

FOIA MARKER

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8/11-12/93 Boston, MA; Philadelphia, PA; New York, NY

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TRIP OF
ELI J. SEGAL
ASSISTANT TO THE PRESIDENT
DIRECTOR OF NATIONAL SERVICE

AUGUST 11-12, 1993

BOSTON, MA
PHILADELPHIA, PA
NEW YORK, NY

SCHEDULE FOR ELI J. SEGAL

WEDNESDAY, AUGUST 11, 1993

NOTE: Susan Stroud and Jennifer Reilly will meet you at the airport.

6:30 a.m. Depart 1535 28th Street en route to DCA
7:00 a.m. LV DCA (NW #1850)
8:30 a.m. AR Boston. Proceed to Medford via taxi.
Jenny will know where to direct the car.
9:15 a.m. Arrive Tufts SOS site.
11:00 a.m. Depart Tufts en route to Mission Hill. Greg Johnson will pick you up at site
11:25 a.m. Arrive Mission Hill summer program.

NOTE: Lunch begins at the Bostonian Club at 12:00 p.m. Your remarks are scheduled to begin at 12:30 p.m.

12:10 p.m. Depart Mission Hill en route to Bostonian Club. Greg Johnson will drive you.
12:30 p.m. Arrive Bostonian Club at Seasons Restaurant, The Bostonian Hotel. TEL: 617-523-9970

Bostonian Club address

2:00 p.m. Depart Bostonian en route to GAMES
3:00 p.m. Depart GAMES en route to airport
3:30 p.m. Boston to Philadelphia (US Air #537)
4:45 p.m. Arrive Philadelphia. Katie Tierney will greet you at the gate. A driver from the Mayor's office will drive you to the Chamber of Commerce.
5:15 p.m. Arrive Chamber of Commerce, 1234 Market Street. TEL: 215-545-1234
5:15 p.m. Patty Gerrity, ICARE Program Director and Ira Harkavy, Director, Center for Community Partnerships at Univ. of Penn. You will meet them in a private room at the Chamber

5:30-6:15 p.m. Reception with business leaders and university presidents at the Chamber

6:15 p.m. Philadelphia Mayor Ed Randell introduces Eli

6:15-6:30 p.m. EJS speaks

6:30 p.m. Charles Pizzi, President of the Chamber introduces Ira Harkvay, Dir. of the Center for Community Partnerships at Univ. of Penn.

6:35 p.m. Ira Harkvay speaks

6:45-7:00 p.m. Question and Answer Time

7:00 p.m. Depart Chamber with Mike Bailin who will drive you to dinner at the Omni Hotel

7:30 p.m. Dinner with Mike Bailin, Gary Walker, Tom Smith, PPV at the Omni Hotel Azalea Room, 401 Chestnut (Independence Center). Susan will join you.

RON: Omni Hotel, 401 Chestnut TEL: 215-925-0000. Confirmation: #Q42350-1

THURSDAY, AUGUST 12

8:15 a.m. Rocco Gaudio, ACTION Regional Director and Jorina Ahmed, Penn ACTION state director will pick you up at hotel. Depart en route to North Light Community Center

8:40 - 10:00 a.m. VISTA North Light Community Center

9:45 a.m. Depart North Light en route to 30th Street train station.

10:38 a.m. Philadelphia 30th Street station. Metroliner Train #104 to NYC Penn Station

11:55 a.m. Arrive Penn Station. Via taxi, proceed to Ford Foundation, 320 E. 43rd Street

12:15 - 2:30 p.m. Ford Foundation Luncheon

2:30 p.m. Depart Ford en route to Newark SOS site. Ray Chambers will meet you there.

3:15 p.m. Arrive Newark SOS site.

4:15 p.m. Depart Rutgers en route to St. James Boys and Girls Club for meeting with Ray Chambers.

5:00 - 6:00 p.m. Meeting with Ray Chambers

6:00 p.m. Depart Boys & Girls Club en route to Newark airport.

7:00 p.m. Depart Newark Airport (CO #325)

8:20 p.m. Arrive Washington National

DRAFT - OUTLINE OF PRIVATE SECTOR PLAN

The National and Community Service Trust Act of 1993 (the "Act") requires that certain elements of the federal funding support for national service programs be matched by funds and/or in-kind donations from other sources. The Act also specifically empowers the new Corporation for National Service (the "Corporation") to accept private funds, which will be treated as tax-free donations. Various other provisions of the Act encourage private sector involvement in national service, consistent with reinventing government themes of pooled public/private resources to leverage tax-payer dollars.

The Corporation will have a Private Sector Director (and staff), to inspire and coordinate private sector involvement. This document outlines that involvement.

I. Business Involvement

A. How can businesses assist the national service initiative?

At the local level, businesses can:

1. fund local programs that have been approved for national service participants ("Local Programs");
[This could include contributing toward the Act's 15% stipend match or 25% program support requirement; and/or funding stipends and/or awards for more participants than are approved for federal funding by the Corporation]
2. encourage, allow release time for, or allow leave with pay for company employees to provide management, training and/or other assistance to Local Programs;
[For example, many non-profits need accounting assistance to keep their books and file their tax returns.]
3. provide in-kind donations of products needed by Local Programs (which donations will be included in the 25% program support matching requirement);
[E.g., work-shirts, computers, office space and food]
4. offer employment opportunities for "graduates" of Local Programs.
[E.g., Timberland's hiring of City Year graduates]

At the national level, businesses can:

1. fund programs in a given subject area;
[Eg., Quaker Foods may choose to fund environmental service programs across the country]
2. contribute to a venture capital fund which would provide seed-capital to start-up innovative national service model programs;

3. contribute money (or other liquid assets, including traded corporate stock) into the National Service Trust, for additional stipends/post-service awards and program support above Congressional appropriations;
4. provide in-kind gifts that are useful anywhere [eg., airplane tickets, vans, etc.]
5. undertake "issues" advertising and/or promotion about national service programs [such as Timberland's promotion of City Year]

B. How can businesses give money to support National Service?

By direct donations, "challenge" grants, earmarked percentages of sales of specific items, donation of traded corporate stock and other liquid asserts, and other avenues.

C. How will prospective donations be reviewed?

Donations to Local Programs are subject to applicable laws and will be reviewed by the Local Program.

Donations to the Corporation must be approved by the Corporation's President before acceptance, and are subject to all applicable laws, including ordinary federal prohibitions against conflicts of interest.

D. What will businesses get in return?

Donors to the Corporation will be able to incorporate the tag line "supporter of national service" and the Corporation's logo in advertising, subject to prior copy review.

The Corporation will establish a program for Presidential recognition of national donors.

Studies indicate that affiliation with broadly-supported community activities enhances a business' public image and increases customer loyalty.

Similarly, employee loyalty and job satisfaction is increased when employees join in common activities outside of the work-place, such as volunteering in community service programs. When groups of employees aid a Local Program, they build team-work, increase motivation and enhance leadership skills.

Certain corporate involvement has more direct benefit; as an example, Timberland has found service veterans to be model employees. Similarly, corporations with mentoring programs have found that the mentees develop loyalty to the corporation and sometimes become employees themselves.

National service is a cost-effective way for Americans cooperatively to improve their communities. When more Americans can read (or read better); when homelessness is reduced; when streets are safer, business (and businesspeople) directly benefit.

E. What will the Corporation do to assist Local Programs with their fundraising?

The Corporation's Office of Private Sector Liaison will:

1. organize regional training sessions on fundraising for Local Programs and other interested parties;
2. provide a data base and other resources to Local Programs to identify funding opportunities;
3. provide marketing materials (including a video and an annual report in standard business format) about the Corporation and national service, and relating local efforts to the national initiative to local efforts;
4. organize periodic seminars and briefings by Corporation senior executives for business community leaders (regionally and in major metropolitan areas) to encourage their support of local service programs;
5. provide technical fundraising assistance to Local Programs having difficulty meeting their matching requirements;
6. create a National Private Sector Council, involving major leaders with national prominence, to give direction, national panache and assistance to local business support efforts.
7. (in conjunction with the Corporation's Office of Communications), undertake a national promotional effort to increase understanding of the community-changing results of national service; inspire individual involvement; and spotlight business participation at the national and local levels. Promotional activities will include:

- national PSAs and similar pieces placed through the Ad Council;
- press conferences and other informational events spotlighting relevant aspects of the activities of the Corporation and the Local Programs (to the extent possible, these activities will be coordinated with existing business associations);
- special events, including those involving business leaders and celebrities from various fields;
- active outreach with the business and general press to enhance coverage of relevant aspects of the activities of the Corporation and the Local Programs; and
- informational mailers to and through existing business associations.

II. Individual Involvement

A. How can individuals support national service?

1. volunteer with Local Programs;
2. donate (including in-kind donations) to Local Programs;
3. donate to the Corporation (in-kind to the Corporation, cash to the Trust);
4. purchase licensed products where sales proceeds go to the Corporation; [Potential items include school notebooks, back-packs and other materials which tie to the theme of educational opportunity; t-shirts and other visible logo products; work gloves and other items directly used in service; books, calendars and other printed material about or for the benefit of service; etc.]
[Channels of distribution include catalogues, QVC and similar shopping shows; etc.]
5. purchase other specialized items, such as a "national service heroes stamp" with a cost one cent above normal amounts and featuring historic and contemporary service leaders (including ordinary citizens with records of extraordinary service accomplishments).

July 28, 1993

WEDNESDAY, AUGUST 11, 1993

EVENTS

SOS SITE VISIT TO TUFTS UNIV.

MISSION HILL VISIT

BOSTONIAN CLUB ADDRESS

PATTY GERRITY, ICARE

PHILADELPHIA CHAMBER OF COMMERCE

DINNER WITH MIKE BAILIN, ET AL

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TUFTS UNIV. SOS SITE VISIT

Divider Title: _____

August 10, 1993

Tufts site visit

DATE: August 12, 1993
TIME: 9:30 AM - 11:00 AM
LOCATION: Tufts and West Medford Community Center
FROM: Phil Caplan

I. PURPOSE

You will meet with Marc Saunders, Tufts SOS program director and Pat Barnacle, Marc's boss at the Lincoln Filene Center at Tufts, and then go to the West Medford Community Center for a site visit.

II. BACKGROUND

Tufts has been one of our most problematic sites this summer. Marc Saunders, the program director, is not the most cooperative fellow in the world and has been late with deadlines, reports and updates, and has, in general, been difficult to deal with from the national training forward. However the Tufts participants are very committed and have attempted to salvage the projects at the site level.

One of the aspects of this program that is different from others is that the participants developed the projects from scratch -- they interviewed community leaders, did community assessments and chose the community organizations with which to work. This process of "self determination" has put them behind schedule and impacted the quality of their service projects.

I, and others, thought it was important for you to get a picture of an SOS project that is not going so well. There will not be any media present at this site visit.

Jenny has taken this site on as a personal project to try and ensure that the participants have received a positive experience. She is realistic about the prospects of such success.

You will spend 30 minutes meeting with Marc Saunders and Pat Barnacle at Tufts. You will then drive 15 minutes and visit the West Medford Community Center, a Tufts site. At the site you will spend app. 45 minutes with participants (Saunders will not attend this session).

