mentors; it's another to have two million trained mentors who are competent, excited, effective and have a plan.
2. **A communication system for ongoing coaching of mentors and the sharing of success stories is critical.** An internet site that includes bulletin boards, success stories, a coaching corner; a fax-based news-letter, etc. are critical for this process to have a synergistic impact.
3. **There must be a brochure/video that is incredibly emotionally moving that shows what the mentoring relationship really is and that would allow you to promote mentoring in mass to people.**
4. **Establishing the right players—entrepreneurs, rather than 'maintenance' individuals—will be critical within each of the categories of leadership, whether it be the recruitment of mentors, the training of mentors, the recruitment and inspiration of mentees, the reinforcement systems, and the cultural promotion.** This would ensure that we have an organization that is dynamically expanding, growing, and utilizing all its resources as opposed to an organization of maintenance which can quickly become a bureaucracy which slows rather than enhances the process of reaching the ultimate goals and vision of this coalition.
5. **It's not enough to get two million mentors. What we must produce is two million trained mentors who are reinforced and develop the certainty, skills, and emotional preparation so that they remain mentors and assist us in geometrically expanding that number in the future.**
6. **It's critical for us to figure out how to convert this mentoring relationship as much as possible into youth becoming economically productive.** This will allow them to have an alternative to some of the destructive economic alternatives that already exist, such as drugs, etc. How we implement this in a way that is perceived as appropriate in the coalition of those participating in the process of mentoring is critical. We need to discuss what this plan might look like as well.