III. PARTICIPANTS

Jennifer Eplett Reilly

Pat Barnacle, Program Director, Lincoln Filene Center at
Tufts

Marc Saunders, Program Director, Tufts SOS

IV. REMARKS

None

TUFTS SEN-
THIS PROJECT
OUTLINE

SUNS

PROJECT COORDINATOR: Stephen Kramer

TEAM MEMBERS

Lauren McKeone
Suzie Talukdar
Michelle Ng

Maribeth Spencer
Ron Vining
Christine Fichera

William Berry
John Lanzerotta
Jennifer Vogel

These are full-time volunteers at West Medford Community Center.

PROGRAMS/AGENCIES

A) WEST MEDFORD COMMUNITY CENTER

- 111 Arlington Street
Medford, MA 02155

- 69 Boston Avenue
Medford, MA 02155

. Contact person/supervisor: Mr. Donald Crowe

. Transportation: Take 94 Bus to 69 Boston Ave. To get to Arlington St, take left at lights and walk up about 4 or 5 streets (there will be street signs). Take right on Arlington Street.

Program runs from 9:00 - 5:00 Monday - Thursday.

One of the programs is a day care program on 69 Boston Ave. The students will help out with the students and start to devise a new curriculum. This new curriculum is modern and alternative.

Another program is the day camp at the 111 Arlington St. site. Participants will be teaching the students through seminars. Also they will help on field trips and at the site itself.

At the Youth Teen Center, the participants will be cleaning up the basement of the camp to turn it into a teen center. They will try to incorporate the teens in the area to get involved in the center.

Fundraising Brochure: The participants will help put together a brochure about the total center's activities and help gain fundraising.

West Medford Community Center

Participants of Students United for National Service will be taking part in the following activities:

- *Cleaning out a storage basement at the Center in order that the space can be converted into a social area where young people in Medford can go and hang out.

- *Teaching and Mentoring young children who are a part of a summer camp at the Community Center.

- *Helping to design and develop a brochure which will assist the Community Center in its fundraising efforts.

- *Advising the staff of the Center with the development of a new and more modern curriculum for the students in the year round day care program. As well, as continual interaction with the children at the program.

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**Phillips Brooks House
MISSION HILL VISIT**

Divider Title: _____

August 10, 1993

Meeting with Greg Johnson, Director, Phillips Brooks House,
Harvard University

DATE: August 11, 1993
TIME: 11:00
LOCATION: Mission Hill
From: Susan Stroud

I. PURPOSE

You will be met by Greg Johnson (and possibly Bob Coles) at 11:00 at the Tufts SOS site.

The purpose of the meeting is to visit a university-based full time summer community service program. The program is sponsored by Phillips Brooks House and based in a public housing project in Mission Hill. You will meet first with a group of Harvard undergraduates who work in the program, then with a larger group that includes 2 parents of participants and junior counsellors.

At the end of those meetings, you will go with the undergraduates next door to the Wentworth Institute, which loans the program classrooms. There you will visit briefly 3 classrooms where the participants, 7-13 year olds from Mission Hill, are in class. The last stop will be a brief meeting in another classroom with the 11 PBH summer program directors from projects all over Boston.

Press may be available.

See attached information on the project. Greg Johnson and Bob Coles will you in the car on the way to Mission Hill.

II. BACKGROUND

You have met with Greg Johnson previously. We canceled two previous visits to PBH summer programs. Greg's concern is that the Corporation recognize and put a priority on part time undergraduate service programs.

III. PARTICIPANTS

Greg Johnson
Bob Coles (tentative),
John King, program director (Harvard undergraduate)
Eric Dawson, co-director (Harvard undergraduate)
Aretha Davis, counsellor (Harvard undergraduate)
2 parents from the program
2 junior counselors (former participants, now junior counselors - from the Mission Hill project)
11 Phillips Brooks House summer project directors

IV. REMARKS

None

Program Summary

Program Title:	Mission Hill Summer Program		
Program Site:	Mission Main Housing Development, Roxbury, MA		
Administrative Director:	John B. King, Jr.		
Education Director:	Eric D. Dawson		
Fiscal Agent:	Phillips Brooks House Association, Inc. Greg A. Johnson, Executive Director		
PBH Director of Programs:	Gail Burton		
Address:	Mission Hill Summer Program Phillips Brooks House Association, Inc. Harvard University Cambridge, MA 02138		
Phone Number:	(617) 495-5526		
Dates of Operation:	Staff Training: June 21-July 2, 1993 Camp Operation: July 6-August 27, 1993 Evaluation: August 28-29, 1993		
Number of Campers:	Student Participants	64	Ages 7-13
	Administrative Director:	1	Age 18
	Education Director:	1	Age 19
	Senior Counselors	7	Ages 18+
	Junior Counselors	8	Ages 14-17
Staff Training:	Self-Esteem and Values Clarification Introduction to the Mission Hill Community Working with Families CPR and First Aid Multicultural Education Violence Prevention Curriculum Planning Community Health Issues Defensive Driving Team-Building Junior Counselor Training		
Participant Fee:	\$15 for eight weeks		
Projected Cash Budget:	\$32,622		
Projected In-Kind Donations:	\$44,707		
Cash Cost/Child/Day:	\$12.14		

Our Community

The Mission Main Public Housing development is located in the Mission Hill Section of Roxbury, Massachusetts. According to the 1992 Healthy Boston Proposal, there are 2,695 residents in Mission Main; 51% are Latino and 46% are African-American. Mission Hill is a vibrant community with many strong families and citizens dedicated to improving their neighborhood. However, like many public housing developments across the country, Mission Hill is plagued by problems of teenage pregnancy, drug abuse, crime, and high drop out rates. Racial tensions are also extremely high between Latino and African-American residents, as well as with residents from other Boston neighborhoods. This is the environment in which the sixteen hundred young people of Mission Main grow up. Many of the families in the development do not have access to quality summer programs for their children. Consequently, the children do not have positive alternatives to summer boredom and the dangerous allure of gangs and drug abuse. The children receive little individual attention in school and often are not taught about their rich cultural heritage. As a result, these children develop low self-esteem, which leads to low academic and personal expectations and poses a serious obstacle to high levels of achievement. In addition, for many teenagers in Mission Hill, employment opportunities which foster personal development and responsibility are limited.

In the summer of 1990, students at the Phillips Brooks House Association, Inc. (PBHA), a non-profit public service organization at Harvard University, founded the Mission Hill Summer Program to try to help the children of Mission Hill overcome these obstacles. The Mission Hill Summer Program is an eight-week educational summer camp. The camp serves 64 children and employs eight teenagers from the Mission Hill community as junior counselors. The program was implemented with the guidance of the Tenants Task Force at the request of several parents. It built upon PBHA's six-year involvement in the Mission Hill community through the Mission Hill After-School Program. The After-School Program was established in 1983 at the request of Mayor Flynn's Director of Constituent Resources, and it began operation in 1984 under the auspices of the Mission Main Tenants Task Force. Through academic tutoring and recreational activities, the After-School program has built productive relationships between children and Harvard counselors and thereby has developed a positive foundation for the Summer Program.

Program Structure

The Mission Hill Summer Program will serve sixty-four children between the ages of seven and thirteen. The program will operate for eight weeks, from July 6-August 27, 9:30 A.M. - 4:30 P.M. The children will be divided into eight groups according to age. The youngest groups (ages 7 to 9) will be co-ed and the older groups (groups of 10 and 11 year-olds and groups of 12-13 year-olds) will be single sex. Each group will be led by a senior counselor and a teenage junior counselor from the Mission Hill community. Monday through Thursday mornings will be spent in the classroom, reading and pursuing other educational activities. The groups will pursue activities at the various sites in and around Boston on Tuesday and Thursday afternoons and Fridays. These will include visiting museums and other cultural attractions and exploring various neighborhoods in Greater Boston. Monday and Wednesday afternoon are reserved for recreational activities, such as swimming at Madison Park High School or basketball at McLaughlin Park. The children will be brought home between 4:30 and 5:00 P.M. every day.

Over the course of the summer the participants of each group will work together to develop a final project. Possible project ideas include writing and producing a play about adolescent issues, compiling a "Who's who" guide to famous African-Americans and Latinos, or using art as a means to express concerns about their community. Each of the groups will also perform in a final show at the end of the summer. As mentioned earlier, each group will participate in both PBHA's Operation Together and Magic Me/Boston.

In addition, students will spend time discussing and identifying their roles and responsibilities within the community. Drawing on youth service curricula, like *VYTAL* and *Growing Hope*, the Summer Program will integrate ideas of social action and community service into weekly lessons. This component will introduce the importance of volunteerism to the children and help them identify problems and solutions within their community. The children will then put these ideas into action through service projects throughout the neighborhood. Possible projects might include cleaning up a neighborhood park or a letter writing campaign to help protect our environment.

In addition to the day-to-day activities, there will be several overnight trips. The older groups will go on an overnight camping trip to a state park in New England. The campers in each group will plan the budget, buy supplies, and map out the trip. The younger groups will also go on at least one overnight camping trip. At the end of the summer, the entire camp will take a week-long trip. During the last week of camp, each camper and counselor will write an evaluation of their summer experience.

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BOSTONIAN CLUB ADDRESS

Divider Title: _____

TUESDAY, AUGUST 10, 1993

**LUNCHEON SPEECH
at the
BOSTONIAN CLUB**

DATE: Wednesday, August 11, 1993
TIME: 12:00 noon
LOCATION: Bostonian Hotel, Fanuel Hall Market
Place
FROM: Thomas P. O'Neill and Pamela G.
McDermott

I. PURPOSE

You will address approximately 150 members and guests. Tom O'Neill and Pamela McDermott or McDermott/O'Neill are the hosts. The remarks will last 20-25 minutes followed by 20 minutes for questions and answers.

II. BACKGROUND

The Bostonian Club is the first business club to open in the downtown area in the last 15 years, with 375 members. Other speakers have included: Senators Ted Kennedy and Paul Tsongas, Matthew Sturin, and Governor William Weld. Mr. Ladislav Brank, General Manager, and Steve Leone of The Bostonian Hotel are the event directors.

III. PARTICIPANTS

The downtown Boston business leaders and their guests. Members are comprised of both established and young leaders of the Boston business community.

IV. REMARKS

Speech attached

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PATTY GERRITY, ICARE

Divider Title: _____

August 10, 1993

Meeting with Patty Gerrity, ICARE Program Director

DATE: August 11, 1993
TIME: 5:15 pm (just before Chamber of Commerce event)
LOCATION: Philadelphia Chamber of Commerce
FROM: Phil Caplan

I. PURPOSE

You will meet with Patty Gerrity, ICARE program director, and Ira Harkavy, Director of the Center for Community Partnerships at University of Pennsylvania. They will brief you on the status of the ICARE program.

II. BACKGROUND

ICARE (Immunizing Children At Risk Early) is a broad partnership among City Department of Health, Philadelphia Higher Education Network and universities such as Penn, Temple, LaSalle and Villanova.

ICARE has six stationary clinics and two mobile units. The clinics have been opened in partnership with local neighborhood groups. ICARE had a goal of immunizing 5,000 kids this summer. They will fall short of that goal **although as of today they are at 1,200 immunizations.** (That is a 400% increase as of 3 weeks ago). The long term goals of the project are being met as well; all of the clinics are staying open for at least another year (without our funding) -- this citywide partnership is working.

As you know, I went to Philadelphia 2 weeks ago to help them boost their short term goals -- i.e, get the numbers up this summer. They are in the midst of neighborhood "blitzes" where they saturate a neighborhood with leaflets, media, etc. and then open a temporary "clinic" in a church. The immunization numbers are up significantly since these blitzes started.

You should know that there have been some political problems with the Dept. of Health. The Commissioner, Dr. Bob Ross, is a friend of Ira's and has been supportive, but he announced his resignation last week. (For example, Ross found the media consultant for ICARE

after my trip there.) The deputy commissioner in his office, Donna O'Donnell, is the wife of Bob O'Donnell, former Speaker of the House and now a likely gubernatorial candidate. Donna has been problematic through the summer and Dr. Robs has not been terribly effective in controlling her. There is nothing we can do about it, but you should know.

III. PARTICIPANTS

Patty Gerrity

Ira Harkavy

IV. Remarks

None

MEMORANDUM**TO:** Ethan Zeigler**FROM:** Meg Johnson**RE:** ICARE Corporate Contributors

As we discussed this morning, the following is a list of corporate contributors to the ICARE Summer of Service program. This list is intended to provide Eli Segal with some talking points for the Chamber of Commerce reception scheduled for Wednesday evening in Philadelphia. CEOs of all the ICARE corporate donors have been invited to attend, per Charles Pizzi at the Chamber.

Please note that all donations have been made in kind -- that is, products or services have been provided in lieu of cash.

U.S. Healthcare: t-shirts, balloons, fresh fruit and gift bags for kids

Independence Blue Cross and Pennsylvania Blue Shield: assorted gifts for kids, production of public service announcement

Southeastern Pennsylvania McDonald's restaurants: informational flyers, distribution, Ronald McDonald appearances, refreshments

Philadelphia Electric Company: 10,000 publicity flyers

Philadelphia Daily News: 500 posters

WCAU-TV: production of public service announcement

WUSL-FM Power 99: public service announcements, disc jockey appearances, balloons

Ernst & Young: computers

Ballard, Spahr, Andrews and Ingersoll: computers

IBM: computers

Bell Atlantic Mobile: mobile phones

Telephone Pioneers of America/Liberty Bell Chapter: 24-hour hotline, volunteer phone staffers

Toscani Limited: graphics

Philadelphia Fresh Food Terminal: fresh fruit

In addition to these local/regional sponsors, Meade Johnson has provided over 4,000 doses of acetaminophen to the program.

Ethan, if you have any questions about this list (or anything else, for that matter) please give me a call. Thanks.

Kadie
Phil - for talking points

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PHIL CHAMBER of COMMERCE

Divider Title: _____

PHILADELPHIA CHAMBER OF COMMERCE EVENT

Date: August 11, 1993

Time: 5:30 - 7:00

Location: The Philadelphia Chamber of Commerce

Contact: Charles Pizzi, President of the Philadelphia Chamber

I. Purpose

You will be meeting with approximately 35-40 business leaders and university presidents from the Philadelphia area. We have intentionally kept the event intimate to allow for an exchange of ideas. This event will be laying the groundwork for possible future partnerships with both the colleges and corporations that will be attending.

III. Background

Few of the attendees will be familiar with the program, so it will be necessary to fully lay out the nuts and bolts of the legislation. Ira Harkavy intends to focus on the specifics of SOS and the potential for involvement by academic community.

IV. Participants

(Please see attached invite list)

V. Remarks

It will be important to stress the bi-partisian aspects of the legislation. Many CEOs expressed their frustration with the recent budget proposal, yet have decided to endorse national service.

* See Attached Speech

THE WHITE HOUSE

WASHINGTON

August 10, 1993

MEMORANDUM TO ELI SEGAL

FROM: RICK ALLEN

RA

SUBJECT: ALEXIS MOORE - AT PHILADELPHIA EVENT

Ethan advises that Alexis Moore may be at your Philadelphia Chamber of Commerce speech. You will recall that she is the Philadelphia Inquirer editorial writer single-handedly responsible for all of their editorial support for us.

Please keep your eyes peeled for her (judging from her voice, I'd guess she is early 30s and black). I would appreciate your passing along my best wishes -- and please let her know we love her and owe her our first-born for all of her help.

CONFIRMED ATTENDEES - PHILADELPHIA EVENT

Fudlin Helen
 Foley, Jim
 Henkels Paul
 Vale, SSJ Sr. Carol Jean
 Lendo Dr. Arthur
 Binswanger, John
 D'Alessio, M. Walter
 Sonnenfeld, Mark
 England, James
 White, James
 Vargas, Ione
 Hoffman, Nancy
 Mattleman, Marcine
 Koch, Linda Ella
 Wendt, Henry
 Claypool, John
 Dunphy, Dr. Linda
 Tierney, Brian
 Fancher, Charles
 Moore, Alexis
 McKenna, Tom
 Iadarola, Dr. Antoinette
 Hill, Kenneth
 Burke, Bro. Jos.
 Panzaleo, Daniel
 Donahue, Frank
 Garrity, Dr. Patricia
 Rausher, Joseph
 Yep, Celcilia
 Milligan, John
 Daroff, Karen
 Callaghan, Meg
 Wade, Jim
 Clay, Kerri
 Doyle, Joe
 Vander Woude, Brian
 Bailin, Michael
 Darof, Karen
 von Seldeneck, Judith
 Lindtner, Jeff
 Hochendoner, Larry
 Hoffman, Janet
 3 Representatives

PNC Bank
 Archdiocese of Phila
 Henkels & McCoy
 Chestnut Hill College
 Peirce Junior College
 The Binswanger Company
 Latimer & Buck
 Morgan Lewis & Bockius
 Temple
 Temple
 Temple
 Philadelphia Futures
 Manor Jr. College
 SmithKline
 Phila. First Corp.
 St. Joseph's University
 The Tierney Group
 PNI
 PNI
 Big Brothers, Big Sisters
 Cabrini College
 Sun Company
 LaSalle
 LaSalle
 American Red Cross
 I Care
 AFL CIO
 Phila Chinatown Dvlp. Corp.
 John Milligan, CPA
 Daroff Design, Inc.
 Diversified Search
 Wade Industries, Inc.
 Sun Company
 PALM
 Phila Teacher
 Public/Private Ventures
 Darof Design
 Diversified Search
 CIGNA
 Clinton/Gore Campaign
 PS Service Corps.
 VISTA

Kirschner, Marsha
Rubin, Nancy
Ward, Laureen
Leitzes, Michael

Marty Rodgers

David Wofford (tentative)

Youth Services
Charter Fairmount Institute

Sen. Wofford's office

US Dept. of Ed.

-- And he turned to one of the true giants of national service, your Senator Harris Wofford, for leadership. As you know, Harris has been advocating NS all of his life; helped form the Peace Corps -- probably the most respected service program in the world; and was the father of PENNSERVE.

-- And although many of his Congressional colleagues from both parties played invaluable roles in shepherding the NS bill through Congress, at every turn, Harris Wofford was there. He brought the knowledge and insight of someone who both knew and participated in history to the development of our program; and the skills of a top litigator to the floor debates in Congress. We are forever grateful for his leadership.

-- In recognizing Harris' yeoman's work, I would be remiss in not also recognizing the strong support we received from others in Congress, particularly those who put the national interest above partisan politics. Senator Specter was an original co-sponsor of our Bill and supported it in the final Senate vote, for which we are thankful.

-- Bi-partisan support is critical; this program will be nonpartisan, at all levels. Republican Congressman Steve Gunderson recently praised our program as combining "the idealism of the Democratic Party with the pragmatic realism of the Republican Party." I deeply appreciated those words -- but I hope that our program will eventually escape even those labels. Ultimately, national service must fuse **America's** realism with **America's** idealism.

III. HERE'S WHAT WE WILL BE DOING

- Our legislation creates a corporation: the Corporation for National Service. This Corporation will operate like a venture capital firm, seeking out and funding initiatives that will maximize returns to the public. For the most part, we will be funding local non-profit organizations, who will compete for funding based on their business plans and track records. To keep decision-making where the rubber meets the road, most applications will first be judged by nonpartisan state Commissions.

-- Once a program has been funded, it will be rigorously evaluated. We will demand results -- not rhetoric. We will demand good performance -- not good intentions. If a program doesn't work, we will cut our losses. And let me stop there for a minute: When I was in business, we tried many things, and some of them just plain didn't work. I never found that surprising. But for some reason, when it comes to government, the expectation (at least by some elements of the press) is that any failure is attributable to fraud or mismanagement. I hope you can help us communicate to the press that innovation means taking risks -- and that means the risks of mis-steps, not the prospect of an unbroken series of triumphs.

-- But when a program does work, we'll help expand it. The new Corporation will be relentless in seeking out the most profitable uses of its scarce resources. We are committed to proving that a federal program can be soft-hearted and hard-headed at the same time.

-- We have already learned a great deal about how to do that from the CNCS Summer of Service program. I know that my friend Ira Harkavy will be speaking in detail about the ICARE effort here in Philadelphia, so I will merely applaud his leadership, and that of Patty Gerrity, the Director of the program. [HAVE HER STAND FOR APPLAUSE]. I also want to acknowledge the superb effort of the 150 young people who made up the program. Their work, immunizing your city's young children, not only delivers the promise of a healthy life to the next generation -- it also provides a model for the types of programs we hope to see around the country.

-- ICARE is the quintessential cooperative effort: the program involves the Philadelphia Dept. of Health, a consortium of local educational institutions, neighborhood groups, nursing schools and businesses. Many of you in this room have been vital to ICARE's success -- PLEASE STAND SO THAT WE CAN APPLAUD YOUR EFFORTS.

-- Clearly, voluntary efforts have been mounted, and will continue to be mounted, without government involvement of any kind. As an example, the Scranton Red Cross joined has with their local business community to fund 100 young people for three weeks of flood relief work in the Midwest. The President's program of national service will allow these locally-based efforts to expand in number and duration -- and therefore, in impact.

-- That, in the final analysis, is the goal of our efforts: We see national service as the traditionally American way to change America. President Clinton was elected to steady the pendulum that has swung between federal callousness and federal bossiness. The programs of the 1960s and '70s proved that Washington does not have all the answers. But the last twelve years have proven that even a thousand points of light leave a lot of people in the darkness. We have got to find a third way, one that coordinates the invisible hand of capitalism with the helping hand of community organizations.

-- And so I return to where I began -- to Pennsylvania's tradition of service and to your role in caring that tradition forward, for the benefit of our nation. The importance of your role is reflected in the story that the great civil rights worker Fanny Lou Hamer used to tell about the wise old man and the two little boys who thought they were very clever. They decided they would fool the old man by catching a small bird and cupping it in one boy's hands. They would then bring it to the old man and say: "old man, we have a bird in our hands. Is it alive or dead?" Their plan was that if he said the bird was dead, they would release it and let it fly away. If he said it was alive they would crush it and show him the dead bird. But when the boys brought the bird to the old man and asked him their question, he answered "it's in your hands."

-- In many ways, the fate of Pennsylvania's part of national service is in each of your hands. Let us celebrate the opportunity in this responsibility, so that this city and this nation finally discharge our debt to our forbearers -- and our promises to our children.

Clinton Presidential Records Digital Records Marker

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

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

**MIKE BAILIN, GARY WALKER
TOM SMITH – PPV (Dinner)**

Divider Title: _____

August 10, 1993

Meeting with Mike Bailin, Gary Walker and Tom Smith,
Public/Private Ventures

DATE: August 11, 1993
TIME: 7:30 pm
LOCATION: Azalea Room, Omni Hotel
From: Susan Stroud

I. PURPOSE

The purpose of the meeting is to discuss the proposed project related to the Commission and the Corporation. You will meet them at the Omni hotel and have dinner in the Azalea Room.

II. BACKGROUND

See attached copy of the proposal. The primary focus of the study is on the role of the states. The project is in the beginning stages, and your ideas about the shape of the study are eagerly sought by the P/PV staff. The Ford Foundation is funding the study. P/PV has significant experience evaluating service programs, especially youth corps. Mike Bailin and Gary Walker are very knowledgeable about the youth service field.

III. PARTICIPANTS

Mike Bailin, President, P/PV
Gary Walker, Vice President
Tom Smith, Project Director
Susan Stroud

IV. REMARKS

None

Public/Private Ventures

399 Market Street
Philadelphia, PA 19106
215/592-9099
Fax 215/592-0069



July 9, 1993

Rex D. Adams
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of the Board*

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*Executive
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**Research Advisory
Committee**

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Robinson Hollister
Henry Levin
Frank Levy
Anita Summers
Marta Tienda

Susan Stroud
Senior Advisor to the Director
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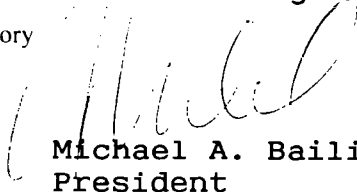
Dear Susan:

Enclosed are the materials that you requested: our amendment to the proposed national service study; and materials describing P/PV's technical assistance commitment to the Commonwealth of Pennsylvania.

I enjoyed talking with you and hope I was able to answer all of your questions satisfactorily. Tom Smith will likely be in touch with you further regarding the study we're doing, but please feel free to get back to me any time to discuss other questions you might have.

Keep up the good work.

With best regards,



Michael A. Bailin
President

MAB/lis

Enclosures

Public/Private Ventures
399 Market Street
Philadelphia, PA 19106
215-592-9099
Fax 215-592-0069



June 30, 1993

Rex D. Adams
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**Research Advisory
Committee**

Frank Furstenberg
Robinson Hollister
Henry Levin
Frank Levy
Anita Summers
Marta Tienda

**Michael Lipsky
Program Officer
Governance and Public Policy
The Ford Foundation
320 East 43rd Street
New York, NY 10017**

Dear Mike:

I am writing to request an increase of \$200,000 in Grant No. 930-0445, which would bring the total grant amount to \$660,000.

This increase, along with modifications to the overall scope of work which are described below, will permit us to respond effectively to the signal opportunity presented by the impending new national service legislation, the changes in state and local administrative and program activity it will precipitate, and the prospects for a new shape to national service activities it offers.

We propose to modify our scope of work in four ways, discussed more fully below:

- Broaden and intensify our near-term information-gathering at the state level, conducting reconnaissance in a large number of states in order to capture a far wider range of variation in current administrative practice and results than we had earlier planned;
- Participate in a well-timed dissemination conference to share early lessons with practitioners, especially with state-level officials who will have responsibility for implementing the new legislation;
- Increase to eight the number of states in which we conduct intensive case studies; and
- Augment our coverage of local and community effects that are produced as a result of the legislation.

Michael Lipsky
June 30, 1993
Page 2

The timing of our request for a grant modification and funding increase stems from introduction and likely passage this summer of the National Service Trust Act of 1993. Besides the major new features it introduces, and the substantial increases in funding levels it proposes, there are also significant changes in the way the new legislation defines the state role--a central concern of our project. Our assessment, informed by our advisory committee for the project (discussed further below), whom we met with on June 16, is that the new Act gives us fresh opportunities to study national service and governance issues, to which we should respond.

The Changing Landscape

We anticipated the possibility of a new legislative initiative when we first proposed our national service study in December 1992, though not, of course, the specifics it might contain. We also anticipated the possible need for modification of the scope of work in response to new legislative emphases. The changes we propose here are intended to refocus our work so that it is consistent with the emerging legislative aims and directions; and also add some specific tasks in response to the opportunities that passage of this new legislation affords, to strengthen the policy impact and value of the overall project.

The basic themes and perspective of our work will remain: the evolution of the state role, the kinds of decisions (and particularly funding decisions) made at that level, and the ways that those choices shape local service activities remains the central question we will address. The new legislation, indeed, offers great opportunity to explore that question, with its call for a new state-level institution with responsibility for planning and administering state level activities.

But the new legislation will change priorities and timetables. States will be looking ahead to the administrative and planning tasks they will have to accomplish. Following passage of the new Act (likely in the summer, with funding levels set then or in the fall) there will be a transition period, when regulations are written, promulgated and reviewed, and when states seek to respond to them programmatically and organizationally. The actual "service" contours of the new Act will not be discernible, in all likelihood, until the spring.

Our challenge is three-fold: 1) to take best advantage of the transitional period that is fairly certain to ensue; and 2) to make what we learn during this period available at policy and practitioner levels in a timely, helpful way; 3) to accommodate new, policy-significant aspects of the coming legislation in our revised workplan. We anticipate fairly rapid movement on the new legislation, and so will have to move on a somewhat accelerated timetable in order to meet the first of these challenges successfully.

We've of course already commenced work on the project. Preliminary interviews with a number of key observers and policymakers have already taken place. In addition, as planned, we have formed an advisory committee for the project, whose current membership is as follows:

Richard Danzig	Latham and Watkins
Rodger Landrum	Youth Service America
Don Mathis	PennServe
Joe Madison	Massachusetts Youth Service Alliance
Anthony Perez	Milwaukee Youth Service Corps
Kathleen Selz	National Association of Service and Conservation Corps
Ellen Porter Honnet	Independent Consultant

We've already had informal discussions with them one-on-one, and as you know convened the group on June 16. We've found their insights and comments of tremendous help in thinking through how to proceed.

When the current legislative process has reached a steady state, we expect to make two and perhaps three additions to the committee (to add greater diversity, academic presence, and more representation from school-based service programs). But for the present, the current group is in place, and expertly guiding us through the changing landscape.

Proposed Changes in the Scope of Work

We propose to respond to the new features in the landscape by adding the following four tasks to the project's scope of work:

1. State Survey: During the transition period early lessons and insights from states' and local communities' experience with the current legislation, will be of critical value. Though our original plan had been to select and examine in depth a smaller number of states, it now seems useful and timely to survey the states more broadly, and to compile information about the range of approaches, administrative arrangements and programming decisions they have made—even at the expense of studying those decisions in depth.

Systematic collection of this "extensive" information has not been undertaken previously. Produced in a timely way, such data will be exceedingly valuable for short-term policy

and programming deliberations; far more so than work on a more selective case study approach. We thus propose to conduct a phone survey of states during the next 60 days.

The major focus of the survey will be to compile information about three basic topics:

- The range of administrative and organizational arrangements states have already put into place under the current Act;
- The kinds of process, management or programming choices that appear to be working effectively at the state level in promoting wide participation in service activities; and
- The kinds of programming choices states are making under the current Act.

To keep intrusion to a minimum, we have already reached an agreement to conduct much of the state contact work jointly with Youth Service America, working formally under the aegis of the Commission on National and Community Service. This will make it fairly easy for us to collect solid, comprehensive information from the states in a relatively short period of time.

It should be possible to produce informal findings from this work early and quickly enough to feed into the regulation-writing process, and help make the new rules reflect the experiences states and communities already have had.

We would anticipate that the major deliverable from this task would be a state "fact-book," that compiled, in a useful, accessible form, summary information about how each state had organized its efforts under the (current) National and Community Service Act, and that also highlighted "promising practices" that had emerged from this initial experience, though our designation of such practices would of course be preliminary.

2. Dissemination Conference: Timely, effective dissemination of these early findings will be critical if their value is to be fully reflected in the unfolding of new legislation. Thus the second modification we propose is an intensive effort to share our early report with officials who will shape the response of their states to the new legislation.

The establishment of state-level "commissions," now mandated in the 1993 legislation, is likely to be a major issue. A small number of states already have established such entities; it will be critical for them to have an opportunity to share their experience. But there are a range of other "practice" issues that will need to be addressed as the new legislation unfolds: how to attract wide participation in the planning process; reviewing

Michael Lipsky
June 30, 1993
Page 5

and choosing programs; monitoring and grant administration. Assessing and sharing experience under the old legislation, before it is displaced by the new, will help states make sounder decisions, avoid reinventing wheels, and also avoid poor choices.

Thus, we propose a conference of policy advisers and decisionmakers from all 50 states that would explore the early lessons we learn, and how they can guide the planning and administrative choices needed to implement the new legislation. The major purpose of the conference would be to review findings from our work, and also to encourage useful information-sharing on an informal basis among states.

We now anticipate that the appropriate timing for this conference will be in the first three months of 1994. Our major audience would be state-connected policy advisers who have responsibility for implementing the regulations for the new law, i.e., who will be designing the commissions and their administrative support, developing long lists of possible commissioners, and setting early directions for the work of these commissions.

At this conference we would want to share and discuss the "fact-book" information we develop through the state survey; use this information to help states think through new organizational and other choices in light of what has already been done; and provide state representatives opportunities to share and discuss approaches and practices that have seemed effective in the early going.

The funding we request for this task will be directed to conference planning and also to defray travel and related costs for some state-level attendees who might otherwise be prevented from attending by limited state budgets. Our aim in underwriting these latter costs is to go the extra mile in attracting state-level participants, and thus ensuring that the information we compile about current arrangements and practice, as well as the lessons state representatives can share, will benefit the widest number of states possible.

It seems probable that passage of the new legislation may prompt information-sharing conferences or forums by other organizations as well. The current Commission on National and Community Service, the yet-to-be-established Corporation for National Service and other interest groups may identify specific technical assistance or other objectives that would lead them to sponsor conferences of their own.

While we have laid out a conference plan of our own, based on best current assumptions about timing and structure, our intention is to make our effort compatible with and complementary to others that may be sponsored. Ours might have greater impact if it were set up as an additional day of another larger conference, or a separate "track" within such a conference. As these new possibilities emerge, we will make suitable

Michael Lipsky
June 30, 1993
Page 6

changes in our current plans, with the overriding objective of making our dissemination effort as effective and useful as possible.

We thus expect that it will be extremely useful to collaborate with other organizations in carrying out this task. We have already had preliminary discussions with Youth Service America about conference possibilities; it also seems worthwhile to seek the involvement of the National Governor's Association, the Council of Governor's Policy Advisers, and the Commission to help us develop the agenda in the most useful way, and to ensure that we reach the best participants.

3. Increased Number of State Case Studies: The passage of new legislation presents intriguing opportunities to study the full process of implementation from law to regulations to organization to program, and to do so while decisions and choices are actually being made. By studying a "live" process in depth we can deepen our understanding of how pivotal choices get made, and what their implications are for policy down the road.

We thus propose to increase by three, to a total of eight, the number of states in which we would conduct case studies. With that larger number, we will be able to examine variations in approach, structure and degree of effectiveness more systematically than with a smaller number. This will be of particular importance given the new wrinkles contained in the legislation: the state-level "commission"; the administrative requirements posed by post-benefit stipends; the changed funding formula; and the major increases in funding.

Our criteria for selecting states would be those developed for the current grant: our major emphasis would be on "bellwether" service states (of which we would include three), and on those with solid administrative records but more limited involvement with service activities (three to be selected). We would also look to include two states that either have shown limited interest in service activities, or have performed poorly in getting programs started under the current legislation. These latter examples will round out the "sample," and provide us greater insight about both the successes and difficulties of establishing service programs.

4. Studying Local Activities: The state's role in shaping service programs under the current legislation is considerable; under the proposed legislation it will be stronger still. Yet service takes place in communities and localities. To understand fully how federal and state choices affect service, we need to examine how local service activities are affected.

That is a difficult issue. There are no definitive ways to "measure" the effects of state-level legislative, regulatory, and administrative steps on local service activities. Tracing the "flow of funds" provides indications of the kinds of programs that are supported, and the kinds of populations that are served.

What we would propose is to supplement our state case studies with an exploration of how service activities are affected in several communities. To the extent that we can, we would organize these exploratory studies around this question: how much do service activities begin to address local needs in these communities?

Selecting communities within case-study states, we would develop a profile of community need, using existing data sources, interviews with community observers, and inventories of existing programs. Our aim would be to trace the manner in which the state's service-related decisions begin to affect local programming. Do they direct resources, volunteers and programs to perceived community needs? Are they met effectively?

Adding this dimension to the study may be particularly beneficial if provisions are added (as it now appears they will be) to the new legislation that target funding to low-income communities. Depending on how those provisions are framed, it would be useful to examine how well programs and funding that go to these communities actually begin to address their needs.

Funding Request and Timeline

We anticipate that costs of the four modifications we have proposed will be as follows:

1. State survey	\$ 28,000
2. Dissemination	\$ 59,000
3. Additional Case Studies	\$ 65,000
4. Studying Local Activities	\$ 48,000
TOTAL	\$200,000

An exhibit showing the current budget and our revised request is attached.

We do not propose any change in the grant period for the present. However, since we are directing our energies more toward a study of the new Act, it may prove useful to

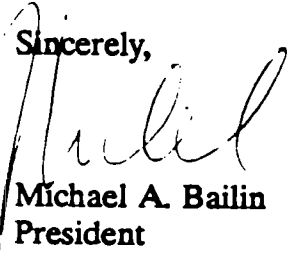
Michael Lipsky
June 30, 1993
Page 8

extend this phase of the work so that we can get a fuller sampling of implementation activities. We would propose to put off that issue until we have a clearer sense of the timetable for passage and start-up of the new Act.

I believe the modifications we've proposed here will greatly enhance the project, and make its focus and products responsive to the issues that will emerge as a result of the new Administration's approach to national service.

I've enclosed information about P/PV's current and prior funding history, and about the composition of our staff and Board of Directors. Let me know if there's additional information you need, and I'll be glad to provide it.

Sincerely,



Michael A. Bailin
President

MAB/mas
Enclosure

tjs21-08.ltr

**Public/Private Ventures
The Ford Foundation
Study of the
National and Community Service Act
Revised Budget Request
March 4, 1993 to March 3, 1995**

Description	Current Budget	Requested Budget
Personnel	\$201,100	\$268,100
Travel	67,430	127,000
Printing	10,000	13,000
Consultants	41,250	55,000
Operating Expenses	39,630	52,600
Administrative Overhead	100,590	144,300
TOTAL BUDGET	\$460,000	\$660,000

Public/Private Ventures
The Ford Foundation
Study of the
National and Community Service Act
Component Cost Summary
 March 4, 1993 to March 3, 1995

Description	State Survey	Dissemi- nation Conference	Add'l Case Studies	Studying Local Activities	Total Budget
Personnel	\$12,030	\$4,770	\$27,560	\$22,640	\$67,000
Travel	2,500	39,400	11,370	6,300	59,570
Printing	3,000				3,000
Consultants	2,000	1,000	6,500	4,250	13,750
Operating Expenses	2,350	940	5,360	4,320	12,970
Administrative Overhead	6,120	12,890	14,210	10,490	43,710
TOTAL BUDGET	\$28,000	\$59,000	\$65,000	\$48,000	\$200,000

February 4, 1993

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(P) 202-789-3500; Asst. Alice Thompson

E = Executive Committee
F = Finance & Admin. Committee
N = Nominating Committee
P = Program Development Committee
A = At Large

1fs02-22a

Public/Private Ventures
Revenue by Funding Source
Fy 1987 to Fy 1992

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APPENDIX B

FORD FOUNDATION GRANTS TO PUBLIC/PRIVATE VENTURES

TO DATE

General Support: nine grants, totaling \$5,400,000

1.	\$600,000	(3/22/78 to 3/21/80)
2.	\$125,000	(4/1/80 to 10/31/80)
3.	\$375,000	(11/1/80 to 9/30/83)
4.	\$200,000*	(2/1/84 to 1/31/85)
5.	\$400,000	(4/1/85 to 9/30/86)
6.	\$400,000	(10/1/86 to 9/30/87)
7.	\$1,000,000	(10/1/87 to 9/30/89)
8.	\$1,100,000	(10/1/89 to 9/30/91)
9.	\$1,200,000	(10/1/91 to 9/30/93)

Double Social Utility: three grants, totaling \$42,000

1.	\$12,500	(2/1/79 to 7/31/79)
2.	\$15,000	(10/1/79 to 12/31/79)
3.	\$24,500	(1/15/80 to 4/15/80)

Private Industry Council Study: two grants, totaling \$45,000

1.	\$20,000	(4/1/80 to 3/31/81)
2.	\$25,000	(7/1/81 to 6/30/82)

Women in VICI: two grants, totaling \$610,000

1.	\$350,000	(11/1/81 to 10/31/84)
2.	\$260,000	(3/1/83 to 9/30/85)

Development Training Institute: three grants, totaling \$460,000

1.	\$150,000	(6/1/82 to 9/30/83)
2.	\$160,000	(1/1/82 to 12/31/84)
3.	\$150,000	(3/1/85 to 2/28/86)

California Conservation Corps Evaluation: one grant of \$200,000

1.	\$200,000	(6/1/83 to 5/31/86)
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State Employment Initiative for Youth: one grant of \$500,000

1.	\$500,000	(1/15/83 to 4/15/86)
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*Half this amount was earmarked for STEP.

APPENDIX B (Cont.)

Youth Corps: two grants totaling \$645,000

- | | | |
|----|-----------|---------------------|
| 1. | \$550,000 | (9/1/84 to 9/30/86) |
| 2. | \$ 95,000 | (1/1/87 to 9/30/87) |

Summer Training and Education Program: nine grants, totaling \$7,656,000

- | | | |
|----|-------------|----------------------|
| 1. | \$1,000,000 | (5/1/84 to 9/30/85) |
| 2. | \$ 507,000 | (4/1/85 to 9/30/85) |
| 3. | \$ 565,000 | (5/1/85 to 9/30/85) |
| 4. | \$1,000,000 | (10/1/85 to 9/30/86) |
| 5. | \$1,000,000 | (10/1/86 to 9/30/87) |
| 6. | \$ 250,000 | (10/1/86 to 9/30/87) |
| 7. | \$1,000,000 | (10/1/87 to 9/30/88) |
| 8. | \$1,000,000 | (10/1/88 to 9/30/89) |
| 9. | \$1,334,000 | (10/1/89 to 3/31/93) |

Youth Corps Exchange Program: four grants, totaling \$915,000

- | | | |
|----|--------------|----------------------|
| 1. | \$ 200,000 | (1/1/85 to 12/31/85) |
| 2. | \$ 190,000 | (4/1/86 to 3/31/87) |
| 3. | \$ 175,000 | (4/1/87 to 3/31/88) |
| 4. | \$ 350,000** | (7/1/88 to 3/31/91) |

Life Skills Options: one grant of \$193,000

- | | | |
|----|------------|---------------------|
| 1. | \$ 193,000 | (6/1/88 to 8/31/89) |
|----|------------|---------------------|

Urban Corps Expansion Project: two grants, totaling \$2,000,000

- | | | |
|----|-------------|----------------------|
| 1. | \$ 705,000 | (10/1/89 to 9/30/90) |
| 2. | \$1,295,000 | (10/1/90 to 9/30/93) |

Mentoring "At-risk" Youth: one grant of \$90,000

- | | | |
|----|-----------|-----------------------|
| 1. | \$ 90,000 | (10/1/89 to 10/31/90) |
|----|-----------|-----------------------|

Young Unwed Fathers Project: three grants, totaling \$738,500

- | | | |
|----|------------|-----------------------|
| 1. | \$ 300,000 | (11/1/90 to 10/31/92) |
| 2. | \$ 288,500 | (5/1/91 to 4/30/93) |
| 3. | \$ 150,000 | (10/1/92 to 9/30/93) |

**\$150,000 of this amount is for a study of the California Conservation Corps.

APPENDIX B (Cont.)

Innovations Project: one grant of \$80,000

1. \$ 80,000 (4/1/91 to 11/30/92)

New Directions: one grant of \$470,000

1. \$470,000 (1/1/92 to 12/31/92)

Transportation Study: one grant of \$75,000

1. \$ 75,000 (11/1/92 to 2/28/93)

National and Community Service Act Implementation Study:

one grant of \$460,000

1. \$460,000 (3/1/93 to 2/28/95)

Evaluation of Service Integration Initiatives:

one grant of \$89,000

1. \$ 89,000 (4/1/93 to 6/30/94)

joe/tables/appen.1b

APPENDIX C

PUBLIC/PRIVATE VENTURES
FULL-TIME STAFF BY RACE AND GENDER
JUNE 30, 1993

Professional Staff (46) 100%

Females (25) 54%

Males (21) 46%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(15) 39%	(7) 15%	(17) 37%	(4) 9%

Support Staff (18) 100%

Females (15) 83%

Males (3) 17%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(6) 33%	(9) 50%	0	(3) 17%

BOARD OF DIRECTORS
BY GENDER AND RACE

Board (14) 100%

Females (4) 28%

Males (10) 72%

<u>White</u>	<u>Minority</u>	<u>White</u>	<u>Minority</u>
(2) 14%	(2) 14%	(7) 50%	(3) 22%

THURSDAY, AUGUST 12, 1993

EVENTS

VISTA SITE VISIT

FORD FOUNDATION LUNCHOEN

NEWARK SOS SITE VISIT

RAY CHAMBERS

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VISTA / ICARE SOS VISIT

Divider Title: _____

August 10, 1993

VISTA site visit

DATE: August 12, 1993
TIME: 8:40 AM - 10:00 AM
LOCATION: North Light Community Center
FROM: Phil Caplan

I. PURPOSE

You will make a site visit to a VISTA project at the North Light Community Center in the Manayunk section of Philadelphia (near Germantown) that has both full year and VISTA Summer Associates. ICARE participants are serving there as well. (You will be picked up at the hotel at 8:15 am by Rocco Gaudio, ACTION Regional Director and Jorina Ahmed, PA ACTION state director)

You will meet with 4 VISTA Summer Associates, 2 VISTA volunteers and 3 ICARE participants who are registered nurses and administer immunizations.

II. BACKGROUND

This site is a project of the Greater Philadelphia Federation of Settlements. The Federation is a non-profit umbrella organization for 14 settlement houses (centers) across the city. The North Light Community Center is one of the 14 centers. VISTA works with 7 of the 14 houses.

The Federation was founded in 1906 to address problems such as health, economic development, unemployment and illiteracy. The North Light Center was founded in 1936 and joined the Federation in 1964. Half of the funding for the Settlement houses comes from the United Way and half from religious and private funding.

III. PARTICIPANTS

4 VISTA Summer Associates
2 full time VISTAS
3 ICARE Participants
Rocco Gaudio, ACTION regional director
Jorina Ahmed, ACTION state director

IV. REMARKS

None

AGENDA**SITE VISIT FOR SUMMER ASSOCIATES PROJECT**

Thursday, August 12, 1993

8:15 a.m. **Leave from Omni Hotel-Main entrance on Chestnut St.
Meet Rocco Gaudio and Jorina Ahmed**

8:40 a.m. **Arrive VISTA SUMMER ASSOCIATE site
(Immunization Program)**

**Name: North Light Community Center
Contact: Irene Madrak, Exec. Dir.
Address: 175-183 Green Lane
Philadelphia, PA 19127
Phone: 215-483-4800**

9:45 a.m. **Leave for 30th Street Train Station
Rocco Gaudio
Jorina Ahmed**

At the site Mr. Segal will meet with 4 VISTA Summer Associates, 2 VISTA Volunteers and 3 "ICare" Volunteers, who are registered nurses who administered immunizations. Associates will represent the immunization projects from North Light and Friends Neighborhood Guild which are under the sponsorship of Greater Philadelphia Federation of Settlements.

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FORD FOUNDATION LUNCHEON

Divider Title: _____

August 10, 1993

Meeting at Ford Foundation with community foundations

DATE: August 12, 1993
TIME: 12:15-2:30
LOCATION: Ford Foundation, 320 E. 43rd St.
From: Susan Stroud

I. PURPOSE

The purpose of the meeting is to meet several of the leaders of community foundations. Susan Berresford, VP for Programs at the Ford Foundation, has invited them to a discussion with you about the role that community foundations might have in the national service program. The meeting could possibly lead to a future invitational meeting of all community foundations. See attached agenda.

II. BACKGROUND

In a meeting with Susan Berresford and Alison Bernstein at the Ford Foundation in July, one topic was the potential assistance community foundation might provide local programs funded by the Corporation. Ford has played a major role in the expansion of community foundations nationally, and Susan Berredford has a strong personal interest in this area. Remember that Franklin Thomas was an early supporter of national service and that Ford for many years was the major funder of service organizations and research on service.

III. PARTICIPANTS

See attached list
Nancy Rubin

IV. REMARKS

- Thanks to the Ford Foundation, and Susan Berresford and Alison Bernstein in particular for organizing the meeting.
- 10 minute briefing on the legislation (summaries of legislation will be available)

To: Susan Stroud

202-456-
6420

COMMUNITY FOUNDATION MEETING

August 12, 1993
12:00 - 2:30 P.M.
Ford Foundation
320 East 43rd Street
New York, New York 10017

A G E N D A

Welcome and Introductions by Community Foundations:	Susan V. Berresford Vice President Program Division U.S. and International Affairs Programs Ford Foundation
Update and Briefing on National Service Legislation:	Eli Segal Assistant to the President Director White House Office of National Service
National Service Program Development: Issues of Interest to Community Foundations:	Eli Segal Susan Stroud Assistant to the Director White House Office of National Service
Community Foundation Involvement in Local Service Schemes and Delivery -- Options, Technical Assistance, Evaluation: General Discussion	

Revised August 5, 1993

MEETING WITH COMMUNITY FOUNDATIONS
FORD FOUNDATION
August 12, 1993

WHITEHOUSE PARTICIPANTS

Eli Segal
Assistant to the President
Director of the Office of National Service

Susan Stroud
Senior Advisor to the Director of the Office of National Service
Program Advisor

OUTSIDE PARTICIPANTS

Steven D. Mittenenthal
President & Executive Director
Arizona Community Foundation

*children families
service learning
philanthropy*

Marian C. Noland
President
Community Foundation of Southeastern Michigan

Katherine K. Pearson
Executive Director
East Tennessee Foundation

*Youth at risk
gang culture*

Carolle Fair Perry
Executive Director
The Philadelphia Foundation

*16 in state
a2m - asch - 4/42
empowerment*

John F. Ramsey
Executive Director
San Diego Community Foundation

Youth center foundation

Lori Slutsky
President and CEO
New York Community Trust

Shabouhs

FORD FOUNDATION PARTICIPANTS

Susan Berresford
Vice President
Planning & Development
Office of the Vice President

Jan Jaffe
Director
Planning & Staff Development
Program Division
Office of the Vice President

Allison Bernstein
Director
Education & Culture

Michael Lipsky
Program Officer
Governance & Public Policy

Emmett Carson
Program Officer
Governance & Public Policy

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NEWARK SOS VISIT

Divider Title: _____

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RAY CHAMBERS MEETING

Divider Title: _____

August 11, 1993

Boys and Girls Club at Central Ward Newark
with Ray Chambers

DATE: August 12, 1993
TIME: 3:30 - 5:00
LOCATION: Newark, NJ
From: Susan Stroud

I. PURPOSE

You will visit two Boys and Girls Clubs that are part of the Newark Summer of Service program. The Broadway club will be your first stop. Ray Chambers and Jim Mustacchia, Newark SOS program director, will accompany you.

II. BACKGROUND

About 10 SOS participants are working at the Broadway and Central Ward Boys and Girls Clubs. Their activities include tutoring and teaching swimming and drama. At one of the clubs they have begun to develop a library. The visit will consist of watching the corps members in action. No "roundtable discussions" are planned (Susan suggested that it would be valuable for you to primarily focus on observing the participants).

III. PARTICIPANTS

Ray Chambers
Jim Mustacchia
Nancy Rubin
Susan Stroud

IV. REMARKS

None

PHOTOCOPY
PRESERVATION

August 10, 1993

Meeting with Ray Chambers

DATE: August 12, 1993
TIME: 5:00-6:00 pm
LOCATION: Newark, NJ
From: Susan Stroud

I. PURPOSE

The purpose of this meeting is to discuss several offers of assistance Ray has made regarding 1) creation of a trust for the Corporation, 2) developing a business plan, and 3) a marketing plan.

II. BACKGROUND

On the return trip from New Orleans, Ray had a long conversation with Susan Stroud about several of the business aspects of the Corporation. He offered to help in a variety of ways: 1) Ray is willing to look at any business plan produced and make suggestions; 2) He is excited about the endowment idea and believes that doing it as an "PRI" would "absolutely work." He also liked the idea of the national stamp and has some other ideas. He would bring in a "blue ribbon" team of investment managers to help us with it; 3) He also offered to help with the creation of a marketing strategy. He has brought onto his staff a "brilliant, creative" young guy who is bored doing a Proctor and Gamble account. He talked about being willing to lend him to us for a few months.

Generally, Ray is of the opinion that we should not try to do all of this thinking and planning internally - that we figure out what we need and then get the best possible people to help us out. Remember, this is the White House - we can and should get the best. This frees us to do more of the strategic planning, etc.

III. PARTICIPANTS

Ray Chambers
Nancy Rubin
Susan Stroud

IV. REMARKS

None

THE WHITE HOUSE

WASHINGTON

6 August 1993

Mr. Ray Chambers
Chairman
Amelior Foundation
310 South Street, 3rd floor
Morristown, NJ 07962

Dear Ray,

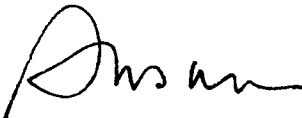
Eli and I are going to be in New York on August 12 for a meeting at the Ford Foundation until 2:30. Eli would like to know if there would be an opportunity that afternoon to meet with you to follow up on our earlier conversation on Air Force One.

This week I spoke with Frank Newman, who is on the One to One Board, about the way in which One to One is generating funds through the assistance of some of your colleagues in the commodities trading business. As you remember, you and I spoke about the fact that the National Service Trust is not a trust in the usual sense, but a spending account based on Congressional appropriations and privately raised funds. Is the One to One experience applicable to our interest in creating an endowment for national service? If so, this is what Eli would like to explore with you. You also mentioned your interest in possibly helping us with a marketing and business plan.

If it is easier to meet you in Newark, we would also plan to visit either the Newark Summer of Service site or a VISTA Summer of Service site. If the discussion about an investment plan for the endowment makes more sense to have with your colleagues in New York, we would be happy to meet you in the city.

We are looking forward to the House vote today, but if we are to get a vote in the Senate, it will be in the wee hours of the morning. It's a big day down here. Looking forward to hearing from you.

Sincerely,



Susan Stroud
Senior Advisor to the Director
Office of National Service

Amelior Foundation
310 South Street, Morristown, New Jersey 07960

Raymond G. Chambers

Telephone 201-540-9148
Telecopy 201-540-0958

June 17, 1993

Mr. Eli Segal
Assistant to the President
Office of National Service
Room 145 - Old Executive Office Building
Washington, DC 20500

Dear Eli:

While I think Mr. Feinstein's idea is an excellent one, I don't think the magnitude of the gift of \$5,000 per month (which probably has a present valued cost of approximately one-half that) warrants the type of Presidential involvement required.

On the other hand, I think the proposal is something that could be folded into what the Points of Light Foundation is already doing.

In order to respond to your question of whether it could be a contribution to the "Trust", I would have to understand more specifically your plans for the Trust.

I hope all is well with you and look forward to talking to you soon.

Sincerely,



RGC:fm
9123

MEMORANDUM

3 May 1993

To: Eli
From: Susan 
Re: Ray Chambers

I had a 2 hour conversation with Ray on the way back from New Orleans. We discussed a number of specific ideas that, if followed up, could be very helpful. Specifically:

1. an endowment for the National Service Trust: I appreciate what Mark Gelber and Colin Greer are working on, but I wonder if we shouldn't involve Ray in the planning for this. Colin is supposed to send the "business plan" for the endowment in the next several days. I asked Ray if he would be willing to look at what they write and get his suggestions. He is excited about the endowment idea and believes that doing it as an "IPR" would "absolutely work." He also liked the idea of the national stamp and has some other ideas. He would bring in a "blue ribbon" team of investment managers to help us with it. This is something I'd like to follow up with and will do so as soon as I get something from Colin unless I hear otherwise from you.

2. marketing: We discussed the need for a marketing strategy, and again he offered to help. He has brought onto his staff a "brilliant, creative" young guy who is bored doing a Proctor and Gamble account. He talked about being willing to lend him to us for a few months.

Generally, Ray is of the opinion that we should not try to do all of this thinking and planning internally - that we figure out what we need and then get the best possible people to help us out. Remember, this is the White House - we can and should get the best. This frees us to do more of the strategic planning, etc.

The problem has been the lack to date of our own strategic planning, because we are too caught up with hour-to-hour needs. I think we should book an afternoon and evening as soon as we can see a window and begin to do this sort of planning - figure out what we are going to need and how we are going to assign effort and time among the ONS staff and anyone else we can borrow - CNCS staff, POLF staff, foundations' contracting staff and through Ray and other friends. It would help to have a facilitator for this strategic planning process, and we should think about that carefully.

Peace Corp
staff
Ethiopia

WHEN 1988
Charles Pizzi
Ira Harkavy / Patti Gerety
Neek Gage
Mandy Rogers

computer corp.
accountants
hamburger
fruit markets

Tony Vincevelli

7 Months Ago. BC challenged young
people to a season of service

Continued reprise from campaign
off message yet worked. ^{All audiences} Heart & soul. Movement
in place

Translating vision into reality.

First legislation. Baby born yet no birth announcement
Impossible without Harris Wolford.

But now the hard part. Difference from P.C.
To make work, need to deal with the. Change hope
vs. fear... the are good

Problem with the its quality. the movement
the across

And beyond the. Tutor, (7)

To do this we need the young. But we need
3 other ingredients. ~~Entry~~ Entry. gout; ~~Entry~~

~~Entry~~ a hyperactivity of p. private partners - ^{high school}
Let me talk about E.G. 8 - 10 (*) - ^{college}
^{business}

Big at 12 - 13

Public/Private. 1-2, Briscoe,
Pennsylvania, ICARE a
quantitative corp. effort
Leg. rewards regulations
partnership

Fanny Lou
B.C.

**TALKING POINTS
PHILADELPHIA CHAMBER OF COMMERCE EVENT
AUGUST 11, 5:30 P.M.**

I. THANKS

- Mayor Ed Rendell
- President (of Chamber) Charles Pizzi
- Ira Harkavy

II. HOW WE GOT HERE

- Pennsylvania's tradition of service:
 - ** When the founding fathers declared our independence a few blocks from here, they also recognized our mutual **interdependence**. As Philadelphia's Ben Franklin put the case for unity in the face of dangers, "we must indeed all hang together, or we will assuredly hang separately."

Harris Wofford
was Secretary of
Industry & Labor,
and took the lead on
service in PA. Briscoe
worked for Harris.

**** Recognizing that principle, Governor Casey set up
PENNSERVE, his Office of Citizen Service, headed
by John Briscoe [talk about Briscoe's contribution to
our work]**

**** John's Pennsylvania Corps (6 separate programs)
have made an even more direct difference in Phil.,
including a Library Corps helping to keep the
nation's first public library system open this summer.**

-- **At about the same time that PennServe was beginning, Bill
Clinton was advocating national service.**

Became major theme during campaign.

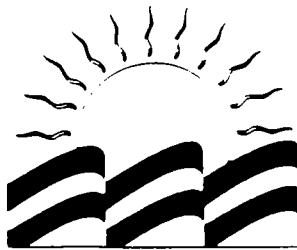
-- **When BC became President, he called national service one
of the 4 pillars of his administration.**

Bli -

This is a quickly done 1st draft
of a memo to Marcia.

Let me know your thoughts
so that I can get it to her

Thanks Phil 8/10



SUMMER OF SERVICE SITE: Newark, New Jersey

PROGRAM NAME: Newark Summer of Service

PARTNERSHIPS: This is a partnership among four colleges and universities, 17 community agencies, public officials, the business community, and a number of local foundations.

Institutions of Higher Education include: Essex County College, New Jersey Institute of Technology, Rutgers - Newark, and the University of Medicine and Dentistry.

Service organizations include: Boys' and Girls' Clubs of Newark; Community Agencies Corporation of New Jersey; Community 2000, Department of Family Medicine, UMDNH; Consortium of Pre-College Education in Newark, Greater Newark Conservancy; Habitat for Humanity; International Youth Organization, New Jersey Youth Corps, La Casa De Don Pedro; Link Community Middle School; New Community Corporation; NJIT - Division of Physical Education and Athletics; Newark Fighting Back; Newark Police Department, Newark Public Library; Project BABIES; St. Michael's Medical Center; Quest of Essex County.

NUMBER OF PARTICIPANTS: 200

ISSUE AREAS: Education, Environment, Health Care, Public Safety

OVERVIEW OF THE PROGRAM:

Newark Summer of Service is a partnership among universities, community service agencies to serve children at-risk throughout Newark. Corps members will be coupled with over 650 volunteers to perform thousands of hours of community service for over 14,000 children. Programs will address the most critical needs of young children and will develop the potential of Newark area youth through comprehensive service-learning and leadership development activities.

HIGHLIGHTS OF SERVICE:

Public Safety: Participants will work with the Newark Police Department and Newark Fighting Back to disseminate anti-crime information educate residents about crime prevention and canvas neighborhoods in block watches.

Education: Service will provide tutoring for at-risk children in different academic areas; instruction in education and team building through athletics; literacy tutoring; water safety and swimming instruction; and instruction in nutrition, academics and proper health care to infants and young children.

Environment: Participants will create parks and playgrounds; others will restore homes to provide children at-risk with safe places to live.

Health: Immunization, health education, health care at local clinics and additional health care for at-risk babies will be provided.

CONTACT:	Cassie Miller (201) 648-5421	Jennifer Price (201) 242-2300
	Jessica Phipps (201) 242-2300	Joel Bloom (201) 596-6476

Summer of Service Evaluation Team
Jamie P. Merisotis, Director

CONFIDENTIAL

DRAFT

SITE VISIT REPORT

NEWARK SUMMER OF SERVICE

Robert Walters
Evaluator

August, 1993

Confidential Draft

This document is not to be photocopied, cited, or distributed

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: VB DATE: 3/31/16

Introduction

The Newark Summer of Service program is among the most ambitious of the SoS initiatives. With 200 participants, it is the project with the second largest number of corps members, ranking behind only the East Bay Conservation Corps in Oakland Calif., with 250 participants. In addition, its leaders assert that the Newark program is the only one of the 16 SoS efforts that "started from scratch" this summer because, unlike the other 15, it was not launched by an organization that existed prior to the summer.

Program description

The Newark program's goals also were ambitious. In its grant application, it declared its intention "to focus on...the delivery of services that will directly improve the lives of 16,272 children at risk," then cited these "tangible measurable results" it expected to achieve:

- * Education: Academic tutoring for 532 children, athletic instruction for 1,200 children, literacy tutoring for 250 children, water safety and swimming instruction for 1,500 children, and nutrition, academic and health care instruction for 50 infants and young school-age children.

- * Health care: Immunization for 120 children, health care risk education for 4,400 children, provision of health care at local clinics for 500 children and additional health care for 40 babies.

- * Environment: Creation of an unspecified number of "playgrounds/parks" and restoration of 10 homes.
- * Public safety: Presentation of anti-crime information to 5,000 children, distribution of photo identification cards to 700 children, and organization of 1,500 children to canvass neighborhoods in block watches.
- * Various other corps-wide projects, "for example, organizing a drive to certify 2,000 (children) in cardiopulmonary resuscitation."

Although the Newark program had no principal sponsor (the New Jersey Institute of Technology was the "legal applicant" but it had no special leadership role beyond that technical status) it constituted itself as "a partnership created among four colleges, 17 community agencies and the Amelior Foundation." Its three principal leaders at the outset were:

James N. Mustacchia

William J. Hoogterp Jr.

Sue Zivi

Zivi left the program in its early stages, but Mustacchia insisted that her departure was not related in any manner to dissatisfaction with the SoS program. Instead, he said, she resigned because of unspecified problems at the New Jersey Institute of Technology, where she was executive director of Career Development Services. On the basis of information obtained during my evaluation, I have no cause to challenge or doubt that explanation.

Evaluation methodology

I was in Newark to conduct a field evaluation of the program for 2 1/2 days, from early afternoon on Tuesday August 5 to late afternoon on Thursday August 5. During that time, I visited approximately a half-dozen sites at which corps members had been assigned to work and talked informally (but often at length) with approximately 40 corps members, representing about one-quarter of all participants.

I also conducted interviews with the following people in leadership positions: Co-directors Mustacchia and Hoogterp, Rutgers University-Newark Dean of Students Cassie Edward Miller and Michael Carrigan, in charge of the program's training and service learning activities.

The comments of all of the individuals in leadership positions are identified by source in this report. But because I believed that low-key, informal conversations with the participants were important in gathering and assessing information about the program (an assumption that was confirmed by the results of those discussions) and because I didn't believe that the identification of individual corps members was of particular significance, I purposely avoided seeking the names of those with whom I talked, and in some cases (when I sensed nervousness on their part) even assured them that they would not be identified.

Programs in the field

The field operations of the Newark program have produced their

share of accomplishments and disappointments. Moreover, in some instances, initial failure has led to subsequent success, principally because of the verve, commitment and skills of the corps members. At one site I visited, for instance, African-American corps members appeared to have successfully reached out to young Hispanic-American children while offering appealing educational and recreational programs.

But the Newark SoS effort has not met--and probably will not meet--the extravagant numerical goals (cited in "Program description" above) it advanced to the commission in its grant application. Although he would not explicitly acknowledge that shortfall, Mustacchia implicitly conceded it, explaining that a) the boxcar numbers were included because "the commission was emphasizing quantitative goals in its request for proposals" and b) the promised goals might be met if all of the participants' most "casual" contacts with Newark youngsters were counted.

The relationship between the SoS organization and some of the 17 participating community service agencies has produced problems for the program and its participants. The program's leaders (Mustacchia and Carrige, both spoke to these concerns) said that the hurried schedule for conceiving, organizing and implementing a summer program led them to write to various Newark service organizations offering each the services of a team of ten corps members for the summer, then to enlist as partners in the SoS venture the organizations that responded affirmatively to the solicitation. What the SoS program did not do was to negotiate

the explicit type of work the corps members would be expected to perform and the particular relationship they would have with the organizations' existing staff members. The Newark SoS leaders and participants with whom I talked were in unanimous agreement that cooperating groups must be more carefully screened, and that the expectations of both the community service organization and the cooperating local groups must be more fully identified and satisfied.

(In addition, PDAT member Marjorie Wilkes reported earlier:

"There's been a bit of hostility toward Newark SoS from Newark community groups that have been around for many years and are suspicious of this new organization that's recently burst on the scene.")

As a result, some organizations assigned the corps members to what Carrigan characterized as typical, traditional summer jobs--serving as aides to permanent staff members who expected them to carry out orders, act as "gofers" and otherwise perform menial tasks but to show no initiative or substantively interact with the youngsters they are supposed to be serving. "All we feel we are is babysitters," said one participant. "What we are is unappreciated," said a second, while a third complained of being required to perform "makework jobs."

In the case of three organizations whose work conditions and other requirements were deemed by the corps members to be especially intolerable, three entire teams of SoS participants rejected the designated tasks, then conceived and implemented new

assignments for themselves for the remainder of the summer.

One case, for example, involved the Greater Newark Conservancy, whose selected project was the transformation of a vacant lot (of which there are literally thousands in Newark) into a combined urban garden and playground. When neighborhood youngsters came around to watch the construction--and potentially become involved in the effort--the corps members wanted to establish a relationship with them, but they were overruled by the Conservancy organizers who banned the youngsters from the site on the grounds that the heavy equipment being used to rehabilitate the lot posed safety problems.

The frustrated SoS team, which had constructed a slide and swing set on the lot, quit the effort and reestablished itself as an environmental education team that traveled among other SoS projects explaining environmental issues and concerns to the youngsters through illustrated lectures that audiences of elementary school students found particularly captivating. (Some members of the team would have remained with the original project but agreed to join the majority in rejecting it. In addition, many of them team members returned to the lot for a modest dedication ceremony because, they said, they were proud of the play equipment they had built.)

In other instances, the teams did not reject their assignments but made little secret of their profound unhappiness when asked about the summer experience. At a site operated by the International Youth Organization, corps members were especially

bitter. IYO generally limited itself to providing only general guidance to and surveillance of youngsters playing on a city block with little or no equipment or leadership. The SoS participants said they either were not at all involved with the youngsters or were limited to taking orders from IYO staff members. "I don't feel like I'm here for any purpose or that I'm making any difference," said one. "We're not street cleaners," said another, alluding to a task to which SOS participants said they had been assigned--cleaning up the mess that had been made during the day. "We can't create something out of nothing," said another. "It's so bad, we're counting the days" until the summer project ended, said another.

One young woman said she had been assigned only typing and other clerical functions. A second said she was cursed by the IYO staff. A third said she tried to display some initiative and imagination by taking the youngsters to a park only a block away from the usual play site--but she got mugged there. Especially telling was this exchange among three corps members working at the IYO site:

"We were really enthusiastic when this thing started.

Now, it's dying out."

"No, it's dead."

"It's really sad."

Another, somewhat more satisfying outcome occurred at three sites of the Boys' & Girls' Clubs of Newark, whose principal summertime attraction for Newark's youngsters is an indoor swimming pool at

each building. The SoS team was committed to providing swimming lessons to youngsters, some of whom had been coming to the pools for three successive summers to paddle or play around at the shallow end but never to venture further because they couldn't swim. The Boys' & Girls' Clubs didn't offer swimming lessons, the corps members said, but they weren't about to let others do so. At one of the three sites, the corps members said they initially were physically barred from gaining access to the pool, but eventually finagled their way in, established a successful and satisfying program of providing swimming lessons, and even launched a mentoring operation in which youngsters who learned to swim were informally designated as aides who recruited their friends for lessons and assisted in providing instruction. The corps members who participated in that effort were quite upbeat about their work. "We made the summer program ourselves," said one. "I'm a lot taller than I was before," said another. But the most driven corps members still wanted to do more. "These kids really need individual help not just in swimming but, more important, in reading," said one. At another site, the corps members were allowed into the pool but were limited to serving only as lifeguards. At the time of my visit, their team leader was about to pull them out of that location because of the ban on offering swimming lessons.

Every Friday, all of the participants in the Newark SoS program join in an "all corps service project" in a city neighborhood. Again, however, tight schedules and a lack of planning have led

to difficulties. Both participants and program leaders said there were several occasions on which residents of targeted communities were not adequately prepared the Friday program. Thus, they viewed the arrival of 200 "outsiders" are more of an invasion of their community than an effort to provide assistance. In one case, for example, the corps members said they were dispatched to a housing project without sufficient notice to--and involvement by--the tenants' organization. "There's community resentment because they're not involved," said one corps member.

Racial and socio-economic concerns

Carrigan, whose grasp of community service issues was very impressive, offered what appears to be an especially important observation: The participants attracted to the new community service effort promoted by President Clinton differ significantly in a very important respect from the young people who volunteered in earlier decades for the Peace Corps, ACTION and other initiatives.

In those earlier initiatives, the vast majority of the participants were from "upscale" families and were volunteering out of a sense of noblesse oblige. In the SoS program, that population cohort is still represented but there is a very substantial number of volunteers from "downscale" households--alternatively referred to as being "from the projects" or "off the streets"--many of whom are from the communities being served. In the case of the Newark program, that translates into a special

type of civic pride in which those corps members proclaim their exclusive right to improve their community and resent the presence of outsiders in the SoS program.

There are racial implications to this development (discussed in some detail below) but it ought to be noted that, as always, it's too easy to be led astray by generalizations and stereotypes. One of the most memorable young people I met during my evaluation of Boston's City Year was a young man from the virtually all-white, low-income community of Roslindale who candidly acknowledged that he was on his way to becoming another "menace to society" until he undertook a drastic self-improvement program centered on volunteering for community service.

The Newark SoS program received approximately 1,200 applications for its 200 slots. Afforded the luxury of being able to pick and choose, the program's leaders purposely selected a disproportionately large number of "downscale" applicants, because they were from Newark or nearby low-income communities and thus were familiar with the neighborhoods to be served. In many cases, that meant they came from households that were poor and black. According to a chart given to me, "Racial Diversity of SoS Participants," the Newark program with 85 percent and one of the two Atlanta programs with 84 percent, have by far the largest proportion of African-American corps members.

The leadership of the Newark program, however, is heavily white, presenting a disparity that hasn't gone unnoticed among the corps members. Specifically, all three of the initial principals--

Mustacchia, Hoogterp and Zivi--are white. Moreover, only Zivi, now departed, was a long-term Newark resident. When Mustacchia, Hoogterp and the program's five second-tier leaders are considered as a group, the majority of the leadership is still white.

"The coordinators don't live in Newark, but they tell us where to go, what to do. They don't know what our community needs," said one black team leader. "They grabbed a group of white people, sent them into Newark and told them to fix our problems," said another. When I pointed out to another that 85 percent of the corps members were African-American, he responded: "I think 100 percent should be from the community."

One corps member complained that "people from Princeton and Harvard are writing things for Newark." (Mustacchia is a graduate of the Harvard Business School and Jennifer A. Price, a Princeton undergraduate, wrote much of the grant proposal.) Noting that some of the white corps members from other states had been startled by Newark's physical deterioration, another suggested that those outsiders ought to be culturally acclimated before coming into the city. "This was community service without the community," said one participant, who alluded to the black/white division. "Every step of the way, I want somebody from the community there."

Mustacchia said he and Hoogterp are very aware of the problem, but said the disproportionate number of whites among those in charge of the program was another product of a rushed SoS

schedule that required a leadership team to be hastily assembled without adequate time to search for capable African-American leaders. Exacerbating the problem, he said was the departure of Lee Butler, a black woman in the program's second-tier leadership who resigned after becoming angry and unhappy with her colleagues and the program's direction.

But the situation is not, to use a bad pun, all black and white. One of the black participants who criticized the white, out-of-town leadership, made a point of saying that he thought the decisions made by those leaders were generally good and fair. In addition, a number of African-American corps members were harshly critical of the city's African-American political leadership, notably Mayor Sharp James, for not recognizing the SoS effort.

"The city of Newark has not been very receptive," said one.

There are fewer than 10 white corps members in the Newark SoS program and one of them, a young woman from the town of Salem in Virginia's southwestern corner also suggested that participants--including herself--ought to be working in their local communities. In her case, that would mean dealing with problems associated with rural poverty in predominantly white Appalachia. If volunteers were to be assigned to their own (or nearby) communities, what would be done with the white volunteers from Princeton, Montclair, Short Hills and the scores of other upscale communities in northern New Jersey alone? Those towns hardly suffer from the physical blight so evident in Newark and Appalachia, but Mustacchia said that shouldn't be disqualifying.

There's more than enough to be done in dealing with the attitudinal and intellectual shortcomings of the residents of those towns through remedial education, he suggested with a smile.

Teams, their leaders and their members

Perhaps the most striking positive aspect of the Newark SoS operation was the exceptionally high quality of the team leaders, many of whom were blacks from low-income households. "For me, that's been the highlight" of the entire operation, said Carrigan of the process devised and used to select those leaders. Hoogterp explained that the project leaders identified the 60 most likely leaders on the basis of the 1,200 written applications submitted to the program, then invited them to meet together in two groups of 30 apiece. Carrigan said in that setting, many of the white college students assumed that asserting leadership involved making bold proclamations or moves that would convince others to follow them. Instead, the project leaders were looking for what Carrigan called "facilitators"--young people who had the ability to lead through consensus-building--and many of the upscale whites lacked that ability.

Almost as impressive was the successful construction of 10-member teams in a manner that purposely cut across gender, race, class and all other imaginable lines. Their camaraderie and cohesion, even under great stress in many cases, was truly stunning. The vast majority of the corps members were talented, bright,

energetic and deeply committed to the community service concept. Indeed, the exuberance and determination of the participants make them the most valuable component of the SoS program. There were, however, complaints from participants about colleagues who were disruptive and antagonistic. "Some people have a real negative attitude, and it affects those of us who are trying to be positive," said one corps member. Another suggested that leaders should more closely "screen applicants to find people who really want to serve, not just get a weekly pay check." I gathered that many (but not all) of the corps members in those categories had left the program in its initial weeks.

Service learning

Three mornings a week, from 8:30 a.m. to 10:00 a.m., Newark SoS program participants are exposed to service learning, training and enrichment programs operated under the direction of Carrigan. They hear speakers on Tuesday and Thursday and participate in workshops on Wednesday. The offerings range from the showing of films such as "Eyes on the Prize" to workshops on topics such as public speaking, fund-raising and running effective meetings. Carrigan did say that "I think we tried to do too much" and suggested that if he could construct the program again he would provide for four days of service and one day of enrichment and training for the corps members each week.

Security

With the exception of the mugging cited in "Programs in the field" above, I learned of no security problems in Newark. "There's always an element of risk," said Mustacchia, "but we believe we've taken responsible precautions."

Financial concerns

One final issue that surfaced regularly in my conversations with corps members was their disappointment and aggravation over what they perceived to be a constantly changing explanations from Washington about their remuneration, specifically their \$1,000 end-of-service payment. One corps member said she couldn't understand why the money was to be taxed if it was earmarked for scholarship aid. Others complained that the tax would bring the value of the payment to \$800 or less. "It's very, very important to us," said one participant, who urged that the tax status of the \$5,000 (or \$4,725) for full-year participants be clarified early and that "no changes (be made) in the middle of the year."



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